

UNIT I

SELF ANALYSIS

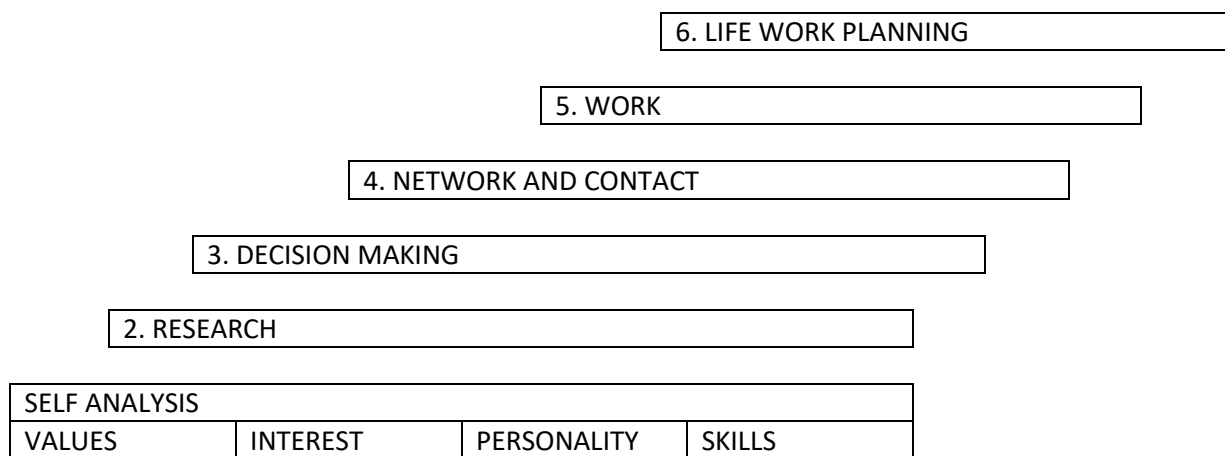
Definition :

Self-analysis is a systematic attempt by an individual to understand his or her own personality without the aid of another person.

WHAT IS SELF ANALYSIS ?

Self-analysis is a process through which a person becomes aware of his/her strength and weaknesses, skills and abilities, interest, values, goals and aspirations. Self-analysis is the first step of the career planning and development process. During a self-analysis a person gathers information about himself/herself in order to make an informed career decision.

A self-analysis should include a look at the following: values, interest, personality and skills



Values: the things that are important to person, like achievement, status and autonomy etc.

Interest: what a person enjoy doing, i.e. playing golf, taking long walks, hanging out with friends, etc.

Personality: a person’s individual traits, motivational drives, needs and attitudes, etc.

Skills: the activities a person is good at, such as writing, good programming, teaching, etc.

Importance of Self Analysis

“**Know thyself**” is a famous quote from the ancient philosopher Socrates. More than 2,000 years later it’s still sound device. Self-Analysis is the most important step in career development. It has several benefits:

- Self-analysis helps a person identify strengths that can be emphasized, and assess weaknesses that can be downplayed and worked on.
- Self-analysis gives a person a practice in articulating his/her achievements, aspirations, and goals in a way that emphasizes that fit between his/her profile and the strategic needs of the organization with which he/she is interviewing or negotiating.
- Self-analysis builds confidence of a person. As a person reviews his/her background, he/she becomes more aware of what he/she can contribute to an employer. This awareness makes him/her to answer questions in a way that is natural and forthcoming.
- Self-analysis lets a person know a true picture of him/her. A person can make realistic goals by keeping in view this picture. He/she comes to know that where he is standing and how far he/she has to go in order to achieve his/her objectives.
- Self-analysis can make a person realize about his/her choice of career planning. A person knows whether a particular career suits him/her and whether he/she needs to change his/her career goals and path.

Process of Self Analysis

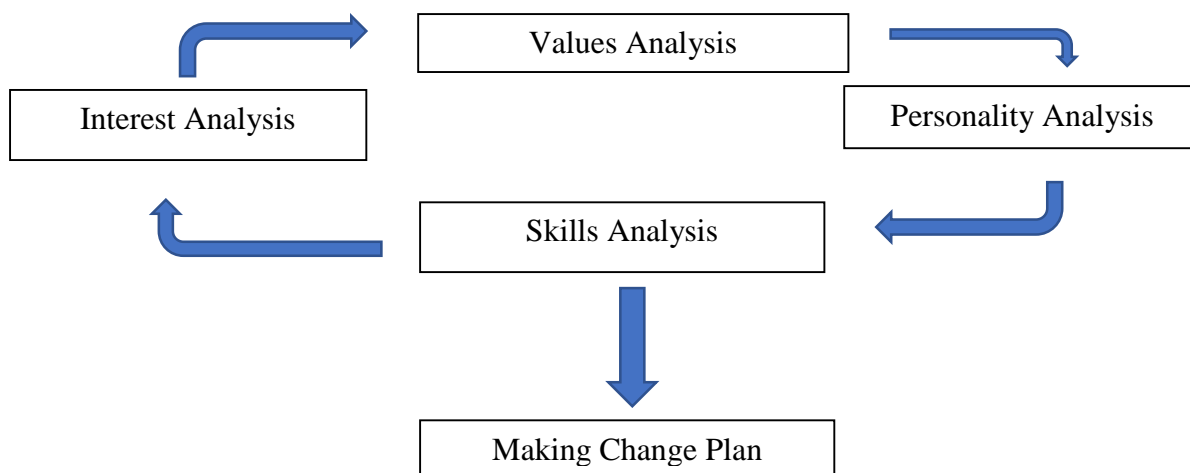


Figure 2 Process of Self Analysis

Self-analysis is an on-going process which undergoes continual change; because as we move onwards, our values, interests, personality and skill change. So, it should be performed at various stages of our lives. Process of self-analysis includes the following steps:

Value Analysis

Identifying one’s personal values is an important part of a successful career plan, In this context, the word “values” refers to how one feel about the work itself and the contribution it makes to society. Most people who pursue work that is congruent with their feel satisfied and successful in their careers.

Work values can be divided into two functional categories. **Intrinsic values** are those that relate to a specific interest in the activities of the work itself, or to the benefits that the work contributes to society.

Extrinsic values relate to the favourable conditions that accompany an occupational choice, such as physical setting, earning potential, and other external features. Most people, in order to feel truly satisfied with their work, must find some personal intrinsic value in it.

The following is a list of personal values that many people have identified as being important to them in their careers:

- Help Society:** Do something that contributes to improving the world we live in
- Help Others:** Be involved in directly helping people either individually or in small groups.
- Public Contact:** Have a lot of day-to-day contact with people
- Work with Others:** Work as a team member towards common goals
- Affiliation:** Be recognized as a member of a particular organization
- Make Decisions:** Have the power to decide on courses of action and policies
- Work Alone:** Do projects on one’s own with minimal contact with others
- Competitions:** Engage in activities that clearly compares one’s abilities to others
- Power and Authority:** Oversee and delegate work activities of other people
- Work under Pressure:** Work in time situations where time pressure and deadlines are prevalent
- Influence People:** Be in a position to change attitudes or opinions of other people
- Knowledge:** Engage in a pursuit of knowledge and truth
- Intellectual Status:** Become an expert in a given field
- Artistic Creativity:** Engage in creative work related to arts
- General Creativity:** Create new ideas for programs, written materials and organization
- Aesthetics:** Study or appreciate the beauty of objects and ideas
- Supervision:** Have a job in which one is directly responsible for the work of others
- Change and Variety:** Have work responsibilities, which frequently change

Precision Work: Work in settings where details are extremely important and there is little margin for error

Stability: Have job duties and work routines that are highly predictable

Security: Be assured of keeping one’s job and a reasonable financial reward

Recognition: Be acknowledged publicly for the quality of work

Fast Pace: Work in situations where there is a lot of activity and tasks must be completed quickly

Excitement: Experience a high frequent level of excitement in the course of work

Adventure: Have work duties that require frequent risk taking

Profit and Gain: Have a strong likelihood of earning a substantial salary for work

Independence: Be able to determine the nature of work without significant direction from others

Moral Fulfilment: Feel his/her work contributes to a set of morals that he/she feel is important

Location: Find a place to live, which is conducive to one’s lifestyle

Community: Live where one can participate in community affairs

Time Schedule: Be able to work according to his/her own schedule

Interests Analysis

Identifying and acknowledging one’s interests will help him/her decide which occupations/stream of study/subjects/college to investigate and possibly pursue. Therefore, one should ask himself/herself: What do I take pleasure in? What do I enjoy?

One place to start identifying patterns of skills and values is to review and make a list of all one’s activities and hobbies. Everyone has at least one hobby or interest that brings satisfaction. Some people are able to develop their careers based on special interest.

One should think of personal interests as another way to identify his/her values, skills and abilities. For instance, if one enjoys writing stories it may reflect as a talent for communication, creativity and fascination with the motivations behind human behaviour. If one loves outdoor activity he/she may have a sense of adventure, a need for physical challenges, a concern for the environment or a passion for nature. If one enjoys community work he/she may be interested in making a tangible contribution to society or have strong political, ethical or religious values.

Also, a person should value the academic interests as a pathway toward evaluating his/her personal interests. If science courses are most appealing to a person, he/she probably have strong analytical and quantitative skills.

A person should also think about his/her past to know the things to which he/she is drawn to. He/she should think of all the activities he/she would love to do even if he/she is not getting paid or getting paid very little.

Personality Analysis

Identification of a person unique personality trait will help him/her identify careers that fit his/her personality, giving you the most likelihood of personal and professional growth. As a person explore careers and find the ones that interest you the most, he/she should devote more time to learning about them and evaluating the match between his/her personality traits and the careers.

How do you interact with the world? Where do you direct your energy? What kind of information do you naturally notice? How do you make decisions? The answers to these types of questions reflect different aspects of one’s personality.

Depending on one’s particular traits, he/she will prefer certain occupation over others. The following is a list of personality traits that helps many people to identify their careers:

Aggressive	Hardworking	Daring	Proud
Aloof	Honest	Decisive	Prudent
Amiable	Humorous	Dependable	Reliable
Ambitious	Independent	Determined	Reticent
Anxious	Innovative	Easy Going	Secretive
Assertive	Introspective	Emotional	Self-conscious
Assured	Judicious	Encouraging	Self-reliant

Careful	Lazy	Enterprising	Shy
Cheerful	Mild mannered	Extrovert	Sincere
Co-ordinated	Objective	Fickle	Spontaneous
Co-operative	Obstinate	Forceful	Systematic
Competitive	Open minded	Forthright	Tactful
Confident	Orderly	Friendly	Tenacious
Considerate	Original	Gregarious	Trustworthy
Creative	Persistent		

Skills Analysis

Skills are a person’s abilities and areas of strength he/she learned through many different activities, including work, extracurricular and volunteering experiences, and hobbies. A person can discover what his/her skills are by becoming aware of those things that you do well.

A systematic assessment of person skills often reveals his/her strengths and how he/she might use these in a work setting. At this point a person may not realize that many of the skills he/she has developed in and out of the workplace are transferable to a variety of work environments. Functional skills reflect the ability to work with the people, data and information or objects. One can further break down his/her skills by looking at his/her natural talents as well his/her intellectual, creative, leadership and problem-solving abilities.

A simple place to start in identifying one’s skills is to consider his/her achievements in a whole range of activities, from school, to work, internships, sports, volunteering, and family life. Nothing is irrelevant. Whether it was a research project (analytical, writing, problem solving) or participating on the crew team (time management, teamwork, and goal setting), a person’s unique skills contributed to accomplishing his/her goals. When thinking about skills a person should not compare himself/herself to others, but look for evidence of skill in situations that he/she handled or tasks that he/she accomplished. Doing that a person should be realistic and not wishful. It is important to keep in mind that what a person is capable of doing in one context can be done in others.

This is a list of skills found in a cross-section of careers

administering programs	listening to people
advising people	locating missing data
analyzing data	managing an organization
appraising services	measuring boundaries
arranging social functions	mediating between people
auditing financial records	meeting the public
budgeting expenses	monitoring progress of others
calculating numerical data	motivating others
checking accuracy	negotiating contracts
classifying records	operating equipments
coaching individuals	organizing people and tasks
collecting money	persuading others
compiling statistics	planning agendas
confronting other people	planning organizational needs
constructing buildings	politicking others
coordinating events	predicting futures
corresponding with others	preparing materials
counseling people	printing by hand
creating new ideas	processing human interactions
deciding uses of money	programming computers
delegating responsibility	promoting events
designing data systems	protecting properties
dispensing information	raising funds
displaying information	reading volumes of material

distributing products	recording scientific data
dramatizing ideas and problems	recruiting people for hire
editing publications	rehabilitating people
enduring long hours	remembering information
entertaining people	repairing mechanical devices
estimating physical space	repeating same procedure
evaluating programs	researching in library
exhibiting plans	reviewing programs
expressing feelings	running meeting
finding information	selling products
handling complaints	serving individuals
handling detail work	setting up demonstration
imagining new solutions	sketching charts and diagrams
initiating with strangers	supervising others
inspecting physical objects	teaching classes
interpreting languages	updating files
interviewing people	writing clear reports
investigating problems	listening to people

METHODS TO CONDUCT A SELF ANALYSIS

The following are the five methods to conduct self-analysis

- Assessing Your Self-esteem
- Understanding Your personality Type
- Writing a Self-Assessment for Work
- Measuring Your Stress Levels
- Seeking Help from Others

You are always growing and changing based upon your personality and life-experiences. Therefore, it’s important to periodically take time out to conduct a self-analysis. Self -analysis help you to reflect on where you are in various aspects of your life. Armed with this information, you are better prepared to make necessary adjustments as you move forward in life.

Method 1 -Assessing Your Self-esteem :

1 Reflect on your childhood experience

Understanding who you are and why you do the things that you do is not always easy. Much of what drives behaviour and self-perception is the result of subconscious attitudes and beliefs. It’s important to dig deep in order to figure out how you truly see yourself on a subconscious level. Here are a few questions you may want to ask yourself: As a child, did I feel listened to or was I harshly criticized?

Was I spoken to respectfully or was I ignored, criticized or teased?

Did I get appropriate attention and affection or was I neglected?

Was I physically, verbally or sexually abused?

Were my accomplishments recognized?

Were my shortcomings and failures accepted or was I berated?

Was I always expected to be perfect?

2 Keep track of you moods

Keep a journal with you for an entire day. Whenever you feel a shift in your mood, write down what you are feeling. This is the first step in identifying what your inner voice is communicating to you. The inner voice is not actually a voice that you hear with your ears .Instead ,it is the collection of thoughts that you experience. These thoughts are often so deeply embedded in the subconscious to that you may not even recognize them when they occur. Instead you will probably just experience a change in mood.

Your inner voice is either affirming or self-defeating people with healthy self-esteem usually experience an accepting and reassuring inner voice. However, people with low self-esteem generally experience a harsh, punitive and critical inner voice.

Journaling can be tough for some people, especially if you write about past traumas that you have not fully processed. If you find that journaling is upsetting you or causing you difficulty handling everyday life for the day or week after attempting to journal, talk with a counsellor who can help you journal productively while keeping you healthy.

3 Write down what you were thinking

The thoughts that you were experiencing immediately before your mood shifted is a good reflection of your inner voice. They are called automatic thoughts and generally reflect how you see yourself, others and the world. Writing down these thoughts throughout the day will help you see if a pattern emerges. Automatic thoughts originate in the subconscious so sometimes they are difficult to pinpoint. You can start by asking yourself "What made me feel this way?". Then dig deeper by asking yourself probing questions like "What does that say about me?" "Why did that make me feel that way?". The first few answers are often superficial responses. Keep asking yourself "What else?" until you are able to probe into the deeper automatic thoughts.

4 Evaluate the thinking patterns

After you have written down several automatic thoughts, you will probably see a pattern begin to emerge. Ask yourself what the underlying theme is among your thoughts. Are they healthy and liberating or are they negative and self-defeating?. Common thought patterns that tend to emerge from negative automatic thoughts include All-or-none thinking occurs when a person thinks that one misstep makes his or her or the situation a failure. For example, if you make one error at work you may think that you are a failure at your job. Disqualifying the positive is when a person only focuses on what he or she has done wrong and ignores or forgets about all of the good that he or she has done. For example, a person may focus on getting one problem wrong on a test when he or she has got all of the other questions right. Jumping to conclusions is one a person makes a judgement without having all of the facts. For instance, you may see your best friend running in a direction away from you in parking lot. You may assume that friend is trying to avoid you. However, your friend may have being late for an appointment did not notice you. Labelling happens when a person applies a label to his or herself (or someone else) rather than acknowledging the action or behaviour. For example instead of thinking, "I could have handled that differently" you may think, "I am a bad person".

5. Examine if you have healthy or low self-esteem

Healthy self-esteem reflects a person's belief that he or she is worthy and worthwhile. Alternatively, a person with low self-esteem often feels poorly about him or herself and constantly needs other people's approval. If you notice that you have a lot of negative thinking, then you may be dealing with low self-esteem. Low self-esteem has a negative impact on the way that you see yourself so it's important to intentionally work on having a healthy and balanced view of who you are. If you are still not sure if you are experiencing self-esteem, consider these three "faces" of negative self-esteem: The Victim: This person acts like he or she is helpless and waits for others to come to the rescue. He or she tends to be unassertive, may be an underachiever and excessively relies on others for reassurance.

The Imposer: This person acts as if he or she is happy and all is well when really petrified of failure. This person needs to always be successful in order to be happy, often leading to perfectionism, competition and burnout.

Method 2-Understanding your personality type

1 Take out a piece of paper and place it in front of you

The paper should be in landscape position so the longer edge is facing you. Make sure that a hard surface is available for you to easily write on.

2 Draw five lines vertical across the paper,

Make sure that the lines are evenly spaced. You will be writing in the boxes that these lines create, so make sure that there is adequate space in between the lines.

3 Write one of the following terms next to each vertical line

“Extraversion,” “Neuroticism,” “Conscientiousness,” “Agreeableness,” and “Openness to Experience”. The terms reflect “The Big Five” personality traits. Most researchers agree that these five personality traits reflect the general components of personality that are most important in inter-personal interactions. Keep in mind that these “Big Five” traits are not personality types but dimensions of personality. For example, someone maybe high in “Agreeableness”(friendliness) but low on “Extraversion”(sociability). This person is probably not very social but he or she is in fact quite friendly. The “Emotional Stability” dimension is also sometimes referred to as the “Neuroticism” trait. Neuroticism is on the other end of the Emotional Stability -Neuroticism spectrum. Similarly sometimes the “Openness to Experience” dimension is referred to as “Intellect”. The terms are interchangeable.

4 Decide where you are on each of the five dimensions

People generally fall in the high spectrum or the low spectrum of each personality dimension. Take a minute to think about where you fall in each area. Write “High” or “Low” in each corresponding box on your paper. Here are descriptions of each trait to guide you with your self-assessment: Extroversion reflects a keen interest in other people and external events. Highly extroverted people tend to be very confident and have no problem exploring uncharted territories. People who are low in extroversion are often referred to as “introverts” and tend to prefer solace and quiet environments. Neuroticism reflects anxiety level. People who are high in this dimension tend to experience negative emotions stronger than their counterparts. If you find yourself worrying and freaking out a lot, then you may want to rate yourself as high in this area. Openness to Experience indicates a person’s willingness to adjust their thinking when new information arises. If you are high in this area the you are probably unconventional and “free spirited”. If you are low on this dimension, then you are probably more conventional and concrete with your thinking patterns.

Conscientiousness refers to how much a person considers other people when making decisions. It also reflects one’s level to self-control. If you are high on this dimension then you are probably disciplined, well organized and function well with autonomy. If you are low in thus area then you are probably quicker to follow your impulses and do well in environments that are fluid and constantly changing. Agreeableness indicates the degree to which a person is compatible with other people. It also reflects how much a person cares about others. If you are high in this area the you are probably quite empathetic and can quickly and easily understand other people. You are probably often described as “nice” and “tender hearted”. If you are low in this area then you are put less emphasis on emotions when determining how to behave. There is generally a gender difference on this trait with women generally being higher and men generally being lower.

5 Think about how these five traits influence your personality

People are likely to engage in behaviour and select environments based upon what is comfortable for their personality. This self-assessment give you a huge insight into why you behave the way that you do. People can be high or low in each dimension. However ,45 different personality combinations merge when all of the different possible combinations are combined.

Method 3-Writing a Self-Assessment for Work

1 Choose a convenient time Be sure to set aside a time when you will have at least one hour for some self -reflection. During this time you will want to focus on your habits ,goals ,competencies and general performance. An hour will also give you plenty of time to review personal notes and other information that will help you write an accurate self-evaluation of your performance.

2 Write down all of the accomplishments that you have amassed in the workplace over the past year

Do not be shy about listing all of the great things that you have done. In fact , it’s okay to be proud of yourself. The main goal of this kind of self-analysis is to highlight your accomplishments .Consider all of

the projects that you have worked on, extra duties that you were assigned and all the ways that you have brought value to your organization. Whenever possible, use specific examples during self-assessment.

Reviewing your emails is a good way to remember some of the things that you accomplished earlier in the year that you may otherwise forget to include.

If there is a place where your work is documented on a regular basis, such as a log or computer data entry system, you may be able to jog your memory by reviewing that documentation. Ask yourself questions to help with your self-reflection. For example, you could ask “Did my efforts further the company’s mission?” or “In what ways did I take on leadership roles?”.

3 Use the STAR approach if you are having a hard time pinpointing your accomplishments

This method allows you to highlight a specific situation when you brought value to the company. This detailed approach can be used multiple times and before you know it, you will have a comprehensive list of accomplishments. Here is an outline of the STAR approach

Identify the (S)ituation: Briefly describe a situation when you felt very proud of your job performance

Describe the (T)ask that was at hand regarding this situation. What is it that you had to do?

Describe the (A)ction that you took in order to complete the task

Highlight the (R)esults that was achieved through your action

4 Write down the areas that you would like to improve on

It can be tempting to only focus on your accomplishments, but it is very important to be objective during your self-analysis. Consider areas where you could be a bit more effective or times when you did not meet your goal. By reflecting on your challenges too, you can get a more accurate reflection of your actual performance. Although you are using this opportunity to do some self-reflection, reviewing your supervisor’s feedback from recent performance evaluations could help you to get some honest feedback on your performance.

5 Mark a list of 5-6 goals that you would like to accomplish over the next year.

This part of your self-analysis is your action plan and should focus on things that you can do to enhance your work performance. Make sure that the goals clearly demonstrate your commitment to providing more value to the company.

Method 4- measuring your stress levels:

1. List any recent life changes

Change can be good, like getting married, having a child, or getting a promotion at work. It can also be not so good. Just ask anyone who has lost a job or is in the middle of a divorce proceeding. Keep in mind that change of any kind can be stressful as you get adjusted to your new life experience. Take a minute to think about and list down all of the changes that you may have experienced in the last six months that may be causing stress.

2. Think about your values.

When the way that you are living your life contradicts with what you believe and value, this can cause you to experience a significant amount of stress. For example, if you highly value ambition and competitiveness but feel stuck in a boring dead-end job, you will likely experience stress because your values aren’t lined up with your life right now. When your beliefs and value systems are mismatched to your actual life experience, stress and unhappiness can occur. Here are some questions to ask yourself to determine if any mismatch is contributing to your stress levels:

What values do you find very important? Kindness? Honesty? Success? Family time?

Does your behaviour conflict with these values? For instance, let’s say that you value family time. Do you find yourself spending enough time with your family or are you prevented from doing so by other things? Do your job, relationships, friendships, or other areas of your life conflict with these values? For instance, let’s consider the same example above. Is your job preventing you from spending time with your family?

3 . Evaluate your surroundings

Where you live, work, and spend most of your time can be a significant factor regarding your stress level. If you are stress level. If you are surrounded by crime, overcrowding, noise, pollution, litter, or other unpleasant elements in your surroundings, then it can result in increased stress levels. Consider how much your environment is contributing to your stress.

4. Reflect on your personal problems and social dynamics.

Personal problems and social factors can have a huge influence on your level of stress. Here are some dynamics to consider when you are trying to evaluate how these aspects are affecting your level of stress: Finances: Do you have enough money to cover your basic needs such as housing, food, clothing, and transportation?

Family: Are their issues with your spouse or children or are you a caregiver to an elderly family member?

Health: How is your health and the health of your loved ones?

5. Track your sleeping.

Lack of sleep affects many areas of your life, which of course can increase your stress levels. Log low many hours you are sleeping each night. Although the amount of sleep that is needed varies per person, if you are an adult getting less than 6-8 hours of hours of sleep per night, then other areas of your life are likely being impacted. As a result, your stress levels may be higher than they would otherwise be. Here are some of the areas that lack of sleep may impact:

Thinking and learning slows down

Accidents increase

Health challenges, including elevated risk of diabetes and increased risk of death

Increased depression and forgetfulness

Lower libido

Premature aging and weight gain

Impaired judgment

6. Consider how you can work on decreasing your stress level in these areas.

Make a list of things that you can do to improve your overall life experience. After all, the goal of a self-analysis is to do use reflection to promote growth.

Method 5-Seeking help from other

1.Consult a counsellor or therapist.

Some people believe that therapy is only for when you have problems that seem insurmountable. However, that's far from the truth. A counsellor or therapist can help you with your self-analysis because she is a trained, impartial person who understands the common thought traps that humans can fall into. People go to therapy for a variety of reasons, from past traumas to wanting to learn to cope with everyday life. There is no "bad" reason to seek counselling, and its sign of strength and self-care to seek help when you could benefit from it. A therapist also provides a safe, welcoming space for you to explore your own thoughts and feelings in. she will not judge you or make you feel silly for having thoughts. This type of environment can be very productive for self-discovery.

2. Look for an expert in cognitive behavioral therapy(CBT).

CBT is a type of psychotherapy focused on the relationship between your thoughts, feelings, and behaviours. For example, if you've identified that you have self-esteem issues, a therapist trained in CBT can help you identify the unhelpful thought patterns that are contributing to that are contributing to that problem, such as negative self-talk. A CBT professional can help you learn new ways of thinking and behaving that will help you lead a happier, healthier life. CBT has been demonstrated as a helpful treatment for a range of conditions, including anxiety, depression, and sleep disorders. Even people with chronic pain may be helped by CBT.

3. Search for a trauma specialist if you have had past traumas.

If during your self-analysis you realize that you have had traumatic experiences that you need to deal with, a therapist who specializes in trauma can help. It can take time and effort to process past injuries and work through them, but a trained specialist can help you through the process. CBT is a very common treatment for people with post-traumatic stress disorder (PTSD). Other types of treatment include exposure therapy, where you learn to overcome the trauma by talking about it repeatedly, and eye movement desensitization and reprocessing (EMDR) therapy, where you focus on bodily stimuli as you think or talk about your traumatic memories.

4. Find someone you feel comfortable with.

There are many ways to find a therapist. You can search online, ask your doctor or friends for a referral, or cold-call various providers or clinics. The key to successful therapy is realizing that it is a relationship, and you should feel comfortable with your provider. That isn't to say you will always feel comfortable with what you discuss, but you should feel like your therapist is there to support you. If after several sessions you just aren't "clicking" with your therapist, it's okay to try another one.

5. Distinguish between types of mental health professionals.

Psychiatrists and psychologists aren't the only providers who can offer mental health services, including therapy. There are a range of mental health professionals who can help you, so consider your options.

SWOT ANALYSIS

Every Organisation is a part of an industry. Almost all organisations face competition either directly or indirectly. Thus, the industry and competition are vital considerations in making a strategic choice. The industry provides the context in which an organisation operates while competitors vie for the same set customers by offering more or less identical products. It is quite obvious that any strategic choice made by an organization cannot be made unless the industry and competition have analysed. A part from the external forces that are present in industry and competition analyses, it is useful to look inward and perform a SWOT analysis.

SWOT is the acronym for strengths, weaknesses, opportunities, and threads. Evolved during the 1960s at the Stanford Research institute, SWOT analysis is a very popular strategic planning technique having applications in many area including management. Organisation perform SWOT analysis to understand their internal and external environments. Though such an analysis the strength and weaknesses existing within an organization can be matched with the opportunities and threats operating in the environment so that an effective strategy can be formulated. An Effective organizational and neutralizes the threats by minimising the impact of weaknesses to achieve pre-determined objectives.

The SWOT analysis has several benefits, among the major being;

- Simple to use
- Low cost
- Flexible and can be adapted to varying situations
- Leads to clarification of issues
- Development of goal-oriented alternatives
- Useful as a starting point for strategic analysis

The following could be the pitfalls of using SWOT analysis indiscriminately;

- Simplicity of use may turn to be simplistic by trivialising the reality that may be more complex that represent in SWOT matrices.
- May result in just compiling lists rather than think about what is really important for achieving objectives
- Usually reflect an evaluator's position and viewpoint that can be misinterpreted to justify a previously decided course of action rather than used as a means to open new possibilities.
- May encourage organisations to take a lazy course of action of looking for strengths that match opportunities rather than developing new strengths that could match the emerging opportunities.

- There's some probability that strengths may be confused with opportunities or weaknesses with threats.

The process of strategy formulations starts with, and critically depends on, the appraisal of the internal and external environment of an organization. The environmental as well as organizational appraisal [chapter 4 and 5] deals with opportunities, threats, strengths, and weaknesses relevant from an organization. The two profiles ETOP [Environment Threats and Opportunities Profile] and SAP [Strategic Advantages Profile] that we have prepared should now be brought together and analysed so that feasible strategic alternatives can emerge.

<p><u>Strengths:</u> What are your personal strengths? What does the company do well? What do you do well? What is the good track record? What do other people see as your strengths? Where does the organization complete well?</p>	<p><u>Weakness:</u> What can be developed What could you improve? What is working less optimally than you wish? What is being done badly. What is the competition doing better? What should you avoid doing?</p>
<p><u>Opportunities:</u> If there were no constraints what would you like to do? What might be possible? What will happen in the next few years? Where do you/ your organization want to be in five years time? Who might you want to work with? What could be a win – win situation? How may new technologies change your practices?</p>	<p><u>Threats:</u> What are the barriers to your development? What sort of obstacles do you face? Who else might move in a take over your tasks / job / business? What are rival organizations doing? Can you fund the short and long term? Will new technologies / developments change you roles? What change is coming?</p>

JOHARI WINDOW:

Interpersonal behaviour has been studied by Joseph Luft and Harry Ingham, besides transactional analysis. In the name of Joseph and Harry, Johari has been developed for analysing interpersonal conflict – they have analysed interpersonal conflict and have suggested ways of solving conflicts. They have emphasised on self and others, viz. Self is related to 'I or me ' and others are connected with 'You or they'. The interaction of 'I and you' is studied under the Johari Window. One should know oneself and others. Knowing oneself includes knowledge of the way they are coming across to the people, impact they are having on the people they are trying to influence. One should know oneself because many a time people are unable to understand themselves. The people related to an individual should provide feedback about their behaviour and related attitudes. There are four main components of the Johari Window are respectively known as public, private, blind and unknown arena.

	Known to Others	Unknown to Others
Known to Self	Public	Private
Unknown to Self	Blind	Unknown

Fig 11.3 Johari Windows

Oneself is openly known by a person in open self. He knows all about himself and others. There is openness in behaviour and attitude. Transparency is observed in behaviour. It is called public arena. It has less scope for interpersonal conflict. Under hidden self, one knows clearly about oneself, but does not understand others. The person remains hidden because of the fear of being known by others and being criticised. In this case, the person keeps his feelings secret and does not like to reveal his feelings and desires to others. It is called private arena. It creates doubts and chances of interpersonal conflicts are increased. The others in the system do not pick up non-verbal and verbal responses. The blind arena is when one is not fully known to oneself, but is known to others. For example, the reader is unknown to self but is known to others. It is unknown to the leader because followers are unwilling to share feedback or communicate with the leader. The leader shuts his eyes to the available data or information, knowingly or unknowingly. A person or leader is unintentionally hurting the feelings of others whereas others are hesitant to tell him the truth. There is no threat of conflict at present, but it would aggravate problems and holds potential threat of interpersonal conflicts. In the case of unknown arena, the person does not know about himself and others. He is in the dark about the real problem. The unknown facts may be seriously influencing the situation. Doubts increase and conflicts are bound to incur because of misunderstanding.

The Johari window points out interpersonal styles and possible interpersonal conflicts situations. It helps to solve conflicts through feedback, disclosure, self-perception and late strategies.

Feedback The configuration of the four arenas is directed through feedback. The leader in an organisation needs verbal or non-verbal feedback from his followers. Subordinates should be encouraged to provide feedback. It is the willingness of others to be open and frank to provide fair and correct feedback. Public arena, i.e. known to others and known to self, provides feedback to the blind arena, i.e. known to others and unknown to self. Thus, the superior gets a feedback from others and also from the public arena. Subordinates express their feelings and perceptions. Feelings should be heard and accepted. This removes the doubts and misunderstandings. Subordinates should be encouraged to air their wishes and express their feelings. This increases mutual trust and confidence. Without feedback, managers are always in the dark and do not realise that subordinates should be treated as family members. Feedback reduces the blind arena of the manager. Feedback is more effective for solving the problem

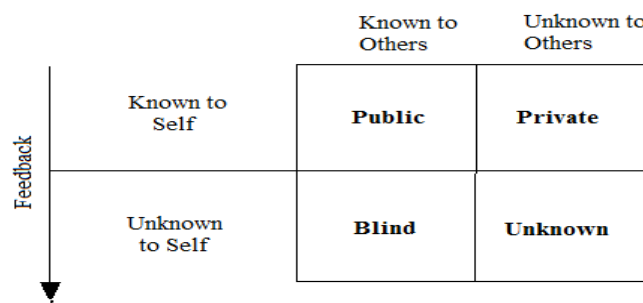


Fig.11.4 Feedback process

Disclosure The other process of Johari window is disclosure, i.e. the extent to which a leader willingly shares his feelings with others. The subordinates should be looked at from their viewpoints. Only then can the manager really understand them and have them understand his feelings. Potential conflict is reduced by becoming more trustful of others and by disclosing relevant information about oneself. It should be realised that all disclosure are not useful – precaution should be exercised while disclosing the data. Disclosure is effective only when all the people, viz. managers and employees, are at par. Their feelings and attitudes then are comparable. They have mutual trust and confidence in each other. Disclosure and feedback decrease the unknown arena, known as the black spot, as exhibited in fig. 11.5. The public arena is increased by decreasing the blind arena through feedback and the private arena through disclosure.

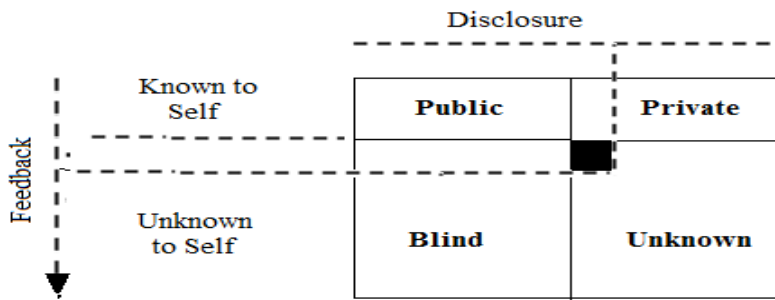


Fig. 11.5: Effect of feedback and disclosure

It increases interpersonal behaviour and creates a healthy atmosphere in the increased to create a congenial atmosphere in the organisation.

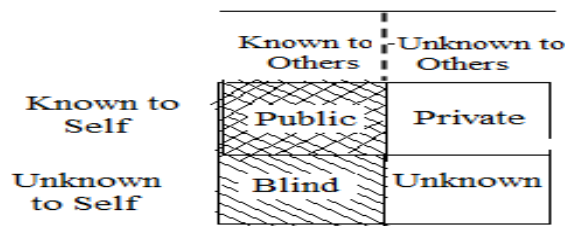


Fig. 11.6 Self -preception

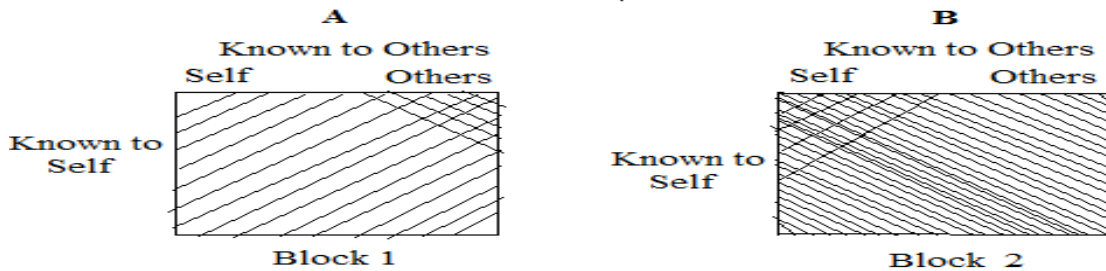


Fig 11.7 Influence on public arena at inequality of perception

Self-Preparation self-perception of the manager means that he knows himself well as he himself enters the public and private arena. It infers that his leadership style is known to him and his subordinates fig.11.6. gives an indication that his leadership style is spread in the public and blind arenas. The leadership style is known to the manager as well as to others, doubly conveying the public arena. This is known as lead-self. It is assumed that the perception of self and others are known to an equal extent by them. If self-perception is more than the perception by others, the public arena will be smaller and the opposite is also true, as expressed in fig. 11.7. in fig 11.7.A, self-perception is more than others. So, the lead-self is darker in right upper side of the block 2. In fig 11.7B, self-perception is less than others. So, the lead-self is darker in left upper side of the block2. Disclosure by the manager and his subordinates removes doubts and misunderstandings. It strengthens interpersonal relations.

Late Strategies If anything has gone wrong, the manager has to set things right. Mere repentance and feeling sorry for the mistake cannot cure the problem. He should try to avoid errors in future. It is never too late to amend the situation. The manager has to amend the situation as early as possible. The earlier the attention, the more effective will be the modification process. Many a time, a manager has to make maximum efforts for the improvement of the employees. Concentrated efforts are required to correct erring employees, as otherwise other employees will be betrayed. The manager should feel happy at the amendment of the mistake rather than indulging in crocodile tears. The National Training Laboratory(NTL) of USA has recommended seven guidelines for effective interpersonal relations. The manager should be descriptive rather than judgmental and be specific rather than general. He should deal with things that can be changed, give feedback when it is desired and consider the motives for giving and receiving feedback. The feedback should be given at the time the behaviour takes place, so that its accuracy can be checked.

ATTRIBUTES

An attribute is a quality or characteristic of a person, place or thing. Personal attributes are character traits or personality traits.

POSITIVE ATTRIBUTES

- | | | |
|-----------------|-----------------|-------------------|
| • Achiever | • Forgiving | • Perspective |
| • Active | • Genuine | • Pleasant |
| • Adaptable | • Good listener | • Positive |
| • Ambitious | • Helpful | • Powerful |
| • Balanced | • Imaginative | • Practical |
| • Cheerful | • Independent | • Pro active |
| • Communicative | • Initiator | • Professional |
| • Compassionate | • Interesting | • Quality |
| • Competitive | • Invented | • Quick |
| • Consistent | • Knowledgeable | • Racy |
| • Cooperative | • Leader | • Responsible |
| • Courageous | • Literate | • Sense of humour |
| • Curious | • Logical | • Sensitive |
| • Devoted | • Mediator | • Sincere |
| • Easy going | • Modest | • Skilled |
| • Emotional | • Open minded | • Sporty |
| • Enthusiastic | • Organized | • Thoughtful |
| • Exciting | • Original | • Trustworthy |
| • Fast | • Outgoing | • Understanding |
| • Flexible | • Particular | • Wise |
| • Focused | • Patient | |

NEGATIVE ATTRIBUTES

- | | | |
|--------------|----------------|-----------------|
| • Aggressive | • Detached | • Intolerant |
| • Arrogant | • Dishonest | • Irresponsible |
| • Boastful | • Dominating | • Jealous |
| • Boring | • Foolish | • Lazy |
| • Bossy | • Greedy | • Narrow-minded |
| • Careless | • Impatient | • Nasty |
| • Changeable | • Impolite | • Naughty |
| • Cowardly | • Inconsistent | • Nervous |
| • Cruel | • Inflexible | • Obsessive |
| • Cunning | • Interfering | • Over emotion |

- Possessive
- Quick tempered
- Rude
- Sarcastic
- Secretive
- Selfish
- Self centered
- Silly
- Stubborn
- Stupid
- Superficial
- Timid
- Thoughtless
- Unkind
- Untidy
- Untrustworthy
- Vengeful

PROFESSIONAL ATTRIBUTES

- Accountable
- Adaptable
- Admits when he/she is wrong
- Authentic
- Bears responsibility
- Believes that family is important
- Believes that health is important
- Believes that time to relax is important
- Believes that time to think is important
- Broad minded
- Caring
- Collaborates
- Commitment to excellence
- Communicates well
- Consistent
- Courteous
- Dependable
- Determined
- Diligent
- Disciplined
- Doesn't gossip
- Doesn't hold grudges
- Doesn't make excuses
- Delivers above and beyond what people expect
- Effective
- Efficient
- Empathetic
- Engaging
- Enthusiastic
- Evolving
- Excels in their line of work
- Exercises self-control
- Focused
- Forgiving
- Generous
- Gets along with people
- Gets the job done
- Gives credit where credit is due
- Goals setter
- Good at working in a team
- Good interpersonal skills
- Hard worker
- Helps other with their problem
- Helps others to succeed
- Highly committed
- Humble
- Innovative
- Interested in others
- Kind
- Learns from mistakes
- Listens well
- Looks at obstacles as challenges
- Loyal
- Makes the best of situation
- Manages stress
- Motivated
- Non judgemental
- Not afraid to fail
- Organized
- Passionate
- Patient
- Planner
- Positive attitude
- Precise
- Realistic
- Relates well to others
- Respectful
- Seeks improvement
- Selfless
- Shows appreciation and expresses thanks
- Sincere
- Takes responsibility
- Teachable
- Thinker
- Time management skills
- Transparent
- Tries to do more with less
- Trustworthy
- Truthful
- Upright
- Values others
- Willing to change
- Willing to take necessary risks
- Willing to do whatever it takes to get the job done

Having positive attributes can increase your business and personal relationship. Being able to recognise and complement positive attributes is, in and of itself, a positive attribute.

SELF CONFIDENCE

The concept of self-confidence self-assurance in one's personal judgement ability, power, etc. one increases self-confidence from experiences of having mastered particular activities. It is a positive belief that in the future one can generally accomplish what one wishes to do.

IMPORTANCE OF SELF CONFIDENCE

- **Greater self-worth:** the more self-confidence you have, the more you value yourself and your capabilities, which means the more valuable you feel; this is what creates the effect of naturally holding your head up high, since you have higher self-esteem and are proud of who you are
- **More happiness and enjoyment:** for all the reasons above, the more self-confident you are, the happier you are with yourself; as a result, the more you always enjoy life
- **Freedom from self-doubt:** the more self-confident you become, the more free you become of the mental torture of doubting yourself, and questioning whether you're 'really' valuable, or capable of achieving things you want to achieve
- **Greater strength and capabilities:** the more self-confident you are, the stronger and more powerful you feel; you also naturally grow stronger and more confident when encountering challenges, rather than feeling weakened, crippled, and defeated by them
- **Freedom from fear and anxiety:** the more self-confident you become, the more you know that you can accept, handle, learn, gain and benefit from any situation, circumstances, or outcome; in this way, you naturally replace fear and anxiety with greater confidence in yourself and your abilities
- **Freedom from social anxiety:** the more secure you feel in your self-worth, regardless of how others see you, the less concerned you are with what others might or might not think of you in social situations
- **More peace of mind and less stress:** freedom from self-doubt, fear, and anxiety naturally translates into greater peace of mind and a more stress-free life
- **More energy and motivation to act:** the more confident you are that you can achieve things you want to achieve (like personal goals or dreams), the more motivated and energized you are to take action to achieve them
- **More beneficial and enjoyable interactions with others:** the happier and more confident you are, the more relaxed, comfortable, and at least you are, and this naturally puts others at ease more around you; also, with these qualities, others tend to trust, respect, value, welcome, and cooperate with you more; the overall result is better and more enjoyable social interactions
- **Better sleep & health:** less fear and anxiety + less stress + more peace of mind + more happiness =you enjoying the health benefits of being more self-confident, including better quality of sleep
- **Greater success:** in case it's ever been a mystery to you why self-confident people are naturally more successful, now you can clearly understand why there is such a high correlation between self-confidence and success; each of the above benefits
Helps you achieve things you want to achieve faster and easier, which means you enjoy more success in life

SELF ESTEEM

Self-esteem sometimes referred to as self-worth or self-respect, can be an important part of success. Too little self-esteem can leave people feeling defeated or depressed. It can also lead people to make bad choices, fall into destructive relationships, or fail to live up to their full potential. Too much self-esteem, as exhibited in narcissistic personality disorder, can certainly be off-putting to others and can even damage personal relationships. Self-esteem levels at the extreme high and low ends of the spectrum can be harmful, so ideally, it's best to strike a balance somewhere in the middle. A realistic yet positive view of yourself is generally considered the ideal.

WHAT IS SELF-ESTEEM?

In psychology, the term self-esteem is used to describe a person's overall sense of self-worth or personal value. In other words, how much you appreciate and like yourself. Self-esteem is often seen as a personality trait, which means that it tends to be stable and enduring. Self-esteem can involve a variety of beliefs about yourself, such as the appraisal of your own appearance, beliefs, emotions, and behaviours.

WHY SELF-ESTEEM IS IMPORTANT

Self-esteem can play a significant role in your motivation and success throughout your life. Low self-esteem may hold you back from succeeding at school or work because you don't believe yourself to be capable of success. By contrast, having a healthy self-esteem can help you achieve because you navigate life with a positive, assertive attitude and believe you can accomplish your goals.

SELF-ESTEEM THEORIES

The need for self-esteem plays an important role in psychologist Abraham Maslow's hierarchy of needs, which depicts self-esteem as one of the basic human motivations. Maslow suggested that people need both esteem from other people as well as inner self and achieve self-actualization.

It is important to note that self-esteem is a concept distinct from self-efficacy, which involves how well you believe you'll handle future actions, performance, or abilities.

FACTORS THAT CAN INFLUENCE SELF ESTEEM

As you might imagine there are different factors that can influence self-esteem. Genetic factors that help shape overall personality can play a role, but it is often our experiences that form the basis for overall self-esteem. Those who consistently receive overly critical or negative assessments from caregivers, family members, and friends, for example, will likely experience problems with low self-esteem.

Additionally, your inner thinking, age, any potential illnesses, disabilities, or physical limitations, and your job can affect your self-esteem.

SIGNS OF HEALTHY SELF-ESTEEM

You probably have a good sense of who you are if you exhibit the following signs:

- Confidence
- Ability to say no
- Positive outlook
- Ability to see overall strengths and weaknesses and accept them
- Negative experiences don't impact overall perspective
- Ability to express your needs

SIGNS OF LOW SELF-ESTEEM

You may need to work on how you perceive yourself if you exhibit any of these signs of poor self-esteem

- Negative outlook
- Lack of confidence
- Inability to express your needs

SELF AWARENESS

What is Self-Awareness?

Having self-awareness means that you have a sharp realization of your personality, including your strengths and weaknesses, your thoughts and beliefs, your emotions, and your motivations. If you are self-aware, it is easier for you to understand other people and detect how they perceive you in return. Many people assume that they have a healthy sense of self-awareness, but it is best to look at a relative scale to see where you fall on it compared to others. Being aware creates an opportunity to make changes in one's behaviour and beliefs. While you develop self-awareness, your own personal thoughts and interpretations will begin to change. This change in mental state will also alter your emotions and increase your emotional intelligence, which is an important factor in achieving overall

success. Becoming self-aware is an early step in the creation of the life that you want. It helps you pinpoint what your passions and emotions are, and how your personality can help you in life. You can recognize where your thoughts and emotions are leading you, and make any necessary changes. Once you are aware of your thoughts, words, emotions, and behaviour, you will be able to make changes in the direction of your future.

Who originally came up with the idea of self-awareness?

self-awareness was first theorized in 1972 by Duval and Wicklund in their book *A theory of Objective Self-Awareness*. This book argues that if we focus our attention inwardly on ourselves, we tend to compare our behaviour in the current moment to our general standards and values. This triggers a state of impartial self-awareness.

BENEFITS OF UNDERSTANDING SELF:

self-awareness is a vital first step in taking control of your life, creating what you want, and mastering your future. Where you choose to focus your energy, emotions, personality, and reactions determines where you will end up in life. When you are self-aware, you can see where your thoughts and emotions are guiding you. It also allows you to take control of your actions so you can make the necessary changes to get the outcomes you desire. This may include changes to your emotions, your behaviour, or your personality. Until you achieve this, you will have a hard time making changes in the direction your life is taking you.

IMPORTANCE OF SELF-AWARENESS IN DIFFERENT FIELDS:

Leadership

You can't be an effective leader without being able to answer the "what is self-awareness?" question. It provides the necessary base for having strong character, creating the ability to lead with purpose, trust, authenticity, and openness. self-awareness explains our successes and our failures while giving us a clear understanding of who we are and what we need most from other people to have a successful team. It also gives leaders the opportunity to identify any gaps that they might have in their management skills, and reveals the areas in which they are effective and where they might need additional work. Knowing these things can help leaders make discerning decisions and increase their effectiveness in positively motivating their employees. Learning to be self-aware is not a simple process, but doing so can improve one's leadership skills and lead to a more supportive business culture.

Social work

As a social worker, having self-awareness is an important part of preparing to encounter clients in their specific situations. Much of the process of becoming an effective social worker is made up of becoming self-aware. This can happen with encounters with professors, classmates, and clients that work to continuously challenge us to be aware of our feelings. While this is not an easy thing to do, it is a worthwhile achievement. Social workers have to be aware of their own biases when they are dealing with clients so they can make sure they are treating every client equally.

Counselling

self-awareness interplays with the therapeutic process of counselling. When one is able to gain a greater understanding of themselves through the input of a therapist, it leads to self-discovery. Counselling is a journey of self-discovery, as one observes their own thought patterns and how they affect their mood and behaviour. Observing one's own thoughts and feelings builds self-knowledge, and doing this with a counsellor provides an objective opinion during the observation.

Education

self-awareness plays a large role in education because it helps students become focused on what they need to learn. The ability of students to think about their thinking increases with age. When teachers work with students to teach them to reflect, monitor, and evaluate themselves, students are able to

become more self-reliant, productive, and flexible. self-awareness plays a large role in education because it helps students become focused on what they need to learn. Students improve their ability to weigh their choices and think about their options, especially when the correct answer is not obvious. When students have a hard time understanding a concept or idea, they use reflective strategies to acknowledge their difficulties and try to fix them. This also gives students tools to self-reflect and grow in their emotional and social lives.

Nursing

self-awareness is used as a therapeutic tool for nurse-client relationships. A nurse who is self-aware can provide a therapeutic environment to care for their patient. Because of this, it is recommended that nursing schools should teach students about development and self-understanding. It would also be beneficial for professional nurses to be able to get help and guidance to continue the growth process throughout their careers.

How to develop and increase self-awareness

1. Look at yourself objectively.

Trying to see yourself as you really are can be a very difficult process, but if you make the right efforts, getting to know your real self can be extremely rewarding. When you are able to see yourself objectively, you can learn how to accept yourself and find ways to improve yourself in the future.

So, what is an easy way to get started with this?

Try to identify your current understanding by writing out your perceptions. *This may be things that you think you are good at doing, or that you need to improve.*

- Think about things you are proud of, or any accomplishments that really stand out throughout your life.
- Think about your childhood and what made you happy back then. *What has changed and what has remained the same? What are the reasons for the changes?*
- Encourage others to be honest with you about how they feel about you, and take what they say to heart.
- In the end, you will come out with a fresh new perspective on yourself and your life.

2. Keep a journal.

You can write about anything in your journal, even if it is not related to your goals. Recording your thoughts on paper helps to relieve your mind of those ideas, and clears it up to make space for new information and ideas. Take some time each night to write in your journal about your thoughts and feelings, and your successes and failure for the day. This will help you grow and move forward in your achievements. As you self-respect, take some time to think about how you are a leader, and how people working under you likely view you. Think about what you do to help other people, and if you could possibly do more. What are your values, and what is most important to you right now? Recording your thoughts on paper helps to relieve your mind and clears it up to make space for new information and ideas. All of these self-reflection questions will help you get a better idea of who you are and what you want out of life right now.

3. Write down your goals, plans, and priorities.

Plan out your goals in a worksheet so they turn from ideas into a step-by-step process. Break down your larger goal into mini-goals so it seems less overwhelming, and tackle it head on.

4. Perform daily self-reflection.

In order to have self-awareness, you must do self-reflection. This requires setting aside some time, hopefully every day, to honestly look at yourself as a person and a leader. Committing to this practice can help you improve. In our demanding business world, daily self-reflection is easier said than done. There is always pressure to do more with less, and an endless flow of information through our portable technology. Because it takes time to self-reflect, start by setting aside just 15 minutes each day. Self-

reflection is most effective when you use a journal and write down your thoughts. It's also best to find a quiet place to think.

5. Practice meditation and other mindfulness habits.

Meditation is the practice of improving your mindful awareness. Most types of meditation focus on the breath, but not all meditation has to be formal. You can also find greater clarity from regular moments of reflection. During your meditations, you may stop to think about some specific questions.

- What is your goal?
- What are you doing that is working?
- What are you doing that is acting as a hindrance to your success?
- How can you change your process to improve it?

Practicing meditation and other mindfulness habits you find greater clarity and self-awareness. One of the most frequent forms of meditation you may practice comes from carrying out everyday tasks that give you a sense of therapeutic serenity, such as washing dishes, going for a run, and going to church.

6. Take personality and psychometric tests.

Take these personality and psychometric tests to help understand what traits you have. Some popular tests that are aimed at increasing self-awareness include the Myers-Briggs test and the Predictive Index. There are no right or wrong answers to these tests. Instead, they compel respondents to think about a set traits or characteristics that closely describe them relative to other people.

7. Ask trusted friends to describe you.

How are we supposed to know what other people think us? We have to listen to the feedback of our peers and mentors, and let them play role of an honest mirror. Tell your friends when you are looking for open, honest, critical, and objective perspectives. Allow your friends to feel safe while they are giving you an informal yet honest view. Make sure your friends know that they are doing this to help you, not to hurt you. Also, feel free to ask questions of your friends about topics they bring up if you feel like you need some more clarity to completely understand.

You can also ask friends to bring it to your attention when you are doing something that you know you want to change. For example, if you know you tend to "one-up" people when they are telling stories, have your friends discreetly let you know that is happening so you can learn to stop. Ask trusted friends to describe you. Allow your friends to feel safe while they are giving you an informal yet honest view.

8. Ask for feedback at work.

In addition to consulting friends and family, use a more formal process at work to get some feedback. If your company does not provide a structured way to do this, try to implement one. Provided it is constructive and well done, having an option for formalized feedback allows us to self-reflect on our own strengths and weaknesses. To have an effective formal feedback system at work, you need a proper process and an effective manager. Once the feedback process is finished, it is important to reflect on it by writing down your main takeaways. Write down any surprising strengths and weaknesses that you did not realize you had before. It will take quite some time to increase your self-awareness and get to know yourself better. It can even take years and input from many people around you. Building the necessary habits to help you become more self-aware can positively impact other aspects of your life, especially your interpersonal and intrapersonal relationships.

UNIT II CREATIVITY

DEFINITION:

Creativity is the act of turning new and imaginative ideas into reality. Creativity is characterized by the ability to perceive the world new ways, to find hidden patterns, to make connections between seemingly unrelated phenomenon and to generate solutions.

Creativity is the process of bringing something new into bring. Creativity requires passion and commitment. It brings to our awareness what was previously hidden and points to new life. The experience is one of heightened consciousness; ecstasy.

CREATIVE MANAGEMENT:

Creativity is regarded as the key attribute for organizations to proactively respond to the next-generation business challenges. It is the synthesis of the principle, concepts and approaches of creatively and management. In simpler terms, creativity allows venturing into newer grounds as well as exploring possibilities.

According to PETER DRUCKER the renowned management consultant, two primary functions of management are marketing and innovation. Creativity forms the core innovation and a typical management theory relates creativity solely to the conceptualization of novel ideas. In a broader sense, creativity also involves innovation and implementation of ideas, framework and processes, which together form the essence of it.

Within organizations, the scope of creative management extends to include specializations in marketing such as advertising, brand management, media management and marketing communication. Product design and marketing programs are two prime areas that offers vast scope for creativity in organizations.

Specific benefits of creativity in the workplace include:

- Better teamwork and team bonding;
- Increased workplace engagement and interaction;
- Improved ability to attract and retain quality employees;
- Increased staff morale, fun and happiness; and
- Increased workplace problem solving and productivity.

Creativity and its importance in business points to four main creative strengths that can be taught:

1. **Fluency:** coming up with more than one idea along the same topic or theme. Simple exercises where employees are encouraged to come up with multiple uses for a single ordinary object are a great way to encourage this skill.
2. **Flexibility:** The same as above, but with creative multiple ideas across topics and themes that may or may not be similar. This can help employees link together possible ideas.
3. **Elaboration:** Being able to add more details, viewpoints, and perspectives to existing information. See if your employees can describe an experience using all of their senses.
4. **Originality:** Coming up with ideas that are unique and out of the ordinary. Try holding semi-regular brainstorms with your staff and encouraging them to put down all of their ideas, not just the ones that they're already certain will work.

Creativity manifest in the work environment:

Marketing

Marketing is one of the complicated tasks of management. Marketing strategies include creativity-intensive activities to enhance brand recognition, improve advertising campaigns, liaison with media as well as to better communicate the marketing goals. Additional marketing tasks include ensuring continued customer satisfaction, real-time engagement and sustaining loyalty. To achieve these tasks marketing strategists produce creative concepts individually or in small collaborative groups. Implementation of such concepts involves making forecast, adopting new marketing techniques, which inherently carry a certain level of risk. It attempts to address such risks through stimulating creative process and invoking techniques to manage uncertainty.

Advertising

As a key function of marketing, advertising also comes under the creative management wing owing to its core tasks of communicating product information to customers. Further, advertisers are also concerned with designing strategies for product/service launch or trial, using persuasion for optimizing sales, monitoring demand-supply levels, attracting and retaining customers among others. Advertising strategies targeted at customers demand creativity and consequently provide scope for this techniques and processes.

Brand management

A brand represents the unique identity of a company and can be anything from a logo, design or any unique attribute that distinguishes the product from others. Brand management strategies could be complex involving extensive market research, product differentiation, maintaining brand reputation, creative communication and constant evaluation.

Creative management enables brand managers to effectively communicate about their brand, liaison smoothly with various teams such as product developers, researchers, creative heads as well as customers.

Media Management

The digital revolution has the greatest impact on marketing, making media management a core component of marketing strategies. As a distinctive division of marketing, media management team is constantly focused on creative avenues to use the technology. Popular choices as marketing tools are messaging apps, virtual reality, social media as well as innovative videos. The tools allow media managers to seek diversity in their approaches, have an open mind to new ideas, permit failures, reward risk takers as well as manage and control creative activities.

TECHNIQUES FOR CREATIVITY:

Brainstorming:

Brainstorming is the name given to a situation when a group of people meet to generate new ideas around a specific area of interest. Using rules which remove inhibitions, people are able to think more freely and move into new areas of thought and so create numerous new ideas and solutions. The participants shout out ideas as they occurs to them and then build on the ideas raised by others. All the ideas are noted down and are not criticized. Only when the brainstorming session is over are the ideas evaluated.

This is the traditional way brainstorming is done. The aim of this website is to train you in the methods of traditional brainstorming and then to move on and discover a series of advanced techniques available to you.

Some other definitions:

- **Brainstorming** is the process for generating new ideas
- **Brainstorming** is “a conference technique by which a group attempts to find a solution for a specific problem by amassing all the ideas spontaneously by its members”

- To brainstorm is to use a set of specific rules and techniques which encourage and spark off new ideas which would never have happened under normal circumstances

Traditional Brainstorming

The normal view of brainstorming is where a group of people sit in a room and shout ideas as they occur to them. They are told to lose their inhibitions and that no ideas will be judged so that people are free to shout any ideas at all without feeling uncomfortable.

People should build on the ideas called out by other participants. The purpose of this is to gain as many ideas as possible for later analysis. Out of the many ideas suggested there will be some of great value. Because of the free-thinking environment, the session will help promote radical new ideas which break free from normal ways of thinking.

Advanced Brainstorming

The model we propose is an extension of the traditional brainstorming scenario and makes the whole process easier and more effective. Advanced brainstorming builds on the current methods of brainstorming to produce more original ideas in a more efficient way.

Specialized techniques, better processes and better awareness, combined with new techniques make traditional brainstorming a less frustrating process. Most of the problems associated with traditional brainstorming disappear as a more effective process is used. Keep on reading for more details of how you can do advanced brainstorming for great profit to you and your organization.

Lateral Thinking

Lateral Thinking is solving problems through an indirect and creative approach, using reasoning that is not immediately obvious and involving ideas that may not be obtainable by using only traditional step-by-step logic. The term was coined in 1967 by Edward de Bono. According to de Bono, lateral thinking deliberately distances itself from standard perceptions of creativity as either “vertical” logic (*the classic method for problem solving which is working out the solution step-by-step from the given data) or “horizontal” imagination (having a thousand ideas but being unconcerned with the detailed implementation of them). It is not known by birth but is learned with experiences and thinking out of the box.

The Significance of Lateral Thinking

Lateral thinking is an unpredictable and unconventional approach to solve problems in a non-evident manner against logical step-by-step linear or sequential thinking. Lateral thinking in people is significantly important because it generates many solutions to the same problem. People try to come up with new ways, instead of traditional methods for overcoming a given task. This leads to new discoveries and possibilities in life. It is also the best way of promoting creativity. It helps the individual in coming up with new ways to tackle a situation and also improvisation leads to new inventions. It has been significantly implemented by some of the greatest people who eventually became extremely successful having done hard work and the smart work.

For an instance let's take RELIANCE:

According to the Reliance website, executives are constantly encouraged to think out of the-box, not traditionally or sequentially and the brothers themselves have this tremendous ability to think laterally and look at the business as a series of processes. As Mukesh says “ We work in concentric circles, rather than in straight ranks, but there's always a centre of accountability. To meet Dhirubhai's deadlines is one of their major projects, Mukesh's young project team discarded several established business practices in favour of unconventional methods which have now become part of Reliance's corporate culture. This upside-down thinking or supply creates its own demand has been followed in India no better than Dhirubhai Ambani.

How to Think Laterally

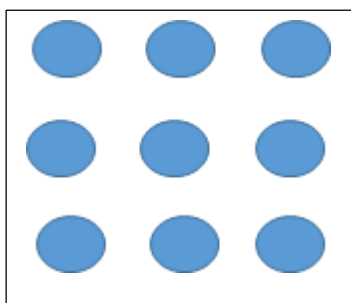
Thinking laterally is implementing a set of techniques used to stimulate creative or “out of the box” thinking. It is a deliberate strategy to interrupt normal, linear thought patterns, to facilitate the transition between patterns, and to widen the range of possibilities.

LATERAL THINKING

1. **Think fast.** Lingering is not the way to think laterally. In spite thoughts come from letting your stream of consciousness pour forth quickly and without reflection.
2. **Avoid any form of self or other criticism.** Lateral thinking requires freedom to express anything. Criticism acts like a stopper ti the flow and prevents expansion of ideas. Allow yourself and others to reach beyond the moon when thinking laterally.
3. **Take care not to assume that it has all been done before.** There is always the ‘possibility of new thought new ideas and new ways of doing things.
4. **Be non-comfort.** Don’t worry about what others will think: the moment you do, you stood thinking laterally and start self-judging and potentially conforming. Allow unusual, outrageous, never-been-done-before ideas to pour judged. Non-conformity is the concept of the moment for lateral thinking
5. **Keep a record of your thoughts.** You won’t know which ones are worth revisiting until later, sometimes because you’re too close to it after brainstorming, sometimes because it’s simply not clear what is significant until later reflection.
6. **Mimic:** Don’t be afraid to build on the great ideas of others. Perhaps they haven’t pushed the ideas far enough yet; maybe you will. But don’t be afraid to copy good ideas and make the better.
7. **Avoid over analysis:** As soon as you start nit-picking too much and nothing what won’t work, you’ve left lateral thinking and started to think analytically again. Leave details to later. Leave grand visions to later too.
8. **Question repeatedly:** Is this the best there is? Is this adaptable? Is there a workaround? Be sure to ask plenty of questions, especially “what if”?

OUT OF THE BOX THINKING

Among the most well-worn phases in the business world is “thinking outside the box”. It is supposed to mean thinking creatively, freely, and off the beaten path. It’s the kind of thinking that----- in an age of increasingly powerful algorithms and neural networks ---garners significant attention. For now ,it’s the kind of stuff that machines can’t do that well. One supposed story of the term’s origin is actually a great illustration of what this kind of thinking is, and why it’s so sought –after. As the story goes, management consulting groups in the 1960s and 70s began using a particular puzzle called the “nine dots puzzle” from a 1914 book by Sam Loyd called the Cyclopaedia of Puzzles. They would present the diagram below , with the following instructions: Link all 9 dots using four straight lines or fewer, without lifting the pen and without tracing the same line more than once. The most oft-cited solution appears below. It uses only 4 lines.



See where “outside the box” comes from? There was no directive given about staying within a box, but our minds tend to build a box there, and a constraint is instantly put in place. Thinking outside the box is about dispensing with constraints as many as possible. That’s what the solution above does, and that’s what the most effective kind of original and innovative thinking also does.

Below are 3 strategies that can help you think “outside the box” in the way the origin of the term suggests.

1. Eliminate the Goal-Directedness of Your Thinking:

If you aim at the same target everyone else is aiming at, your shots will end up where everyone else's do. If you till the same soil that everyone else tills, plant the same seeds they plant, and use the same water. You'll get the same garden. My point is that the minute you introduce a goal in your thinking, you're introducing a constraint. Your mind now has a direction, and it will tend to go in that direction. This is why so many businesses bring in outside consultants to help come up with new ideas. The consultants don't carry the burden of constraints on their thinking. They can dream up and offer up wildly new ideas that get people excited, and lead to innovative pivots and launches. This has become a hot topic in child psychology. A 2014 study at the University of Colorado studied the effect that free play and structured play has on children's executive function—the ability to independently set and work toward goals. The findings: the results showed that the more time children spent in less structured activities, the better their self-directed executive function. Conversely, the more time children spent in more structured activities the poorer their self-directed executive function. You're not a child, of course, but think about how structured thinking as opposed to unstructured thinking can have a similar effect on what crazy new ideas you're able to come up with.

2. Intend to encounter ,rather than “come up with” ideas:

Rather than “coming up with ideas” which is more an act of creation , it's better to think of yourself as just encountering ideas. You're not creating ,you're just browsing. That's a real difference in attitude. You're be surprised at the difference this can make. It takes a weight off your shoulders to not have to make something, but rather to just stumble upon it. Think of it as walking through an open-air flea market, looking at whatever trinkets you happen to see. You can move with ease not particularly moved by any of them until something really stands out. But if there are items in that same flea-market that you handcrafted and brought there, you will naturally pay more attention to them. Also if you find that you've got an idea that's pretty stupid, if you don't view yourself as having created it, you're less likely to be emotionally and cognitively impacted by a negative assessment of it. You can keep on churning out ideas.

3. Think wide:

Keep every realm of thinking on the table. Geography, religion, finance, cubist painting, archaeology. Don't discount anything as unrelated or unconnected. It is often that kind of thinking that creates the kind of problems that demand “outside of the box” thinking in the first place.

UNIT – III MOTIVATION

MOTIVATION:

This word derived from the Latin word 'MORVE' which means 'to move'. The process that account for an individual's intensity, direction, and persistence of effort towards attending a goal. It is the process of stimulating people to actions to accomplish the goals. In the work goal context, the psychological factors stimulating the people's behaviour can be:

- Desire for money
- Success
- Recognition
- Job-satisfaction
- Team work , etc

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore, the role of a leader is the arouse interest in performance of employees in their jobs.

The process of motivation consists of three stages:-

1. **A felt need or drive**
2. **A stimulus in which needs have to be aroused**
3. **When needs are satisfied, the satisfaction or accomplishment of goals**

INTERRELATEDNESS OF VALUES, GOALS AND STANDARDS

Goals, values and standards are closely related concepts. Value is the base and from values stem the other two concepts, goals and standards, although they in turn exert an influence on values and on each other. As seen earlier, values are important to the individual but vague to express in operational terms. The concept of goal is more specific. It signifies something definite towards which one works . A standard is defined as something used as a basis of comparisons. It may vary in precision from quantitative measurement of qualitive measurement . For example , if an individual considers comfort as the most important value , she would strive for living comfortably, travelling comfortably or doing work comfortably. To the extent she holds comfort as a value , she might set the standard by which she will get comfort by making others do everything, or get the required equipment to do work efficiently and speedily or spend more of other resources like money to assure a comfortable living. Interrelationship between values ,goals and standards is indicated in fig.4.5

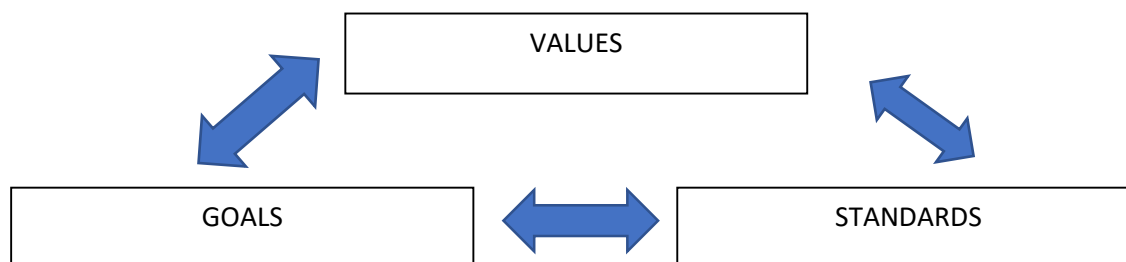


Fig 4.5 Trilogy of motivating factors

In the same way, if a homemaker values health, her goals would be nutritious food and physical exercise which are again dictated by a specific standards of nutritional requirements both quantitative and qualitative as well as the standards of exercise as approved by the health worker or the medical practitioners.

MOTIVATING FACTORS AND MANAGEMENT

- VALUES - Why? (It is a measure of worth)
Goals - What? (results worked for)

Motivating factors in management

Standards - It seems from the values and determines the amount and kind of interest In an item or activity(the way the work is performed)

Management - how?(method of using resources)

The fig 4.6 shows as how values, goals and standards are related to each other and to the management.

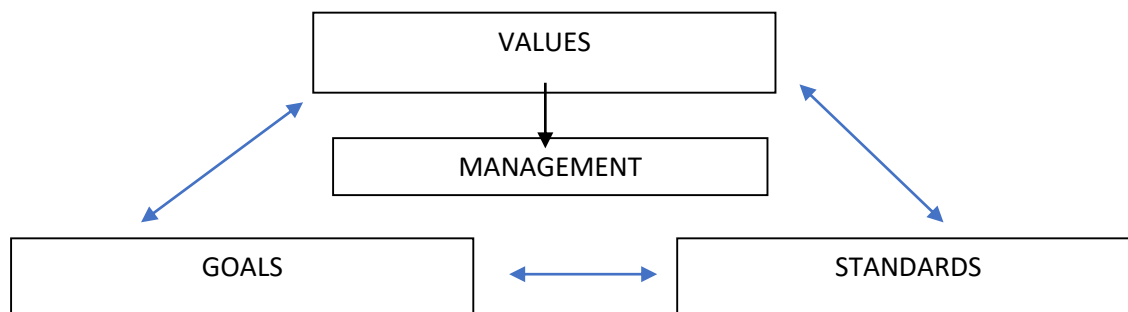


Fig 4.6 Relationship between motivating factors and management

These three are very important, as family have to constantly make managerial decisions, which are governed by these motivating factors. For example , take value as a motivating factor. It determines human behaviour and helps in decision making and selecting goals and role of management is to attain these goals by proper utilization of available resources.

Example:

Value - hygiene of the house

Goal -cleaning of the house

Standard -how well cleaning is done-use of deodorants and disinfectants

Thus we use resources accordingly to attain the goal of cleaning the house according to the value hygiene. Thus motivating factors direct all managerial activities. In all human activities motivation is an important factor. It is an influence of forces that develop human behavior. A homemaker while managing the home has to recognize the motivating factors so as to create a congenial environment for the best performance of all family members. Values, goals and standards are the three motivating factors that form and act as a basis for all managerial decisions. Values provide a basis for judgement, discrimination and analysis. Values can either be intrinsic or instrumental and factual or normative. Goals are the end points set as the objective or purpose to be achieved. These goals can either a short term, a long term or a means and goals. Similar to values and goals the third motivating factor is standards. They move the individual or group towards action. They can be classified on their basis of their content, fixedness and quality . In the cluster of concepts values, goals, and standards there is an integrated standard called as standard of living, it is the combination of many specific standards. These motivating factors, goals, values and standards are related to each other and to the management forming a trilogy. Value is the base and from values stem the other two concepts. Thus, these motivating factors direct all management activities and accordingly the resource allocation takes place.

Significance /importance of Motivation

Motivation is the integral part of the process of directions. While directing his subordinate , a manager must create and sustain in them the desire to work for the specified objectives:

1. **High Efficiency** : A good motivational system releases the immense untapped reservoirs of physical and mental capabilities. A number of studies have shown that motivation plays a crucial role in determining the level of performance. "Poorly motivated people can nullify the soundest organization." Said **Allen** . By satisfying human needs motivation helps in increasingly productivity.

Better utilization of resources lowers cost of operations. Motivation is always goal directed. Therefore higher the level of motivation greater is the degree of goal accomplishment.

- 2. Better image:** A firm that provides opportunities for financial and personal advancement has a better image in the employment market. People prefer to work for an enterprise because of opportunity for development, and sympathetic outlook. This helps in attracting qualified personnel and simplifies the staffing function.
- 3. Facilitates change:** Effective motivation helps to overcome resistance to change and negative attitude on the part of employees like restriction of output. Satisfied workers take interest in new organizational goals and more receptive to changes that management wants to introduce in order to improve efficiency of operations.
- 4. Human Relations:** Effective motivation creates job satisfaction which results in cordial relations between employer and employees. Industrial disputes, labour absenteeism and turnover are reduced with consequent benefits. Motivation helps to solve the central problem of management, i.e., effective use of human resources. Without motivation the workers may not put their best efforts and may seek satisfaction of their needs outside the organization.

The success of any organization depends upon the optimum utilization of resources. The utilization of physical resources depends upon the ability to work and willingness to work of the employees. In practice ability is not the problem but necessary will to work is lacking. Motivation is the main tool for building such a will. It is for this reason that **Rensis Likert** said, "Motivation is the core of management." It is the key to management in action.

TYPES OF MOTIVATION[CLASSIFICATION]

Motivation has been observed in different forms and types, depending upon various environments, opportunities, goals, abilities and many other factors. These motivational factors are mainly divided into primary motivation and secondary motivation.

Primary motivation

Many motivation drives and motives are unknown to the individual, although they exist in them and motivate them indirectly. Since these drives and motives are physically attached to people, they are known as primary motivations. They are biological, and the word primary does not mean that these motives take precedence over other motives. Primary motivation are basically related to human needs for psychological satisfaction. Primary motivation are unlearned and natural, relating to physiological needs. Primary motivation may be of a general type which are naturally felt by the individual. They are competence motives, curiosity and affection. These primary motivational drives manipulation and activity to achieve satisfaction. Satisfaction here means the fulfillment of basic human needs.

Competence motives - Natural motivation depends on several unknown factors such as competence, curiosity, etc. Many authors have tried to explore competence and other factors to find their impacts on primary motivation. For example, human and other organisms have the capacity to interact with the situation. They have capacity, very well known as competence, to understand the situation, its exploration, manipulation and different functions. The capacity to interact with the environment has been termed competence motives by **Robert White**, who explained that competence motives receive substantial contributions from activities. They direct, select and persist with the environment. Competence to act, interact and counteract with the environment is the basic foundation of primary motivation. People try to have control over the environment or behave sensitively within the given environment. The competence motives vary with age, sex and education. Competence drives help children to learn many things automatically, e.g. riding a cycle, crossing a road, the reading habit, learning the mother language, culture and so on. These basic factors or natural competence are explored, developed and sustained by children and are preserved in them till old age. The intensity of a child competence motive shapes his adulthood motivation drives. Based on these competence

motives, some employees prefer rough and tough jobs, others like to work on sophisticated machines while yet others feel happy with table work. While designing jobs and assigning them, competence motives are deeply considered to make the employees highly motivated to achieve their goals.

Curiosity motives Primary motives have unlearned drives to explore and manipulate objectives. Curiosity is one of them, which inspires people to adopt a significant activity. Without curiosity, one cannot desire to learn and direct his activities. Many times, students express their curiosity to perform a particular function. Due to curiosity, they learn many new schemes. Employees are motivated, because they have a curiosity about development. In the absence of curiosity, employees become dormant and sleepy and will not take interest in organizational activities

Affection motives Primary motivation includes affection motives. Love and affection are part of human enjoyment, which are aimed at by the employees. People work because they want to support their families. If their family needs are fulfilled, they are inspired to work hard. Love and affection have become prime movers of people's activities.

Human needs The primary motivation includes satisfying human needs. People work for satisfying individuals and family needs of hunger, clothing, housing, education, etc. The present and future needs, need to be satisfied by working people. No one would like to work if the basic needs are not satisfied. Social and psychological needs are part of secondary motivation. Primary needs such as the need for food, water, air, comfort, shelter and safety are the prime motivation needs. These human needs are to be satisfied or for making individuals active.

Secondary Motivation

Secondary motivation is learned whereas primary drives are unlearned and are as natural as feelings of thirst, hunger, etc. Secondary motives are learned and realised as a result of development. As human beings develop and learn many new ways of satisfaction and comfort, secondary motives crop up, which prevail in a cultured and educated society. Secondary motives do not remain secondary in a developed organisation, rather they become essential for moving the activities of educated people. They become prime movers of developed people, because it is natural to feel these needs. Many authors have emphasised the separation of secondary motivation from primary motivation to retain the identity of each. Secondary motives are always learned. They are achievement motivation, affiliation motivation and power motivation.

Achievements motivation: People are achievement oriented. A perception test has revealed that many employees work for achievement of satisfaction while working in an organisation and getting satisfaction thereof. Knowledge and learning have become helpful for developing achievement motivation. Many psychological tests have revealed the levels of achievement motivation. McClelland has devised techniques to measure Need for Achievement (NAch). He has revealed the qualities of high and low achievers. High achievers are not necessarily risk takers. They are cautious and careful persons. They are moderators. People believing in high achievement need immediate feedback. They find achievement an intrinsic satisfier. The material rewards and other results are not important to high achievers. They believe in work only and care little about the results and rewards. They are preoccupied with their work until the work is completed. They do not leave any work unfinished. However, high achievers are divided and live alone. They like peace and solitude. They are realistic, aim for excellence and show good behaviour.

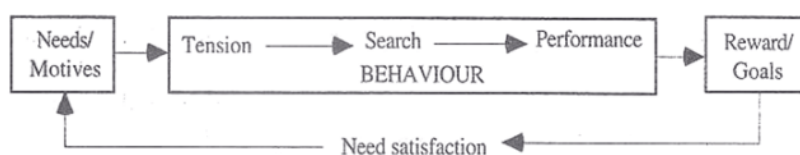
Low achievement oriented people do not bother about goals. They like to work for rewards and results and not for individual job satisfaction. They do not care about people and protection. High achievers on the other hand are an asset to the organisation as they feel personally responsible for action and results.

Affiliation motivation Affiliation motivation is related to social motives. People like to be recognised by the society. Employees feel happy when they are complimented for services rendered. They get inner satisfaction while being in the company of friends and a large number of people. They like

freedom to mix with other colleagues. If an employee is associated with some social organisation, he is liked by his friends. Thus affiliation motives help people develop. Persons having affiliation attitudes are in a better position to manage their employees. The employees also enjoy working with an affiliation oriented manager, because the latter easily assigns tasks. He gets an opportunity to monitor work and direct work activities. Affiliation motives are useful for group dynamics.

Power motivation Many people desire power in order to influence others. Power-oriented people are also management-oriented. Institutional power is better than individual power, because the former is used to influence the behaviour of employees to make them more productive. Qualified people prefer to seek power through legitimate means. They want leadership through successful performances.

MOTIVATION PROCESS



5 Steps of Motivation Process

1. Felt Needs and Motives
2. Goals
3. Behaviour to achieve goals-Tension-Search-performance
4. Goal achievement
5. Satisfaction of need

Steps of motivation process:

1.Felt Needs and Motives

The first process of motivation involves unsatisfied needs and motives. Unsatisfied needs activated by internal stimuli such as hunger and thirst.

They can also be activated by external stimuli such as advertisement and window display.

2.Goals

If the need is strong, the employee will fix his goal find alternatives to reach the goal.

3.Behaviour to achieve goals:

Unsatisfied needs create tension in the individual. Such tension can be physical, psychological, and sociological. Such tension creates a strong internal stimuli that calls for action. The individual engages in activities to satisfy needs and motives for tension reduction.

For this purpose, alternatives are searches and choice are made, the action can be hard work for earning more money.

4.Goal achievement

Action to satisfy needs and motives accomplishes goals. It can be achieved through reward and punishment. When actions are carried out as per the tensions, then people are rewarded others are punished. Ultimately goals are accomplished.

5.Satisfaction of need

When the needs are satisfied the employee should start for a new need. Depending on how well the goal is accomplished their needs motives are modified.

THREE ELEMENTS OF MOTIVATION

Three Elements of Motivation



The three elements of the three part model of motivation are

DIRECTION:

Direction is the choice for decision or action that is made out of the various alternatives available.

INTENSITY:

Intensity is with how much energy and vigour you work in fulfilling the choice of decision or action you have made. How much effort will you expend?

PERSISTENCE:

Persistence is how long the duration you will expend effort and energy on the action or decision You make. How long will you expend effort and energy? How long a duration of time will you put effort and energy into the action or decision?

It is important to remember that motivation elements predict effort and not outcome: motivation facilitates choosing a direct to go, expending intensity of energy and effort. It does not facilitates outcome.

STRATEGIES FOR TEAM AND SELF MOTIVATION

The struggle of motivating others- or motivating yourself -can seem an insurmountable challenge. Most people generally know what needs to be done; the trouble is that they don't do it.

Below are eleven strategies for motivation that can be used to motivate yourself or your team to achieve a goal or accomplish a task.

Strategies for Team and Self-Motivation:

Offer clear incentives. The old saying about the carrot vs the stick holds true – people are motivated more by hope than by fear. An eager team working toward will almost always be more productive than a team struggling to keep their jobs.

Identify the destination, but not the path. Most people feel stifled when extremely detailed instructions. Set clear goals and let your team figure out how to accomplish them.

Foster a team culture. People will be more effective when they can build on each other's strength, and no one wants to let the team down.

Recognize achievement. Offer both one-on-one and group recognition. Everyone likes to know that their work is appreciated.

Create a game. People love to solve problems and overcome challenges. Turn your goal into a game and enthusiasm will soar.

Give prompt feedback. Feedback, whether positive or negative, should be given quickly and often. Don't wait until it's too late to let someone know they're going in the wrong direction.

Identify consequences of failure. Don't threaten people, but clearly communicate what will happen if you don't succeed. Make people aware of the results for everyone involved, not just themselves.

Set clear milestones. Everyone procrastinates, and one big deadline is an invitation for failure. Instead, set up a series of milestones that will lead you to your goal.

Demand improvement. Continue to set higher targets. People like to be pushed, and it's easy to stagnate when goals never change.

Communicate. Communicate openly and respectfully with your team and they will do the same with you.

Create opportunities. People need to know they have the opportunity to advance. Make sure they know that their hard work will pay off.

SEVEN RULES FOR MOTIVATION

Rule 1 Set major goal, but follow a path. The path has mini goals that go in many directions. When you learn to succeed at mini goals you will be motivated to challenge grand goals.

Rule 2. Finish what you start. A half-finished project is of no use to anyone. Quitting is a habit. Develop the habit of finishing self-motivated projects.

Rule 3 Socialize with others of similar interests. Mutual support is motivating. We will develop the attitudes of our five best friends. If they are losers, we will be a loser. If they are winners, we will be a winner.

Rule 4 Learn how to learn. Dependency on others for knowledge supports the habit of procrastination. Man has the ability to learn without instructors. In fact, when we learn the art of self-education we will find, if not create, opportunity to find success beyond our wildest dreams.

Rule 5 Harmonize natural talent with interest that motivates. Natural talent creates motivation, motivation creates persistence and persistence gets the job done.

Rule 6 Increase knowledge of subject that inspires. The more we know about a subject, the more we want to learn about it. A self-propelled upward spiral develops.

Rule 7 Take risk. Failure and bouncing back are elements of motivation. Failure is a learning tool. No one has ever succeeded at anything worthwhile without a string of failures.

Three common aspects of motivation

1. **Effort.** Concerns the magnitude or intensity of employee's work-related behaviour
2. **Persistence:** Concerns the sustained efforts employee manifested in their work-related activities
3. **Direction-** Quality of an employee's work that is the investment of sustained effort in a direction that benefits the employer.

Classical Theories of Motivation

The motivation concepts were mainly developed around 1950's. Three main theories were made during this period. These three classical theories are-

- Maslow's hierarchy of needs theory
- Herzberg's two factor theory
- Theory X and Theory Y

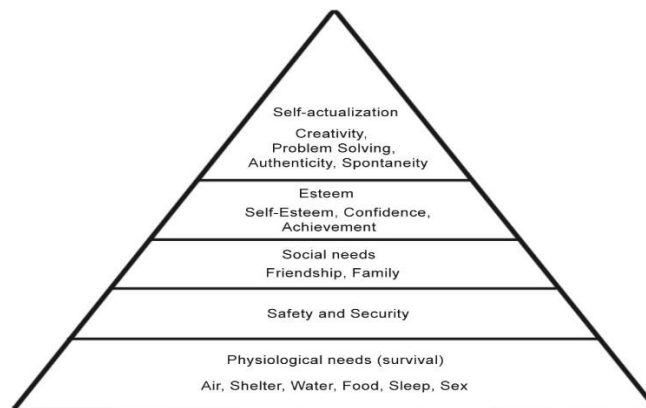
These theories are building blocks of the contemporary theories developed later. The working managers and learned professionals till date use these classical theories to explain the concept of employee motivation.

Maslow's Need Hierarchy Model

Human behaviour is goal oriented. Motivation causes goal-oriented behaviour. It is through motivation that needs can be handled and tackled purposefully. This can be understood by understanding the hierarchy of needs by Maslow. The needs of individual persons as a driving force in human behaviour.

Therefore, a manager must understand the “hierarchy of needs”. Maslow has proposed “The Need Hierarchy Model”

Maslow’s Hierarchy Model



The needs have been classified into the following in order:

1. **Physiological needs:** These are the basic needs of an individual which includes food, clothing, shelter, air, water, etc. These needs relate to the survival and maintenance of human life.
2. **Safety needs:** These needs are also important for human beings, but everybody wants job security, protection against danger, safety of property etc.
3. **Social needs:** These needs emerge from society. Man is a social animal. These needs become important. For example, love affection, belongingness, friendship, conversations etc.

DEMOTIVATING FACTORS

As an employer, you have a certain amount of responsibility for the motivation and wellbeing of your workforce. For a team to be the best of its ability, all members must be fully engaged and fully committed. It's important to recognize that true engagement will mean different things to different people and to understand what really drives an individual's motivation. It's crucial to really listen and respond to your employee's needs, to ensure high levels of engagement throughout your company. Recognizing the warning signs of demotivation early and addressing them quickly can help encourage employee contentment and talent retention. If you fear that one of your employees may be lacking in motivation, here are a few common causes that could be at the root of the issue.

1.Lack of career vision

In the majority of cases, money is merely one part of an employee's motivation. Most people want to have clear career objectives in place to feel that there is progression for them within their organization. Career visioning can be a useful process in setting clear, long-term goals for an employee so that they can proactively work towards projected outcomes.

2.Job Insecurity

Following on from the above point, a lack of career vision can give rise to feelings of insecurity. All employees want to feel a security and longevity in their roles and an employer must help facilitate this with regular coaching and objective setting.

3.Feeling under – valued

If an employee feels that efforts are not being recognized or appreciated, they'll soon begin to lack energy and commitment in their role. It's important to celebrate successes and give credit where credit's due. Try to make sure that achievements are rewarded- even if it's just with a pat on the back.

4. No development opportunities

Regular training and development opportunities can help boost employee motivation and engagement. Most employees will value ongoing learning potential and the sense that they're expanding and improving their skills and knowledge. If a workplace feels stagnant, non – progressive and uninspired –your team to see where increased training or development opportunities would be best placed and appreciated.

5.Poor leadership

Effective leadership is an essential factor in the motivation of your staff. If strong leadership is lacking or is negatively affecting the outlook of the team- certain employees may start to feel demoralized. Leaders must have a flexible, inclusive approach to managing a team and be able to communicate clearly whilst instilling confidence and focus. If a particular team and or individual is lacking motivation in your business, it may be due to a lack of good management.

6.Conflict

Conflict in the workplace is highly detrimental. Healthy debate is often productive, but it's important to keep an eye out for any workplace intimidation or bullying. Some employees may feel worried to come forward about issues relating to a fellow colleague- which is where an anonymous employee survey may help to reveal any problem areas.

7.Unrealistic workload

It's important to keep a check on the expectations and demands that are being placed upon your employees. If someone feels overburdened by a large, impossible workload- they can soon become disillusioned, stressed and lose motivation. Equally, if an employee has a workload that's too light or not varied enough, they might quickly lose interest.

UNIT-IV

ATTITUDES & FACTOR INFLUENCING ATTITUDES

Define of Attitude:

According to Sarnoff (in Sarwono,2000) identifies the attitude of willingness to respond (disposition to react) positively (Favourably) or negatively(unfavourably) to the object- a particular object.

While La Pierre (in Anwar, 2003) gives the definition of attitude as a pattern of behaviour, tendencies or anticipatory readiness, predisposition to adapt in social situations, or simply, the attitude is a response to social stimuli that have been conditioned.

Further Soetarno (1994) gives the definition of attitude is the view or feeling that accompanied the tendency to act on a particular object. Attitude is directed to objects, people, views, institutions, norms, and others.

It can be concluded that the attitude is a state in which man moves to act or do in social activities with certain feelings in response to a situation or condition of the objects in the respond to the positive or negative nature of the object or situation.

Factors Influencing Attitude Formation :

The various factors that influence the formation of attitudes are:

1.Social Factors: our attitudes may facilitate and maintain our relation our relationships with member of positively valued groups. Social roles and social norms can have a strong influence on attitudes. Social roles relate to how people are expected to behave in a particular role or context.

2. Personal experience: in order to be the basis of attitudes, personal experiences have left a strong impression. Therefore, the attitude will be more easily formed when personal experience involves emotional factors. In situations involving emotions, appreciation will be more in-depth experience and longer trance.

3. Culture: B.F. Skinner (in, Azwar 2005) emphasized the influence of the environment (including culture) in shaping one's personality. No other personality than a consistent pattern of behaviour that illustrate the history of reinforcement (reinforcement, reward) owned.

4. Media: As a means of communication, the mass media such as television, radio, has a major influence in shaping people's opinions and beliefs. There is new information on something that provides the foundation for the emergence of new cognitive attitudes towards it.

5. Educational Institutions and Religious: As system, educational and religious institutions have a strong influence in shaping attitudes because they lay foundation of understanding and moral concepts within the individual.

Understanding the good and the bad, the diving line between something that can and cannot do is obtained from the centre of the educational and religious institution.

6. Emotional factors in themselves: not all forms of attitude is determined by environmental circumstances and personal experiences. Sometimes, a form of attitude is a statement that is based on emotion which serves as a sort of channelling frustration or transfer form ego defence mechanisms. Such an attitude is temporary and goes away so frustrating was lost but could also be more persistent attitude and more durable.

7. Prejudice: Prejudice are preconceived ideas or judgment were one develops some attitudes towards other people or objects. An attitude may involve a prejudice, in which we prejudge a issue without giving unbiased consideration to all the evidence.

8. Other people are considered important (direct instruction): in general, the individual being conformist or the direct instructions n influence attitude formation. For example, somebody gives information about the usefulness of the some fruit. On the basis of this information, we can develop a positive or negative attitude about that fruit.

9. Physical factors: Physical health and vitality are important factors in determining adjustment, and frequently it has been found that disease or accidents interferes with normal development.

10. Economic status & occupation: They determine our attitude towards union and management and our belief certain laws are 'good' or 'bad'. Our socio-economic background influences our present and future attitudes.

Attitudes reflect more than just positive or negative evaluations: they include other characteristics, such as importance, certainty, accessibility and associated knowledge and individual may give to a specific subject.

CHALLENGES:

ATTITUDES TO OVERCOME CHALLENGES IN WORK PLACE:

Five Attitudes That Are Important in Workplaces

It may seem as if skills and experience are the most important characteristics of an employee, but attitude plays just as big of a role. After all, what good are great professional skills without the attitude to all through? There are five key attitudes that small businesses should seek out in employees to ensure a harmonious professional environment and a productive staff

1. Respectfulness

Respect is a very important attitude in the workplace and doesn't solely extend to the way in which employees interact with management. Employees should also have a respectful attitude when interacting with client and customers as well as co-workers. Employees with this type of attitude are willing to treat other people politely and professionally, even if they disagree with the other person's point of view.

2. Pridefulness

It might seem as if being prideful is a good attitude to have in the workplace, but most employees who have a prideful attitude about their work tend to work harder to excel. A prideful attitude doesn't mean that an employee won't accept help or work in teams; it simply means that the outcomes of tasks the employee does and how they contribute to the company matter a great deal to him.

3. Commitment

A committed attitude is a valued one in the workplace. Small business need employees who are not only committed to the goals and initiatives that affect the bottom line, but who also are committed to their particular positions. Employees project a committed attitude by showing a willingness to do whatever it takes to fulfil the duties of their positions and via the development of new ideas to make the company even better.

4. Innovation

Employees with an innovation attitude don't shy away from trying something new or finding a different way to think. Small business need employees who can think outside of the box and innovate new ways to accomplish existing tasks and approach goals. Employees with this type of attitude know their ideas might not work out to be the best way to do something, but that the biggest failure is not at least giving new ideas a shot.

5. Helpfulness

It is important to have a helpful attitude at work, whether that means assisting clients and customers with their needs or helping co-workers accomplish overall company goals. The more helpful an attitude employees have, the more people want to be around them at work and the more willing they are to partner with those employees on key projects and initiatives.

How Do Negative & positive Attitude the Workplace?

Workplace attitudes have an effect on every person in the organization, from the employees to the company owner. Attitudes help to develop the prevailing workplace environment that determines

employee morale, productivity and team-building abilities. Understand how positive and negative attitudes affect the workplace is an important tool in creating a harmonious workplace.

Validation

The prevailing workplace attitude adds validation to events that occur within the workplace. For example, if there is a prevailing negative attitude, then the announcement of a drop in revenue is met with expectation rather than creating a sense of urgency. The same announcement in a workplace with a positive attitude would be met with the sense that something in the business process is not working properly and must be rectified. The prevailing sense of optimism in the company has developed.

Competition

Attitude do not necessarily create competition in the workplace, but they enhance the competitive environment. A negative attitude in the workplace creates an atmosphere of distrust among employees and causes employees to attempt to achieve success at the expense of each other. In a workplace with a positive attitude, competition is seen as a motivator that inspires employees to perform at their best to improve productivity.

Creativity

Staff creativity is important for a small business in developing new ideas and coming up with create solution to company issues. A positive workplace attitude encourages creativity because employees feel that their ideas will contribute to the success of the organization. A negative attitude restricts creativity as employees do not feel obliged to contribute to company growth

Retention

One of the more direct effects of attitude in the workplace is employee retention. A positive workplace encourages employees to become involved in company success. Employees invite career development so that they may be part of future company project. A negative attitude leads to turnover and a loss of experienced staff members, which degrades the company's ability to grow.

GOOD VS BAD ATTITUDES

Bad attitude is people with a negative attitude ignore the good and pay attention to the bad in people, situation, events, etc.

Good attitude is nothing but it is positive attitude, which pay attention to the good, rather than bad in people, situations, events, etc.

EXAMPLES FOR GOOD VS BAD ATTITUDES:

<u>BAD ATTITUDES</u>	<u>GOOD ATTITUDES</u>
I cant do anything about it. This is my destiny.	I need to change something. I cant keep living like this.
Deal with it. Let yourself cry. Things will get better.	Come on. Stop crying. I am on my way over already. Cheer up.
Think they know everything.	Always strive to learn something new.
Hate to be criticized.	Welcome any constructive discussions.
Secretly hope to see others fail.	Want others to succeed
Think only of personal gain and benefits.	Try not to hurt other's feelings.
Never say sorry when they know they're guilty.	Apologize for inconvenience caused.
Negative people are afraid of changes.	Positive people are ready for new experiences

BENEFITS OF POSITIVE ATTITUDE

What are the benefits of a positive attitude ? when you develop a positive attitude, you have a certain power in your life – the power in your life – the power to find happiness. Although it can take some time to eliminate negative thinking and to develop a positive attitude, you'll find that there are many benefits to having a positive attitude. Here's look at just a few of the benefits you can enjoy when you cultivate a positive attitude in your life.

BENEFIT 1: Motivation

When you have a positive attitude, you'll benefits from motivation. That motivation will help you accomplish things and reach the goals that you have in life.

BENEFIT 2: Problems Disappear

the problems in your life suddenly turn into opportunities. These opportunities. These opportunities allow you the ability to grow and learn- simply because you have an attitude that is positive.

BENEFIT 3: Better Self Esteem

you'll also find that you will enjoy better self-esteem as well. You'll begin believing in yourself and you'll realize that you are capable of doing great things.

BENEFIT 4: Stress Elimination

When you develop a positive attitude, stress elimination is a huge benefits.

Since you think in a more positive attitude, stress elimination the stress from your life comes from thinking negative thoughts (because negative thoughts actually have a negative physical effect on your body.)

BENEFIT 5: Great Health

Since you have eliminated all that stress from your life, another benefit of a positive attitude is great health. Stress can cause many health problems, and when you lower stress levels, you'll find that you are much healthier. You'll also find that by maintaining positive attitude , you will change your cellar chemistry to become ."addicted" to happiness, which makes your body release more "positive" chemicals, making it easier and easier to stay positive.

BENEFIT 6: Creative Thinking

Another benefits of having a positive attitude is that you will begin getting involved in creative thinking. Since you no longer view things as problem, you'll find creative solutions to the obstacles that come up in life.

BENEFITS 7: More Friends

People don't enjoy having out with people who are always negative. When you become more positive and your attitude reflects this, you'll find that more people will want to be around you simply because of your positive attitude.

BENEFIT 8: Energy

You'll quickly find that your positive attitude benefits you by giving your more energy. Why because positive thoughts have a higher "happier" vibration- which create more energy. And. The more energy you have, the more you'll be able accomplish as well.

BENEFITS8: Achieving Success

With a great attitude, you'll find that achieving success is much easier than before and it becomes exciting and fun too.

BENEFIT 10: Respect and Influence

A positive attitude is going to benefit you by bringing you more respect from others, as well as having more influence over other people. In fact, you may even find that people around you start developing a positive attitude since a good attitude is something that is contagious. These are just a few of the benefits that you can enjoy when you have a positive attitude. You can start enjoying these benefits too. Simply start working to turn your attitude into a positive one moment by moment!

CHALLENGES AND LESSONS FROM ATTITUDE

1.You need to change:

There are times when things go wrong in life. Most of us try to escape it, denying the truth life presents to us. Instead of looking at external circumstances and blame for unfortunate life events, look at yourself first and see if there's anything you can improve. Can you change the way you live so that your life situation can improve? Whether it be changing your habits, attitude, or outlook, you need to change in order to improve your life's situation. Failing to accept the truth life presents to you, you will forever fall into the traps you can never seem to escape.

2.You can't control life but you control yourself.

There are circumstance in life that you can't control, i.e., being born into a dysfunctional family, losing your family members at a young age, becoming a victim of an unforeseeable accident, or having a cancer.

Surrendering to life, you become weak and vulnerable. You become easily influenced especially by bad influences such as drugs and alcohol which you're told could help you heal pain. You become friends with bad strangers. You become sad and emotionally unstable which leads to depression and beyond.

However, if you realize that you are in control of yourself no matter what happens, you will not ignore the unfortunate circumstances and use them as springboards for the better you. You bring yourself to a healthy environment. You build yourself a support system. You surround yourself with good influences. You build yourself skills and never stop improving yourself.

3. You can't change the way things are but can change the way you look at things.

Going through life's challenges require strength – a lot of strength – both mental and physical because they go hand in hand. You need to change your outlook on life. You need to understand that you can't change the way things are but you can change the way you look at things.

4.You are actually a very strong person.

as a result of 2 and 3 point, you become a stronger person who is not afraid of anything in life. You know that no matter what happens you will be fine. The strength you have built up in over the years has become one of the most valuable assets you have. You know you have the willpower to combat anything in life.

5. You are own worst enemy and your own best friend.

You hate yourself for what you did in the past which caused your life to go sideways. You just can't forgive yourself. You feel sad, upset, and angry. You just keep thinking about this over and over. You become your own worst enemy. Dwelling on such thoughts can only create self-harm and delay healing. To be able to heal, you need to accept the circumstances, forgive yourself and your mistakes, and move on.

6.You realize who your true friends are:

These moment are crucial in life because it's when realize who matters and who doesn't.

Only true friend will stick by you through tough times, help you in every way they can, and are always there to listen to you. Once you realize who your true friends are, cherish them. They are very hard to find.

7.You realize what matters and what doesn't.

When you cannot afford to do certain things, you spend time feeling sad about that situation then you'd be happy. But if you learn to enjoy the simple things in life, little by little, and appreciate what you have, then you have, then you would realize that life is not too bad after all. If this becomes a habit, you start to adopt a minimal way of life and find joy and happiness from the simplest.

Etiquette and Mannerism

Etiquette is necessary to *have* an effective and well-groomed personality. Public mannerisms and etiquette should be such that they can create an everlasting impression on the people you meet. We must possess qualities to build a personality that is charming, decent, lovable and welcome wherever we go. Therefore, we cannot ignore it. Certain people pick up these habits while still at school, but there are many of us who never had such an opportunity or exposure. The doors are not shut for them also. There is no age, time of the year or period of life when you cannot learn the art of better public mannerisms. We may be well-trained by our parents and teachers who try and instil in us the importance of being well-mannered. Our manners are categorised as good or bad depending on the kind of society we live in. If we are not toilet trained and do not hesitate to pee in the open facing a wall of a public building, it is because we are trained since childhood like that. We have seen all our seniors in the society behaving the same way. Can we do the thing that we do in the city of Kolkata or Patna in places like London or Frankfurt? Of course not!

Some very poor mannerism often noticed in Indian youth are:

- Biting nails when in stress.
- Picking teeth in public.
- Making slurping sounds while drinking and eating.
- Picking of nose with fingers.
- Spitting in public places.
- Shouting and talking loudly over telephone much to the discomfort of others.
- Crossing the road wherever you feel like.
- Sitting with your back facing someone.
- Sitting on the office table.
- Cutting rude and vulgar jokes in front of lady colleagues.
- Ridiculing someone for his physical limitations and shortcomings.
- Treading on grass in the park.
- Occupying the street in a group while walking on the pavement.
- Jumping queues.
- Not allowing others to complete their sentence.
- Smoking at a prohibited place.
- Barging into someone's room without permission.
- Participating in spreading rumours.

The general reason for making us breach the code of civility or forget social courtesies is side tracked conduct, cultural heritage, and states of morality we follow or simply, eccentricity. If you want to be respected in society, you must also respect society.

One good thing about a human being is the capability to change. An Indian in a few years' time can learn French better than a French national or a Britisher who lives in India for years and starts behaving like an Indian. Therefore, we can always change our behavioural mannerisms for the better. Any impressive personality whether in India or America has to follow a code of conduct which is applicable not only in a particular state or a country but throughout the globe.

The breeding ground of all good and bad manners is the home. If a young boy has always seen his elders in the family abusing the female members, he will never hesitate in doing that. Many people are in the habit of walking around in shorts or a dress that is not presentable while they are at home. They must have learnt all this from their parents. Of course, all good manners must start at home. If

MR. Lal walks across to the balcony of his second-floor flat to spit out a jet of betel juice, why would his teenaged son bother to throw his coke can into a bin?

There are many educated people with their children attending good public schools. When they arrive into a movie hall in full family strength, their kids clamber onto the seats and spill popcorn all over while the adults constantly guffaw in the darkness. These are not acceptable in any civilised society. To each person his set of codes, traits and notions of civility is the reference of the mannerism. An Indian would find it discourteous to unwrap a gift as soon as he receives one, while an American would deem it ill-mannered not to open it and express his delight.

The use of toilet and using fingers to eat your meal are some of the common points we generally consider important for behaving nicely in public places. It surely can get sticky in a melting pot. The radicals would beg to differ. Being gallant to women and graceful to handle a fork, they ask. Are not some principles too trivial?

If the host removes his jacket at the eating table, must you remove yours too? Must you make sure you do not slouch or look casual while eating?

Ask **Judith Martin**, who writes the globally syndicated column, 'Miss Manners', and has published several books on etiquette. Says she: 'Even the most apparently trivial etiquette rules are dictated by principles of manners which are related to, and sometimes overlap with moral principles. Respect and dignity, for example, are two big principles of manners from which a lot of etiquette rules are derived' But manners are more about considering the feelings of others than just about blending with the best. And it's also about taking responsibility. Have you not heard these sentences when you are using some public services? The poor upkeep of railways is always in question. The government is to take all the blame for the condition of hospitals, public parks and roads. Why are we so unperturbed and participate in these dirty games of blaming others for all the bad things we get? To begin with a better etiquette and responsible behaviour to society, you must think twice next time when you are asking these questions?

- Is not the upkeep of roads the government's job?
- What is the benefit of following rules when none is doing so?
- This country and society is not civilised.
- Where are the public toilets?
- Who the hell follows rules anyways?
- So, what if my nephews are raising hell in the neighbourhood? After all, 'boys will be boys'.
- If you think the world is your own, you will be more careful of people and their belongings. If you feel like an alien you will behave like one. It just goes to show that the ones exhibiting bad manners and 'I don't care a damn' attitude are the ones who are the real social outcasts while the polished ladies and gentlemen are the people everybody gravitates towards.
- We must try to avoid the following things in public:

Eating Habits

- A gentleman is identified when he is eating and a lady when she is talking. This is an old saying, but very true at any point of time. Uncouth and bad table manners can send a very sorry message to the people sharing the table with you. Nobody will complain about this, but people do mind such behaviour.
- Take as much as you can eat. Wasting and spilling food is not an accepted behaviour anywhere in the world.
- Slurping, belching while eating in public is considered bad manners. If per chance you have picked up this bad habit, try to discontinue it. Practise eating with a closed mouth and avoid slow eating, it will help you to give up the slurping while eating.

- Hunching over one's food at the table must be avoided, as this is an awkward posture for eating.
- Try not to eat and chew with one's mouth open. The unpleasant sound and scene is repelling for others. This will pose a poor picture of your behaviour.
- Picking one's teeth in public after food is a very common sight after a heavy meal in Indian homes. If it is must to pick something, you can use a toothpick and must not do it in public.

Public speaking

- The art of public speaking was discussed in detail when we were discussing effective communication skills, but as far as etiquettes are concerned we must identify few habits which are not acceptable in any society.
- We must not interrupt someone when he is talking. It is considered highly ill-mannered if you do not allow the other person to complete his sentence.

Public Behaviour

- We must care for the privacy of others and if we are travelling in a public transport, such as a bus or train, we must not talk or laugh loudly to distract others. Talking and laughing loudly in public is not considered good behaviour.
- You are free to listen to the music of your choice, but blaring music from your car or home can be a cause of disturbance to others. Such behaviour, must be avoided.
- When we are attending a call, the person at the other end perceives you and your personality based on what you say and how you say it.
- We may dial a wrong number. It is a human error, but not apologising when one dials a wrong number is uncouth.
- We know that it is an art to be a good listener and for successful communication you need to be attentive to what the other person is saying. Not looking at a person when he or she is talking is one thing that can spoil the essence of good communication.

Hygienic Behaviour

By your hygienic habits in public your behaviour will be perceived. We must never ignore the smaller hygiene issues such as:

- The smaller habits make the man what he is. When you are spitting in a public place you are not only allowing others to be affected by the germs in your mouth, but you also portray a very poor image of yourself. Mend your ways.
- Blowing one's nose in public must be avoided.
- If you are not organised at your home front and are in the habit of littering your house, people will certainly not have a very high opinion about you.
- It is nice to distribute your love to your pet, but a pet is your responsibility and if you are habituated of leaving pet excreta on the pavement you have a scope for improvement in your hygienic behaviour.
- We all need to attend to the call of nature. In civilised society we have identified places for that, easing oneself in public must be avoided. Just imagine a familiar face seeing you doing that in a public place. It can be a cause of great embarrassment and dent your image.

Behaviour on Road

The road is a place where we behave unconsciously and without realising what we are up to. If we can improve our road and traffic behaviour we can improve our public behaviour to a great extent.

- Why do we try to flout traffic signals and jump queues? Does it save some time for us? There answer is no. this is an attitude and poor public mannerism. If you find someone jumping the queue, you immediately perceive him to be arrogant and in disciplined. We must avoid these poor habits.

- Blowing the horn unnecessarily is one aspect in which we Indians are much ahead of any nation in the world. We keep one hand on the horn and never spare a moment to use it. It is certainly an area we Indians must try to improve.
- We do not respect others and their rights. If we are on the roads or even on a pavement we like walking in a group abreast on the sidewalk. This certainly avoidable.

Behaviour in a meeting

When we are in a meeting there are a few basic etiquettes which need to be followed, these are:

- Introducing a friend. It is always bad manners not to introduce someone when they are in a meeting.
- In India, which is a multilingual country, it is highly undesirable to start discussions in a language that is not known to all.
- When there is a large group discussing something, avoid parallel smaller group gossiping.
- Try not to speak when someone else is addressing. If it is an urgent interruption, take permission from the speaker, even if he is a junior colleague of yours.
- Avoid chewing guthka, smoking or eating during a meeting.
- Never shout or talk loudly to impress the gathering or to score a few points. Try to stick to the agenda of the meeting. Never talk only about you, your company or your own agenda, but allow others also to express their viewpoints if they are invited for the meeting.
- Disregarding RSVPs is a very poor habit and somehow an inbuilt defect of the Indian Psyche. Try to mend it as soon as possible as it will stand you in good stead.

Example

Johnson had to appear for a GD (group discussion) for the campus recruitment for CSC, a reputed software company in eastern India. Johnson had always secured top slot in the class. He was confident that the company would choose him. The GD was scheduled at eleven in the morning. Rest of the boys arrived fifteen minutes in advance, but Johnson arrived just at eleven. The recruitment consultant had already intimated about the rules and the time for the GD. Johnson had to ask the rules again as he could not listen to it in the first instance. Mr Bhatia, the consultant, was not happy to repeat it. The first thing he did was to identify a team leader for the GD. He identified Karan, a polished and cheerful candidate, as the leader; the topic was 'impact of MNCs arrival on Indian industries'.

Johnson had always considered himself superior to others in the class. He did not find it comfortable to accept Karan as the moderator. When the GD started, he was intervening every now and then. At one point or time when Romesh was expressing his viewpoint, Johnson lost his temper and virtually started shouting to impress his awareness. The discussion was virtually reduced to words of war between Johnson and rest of the boys. Finally, after the stipulated time, the discussions came to an end.

Johnson was happy that he could dominate the proceedings Karan remained cool till the end and he summed up the discussion in three lines in clear terms. In the evening the results were declared on the main placement notice board. Johnson could not believe his eyes when he did not find his name in the list. Karan was very much in the list and perhaps was rewarded for his cool moderation.

UNIT- V

GOAL SETTING

GOAL:

A goal is more specific than a value and hence can be easily defined and understood. It is an objective or purpose to be attained and towards the achievement of which the policies and procedures of the program are fashioned. They are specific ways of realizing the values, which one holds.

IMPORTANCE OF GOAL SETTING:

1. Goal setting is a continuous process: throughout life each family is constantly weighing values and keep setting goals, while working for their attainment. When one goal is reached, another is set. Long term goals are set and divided into short term goals and so on. Therefore, many goals are set and at one time some are attained while families continue to strive for another.
2. Goals as ends or targets in view: all activities of families are directed towards seeking ways of reaching and achieving the established goals. Goals become target as they grow out of our desires, philosophies, attitudes and values. For instance most of us normally seek happiness and satisfying pattern of personal living.
3. Goals are more easily defined and understood: they arise out of value, but are more concrete and a clear expression of a person's values. Many goals are set in expectation and by reaching them, they bring a satisfying life. For example, when a person values hygiene, keeping a house clean becomes his goal. Therefore, we find that after values are realised, the goals are set and then the goals are reached and finally the values are satisfied. Similar to values, goals are also related to standards. When a family is strongly motivated by its standards, the achievement itself becomes a goal. When a family sets its standard in serving its meals at the table in a formal way, their everyday goals will be to serve the meals at the table with all the dishes crockery and cutlery arranged formally.
4. Attainment of goals is the essence of management: management works for the attainment of set goals by allocating optimum resources and resulting in the ultimate satisfaction. When a family prepare a budget, it allocates money for various items of budget such as food, clothing, house, education etc. the family may allot more money for education in the month of July as compared to May or June, when the children have vacations. In these two months, the families may either save money for buying books, uniform and payment of school fees, or it may plan for a holiday in a hill station during peak summer months. However, in a family where there is no school going children, the allocation for education will be missing. If there are grown up children, especially girls, the money is likely to be saved for her marriage. Thus, allotment of resources is dependent upon the expected goals to be attained and the family gets more satisfaction by they allotting the resources according to their needs and goals.
5. Goals are usually interrelated and interdependent: goals are carried concurrently as a part of every homemaker's day-to-day activities. They play an important role in everyone's life and motivate thought and action of both as individuals and as family members. They make conscious efforts to satisfy their wants and needs, thereby attaining their goals.
6. Goals are dynamic: goals keep changing, as they are neither static nor rigid. For example, a person saves money with the goal of marriage of his daughter in view, but if she may wish to go for higher education, the saved money would rather be spent on her education. Some goals also become unnecessary or useless as the time passes, therefore, need to be changed. For example, when a family saves money to buy a vehicle, it may decide to spend it on buying a house, because it may be more beneficial or the father is provided with an official vehicle. Thus, according to the changing situation, goals are continuously reviewed and revised.
7. Goals are influenced by social environment: goals are also influenced by social environment i.e. people living in the same environment have similar goals. A family

GOAL SETTING

Goal Setting involves the development of an action plan designed to motivate and guide a person or group toward a goal. Goal setting can be guided by goal-setting criteria (or rules) such as SMART criteria. Goal setting is a major component of personal-development and management literature.

Goal setting is the process of deciding what you want to accomplish and devising a plan to achieve the result you desire. For entrepreneurs, goal setting is an important part of business planning. This goal setting definition emphasizes that goal setting is a three-part process. For effective goal setting, you need to do more than just decide what you want to do; you also have to work at **accomplishing** whatever goal you have set for yourself-which means you have to create a plan so your work gets you where you want to go.

Another important aspect is for goals to have the **SMART principle** applied to them to give them meaning. The SMART Principle is:

Specific

Measurable

Attainable/Achievable

Realistic/Reasonable

Time Bound

Short Term Goals should be developed with a finite amount of time in mind. These goals should be the easiest to achieve in regards to minimal time allocated to the task. This may include for instance an individual player aiming to improve their road running time over three kilometres by five seconds each week. This goal during seasonal competition can be aimed for each week and achieved within this time.

Medium Term Goals should be the result of an individual/team achieving or completing a task because of consistently satisfying the requirements of their short-term goals. An example of a medium term goal for the individual in our earlier referenced running scenario might be that player increases the distance to four kilometres at the end of the first months training.

Like with the cumulative effect of the short-term goals leading to the completion of a medium-term goal, so too when a series of medium-term goals are completed then a **Long Term Goal** should be satisfied. Continuing with our example of the players running efforts, by the end of the season the player will be aiming to be running a total distance of eight kilometres.

Goal's setting is a valuable tool once it is implemented properly and with purpose. By building goal setting into your team's activities players will be able to better identify what is expected of them from the team. Additionally as a coach, you will also be able to remind players or teams of their responsibility and commitment to the team goals and hold the individual/team accountable to these.

SELECTION OF GOAL SETTING

Many times we get stuck in habitual thinking pattern and we cant find new ideas, options or solution. Hence goal setting gives us many options, ideas, choices and triggers to help us in achieving our goals in life.

- What if?- divorce, health challenge, market crash, family crisis
- What do you want to be, do and have?
- To clarify my new spirituality
- Create an art piece or music masterpiece
- Defend the downtrodden
- Design an award-winning building , dress, structure
- Develop more independent will
- Excel in skills
- Volunteer, service, contribution
- Philanthropy, charities, tithing

- Weight loss, exercise , eating
- Financially secure till what age
- Spiritual development
- Find a new special interest group
- Improve life partner relationship
- Lots of fun laughs, friends, connection
- Clarify your life purpose
- Business succession
- Passive residual income
- Workaholic shift to work under 30hrs/wk
- Stress free living
- Part time income
- Feed the hungry
- Fight for a cause
- To weigh pounds by
- To eat at least 12 nutritious meals each week
- To exercise for 20 minutes 4 times per week
- My ideal job
- To get professional counselling
- To find an ideal caring, humorous good looking partner
- To do something romantic once/week
- To be earning at least \$____ per month
- To increase our nest egg by \$____ this year
- To buy myself quality clothing
- To pay off my car or mortgage by.
- To own a new home by..
- To take at least 3 new courses on (subjects) by (timing)
- To have a ___ week family holiday by
- To update my will and power of attorney
- To donate blood every three months
- To connect with my parents at least once/week
- To create a web site or social media presence
- To travel to
- To upgrade my computer system with by
- To read 2 new books each month
- To renovate or paint
- To meditate for 15 minutes at least 5 times per week
- To write my memories
- To volunteer at my child’s school
- To manage my investments or real estate
- To start an at-home business
- To look after my parents
- To upgrade my technology, cell phone, etc.
- To create a new business plan
- Define what 2 continents to visit
- To forgive myself and others weekly
- To have my dog be proficient at
- To pay off outstanding debts
- To join toastmasters or a service club
- To cultivate more friendships
- To build up my energy
- To express my life purpose
- Define my ideal lifestyle
- To take a course on..
- Define what 2 major cities or visit
- Thin bigger than you ever have
- Practice retirement projects early
- Create a think tank or creativity group
- Build up confidence and self esteem
- Increase my income by..
- Clarify net worth , budget, or retirement plan
- Make a stand for
- Resolve concerns, challenges, road blocks, worries etc
- I dream of doing
- What I can do that costs under 5\$
- What addictions need I cut back on?
- Have support group or master mind
- Keep life in balance- money, health, lifestyle, work, relationships, family, spirituality, learning, confidence, leisure etc
- Adopt a child
- Be the best you can be
- Become 100% accountable – not a victim
- Become a foster parent
- Become a team captain

- Become the “boss”
- Break a world record
- Bring joy to others
- Care for environment
- Care for your neighbours
- Conquer your #1 fear
- Identify and live your innate self-expression
- Learn a new language.

STEPS FOR GOAL SETTING

TO BE SUCCESSFUL 10 STEPS SHOULD BE FOLLOWED:

1. Belief : The first step to goal setting is to have absolute belief and faith in the process. If you don't believe you can absolutely transform your life and get what you want, then you might as well forget about goal setting and do something else. If you are in doubt, look around you. Everything you can see began as a thought. Make your thoughts turn into reality

2. Visualize what you want: Think of what you deeply desire in your life or where you want your company to be a year from now. What challenges have to take place? What you need to know or learn? What spiritual, emotional, personal, financial, social, or physical properties need to be addressed? The clearer you are with each of these dimensions will bring your vision into sharp focus. The clearer you are, the easier it will be focus on making it happen.

3. Get it down: Writing down your goals is key to success. By writing down your goals, you become a creator. Failure to write down your goals often means you will forget them or won't focus on them. Have them written down where you can see them, every day.

4. Purpose: Knowing why you want to achieve your goals is powerful. Identifying the purpose of your goal helps you instantly recognize why you want that particular goal and whether it's worth working toward. Knowing why you want something furnishes powerful motivation to see it through to the finish. After all, if the purpose of earning a million dollars is to put it in the bank for a rainy day, you probably won't be as motivated as you will if you need it to pay for your child's cancer treatment

5. Commit: This might sound obvious to you but it's a step that has disastrous consequences when it's taken lightly. Write a few pages about why and how you are committing to each goal; why it's important to you, what it means to you, why the outcome is necessary and what are you going to do make it happen. Without strong commitment you aren't likely to follow through.

6. Stay Focused: By focussing on your goals, you manifest. You may not know how you'll reach your goals but when you make a daily practice of focus, they become easier to reach. Having your goals written down somewhere where you will see them each day is a good idea. Your mind will notice that there is a discrepancy between where you are now and where you want to be which will create pressure to change. If you lose focus you can always bring it back. Without a regular practice of focusing on your goals you may be distracted by something.

7. Plan of action: Being really clear about what you want, knowing your purpose, writing your goals down, committing to them, and staying focused gives you the power of clarity to write down a list of action steps. You may not know all the steps ahead of time but you will know the next steps that take you in that direction. Having goals without a plan of action is like trying to complete a complex project without a project plan. There is too much going on, it's too disorganized, you miss deadlines and you don't have priorities. Eventually you get frustrated and the project/goal fails or collapse under its own weight.

8. No Time like the present: To show how committed you are to your goals, think of something you can do right now that will get you moving toward fulfilling your goals. Even if it's just making a phone call, do it now. You will be surprised how this simple step reinforces all the previous steps and gets you motivated and moving toward what you desire.

SMART GOALS



Once you have planned your project, turn your attention to developing several goals that will enable you to be successful. Goals should be SMART – Specific, measurable, agreed upon, realistic and time-based.

A goal might be to hold a weekly project meeting with the key members of your team or to organise and run a continuous test programme throughout the project.

The acronym SMART has several slightly different variations, which can be used to provide a more comprehensive definition of goal setting.

S-specific, significant, stretching

M-measurable, meaningful, motivational

A-agreed upon, attainable, achievable, acceptable, action-oriented

R- realistic , relevant. Reasonable, rewarding, results-oriented

T-time-based, time-bound, timely, tangible, trackable

This broader definition will help you to be successful in both your business and personal life

When you next run a project take a moment to consider whether your goals are SMART goals.

To quote renowned American philosopher and writer Elbert Hubbard:

Many people fail in life, not for lack of ability or brains or even courage, but simply because they have never organised their energies around a goal.

SMART Goals

Specific

- Well defined
- Clear to anyone that has a basic knowledge of the project

Measurable

- Know if the goal is obtainable and how far away completion is
- Find out when you have achieved your goal

Agreed Upon

- Agreement with all the stakeholders what the goals should be

Realistic

- Within the availability of resources, knowledge and time

Time-Based

- Enough time to achieve the goal
- Not too much time, which can affect project performance

BLUEPRINT FOR SUCCESS

1. Declare specific goals

Everyone needs goal in their life , whether it's earning a raise, starting a successful new business, or stressing less over the small stuff. Once you have a goal picked out, declare it to yourself and to others, then work backwards to understand the path you'll need to follow to achieve it.

2. Get more experience

The more experience you have in a particular subject or business area, the more valuable you are to your current employer, and to prospective employers. Keep learning to keep earning.

3. Prioritize relationships

Life , career, and business is all about building relationships with others. Find mentors who can show you the ropes and open doors for you, and earn sponsors—higher-ups who will pull up to the next level—by working hard and working smart. Make building a strong, diverse, and lasting network of relationships a priority in your work and personal life.

4. Develop executive presence

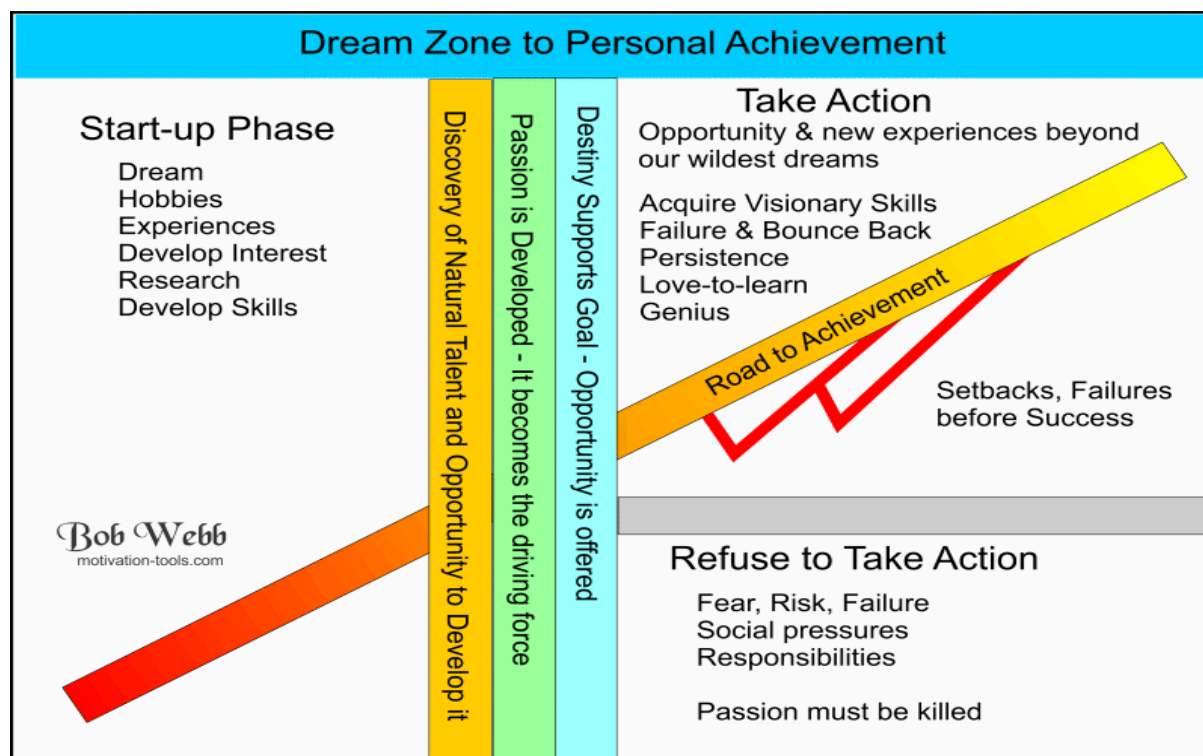
There's a reason why top leaders and executives are seen by others to be leaders—they have the kind of executive presence that people who work for them respond to. Work on developing executive presence—being the kind of leader that other people want to follow.

5. Feedback: Ask for it and share it

Feedback is the breakfast of champions. Only through feedback can you improve and get better. If you're not getting feedback, ask for it. If you're getting feedback, use it to change and improve for the better.

6. Own your brand

You are your brand, and people respond to it—both good and bad. Make sure your brand projects the person you really are, and own it every way – in your face-to-face interactions, on paper, and online.



TIME MANAGEMENT

Time Management Definition

“Time management” is a process of organizing and planning how to divide your time between specific activities. Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high. Failing to manage your time damages your effectiveness and causes stress.

Time Management includes:

1. Effective planning
2. Setting goals and objectives
3. Setting deadlines
4. Delegation of responsibilities
5. Prioritizing activities as per their importance
6. Spending the right time on the right activity

Effective Planning

- Plan your day well in advance. Prepare a To Do List or a “TASK PLAN”. Jot down the important activities that need to be done in a single day against the time that should be allocated to each activity. High priority work should come on top followed by those which do not need much of your importance at the moment. Complete pending task one by one. Do not begin fresh work unless you have finished your previous task. Tick the ones you have already completed. Ensure you finish the tasks within the stipulated time frame.

Setting Goals and Objectives

- Working without goals and targets in an organization would be similar to a situation where the captain of the ship loses his way in the sea. Yes, you would be lost. Set targets for yourself and make sure they are realistic ones and achievable.

Setting Deadlines

- Set deadlines for yourself and strive hard to complete tasks ahead of the deadlines. Do not wait for your superiors to ask you everytime. Learn to take ownership of work. One person who can best set the deadlines is you yourself. Ask yourself how much time needs to be devoted to a particular task and for how many days. Use a planner to mark the important dates against the set deadlines.

Delegation of Responsibilities

- Learn to say “NO” at workplace. Don’t do everything on your own. There are other people as well. One should not accept something which he knows is difficult for him. The roles and responsibilities must be delegated as per interest and specialization of employees for them to finish tasks within deadlines. A person who does not have knowledge about something needs more time than someone who knows the work well.

Prioritizing Tasks

- Prioritizing the tasks as per their importance and urgency. Know the difference between important and urgent work. Identify which tasks should be done within a day, which all should be done within a month and so on. Tasks which are most important should be done earlier.

Spending the right time on right way activity

- Develop the habit of doing the right thing at the right time. Work done at wrong time is not much use. Don’t waste a complete day on something which can be done in an hour or so. Also keep some time separate for your personal calls or checking updates on Facebook or Twitter. After all human being is not a machine.

For Effective Time Management one needs to be:

Organized – Avoid keeping stacks of file and heaps of paper at your workstation. Throw what all you don't need. Put important document in folders. Keep the files in their respective drawers with labels on top of each file. It saves time which goes on unnecessary searching.

Don't misuse time - Do not kill time by loitering or gossiping around. Concentrate on your work and finish assignments on time. Remembering your organization is not paying for playing games on computer or peeping into other's cubicles. First complete your work and then do whatever you feel like doing. Don't wait till the last moment.

Be focused – One needs to be focused for effective time management.

Develop the habit of using planners, organizers, table top calendars for better time management. Set reminders on phones or your personal computers

Time management Advantages

- Reduce your stress level
- Help you remain focused on the task
- Minimizes procrastination
- Greater self-confidence
- Meeting your goals
- Augments your productivity
- Gives you a sense of achievement
- Provides you with 100% commitment to fun activities
- Financial Rewards

VALUE OF TIME

Time is precious and priceless for everyone, so we never waste time. We should use our time properly in positive manner.

Time is more that money spent can be earned again however once time spent can never be earned. There is a common saying that "Time and Tide waits for none". It is as true as existence of life on the earth. Time runs continuously without stoppage. It never waits anyone. So, we should never spend our precious and priceless time without purpose and meaning at any stage of our life. We should never always understand the meaning of time and use it accordingly in positive way to fulfill some purpose. We should learn something from this continuously running time.

We should learn the regularity, continuity and commitment from the time every single moment. It runs continuously without any disturbance. We too always try to go with side by side to get real success in the life. There is a true saying that "If we ruin the time, it ruins us and our life". We should understand the value of time and go ahead with it because time never stays for anyone special.

Time is priceless to everyone; time is free to all however, no one can buy it or sell it. One can destroy the time as well as use the time however it is true that one who destroy the time can definitely be blessed by the time. One who loses the time can never get it again. Time may destroy our health if we do not take our food in timely manner or take our medicine at right time. Time is like a running river which goes constantly ahead but it never runs back.

DIAGNOSING TIME MANAGEMENT

There are various tools involves in the diagnosing management of work time. It is very important to consider them while managing time. They provide the basis for time management. These are as follows:

- Peak Loads
- Work Curves

- Rest periods, and
- Work Simplification

Peak Loads

This is one of the important tools to be considered while managing work time. For most people activities pile up on each other at certain time of the day or the week or the month or the season. These packed periods are called peak loads. For example, for a home peak loads can be daily, weekly or seasonal such as the time of breakfast and getting the family off for the day is a daily peak load, the thorough clearing of the house a periodic peak load and the Diwali or a festival preparation, a seasonal peak load.

The wise manager of time will, if possible, level off peak loads either by starting the piece of work early enough to avoid the last minute rush, or by completing some regular work in advance so that more time may be made available for reducing higher demands at the peak loads. In some instances, the peak load may be lessened by delegating some work to other family members or by adopting some work simplification methods. For example, the housewife can assign some duties to her daughter or to any other member of the family to reduce her daily peak load or use a convenience food in the breakfast menu, especially in the morning. Awareness of the peak load and the methods of handling them is an important tool for managing time. This is even more important for a homemaker who is gainfully employed outside the home.

Work Curves

The second tool for managing work time is the work curve. This is a device originated in industry to study the changes in output of work over a period of time. When a worker is engaged in a task which is accomplished in identical units, like the number of sheets ironed per hour, the quantity of those units produced in a given amount of time may be taken as an index of his accomplishment. It has been found that the rate of production follows a some-what typical form-typical of the work day or to a less extent, of the work week. A typical work curve has the following features:

- Starts sluggishly
- Sharp rise as worker gets into stride
- Falling off in the middle of the spell with a fresh spurt as work nears its end
- Find falling at the last-hour

Time management

In analyzing a hypothetical work curve shown in the figure 7.1 with a lunch break, the preliminary increase, 'a-b' signifies the warming up period known as the 'warming up'. The letter 'b-c' indicate the plateau of greatest steady production, 'c-d' shows the first major drop in production. The beneficial effect of the lunch period break is shown in the figure. Production starts out at a higher level after lunch than in the morning but never reaches as high as 'b-c' in the morning. The figure shows a decrease in production and that is due to the effect of accumulated fatigue at the end of the day. The worker may stop at 'f' or continue to 'g' but the production level will decrease from 'f' onwards. The drop from 'c-d' is supposedly due to boredom developing during the job if the work is light. In heavy manual labor the final decrease will probably be very great and it is possible that the output may fall to zero if work is continued further to the point of exhaustion.

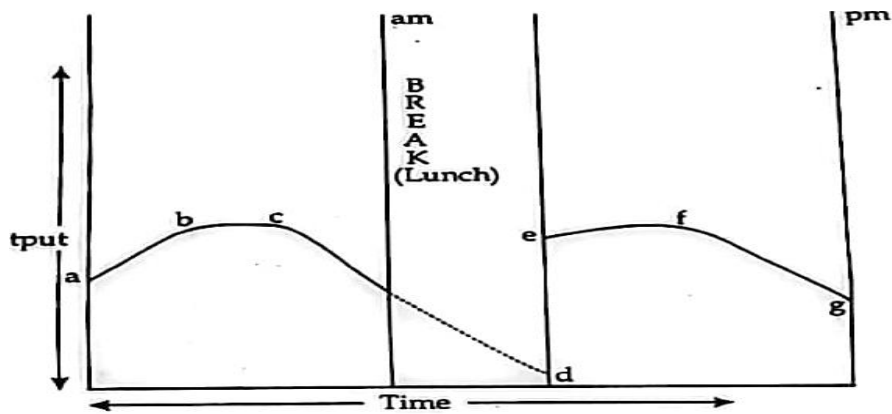


Fig. 7.1: A Typical Work Curve for a Day

A practical and valuable application of the 'warming up' by the home maker is doing as much as possible at one sort of task before changing the type of work. In cleaning a group of rooms, for example, the woman who does all the dusting at one time or all the vacuum cleaning or all the window washing in one attempt is doing more of each job on the plateau of greatest output than the women who jumps from job to job and back again.

A most desirable curve is done in which ab warming up(wu) is (a) steep line showing that the worker got into the swing of work rapidly and (b) achieved a high plateau of production-longer the plateau of production, greater the output of work accomplished.

Rest Periods

This is the third tool for time management. All of you must have absorbed the favorable influence of the rest period on your output of work. A rest period need not mean a complete cessation from work, although that is desirable after a heavy manual labour. The greatest results can be expected if the worker lies down and relaxes completely, because reclining requires less expenditure of energy than any other body position. As compared to most workers, the home maker can provide good conditions for rest more easily, however if it is impossible to lie down, complete relaxation in a sitting position will relieve fatigue. The completeness of the relaxation during the rest period probably determines the success. A change in the type of work may also serve as rest periods for each other. A sitting down job after a walking one, or a mental task after one requiring physical exhaustion will also prove restful. Now the question is how long the rest period be and after what interval it is required?

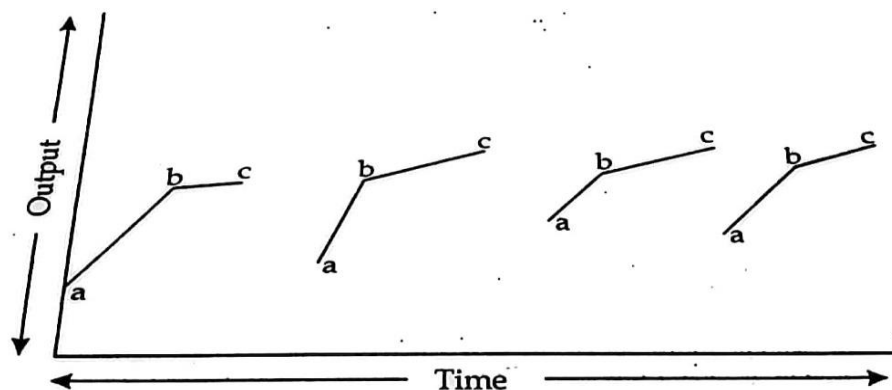


Fig. 7.2: Work Curve of an Erratic Worker

Length and frequency of rest periods

The optimal length and frequency of the rest period in relation to increase in production is more easily determined in the industry, than in the home, because the home maker does a variety of jobs in a single day and has no accurate record of output. Often it is difficult to convince the home maker of the effectiveness of the rest period and here it must be remembered that the results are not always the same.

The home maker should have no feeling of guilt when she lies down for a few minutes during the busy part of the day. The home maker must determine for herself the frequency, length and rest periods which she considers as the most desirable. She should recognize that a change of work may rest her if the present task is boring, or if a particular set of muscles is tired. For example, a home maker stitching clothes on sewing machine can shift to put buttons or doing hemming in between or just relax her muscles and than again continue with her stitching when the hand muscles get fatigued.

In the case of physiological fatigue, she must realize that longer the rest period is postponed, the longer it will take to recover. She must learn to relax thoroughly during the rest periods in a cool, dark and quiet place, if complete rest is desirable. Thus the length and frequency of the rest periods depend upon the kind of work as well as how long the work has been done. It should be introduced when the output slows down but it should not be too long to lose the benefits of warming up gained earlier.

Work Simplification

It is also one of the tools of time management which is related to energy management, as it includes improving methods of work which requires lowering both time and energy, expenditures, because the time and energy are required to do any task and they largely depend on the hand and body motions used.

In simple terms, work simplifications is the conscious seeking of the simplest, easiest, and quickest method of doing work. Or in other we can say that work simplification means improvement in performance of task. Improvement in performance of a task means that the work is made easier because the new method is a more convenient one, permitting smooth, natural and rhythmical motions.

It is a very important tool of time management which not only is helpful in an industry but a very useful tool for a homemaker who wants to have a liberal supply of time as well as the need to conserve her energy.