

DVEOM 201

**Leadership Skills and Personality
Development**

School of Vocational Studies



उत्तराखण्ड मुक्त विश्वविद्यालय

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UNIT- 1

INTRODUCTION- A NEW APPROACH TO LEARNING

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1.2 OBJECTIVES

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1.1 INTRODUCTION

Learning is a process to develop skills. We can learn how to achieve and maintain a positive, optimistic and cheerful attitude under almost all circumstances. We can learn how to develop a fully integrated, fully functioning, fully mature personality. When we decide to do something to achieve, we need to unlock our hidden powers to succeed. Leadership and personality both are the hidden power as well as the key factors of success.

Leadership is the art of motivating a group of people to act toward achieving a common goal. Leadership means different things to different people around the world and different things in

different situations. For example, it could relate to community leadership, religious leadership, political leadership and leadership of campaigning groups. A great leader can have a clear vision, integrity, honesty and clear focus on the target. All these lead to a good personality.

The combination of characteristics or qualities that form an individual's distinctive character is known as personality. In other words, personality refers to individual differences in characteristic patterns of thinking, feeling and behaving. The most important thing which makes a person unique is that his/her ability to present oneself in the crowd. Personality development plays an important role in improving communication skills. This also helps us to develop an impressive individuality and makes us stand apart from the rest. Individuals have to master the art of expressing their thoughts and feelings in the most desired way.

1.2 OBJECTIVES

After the successful completion of this unit, we will be able to-

- Understand the importance of leadership skills and personality development.
- Improves leadership skills and personality.
- Explores the different aspects of human perceptions.
- Understand soft skills.
- Defines self-management skills.
- Understand the need for spiritual intelligence.

1.3 LEADERSHIP SKILLS & PERSONALITY DEVELOPMENT

Leadership Skills-

Here we must first describe the terms “leader”, “leadership” and the “personality development” which makes a person a successful leader. The person who leads or commands a group, organization or country is “leader”. Also, we can say a leader is the one who is in the charge, who convinces other people to follow and inspires confidence in other people and moves them for action.

The words "leader" and "leadership" are often used incorrectly to describe people who are actually managing. These individuals may be highly skilled, good at their jobs, and valuable to their organizations, but that just makes them excellent managers, not leaders.

The word "leadership" can bring variety of images in mind. It could be a political leader, an explorer or an executive. Whatever may be the case, we can say that leaders help themselves and others to do the right things. They set direction, build an inspiring vision and create something new.

Here we will focus on the leadership skills and how to improve it. An effective leader is a person who does the following:

- Creates a clear and inspiring vision.
- Motivates and inspires people.
- Manages to fulfill that vision.
- Builds a team for achieving the vision.

Leadership brings together the skills needed to do the above-mentioned things. We will discuss each of these in details.

Creates Vision-

In business or in any organization, a vision provides a direction, sets priorities, and provides an indication, so that the organization can achieve its goal. To create a vision, leaders first try to find the organization's strengths. To find this, leaders may use some tools such as PEST Analysis, USP Analysis, Core Competence Analysis and/or SWOT Analysis. Let us discuss these in brief.

A PEST analysis is a strategic business tool used to find out, estimate, sort out, and track the economic factors which can have an impact on business in the current situation and in the future. This analysis normally examines the opportunities and threats due to political, economic, social and technological forces which influence the business of any organization.

USP Analysis or Unique Selling Proposition is an approach which is implemented on the features of a product that is marketed to find out the uniqueness of the product to make it special. Normally this analysis focuses on the product's elements that distinguish the organization from other competitors in the industry.

Core Competence Analysis is the process of identifying a company's fundamental strengths and attributes that are unique and serve to differentiate it from its competitors, as well as how to capitalize on these core capabilities to build sustained competitive advantage.

SWOT (strengths, weaknesses, opportunities and threats) analysis is a framework used to evaluate a company's competitive position and to develop strategic planning. SWOT analysis assesses internal and external factors, as well as current and future potential. In other words it is a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats.

The leaders normally try to find out, about the measures how to improve the performance of their business or organization. They test their visions with appropriate market research and also by assessing major risks factors using one important technique say Scenario Analysis.

Scenario Analysis is a process of analyzing the future events by taking into consideration all possible alternative outcomes. This is also called "alternative worlds". Scenario analysis, is a form of projection, but cannot be the exact picture of the future. This only gives an alternative of the vision.

Considering the above, we can say leadership is one proactive problem-solving idea by looking ahead. Leaders are never satisfied with whatever they have or are, rather they always try to improve the current condition of the business or the organization. Leadership combines the passion with analytical side of vision to create something that would be really meaningful and helpful to the people belonging to the business or the organization.

Motivation-

A powerful vision always provides the foundation for leadership. A vision may provide the success for the business or an organization, but sometimes it is also failing. There may be many different factors for such failure. However, it is the ability of the leader to motivate and inspire people who are involved in the organization to accomplish that vision.

Leaders can also motivate and inspire people who are involved or part of the business or organization through their natural personality and appeal. They also do things that inspire people, such as the power to pay bonuses or assign interesting tasks. However, good leaders do not rely too much on these types of power to motivate and inspire others.

Managing Vision-

This is the area of leadership which is directly related to the term management. Leaders must ensure to fulfill the vision of the business or organizations either by themselves, or by a dedicated manager or team of managers. Leaders need to ensure that the vision created by them is easily understood by their team. To fulfill that vision the team members need to be dedicated to their job and honest to their leaders. Leaders also need to make sure that, they manage changes effectively whenever it is required. This helps to ensure that the changes needed to deliver the vision are implemented smoothly.

Building a Team-

Team is the backbone of any organization. Building a team is an important activity carried out by leaders. To develop a team, leaders must first understand the strength of the team. A leader must then ensure that the team members are skilled enough and have the ability to do their job to achieve the vision. To improve team's performance, they do this by giving and receiving feedback of their work regularly and also by providing training as well as coaching staffs to improve individual as well as team's performance.

Personality Development-

It is always heard that the leaders should have a good personality. As far as personality is concerned it refers to individual differences in characteristic patterns of thinking, feeling and behaving. The combination of characteristics or qualities that form an individual's distinctive character is known as personality.

The personality is the typical pattern of thinking, feeling, and behaviour that make a person unique. When we say that, someone has a "good personality", we mean that they are likeable, interesting and pleasant. Personality development helps us to develop and makes us stand apart from the rest. Personality development also plays an essential role in improving communication skills.

A positive attitude, a balanced extroversion and confidence have been revealed as the most attractive qualities. The most important thing which makes a person unique is that his/her ability of willingness to present oneself and stand out from the crowd.

Personality is influenced by mostly three factors. These are heredity, environment, and situation. Heredity refers to the influences on our personality that we are born with. They are in our genes and there is not much we can do to change these traits. The various things that people experience will leave imprints on and help to develop his or her personality. A bad personality truly does not exist. Whether the person says a bad word or acts in a weird way does not describe that person's personality to be negative.

Environment / people and situation can alter personality for good or bad, but we will always have original personality that we were born with. Personality is a quality that can be made but can also be influenced by genetics. While personality behaviour is relatively stable over time, they can often do gradually change across the life span. Fig. 1 illustrates this. We can say the Personality development of any person occurs by the ongoing interaction of temperament, character, and environment. Fig. 2 illustrates this.



Figure 1 Personality



Figure 2 Personality Development

1.4 PLANNING AND GOAL SETTING

Planning is the fundamental duties of management function. Decision making depends on planning and normally with the following queries what, when, how and who? That is “what is to be done”, “when to be done”, “how it is to be done” and “who is going to do it”.

Planning can also be described as an intellectual process which is the key factor of any business or organization that develops various cases of action, by which the organization can achieve those objectives. It clearly chalks out exactly, what to do and how to attain a specific goal. Planning is thinking before the action takes place. It helps us to take a peep into the future and decide in advance the way to deal with the situations, which we are going to encounter in future. It involves logical thinking and balanced decision making.

Also, we can say **planning** is the process of thinking about the activities required to achieve a desired goal. It is the first and foremost activity to achieve desired results. It involves the creation and maintenance of a plan, such as psychological aspects that require conceptual skills. Here in the fig. 3 some are the major functions that we need to follow for any planning.



Figure 3 Characteristics of Planning

- **Managerial function:** Planning is the first and foremost managerial function which provides the base for other functions of the management, i. e. organizing, staffing, directing and controlling, as they are performed within the periphery of the plans made.
- **Goal oriented:** It focuses on defining the goals of the organization, identifying alternative cases of action and deciding the appropriate action plan, which is to be undertaken for reaching the goals.
- **Pervasive:** It is pervasive in the sense that it is present in all the segments and is required at all the levels of any organization. Although the scope of planning varies at different levels and departments.

- **Continuous Process:** Plans are made for a specific period or term, say for a month, quarter and year and so on. Once that period is over, new plans are made with consideration of the organization's present and future requirements and conditions. Therefore, it is an ongoing process, as the plans are framed, executed and followed by another plan.
- **Intellectual Process:** Think intellectually while planning a goal. It is a mental exercise as it involves the application of mind, to think, forecast, imagine intelligently and innovatively.
- **Futuristic:** In the process of planning, we need to think about the future of the business or organization. This includes analyzing and predicting the outcome and challenges that any organization may face in future and can handle these challenges effectively.
- **Decision making:** This is the most important component of planning. A good and effective decision of any organization leads to its success. Decisions are made regarding the choice of alternative courses of action that can be undertaken to reach the goal. The alternative chosen should be best among all, with the least number of the negative and highest number of positive outcomes.

So, we can say planning is concerned with setting objectives, targets, and formulating plans to accomplish them. The activity helps managers analyze the present condition to identify the ways of attaining the desired position in future. It is both, the need of the organization and the responsibility of managers. Here we will discuss some importance of Planning

- By establishing objectives and selecting a course of action it helps managers to improve future performance for the benefit of the organization.
- This minimizes risk and uncertainty, by looking ahead into the future.
- It facilitates the coordination of activities. This reduces overlapping among activities and eliminates unproductive work.
- It provides direction for action. It states in advance, what should be done in future.
- It uncovers and identifies future opportunities and threats.
- It sets out standards for controlling. It compares actual performance with the standard performance and efforts are made to correct the same.

Planning is present in all types of organizations, households, sectors, economies, etc. We need to plan because the future is highly uncertain and no one can predict the future with 100% accuracy, as the conditions can change anytime. Hence, we can say, planning is the basic requirement of any person, organization or business for the survival, growth and success.

Goal setting is a process that identifies what we want to achieve, and creating a plan to achieve those desired results. By setting goals on a routine basis, we decide what we want to achieve. Next, we systematically move towards those goals. Finally, we can say Goals provide us with a focus for life.

Now we will discuss how to set a goal. We must follow SMART goal-setting process when setting goals. SMART (**S**pecific, **M**easurable, **A**greed to, **R**ealistic and **T**imely).

- Always set **Specific** goals. Instead of writing “Increase sales of the business,” a specific goal would read, “Increase gross sales by 15 percent by December 31 of this year.” A specific goal makes it easier to plan the objectives we need to reach in order to achieve it.
- Develop goals that can be **measured**. It is impossible to monitor how well we are doing in achieving the goal without measuring the same. In the above example, a 15-percent increase in sales is measurable. A business owner can easily look at sales reports and income data to determine if sales have increased by 15 percent at year-end. When setting measurable goals, it may be helpful to set mini-goals with it. With example, a business may also implement quarterly increase, that would be needed to reach the overall 15 percent increase in sales for the year. This can ensure that the business progress throughout the year.
- Implement business goals that are attainable by the business and its employees. It is important that the goals we set can actually be reached based on the current resources of our business. If unattainable goals are set, then there is a chance that we are only setting up our business and our employees for failure. So, always try to set reachable goals as a way to motivate employees. Always try to give employees a goal that they can reach, so when each mini-goal is achieved it gives us motivation.
- Be **realistic** when planning and setting goals. Some business owners will go overboard in setting goals for the business. The goals will focus on areas of the business that are not important or will not have a great impact on the overall direction of the business. Then set secondary goals that support it. This will ensure they are relevant to the success of the business.
- Follow **Timeline** or attach deadlines to our goals. Without time lines, goals are useless. In first example about increasing sales, “Increase business sales” is not a timely goal. However, specific goal gives a deadline of December 31 of this year to increase sales. This provides a deadline for the goal. It gives a time when the goal should be measured to determine whether the objectives have been achieved. All goals that are set should have a time line attached so that we can measure and track our successes regularly and equally, also we can check where we might need to improve.

Here we will discuss the importance of setting a goal. Setting goals gives us long-term vision as well as short-term motivation. It focuses our acquisition of knowledge and helps us to organize our time and our duties so that we can lead a successful life.

By setting clearly defined goals, we can gain and take pride in the achievement of targeted goals. Also, we will see the progress in achieving the goal. It would also raise our self-confidence, as we recognize our own ability and competence in achieving the goals that we have set. We must try to set goals to give a broad, balanced coverage of all important areas in our life. Following are some areas where we must set our goals:

- Career- We must set a goal to achieve what we want to achieve in our life.
- Financial- How much do we want to earn in our life and at what stage?
- Education- Is there any knowledge we want to acquire in particular?
- Pleasure- How do we want to enjoy our self?
- Public Service- Do we want to make the world a better place?

Spend some time brainstorming for the above-mentioned things and then select one or more goals in each category that best reflect what we want to do.

1.5 HUMAN PERCEPTION

Perception is the process of getting, interpreting, selecting, and organizing sensory information. Perception usually deals with the human senses that generate signals from the environment through sight, hearing, touch, smell and taste.

In other words, perception is the organization, identification, and interpretation of sensory information in order to represent and understand the presented information or environment. All perception involves signals that go through the nervous system, which in turn result from physical or chemical stimulation of the sensory system.

Humans have five basic senses: touch, sight, hearing, smell and taste. The sensing organs associated with each sense send information to the brain to help us understand and perceive the world around us. Sensory perception is often the most striking proof of something factual—when we perceive something, we interpret it and take it as “objective” or “real”. Most obviously, we can experience this with eyewitness testimonies.

Perceptual illusions can be seen, interpreted and used in two very different aspects: on the one hand, and this is the common property assigned to illusions, they are used to entertain people. They are a part of everyday culture; they can kill time. On the other hand, they are often the starting point for creating insights.

Perception is the key to gaining information and understanding the world around us. Without it, we would not be able to survive in this world filled with stimuli surrounding us. This is because perceptions not only mould our experience of the world but allows us to act properly within our environment.

When individuals have a preconceived perception about a given person or situation it will result in the reality of their expectation. Identifying and understanding the way the brain processes information through our senses is one of the most beneficial tools of the cognitive mind.

1.6 UNDERSTANDING PEOPLE

Understanding a person is a good quality of perception. Many factors influence this quality, one of the important factors is the quality of listening. So, in this section we will discuss how to understand people or how to read others. People who are good at understanding others are usually good listeners. How to become good listener is one important question. Listening skills can be built with the following practices:

- Practice listening well in every conversation.
- Pay attention to what the other person is saying.
- Train ourselves to think of listening as more important than talking.

The ability to read others will greatly affect how we deal with them. When we understand how another person is feeling about a situation, we can communicate with that person in suitable manner. Our message and communication style will also change according to that situation. However, this is not the scenario always. Here are some tips for reading or understanding others:

Create a baseline- Creating a mental baseline of others normal behavior will help us to understand the person talking to us. People have different habit and patterns of behavior. For example, they might clear their throat, look at the floor while talking, cross their arms, scratch their head, stroke their neck, look sideways, show displeasure, or shake their feet frequently. Initially, we may not even notice when others do these things. People display these behaviors for different reasons. We can simply ignore these behaviors of the person and concentrate on the matter he/she is trying to communicate.

Notice the deviations- Pay attention to irregularity between the baseline we have created and the person's words and gestures. We may have noticed that a supplier of ours has the habit of clearing his throat repeatedly when nervous. It is always better not to ask so many questions that make him more confuse and nervous. In such situation talk to him normally that make him comfortable.

Identify the strong voice- Confident people have strong voice. The most powerful person is not always the one sitting at the head of the table. The most confident person is very likely to be the most powerful one. He/she can have a good posture, strong voice, and a big smile. It is always better to identify the strong voice from a group of people and listen carefully that make us understand the person better.

Identify action words- Words represent thoughts, so identify the words that have some versatile meaning. Action words offer insights into the way a person thinks. Sometimes the person in front of us do not speak the whole thing he/she wants to say. In such situation we need to concentrate on his/her action words, find out the meaning of such words and act accordingly.

Look for personality clues- Each of us have a unique personality, but there are basic clarifications that can help us relate to another person so we can read him or her accurately.

Putting it all together

This is true that, it takes time to learn how to read people accurately. Though theoretically some rules or clues are always there to follow to understand people, however it is also true that there are exceptions to every rule. But keeping these principles in mind as we build our powers of observation will greatly enhance our ability to read others, understand their thinking and communicate effectively.

1.7 SOFT SKILLS

Soft skills relate to how we work. Soft skills are a combination of many skills like social skills, communication skills, character or personality, attitudes, social intelligence and emotional intelligence. Also, we can say soft skills include interpersonal skills, communication skills, listening skills, time management skill and so on.

Soft skills are one of the major characteristics of a person and are always in great demand in the workplace. Organizations normally look for job candidates with soft skills, as they make it more successful in the marketplace. Someone can be excellent with technical, job-specific skills, but if they cannot manage their time or work within a team, they may not be successful in the workplace. Soft skills are also important to the success of most employers. After all, nearly every job requires employees to engage with others in some way. This makes candidates with soft skills to be very adaptable employees.

Soft skills are particularly crucial in customer-based jobs. These employees are in direct contact with customers. It takes several soft skills to be able to listen to a customer and provide that customer with helpful and polite service. Soft skills characterize how a person interacts in his or her relationships with others. Finally, we can say soft skills of any person include the following characteristics: Adaptability, Communication, Creative thinking, Dependability, Work ethic, Teamwork, Positivity, Time management and many more.

1.8 SELF MANAGEMENT SKILLS

Self-management skills are the abilities that allow people to control their thoughts, feelings and actions. If we have strong self-management skills, we will be able to set goals independently and take the initiative to achieve them.

Self-management means the ability to manage the daily tasks of our life. Whatever situation comes in our life we can very easily manage it if we have self-management skill. It means having the skills and confidence to take charge of our daily needs, our everyday roles and responsibilities and our emotions. We are able to live a healthy life with our chronic health condition. There are many factors that influence the routine of our daily life. Some of these are fatigue, pain, depression, stress and anxiety that can result from having chronic conditions. We can control or manage these facts with the following skills:

- Physical activity
- Healthy eating
- Managing pain and fatigue
- Managing stress
- Understanding emotions

1.9 *DEVELOPING POTENTIAL AND SELF-ACTUALIZATION*

Self-actualization means the need for personal growth and development that may exist throughout our life. If we are self-actualized, then we work hard to grow and become what we want to be in life and reach our full potential. However, to achieve all these in our life we need to answer some questions. Are we an honest person? Are we really creative? Are we following strong moral/ethical standards? If the answer of all these “yes” then we may be on our way towards achieving self-actualization.

Abraham Maslow was a prominent psychologist mostly known for his contributions to humanistic psychology. His interests in human motivation and self-actualization stemmed from his experiences both early on as a timid child and later on as a father witnessing the horrors of World War II.

According to Maslow, people have lower order needs that in general must be fulfilled before higher order needs can be satisfied. The 'five sets of needs are physiological, safety, belongingness, esteem, and finally self-actualization'. This is illustrated in the below figure.

Although self-actualization is most often associated with Maslow, the term was first coined by **Kurt Goldstein**. Goldstein characterized self-actualization as an individuation, or process of becoming a “self,” that is holistic means the individual realizes that one’s self and one’s environment are two pieces of a greater whole and acts as a primary driving force of behavior in humans.

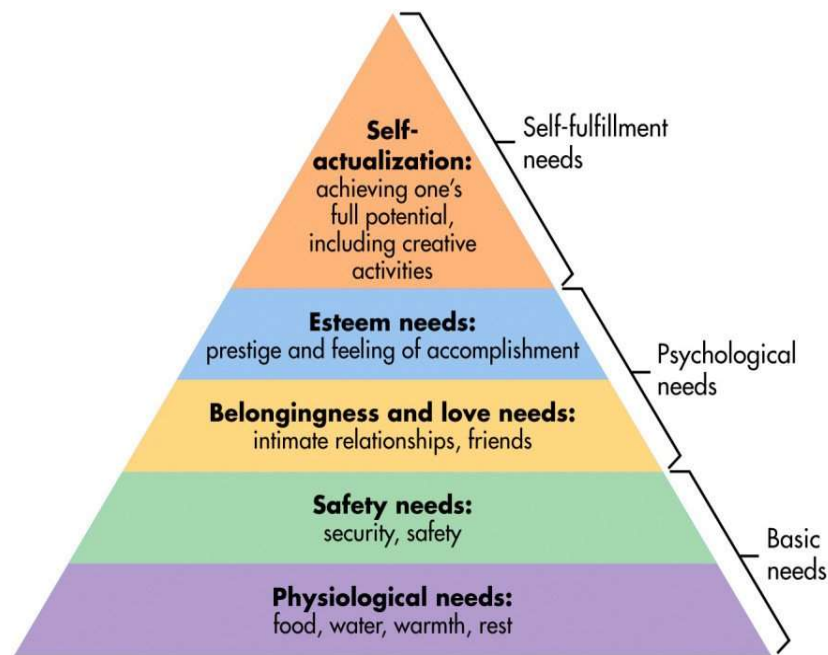


Figure 4. Self-Actualization

Although Goldstein's concept did not get much traction at the time, it was popularized when Maslow adopted it into his theory on the human hierarchy of needs. Maslow discussed self-actualization by stating, "What a man can be, he must be. This needs we may call it as self-actualization". In other words, self-actualization can generally be thought of as the full realization of one's creative, intellectual and social potential through internal drive, which is reverse of external rewards like money, status, or power.

Since self-actualization is based on leveraging one's abilities to reach their potential, it is a very individual process and will probably vary significantly from person to person. Here we will discuss the characteristics of a Self-Actualized Person. A self-actualized person is described as someone who feels fulfilled and has accomplished all the things for which he/she is capable of accomplishing in one's life through personal growth and experiences. These are the moments of deep meaning or emotion. Here are a few characteristics of a self-actualized person:

- Problem-centered but not self-centered.
- Highly creative.
- Work hard and takes responsibilities.
- Strong moral/ethical standards.
- Honest and avoids deception.

This list of characteristics may or may not exist for every self-actualized person. We can be self-actualized without being problem-centered if we have a number of other positive characteristics relating to our desires in life. The ability to reach self-actualization is based on our success in reevaluating what we need to survive in order to reach the accomplishment and

fulfillment that we seek in our life. As human beings, we have basic psychological needs for personal growth and development throughout our lives. By accomplishing self-actualization, we are able to find meaning and purpose of our life.

1.10 NEED OF SPIRITUAL INTELLIGENCE

Spiritual intelligence is a term used to describe the understanding of life. This expands our capacity to understand others at the deepest level. Also, this allows us to distinguish both the 'true cause' of behaviour without judgement, and serve the 'true needs' of others until they themselves learn to meet their own needs. It helps us to understand the purpose of our existence and to see things as they really are not as they appear. When we develop spiritual intelligence, we enjoy an increased ability to pick out the actions, experiences, beliefs and values that create greater meaning and purpose in our individual lives.

However, if we want to grow in spiritual intelligence, we must take action rather than simply talking about it. It is important to commit time to a regular practice, such as meditation and yoga.

1.11 POINTS TO REMEMBER

- Leadership and personality both are the hidden power as well as the key factors of success.
- The words "leader" and "leadership" are often used incorrectly to describe people who are actually managing.
- The word "leadership" can bring variety of images in mind. It could be a political leader, an explorer or an executive.
- A PEST analysis is a strategic business tool used to find out, estimate, sort out, and track the economic factors which can have an impact on business in the current situation and in the future.
- SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework used to evaluate a company's competitive position and to develop strategic planning.
- The combination of characteristics or qualities that form an individual's distinctive character is known as personality.
- Heredity refers to the influences on our personality that we are born with.
- Planning can be described as an intellectual process which is the key factor of any business or organization that develops various cases of action, by which the organization can achieve those objectives.
- Decision making is the most important outcome of planning.
- Goal setting is a process that identifies what we want to achieve and creating a plan to achieve those desired results.
- SMART goal-setting process is when setting goals in Specific, Measurable, Agreed to, Realistic and Timely.

- Perception is the process of getting, interpreting, selecting, and organizing sensory information.
- Humans have five basic senses: touch, sight, hearing, smell and taste.
- Soft skills are a combination of many skills like social skills, communication skills, character or personality, attitudes, social intelligence and emotional intelligence.
- Self-management means the ability to manage the daily tasks of our live. This is the ability that allows people to control their thoughts, feelings and actions.
- Self-actualization means the need for personal growth and development that may exists throughout our life.
- Abraham Maslow was a prominent psychologist most known for his contributions to humanistic psychology.
- Spiritual intelligence is a term used to describe the understanding of life.
- To develop spiritual intelligence, it is important to commit time to a regular practice, such as meditation and yoga.

1.12 GLOSSARY

- **PEST Analysis:** Political, Economic, Social and Technological Analysis
- **USP Analysis:** Unique Selling Proposition Analysis.
- **SWOT Analysis:** Strengths, Weaknesses, Opportunities and Threats Analysis
- **SMART Goal setting Process:** Specific, Measurable, Agreed to, Realistic and Timely.

1.13 CHECK YOUR PROGRESS

Descriptive type questions-

- a. What is the quality of a leader? Define with example.
- b. How leadership differ from managerial activities?
- c. What is SWOT analysis? Where it is used?
- d. Describe the major functions of planning.
- e. What do you understand by human perception?
- f. Explain the tips for understanding people.
- g. What are the characteristics of soft skills?
- h. Write a note on self-management.
- i. What do you mean by self-actualization? Explain the differences in ideas between Abraham Maslow and Kurt Goldstein's concept of self-actualization.
- j. Why we need spiritual intelligence?

Objective type questions-

- a) Leaders and managers are considered as same person. (True / False)

- b) Heredity is an inborn factor that influences our personality. (True / False)
- c) Decision making is not the important outcome of planning. (True / False)
- d) Dependability is a characteristic of Soft Skill. (True / False)
- e) Self-actualized person is always self-centered. (True / False)
- f) USP Analysis
- g) Scenario Analysis is a process of analyzing the events.
- h) To develop spiritual intelligence, we need to do
- i) SMART stands for
- j) Abraham Maslow was a prominent

Answer (Objective Type Question)-

- [a] True [b] True [c] False [d] True [e] False
- [f] Unique Selling Proposition [g] Future [h] meditation and yoga
- [i] Specific, Measurable, Agreed to, Realistic and Timely [j] Psychologist

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UNIT- 2

LEADERSHIP

2.1 INTRODUCTION

2.2 OBJECTIVES

2.3 LEADERSHIP SKILLS: AN OVERVIEW

2.4 COMPELLING QUALITIES OF A GOOD LEADER

2.5 LEADERSHIP THEORIES

2.6 TYPES OF LEADER

2.7 DIFFERENCE BETWEEN LEADERSHIP AND MANAGEMENT

2.8 IMPORTANCE OF LEADERSHIP SKILLS

2.9 POINTS TO REMEMBER

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2.13 SUGGESTED READINGS

2.1 INTRODUCTION

Human resource is the biggest asset of any organization. Effective use of this resource is the skill of its leader and the management. Leadership exists in every organization irrespective of its size and function. A leader plays a pivotal role in the success of an organization and serves as a bridge between the employer and employee. The success or failure in a sport or in a business is mainly attributed to the ability of the person who leads it. Leadership is that quality or driving force which persuades an individual to accept the objective of an organization as ones' own and strive to achieve it enthusiastically. Even in this technological era an organization has a tough time in finding a suitable leader. In this unit let us discuss the traits and importance of good leader.

2.2 OBJECTIVES

After the successful completion of this unit, we will be able-

- To get acquainted with the concept of leadership and its need to influence people.
- To understand the need and importance of an eminent leader.
- To understand the types and traits of leadership.
- To assimilate the various theories of leaderships.
- To distinguish leadership and management.

2.3 LEADERSHIP SKILLS: AN OVERVIEW

The word 'Leader' is taken from the word 'leader' in old English meaning 'to guide', bring forth', 'guidance', 'transformation' etc. The word 'leadership' is a noun, leader+ship meaning position of a leader. Leadership is the process of motivating and influencing others to work willingly and enthusiastically to achieve predetermined goals. However, leadership has a different meaning to different people starting from leading a family to running a multinational organization. Even in varied situations the qualities of a leader remain the same while the skills differ according to the needs of the organization or the situation. A leader has an important role in both personal and professional life. He is the one who pushes people to bring out their best in order to achieve the common goal in a given situation. They extend the guidance needed for an individual to extend his contribution to the organization with great zeal and enthusiasm.

Who is a leader?

The world has seen innumerable people who had taken the position of a leader. But all were not motivating and inspiring, as some were ruthless, inhumane, and destructive creating chaos amidst the people. A true leader is someone who can motivate people by creating a positive impact in them. Great leaders have the ability to forecast things and make a strategic planning with a decisive vision and persuade the followers to take that direction. They are skilled enough to connect with people and make them work to make a vision into reality. A great leader serves as the spine of a successful organization. An effective leader has consistency and exhibits broad range of leadership attributes to get the job done. The objective of leadership is not just getting a work done or achieving a stated goal but accomplishing the task in a specific way which requires the involvement of the people whole heartedly.

2.4 COMPELLING QUALITIES OF A GOOD LEADER

Leaders play an important role in determining the shape of a nation or an organisation. Anyone can be a leader, but it really takes certain distinctive innate qualities for one to become a great and inspiring leader. A great leader stands as an example in the society. His life and actions create an impact on his fellow mates and followers.

[1] Honesty and Integrity

‘Integrity is doing the right thing, even when no one is watching you’. A leader is one who keeps up his commitment and words and has the courage to do the right things, even when everyone is against him or something unpopular. A leader with great integrity fosters an environment of courage, confidence and an uncompromising attitude among the employees. Honesty is being transparent in all the dealings and the willingness to listen to others before arriving at a decision. An honest leader always tries to keep up his commitment and promises even during the time of difficulties. Honesty and integrity are considered to be the prime quality of a leader and every employee sternly believes that a leader with honesty and integrity will guide him rightly and treat him well. Such leaders coupled with competence have high moral standards and are the most valuable asset to an organisation.

[2] Vision

Leadership is all about having a vision and developing a commitment to achieve it. An eminent leader is one who articulates his vision clearly and develops a passion in his followers and work relentlessly to achieve it. Ambitious leader has his vision manifested in all his actions and beliefs which powerfully drives his employees to work towards it. A visionary leader excites and motivates people and lead them with a clear direction for a well-set purpose. They make people believe that they are working really for a better cause and make them foresee their future while working in the present. Leadership vision should be crystal clear to depict the future picture and feasible to inspire people to work for it. A great leader makes his vision rational, reasonable, and credible enough to reflect the organisational beliefs and values.

[3] Commitment and Passion

Commitment for a leader means to stick to his projects or tasks undertaken and completing it at any cost. It also includes being courageous, leading the team by principles and inspiring them to take up challenges. Passion is having an unwavering commitment and a relentless desire to achieve a set goal. Passion is contagious and is strong to drive the values and purposes into action to make it a reality. It all begins with the leader to elevate productivity among the employee by influencing their activities to perform it in an exceptional way. A passionate leader is sure to bring energy and focus in the minds of the employees that is needed for the growth and success of an organisation. It sets the tone for sustainable and continuous productivity of the people involved.

[4] Empathy

Empathy is the ability to understand one’s feelings and problems by placing oneself in others shoes. It is a prime attribute of leadership, essential to relate to the feelings of another person in a given situation and understanding the needs of the other person. Leaders who take time or show concern towards their fellow beings succeed in building trust consequently strengthening their relationship, thereby bringing out better collaboration and productivity.

Empathy is a natural and inherent quality of human being and could be well expressed through verbal and non-verbal cues in our everyday communication. An empathetic leader takes effort to understand the root cause of poor or under performance of his team and supports them to improvise in the task. Most of the organisations just focus on their personal productivity and are negligent towards their employees' well-being and fail to retain their human resources which could be an asset. An organisation which encourages a culture of empathy recognises and values the difficulties faced by its employees and tries to sort it out, thus winning the support of them, who in turn work hard to turn the vision of their organisation into reality. Empathy is an important managerial tool that has to be maintained by every leader to bring tangible results which will help and motivate the team even through the time of crisis.

[5] Positivity and enthusiasm

Positivity or an optimistic approach is one of the important characteristics of a great leader. A leader who focuses on the end goal tries ways and means to achieve it and synergises to find out the possibilities to succeed rather focusing on failure. They use strong and inspiring words to keep up the spirit of the entire team to face new challenges. A leader with positive attitude offers opportunities for the growth of his fellow mates to harness the hidden skills and talents required for the success of the organisation. Enthusiasm is another quality of a leader which inspires and influences people and drive them towards success. It is easy to make people work out of fear or intimidation, but it is not productive enough in the long run. Motivated people are confident, positive, and enthusiastic enough to lead people in a positive way and handle obstacles and challenges with great resilience. A better solution to a problem is always through the problem and people with a positive attitude are ready to handle challenges head-on with great momentum and move forward. Attitude plays a great role in influencing the lives of a leader and the team members as well and a positive attitude simply radiates energy gravitating more people and energy towards us.

[6] Open mindedness

A leader with an open mind is respected by all as he is curious and patient enough to listen to others perspective in each situation. Having an open mind when solving problems enables one to be impartial with others opinion by being mindful over long-term implications. People working under such leader will be happy to bring out their suggestions, creative and innovative approach to handle things in a feasible way. Being open minded could be challenging for a leader, but it paves way to growth and development for the people around who share the same values and principles, particularly in a working atmosphere. A strong leader is open to new ideas and is ready to explore things in a broader horizon while enjoying the benefits of experimentation. Challenging the beliefs of oneself with innovative ideas and open mindedness could be liberating and interesting way to increase productivity. It brings

enthusiasm to the team while adding thirst for knowledge with better ideas and opportunities thereby increasing involvement and boosting the morale of its members.

[7] Ability to delegate

Delegation is a skill which every leader should be a master at, because everything cannot be done by the leader alone. The transition phase of a leader from doing to leading is a difficult makeshift much needed to multiply the value of an organisation. A leader who involves himself in each and every task is admired by everyone, but in the long run when responsibilities multiply it becomes difficult for one to eventually manage things. Therefore, it becomes essential to share responsibilities and collaborate with people for the best output. Leader should know the knack to prioritise things and be wise enough to activate the team members and bring out the best in them. This inspires the team members to get actually involved wholeheartedly in the task they undertake and become accountable for their actions. The onus lies on every leader to build a strong team and this could be achieved by proper delegation of work to the right person for long term success. Expectations and the timeline of the projects should be clearly set out along with the needed assistance for its execution. This effort of the leader will go a long way in tapping the success of a team.

[8] Humility

The word 'leadership' reminds us of mightiness and qualities like vision, enthusiasm, optimism etc. and the most essential humane quality called 'humbleness' is often overlooked. People often are carried away by success and fame with the opinion that they can impress others by their showboats. Showing off one's achievements is not a sign which will bring people together as a team. Humility is a trait which very few leaders possess and stay as an inspirational image in the minds of the team members. Leaders who are humble, keep themselves in the back-stage and try to promote and acknowledge the skills and talents of others serving as a source of encouragement. Their very presence and open mindedness enhance a collaborative environment as cohesiveness promotes team spirit resulting in better productivity. Humble leaders are approachable and are admired by the people as they are able to connect with them emotionally which is paramount to the growth of an organisation. Leaders who believe in intimidating people may succeed in making his team, work for him in the beginning, whereas in the long run humility helps to tap the best out of the team for overall effectiveness. Humbleness enables one to connect, inspire and build a better rapport with the people they are working with.

[9] Accountability

Accountability is the commitment; one has towards his actions and the responsibility for its consequences. An accountable leader can build a team with high morale marked with commitment better participation and involvement. Holding accountability for one's actions is a symbol of strength and courage of a person and gives complete control of the situation. It is

always easy to play the blame game, but such people are never trusted neither by the employer nor by the team members. An accountable leader always strives to achieve executional excellence and has a good reputation and earns the trust of the team as they are able to deliver the results they commit to. Effective leaders know how being accountable will instil accountability among the employees and optimize the organisational performance. Such leaders create an inclusive environment and motivate their people to put the best possible effort. A disciplined leader has the sense of responsibility and contributes to the success of an organisation.

[10] Inspiring

Passionate leaders are always inspiring, and their authenticity is reflected in every words and actions of them. Inspiration is a quality which has nothing to do with one's education, background or status and is completely the attitude of an individual. A leader who has a thorough knowledge of the task undertaken and is keen in accomplishing the task truly engages with the people and inspires them to do what he wants. Developing a personal connection with the team members through a good rapport is the prime quality of an efficient and admirable leader that separates one from being an average leader. An inspiring leader has a clear vision and clearly demonstrates it to the team members and keep them focused on the goal. A leader who is authentic and has set principles, takes time to listen to others and show empathy towards others. He makes his colleagues feel valued and always appreciate and recognise the efforts and contribution of every individual in journey to success. Emulating a positive attitude and demeanour coupled with a well-groomed look has a profound effect in influencing people around. Inspiring leaders succeed in building a productive team and they constantly strive for greater heights thereby enhancing the commitment of the human resources involved. Their charismatic qualities drive enthusiasm in people to bring out their talent optimally for the attainment of personal and professional growth.

2.5 LEADERSHIP THEORIES

Leadership theories are school of thoughts coined by eminent personalities and psychologists to explain how certain qualities can differentiate an ordinary leader from an eminent leader in the eyes of an organisation or the team members. Earlier the focus was on the qualities that differentiated a leader and a follower, but currently the competition has turned towards exceling as a leader and the various approaches to succeed. The following theories demonstrate various traits and behavioural patterns of leaders as the situation demands.

[1] Trait theory

Trait theory focusses on various qualities and personality that creates a great leader. Carlyle stated that a person is shaped into a leader by his inherent qualities and are not those which could be inculcated. The practice of these traits determines the difference between a great and a mediocre leader. Ralph M. Stogdill proposed that effective leaders possess certain traits

prominently. It includes physical (appearance) demographic (social status, educational background, age) cognitive skills (decision making skills, intelligence) and personality (self, confidence, persistence, sociability, teamwork) factors. A person with these core skills is said to possess the leader element in leadership process. In fact, these qualities could be honed by any individual to hold a strong position in the organisation. It helps one to understand one's own strength and weaknesses and work towards improving oneself. Leadership skill is an art, but still it depends how certain skills are utilised and developed. Self-confidence comes with one's knowledge in a particular task undertaken, while honesty and integrity are a matter of personal choice and motivation to lead a team depends on the passion and determination to achieve the said target. Ambitious leaders exhibit high energy and work persistently demonstrating confidence and instilling the same in the team members. A great leader has the potential to influence people thereby captivating them in his realm to lead.

[2] Behavioural theory

Behavioural theory evaluates a leader based on the qualities exhibited in the working environment. This theory is a great leap from trait theory which states that leadership qualities are those which are inherited by a person whereas behavioural theory states that leadership qualities could be developed in time. It creates a sense of awareness in a person as it greatly influences the productivity and motivational level of the team. This theory strongly emphasises the point that great leaders are self-made and depends on the personality, beliefs, values, and social skills of the individual. A survey carried out by the 'Ohio State studies' and 'University of Michigan's studies' on leadership behaviour was based on two criteria namely 'Initiating structure' and 'Consideration'. Initiating structure is all about how a person as a leader is skilled enough in completing the task at hand by delegating it to the right person with clear directions and motivating them to complete it in time. Consideration is characterised by a person's relationship with the others like mutual trust and the concern which he shows. A leader who shows concern recognises the problems faced by others and appreciates the efforts put in doing a work. One area which this theory fails to identify is that there is no one particular set of traits which could be adopted by leaders of every field and situation.

[3] Situational Theory

This theory comes with the assumption that there is no fixed style of leadership and the success of leader varies with the techniques he adopts from one situation to the other. An effective and skilful leader knows the tact to mould his approach differently as the situation demands. It also depends upon the people whom he is supposed to lead. For instance, some people are so lethargic and careless that require the authority to exercise their power of control. In such cases, the leader is ought to be authoritative and commanding. On the other hand, there are people who exhibit their full potential under liberty and here the leader is

supposed to just assign the task with proper directions and then step back giving the members the freedom to do it in their own manner. Leadership style varies with profession and a particular style cannot be adopted everywhere, as there are certain field which requires technical and domain skill while certain professions demand people skill or interpersonal skills. ‘Hersey-Blanchard Model’ on situational theory states that leadership skill should be based on the task undertaken and people oriented to ensure success in an organisation. This theory has four different approaches of leadership style as ‘Telling’, ‘Selling’, ‘Participating’ and ‘Delegating’. Telling is where the leader gives complete guidance to the team and has an authoritative approach in getting the task done. In ‘Selling’ method the leader assigns the task and steps back and simply motivates them. A leader with participatory approach exercises democracy and acts as one among the team by supporting and appreciating them, while a delegating leader delegates the work and supervises the completion of the task. ‘Goleman’s Model of Situational Leadership’ observes that a leader should adopt the concept of emotional intelligence according to the situation to become successful. Effective situational leaders are flexible and have a proper insight of the team members, show compassion, and encourage them to increase their skills and elevate enthusiasm.

[4] Systems Theory

Systems theory of leadership is where one leads a team or a department, when is not in the authority position but influences others and creates an impact in them by creating conducive conditions so that they can work to their fullest potential. This kind of leadership is required in a complex organisation which demands more of resources, ideas, and expertise of different aspects. The leadership style and the strategy of an organisation is an innovative and adaptive approach based on the behaviour of people, community, and the system. It can be used to catalyse the organisational system and enhance its productivity. The key elements of the Systems Leadership include three components namely ‘The individual’, ‘The Community’ and ‘The System’. This approach is better suited to complex entities with multiple challenges and where the control is not vested in a single person. It involves the commitment of each and every individual along with the coalition of the organisation to create an impact at a larger scale. The strategy adopted should also be flexible and conducive as complex systems are always amenable as the situation demands. Traditional and hierarchical approach of leadership where the control goes from upward to downward direction cannot be applied in an organisation with a complex structure working with several policymakers, stakeholders, and research institutions. The leaders in systems theory develop their own abilities and those involved in the system and catalyse the formation of a powerful network thus enabling progress of the organisation in its entirety.

2.6 TYPES OF LEADER

Leadership is a dynamic skill and constantly changes according to the system and the need of the situation. A wise leader knows the knack to mould himself from one style to other. Great leader has the ability to create a positive impact on the fellow workers and harness their strengths and bring success to the organisation. Since ancient days history has seen many personalities who have played the role of a leader and left a footprint of their style, as an example for the future generation. Let us discuss, the following types of leaders and how effective they are.

[1] Democratic leaders

A democratic leader gives the liberty to all the team members to voice their opinion before taking any decisions. This gives a satisfaction that all the members have an equal opportunity and participation in the system, though one is aware of the fact that the final decision lies in the hands of the authority. Democratic leadership style fosters innovation and creativity and is considered to be a commonly effective style as it enhances employee involvement and workplace satisfaction.

[2] Authoritative leader

Authoritative leaders are autocratic in nature and always carry their power and authority with them in all circumstances. They are never ready to involve the subordinates in any sort of discussion or decision-making process and are simply expected to follow the instructions given. This type of leadership is rarely effective and is exercised in organisations where there is command and control style, or the chain of command is clearly followed. Team collaboration is reduced and there is an increase employee turnover rate.

[3] Laissez-Faire leader

This style of leadership is in total opposition to an authoritative or autocratic leader. Here, the leader exhibits his authority to the minimum and gives liberty to the people to express their potential. A Laissez-Faire leader is successful, when he is working with a team of skilled and organised people but fails when the members are less motivated and less target oriented. For effective functioning, the right leadership style should be executed.

[4] Participative leader

Participative leadership is based on the democratic theory and intends to involve the team members in any project related discussions or decision-making process. This approach embraces the entire team and gives them a satisfaction of being included and engaged. The leader arrives at a decision after reviewing the inputs of all the members. This leadership encourages employee productivity and creativeness and helps in building a strong team. One disadvantage could be the transparency of information which could be a threat to the company's security and the amount of time taken to arrive at a decision.

[5] Transformational leader

Transformational leaders are those people who inspire the people and motivates them to come out with their best skills and talents. This goes a long way in increasing the employees' participation and productivity, thereby contributing to the success of the organisation. In this case, there are chances that some members could be overused leading to exploitation of human resource and over-expectation of the leader as well. These leaders tend to value people and their calibre irrespective of the position they hold.

2.7 ***DIFFERENCE BETWEEN LEADERSHIP AND MANAGEMENT***

S.no.	Leadership	Management
1.	Focus on the vision of the organisation.	Focus is on the short goals or the current task at hand.
2.	Drafting rules and policies.	Implementing rules and regulations.
3.	Provides the guidance and direction needed to carry out a particular task.	Delegation of work and supervising their execution.
4.	Leaders motivate and inspire people.	Managers tend to control and adopt an authoritarian style.
5.	Leaders have followers as they support and encourage their team to take risks.	Managers minimize risks and cater to the needs of his team members.
6.	Leaders are people oriented.	Managers are task oriented.

2.8 ***IMPORTANCE OF LEADERSHIP SKILLS***

Leadership skills is a must-have attribute for any individual to have better prospects career-wise. Great leadership qualities can be inculcated and maximize the efficiency to achieve the organisation goals. The following points justify the need of leadership skills for success.

- To motivate and build morale of the employee by instilling confidence in them.
- Vital to foster a strong ground for relationship and problem solving.
- To develop a sense of responsibility and ensure providing the needed guidance to complete a task.
- To build a conducive and stable work environment to retain employees.

2.9 ***POINTS TO REMEMBER***

- With the changing scenario of work culture leading a team of people is a great challenge for any organisation.
- A leader is the greatest resource and should invest a considerable time in equipping himself with technical skills as well as soft skills.

- A vibrant personality with versatile skills has the potential to inspire others and fuel change and progress at all levels.
- Great leaders serve as a role model and alters obstacles and hindrance as steps to success.
- Several theories have been framed to study the behavioural patterns of various leaders in varied situations. Yet, leaders have their own style of executing their power and leading the team in improving productivity adhering to the values and integrity of the organisation.
- There are several abstract attributes needed for an impactful leader and when practised diligently it is sure to bring tangible results and transform the organisation to greater level.

2.10 GLOSSARY

- Empathy- Empathy is the ability to understand one's feelings and problems by placing oneself in others shoes.
- Open mindedness- A leader with an open mind is respected by all as he is curious and patient enough to listen to others perspective in each situation.

2.11 CHECK YOUR PROGRESS

Objective Type Questions-

- Leadership is the of motivating and influencing others to work willingly and enthusiastically.
- is all about having a vision and developing a commitment to achieve it.
- Laissez-Faire leader exhibits his authority to the minimum and gives liberty to the people to express their potential. (True/False)
- Leadership skills is not an important quality for career prospects. (True/False)
- A democratic leader is one who ...
 - allows the team members to voice their opinion.
 - Tries to control and dominate the team members.
 - Simply delegates the work.
 - Doesn't encourage innovative and creative ideas.
- Leadership is all about ...
 - motivating and inspiring people
 - implementing rules and regulations
 - controlling and commanding
 - delegation of work

Answer (Objective Type Questions)

- [a] process [b] Leadership [c] True [d] False
 [e] allows the team members to voice their opinion

[f] motivating and inspiring people

Descriptive Type Questions-

- a) What are the compelling qualities of a great leader?
- b) Analyses the various theories based on leadership.

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UNIT- 3

CONFLICT RESOLUTION SKILLS

3.1	INTRODUCTION
3.2	OBJECTIVES
3.3	CONFLICT RESOLUTION SKILLS- AN OVERVIEW
3.4	CONCEPT OF CONFLICT RESOLUTION
3.5	TYPES OF CONFLICTS
3.6	CONFLICT MANAGEMENT STYLES
3.7	ESSENTIAL SKILLS NEEDED TO RESOLVE A CONFLICT
3.8	POINTS TO REMEMBER
3.9	GLOSSARY
3.10	CHECK YOUR PROGRESS
3.11	BIBLIOGRAPHY/ REFERENCES
3.12	SUGGESTED READINGS

3.1 INTRODUCTION

Man is said to be a social animal, yet at times finds it difficult to adapt to his environment and the people around. Man depends on his society and generally has the skill to connect with it for various purposes. Whenever people come together and interact with each other there arises an element of competition. Competition springs when there is scarcity for a certain thing which is valued by any individual or society as a whole. This ultimately leads to Conflict, which is a difference of opinion or just a disagreement of ideas or interests. The reasons for conflict may be personal, professional, racial, caste or political. There could be clash in an organization for power or for any other monetary benefits. Conflicts exist since the origin of mankind and could be faced in any phase of life. It is a part of every society and is intrinsic and inevitable. In this chapter, we shall discuss about the concept of conflict resolution, process, and its types.

3.2 OBJECTIVES

After the successful completion of this unit, we will be able to-

- Understand the concept of resolution.
- Assimilate the process involved in conflict resolution.
- Evaluate the various types of conflict.
- Adopt an appropriate skill needed to resolve conflicts.
- Formulate strategies to become an expert in conflict resolution.

3.3 CONFLICT RESOLUTION SKILLS- AN OVERVIEW

What is a conflict?

No two individuals are alike or have the same ideas or interests and often there is a different perception of any concept from person to person. The difference in the thought process, nature and attitude may end up in a conflict and fight. This may also result in heated arguments, physical abuses and change in the status of relationship. From emotional point of view, when one person undermines the goal or capability of others it causes restlessness, tension and mental disturbance and severe displeasure. At times, conflict arises when one indulges purposefully in disrupting the growth or attainment of goals of others.

Stages of conflict-

Conflict is not something which comes all of a sudden. It happens over some point of time after a series of discussions or events. Conflict includes several stages like latent stage, perceived stage, felt stage and the manifestation stage and the last stage called aftermath stage describes the conditions that prevail after the conflict.

Latent stage-

This is the initial stage, where the parties involved are not even aware of what is going around them. There are certain conditions where a conflict might arise depending on the emotions of the people involved in it. Factors like communication, tone and volume, certain decisions and intentions that interfere in others' perception and overt behavior can escalate into an actual conflict.

For instance, take you are an authorized dealer in supplying uniforms, and you have taken orders for the same in different schools. But accidentally you mistook the order placed by school X to be the order of school Y and the orders have been sent. At this stage, both the parties are unaware of the fact that a conflict would arise.

Perceived stage-

This is the phase next to latent stage and at least one of the parties involved is aware of the situation and could sense the brewing of a conflict. At this stage, it is important to step in and take actions to clarify things by discussing in a calm demeanor as what went wrong and attempting to rectify it.

In the above said example of a uniform dealer, when you have realized your mistake by checking the customer order's details and know the fact that the client or the customer would be annoyed after opening the package, actions should be taken on your part to resolve it. It would be right if you call the customer and intimate him about the mistake on your part, both of you could have a discussion and chalk out a plan to rectify the error.

Felt stage-

At this stage, both the parties involved have realized that something went wrong and are agile and anxious about the situation. You, as a dealer are anxious about supplying the wrong product and the customer at his end must be worried after realizing the fact that the delivered goods are not appropriate to the actual orders placed by him.

Manifest stage-

At this stage, the conflict has manifested to its full form and the parties involved should behave in a responsible way to rectify the error and ease the situation. It is obvious that this phase could witness aggression, sabotage, and withdrawal. An open discussion or communication is essential to arrive at an agreement and addresses the difference in an amicable and genuine way.

In the case of our example of a uniform dealer, the dealer should take initiatives on the first hand to resolve the issue. You could make a phone call to the customer apologizing for the mistake on your part and attempt to resolve the issue either by refunding the money or replacing the product supplied as per the needs of the customer.

Post-conflict or the aftermath stage-

This is the phase after the conflict and it completely depends on how a conflict is handled or resolved resulting in a positive or a negative repercussion in the relationship of the people involved or the organization. If the conflict is resolved in an aggregable way by both the parties it leads to a positive result and on the other hand, if the conflict is handled in a reckless way it is sure to end up having a negative effect. To have a positive result the parties involved should be cooperative and try to focus on the current issue and situation instead of roping in the things previously perceived and dealt with. In case of leaving the matter unresolved it may give a momentary settlement but is expected to explode in a more serious way later. This is called as the aftermath conflict stage.

3.4 CONCEPT OF CONFLICT RESOLUTION

Conflict resolution is the process where series of actions are involved to solve a conflict in an amicable way or ending up in a win-win situation. Conflict naturally occurs in every walk of life both at the professional level or in personal relationship. To resolve a conflict successfully one needs to pay keen attention to the verbal and non-verbal communication of the parties involved in a calm state of mind and in an empathetic way. Conflict resolution is

an art and requires skills to find a common platform suitable for both the parties involved. Sometimes, it could be a middleman or an arbitrator who is not actually involved in the conflict or it could be even one of the two members involved in the conflict attempting to have a common perspective and seek a solution for the issue at hand. The ability to resolve conflict is a prime attribute of a leader and most sought by any organization.

Healthy and unhealthy ways of resolving conflicts-

S. No.	Healthy ways to manage conflict	Unhealthy ways to manage conflict
1	The ability to recognize the root cause of conflict and address it efficiently.	Inability to address the matter of concern or the cause of conflict.
2	Responding in calm and respectful way.	Reacting in a resentful, defensive, and aggressive manner.
3	Attempting to look for a solution that best suits both the parties.	Lack of empathy or the failing to see the other person's perspective.
4	Showing willingness to forgive the offender and move past the situation without resentment.	Withdrawal of love and respect for each other, isolation, and the fear of abandonment.
5	Believing that facing the conflict head on is the best thing to resolve it.	Avoiding the conflict in the fear of negative outcomes.

3.5 TYPES OF CONFLICTS

Conflict is always perceived in a negative sense, but certain conflicts can be beneficial for the organization leading to its productivity. Conflicts could be majorly classified as functional and dysfunctional conflict, Intra-personal, Inter-personal, Intra-team, Inter- team conflicts.

Functional conflict is perceived to be healthy as it is associated with the policies and goals of the organization. Difference of opinion in these aspects ends up in having creative solution to the existing problem. On the other hand, dysfunctional conflict springs out of personal difference of opinion and may not be work related. Such conflicts hamper the productivity of any individual and creates an unhealthy atmosphere. Functional conflict stimulates change, group cohesion and innovative solutions, while dysfunctional conflicts lead to stress, diversion of energy inducing disequilibrium in an organization.

Intrapersonal conflict-

This conflict arises at the individual level and does not include the involvement of any outsiders. This arises within an individual due to lack of progress in attaining a set goal or role conflict (the activities or the position of the individual). Goal conflict is said to be the

confusion or the problem in choosing or setting a target. This is the psychological conflict between should and wants and is influenced by one's beliefs, family values, environment and enticing things that is surrounding us. Intrapersonal conflict leads to restlessness and people who go with the flow without pondering much are saved from this mental unrest. To conquer one's self is the most difficult, yet important thing. Decision making is tough and need not be right always, but once decided we should know and have the will power to stick to it at any cost.

Interpersonal conflict-

Interpersonal conflict is the conflict between two or more people, and it can be at the organizational level or personal level when there are different perceptions on a concept, incompatible goals or scarce resources. When one person or a group of people interferes and causes hindrance to others intentionally, it leads to a conflict. This could be expressed verbally as arguments or non-verbally like turning a cold shoulder to the person concerned.

In an organization interpersonal conflict could be vertical and horizontal conflict. Vertical conflict also known as hierarchical conflict is that which arises between superiors and subordinates. This could be because of the work pressure or the attitude of the superior to have a complete control over the subordinates or an undue expectation from the juniors. The subordinate may resist such kind of behavior from his superiors which he feels that is being exercised beyond his limitations leading to resentment and the latter feels that his control is being thwarted. This perception may be existing or may be due to misunderstanding or lack of communication between both the parties involved.

Horizontal conflict at interpersonal level could be between people at the same hierarchical level in an organization. Here individuals interact with each other for the purpose of giving or taking information, advice, counsel, or to take assistance in any technical related issues where the other person could be an expertise. Interactions related to these things may be cooperative or even at times might end in conflicts depending upon the nature of people involved and the issue might escalate when derogatory remarks are exchanged.

Causes of interpersonal conflicts-

- Ego states– People while interacting have a particular attitude or ego state in the way they think, feel, or behave in a particular situation. When this attitude or ego state of mind is not complemented, then there arises a conflict between the communicating parties.
- Varied beliefs– Every individual is said to have their own perception of a situation and this greatly depends on the environment in which they live and the inherent values of their family. Thus, people having different value systems have different perceptions and this becomes a basis for the conflict.

- Socio-cultural factors– People hailing from different castes, religion, region, and family upbringing have varied interests and this could be a cause for conflict.
- Interest conflict– Conflicts may happen when people have different interest, and this is not on the basis of people's nature but depends on the situation.

Intra-team or Intra group conflict-

This refers to the conflict which occurs between members of a same group or team or an organization. Intra-group conflict is inevitable and is marked by verbal disagreements further bringing about a rift in a team or a group. Conflicts in a team need not be negative always, it could be healthy and constructive one, leading to increased productivity. This is again of two types as task based, which is work related and the relationship conflict, which is emotional difference between two employees. The former one is a healthy conflict, and the latter is stressful and can be difficult to manage.

Inter-team or Inter-group conflict-

Every organization irrespective of its size and nature have several groups formally or informally. This could be hierarchy based or interest based, where people of same ideas cling together for various reasons. Different groups in an organization interact with each other for the effective functioning and productivity. This interaction may create harmony and cohesion among the members or might lead to collision or conflict. Factors like incompatible goals, resource sharing, task interdependence and attitude could trigger conflicting situations. Intergroup conflict leads to changes both within the members of the group and the others. Problems aggravate and situations worsen when the energy is diverged, and the group loses focus on the goals and norms of the workplace. Ignoring minor issues, problem solving and having an in-house alternate dispute resolution could be some measures adopted to circumvent conflicts. An open unprejudiced communication can aid in bridging the gap or focusing on different ideas of common interest and de-emphasizing the difference could diminish the prevailing tension. This approach is a short-term remedy and could be adopted for simple conflicts.

3.6 CONFLICT MANAGEMENT STYLES

Today, any organization is diverse and has people from different regions, backgrounds, skill sets, goals, and perspectives. Conflict in such a situation is always unavoidable and every employer should have conflict management strategies as a part of its HR policy. Beyond a certain limit, conflict proves to be dysfunctional and every organization should implement curative measures to deal with it before it hampers the productivity of the organization. Steps like restructuring the arrangement, reduction in interdependence, exchange of personnel, or even reference to higher authorities, in case, the issue is not solved at the lower level. Conflicts could be managed in different styles and it varies with situation and from person to

person. This when handled effectively may widen the scope of learning opportunities and betterment in the policies of the organization.

Competing style-

This type of approach is adopted to solve an issue at hand at the earliest. Hence, the problem is addressed directly and bluntly in an assertive and uncooperative way. In competing style, the parties involved are not ready for compromise and stand firm in their opinion. This style could be apt one to choose while fighting for rights or morals. It is a win-lose approach and could be detrimental to the morale and productivity of a team.

Example: Prateek is handling a project and has made several requests to Ritesh for his permission to do certain changes in the working team of the project. But Ritesh bluntly refuses and orders Prateek to complete the project as per his instructions without changing the team. In this case Ritesh is well aware of the fact that Prateek is facing some issues which could be sorted by making certain changes in the members, but refuses to do. Prateek feels belittled by Ritesh's authoritarian approach which affects the productivity of the team.

Accommodating style-

This style is giving in to the interests and opinions of the others or putting the others' needs in top priority than one's own. Accommodating style is simply trying to accommodate others just for the sake of maintaining peace and harmony. It may also be the case in which you are not very particular in winning the argument or conflict or you feel that it is not worth your time to fight for. This could be best adopted to resolve trivial issues and move on to important matters. By being highly cooperative you really win the situation, particularly when the other person is highly experienced and is right in his or her approach and also save the relationship for better business in future.

Example: Patrick works as a team leader where Jane is the manager. Patrick wants to take Mr. 'X' into the team, while Jane has an authoritative attitude and instructs Patrick to include Mr. 'Y' into the team. Here, Patrick gives in and accommodates Mr. 'Y' as said by Jane, to keep the peace of the team and the company as well.

Compromising style-

Compromising style is feasible when both the parties involved in the conflict are cooperative and assertive. In this case, there is a lot of compromise from either ends to preserve the relationship for the future. This could also be referred to as "lose-lose method, as significant sacrifice is to be made to resolve a conflict. This is a skill which every negotiator should know while making a negotiating deal. One should weigh the pros and cons of a situation thoroughly and should have a right idea as when to compromise and on what to compromise. The deal should be fair enough to make the parties feel that they have gained something

worth in the transaction. Willingness is a sign of maturity and person who is ready for a compromise is usually looked upon with great respect.

Example: Peter and Paul are running a business that deals with furniture. Soon, they saw a huge profit in it and decide to expand their business. Peter plans to invest in advertisements as a strategy to promote their business, while Paul wants to invest the profit in buying some raw material for their business. After a long discussion and argument both Peter and Paul decide to spend 50% of the profit in advertisement and the other 50% in buying raw material. This final deal seemed to be satisfying and both agreed upon it.

3.7 *ESSENTIAL SKILLS NEEDED TO RESOLVE A CONFLICT*

Conflicts can be constructive or destructive and it mainly depends upon the way they are handled. They are natural and inevitable and the skill to resolve them is really an art and most valued one by the employers. Every organization should have a team of experts to sort out workplace conflicts in an effective and amicable way. Any relationship be it professional, personal, or business is well balanced and maintained by effective communication, empathetic listening, and optimism. Now, let us discuss the basic skills needed to handle a conflict in a successful way.

Open communication-

One of the foremost skills required in resolving a conflict is communication skills. Poor or lack of communication is the root cause of any misunderstanding. To evade this, one should be honest enough to identify the root cause of the problem and then investigate further. A sensible straightforward communication in a respectful way without hurting the sentiments of others is vital. Communication in an organization must be complete and capable of getting the right response from the receiver. It is always better to give an opportunity to let others speak and know what their perception is and what is expected of you. A two-way communication is the best approach to foster a healthy relationship. Better understanding is enhanced through communication and prevents escalation of a conflict to a higher level. A polite approach is considered and hence be careful about the tone and pitch while interacting with others. Think twice before you speak and see that the words you utter are relevant and effective to solve the conflict at hand.

Active listening-

Listening is a skill which is often undervalued or overlooked in communication. It is vital to understand the fact that active listening is the key to gain understanding between the parties involved in a conflict. Recently, it has been recognized that it is an important tool used in mediation and arbitration. Active listening should be done without interruption and unwelcomed advice should be avoided. When you pay attention to the words spoken by the

speaker you express a sensitivity towards his emotions. This respect and concern shown could relieve the person of his stress and later on will intend to compromise anything for the sake of the listener. It would encourage them to come up with more opinion of theirs or any related information. Active listening validates or acknowledges the perception of the other person and it does not mean that it should be accepted always. This lays the foundation to earn the trust of the concerned party which is otherwise difficult to earn. Listen, just listen for the sake of understanding a person and not to advise him or to defend yourself. Listening should be done with an open mind to obtain and absorb complete information from the other person which is essential in resolving conflicts.

Empathy-

Empathy is the ability to understand others' emotions and feelings by placing oneself in others shoes. This also includes the desire to help one and the concern or caring attitude for the other person. An empathetic feeling goes a long way in this world to create a path in bringing astounding results in conflict resolution. Empathy in our day-to-day life reflects a respectful understanding of others' feelings and this is important in any genuine relationship. Empathy is not a skill, that is taught in a classroom, but an innate quality that helps in bridging the gap between two people. Empathy should be executed judiciously and should facilitate in mitigating the conflict. An empathetic listening enhances communication and efficiency, thus building a congenial and positive environment.

Optimism-

Optimism is the art of trying to find out the feasible solution for any problem. In this, every hidden hurdle and obstacle is seen as an opportunity to grow. It helps in bringing a sense of friendly and promising atmosphere. An optimistic approach will give us an objective outlook of the issue at hand while pessimism observes it as a permanent or a long lasting one. Optimism gives us the energy to navigate through the perils of misunderstanding and focus on the outcome of the endeavour. This reflects one's personality and is acquired from the social environment of the person.

Attention to nonverbal cues-

In oral communication 70% of the message is conveyed through non-verbal communication, which includes body language like facial expressions and voice modulation like tone, volume, pitch etc. People involved in a conflict express themselves not only with words but more with the expressions they use. Hence, to get to the root of the problem, it is essential to pay attention to the unspoken words or the wordless clues amidst the argument. Keenly observing the body language of a person in conflict will help in comprehending the situation quickly and equating a solution before it escalates to a higher level. Usually, non-verbal communication is more reliable than verbal communication, as it is emotionally driven and

speaks the heart of a person. Emotional intelligence of a person helps us understand the non-verbal signals better, thus enhancing the chances of resolving conflicts.

Poise demeanor-

Self-awareness or identifying one's ingrained style in handling a conflict is vital to access the problem at hand. An open mind communication keeps us poised and enable us to achieve a collaborative solution. A calm mind looks for ways to create a common platform for arriving at a consensus. Poise demeanor has emotional control and takes accountability of the situation and attempts to provide a solution that best suits all. Clear and calm mind will enable us to understand the core reason of the conflict while a clouded mind blocks the cognitive skill from identifying the cause of issue. Handling controversial issues in a rational way with poise and confidence speeds up the desired result.

Willingness to compromise-

Compromise is an attempt to bring about a balanced solution to both the parties and this really need a lot of people skills. This is the most used technique in arbitration and negotiation. Compromise does not bring an end to the existing problem completely particularly the emotional aspects as it focuses on the tangible things than the intangible feelings. Here the ill feelings of one or both the parties linger on and there are chances for it to erupt at some point later. This could be adopted only when both the parties involved in a conflict are ready and willing to compromise as it becomes difficult for them to get the desired result. A conscious effort is required to resolve a conflict as both the parties are required to give up something to arrive at a mutually acceptable solution.

Value the relationship-

Disagreements or conflicts can happen in any relationship and it depends upon the parties involved to decide how they handle the situation. If there is a problem in discussing certain sensitive issue then definitely it is understood that the relationship is not on a healthy track. Maintaining a polite language and trying to get to the root of the problem in an objective way is encouraged. Either of the conflicting party should not try to dominate the other and instead should try finding a common ground to sort out the issue. Any relationship should be supportive morally and emotionally and this could be possible only when both the people see eye-to-eye on the bigger picture or near future goals. While in a conflict try to have an open conversation and don't expect the opponent to read your mind. Attempting to resolve a conflict with compassion and understanding, evaluating the value of relationship is a sound and wise practice.

Focus on the issue at hand-

Discussions done to resolve a conflict should be objective focusing on the issue at hand rather than digging into the past trash. When under stress or in the middle of a heated argument one should take a deep breath and avoid reacting emotionally which might make things worse. If the situation or the conflict is in such a way that it has brought about a complete halt in the activities, it would be better to sort it out instead of ignoring it and later complicating the things.

Creativity and humour-

Conflicts usually bring about a rift in any relationship, be it personal or professional. Laughter relieves stress and lightens the mood even under stressful situations and brings back people to their form and work. Humour is an effective tool to overcome awkward situations and brings excitement and a sense of connection among people. A smile is contagious and when you just smile, instantly the person opposite to you will also exchange the same. This helps in reducing the stress level and smoothens the differences in a relationship. Creativity is the art of thinking out of the box, which demands expertise. Instead of thinking about a routine solution, implementing a creative one, after a thorough analysis of the pros and cons may bring about a better solution and put things into perspective.

3.8 POINTS TO REMEMBER

- Conflict is something which arises in any organization or relationship leading to several negative consequences in many cases.
- It really needs a knack to address and handle it effectively without causing any strain to the relationship or the productivity of the organization.
- Conflicts are of different types and similarly there exists various strategies to resolve it. When one understands the root cause of the issue and the form it takes it could be easy to bring a conducive environment through consensus.
- Keeping the relationship in mind, emphasis should be to create a common ground through innovative thinking skills after a clear and open-minded communication.
- The different strategies or the essential skills mentioned above to resolve conflicts could be implemented with a respect and value to differences in view of the long-term timeframe.
- The world is not in need of people who are always right or good, but people who show empathy towards their fellow beings and compassionate with each other.

3.9 GLOSSARY

- Conflict resolution- It is a process where series of actions are involved to solve a conflict in an amicable way or ending up in a win-win situation.

- Conflict is always perceived in a negative sense, but certain conflicts can be beneficial for the organization leading to its productivity. Conflicts could be majorly classified as functional and dysfunctional conflict, Intra-personal, Inter-personal, Intra-team, Inter-team conflicts.

3.10 CHECK YOUR PROGRESS

Objective Type Questions-

- arises when one indulges purposefully in disrupting the growth or attainment of goals of others.
- is the initial stage of a conflict.
- An open-minded communication keeps us poised and enable us to achieve a collaborative solution. (True/False)
- Empathy is the ability to understand others' emotions and feelings by placing oneself in others' shoes. (True/False)
- arises at the individual level and does not include the involvement of any outsiders.
 - Intrapersonal conflict
 - Interpersonal conflict
 - Intra team conflict
 - Inter team conflict
- Conflicts could be resolved by ...
 - Responding in calm and respectful way.
 - Reacting in a resentful and aggressive manner.
 - failing to see the other person's perspective.
 - Avoiding the conflict in the fear of negative outcomes.

Answer (Objective Type Questions)

- [a] Conflict [b] Latent stage [c] True [d] True [e] Intrapersonal conflict
 [f] Responding in calm and respectful way

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UNIT- 4

TEAM BUILDING

- 4.1 INTRODUCTION

- 4.2 OBJECTIVES

- 4.3 CONCEPT OF TEAM

- 4.4 APPROACHES TO BUILD A TEAM/ TEAM DEVELOPMENT STAGES

- 4.5 ROLES OF DIFFERENT PEOPLE IN A TEAM

- 4.6 AN EFFECTIVE TEAM IS CHARACTERIZED BY THE FOLLOWING FEATURES

- 4.7 DO'S AND DON'TS IN A TEAM

- 4.8 IMPORTANCE OF TEAM BUILDING

- 4.9 LEADERSHIP SKILLS TO BUILD A STRONG TEAM

- 4.10 POINTS TO REMEMBER

- 4.11 GLOSSARY

- 4.12 CHECK YOUR PROGRESS

- 4.13 BIBLIOGRAPHY/ REFERENCES

- 4.14 SUGGESTED READINGS

4.1 INTRODUCTION

It is a timeless truth that since the dawn of mankind, cooperation and teamwork have been emphasised through generation after generation in all its pursuits. Evolution of Human intelligence and wider cognitive skills is best brought out in a competitive environment or a team. The extraordinary level of intelligence that the mankind possess makes him stand unique apart from the rest of the living beings. Cooperation, collaboration and teamwork drives an increase in the rational thinking leading to higher productivity. Right from rural to urban areas or size of the organisation, irrespective of the sector, the art of living is to transcend the selfishness visible in the society. Cooperation and mutual understanding ultimately materialize success and prosperity. Hence, in the current scenario every organisation must foster a culture of teamwork for its sustenance and progress.

4.2 OBJECTIVES

After the successful completion of this unit, we will be able to-

- Understand the concept of team-building skills.
- Assimilate the different approaches to build a team.
- Evaluate the various roles of people in a team.
- Formulate strategies to build a high-performance team.
- Inculcate the qualities needed to build a strong team.

4.3 CONCEPT OF TEAM

A team is a group of individuals with varied capacities, skills and tasks who work together with mutual understanding to achieve a common goal. People in a team are dependent on each other for skills, knowledge, resources to synergize and maximize their strengths. Members in a team are expected to support and help each other to excel in their skills, thus building a prosperous environment. People come together as a team to take an important decision or execute a project collaboratively. Shared set of beliefs combined with mutual trust, motivation and skills is the key component of a cohesive unit called team.

What is team-building skill?

Team building skill is the ability to bring people together and invest their skills in a common direction to accomplish a desired goal. It is where all the team members give their inputs and bring about team empowerment enhancing organizational productivity. Team building enhances the interpersonal relations of the members involved in a team and aligns their skills towards a specific goal. Cohesiveness in a group improves the effectiveness of a team as the responsibilities are shared. The output an effective team produces excels the sum of total output that could have been produced by every individual. It also provides ample opportunity to learn and expertise in a particular field. A collaborative team is motivated with high morale and achieves greater productivity.

4.4 APPROACHES TO BUILD A TEAM/ TEAM DEVELOPMENT STAGES

An effective team is where people work together in coordination and contribute to the success of a team. It is where individuals come together and share their expertise with others and come to know what to expect from others. Team building is really an art and it needs a skill to build a functioning team. The different stages of a team development are as follows:

Forming-

Forming stage of a team is where people get acquainted with each other and share their background, experience interest etc. Here, all the members seem to be overly polite and

pleasant. During this process, everyone gains an insight on each other's knowledge and looks for someone who could take charge of the team. At this stage, the members think as what their role should be and what could they gain from the team. After familiarizing with each other, they get to know the objective, vision, rules, deadlines etc. There is a good rapport within the team members to do the work. Team leader should take the responsibility of explaining the objectives and clearly delegate the work to every member.

Storming-

The next stage in the development of a team is 'storming' which is a crucial stage, in which, people try to exhibit their skills, which, at times might lead to conflict as the true personalities emerge. They may come up with different perspectives and the energy of the team gets diverted in unproductive activities. It requires a strong personality and open mindedness to accept others' opinion and embrace people with all their flaws and work together with cohesiveness. They must have the skill to overcome the obstacles and address the issues that arise in an amicable way. The differences or conflict should be addressed at the early stage or else it would take a giant form later. It is then the team members develop a sense of team spirit and responsibility towards their role in achieving the target.

Norming-

At norming stage, the actual team development starts as the members overcome their differences and move past their unreal expectations of each other in a team. This unity that develops brings a consensus between the leader and the members. People start focusing on the goals and work towards its achievement in a coordinated way. It is possible that even at this stage, people would face some kinds of conflicts, but would be in a position to handle it smoothly. They feel free enough to express their true feelings and an increased acceptance of each other's opinion is seen and this in fact paves way to build a stronger team. A meaningful brainstorming session coupled with healthy criticism increases productivity and group cohesion. Conscious effort is made by the members to resolve conflicts and work towards achieving the team goal in a harmonious way as the stumbling blocks have been shattered. The talents and skills are synergized, and a notable progress is observed as every member of the team is self-directed and has a clear sight of the vision ahead.

Performing-

The performing stage is where the team is at its full force, exhibiting its skills and thereby contributing towards the achievement of the target decided. Members of the team are motivated enough to work without the need for a supervision as they have accepted their roles and are well aware, of their own strengths and weaknesses. Even the difference of opinion is appreciated and taken as an idea to enhance the productivity. Efficiency of the team sees an upward graph, as the members become committed and develop a healthy competition among themselves. A significant and measurable progress is observed as a sense

of focus and belongingness of the team is finely tuned. The team leader shoulders the responsibility of steering the team in the right direction and serves as a bridge between the management and the working team rather than focusing on petty issues like conflict resolutions.

Adjourning-

This is the last phase of a team marking the end of the project or task undertaken. Time is taken to recognize the victory of the project and a meeting is called for post completion of the task. Here the discussion is made on the way the project was handled and the things that were favourable and unfavourable are also brought to light as an attempt to rectify the mistakes committed and learn from its experience. It is also when the foundation for the next project is laid with the consent and opinion of the team. A little motivation, guidance and appreciation put together builds a highly productive team.

4.5 ROLES OF DIFFERENT PEOPLE IN A TEAM

A team is where a group of people with different ideology and style of working come together and work single minded towards the achievement of a single goal. Roles and responsibilities are assigned based upon the behavioural tendencies of the individuals. Team roles are allotted under three categories, namely, action-oriented, people-oriented and thought-oriented role. Every category in itself has a leader, coordinator, implementer and member. Assigning responsibility and delegating the work to the right person plays a key role in the success of a team.

Leader-

Action-oriented team is where the members play a prominent role in executing the plans laid down by the management or the leader. The members under this cadre are dynamic and robust in their actions. They are the shapers and have a positive attitude while handling challenges. Leaders are self-motivated people with great interpersonal skills and are capable of motivating and guiding others. It is the responsibility of the leader to ensure the smooth functioning of the team and also makes sure that everyone's opinion is heard at meetings. Meetings are held in an organized manner with a proper agenda and the changes recommended are implemented effectively. The leader also makes sure that the members are facilitated with the resources required. It is his responsibility to set a goal, delegate the work to the right person and provide the right direction to achieve it.

Coordinator-

Facilitator is the person who assists the members to play the role assigned to them without any disturbance. He simply makes the functioning easier for them and guide them indirectly to handle the issue at hand. The facilitator helps the leader in planning a meeting by setting the agenda and drafting the ground rules to carry out the task in hand. A good facilitator

knows the art of hosting and enables a conducive environment for the members to move forward in a team and navigate through tough decisions. He plays different roles like motivator, peacemaker, guide, bridge builder, questioner etc. and engage in productive interactions and bring about a balance in the team. As a motivator he tries to maintain the momentum and pace of the team and guide them through every stage. In case of a conflict a facilitator is the first one to step into the situation and resolves it at a positive note. When people have different perspectives, he tries to highlight the similarities and raise questions as a questioner enhancing effective discussions.

Implementer-

Implementers are the people who implement the things as planned. They are disciplined people who carry out the needed actions to turn ideas and concepts into reality. A systematic and well-organized work is carried out to ensure maximum efficiency. Implementers are reliable and disciplined people on whom the organization always trusts as they carry out the task in hand in a methodical way within the stipulated time. They are conventional in their style of doing things and are known for their loyalty towards the organization. Implementers are reluctant to change and are comfortable with tried and tested way of doing things than innovative ideas.

Members/ Team workers-

These are the people who does the work on ground, as per the instructions and guidance provided to them. Members of the team are usually flexible and help each other for the efficient functioning of a team. They are often popular members of the team but are mostly indecisive yet disciplined and have a lot of self-control. They benefit the organization as they implement the ideas and performs the task at hand in an efficient manner. Implementers are tolerant towards each other but lack innovative skills.

4.6 AN EFFECTIVE TEAM IS CHARACTERIZED BY THE FOLLOWING FEATURES

Unity-

Unity in a team must be displayed at two level, one is at the level of thought and the other is at the level of action. At the initial stage, a meeting is called for and a discussion is made to decide the objectives and the possible ways to achieve it. The set goal should be unambiguous and a clear and feasible plan should be set to achieve it satisfactorily. Collaboration enables better functioning and is the key trait of a high performing team. Some members of the team have a high personality and find it difficult to accept others viewpoints or abide by certain norms of the team. Here lie the skills of the leader to unite everyone and make them work for a common cause.

A strong leader-

A leader guides and provides the needed direction for his team to progress in the execution of the task. They closely monitor the performance of each and every individual member and constantly motivates the team. The responsibility of managing the team and overcoming certain obstacles in the interpersonal relationship also lies in the shoulders of a leader. They support and unite the team and have a complete overview of what people are doing. A strong leader is the one, who has mastered the skills of communication and the knack to solve any dispute. Through proper delegation they encourage teamwork and build notable set principles for the team. A process driven leader works in a strategic manner and keeps the team on the right track of progress.

Common goal and Vision-

Generally, the members in a team, come together to achieve a commonly set goal. Hence, setting a specific and a feasible goal is of utmost importance for a team. Keeping a target and working towards its achievement within a stipulated time period inspires people to accomplish the challenges. Vision is the main objective of a business, and should be made clear to the working team, so that they could make the vision come true. It is important to make the team envision its goal and become accountable to achieve it. The vision statement must be clear enough to build a mission statement.

Clear direction-

The responsibility of leading the team in the right direction lies on the shoulders of the leader. This guidance gives the team a sense of responsibility and makes it accountable for its accomplishments. When the task at hand is explained clearly and completely, it shows trust and expectation on the part of the doer. While giving direction to do a particular work, it is also important to give them the needed guidance and training to do the same. Once the individual has learnt the skills, he will be able to handle it without any supervision. Setting a clear direction, avoids work hassles and clarifies the priorities. A work done with proper direction is a time bound task with clear objectives.

Open Communication-

Communication plays a key role in any relationship and serves as the life blood of any organization. It is very important to bring about unity among the team members. Effective communication coupled with the right kind of leadership results in great productivity of a team. Listening is a part of communication, which, when done in the right way promotes a relationship and mutual trust within the members of a team. Communication should always be a two-way process encouraging the team members to come up with suggestions, share their issues, challenges, and ideas in a more comfortable way. Simply practicing active listening and making eye contact with the speaker itself encourages the person to speak in a confident way. Effective communication enables smooth functioning of the team and improves productivity.

Clearly defined roles-

Delegation of work to the right person and assigning clearly defined roles and responsibility to the team members play a crucial role in the success of a team. When a person understands his duty and responsibility, he becomes accountable and understands that success could be achieved through shared responsibility and pushes himself beyond his own limits to achieve success. Assigning roles increases team efficiency, increased momentum, and success in the long run. When the responsibilities are not well assigned it leads to confusion, resentment, and lethargic attitude. Duties should be allotted according to the calibre of a person after a thorough analysis of strength and weaknesses of any individual. It increases the collaboration within the team thereby enhancing its unity.

Time- management-

Professional time management is where priorities are set with limited distractions and focus is on the outcomes. Instead of keeping the people engaged round the clock in an unproductive environment, it is better to set goals with a deadline and give the team members the liberty to achieve it using their own strategy. This can truly make a difference. Allocation of resources in the right way with the right technique combined with a clear direction and deadline will make the work done efficiently and achieve the set goals. In a team, the leader has the crucial role in managing the team's time. To achieve the desired performance the unified effort of the team and its synergy increases the chance of finishing the task at hand within the stipulated time productively.

Accountability-

Accountability could be expected when the distribution of the task is equal and fair. A culture of accountability should be instilled in the team members, so that, they develop habits and approaches that would increase the team's productivity. This comes only when the members are given the needed resources and authority to execute the work at hand. Accountability does not mean taking the blame when things go wrong, it is all about taking responsibility for a task in a thoughtful way and adopting a proper strategic plan to accomplish it. A clear expected outcome that is measurable and attainable along with the direction to achieve it should be addressed clearly.

4.7 DO'S AND DON'TS IN A TEAM

Every activity, idea or a concept has its own advantages and disadvantages, in a similar fashion the act of teamwork and team building also has its own advantages and disadvantages. There are certain do's and don'ts which when followed consciously could enable cooperation amidst the team members and increase the overall performance ultimately enhancing the team's performance.

S. No.	Do's	Don'ts
1	Delegate the work to the right person and set a clear expectation. Best talents should be recognized, and work allotment should be aligned accordingly to see better output.	Without a proper assignment of task do not have expectations which are vague and unclear.
2	Do try to address and comprehend the problems which an employee could face on a daily basis.	Don't ignore the issues faced by the employees and set the expectation limits low enough so that everyone would participate satisfactorily.
3	There should be a follow-up on the activities undertaken by the team or fixed criterions to measure the team's progress.	Don't have over expectations.
4	Encourage participation by involving and giving equal responsibilities to every team member.	Don't force the team members to the level of taking it as a burden, allow them to learn while they earn, as it gives them a sense of joy and satisfaction.
5	The leader should take the responsibility of raising the morale of the team and encourage feedback.	Leader should not be authoritative and discourage inputs or suggestion from any team member.
6	Address conflicts and difference of opinion at the earliest.	When conflicts are ignored every time it surfaces, it can create a rift in the team and damage the ability of the individuals' productivity.
7	Be clear with the team's goals and objectives and unite the team to work on it.	A team without a focus or a goal feels meaningless and directionless.
8	Acknowledge contributions, as this would boost the morale of members to be more productive.	Lack of appreciation in a team may demoralize the members resulting in less output or decreased efficiency.

4.8 IMPORTANCE OF TEAM BUILDING

Team building is very important for a better communication, build trust and enhance a spirit of solidarity among the team members to increase the success of the business and set a positive work culture.

- **Improves communication-** People working together in the same team on the same task communicate with each other regarding various issues of the job at hand. This helps the team to have a better understanding, motivation to do the task effectively within the time limit. Clear communication gives an idea of what is expected from the employees and enables them to get started in the right way accordingly.
- **Build trust-** Trust plays a prominent role in any kind of relationship, be it personal or professional. When it comes to team building, it is never possible to work together

without trusting each other. While working in a team, trust is the factor which makes the team members dependable on each other. It gives the strength to come up with ideas freely in a proactive way enabling collaboration among each other.

- **Promotes Creativity-** When people of different background and interest get together and have a brain storming session they tend to think out of their normal routine. Fresh and creative ideas bring a new outlook to the existing problem.
- **Healthy competition-** Competition is always a sign of progress and productivity. Inclusive team building activity increases productivity. When the team members start competing with each other and try to bring out their best, it ultimately results in greater progress of the team. This inculcates team spirit and helps every individual to hone their skills for enhanced performance. Any environment which is competitive in nature taps the hidden potential of a true team player.
- **Increases productivity-** A group of people getting together from varied culture, different ethnicities share the workload and help each other to complete the task in a quicker pace. This reduces the stress level of the team, thereby, channelizing the team's energy in sharpening the skills making the work more efficient and achieve the set goal in a lesser period of time. When people work together, everyone contributes optimally to get the job done apparently resulting in increased productivity of the team as well as the organization.

4.9 LEADERSHIP SKILLS TO BUILD A STRONG TEAM

Teamwork and team building are skills that must be fostered, and the role of the leader is undoubtedly a crucial one. A leader should possess certain attributes which will build an environment conducive enough for the people to work together as a team. A strong team needs a strong leader and the performance of the team mainly depends upon the leader's ability to bring out the team's potential. Communication falls as the foremost one in the list a leader should possess to kindle the team to its fullest potential. The way a leader communicates to a particular individual should be crafted to suit the concerned person to make them receptive to what he says. The information passed on by the leader should be complete to guide the team in the right manner. At the same time, it is the responsibility of the team leader to encourage the participants to communicate openly and develop a collaborative atmosphere.

Listening is again a part of communication which paves way to maintain a positive attitude among the members when they realize that their opinion or suggestion is being heard. Another important skill a leader should master is the art of time management and the ability to delegate work effectively. Some people are good at juggling with multiple tasks parallelly and complete it successfully. In such cases, it is the duty of the leader to identify such potentials and make the best use of it for the benefit of the organization. Leaders should have

the knack to identify priorities and function proactively and consistently to accomplish the task. Accountability is another attribute which has to be developed in the individuals of a team and this could be done by trusting them and empowering them with the right to take decisions and work freely to achieve the organization's goal.

Receptiveness to new ideas promotes a healthy competition and embraces creative and innovative ideas. An experienced leader knows the advantage of giving freedom to his team members according to their experience as it would maximize their contribution to the team. Any conflict that springs in a team should be addressed immediately and nibbed at the bud making the parties involved realize the importance of teamwork and transparency. A great leader has the ability to motivate and inspire the team members by connecting and engaging with them in the journey of turning the company's vision into reality. The way a leader communicates and handles his team members has a tremendous impact on the success of the organization.

4.10 POINTS TO REMEMBER

- Man is a social being and is always known for supporting and standing for each other. Hence working together as a team is a practice since ages.
- The importance of teamwork, building a team and investing in team building activities is vital for a successful workplace irrespective of its size and nature.
- When people work together, it improves the morale of every individual, pools their talents together for a common goal.
- It helps the employees to know each other and instils team spirit and a productive work culture. People who develop the skill of getting along with others are capable of building a good understanding and an unbreakable team.

4.11 GLOSSARY

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4.12 CHECK YOUR PROGRESS

Objective Type Questions-

- a) is really an art and it needs a skill to build a functioning team.
- b) are the people who actually implement the things as planned.
- c) The responsibility of leading the team in the right direction lies on the shoulders of the leader. (True/False)
- d) An effective team is where people do not work together in coordination and contribute to the success of a team. (True/False)
- e) This is the last phase of a team marking the end of the project or task undertaken

[a] Storming [b] Adjourning [c] Performing [d] Forming

f) These are the people who actually implement the things-

[a] Implementer [b] Coordinator [c] Leader [d] Member

Answer (Objective Type Questions)-

[a] Team building [b] Implementers [c] True
[d] False [e] Adjourning [f] Implementer

Descriptive Type Questions-

- a) Briefly discuss the roles of different people in a team.
- b) Elucidate on the importance of building a team.

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UNIT 5

WORK ETHICS AND WORK CULTURE

5.1 INTRODUCTION

5.2 OBJECTIVES

5.3 WHY WORK ETHICS?

5.4 BENEFITS OF ETHICS IN THE WORKPLACE

5.5 IMPORTANCE OF WORKPLACE ETHICS

5.6 CHARACTERISTICS OF A HEALTHY WORK CULTURE

5.7 BUSINESS ETHICS AND ENVIRONMENTAL CHALLENGES

5.8 POINTS TO REMEMBER

5.9 GLOSSARY

5.10 CHECK YOUR PROGRESS

5.11 BIBLIOGRAPHY/ REFERENCES

5.12 SUGGESTED READINGS

5.1 INTRODUCTION

Ethics are defined as moral principles that govern the behaviour of individuals, guiding their conduct in every aspect of their lives, including at workplace. Creating an ethical and transparent business culture can improve business profitability by developing a strong positive image for the brand and attracting and retaining the best talent. Every individual possesses an inherent understanding of what constitutes the right conduct at the workplace, varying cultural and personal backgrounds influence their implementation. To ensure consistency in understanding and practice across all levels, organizations often establish frameworks and policies to shape work practices, interactions, and behaviour within an organization. The following are some common principles in the corporate/work ethics and compliance policy can build a strong foundation of trust upon which an ethical workplace can be built-

- Integrity- This is one of the crucial components of workplace ethics. Being honest and doing the right thing under all circumstances forges trust and wins over the confidence of all stakeholders.
- Transparency- Transparency ensures that employees have easy access to information crucial to their job profiles. Open discussions on major developments are important to win employee trust.
- Respect- Respectful behaviour lift the spirits of employees by making them feel valued and appreciated. It creates a sense of fairness and equity and reduces workplace stress.
- Professionalism- Professional conduct of employees makes a significant impact on the reputation of organization/individual.
- Teamwork- Working together as a team towards common business goals is imperative for organizational success. Employees must take actions that are beneficial for their team as a whole.

5.2 OBJECTIVES

After the successful completion of this unit, you will be able to-

- Define work ethics.
- Define importance and benefits of workplace ethics.
- Define characteristics and challenges of work culture.

5.3 WHY WORK ETHICS?

An ethical work environment boosts employee morale and ensures long-term sustenance for the business. To build a strong ethical work culture, management can take the following steps:

- Define a code- Every organization must set a code of ethics which clearly defines the values that the business would not compromise on. Be it honesty, transparency or diligence, outlining what is acceptable and what is not within the organization, serves as a guide for employees to check their behaviour and ensure that it aligns with the values that the organization stands for.
- Seek employee buy-in- Involve employees in the process of drafting workplace ethics policy. Employee involvement will help the management to understand their perspective and take measures to get everyone on the same page. Ethics consultation group can be formed to take up concerns regarding ethical behaviour at workplace and training programs can be conducted to impart the necessary skills.
- Lead by example- Leaders must be aware that their behaviour serves as an example for the team members to follow. Any slack in their behaviour is likely to act as a precedent

for employees to take it easy. Ethical behaviour of senior management sets standards of how employees are expected to behave in a particular situation.

- Review and course correction- A feedback mechanism should be instituted for reviewing the ethical standards on a regular basis. Staff members who observe an anomaly in the behaviour of their colleagues should be encouraged to report it. Although whistle-blower policy has been introduced by many organizations, seldom it's followed. Any suggestions to improve the existing policy should also be rewarded to ensure that the workplace ethics stay relevant for all the employees and the organization.

5.4 BENEFITS OF ETHICS IN THE WORKPLACE

The following are few advantages/benefits of ethics in the workplace-

- Productivity will increase- When the working staff and the workers value the work given to them and then they will do all the given work in time and achieve their set targets, this will greatly affect the sales and the productivity of the company.
- Team Work will develop- When all the workers do their jobs in a responsible way, then a time comes when they have achieved the target way before the given deadline, then a question arises What Next? So, the situation automatically bonds up all the individuals into a team.
- Asset Protection and Assurance- When your workers possess an ethical working environment and ethical behaviour in the workplace, your company's maintenance cost decreases to a remarkable extent because they are well aware of their duties and responsibilities towards the company.
- Public Image and Brand Value Increases- An increase in the public image and an increase in the customer base is directly proportional to an increase in brand value. In simpler words when you gain popularity amongst your customers you start to develop your organization into a brand.
- Trouble-free working environment- Where everyone is unknown and moreover no one wants to know each other there are higher chances of great trouble and where there is a friendly, respectful and great workplace or environment between the employees there are less chances of trouble from the employees' end.
- Adaptive to changes- Workers with professional ethics in the workplace are definitely the master key to open the lock of organizational success. A team of understanding, trustworthy, reliable, motivated, concerned and responsible people will definitely adapt themselves into any kind of position and work they are filled with.
- Decision making and implementing is always easy-

- Less Legal Issues- When everything is systematic and functional and in addition your workers are cooperative and understanding then you would not be facing any problems or legal obligations from the employee's end.

5.5 IMPORTANCE OF WORKPLACE ETHICS

Workplace ethics ensures positive ambience at the workplace. It leads to happiness and satisfaction among employees and also develop a feeling of loyalty and attachment towards the organization. Appraisal system needs to be designed keeping in mind employee's performance throughout the year and his/her career growth. Periodic reviews are also essential.

Workplace ethics ensures management guides and mentors their employees well. Appraisal and salary hikes should not happen just for the name's sake. Workplace ethics is important as it enables management to treat all employees as equal and think from their perspective as well. An employee is bound to move on after a year or so if he/she is not appreciated and rewarded suitably. It is indeed the organization's loss when employees after being trained quit and move on. Employees change primarily because of two reasons - Career growth and monetary benefits. it's the duty of Management to make employees feel secure about their job and career.

Favouritism is always against the workplace ethics. Organizations need to stand by their employees even at the times of crisis, like COVID 19 pandemic. Workplace ethics says that organizations need to retain and nurture talents. If you have hired someone, it becomes your responsibility to train the individual, make him/her aware of the key responsibility areas, policies, rules and regulations and code of conduct of the organization.

5.6 CHARACTERISTICS OF A HEALTHY WORK CULTURE

A healthy work culture leads to satisfied employees and an increased productivity. There are some of the key characteristics of healthy work culture-

- Employees must be cordial with each other and one must respect his/her fellow worker.
- Backbiting should be considered strictly unprofessional and must be avoided for a healthy work culture.
- Each employee should be treated as an asset.
- Transparency must be encouraged to develop healthy work culture. Partiality leads to demotivate employees.
- Employees should be judged only by their work/performance. Personal relationships should not be considered for appraisal.
- Distribution of task/job role must be neutral. Tasks should be assigned as per skill set.
- Appreciation of top performers is key to healthy work culture.

- Do not criticize the ones who have not performed well, instead ask them their issues and provide more opportunities to do better in future.
- Encourage discussions at the workplace so that they can discuss their issues among teammates/managers to reach better conclusions.
- The team leaders and managers must interact with the subordinates frequently.
- Manipulating information and data tampering must be prohibited at the workplace.
- Organization must have employee friendly policies and practical guidelines.
- Rules and regulations should be made to benefit the employees as well Employees must maintain the decorum of the organization.
- The “Hitler approach” cannot fit in the current scenario. The team leaders should be the source of inspiration for their subordinates.
- Promote team building activities to bind the employees together. Conduct training programs, workshops, seminars and presentations to upgrade the existing skills of the employees.
- Two-way communication is extremely required to maintain healthy work culture which helps employees to feel secure.
- Do not do management, do coaching. Coaches and mentors are powerful instruments of change. Great managers encourage and empower their employees to accomplish their goals in the same way a trainer does.
- A health work culture allows their employees to be creative. It encourages creative thinking as a way to brainstorm new products and services, structure workgroups and staffing, and complete individual assignments.
- Provide educational assistance to the employee, by investing in the development of its staff, a business is showing them that they are valuable.
- Must try to empower Employees. One can take a feedback on their management performance from staff and then truly act on it.

5.7 ***BUSINESS ETHICS AND ENVIRONMENTAL CHALLENGES***

The key to organizational success, both for employees and the organizations with whom you are involved, is effective communication. As you have probably experienced in both your personal relationships and organizational relationships, communication is not always successful. Ineffective communication can cause many problems that can impact relationships, productivity, job satisfaction, and morale as we interact in organizations. Generally, communication only flows downwards, and not upwards. It is one of the signs for an unhealthy work culture. In a healthy work culture, everybody talks to each other and communication flows from down to up.

One of the greatest challenges facing organizations is the practice of ethics. Ethics are a basic code of conduct (morals) that individuals and groups use to assess whether something is right or wrong. How ethical are you as an organizational participant? Do you always make ethical personal and professional decisions? Ethics is moral principles- it is a system that defines right and wrong and provides a guiding philosophy for every decision you make. There are two aspects to ethics: The first involves the ability to identify the right from wrong, good from evil, and propriety from impropriety. And, the second involves the commitment to do what is right, good, and proper.

The physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the work environment that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality. The work environment in which employees work and undertake most of their activities can impact on their productivity. The quality and quantity of work generated by employees are influenced by the office environment. Working in a safe and comfortable environment helps to keep you focused on what is important to do your job. But if your work environment causes stress or makes you feel ill, you are likely to focus more on what is causing you the discomfort rather than working.

5.8 POINTS TO REMEMBER

- Ethics are defined as moral principles that govern the behaviour of individuals, guiding their conduct in every aspect of their lives.
- Creating an ethical and transparent work culture can improve business profitability.
- Every individual possesses an inherent understanding of what constitutes the right conduct at the workplace, varying cultural and personal backgrounds influence their implementation.
- Organizations often establish frameworks and policies to shape work practices, interactions, and behaviour within an organization.

5.9 GLOSSARY

- Integrity- This is one of the crucial components of workplace ethics. Being honest and doing the right thing under all circumstances forges trust and wins over the confidence of all stakeholders.
- Professionalism- Professional conduct of employees makes a significant impact on the reputation of organization/individual.

- Teamwork- Working together as a team towards common business goals is imperative for organizational success. Employees must take actions that are beneficial for their team as a whole.
- A healthy work culture allows their employees to be creative. It encourages creative thinking as a way to brainstorm new products and services, structure workgroups and staffing, and complete individual assignments.

5.10 CHECK YOUR PROGRESS

Descriptive Type Questions-

- a) What do you mean by business ethics? How ethics are involved in our daily life? Explain.
- b) Write a short note on business and environmental challenges.
- c) List five characteristics of healthy work culture.
- d) Why workplace ethics are important? Justify.
- e) Explain the key benefits of workplace ethic.

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UNIT- 6

LIFE SKILLS AND VOCATIONAL SKILLS

6.1	INTRODUCTION
6.2	OBJECTIVES
6.3	ESSENTIAL LIFE SKILLS
6.4	VOCATIONAL SKILLS- AN INTRODUCTION
6.5	VOCATIONAL EDUCATION IN INDIA
6.6	SCHEMES AND INITIATIVES
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6.1 INTRODUCTION

Skills are the abilities and positive behaviour that enable human beings to deal with everyday life challenges and situations effectively. Skills are potential in one's life to create new opportunities. Several types of skills are needed to live a successful life, such as- life skills, soft skills, and technical/vocational skills.

The term 'Life Skills' refers to the skills you need to adapt and deal effectively with the demands and challenges of life. The skills which are gained through learning or gained through direct experiences are called life Skills. Such skills enable individuals to tackle various issues and problems effectively which are commonly faced in one's daily life. Any skill that is useful in your life can be considered as life skill. This unit is specially designed to provide a brief description of potential life skills and vocational skills you needed towards living a successful and happy life. Some common life skills are- Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, Problem Solving, Effective

communication, Interpersonal relationship, coping with stress, Coping with emotions, Social Skills, Leadership, etc. Life Skills are important as these bring positive effects in the life of an individual. In this 21st century, all these skills are essential to gain success not only for a healthy society but also for successful individuals.

Vocational skills and training refer to the instructional/skill-oriented programs or courses that focus on the skills required for a particular job or trade. Sometimes, Vocational training and technical training or Career education or skill development are used interchangeably. Vocational training explores different types of vocational/technical training or courses through which one can become skilful and self-dependent for carrier aspects. There are several emerging vocational fields available where someone can achieve higher level of carrier-oriented skills, such as- Beauty care, Catering management, Hotel Management, Event management, Fashion designing, Telecommunication, Electrical engineering, Electrical engineering, Tourism, Lifestyle management, graphic designing, web designing, accounting and financial management, medical technician, Acting for film and television, etc.

6.2 OBJECTIVES

After the successful completion of this unit, you will be able to-

- Explore essential life skills.
- Explain Vocational Skills.
- Explore various skill schemes and initiatives.
- Know skilling challenges.

6.3 ESSENTIAL LIFE SKILLS

The term 'Life Skills' refers to the skills that you need to make your life not only successful but also meaningful, esteemed, graceful, peaceful, etc. in various situations of life. Any skill which is useful in your life can be considered a life skill. We all have many such life skills but we are not aware with them. It should therefore be clear that everyone will potentially uncover different life skills, so that we can take the advantages of such essential in life skills. Life skills help in finding new ways of thinking and problem solving when you are facing tough time of your life. Building confidence in spoken, group collaboration, developing a greater sense of self-awareness and appreciation for others are some of the essential life skills. Some of the key life skills are discussed here. As-

- Communication and interpersonal skills.
- Decision-making and problem-solving.
- Creative thinking and critical thinking.
- Self-awareness and empathy.
- Assertiveness and equanimity, or self-control.
- Ability to cope with problems

- Personal Skills (skills which help to maintain a healthy body and mind).
- Literacy skills (Reading and Writing Skills).
- Numeracy Skills.
- Problem solving skills.
- Decision making skills.
- Stress management.
- Critical and creative thinking.
- Social media handling skills.

Self-directed and engaged learning.

6.4 VOCATIONAL SKILLS- AN OVERVIEW

In India, a large section of population has found it difficult to be employed in productive activities. In fact, it is feared that if the issue of the employment is not addressed soon enough, India may not be able to fully capitalize on the demographic dividend that it is currently experiencing. The system of skilling of India in the form of vocational training is facing a multitude of problems. The ecosystem of skill training is unable to cope with demands in terms of quantity, quality and relevance as expected from the industry as well the apprenticeship system is too weak. The skill India initiative of the Government of India which is launched in year 2015 enabling to educate aspirants in various industry-related positions. The vision behind this initiative is to make skill enabled workforce as soon as possible (Kumar et al., 2019).

6.5 VOCATIONAL EDUCATION IN INDIA

Vocational Education helps in Economic growth. The Indian education system recognizes the role of education and particularly Vocational Education. National Council for Vocational Training, an advisory body, was set up by the Government of India which plays its important role in implementation of Vocational Education in India. Vocational Education is based on occupation and employment and it is the need of the hour for every country to have strong vocational education system. It can be defined as skill-based education. Vocational Education prepares people for specific trades, crafts and careers at various levels in all spheres of life. It involves various practical activities. It is sometimes referred as technical education too. Vocational education basically refers to gaining skills and experience which is directly linked to a career in future. It helps students to be skilled and in turn, offers better employment opportunities. Vocational courses are typically more practical and skills-based than academic degrees, but they may often teach at universities, colleges and/or technical training institutes. Nowadays' Vocational Education is an important element of any nation's education initiative (Kaushik, K., 2014).

6.6 SCHEMES AND INITIATIVES

Pradhan Mantri Kaushal Vikas Yojana (PMKVY)-

The PMKVY was launched as a pilot project in the year 2015, as a reward-based scheme providing entire cost of training as reward to successful candidates. During its pilot phase, PMKVY trained over 19 Lakh candidates in 375 job roles [Source: www.msde.gov.in]. The scheme was designed as a skill certification and reward scheme with an aim to enable and mobilize a large number of Indian youths to take up skill training and become employable for sustainable livelihood.

Pradhan Mantri Kaushal Kendra (PMKK)-

These model training centres are referred to as “Pradhan Mantri Kaushal Kendra” (PMKK). PMKK is MSDE’s initiative towards creation of standardized infrastructure for delivery of skill development training which are equipped to run industry driven courses of high quality with focus on employability and create an aspirational value for skill development training. PMKK envisions to transform the short-term training ecosystem.

Rozgar Mela-

To give impetus to the employment initiatives in the country, National Skill Development Corporation (NSDC) under the aegis of Ministry of Skill Development & Entrepreneurship (MSDE), Govt. of India has been organizing Rozgar Melas across the nation for providing suitable job opportunities in private sector to the unemployed youth. These Rozgar Melas generally cater to the youth in the age group of 18-35 Years with an academic qualification covering 8th/10th/12th Pass, ITI, Diploma, Graduates etc.

Capacity Building Scheme-

Capacity Building (CB) component of the Capacity Building and Technical Assistance (CB & TA) Scheme of Ministry of Development of North Eastern Region has been transferred to the MSDE for conducting skill development training for unemployed youth of NER. Under this Scheme, residential training is being provided to the youth of NER. All the courses/ Job Roles that were taken up under the scheme were NSQF aligned.

Udaan-

The Udaan Scheme, a Special Industry Initiative (SII) for the state of Jammu and Kashmir (J&K), is funded by the Ministry of Home Affairs and implemented by National Skill Development Corporation (NSDC). The scheme has been a major initiative of the government of India towards making the educated youth of Jammu and Kashmir employable.

Vocational Training Programme for Women-

Women Training under Ministry of Skill Development and Entrepreneurship takes care of providing skill training to women in the country which aims at stimulating employment opportunities among women of various socio-economic levels and different age groups. Under this project, vocational trades were identified that were particularly suitable for women and their implementation planned.

Skills Strengthening for Industrial Value Enhancement (STRIVE)-

Skills Strengthening for Industrial Value Enhancement (STRIVE) project is a World Bank Assisted-Government of India project with the objective of improving the relevance and efficiency of skills training provided through Industrial Training Institutes (ITIs) and apprenticeships. It is an outcome focused scheme marking shift in government's implementation strategy in vocational education and training from inputs to results.

Pradhan Mantri Yuva Yojana-

This Scheme has objective to provide support to budding entrepreneurs and scale up the existing entrepreneurs and make an individual self-reliant and create employment opportunities for himself/herself and the youth of the country. These objectives are achieved by providing end to end entrepreneurship education, handholding and mentoring support to potential and existing entrepreneurs who aspire to start or scale up their existing enterprises.

Skills Acquisition and Knowledge Awareness for Livelihood Promotion (SANKALP)-

SANKALP was launched on 19th January 2018 with the aim to address the ongoing challenges like bringing about convergence, infusing quality in skill development programmes and making them market relevant and accessible while ensuring private participation in the context of short-term training. SANKALP has four key result areas-(i) Institutional Strengthening at Central, State & District level; (ii) Quality Assurance of skill development programmes; (iii) Inclusion of marginalized population in skill development programmes; and (iv) Expanding Skills through PPPs.

6.7 SKILL INDIA- AN INITIATIVE OF GOVERNMENT OF INDIA

The National Policy on Skill Development (NPSD) was notified in the year 2009. It enabled broad framework and objectives for the skilling landscape in the country. The new National Policy on Skill Development and Entrepreneurship was notified on 15th July, 2015 and supersedes the policy of 2009. The primary objectives of this policy were to meet the challenge of skilling and provide an umbrella framework to all skilling activities being carried out within the country, to align them to common standards and link skilling with demand centres. This policy addresses key issues in the skill landscape, i. e. low Aspirational value, non-integration with formal education, lack of focus on outcomes, quality of training infrastructure and trainers, etc. It aims to bridge the existing skill gaps, promote industry engagement, operationalize a quality assurance framework, leverage technology, promote apprenticeship and equitable skilling opportunities for socially/geographically marginalised and disadvantaged groups as well as women.

The National Skill Development Mission (NSDM) was launched on 15th July, 2015 on the occasion of World Youth Skills Day. It aims to create convergence and expedite cross-sectoral decisions through a high-powered decision-making framework. It is expected to converge, coordinate, implement and monitor skilling activities on a pan-India basis. The major element under the National Skill Development Mission was the convergence of all skilling initiatives within the ecosystem comprising of all central ministries concerned. Some of the key developments by the NSDM are-

- National Skills Qualification Framework alignment.
- Common skilling portal.
- Apprenticeship.
- Regional skill development.
- promoting self-employment.

National Council for Vocational Education and Training (NCVET)-

The NCVET will regulate the functioning of entities engaged in vocational education and training, both long and short-term, and establish minimum standards for the functioning of such entities. The major functions of NCVET would be recognition and regulation of awarding Bodies, assessment agencies and Skill related information providers; approval of qualifications; monitoring and supervision of recognized entities and grievance redressal.

Without adequate regulatory oversight, numerous stakeholders have been offering training programmes of varying standards with multiplicity in assessment and certification systems which are not comparable in terms of quality where serious consequences can be raised for the vocational training system and the employability of the aspirants/ trained youth. Towards such similar issues a step was taken with the establishment of National Skill Development Agency (NSDA), to coordinate and harmonize the skill development efforts of the government and the private sector. The primary role of NSDA has been to anchor and operationalize the National Skills Qualification Framework (NSQF) to ensure that quality and standards must meet the sector specific requirements.

Keeping all such similar issues in view the Ministry of Skill Development & Entrepreneurship (MSDE) notified the National Council for Vocational Education and Training (NCVET) on 5th December 2018 to function as an overarching regulator mandated to regulate both long and short-term vocational training in the country. NCVET is being setup by merging the existing NCVT (National Council for Vocational Training) and NSDA (National Skill Development Agency). The NCVET enables integration of fragmented regulatory system and infuse quality assurance across the entire training value chain, leading to better outcomes.

National Skills Qualifications Framework (NSQF)-

The National Skills Qualifications Framework (NSQF) is a competency-based framework that organises all qualifications according to a series of levels of knowledge and skill and aptitude. These levels, graded from one (01; Lowest level) to ten (10; highest level), are defined in terms of learning outcomes which the learner must possess regardless of whether they are obtained through formal, non-formal or informal learning. Each of these levels are characterised by the following categories of competencies:

- a) Professional knowledge– what the person must know at that level.
- b) Professional Skills– what the person should be able to do at that level.
- c) Core skills– which includes soft and interpersonal skills.
- d) Responsibility – the degree of supervision that needs to be exercised over the person while doing the job, or the degree of supervision that person is capable of exercising over others.
- e) Process is a general summary of the other four domains corresponding to the level.

The NSQF in India was notified on 27th December, 2013. All other frameworks, including the NVEQF (National Vocational Educational Qualification Framework) released by the Ministry of HRD, have been superseded by the NSQF.

6.8 SKILLING AND ENTREPRENEURSHIP CHALLENGES

- Public perception that views skilling as the last option meant for those who have not been able to progress/have opted out of the formal academic system.
- Skill development programmes of the Central Government are spread across more than 20 Ministries/Departments without any robust coordination and monitoring mechanism to ensure convergence.
- Multiplicity in assessment and certification systems that leads to inconsistent outcomes and causes confusion among the employers.
- Paucity of trainers, inability to attract practitioners from industry as faculty.
- Mismatch between demand and supply at the sectoral and spatial levels.
- Limited mobility between skill and higher education programmes and vocational education.
- Very low coverage of apprenticeship programmes.
- Narrow and often obsolete skill curricula.
- Declining labour force participation rate of women.
- Pre-dominant non-farm, unorganized sector employment with low productivity but no premium for skilling.
- Non- inclusion of entrepreneurship in formal education system.
- Lack of mentorship and adequate access to finance for start-ups.

6.9 POINTS TO REMEMBER

- Skills are the abilities and positive behaviour that enable human beings to deal with everyday life challenges and situations effectively.
- The term ‘Life Skills’ refers to the skills you need to adapt and deal effectively with the demands and challenges of life. The skills which are gained through learning or gained through direct experiences are called life Skills.
- Vocational skills and training refer to the instructional/skill-oriented programs or courses that focus on the skills required for a particular job or trade.
- Sometimes, Vocational training and technical training or Career education or skill development are used interchangeably.
- The emerging vocational fields are- Beauty care, Catering management, Hotel Management, Event management, Fashion designing, Telecommunication, Tourism, Lifestyle management, graphic designing, web designing, accounting and financial management, medical technician, Acting for film and television, etc.
- Vocational Education is based on occupation and employment and it is the need of the hour for every country to have strong vocational education system.

6.10 GLOSSARY

- NVEQF- National Vocational Education Qualification Framework.
- NSQF- National Skills Qualifications Framework.
- NCVT- National Council for Vocational Training.
- NSDA- National Skill Development Agency.
- MSDE- Ministry of Skill Development & Entrepreneurship.
- NCVET- National Council for Vocational Education and Training.

6.11 CHECK YOUR PROGRESS

Descriptive type questions-

- f) Why life skills are key to success? Explain.
- g) What do you mean by Vocational education?
- h) Explain various schemes of skill development by govt. of India.
- i) List the challenges of skilling and entrepreneurship in India.

6.12 BIBLIOGRAPHY/ REFERENCES

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UNIT- 7

BEHAVIOURAL SKILLS

7.1	INTRODUCTION
7.2	OBJECTIVES
7.3	WHY PERSONALITY DEVELOPMENT?
7.4	IMPORTANCE OF GOOD HUMAN RELATIONS
7.5	UNDERSTANDING ORGANIZATIONAL CULTURE
7.6	TIME AND STRESS MANAGEMENT
7.7	IMPORTANCE OF ETHICS AND VALUES
7.8	POINTS TO REMEMBER
7.9	GLOSSARY
7.10	CHECK YOUR PROGRESS
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7.12	SUGGESTED READINGS

7.1 INTRODUCTION

Behavioural skills are often termed as good character, friendliness, maturity, and common sense. Such skills are the key factors to assess one's performance and attitude. There are too many factors those affect one's behaviour, i. e. Leadership, Work Culture, Family and Personal Life, Relationship at Work, Work Culture, surroundings etc. Some of us think that behavioural skills are developed naturally as a part of life, but that is not absolutely correct. Behavioural skills are not restricted to your actions but help in determining your chain of thoughts and emotions. Most of these skills are social in nature that help you better connect with people. These skills can be learned and practiced. It is possible to develop behavioural skills, and to use them to enhance your personality and career.

Some of the key Behavioural skills are- Communication skills, Conflict Resolution skills, Time Management skills, Self-Improvement skills, Stress Management skills, Interpersonal Skills, Patience, Self-confidence, Balance Between Professional and Personal Life, Impact

and Influencing, Emotional Intelligence, Healthy Living, Critical Thinking, Values and ethics, Changeability and etc.

There are some of the key questions about the use of such behavioural Skills, such as- What skills make an employee valuable to an organization? What type of skills do employers look into his/her prospective employee? The answer is very simple because almost all the behavioural skills are social in nature. They concern how well you can get along with other people, including your supervisor, colleagues, customers, vendors, clients, society and all.

Good communication actually consists of many different sub-skills, from appropriate patterns of body language and eye contact to the ability to write clear and accurate reports. Accurate listening and the ability to follow instructions are especially important but are often ignored or taken for granted. Many people simply do not pay close attention to what others communicate and fail to ask follow-up questions to understand fully. As a result, individuals act on their own inaccurate assumptions and create inefficiencies and frustrations at work. In the series of good communication skills, the following set of sub-skills must be included, as- Active Listening, Oral Communication, Written Communication, Ability to Follow Instructions, Investigation, Attention to Detail, Negotiation, and Nonverbal Communication.

7.2 OBJECTIVES

After the successful completion of this unit, you will be able to-

- Define personality development.
- Explore the 'Big- Five' model of personality.
- Explore the importance of good human relation, ethics and values.
- Define time and stress management.

7.3 WHY PERSONALITY DEVELOPMENT?

Personality development is the need for everyone because in today's competitive age it becomes the matter of survival. As you think a child require a training to learn computer skills, communication skills, etc. Same in personality development you need a training to develop the professional traits.

A training of personality development helps to get positive thoughts, confidence, behavioural traits, etc. A strong personality always boosts your confidence. Knowing the right things or words to speak always reflect your gesture. If you are full confidence and leading the situation, then it will become easy for you. Confidence gives you a power to control your thoughts, and how to speak fearless, also it leads to a hassle-free conversation when you are going to a speech in any event. Personality development helps a person to understand yourself better than before.

Improving and widening the knowledge base of a person improves his / her personality. Improving skills and expanding your knowledge can also give you a chance to develop your

personality. Personality development improves your chances of success because you have the right mindset to achieve your goal. Your overall skill-set such as- communication skills, management skills, behavioural skills, presentation skills, etc. are also improved with your personality development. Personality development gives the power to tackle with the difficult situation. It always encourages you to take the brighter side of the life.

Personality encompasses a person's relatively stable feelings, thoughts, and behavioural patterns. Each of us have a unique personality that differentiates us from other people, and understanding someone's personality gives us clues about how that person is likely to act and feel in a variety of situations. To manage effectively, it is helpful to understand the personalities of different employees. Having this knowledge is also useful for placing people into jobs and organizations.

If personality is stable, does this mean that it does not change? You probably remember how you have changed and evolved as a result of your own life experiences, parenting style and attention you have received in early childhood, successes and failures you experienced over the course of your life, and other life events. In fact, personality does change over long periods of time. Moreover, even in childhood, our personality matters, and it has lasting consequences for us. For example, studies show that part of our career success and job satisfaction later in life can be explained by our childhood personality.

Is our behaviour in organizations dependent on our personality? To some extent, yes, and to some extent, no. While we will discuss the effects of personality for employee behaviour, you must remember that the relationships we describe are modest correlations. For example, having a sociable and outgoing personality may encourage people to seek friends and prefer social situations. This does not mean that their personality will immediately affect their work behaviour. At work, we have a job to do and a role to perform. Therefore, our behaviour may be more strongly affected by what is expected of us, as opposed to how we want to behave. Especially in jobs that involve a lot of autonomy, or freedom, personality tends to exert a strong influence on work behaviour.

The “Big Five” model of personality-

The “Big Five” is the most widely accepted theory of personality. Each of the Big Five personality traits represents extremely broad categories which cover many personality-related terms. Each trait encompasses a multitude of other facets. When researchers analysed the traits describing personality characteristics, they realized that many different words were actually pointing to a single dimension of personality. When these words were grouped, five dimensions seemed to emerge, and these explain much of the variation in our personalities. The Big Five model of personality resulted from the contributions of many independent researchers. The “Big Five” personality traits are-

Table 7.1 The “Big Five” model of Personality
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Trait	Description
Openness	Openness to experience refers to one's willingness to try new things as well as engage in imaginative and intellectual activities.
Conscientiousness	Conscientiousness describes a person's ability to regulate their impulse control in order to engage in goal-directed behaviours.
Extraversion	Extraversion reflects the tendency and intensity to which someone seeks interaction with their environment, particularly socially.
Agreeableness	Agreeableness refers to how people tend to treat relationships with others.
Neuroticism	Neuroticism describes the overall emotional stability of an individual through how they perceive the world.

Table 7.2 Score chart of "Big Five" model of Personality		
Low Score	Trait	High Score
[1] Predictable. [2] Not very imaginative. [3] Dislikes change. [4] Prefer routine. [5] Traditional.	Openness	[1] Curious. [2] Imaginative. [3] Creative. [4] Open to trying new things. [5] Unconventional.
[1] Incompetent. [2] Disorganized. [3] Careless. [4] Procrastinates. [5] Indiscipline. [6] Impulsive.	Conscientiousness	[1] Competence. [2] Organized. [3] Dutifulness. [4] Achievement striving. [5] Self-disciplined. [6] Deliberation.
[1] Prefers solitude. [2] Fatigued by too much social interaction. [3] Reflective. [4] Dislikes being the centre of attention. [5] Reserved.	Extraversion	[1] Sociable. [2] Energized by social interaction. [3] Excitement-seeking. [4] Enjoys being the centre of attention. [5] Outgoing.
[1] Sceptical. [2] Demanding. [3] Insults and belittles others. [4] Stubborn. [5] Show-off. [6] Unsympathetic.	Agreeableness	[1] Trust (forgiving). [2] Straightforwardness. [3] Altruism (enjoys helping). [4] Compliance. [5] Modesty. [6] Sympathetic.

[7] Doesn't care about how other people feel.		[7] Empathy.
[1] Does not worry much. [2] Calm. [3] Emotionally stable. [4] Confident. [5] Resilient. [6] Rarely feels sad or depressed.	Neuroticism	[1] Anxious. [2] Angry hostility (irritable). [3] Experiences a lot of stress. [4] Self-consciousness (shy). [5] Vulnerability. [6] Experiences dramatic shifts in mood.

Note- This model is explained in detail in Unit 8 of this book.

7.4 IMPORTANCE OF GOOD HUMAN RELATIONS

The role of human relations in our daily life and in our professional life is very important. Healthy human relations lead to increased productivity and efficiency. Human relations are the art of getting along with people either as individuals or as a group. Good human relations are an effective instrument to motivate the personnel towards the achievement of individual as well as organisational goals. In the wider sense, the term 'human relations' refers to the interaction of people in all walks of life, such as- in schools, colleges, homes, business, government, organization, etc.

Human relations in context to professional life performs a key role to increase productivity and work efficiency. Workplace relations directly affect work performance. Employees must regularly work together to get things done. An unstable workplace culture will give rise to challenges in managing employees and also can become the cause of low productivity. The importance of good human relations are as follows-

- Improved employees' creativity.
- Motivated employees.
- Healthy relationships.
- Improved productivity.
- Increased loyalty.
- Mutual support to each other.

7.5 UNDERSTANDING ORGANIZATIONAL CULTURE

Organizational culture refers to a system of shared assumptions, values, and beliefs that show employees what is appropriate and inappropriate behaviour. These values have a strong influence on employee behavior as well as organizational performance. Culture is by and large invisible to individuals. Even though it affects all employee behaviours, thinking, and behavioural patterns, individuals tend to become more aware of their organization's culture when they have the opportunity to compare it to other organizations. An organization's culture may be one of its strongest assets, as well as its biggest liability. In fact, it has been

argued that organizations that have a rare and hard-to-imitate organizational culture benefit from it as a competitive advantage. Culture, or shared values within the organization, may be related to increased performance. Researchers found a relationship between organizational cultures and organization's performance, with respect to success indicators such as revenues, sales volume, market share, and stock prices.

It is important to have a culture that fits with the demands of the organization's environment. In other words, just as having the "right" culture may be a competitive advantage for an organization, having the "wrong" culture may lead to performance difficulties, or may be responsible for organizational failure, and also act as a barrier preventing the organization's growth. Organizational culture is an effective control mechanism for dictating employee behaviour. Culture is in fact a more powerful way of controlling and managing employee behaviours than organizational rules and regulations. When problems are unique, rules tend to be less helpful.

7.6 TIME AND STRESS MANAGEMENT

Time Management-

We all have very limited time; this is very clear. Time is asset for all of us, but I think we all are not well aware about this truth. Possibly, the time management is making the best use of your time to complete your tasks in the priority basis. You have no control over time as it passes, but you are the sole decision-maker of how you will spend your time. Therefore, time management is all about controlling how you make the best use of your time. As we all know it moves from past, present to future.

Time management is essential to avoid unnecessary stress in between your daily life where poor time management is a major cause of stress. The efficient management of your time helps you to manage your tasks, achieve your goal, and increase productivity. Time is a resource, as a resource it cannot be replaced or renewed it can only be managed wisely. It is precious for an individual as well as for an organization. Nothing can be managed unless time is managed. It is indispensable and innovation are necessary for proper management of time. Why one should manage his/her time? Now this question is needless. Here are some of the reasons of time management, As-

- Time is limited, so that spend it as a limited resource.
- Time management is the key to success in your carrier.
- The great learning opportunities are around you, if you have time to take the advantage of it.
- Poor time management directly affects your health and eating habits, you will always feel lack of time in your life.

Stress Management-

We all experience stress in our lives. Stress is your body's response to changes in your life. Your life involves constant changes, ranging from every day, routine changes like commuting from home to work, to adapting to major life changes like marriage, divorce, or death of a loved one's. Majority of health problems are caused or influenced by stress. It is important to understand how stress affects our body and learn effective stress management techniques to reduce stress in your life.

Someone can not eliminate all the stress from his/her life but can eliminate unnecessary stress and effectively manage the rest (now which is not known as stress). There are some common causes of stress that many people experience. Stress can come from many sources, because our experience of what is considered "stressful" is created by our unique perceptions of what we encounter in life, a situation may be perceived as "stressful" by one person and merely "challenging" by someone else.

The four A's technique is helpful to release unnecessary stress, as- Four A's: avoid, alter, adapt, and accept.

[1] Avoid- Avoid unnecessary stress.

How to avoid unnecessary stress? The answer is very simple- (i) Learn how to say "no.", (ii) Avoid people who stress you out, (iii) Take control of your environment, and (iv) Write down your to-do list.

[2] Alter- Alter the situation.

How to alter the stress situation? The answer is- (i) Express your feelings instead of retaining them up, (ii) Be willing to compromise, and (iii) Create a balanced schedule.

[3] Adapt- Adapt to the stressor.

How to adapt a stressful situation? The answer is- (i) Reframe problems, (ii) Take perspective of the stressful situation and ask yourself how important it will be in the long run, (iii) Adjust your standards, and (iv) Practice gratitude.

[4] Accept- Accept the things you can't change.

How to accept the stress situation? The answer is- (i) Do not try to control the uncontrollable, (ii) When facing major challenges, try to look at them as opportunities for personal growth, (iii) Learn to forgive, and (iv) Share your feelings.

7.7 IMPORTANCE OF ETHICS AND VALUES

Ethics and values are very simple words which mean principle or code of conduct. Ethics refers to a set of moral rules that describes acceptable conduct and behaviour in the society. The primary need of human is being fair, honest and ethical in the daily walks of life. Ethics refers to society's sense of the right way of living our daily lives. It does this by establishing rules, principles, and values on which we can base our conduct. Ethics are society based whereas values and morals related to an individual. Ethics are dependent on values and morals and they tend to vary between various contexts whereas morals are usually consistent. A person cannot be a good human if he has no morals. We have morals and ethics towards

ourselves, our family, and our organizations. Morals and ethics relating to friends and relatives also exist.

Business ethics is a wider term that includes many other sub ethics that are relevant to the respective field. For example, there is marketing ethics for marketing, ethics in HR for Human resource department and so on. Business ethics in itself is a part of applied ethics. Business ethics tries to create a sense of right and wrong in the organizations.

Values refer to people's stable life goals, reflecting what is most important to them. Values are established throughout one's life as a result of accumulating life experiences, and values tend to be relatively stable. The values that are important to a person tend to affect the types of decisions they make, how they perceive their environment, and their actual behaviours.

7.8 POINTS TO REMEMBER

- Behavioural skills are often termed as good character, friendliness, maturity, and common sense.
- It is possible to develop behavioural skills, and to use them to enhance your personality and career.
- Some of the key Behavioural skills are- Communication skills, Conflict Resolution skills, Time Management skills, Self-Improvement skills, Stress Management skills, Interpersonal Skills, Patience, Self-confidence, Balance Between Professional and Personal Life, Impact and Influencing, Emotional Intelligence, Healthy Living, Critical Thinking, Values and ethics, Changeability and etc.
- Good communication actually consists of many different sub-skills, from appropriate patterns of body language and eye contact to the ability to write clear and accurate reports.
- A training of personality development helps to get positive thoughts, confidence, behavioural traits, etc.
- A strong personality always boosts your confidence.
- Confidence gives you a power to control your thoughts, and how to speak fearlessly, it also leads to a hassle-free conversation when you are going to speak on any occasion.
- The “Big Five” is the most widely accepted theory of personality. Each of the Big Five personality traits represents extremely broad categories which cover many personality-related terms. The “Big Five” personality traits are- Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.
- Organizational culture refers to a system of shared assumptions, values, and beliefs that show employees what is appropriate and inappropriate behaviour.

- Values have a strong influence on employee behaviour as well as organizational performance.
- Ethics refers to a set of moral rules that describes acceptable conduct and behaviour in the society.

7.9 GLOSSARY

- Openness- Openness to experience refers to one's willingness to try new things as well as engage in imaginative and intellectual activities.
- Conscientiousness- Conscientiousness describes a person's ability to regulate their impulse control in order to engage in goal-directed behaviours.
- Extraversion- Extraversion reflects the tendency and intensity to which someone seeks interaction with their environment, particularly socially.
- Agreeableness- Agreeableness refers to how people tend to treat relationships with others.
- Neuroticism- Neuroticism describes the overall emotional stability of an individual through how they perceive the world.

7.10 CHECK YOUR PROGRESS

Descriptive type questions-

- j) Why personality development is key to success? Explain.
- k) Explain the 'Big- Five' model of personality.
- l) Define organizational culture.
- m) What do you mean by stress? How to manage stress in work environment?
- n) Explain the importance of ethics and values in organizational life.

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UNIT- 8

PERSONALITY

8.1 INTRODUCTION

8.2 OBJECTIVES

8.3 PERSONALITY- AN OVERVIEW

8.4 TRAITS OF PERSONALITY

8.5 TYPES OF PERSONALITY

8.6 WAYS TO DEVELOP PERSONALITY

8.7 PUBLIC SPEAKING- AN INTRODUCTION

8.8 OVERCOMING PUBLIC SPEAKING FEAR

8.9 EMOTIONAL INTELLIGENCE- AN INTRODUCTION

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8.14 SUGGESTED READINGS

8.1 INTRODUCTION

A common person often defines personality by looking physical appearance in terms of being good looking, attractive, muscular body etc. The ability to communicate well in pleasant manner in addition to being good looking would make others say that the particular person has a wonderful personality and those who don't possess these qualities are considered to have poor personality. But scientifically this is not a true concept of personality. In fact, psychologists have given number of theories related to personality after deep research. Psychologist deny the fact that personality is all about the attractiveness of physical appearance because of two reasons.

Firstly, it limits the number and types of behaviour considered important and worthy for incorporation into the scientific study of personality. secondly, such notions carry the

biasness implications that some people who have unique abilities and temperament traits is considered a good personality and not everyone. In this unit we will be dealing with the definitions of personality as well understand the whole concept with scientific temperament. We will also be looking the environmental factors that influence personality development.

8.2 OBJECTIVES

After the successful completion of this unit, you will be able to-

- Define personality and describe the nature of personality.
- Elucidate the concept of personality.
- State the characteristics features of personality.
- Able to identify the types of personality.
- Ways to develop personality.
- Knowledge about Emotional Intelligence.

8.3 PERSONALITY- AN OVERVIEW

The word Personality comes from the Latin word persona 'persona' which refers to a theatrical mask worn by performers in order to either project different roles or disguise their identities. Each, person has an idiosyncratic pattern of enduring, long-term characteristics and a manner in which he or she interacts with other individuals and the world around them. Our personalities are thought to be long term, stable, and not easily changed.

Another important idea in defining the concept of personality is consistency. In other words, it can be stated that the concept of personality also rests on the observation that a person seems to behave somewhat consistently in different situations over different time. From the observation of perceived consistency comes the idea of personality traits that determine the way of responding to one's life. The thoughts, feelings and actions that are discern as reflecting one's personality typically have three characteristics:

- Opinions, actions and feelings are considered as behavioural components to identify that make distinction between individuals.
- Behaviours are viewed as being primarily caused by internal rather than environmental factors.
- The behaviours of the person seem to have organisation and structure.

Personality employs the characteristics like the way an individual think, feel and behave in some sort of situations. Personality also consists moods, attitudes and opinions that are most clearly expressed in interactions with other people. It also includes characteristics of behaviour, both inherent and acquired.

Characteristics of Personality-

Personality has various characteristics which helps to understand the nature of personality. Personality doesn't build in a day so it is affected by various factors. The most essential characteristics of personality are discussed below:

- **Consistency:** There is generally a regular order and recognizable behavior that is consistent on the part of any individual. Most of the time people act in the similar ways in a variety of situations and their behavioural response to particular situation which is consistent for a long time becomes their personality.
- **Psychological and physiological:** It is very true that personality is a psychological construct, but research suggests that it is also influenced by biological processes and needs of an individual.
- **Behaviours and actions:** Personality, influence by the behaviour pattern and need of actions to some sort of existing situations. It also influences how we move and respond in our environment, and it also responsible to act in certain ways.
- **Multiple expressions:** Personality is displayed by multiple expression like in our thoughts, feelings, close relationships, and other social interactions.
- **Environmental:** Personality is affected by the surroundings in which a person lives. The person develops the vision for life which he grabs from the environment after the observation. A good healthy environment builds a healthy personality of a being.
- **Personality represents a dynamic orientation** as it is influenced by psychological, social, biological and environmental factors.
- **Personality refers particularly to persistent qualities of an individual.** It refers to the permanent qualities that exhibit in an individual's social behaviour.

8.4 TRAITS OF PERSONALITY

"Respect every individuals identity", this phrase is quite popular nowadays to develop empathy among human-beings. We know that every individual has different nature, attitude, behaviour and personality so one must respect every individual's identity". Broadly, there are five parameters which describe an individual's personality. These five dimensions are also called as "Big Five" Factors, and the model is referred to as Five Factor Model also abbreviated as FFM. The Five Factor Model was initially proposed by Costa & McCrae in the year 1992 and often describes the relation between an individual's personality and various behaviours. Following are five personality traits of an individual:

- **Openness-** The traits of openness are the exact to the name as the individuals with the openness to experience traits are generally very active, enthusiast, bold and follow the heart. such individuals are open to new and creative learning. They are broad-minded people and optimistic in nature which find hope in every aspects of life.

- **Conscientiousness-** The people who have conscientiousness traits are organized and have a strong sense of duty towards any work. They also have a sense of responsibility and trustable persons whom anyone can rely. They are a great planner and deliver their work in an organised manner. The conscientiousness traits are very helpful for achieving a specific goal or perform a particular task. The person who has conscientiousness approach possess a good academic as well as professional record. They are proactive, methodical in nature and in long run become perfectionist.
- **Extraversion-** The traits of extraversion make people social interactive and outgoing nature. They are always high in energy and steal all the spotlight of a group activity. People who comprise the traits of extraversion are amiable in nature and have a lot of social contacts. They tend to be on high energy and eager to complete the task in no time. These traits made them special in creating and nurturing social bondages.
- **Agreeableness-** This trait measures the persons warmth and kindness. It means at what extent the person is flexible and agreeable to some sort of people or situations. This also reveals the attitude of an individual whether the person is broad minded or narrow minded. The person who holds these traits are less obstinate and make logical decisions while agreeing with someone. They also respect and empathetically listens to others point of view before reaching the conclusion.
- **Neuroticism-** People high in neuroticism worry frequently and easily get into depression and anxiety. Neurotic traits individual worries a lot over little things in life. They show neurotic signs like hyper-activeness, speak in haste, look tensed and unstable. The nature of neurotic people is always being engaged, and even when everything is going well they tend never to feel relaxed.

8.5 *TYPES OF PERSONALITY*

Each individual has a unique and different personality trait. Over the time, these traits have gone by several names and designations, but for general categorization, they are known as the director, the socializer, the thinker, and the supporter. As to make more specific, though, we refer to those personality types as A, B, C, and D, respectively. Learn and understand how to identify people by personality type can bring a higher level of understanding to interpersonal relationships and team building, especially for organisations looking for ways to improve employee hiring and retention. There is generalised categorisation of personality divided into four types which as follows:

Type- A: (The Director)

The Director type of personality is all true to the nature, drives for power and authority. It also tends to be thought-driven as opposed to emotion-driven. They are intellectuals and sharp-minded people and decisive in nature and made decision with empirical thinking.

Although their perfectionist nature sometimes misleads with bossiness. They are organised, rehearsed, mindful which makes their personality way attractive and interesting.

Type A personality strengths:

- Leadership & administration skills
- Active and focused
- Independent and passionate nature
- Multi-tasking approach

Type A personality weaknesses:

- Stubborn in nature
- Dominating by opinions
- Impatient
- Rigid to complete the task

Type- B: (The socializer)

The socializer personalities like to talk about themselves and be the centre of attraction at all social events. The Type B personality are known for their enthusiasm, outgoing behavior, friendliness toward others, and their ability to persuade even the most skeptical of people. They tend to be the dreamers and can often turn those dreams into reality. They are normally spontaneous in nature and use their quick wit and a great sense of humour to make people like them.

Type B personality strengths:

- Highly Enthusiastic
- Persuasive ability
- spontaneous and witty
- Good communication skill

Type B personality weakness:

- Too self-oriented sometimes
- Short attention span
- Generalizing attitude
- Prone to hasty decision

Type- C (The Thinker)

The Type-C personality is a very detail-oriented individual who likes to be involved in things that are controlled and stable. They all look to accuracy, rationality, and logics. They are calm and poise kind of people who loves to deep contemplate everything which came across them. They strive for mindfulness, originality, uniqueness in every sort of what they do.

These traits people are devoid from emotional swaying and use their wits and logics to perform any task.

Type C personality strengths:

- Analytical approach
- Thoughtful Nature
- Abide-by Law
- Critical thinker

Type C personality weaknesses:

- Indecisiveness due to deep thoughts
- Highly critical
- Unfriendly relationships
- Skeptical

Type- D: (The supporter)

The Type D personality takes a slower, easier pace towards their work and life in general. They seek happiness, security and longevity on the job and are very happy doing a repetitive task, day in and day out. The repetition allows them to excel in what they do. They are not adaptable to changes and like to do things in repetitive mood and seek pleasures in mundane tasks.

They seek the respect, sincere admiration, and acceptance of others. Reinforcement acts as a fuel to their work and they diligently work to get appreciation. They have a great team spirit and excel in group activity as they possess qualities like thoughtfulness, caring attitude and compassion for others. A great man power for industries, with their longevity nature of action helps in the growth of business.

Type D personality strengths:

- Consistent in nature
- Good at repetitive tasks
- Reliable and have a great team spirit
- Calm, compose and maintain peace and harmony

Type D personality weakness:

- Less Assertive
- Not adaptable to changes
- Meagre, not able to raise voice against wrong
- Easily influenced by others

These above all are the general basic types which have been categorised according to the traits that is acceptable. Personality is an extensive topic which psychologists have studied

with scientific approach and categorised the types of personality according to their studies. All the studies help us to understand the innate nature of personality which is quite effective to maintain interpersonal relationship in respect of individual difference.

8.6 WAYS TO DEVELOP PERSONALITY

Personality is all about a person's persona that affects the life of an individual personally and professionally. Every individual possesses certain personality traits that sets them apart from the rest. The traits which make a person's personality though not much dynamic but adaptable. An individual can mould oneself to some sort of personality after the practice or can work on it to improve them. So, if one is willing to become the best version of oneself, here are some personality development tips to aid:

- Keeping a positive mindset and optimistic approach towards life always uplift a person's personality because it helps to outshine in every sort of situation either adverse or prosper.
- A strong will power builds a confident personality. Strong determination is a key that makes an individual successful in all areas of their life. Confident personality is likeable by all and also it assures how relevant the person is.
- Exercise a good sense of humour as it makes a person attractive, pleasant and joyful. Healthy humour is appreciated by all and it also lightens the tensed situation and looks more vibrant.
- Introspect regularly in life and have the courage to accept all the flaws and work on it and become a best version of oneself.
- It's absolutely true "A little knowledge is a dangerous thing". So, always soak up a wide spectrum of knowledge by reading regularly and contemplating logical inputs.
- Work on your body language, no matter what physique a person has. Be confident and comfortable and adequately practise appropriate non-verbal communication which plays an important role in building personality.
- Develop attitude of resilience and own flexibility. It helps to be broad minded and accept all the disagreement gracefully. Be a good listener and respect everyone's individuality.
- Work on communication skill. No matter in what language one is communicating, the person should be well-versed and able to transmit as well understand the subject-matter effectively. It is also important skill to build the overall personality charming.
- Being humble, grounded and inquisitive towards learning. This also helps to develop a charming persona and make one the centre of attraction.

- Develop a problem-solving attitude as it helps one to remain positive in difficult situations that is helpful for oneself as well the people around. A problem-solver is always appreciated as it has the ability to draw out from any unexpected adverse situation.

8.7 PUBLIC SPEAKING- AN INTRODUCTION

Public speaking, it is a kind of presentation that is given live before a specific audience. Public speeches cover a wide variety of subject matter. The objective of the speaking may be to educate, entertain, persuade, and train the audience. Often, visual aids help in presenting to support the speaker and make the speech more interesting.

The spoken word can even be more powerful than the written word in the hand of effective speaker. Public speaking is especially important for businesses since there is a need to get the message before potential customers and to market and advertise the business. Sales persons and executives alike are often expected to have good public speaking skills. It will not be an exaggeration on saying that major growth of business based on effective dealing with public interaction. Some benefits to public speaking include:

- Improves confidence that is the basis of a good personality.
- Better research skills as a good speaker speaks after a deep research of the subject matter.
- Stronger deductive skills that help to grab the attention of the audience.
- Ability to advocate for causes like charity, education, businesses.

Types of Public Speaking-

Public speaking is to stand before an audience and deliver a speech at a formal or an informal occasion. For some people it is a very daunting task to stand in front of people and share their opinions though with effective training this fear could overcome. A good public speaking is of four types and each one of has their own peculiarities.

- Speaking to Inform
 - Speaking to Persuade
 - Speaking to Actuate
 - Speaking to Entertain
- a) **Speaking to inform-** Speech for information means, when a person's objective is to impart information on a particular topic or issue to the specific audience. For example: business presentations, seminars and workshops in colleges, class presentations etc. An individual preparing for an informative speech has to do deep research over the topic to be presented. It should be short and precise, because long informative speeches become monotonous and audience lose the interest.

- b) **Speaking to Persuade-** Persuasive speeches are those where the speaker tries to persuade or convince the audience about an idea or product. The aim of these speeches to influence the opinions of the audience in the favour of the speaker. The most important point that has to be kept in mind while giving persuasive speech that here the speaker must be confident about the content and present it with confidence and creative manner so the audience get impressed and have faith on the words of the speaker. This can be a difficult task as the speaker might face a group of people who have totally different views from the speaker. Persuasive speeches are often given by sales and marketing people to attract interest in their products. They are also used to influence political and religious views.
- c) **Speaking to Actuate-** Speaking to actuate is a higher level of persuasive speaking style. Here, the speaker goes extreme in terms of persuasion and convincing. The objective is to motivate people enough to take a specific step by step to act. This is a powerful tool of speaking; few people have achieved this level of mastery of the art of persuasion where they convince people by their extreme logics that they move into action. This type of style is the pinnacle of persuasion where the speaker try the level best to influence the audience in favour.
- d) **Speaking to Entertain-** Entertain speech is all for entertainment purposes such as ceremonial speeches usually given at weddings, funerals. Graduation parties, retirement parties etc. To make these speeches effective speaker adds a personal touch to his speech while speaking to the audience. In this speech speaker delivers the personal experience, anecdote, story to make it more effective and interesting. The speech can be humorous, touching or emotional, as per the occasion and the mood. However, one should take utmost care not to hurt feelings by making unhealthy remarks to the audience.

Public speaking is a skill that can be mastered through continuous practice. To give an effective speech, one must first understand the type of speech, the type of audience to be delivered. A good public speaker is one who understands the needs of the audience and is resilience enough to adopt changes that may arise even while delivering the speech.

8.8 OVERCOMING PUBLIC SPEAKING FEAR

Fear of public speaking is a common form of anxiety. A person who is talkative in nature doesn't mean that he is great at public speaking, so it varies from person to person. Many people with this fear avoid public speaking situations altogether, or they suffer through them with shaking hands and a shivering voice. But with preparation and persistence, one can overcome the fear and address the audience effectively. However, there are some techniques to help to overcome the fears of public speaking.

- Organize all the thoughts and materials that helps to become much more relaxed and calmer. Clear and organized thoughts can greatly reduce the speaking anxiety because it increases the concentration on delivering the speech.
- Practice and Prepare extensively for delivering the speech. Rehearse every time before handling the stage, lay down the script but do not memorize every single word instead, have an outline of the speech and speak accordingly
- Keep it natural and the flow of thoughts should have the originality. It helps the speaker to answer any random question thrown by the audience.
- Rehearse in front of the mirror and pay attention to facial expression, gestures, eye contact, body movements and appearance. Use of good effective non-verbal communication helps to gain confidence to deliver the speech gracefully.
- Know your topic so well as nobody can. The better understanding and research of the topic done by an individual helps a lot at the time of expressions.
- Deep breathing concept also helps a lot at the time of public speaking. It is an excellent technique to overcome the anxiety and fear at the time of public speaking.
- Channelise the nervous energy into the positive ones just by the positive approach and outcomes. This helps to build up the confidence and different kind of audience.
- Use the silent technique, at the time of presentation to listen to the query of the audience and answers with an impartial outlook.
- Ignore all the flaws when presenting on the stage. If it happens to forget some points, just ignore the fact and continue delivering the content with effectiveness.
- Always built a connection with the audience so the presentation will be less fretful because of the ease getting from the audience. It can be attained by putting the slightly impersonal tone to make connection with the audience.

8.9 EMOTIONAL INTELLIGENCE- AN INTRODUCTION

Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions. The ability to express and control one's emotion is essential, but so is the ability to comprehend, interpret and respond to other emotions positively. Though Emotional intelligence is affected by genetics but a healthy emotional intelligence can be learned and strengthened. It also fosters sound empathetic qualities among individual and have healthy and energised mind.

Emotional intelligence is a very important skill to survive in the society and to strengthen the social skills. It also refers to the capability of a person to control extreme level of emotions of own as well as others. An adequate knowledge of the concept of Emotional intelligence helps every individual to understand oneself and leads them into the state of self-awareness. The person is aware about the reactions and causes of that to different kind of stimulus. The notion of emotional intelligence consisting of five different components was first introduced

by Daniel Goleman, a psychologist and best-selling author. According to Cherry (2018), the 5 components of EI are- (i) Self-awareness (ii) Self-regulation (iii) Social skills (iv) Empathy (v) Motivation.

Self-awareness-

self-awareness refers to introspection of one's life, that is to have a sense of how one's actions, moods and the emotions of others take effect. It involves to keep a track on all the emotional triggers, as well as being able to identify the emotions correctly. It also includes awareness about one's strength and weaknesses. self-awareness controls the behavioural actions and the reactions to other people.

Self-regulation-

Self-regulation includes being elastic, cope up with changes, and resolving conflict. It also refers to dealing with difficult or tense situations and being aware of how one's actions affect others and take ownership of these actions. The self-regulation helps to maintain trustworthiness, conscientiousness, adaptability and innovation. It also helps to monitor the behaviourism in society. self-regulations help the individual to regulate the self with positive changes that maintain peace and harmony in their life.

Social skills-

People who are emotionally intelligent are able to build trust with other people, and are able to quickly gain respect from the people they meet. Highly emotional intelligent people can easily influence, communicate, manage conflict, lead, build bonds in society that make ease to survive in the society. It also helps in collaboration and cooperation among the people.

Empathy-

Empathy refers to being able to understand how other people are feeling. It means, the people who practise empathy are generous and have deep understanding of human relationship. They act with humility and concern the feeling of others as their own. Empathy leads good understanding, respect individual difference and develop the attitude of growing and excelling together.

Motivation-

Motivation, when considered as a component of Emotional intelligence, refers to intrinsic motivation. Intrinsic motivation means that an individual is driven to meet personal needs and goals by their self, rather than being motivated by external rewards such as money, fame, and recognition etc. This component is action-oriented and driven towards goal. Such drives have a need for achievement and search for ways to improve. Motivation drives helps people to be cheerful and a sense of content to justify their goals.

Emotional Intelligence in Workplace-

A good knowledge of emotional intelligence is a valuable asset in the workplace. In certain environments, employees with high levels of emotional intelligence may be better able to cooperate with others, manage work-related stress, resolve conflicts and improve workplace relationships. It is also helpful for all the jobs as it assists the employees to maintain a balance in interpersonal relationships. In offices diverse people work in same place that vary geographically, culturally, religiously, economically with difference of perception. So, emotional intelligence helps to discard all these diversity and work in coherent and co-operative manner.

8.10 POINTS TO REMEMBER

- Personality does comprise inherent traits though it can be made effective by applying different techniques which demands persistence and hard work.
- Job role is also best defined by the traits of personality like Type-A Director has in-built quality of leadership and fit in the role of leaders like CEO.
- Public speaking helps to build social bondages and strengthen the social relationships as well and has more importance in the field of business.
- The fear of public speaking can easily overcome by the continuous practise of speaking and planning effectively.
- The knowledge of EI helps every individual to have a sound mental health and increases the mutual harmony and a sense of belongingness.
- EI helps to develop a person as a co-operative being and mark themselves as a likeable being among the society.

8.11 GLOSSARY

8.12 CHECK YOUR PROGRESS

Descriptive Type Questions-

- a) Define personality and its characteristics.
- b) List down the essential traits of personality.
- c) Explain types of personality.
- d) What are the different ways to develop personality?
- e) Write a brief note on “public speaking plays an important role in the growth of business”.
- f) Explain the need of studying Emotional Intelligence.
- g) What is the role of Emotional Intelligence in work place?

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UNIT- 9

PRESENTATION SKILLS

9.1 INTRODUCTION

9.2 OBJECTIVES

9.3 PRESENTATION SKILL- AN OVERVIEW

9.4 STYLES OF PRESENTATION

9.5 ROLE OF BODY LANGUAGE AT THE TIME OF PRESENTATION

9.6 VISUAL AIDS FOR PRESENTATION

9.7 WAYS OF PROFESSIONAL PRESENTATION

9.8 HUMAN RELATIONS- AN INTRODUCTION

9.9 CHARACTERISTICS OF HUMAN RELATIONS

9.10 FACTORS AFFECTING HUMAN RELATIONS

9.11 DEVELOP TRUST AND INTEGRITY INTO HUMAN RELATIONS

9.12 POINTS TO REMEMBER

9.13 GLOSSARY

9.14 CHECK YOUR PROGRESS

9.15 BIBLIOGRAPHY/ REFERENCES

9.16 SUGGESTED READINGS

9.1 INTRODUCTION

Presentation skill is a widely used term in the communication. It is a communication tool that is extensively used for delivering effective and engaging subject matter to a variety of audiences. This tool of presentation is globalised in nature and used in extensive areas. Presentation is formal in nature and used for different style of communication to transfer messages across. Generally, Presentation can be defined as the showcasing of matter and facts through verbal and non-verbal communication. It is a very vital tool for the development of business.

In the overall perspective presentation tool is used for showcasing the matter in which presenter influence the audience with their content and approach. The presenter enlightened the audience with new knowledge or give detail explanation of pre-defined knowledge. The presenter and the tools which assist the presenter is the main centre of attraction at the time of presentation. A presenter at the time of presentation applies strategies to make presentation attractive and effective.

The major concern of the presentation skill is to present simplified oral speech of any complex subject in audience-oriented manner. The presenter has the important role which must be diligently followed. To be effective, step-by-step preparation and the method and means of presenting the information should be carefully done.

9.2 OBJECTIVES

After the successful completion of this unit, you will be able to-

- Define the importance of Presentation skills.
- Able to understand the styles of Presentation.
- Learn the rules of Professional Presentation.
- Know the value of Presentation in business communication.
- Develop trust and integrity in human relations.

9.3 PRESENTATION SKILL- AN OVERVIEW

The term Presentation means showcasing or presenting any matter, fact or information which is relevant and true to the audience. The presentation tool should be used aptly with utmost care to deliver the information in an explicit manner. In this skill the presenter must possess the necessary qualities like orating skill, persuasive skill, presence of mind and command over verbal and non-verbal communication.

The primary purpose of the presentation is to transfer ideas or information to an individual or group of entity. The present era which is globalised have greater emphasis on good presentation skills. It plays an important role in both front external and internal of the organisation. The persuasive element is also there where presenter has to influence the customer or clients with presentation strategies.

Presentation skills are way useful in many aspects of work and life. Effective presentations are important in business, sales and marketing, training, teaching, lecturing, and generally using persuasive elements to influence a group of people.

It is not confined to any boundaries and anyone can use presentation as a tool to share ideas and information. This tool becomes more effective when it is assisted with visual aids such as power point presentation, diagrams, model, charts etc.

The present time places great emphasis on good presentation skills. This is because they play an important role in persuading the clients and customers. Internally, management with good presentation skills is better able to communicate the objective and vision of the organization to the employees and externally, dealing with clients and customers to make the business more extensive and profitable.

A good and effective presentation demands a lot of preparation in the part of the presenter. Presenter diligently work to make it more interactive, interesting and relevant. Explicit planning is needed to make it engaging and a presenter has to research about the content deeply and gather all the relevant facts to be delivered to the audience. The content of presentation should always be up to the mark and it must be derived from some authentic source otherwise the presenter will be responsible for disseminating the false information. so, the presentation must be bound with the rule of relevancy.

Presentation skill demands some sort of things to make it effective like command over communication skill, self-confidence, Problem-solving attitude, presence of mind, audience handling and familiarity with technologies which assist at the time of presentation. Keeping all things in mind while delivering presentation helps the presenter to hold the audience interest and fulfill the objectives of presentation.

It is the smartest tool where the presenter, present in different ways according to the nature and circumstances. It is sometime a planned-long presentation, impromptu presentation and well-rehearsed presentation. Presentation is not all about the business exchange it is used for different occasion and reasons, such as

- Educational or training session in school and colleges via presentations.
- Impromptu or short presentation to engage the audience.
- Planned presentation to explain a specific plan or dealings internally and externally.
- Presentation to motivate young or ignited minds in form of training sessions.
- Sessions to counsel the personnel personally and professionally.
- Speeches at weddings and eulogies at funerals also comes under presentation.

9.4 STYLES OF PRESENTATION

Style of presentation means; in what way you give your presentation orally. When delivering public presentations there are many different styles or ways in which you can give your presentation. some of the general styles of presentation are:

- Coach style
- Storytelling style
- Free form style
- Visual style
- Instructor style

[1] Coach Style-

Coach-style of presentation is true to its name as in this style of presentation the presenter is ready to coach or guide the audience in full of enthusiastic manner. The speaker of this style is full of vigour and passion while presenting and detail the bigger picture of the content of presentation. The presenter coach the audience with different subject matter by role-play method and listener attention. This style is interactive in nature and the presenter tries his best to make a connection with the audience. This presentation style works best if the presenter doesn't get too deep and initiate a productive idea. The speaker generally explains the overall idea in bigger frame rather than the details of a specific idea. Some of the characteristics of coach styles are as follows:

- Often used by the motivational speaker.
- Audience engagement level is high.
- Helpful in initiating a bigger idea without going in much detail.
- Presenter is more active and passionate to deliver.
- Role-playing method is frequently used.

[2] Storytelling Style-

Storytelling style of presentation is quite flexible in nature. In this type of presentation, presenter delivers to the audience with the help of short-stories, anecdotes and illustrations. The speaker connects to the audience by empathizing speech and shares the subjective experience. It is a great way to entertain the audience till the end of the presentation. The speaker established a personalised connect to the audience and shares the real and enlightening stories. Some of the characteristics of story-telling styles are as follows:

- Idea of the presentation, explained by story-telling method.
- Empathize the audience to connect.
- Theoretical subject matter is explained via this method.
- It creates long-term understanding.
- Questions/Answers session takes place at the last of presentation.

[3] Free form style-

Free Form presentation style is alike impromptu speech where the speaker is not rehearsed and deliver according to his knowledge and life-experiences. Freeform style is direct and unrehearsed. speaker present the matter without any assistant of visual aid because it flows naturally. This presentation style is raw but the presenter holds a very deep knowledge about the delivering matter. Some of the characteristics of story-telling styles are as follows:

- Presentation is unrehearsed and unplanned.
- Explanation with the help of stories and humour.
- Brief and to the point presentation.

- Based on personal experiences and illustrations.
- Helps in reinforcement at personal and professional level.

[4] Visual Style-

visual style of presentation is minimal in text and tends to use bold, colourful visuals to support their presentation. The speaker depends a lot on visuals to explain like charts, diagrams, model and slides for better explanation of the subject. In this style the presenter believes that visuals compliment the explanation and make it more engaging. It is important for the presenter to style the presentation in adequate manner so a balance is maintained between display of visuals and speaking. Some of the characteristics of visual styles are as follows:

- Display of visuals is in large quantity with styles.
- Helpful when speaking to a large audience with broad interests.
- It is time consuming.
- Abstract thoughts with concrete visuals explained well.
- Presenter delivers confidently via visuals.

[5] Instructor style-

Instructor style of presentation are usually used to detail the subject which demands step-by-step explanation. This style is suitable for understanding the complex subject in simpler form with the presentation. The presenter delivers the presentation in a well-knitted form so it sounds engaging to the audience. Complex matter breakdowns into a logical sequence to be present with facts and figures. It helps as a foundation block in which subject matter is detailed and presented in logical style. Presenter, delivers by giving instructions with practical approach. Some of the characteristics of Instructor styles are as follows:

- Used for complex teachings.
- Used by teachers, teacher educators, management trainers to train internally and externally.
- Information is presented in instructional form.
- Helpful in delivering practical concepts.
- Learning by doing concept is followed.

[6] Connector style-

Connector style as the name suggests, is used to establish connection with audience. The main objective of this style of presentation is to engage audience by various interesting presentation strategies. The speaker meticulously planned activities such that audience can relate and the session become more interactive. Activities such as Q/A, role play, situation-based reaction etc are the ways that help in maintaining connection between the presenter and listener. Some of the characteristics of Connector styles are as follows

- Employ the interactive activities to make audience engaging.
- Helpful to get instant feedback.
- Flexible to mould according to the situation.
- Approach is problem-solving.
- Helpful for sales presentation to influence clients and customers.

9.5 *ROLE OF BODY LANGUAGE AT THE TIME OF PRESENTATION*

Body language is a part of non-verbal communication which compliments the oral communication in many ways. It is the combination of body movements, facial expressions, gestures and feelings. This is an essential part of communication which assist to make it effective and engaging. The role of body language is important while giving a presentation as it holds the power to make presentation dull, static, dynamic and engaging one. Body language is a way important when the presenter is the centre of attraction and all eyes are evaluating the performance. Presenter's strong, positive body language becomes an essential tool helps to build relevancy, expressions, and connection with listeners. It also helps the listeners to focus more intently on the speaker. Keys to be followed for the appropriate body language at the time of presentation:

- Smile is the most powerful tool to catch the attention of anyone. Presenter must have a gentle smile on face while presenting, so that the audience can feel a positive connection.
- An Appropriate posture is much needed to deliver a presentation with confident and grace. slouching while speaking makes less confident and meager as well as not appealing to the audience. A good straight back seems welcoming to the audience and make the presentation interactive.
- Positioning at the stage while delivering must be taken care, like walking at the stage should be enthusiastic not overenergetic, legs should not be crossed at the time of standing and there should be a decent gap while standing
- Moving around the stage can help a speaker make presentations dynamic, refresh speech, and make information easier to understand.
- Gestures must be open and generous so the audience to make them feel connected with the presenter. Apt use of hand movements to stress on some important matter. Broad gestures are relatable while semi-gestures are inexpressive and hard to notice.
- Eyes are the index of mind so speaker ensure generosity while delivering. Presenter must maintain proper eye contact to the audience.

- The tone, pitch of the voice should be moderate or change accordingly to the subject matter. A good presenter should know the voice modulation techniques to escape from dull, boring and plain presentation.
- Attire of the presenter also communicates the intentions of presenting. Formal attire is primary as it employs the seriousness of the presenter. Formal attire should be simple and subtle, avoid vibrant colours.
- Facial expression is an important aspect to know about the credibility and sincerity of the presenter and the presenter's facial expression must match with the narration. An excitement of sharing the content and concern for the audience should be present in the speaker's face.

9.6 VISUAL AIDS FOR PRESENTATION

A good and effective presentation comes with the needed assistance to make presentation interactive and understandable. It reinforces and helps in clarifying the objectives. Appropriate visual aids create a sense of consistency and balance, and inspire a greater level confidence in the legitimacy of the information. Selection of visual aid should be done with utmost care and concern for the audience and to the information being presented. The subject matter of the presentation majorly falls in two categories:

- **Statistical:** To explain the audience financial data, use pie charts, line charts and bar charts.
- **Illustrative:** To explain the audience any Abstract thoughts, idea or concept, use pictures, charts, diagrams, model, etc.

Visual aids enhance the presentations- they increase the audience's understanding of the topic, explain points, make an impact and create enthusiastic impact. They are chosen depending on their purposes:

- Summarise the detailed presentation.
- Helpful to understand the complex subject in simpler form.
- Clarify and give illustration.
- Create more of an impact, for example, if presentation is on the health risks of obesity, it may show images of the effects of obesity on the body rather than describing this.
- Emphasise and show relevant facts in the support of presenting.
- Make a point highlighted to store in long term memory.
- Enhance your credibility and authenticity.
- Engage the audience and maintain their interest.
- Make it easy for the audience to understand the matter clearly.

9.7 WAYS OF PROFESSIONAL PRESENTATION

Professional presentation is formal and structured in nature. The presentation delivered to the audience in a standardised manner. There are many ways to make a professional presentation effective and interesting:

- Presenter should come on the stage for presentation with research, planning, preparation and rehearsals.
- Design the presentation in a sequential way so that it would be easy to understand for the audience.
- Accumulation of subject-matter of the presentation should be done through thorough research and authentic sources.
- Introduction of the presentation should be welcoming to the dignitaries and audience.
- A good presentation should be divided into three parts: (i) Introduction of the presentation in which presenter explains the idea and objective of the presentation. (ii) Main body of the presentation explains the whole content in an interactive manner. (iii) Last part of the presentation is conclusion in which the presenter summarises the topic and it is followed by Question/Answer session.
- Speaker should take care of non-verbal signs at the time of presentation, body language compliments the content of the presenter.
- A good presentation must be assisted with visual aids according to the age, mental level and experience of the listeners.
- Use of multi-medias for detailed explanation that also holds the interest of audience.
- Use voice modulation technique to present so the presentation will be dynamic and engaging.
- Engage the audience by asking random questions and resolve their doubts from time to time.
- Concern about the pronunciation, pitch and tone of the voice is needed.

9.8 HUMAN RELATIONS- AN INTRODUCTION

Human relations mean interpersonal communication between people particularly in a workplace or professional setting. The study of Human relations analyses the human behaviour, prevention strategies and resolutions of behavioural problems. It covers all the broad factors related to human behaviour in personal and workplace. Generally, the study of human relations is used in the context of social setup while employee relations refer to the organizational setup. The relations of organizational setup are quite complex and vary from person to person as people come from different walks of life and having different social, economic, cultural, psychological background. The proper understanding of human relations

in organisations ensures that both employees and organisations mutually cooperate to achieve high performance standard in the society.

“Human relations are the integration of people into a work situation that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction”– Keith Devis.

Analyzing the concept of human-relations, it is cleared that:

- Human relations training is an integral process through which an employee's attitude and behaviour are defined positively to make work atmosphere smoother.
- It also seeks to make working environment less impersonal.
- Group solidarity and individual participation increased by the human relations programmes.
- Understanding the human-behaviour and human psychology.
- It also ensures to respect every individual's behaviour.
- It prevents conflict and resolve behavioural problems.

9.9 CHARACTERISTICS OF HUMAN RELATIONS

- It helps to increase the coordination among the employees of enterprise. Under this thought, all the best efforts are made to eliminate the difference and mutual problems among the personnel.
- Human relations thought brings the unity and equality in the enterprise. The feeling of voluntary work develops among employees.
- Employee feels belongingness for the organisation and works hard to achieve the interests of the organisation.
- It also emphasises upon the satisfaction of psychological and social needs of the personnel. Employee’s sound mental equilibrium helps them to balance personal and professional life.
- Supporting incentives increase workers morale which increase the productivity of the organisation.
- It helps to satisfy the three basic needs of living i.e. social, psychological and economical needs.
- Integration of thoughts while respecting the individual difference.
- Approach for living, turn to be optimistic.
- Value the independent thoughts and power to present and execute.
- Learn to value the work ethics.

- Effective human relations are the very foundation of teamwork. Human relations, when applied in a positive and supportive environment, can help increase an organization's efficiency.⁸

9.10 FACTORS AFFECTING HUMAN RELATIONS

Good human relations are like a seedling that will later on bloom like a tree with branches that shades the enterprise. It needs to be cared, loved, nourished, watered and above all nurtured. But if this is not the case then human relations will be gone through negative traits, tendencies and attitudes of mind. In a nutshell factors affecting good human relations are:

- Diversified culture and difference of perceptions affects human relations.
- Tendency to despise hate others point of opinion.
- Overpowered Ego which makes people narrow minded and obstinate on their point and discards others input.
- Less flexible in co-operating with others.
- A sense of supremacy or to be bossy every time in facilitating ongoing activities.
- Selective listening hampers the human relations brutally.
- Lack of sense of belongingness to the enterprise ruin the working atmosphere.
- No co-ordination leads to unstrengthening team efforts that affect the productivity of the organisation.
- Lack of communication skill affects the growth of human relations.
- Unhealthy competitive environment also affects the human relationships and bridge a gap that is hard to cover.

9.11 DEVELOP TRUST AND INTEGRITY INTO HUMAN RELATIONS

Trust and integrity are the most essential components that encompasses the human relations worthy. To develop trust and integrity in human relations several efforts to be made by every being in the enterprise to work coherently. Trust and integrity are interconnected concepts that should be employed among the personnel by following these steps:

- Be true to your word, this would develop a person as trustworthy and co-operative being.
- Communicating effectively is another thing that increase integration among employees as well there is no room of confusion and misunderstanding because of excellent exchange of communication.
- Showing vulnerability strengthen the team efforts.
- A Piece of appreciation uplift anyone's mood in no time. It is helpful in maintaining cordial relationships and integrity among employees to resolve their all sort of issues.

- Use of grapevine communication in a balanced manner can be helpful for building trust and integrity in an enterprise.
- Group Activity, time to time feedback, counselling sessions, suggestion boxes are some methods that could definitely be used for incorporating harmony, so that people rely their surroundings and work in an efficient manner.
- Practice what you preach. You can't earn respect without giving it to others first. Don't interrupt, and don't invalidate others' feelings. Practice active listening and art of reverting.
- Resolve conflict. Let employees have a safe and non-judgmental way to express problems. Co-workers in authentic relationships need to know that somebody is listening to their needs and concerns.
- Practise courtesy in communication builds integrity among people.
- Empathetic listening is also an important concept to improve human relations trust and integrity.

9.12 POINTS TO REMEMBER

- Presentation is a tool that is frequently used in business to develop their reach nationally or Internationally.
- The presentation skill is most influential skill where a speaker his tries best to persuade the audience by the pre-planned and rehearsed contents.
- The role of body language is the utmost important part of a good and effective presentation where presenter uses appropriate body language for presentation.
- Selection of style of presentation should be according to the subject-matter, audience needs, age, mental level and experiences.
- To make presentation effective appropriate visual aids must be used so the presenter feels more confident and error free while presenting.
- To give a sound professional presentation, speaker must organise the presentation in a sequential manner. speaker must research about the content to be present from authentic sources and planned and rehearsed in coherent manner.
- The study of Human relations helps to develop moral ethics in behavioural terms so that the organisation's efficiency becomes better.
- Enterprises time to time must initiate some sort of activities so that the employees trust and integrity increases and sustain the healthy working environment.

- Tendency to boss, narrow mindedness, selective listening and individual differences of social, cultural and economic affects the human-relations.
- Presentation skill has a well-knit concept like active communication, active listening, concrete content and relations between presenter and audience so harmony with learning spreads all over.

9.13 GLOSSARY

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9.14 CHECK YOUR PROGRESS

Descriptive type questions-

- a) Explain presentation skill.
- b) What are the styles of presentation?
- c) List five ways to give an effective professional presentation.
- d) Explain the need of study human-relations.
- e) How human-relations affects and the ways to make them effective.
- f) Explain the relevancy of presentation tool in this modern era.
- g) Write a brief note on " Visual aids assist the presentation".
- h) what should be kept in mind while selecting the style of presentation?

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9.16 SUGGESTED READINGS

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UNIT- 10

HABITS- GUIDING PRINCIPLES

10.1 INTRODUCTION

10.2 OBJECTIVES

10.3 HABITS- AN OVERVIEW

10.4 HABITS CYCLE

10.5 BREAKING BAD HABITS

10.6 PRODUCTIVITY AND PERSONAL GROWTH

10.7 HABITS FOR SUCCESS

10.8 POINTS TO REMEMBER

10.9 GLOSSARY

10.10 CHECK YOUR PROGRESS

10.11 BIBLIOGRAPHY/ REFERENCES

10.12 SUGGESTED READINGS

10.1 INTRODUCTION

The word habit refers to a routine behavior of any person. Normally it is repeated subconsciously and in a regular manner. Every person has some habits that normally affect their life. The behavior of any person is influenced by their habit. People are normally recognized and remembered or criticized for their behavior and the behavior is generally an outcome of their habit. The basic definition of habit is something that we do regularly.

Though habits can be good or bad, it is developed normally from our childhood to adulthood. Here in this unit, we will discuss about habits and how to change some habits which are not accepted in society or in any organization. Alternatively, we can say that we need to develop good habits that can help us in getting or achieving success in life. Changing habit is not a very easy task as it is normally carried out subconsciously.

10.2 OBJECTIVES

After the successful completion of this unit, you will be able to-

- Understand the importance of good habits.
- Improve our habit and come out from bad habits.
- Easily explain habit cycle.
- Improve our productivity and success.

10.3 HABITS- AN OVERVIEW

The definition of habit is something that we do regularly as a routine almost throughout our lives. In other words, we can say it is a regular practice of any person. Regular exercise and doing yoga every morning and brushing our teeth every morning and every night is an example of a good habit. A habit, which may be a part of any activity of human being, that ranges from eating and sleeping to talking and reacting. Normally habit is developed from our childhood through reinforcement and repetition.

The American Journal of Psychology defines a "habit, from the standpoint of psychology, as a more or less fixed way of thinking, willing, or feeling acquired through previous repetition of a mental experience. It is a settled or regular tendency or practice, especially one that is hard to give up".

Identifying Good Habits-

Good habits are fundamental to becoming successful in life. A behavior that is beneficial to one's physical or mental health, often linked to a high level of discipline and self-control. Good habits are often recognized when we are getting the results we want from a certain aspect of our life. Developing a new habit can take a long time. Here are some tips that help us to identify and develop good habits in our own.

- Focus on one habit at a time. Forming a new habit is a lot of work and takes considerable time for it to become automatic. Trying to take on too many changes at once can overwhelm (overpower) us. Start with one, even a small one, before moving on to another.
- Gradually work up to it. It will take time and willpower to keep up with it every day in the beginning. For example, if our goal is to be organized at work, we won't be able to be instantly organized every day. There will be days we slip and leave an unorganized mess on our desk. Just keep at it until it becomes a habit.
- Build the good habit into our routine of regular habits. For example, if we want to start taking vitamins every day, put the bottle in our coffee cup so whenever we grab our mug for coffee in the morning, we can take our vitamin as well.
- Get an accountability partner. In our business, we probably have someone to stay accountable to that keeps us on track. The same is true when trying to create a good

habit. Trying to change on our own can be difficult but if we have someone who can do it with us or keep us motivated, we are more likely to continue doing it.

- Give time to develop self-discipline. Developing good, positive habits helps us to reach our goals. Interestingly, we follow this routine every day without thinking twice. Our unconscious daily habits create room for our brain to perform more advanced activities like problem-solving and choosing what book to read.

Everyone has habits, and several of those habits are activated every day. Here are three groups in which these habits are classified.

- Habits that we hardly notice as they have become a major part of our life, such as brushing teeth or getting well dressed.
- Good habits to have, to be more successful, like eating healthy, exercising, and reading good books.
- Habits those are harmful, like procrastinating, smoking, or overeating.
- It is important to focus on good habits to have and cultivate in our daily routine.

Identifying Bad Habits-

A bad habit is an undesirable behavior pattern. From nail biting to being perpetually late, we all have little behavioural patterns that we could definitely live without. Being human is often used as an excuse, but we are here to argue that human self-awareness and resilience is also the best defense against unhealthy and unwanted habits.

Other bad habits include procrastination, fidgeting (be restless) and overspending. Again, it is important to identify the essence of willpower when addressing these repeated routines. If someone has no willpower to control a pattern of behavior, then it becomes reassessed as an addiction or mental illness. It is important to distinguish a bad habit from an addiction or mental illness, as there are a number of factors that differentiate them. The fact is that bad habits are bad for us and this affects mentally, physically, emotionally and even socially in some cases, while some bad habits are harder to quit.

Everybody has bad habits. This is true that, some of us have more bad habits than others, but we all have them. Most of us also wish we could quit those bad habits. It is hard at first to see and admit bad habits. Like eating out too much or not spending enough time being active or just being outside. They do not seem so bad at first. Bad habits waste money, strength and time.

10.4 HABITS CYCLE

Though habit is developed from our childhood and we do it regularly in our life, here we will discuss how habits developed or the science how habit works. This entirely depends on building process of our habit. So, let us discuss about building process of habit.

The process of building a habit normally has four stages cue, craving, response, and reward. This four-step pattern is the backbone of every habit and our brain runs through these steps in the same order each time. Let us break it down into fundamental parts that can help us to understand what habit is, how it works and how this can be to improved.

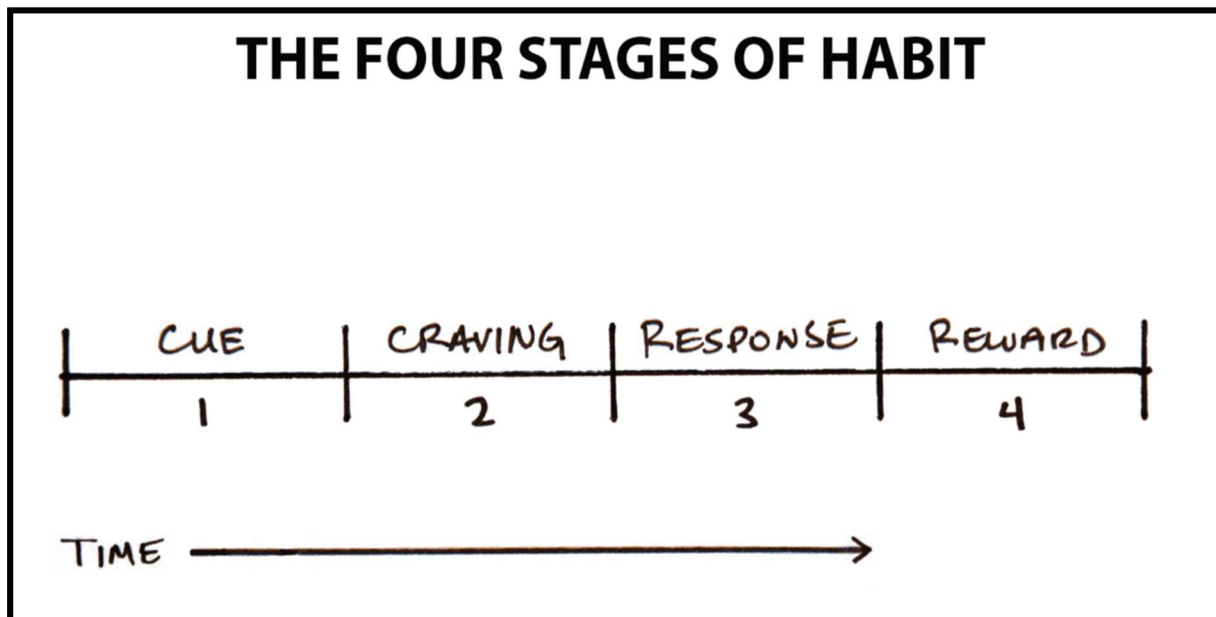


Figure 10.1 Stages of Habits

Cue is the first stage. Cue means the signal, the sign or the indication. The cue activates our brain to initiate actions. It is a bit of information that predicts a reward. Our prehistoric ancestors were paying attention to cues that signalled the location of primary rewards like food, water and shelter. Today, we spend most of our time learning cues that predict secondary rewards like money and fame, power and status, praise and approval, love and friendship, or a sense of personal satisfaction. Of course, these pursuits also indirectly improve our odds of survival and reproduction, which is the deeper motive behind everything we do.

Our mind is continuously analyzing our internal and external environment for hints of where rewards are located. Because the cue is the first indication that we are close to a reward, it naturally leads to a craving.

Cravings are the second step of the habit loop, and they are the motivational force behind every habit. Without some level of motivation or desire, without craving a change, we have no reason to act. What we crave is not the habit itself but the change in state it delivers. We do not crave smoking a cigarette, we crave the feeling of relief it provides. We are not motivated by brushing our teeth but rather by the feeling of a clean mouth. We do not want to

turn on the television, we want to be entertained. Every craving is linked to a desire to change our internal state.

Cravings differ from person to person. In theory, any piece of information could trigger a craving, but in practice, people are not motivated by the same cues. For a gambler, the sound of slot machines can be a potent trigger that sparks an intense wave of desire. For someone who rarely gambles, the jingles and chimes of the casino are just background noise. Cues are meaningless until they are interpreted. The thoughts, feelings, and emotions of the observer are what transform a cue into a craving.

Response is the third step. The response is the actual habit we perform, which can take the form of a thought or an action. Whether a response occurs depends on how motivated we are and how much friction is associated with the behavior. If a particular action requires more physical or mental effort than we are willing to expend, then we won't do it. Our response also depends on our ability. It sounds simple, but a habit can occur only if we are capable of doing it. If we want to put in a basketball but cannot jump high enough to reach the ring, we are out of luck.

Rewards are the end goal of every habit. The cue is about noticing the reward. The craving is about wanting the reward. The response is about obtaining the reward. We chase rewards because they serve two purposes, first they satisfy us and second, they teach us.

The first purpose of rewards is to satisfy our craving. Rewards provide benefits on their own. Food and water deliver the energy we need to survive. Getting a promotion brings more money and respect. Getting in shape improves our health and our dating prospects. But the more immediate benefit is that rewards satisfy our craving to eat or to gain status or to win approval. At least for a moment, rewards deliver contentment and relief from craving.

Second, rewards teach us which actions are worth remembering in the future. Our brain is a reward detector. As we go about our life, our sensory nervous system is continuously monitoring which actions satisfy our desires and deliver pleasure. Feelings of pleasure and disappointment are part of the feedback mechanism that helps our brain distinguish useful actions from useless ones. Rewards close the feedback loop and complete the habit cycle.

If a behavior is insufficient in any of the four stages, it will not become a habit. Eliminate the cue and our habit will never start. Reduce the craving and we won't experience enough motivation to act. Make the behavior difficult and we won't be able to do it. Even if the reward fails to satisfy our desire, we will have no reason to do it again in the future. Without the first three steps, a behavior will not occur. Without all four, a behavior will not be repeated.

10.5 BREAKING BAD HABITS

Habits can either benefit or hurt the goals a person sets for themselves. There are a number of habits possessed by individuals that can be classified as nervous habits. These include nail-biting, stammering, sniffing, and banging the head. They are known as symptoms of an emotional state and are generally based upon conditions of anxiety, insecurity, inferiority and tension. These habits are often formed at a young age and may be because of a need for attention. When trying to overcome a nervous habit it is important to resolve the cause of the nervous as nervousness causes anxiety. Anxiety is a disorder known for excessive and unexpected worry that negatively impacts an individual's daily life, and routines.

Many techniques exist for removing established bad habits, for example withdrawal of reinforces. Identifying and removing factors that trigger and reinforce the habit. Recognizing and eliminating bad habits as soon as possible is advised. Habit elimination becomes more difficult with age because repetitions reinforce habits cumulatively over the lifespan. According to Charles Duhigg, there is a loop that includes a cue, routine and reward for every habit. An example of a habit loop is TV program ends (cue), go to the fridge (routine), and eat a snack (reward). The key to changing habits is to identify our cue and modify our routine and reward.

The sooner one recognizes these bad habits, the easier it is to fix them. Rather than merely attempting to eliminate a bad habit, it may be more productive to seek to replace it with a healthier coping mechanism.

A key factor in distinguishing a bad habit from an addiction or mental disease is willpower. If a person can easily control over the behavior, then it is a habit. Good intentions can override the negative effect of bad habits, but their effect seems to be independent and additive—the bad habits remain, but are subdued rather than cancelled.

Zeigarnik Effect for Breaking Bad Habits-

The Zeigarnik effect is a psychological phenomenon describing a tendency to remember interrupted or incomplete tasks or events more easily than tasks that have been completed. This phenomenon was first noticed in the early 1900s and has been reproduced in a number of studies. One way to overcome the bad habit of procrastination is to put the Zeigarnik effect to work.

The Zeigarnik effect was named after its founder, Russian psychiatrist and psychologist Bluma Wulfovna Zeigarnik. While dining at a restaurant in the 1920s, Zeigarnik noticed waiters were able to keep track of complex orders and unpaid meals, but once the orders were filled and paid for, the waiters were unable to recall detailed information about the orders. Intrigued, she decided to study the phenomenon via a series of experiments in her lab.

In one of her experiments, she asked a group of 138 children to complete a series of simple tasks, puzzles, and arithmetic problems. She allowed the children to complete half of the tasks and interrupted them during the remaining tasks. She investigated their recall after an hour's delay and discovered 110 of the 138 children had better recall for the interrupted tasks than the completed tasks. In a related experiment involving adults, the participants were able to recall unfinished tasks 90% better than completed tasks.

The Zeigarnik effect has since been studied by many other researchers, with some able to replicate Zeigarnik's findings and others unable to do so. Several models have been proposed to explain the effect. Some theories mention the cognitive tension that arises from having an unfinished task and the need to keep the task in mind in order to eventually complete it and release this internal tension.

Studies indicate other factors such as motivation, reward expectancy, time of interruption and the achievability of the required task may have a significant impact on the strength of the Zeigarnik effect.

Application of Zeigarnik Effect-

The Zeigarnik effect is employed in many aspects of modern culture. It may differ slightly by industry, but the fundamental principles remain the same:

- Initiate or draw attention to an interest-arousing event.
- Allow people to participate in some way.
- Terminate the event prematurely to create cognitive tension.
- Invite participants to return for the resolution.

Common applications of the concept include:

- Generating effective headlines or teasers in the news industry
- Creating attention-grabbing trailers in the movie industry
- Using cliffhangers (An ending or stopping point calculated to leave a story unresolved, in order to create suspense) in the production of serialized books or television shows
- Designing multiple and interrelated quests in the gaming industry
- Creating click-inducing ads to promote online sales

Here we will discuss some of its effect in details.

a. The Zeigarnik effect for personal use:

Many people experience the disturbing thoughts that come with an unfinished or interrupted task. However, there are many personal benefits to be achieved if people learn to use these thoughts effectively and the internal desire to get the job done.

People who are prone to procrastination may learn the importance of starting tasks early or of simply starting anywhere they can. The cognitive tension associated with the Zeigarnik effect

will help to pull these individuals back to work until the job is completed on time. Productivity may also be increased for individuals who work promptly but have problems with multitasking. A thorough understanding of the cognitive intrusion associated to uncompleted tasks will help workers to understand that each new task is essentially an interruption of what was previously being done. Workers may be therefore motivated to set reasonable limits on the amount of multitasking they do, thereby increasing work performance while reducing cognitive overload and frustration.

Students may also take advantage of the Zeigarnik in their studies. By designing study sessions with appropriate breaks involving unrelated activities, students are likely to experience more disturbing thoughts about the topics they cover and may be better able to reflect on and consolidate these thoughts. A prolonged study period without breaks is typically less effective for information recall.

b. The Zeigarnik effect in mental health

The Zeigarnik effect can play an important role in any person's mental condition. Incomplete tasks, particularly those with negative consequences, often lead to frequent and stressful intrusive thoughts. These thoughts can reduce sleep, increase anxiety and further reduce a person's mental and emotional resources, which may lead to maladaptive behaviours.

On the other hand, Zeigarnik effect can promote mental well-being by motivating an individual to complete their tasks well in time, develop better habits as well as resolve lingering issues. The successful completion of assigned tasks can provide a sense of accomplishment that boosts self-confidence and self-esteem. The development of productive work and study habits can also contribute to a personal sense of maturity and self-growth. Additionally, a person who can find closure for stress-inducing events will likely experience a long-term positive impact on psychological well-being.

10.6 PRODUCTIVITY AND PERSONAL GROWTH

Productivity describes the measures of the efficiency of production. Productivity is important to individuals (workers and consumers), business leaders, and analysts (such as policymakers and government statisticians). Often, a productivity measure is expressed as the ratio of an aggregate output to a single input or an aggregate input used in a production process, i. e. output per unit of input, typically over a specific period of time. Most common example is the labour productivity measure. There are many different definitions of productivity and the choice among them depends on the purpose of the productivity measurement and/or data availability. The key source of difference between various productivity measures is also usually related directly or indirectly to how the outputs and the inputs are aggregated into scalars to obtain such a ratio-type measure of productivity. There are two types of productivity:

Workforce productivity: The total amount of goods and services workers produces in a certain period.

Personal productivity: The relevant output of an individual in a certain period.

We do not control the former but we have 100% control over the latter. Hence, if a person, wants to improve collective productivity, one must improve personal productivity. The benefits of increasing our productivity are clear: When we work on the right things, we will get more and better results. That is how we realize growth. Here are three additional benefits of improved productivity:

- **Innovation:** The pace of change has substantially increased in the 21st century. Technology has increased our productivity. But the reverse is also true; our increased productivity leads to more innovation and new technology. The more productive we become, the more we can innovate.
- **Self-confidence:** We will be more self-confident when we achieve something as per our desire. The more productive we are, the more competencies we can develop. Hence, the more confident we will become.
- **Higher engagement:** The more we involve in our work that shows our passion towards our work and the productivity can be increased. In other words productivity can be increased with higher levels of work engagement.

Personal growth and success mean something different for everyone, but there are some basic habits that we can adapt to our own life to ensure about continue to grow. By creating a personal growth plan, we can prepare ourselves to tackle any obstacle in the way of our goals. There are several ways to create our personal growth plan.

- a) **Identify the aim-** The first step in developing a personal growth plan is thinking about what we really want. Once we have a clear outcome in mind for our personal growth, we must think about the reasons behind the goal. At first glance, we may think it is just because we want to feel better about ourselves and we are trying to find ways to build ourselves up.
- b) **Find our Obstacles or Opportunity-** Many people see challenges as obstacles that are keeping them away from their personal growth, but in reality, they are actually opportunities. Take a look at what we perceive as roadblocks on our path and see how we can either remove them or reframe and use them to get us closer to our objectives.
- c) **Get the tools and coaching we need-** It is okay to accept that we cannot create a personal growth plan all on our own. Many of the world's most successful people turn to external tools and strategies when they embark on their path to personal growth.
- d) **Make a clear plan-** There is more to personal growth than simply setting goals and then working hard to achieve them. Many of us suffer from inner conflicts that lead to

self-sabotage. We must first unlock these conflicts and get ourselves into alignment before we can take the next step toward our personal growth goals. Once we are aligned, we will find ourselves taking action that leads to success.

- e) **Keep track of personal growth-** Keeping track of our personal growth plan in our head is difficult and it is easy to make slight changes and adjustments that keep us from achieving our goals. When we write it down, we have visual proof of our original plan and we can review it. Writing down our plan and tracking our progress also helps us to increase focus and limit distractions.

10.7 HABITS FOR SUCCESS

Here, we will discuss some good habits to have to be more successful in life.

- a) **Start Day with Meditation-** Meditation in the early morning is always beneficial. This practice helps us to place ourselves in the present moment. Consequently, it enables us to be mindful of challenging situations during the day. Meditation helps us to remain calm before taking on the challenges in our daily life. This helps us to devise strategies and think about ideas. Meditation is a good habit to develop if we want to be connected to what is significant in our life.

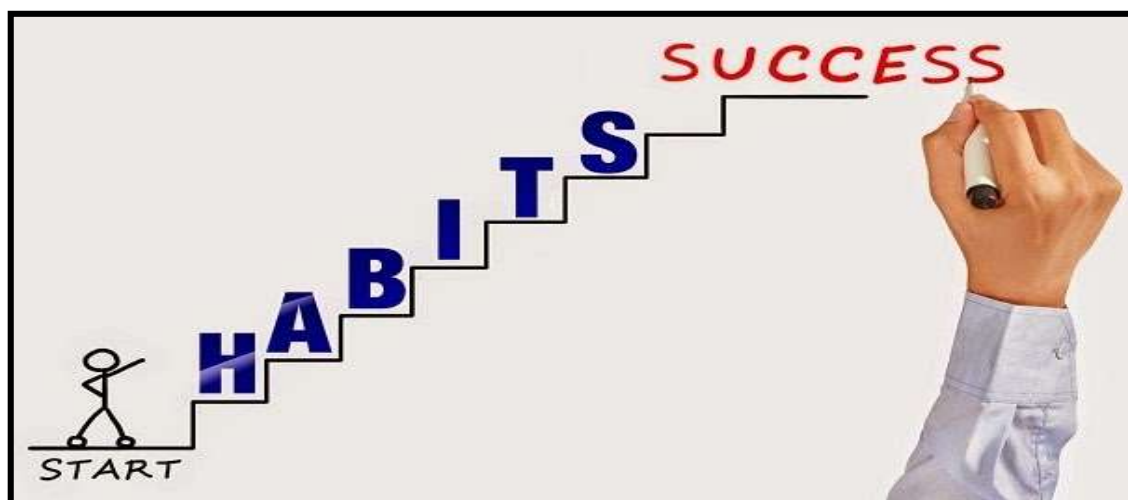


Figure 10.2 Habits for Success

- b) **Smile-** A smile is a good habit to have if we want to find spiritual, emotional, and mental peace of mind. Smiling induces the release of molecules that function towards fighting stress. The physiological state of our body determines the state of our mind. When we slouch or frown, our mind takes cues relating to unhappiness and depression. However, once we adjust ourselves by putting on a smile, we begin to feel a new level of excitement and vibrancy.
- c) **Healthy Breakfast-** Starting our day with a healthy breakfast and within a schedule time is a good habit to have and forms a crucial part of our life. If we want to become more successful, we need to “break our fast” with healthy foods every morning. This

habit is not difficult to form if we usually rush out the door every single morning. We can wake up earlier to fix ourselves a meal so we do not break down during the day.

- d) **Regular Exercise-** To keep ourselves healthy we need to do exercise on a daily basis. One of the good habits to have is to exercise our body and muscles on a daily basis. We do not have to run a marathon or lift tons of weights. This exercise can be of any form Jogging, Yoga, swimming etc. depending on permissible age we need to do it on a regular basis. We need to engage in activities that oxygenate the blood in our body. So, it is advisable to do regular exercise and at least for half an hour every day.
- e) **Manage Time-** Another good habit is the act of managing our time effectively. This goes a long way toward impacting our achievement. Time management is what separates the successful one from the rest of the world as we all possess the same amount of time. How we leverage time determines our potential to succeed in life.
- f) **Set Goals with Intentions-** Everyone has to set goals, whether they relate to business or personal life. The truth is we are all tending towards a particular direction. Nevertheless, while long-term goals can offer us direction, it is our daily goals that help us to develop short-term goals that are essential for our success. Long-term goals may not give us the motivation we need to keep on, but when we implement our short-term milestones daily, we become fired up and we can overcome the challenges that come with taking on bigger tasks.
- g) **Save Steadily, Invest with All Prudence-** We must invest our funds and be wise with them. If we pay attention to this now, we will set ourselves up for a life of success in the future. Ensure we save at least six months in our emergency account so we can be prepared for any future emergency.
- h) **Budget and Track Spending-** Budgeting is a good habit and it can impact our financial life significantly. The money we spend on extravagant lifestyles can be saved and invested in our future instead. It is easy to discard little expenses, but the truth is they always add up. This happens when we fail to budget. So, it is always better to budget our expenses.

The main challenge with forming good habits is to be disciplined. To be persistent and work on them every day until they form part of our daily routine is no easy task. That is basically what differentiates successful people from the rest. Our degree of success is strongly tied to how disciplined we are with our habits. Luck can only find us if we are there every day on the window display.

However, there are a few important tricks that can smooth our way. Starting small is always good advice. Both in the quantity of new habits we want to form and in the quantity in which we can measure each habit. We should not try to form more than 3 new habits at the same time. On the other hand, when possible, always try to use quantities that can help us

accomplish little specific goals. For example, “50 push-ups”, “read 10 pages”, “write 1 page”, “eat a fruit”, “meditate 5 minutes”, etc.

Finding a good time spot in our daily schedule for each one of them will also help. As explained above with the morning routine example, scheduling habits tends to work very well with stacking them continuously. When we are in the habit of doing 2 or 3 things in a row, it becomes easier to add a 4th one after them.

10.8 POINTS TO REMEMBER

- **Habit** refers to a routine behavior of any person.
- **Good habits** are keys to become successful in life.
- **Developing good, positive habits** helps us to reach our goals.
- **Undesirable behavior** pattern is known as bad habit.
- **The four stages cue, craving, response, and reward** are the steps involved in building a habit.
- **Bad habits** include nail biting, procrastination, fidgeting (be restless) and overspending.
- The cue activates our brain to initiate actions.
- **Cravings** are the motivational force behind every habit.
- The response is the actual habit we perform, which can take the form of a thought or an action.

10.9 GLOSSARY

- Rewards are the end goal of every habit.
- Anxiety is a disorder known for excessive and unexpected worry.
- Productivity describes the measures of the efficiency of production.
- The Zeigarnik effect is a psychological phenomenon that describes a tendency to remember interrupted or incomplete tasks or events more easily than tasks that have been completed.
- The Zeigarnik effect was named after Russian psychiatrist and psychologist Bluma Wulfovna Zeigarnik.
- Meditation helps us to remain calm before taking on the challenges in our daily life.
- Meditation, Smile, Healthy Breakfast, Regular Exercise, Manage Time etc. are sign of good habits.

10.10 CHECK YOUR PROGRESS

Descriptive type questions-

- a) “Good Habits are fundamental to becoming successful in life”. Explain your view.
- b) Identify bad habits of any person.

- c) Explain the habit life cycle.
- d) How can you break bad habits? Explain briefly.
- e) What is Zeigarnik effect? How it is affective in breaking bad habits?
- f) Briefly discuss application of Zeigarnik's effect.
- g) What are the types of productivity?
- h) What do you mean by personal growth?
- i) Explain in brief the ways to create personal growth plan.
- j) Briefly discuss the good habits that lead to our success.

Objective Type Questions-

- a) The behaviour of any person is influenced by their habit (True / False)
- b) Habit, from the standpoint of psychology, as a more or less fixed way of thinking (True / False)
- c) Habits those are not harmful like procrastinating, smoking, or overeating (True/False)
- d) Cravings are the third step of the habit loop (True / False)
- e) Zeigarnik's effect is very effective for overcoming from procrastination (True / False)
- f) Habits can be good or bad, however, it is developed normally from our
- g) Every craving is to a desire to change our internal state.
- h) To overcome the bad habit of it is better to put the Zeigarnik effect to work.
- i) helps us to remain calm before taking on the challenges in our daily life.
- j) Unexpected worry causes

Answer (Objective Type Question)-

[a] True [b] True [c] False [d] False [e] True

[f] Childhood [g] Linked [h] procrastination [i] Meditation [j] Anxiety

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UNIT- 11

STRESS MANAGEMENT

11.1 INTRODUCTION

11.2 OBJECTIVES

11.3 STRESS MANAGEMENT- AN OVERVIEW

11.4 TYPES OF STRESS

11.5 SIGNS OF STRESS

11.6 STRESS MANAGEMENT TECHNIQUES

11.7 POINTS TO REMEMBER

11.8 GLOSSARY

11.9 CHECK YOUR PROGRESS

11.10 BIBLIOGRAPHY/ REFERENCES

11.11 SUGGESTED READINGS

11.1 INTRODUCTION

Stress is a normal part of day-to-day life. In small portions, stress is not bad; it is able to inspire you and help you end up in being extra effective. However, an excessive amount of pressure, or a robust response to pressure may be harmful. How we understand a pressure frightening event and how we react to it determines its impact on our fitness. We can be motivated and invigorated through the activities in our lives, or we may additionally see some as “annoying” and reply in a manner which can have a negative effect on our bodily, intellectual, and social properly-being. If we always reply in a negative manner, our fitness and happiness can also suffer.

By exposing ourselves and our reaction to stress-scary conditions, we will discover ways to handle stress more effectively. In the easiest way, stress control isn't always about studying a way to keep away from or get away with the pressures and turbulence of current situation; its miles about getting to know to appreciate how the body reacts to these pressures, and approximately learning how to increase competencies which enhance the body's adjustment.

To study stress management is to learn about the thoughts-body connection and to the degree to which we will control our health in a tremendous way.

11.2 OBJECTIVES

After the successful completion of this unit, you will be able to-

- Explore Stress and its types.
- Know stress management techniques.

11.3 STRESS MANAGEMENT- AN OVERVIEW

Stress is the emotional and physical strain caused by our response to pressure from the outside world, a necessary part of our daily lives. Defined as anything that stimulates us to act, think, or react. Simple or extreme, necessary in order to force us to accomplish certain tasks. Without stress, our bodies wouldn't react at all, even in times of extreme danger.

Sources of stress

We can experience stress from four fundamental sources, as-

- The Environment– the surroundings can produce stress on us through excessive and competing demands to modify. Examples of environmental stressors include climate, noise, crowding, pollution, traffic, unsafe and substandard housing, and crime.
- Social Stressors– we can experience a couple of stressors arising from the demands of the special social roles we play, which includes parent, spouse, caregiver, and worker. Some examples of social stressors include closing dates, financial problems, job interviews, shows, disagreements, demands and attention, loss of a loved one, divorce, and co-parenting.
- Physiological– Situations and occasions affecting our body may be experienced as physiological stressors. Examples of physiological stressors include rapid increase of youth, menopause, illness, growing old, giving birth, accidents, loss of exercising, lack of nutrients, and sleep disturbances.
- Thoughts– Your brain translates and perceives conditions as demanding, difficult, painful, or good feeling. Some conditions in lifestyles are stress upsetting, but it's far our mind that decide whether they're a trouble for us.

11.4 TYPES OF STRESS

Types of Stressors- Situations which might be considered pressure provoking are referred to as stressors. Stress is not usually a bad factor. Stress is virtually the frame's response to modifications that create taxing needs. Many professionals suggest that there's a distinction between what we perceive as high-quality stress and distress, which refers to poor pressure. In day-to-day routine, we regularly use the term “pressure” to describe terrible conditions. This leads many people to trust that all pressure is bad for you, which is not correct at always.

Positive stress has the subsequent traits:

- Motivates to focuses on strengths.
- It is for short-time period.
- It is perceived as inside our coping talents.
- Feels thrilling from inside for performing better than previous.
- It is good for improving performance.

In evaluation, negative stress has the following traits:

- Causes tension or unnecessary pressure.
- Can be brief or for a long-term.
- It is perceived as outside of our coping competencies
- Decreases overall performance.
- Can result in intellectual and physical issues.

11.5 SIGNS OF STRESS

The following are the some of the signs of the stress, as-

- Tension.
- Irritability.
- Inability to concentrate.
- Feeling excessively tired.
- Trouble sleeping.
- Increased blood pressure.

It is very urgent to identify the sources of stress in one's life. Some of the key signs are- Sweating palms, Difficulty breathing, Stomach upset.

Tight muscles that may cause pain and trembling

Anxiety is a feeling that we commonly experience when faced with stressful life events. Anxiety can be one of the most distressing emotions that people feel. It is sometimes called "fear or nervousness". Common reactions to anxiety include:

Physical symptoms of anxiety are:

Sweaty palms, Muscle tension, Racing heart, Flushed cheeks, Light headedness

Behavioural symptoms of anxiety are:

Avoiding situations where experiencing anxiety might occur.

Leaving situations when feelings of anxiety begin to occur.

Trying to do things perfectly or trying to control events to prevent danger Moods:

(i) Nervous (ii) Irritable (iii) Anxious (iv) Panicky

11.6 STRESS MANAGEMENT TECHNIQUES

Stress management begins with identifying the sources of stress in our lifestyles. To achieve this, we should carefully monitor our habits, mind-set and excuses. Until we take responsibility for the position we play, our stress stages will remain out of our control.

How to avoid unnecessary stress?

Learn to say “no”, understand your limits and stick to them. Taking on greater than we can take care do is a recipe for strain. If we will keep away from any annoying state of affairs, try and alter it. Do what we will to exchange matters so the trouble will no longer arise within the destiny. Examples consist of being willing to compromise, being more assertive and better time management. Some resources of stress are unavoidable; popularity may be difficult however ultimately it is less difficult to just accept than to rely on things we can't change. Expect ongoing changes and recognize the levels. If we will learn how to embrace change and notice it as a beneficial one, strain will be decreased.

Physical Stress Relief Techniques-

- Take a deep breath.
- When confused we have a tendency to take short, shallow breaths. Deep respiration brings clean air in; forces antique air out and bring about rest.
- Breath in slowly via your nostril while counting to three, filling inside the stomach location.
- Count to three slowly as you exhale.
- Take as many slow breaths as you need till you begin to experience comfort.

Reach for the Sky-Stretching and Stress-

- Easy stretching enables to work out tension that builds up in our muscle groups at some point of the time of a day.
- If working at a table for prolonged periods of time it is crucial to get up and stretch each few hour. This enables us to loosen up and regroup earlier than persevering on.

Consider therapeutic massages-

Therapeutic massages help to reduce pressure. Progressive Muscular Relaxation is a useful technique to enjoyable our body while our muscle mass is annoying. Tense up a collection of muscle tissues so that they are as tight as viable. Hold them in this position of extreme tension for a few seconds. Then, relax the muscle tissues to their previous position. Finally, consciously relax the muscle tissues even in addition so you are as secure as viable.

Mindfulness-

Meditation that cultivates mindfulness can be in particular powerful at reducing pressure, tension, depression, and other poor feelings. Mindfulness is the satisfactory of being absolutely engaged in the present moment, without over-thinking or analyzing the reveal in. Rather than disturbing approximately the future or dwelling on the past, mindfulness meditation switches the focus on what is taking place right now. Mindfulness meditation is not identical to zoning out. It takes attempt to maintain your attention and to convey it returned to the present second when your thoughts wander otherwise you begin to glide off. But with ordinary practice, mindfulness strengthens the regions of the mind related to pleasure and relaxation. Mindfulness presents a potentially powerful antidote to the common causes of daily stress which includes time strain, distraction, agitation, and interpersonal conflicts.

How to do a Mindful Exercise?

- Find comfortable place to sit down. It may be on a chair or on the ground, however do no longer slump or slouch. Keep your posture straight however cozy, ensuring you aren't rigid or stiff.
- Focus on your respiration.
- Concentrate your attention completely on your breathing. Become aware about the sensations in your air passages as the air enters the nostril. Just come to be aware of that feeling as your breath is going inside and out. Do not attempt to persuade or take a look at your respiration; simply allow it take place obviously. Focus at the high-quality and precision of inner sensations which can be normally disregarded. Wonder at how deeply you could experience the air inside you. Just allow yourself time to be aware about the air going in and out, not anything else. Keep your thoughts to your respiration.
- When something come into your thoughts, that's o.k. Just take a look at the thing for what they're, as though they had been a few peculiar things that wandered into your sight. When those things come into your thoughts, permit them to wander off on and let them go on their way. Do no longer get concerned in the thought. Just feel it as is it there and return your consciousness on your breathing.
- Treat each thought as a guest. When a thought or feeling arises, simply observe and acknowledge it. There is no need to interpret it or to use it. You might wonder where it came from, what caused it to surface now, what purpose it serves. Notice it like a precious jewel, turning it this way and that. If you feel yourself drifting away on a thought then just return and refocus on your breathing. Use your breathing as the anchor for your mindfulness.
- Stay in the moment as long as you can. Continue to focus on your breathing. Aim to clear your mind completely for 5 minutes. With practice you will be able to extend the time to twenty minutes or more.

- Notice the repeating thoughts. As you progress you will come to recognize that the same thoughts are appearing, over and over, even in your calmest moments. Notice them and let them pass by, returning your attention to your breath.

Some other techniques to relieve stress- The following mindfulness meditation techniques can also be helpful for stress relief.

- **Body Scan-** Body scanning promotes mindfulness by focusing your attention on various parts of your body. Like progressive muscle relaxation, you can start with your feet and work your way up. However, instead of tensing and relaxing your muscles, you simply focus on the way each part of your body feels, noticing any sensations without labelling them as “good or bad”.
- **Walking Meditation-** You don’t have to be seated or still to practice mindfulness. In walking meditation, mindfulness involves being focused on the physicality of each step the sensation of your feet touching the ground; the rhythm of your breath while moving, and feeling the wind against your face.
- **Mindful Eating-** If you reach for food when you feel stressed, or you gulp your meals down in a rush, try eating mindfully. Sit down at the table and focus your full attention on the meal. This means no T.V., reading the newspaper, or eating on the run. Eat slowly, taking time to concentrate on each bite, noticing the texture and taste of the food.

11.7 POINTS TO REMEMBER

Stress may be bad or good, stress creates driving force to perform better but in certain situation it might be negative or bad, there are so many techniques to handle stressful situations like physical exercises and meditation.

11.8 GLOSSARY

- **Stressors-** something that causes a state of strain or tension.
- **Physiological-** relating to the branch of biology that deals with the normal functions of living organisms and their parts.
- **Therapeutic-** helping you to relax and feel better.

11.9 CHECK YOUR PROGRESS

Descriptive Type Questions-

- a) What do you understand by stress?
- b) What are the types of stress?
- c) Discuss stress management techniques.
- d) Discuss stress and its symptoms.

Objective Type Questions-

- a) Positive stress performance
- b) Therapeutic massages help to reduce

Answer (Objective Type Question)-

[a] Improves [b] pressure

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- Dr. Bimal Chhajer, Stress Management Guide, ISBN-13 978-8128812163.

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UNIT- 12

BASICS OF RIGHT TO INFORMATION (RTI)- II

12.1 INTRODUCTION

12.2 OBJECTIVES

12.3 INFORMATION APPLICATION

12.4 EXEMPTIONS FROM DISCLOSURE OF INFORMATION

12.5 SUPPLY OF PART INFORMATION: RULE OF SEVERABILITY

12.6 COMPLAINT TO THE COMMISSION

12.7 APPEAL: MEANING AND ITS SCOPE

12.8 CENTRAL AND STATE INFORMATION COMMISSION

12.9 POINTS TO REMEMBER

12.8 GLOSSARY

12.10 CHECK YOUR PROGRESS

12.11 BIBLIOGRAPHY/ REFERENCES

12.12 SUGGESTED READINGS

12.1 INTRODUCTION

In the previous unit of RTI (Basics of Right to Information-1) you have read that The Right to Information Act, 2005 was enacted by the Parliament of India to provide for setting out the practical regime of right to information for citizens to secure access to information under the control of the public authorities, before this another law, 'The Freedom of Information Act, 2002' was in force. For the purpose of the Right to Information Act, 2005 Public Information Officers (PIOs) are designated by the public authorities in all administrative units or offices under it, to provide information to the citizens on their request. Any officer whose assistance is sought by the PIO shall render his assistance to discharge his duties, in case of contraventions of the provisions of this Act; such officer shall be treated as PIO. Time limit to provide requested information in various conditions has been provided by the Act.

In this unit you will know that the right to information is not absolute. Not all information that the government generates will or should not be given out to the public as if such sensitive

information is released to the public, they might actually cause some serious harm to more important interests.¹

In the Right to Information Act, 2005 provisions of first appeal and second appeal have been given in section 19 of the Act. There are two types of appeals provided in the Act that can be preferred by the applicant. The first one is the first appeal under section 19 (1) of the Act. It is a departmental appeal that is to be filed in the concerned department and the appellate officer is senior in rank to the Central Public Information Officer or State Public Information Officer as the case may be. After feeling aggrieved from the order of the first appellate officer or in case of non-compliance of its order applicant can prefer a second appeal under section 19(3) before The Central Information Commission or State Information Commission as the case may be. There is specified time limit to file first appeal or second appeal but relaxation can be given by condoning the delay by the appellate authorities.

In this Unit students will learn about constitution and composition of Central Information Commission and State Information Commissions. The Central Information Commission (CIC), under this Act, shall consist of one Chief Information Commissioner, who will head the Commission, and such number of Central Information Commissioners, as may be deemed necessary, but not exceeding ten. On 26th October 2005, Mr. Wajahat Habibullah became India's first Chief Information Commissioner.

Similarly, this Act also provides for mandatory constitution of State Information Commissions at State level as a designated authority to receive and inquire into a complaint from any person. The State Information Commission, under this Act, shall consist of one State Chief Information Commissioner, who will head the Commission, and such number of State Information Commissioners, as may be deemed necessary, but not exceeding ten.

12.2 OBJECTIVES

After the successful completion of this unit, you will be able to-

- Explain the process of information request.
- Know about the particulars that an application seeking information must contain either it is provided written application or in case of the information sought electronically.
- Understand about the time period that is provided in various cases for the disposal of an application.
- Know about the requirements in supply of Information.
- Understand the exemptions from disclosure of information.
- Know 'doctrine of severability'.
- Know grounds on which partial disclosure of information has to be made.

¹Vasundhara Singh, comparative study of exemption under RTI Act in different countries
http://cic.gov.in/sites/default/files/Exemptions%20under%20the%20RTI%20act%20by%20vasundhara_0.pdf

- Know about the complaint under section 18 of the Act.
- Understand first appeal and second appeal provided in the Act.
- Know about the constitution, composition and powers of Central Information Commission (CIC) and State Information Commissions (SICs).

12.3 INFORMATION APPLICATION

[1] Preparation of the Information application-

There is no such prescribed format to write an application for seeking information under Right to Information, but you should try to provide some of the basic information to the PIO so that they may provide you desired information within time. Applicant shall provide his particulars clearly in the information application so that the concerned PIO may provide information accordingly. Applicant may provide as following-

- The applicant may address to PIO or APIO and if possible, specify the department/name of the office, address from where he is seeking information.
- The name of the applicant.
- The address of the applicant.
- The particulars of the desired information.
- Whether the photocopy of the document is required or inspection will be conducted by the applicant.
- Particulars of the deposited fee or if belongs to BPL category provide proof for the same.
- Signatures of the applicant and date of the application.

[2] Points to keep in mind before making request before the Public Authority-

Before preparing any information application you should keep some of the points in your mind which will help you in getting information easily and in time. Some of the points are as follows-

- Firstly, you should know about the information that you can receive by Right to Information. Thus, Information is any material in any form. It includes records, documents, memos, e-mails, opinions, advices, press releases, circulars, orders, logbooks, contracts, reports, papers, samples, models, data material held in any electronic form. It also includes information relating to any private body which can be accessed by the public authority under any law for the time being in force.
- The applicant should know that from which public authority the desired information may be obtained. Application given to wrong Public Authority may cause unnecessary delay in getting the information or sometimes the application may be returned.

[3] Procedure after receiving any request for information under RTI-

The Public Information Officer of a public authority plays a pivotal role in making the right of citizens to information a reality. The Act casts specific duties on him and makes him liable for penalty in case of default. It is, therefore, important for a Public Information Officer to keep the following aspects in view in disposal of the applications under the Act.

[a] Applications Received Without Fee-

After receiving the application, the Public Information Officer should check whether the applicant has made the proper payment of application fee or whether the applicant is a person belonging to a Below Poverty Line (BPL) family. If application is not accompanied by the prescribed fee or the BPL Certificate, it cannot be treated as an application under the RTI Act. However, Public Information Officer should consider such application sympathetically and try to supply information sought by way of such an application.

[b] Transfer of Application-

The time limits for providing the information will begin to take effect from the date of receipt of an application. It is provided in the Right to Information Act that the PIO may seek the assistance of any other officer as he/ she considers it necessary for the proper discharge of his or her duties. Any Officer, whose assistance has been sought, shall render all assistance to the PIO and for the purposes of any contravention of the provisions of the Act, such other officer shall be treated as PIO. (See Section 5(4) and 5(5) of the Act.)

Sometimes requests are made to a public authority or PIO for information which does not concern that public authority or only a part of which is available with the public authority, remaining or whole of the information concerns another public authority or many other public authorities. Section 6(3) provides that- Where an application is made to a public authority requesting for information, (i) Which is held by another public authority; or (ii) The subject matter of which is more closely connected with the functions of another public authority.

The public authority, to which such application is made, shall transfer the application or such part of it as may be appropriate to that other public authority and inform the applicant immediately about such transfer.

Provided that the transfer of an application pursuant to this sub section shall be made as soon as practicable but in no case later than five days from the date of receipt of application. Where an application is made to a public authority requesting for any information which is held by another public authority or the subject matter of which is more closely connected with the functions of another public authority, the public authority to which such an application is made, shall transfer the application within 5 days to the other public authority and shall inform the applicant for the same.

A situation may arise when a person makes an application to a public authority for information, a part of which is available with that public authority and the rest of the information is scattered with more than one other public authorities. In such a case, the Public Information Officer of the public authority should give information relating to it and advise the applicant to make separate applications to the concerned public authorities for obtaining information from them. If no part of the information sought, is available with it but is scattered with more than one other public authorities, the Public Information Officer should inform the applicant that information is not available with the public authority and that the applicant should make separate applications to the concerned public authorities for obtaining information from them.

[4] Disclosure of Third-Party Information-

Information, the disclosure of which would harm the competitive position of a third party, is exempt from disclosure. Such information shall not be disclosed unless the competent authority is satisfied that larger public interest is there in the disclosure of such information.

If an applicant seeks any information which relates to or has been supplied by a third party and that third party has treated that information as confidential, the Public Information Officer shall consider whether the information should be disclosed or not. The Public Information Officer would have before disclosing such information within five days from the receipt of the application, give a written notice to the third party that the information has been sought by the applicant under the RTI Act and that he intends to disclose the information. He shall request the third party to make a submission, regarding whether the information may be disclosed. The third party shall be given a time of ten days, from the date of receipt of the notice by him, to make representation against the proposed disclosure. The Public Information Officer shall decide regarding disclosure of the information on the basis of the submission of the third party. Such a decision should be taken within forty days from the receipt of the request for information. After making the decision, the Public Information Officer should give a notice of his decision to the third party in writing.

[5] Providing Information-

The information to the applicant should ordinarily be provided in the form in which it is sought. But, if the supply of information sought in a particular form may cause harm to the safety or preservation of the records, supply of information in that form may be denied. However, the applicant may be invited to inspect the same stating the reasons.

In some cases, the applicants expect the Public Information Officer to give information in some particular proforma devised by them stating that they have a right to get information in the form in which it is sought. It need to be noted that the provision in the Act simply means that if the information is sought in the form of photocopy, it shall be provided in the form of

photocopy, or if it is sought in the form of a floppy/disc, it shall be provided in that form subject to the conditions given in the Act. It does not mean that the PIO shall re arrange or re-shape or create the information. The PIO is not expected to draw conclusions or interpret for providing the information.

[6] Supply of Information-

The Public Information Officer should check whether the information sought or a part thereof is exempt from disclosure under Section 8 or Section 9 of the Act. Where a request for information is rejected, the Public Information Officer should communicate to the person making the request: (i) The reasons for such rejection; (ii) The period within which an appeal against such rejection may be preferred.

The furnished information should be specific and clear and there must not be ambiguity in the information.

[a] Supply of Part Information-

Where a request is received for access to information which is exempt from disclosure but a part of which is not exempt, and such part can be severed in such a way that the severed part does not contain exempt information then, access to that part of the information/record may be provided to the applicant.

[b] Prescribed Time Period for Supply of Information-

The Public Information Officer should supply the information within thirty days of the receipt of the request. Where the information sought for, concerns the life or liberty of a person, the same should be provided within forty-eight hours of the receipt of the request. If request for information is received through the APIO, the information may be provided within 35 days of receipt of application by the APIO in normal course. In case of an application transferred from one public authority to another public authority, reply should be provided by the concerned public authority within 30 days of the receipt of the application by that public authority in normal course and within 48 hours in case the information sought concerns the life or liberty of a person.

12.4 EXEMPTIONS FROM DISCLOSURE OF INFORMATION

Section 8 of Right to Information Act says²-

[1] Notwithstanding anything contained in this Act, there shall be no obligation to give any citizen, -

² Bare Act, The Right to Information Act, 2005

- a) Information, disclosure of which would prejudicially affect the sovereignty and integrity of India, the security, strategic, scientific or economic interests of the state, relation with foreign state or lead to incitement of an offence;
- b) Information, has been expressly forbidden to be published by any court of law or tribunal or the disclosure of which may constitute the contempt of court;
- c) Information, the disclosure of which would cause a breach of privilege of parliament or state Legislation;
- d) Information including commercial confidence, trade secrets or intellectual property, the disclosure of which would harm the competitive position of the third party, by the disclosure of the commercial confidence, trade secrets or intellectual property unless the competent authority is satisfied that larger public interest warrants the disclosure of such information;
- e) Information available to a person in his fiduciary relationship, unless the competent authority is satisfied that larger public interest warrants the disclosure of such information;
- f) Information, received in confidence from any foreign Government;
- g) Information, the disclosure of which would endanger the life or physical safety of any person or identify the source of information or assistance given in confidence for law enforcement or security purposes;
- h) Information, which would impede the process of investigation or apprehension or prosecution of the offenders;
- i) Cabinet papers including records of deliberations of the council of ministers, Secretaries and other officers: **(i)** Provided that the decisions of the Council of Ministers, the reasons thereof, and the material on the basis of which the decisions were taken shall be made public after the decision has been taken, and the matter is complete, or over; **(ii)** Provided further that those matters which come under the exemptions specified in this section shall not be disclosed;
- j) Information which relates to personal information the disclosure of which has no relationship to any public activity or interest or which would cause unwarranted invasion of the privacy of the individual unless the Central Public Information Officer or the State Public information Officer or appellate authority as the case maybe is satisfied that the larger public interest justifies the disclosure of such information:

Provided that the information not denied to the Parliament or a State Legislature shall not be denied to any person.

[2] Notwithstanding anything in the Official Secrets Act, 1923 (19 of 1923) nor any of the exemptions permissible in the accordance with the sub-section (1), a public authority may

allow access to information, if public interest in disclosure outweighs the harm to the protected interest.

[3] Subject to the provisions of clauses (a), (c) and (i), any information relating to any event, occurrence or matter which has taken place, occurred or happened twenty years before the date on which any request is made under section 6 shall be provided to any person making a request under that section:

Provided that where any question arises as to the date from which the said period of twenty years has to be computed, the decision of the Central Government shall be final as the subject to the usual appeals provided for in this Act.

The organizations, exempted under Right to Information Act. -

Section 24 of the RTI Act says,

“(1) nothing containing in this Act shall apply to the intelligence and security organizations specified in the second schedule, being organizations established by the central government or any information furnished by such organizations to the Government:

Providing that the information pertaining to the allegations of corruption and human right violations shall not be excluded under this sub section:

Provided further that in case of information sought for is in respect of allegations of violation of human rights, the information shall only be provided after the approval of the Central Information Commission, and notwithstanding anything contained in section 7, such information shall be provided within forty-five days from the date of receipt of request.”

Under the second schedule of the RTI Act, following 25 organizations are exempted:

- 1) Intelligence Bureau.
- 2) Research and Analysis Wing of the Cabinet Secretariat.
- 3) Directorate of Intelligence Bureau.
- 4) Central Economic Intelligence Bureau.
- 5) Directorate of Enforcement.
- 6) Narcotics Control Bureau.
- 7) Aviation Research Centre.
- 8) Special Frontier Force.
- 9) Border Security Force.
- 10) Central Reserve Police Force.
- 11) Indo-Tibetan Border Police.
- 12) Central Industrial Security Force.
- 13) National Security Guards.
- 14) Assam Rifles.
- 15) Sashastra Seema Bal.

- 16) Directorate of Income-Tax (Investigation).
- 17) National technical Research Organization.
- 18) Financial Intelligence Unit, India.
- 19) Special Protection Group.
- 20) Defense Research and Development Organization.
- 21) Border Road Development Board.
- 22) National Security Council Secretariat.
- 23) Central Bureau of Investigation.
- 24) National Investigation Agency.
- 25) National Intelligence Grid.

12.5 SUPPLY OF PART INFORMATION: RULE OF SEVERABILITY

Section 10 stated as:

(1) Where a request for access to information is rejected on the ground that it is in relation to information which is exempted from disclosure, then notwithstanding anything contained in this Act, access may be given to that part of the record which does not obtain any information that is exempted from disclosure under this Act and which can reasonably be severed from any part that contains exempted information.

(2) Where access is granted to a part of the record under sub-section (1), the Central Public Information Officer or State Public Information Officer, as the case may be shall give a notice to the applicant, informing, -

(a) that only part of the record requested, after severance of the record containing information which is exempt from disclosure, is being provided;

(b) the reasons for the decision, including any findings on any material question of fact, referring to the material on which those findings were based;

(c) the name and designation of the person giving the decision;

(d) the details of the fees calculated by him or her and the amount of fee which the applicant is required to deposit; and

(e) his or her rights with respect to review of the decision regarding non- disclosure of part of the information, the amount of fee charged or the form of access provided, including the particulars of the senior officer specified under sub-section (1) of section 19 or the Central Information Commission or the State Information Commission, as the case may be, time limit, process and any other form of access. It is noteworthy to mention here that, the sub section (1) of section 193 stated, if any applicant who does not receive a decision within the

³Right to information Act, 2005

time specified under the Act, or is aggrieved by the decision of the public information officer, may within 30 days from the receipt of such decision prefer an appeal to senior officer in the public authority.

Supply of Part Information Section 8 (1) (I) of the RTI Act

Section 8 of the said act enumerate the provisions of exemption from disclosure of information.⁴ Section 8(1)(i) says that cabinet papers including records of deliberations of the council of ministers, secretaries and other officers, are exempted from the disclosure. But according to the provision of this sub section:

“Provided that the decision of the Council of Ministers, the reason thereof, and the material on the basis of which the decision was taken shall be made public after the decision has been taken, and the matter is complete, or over.”

In other words, we can say that, under the above provision the severability or separability of information is time bounded. After the decision has been taken or the matter is over, that part of information (or material that are not exempted under the act) can be made public.

12.6 COMPLAINT TO THE COMMISSION

Section 18 of the Right to Information Act, 2005 lays down the powers and functions of the Central/State Information Commission to receive complaints from the public. It shall be the duty of the Central Information Commission or State Information Commission as the case may be, to receive and inquire into a complaint from any person, -

- (a) who has been unable to file application for information as no PIO has been appointed or the APIO refuse to accept his application or appeal to forward it to the senior officer.
- (b) Who has been refused access to any information requested under this Act;
- (c) Who has not been given a response to a request for information or access to information within the time limit specified under this Act;
- (d) Who has been required to pay an amount of fee which he or she consider unreasonable;
- (e) Who believes that he or she has been given incomplete, misleading or false information under this Act.
- (f) In respect of any other matter relating to requesting or obtaining access to records under this Act.

After receiving the complaint under the Act. the Central/State Commission may inquire into the matter and dispose it according to the provisions of the Act and direct the PIO further for compliance of their orders.

12.7 APPEAL: MEANING AND ITS SCOPE

⁴See Unit 12- Basics of Right to Information- I at; CVEMO/DVEOM 101

An appeal in legal parlance means the removal of cause from an inferior subordinate to a superior tribunal or forum in order to test and scrutinize the correctness of the impugned decision.

Section 19 of the Right to Information Act provides for procedure of appeal. The first appeal lies to an officer holding a superior rank to that of Central Public Information Officer or State Public Information Officer as the case may be, within 30 days from the receipt of the impugned order. The second appeal lies to Central Information Commission or State Information Commission as the case may be. The appeal time is 90 days from the date of receipt of the order from the first appellate authority.

First Appeal-

Section 19(1), Any person who, does not receive a decision within the time specified in sub-section (1) or clause (a) of sub section (3) of Section 7, or is aggrieved by a decision of the Central Public Information Officer or State Public Information Officer, as the case may be, may, within 30 days from the expiry of such period or from the receipt of such a decision prefer an appeal to such officer who is senior in rank to the Central Public Information Officer or the State Public Information Officer, as the case may be, in each public authority:

Provided that such officer may admit the appeal after the expiry of the period of thirty days if he or she is satisfied that the appellant was prevented by sufficient cause from filing the appeal in time.

Section 19(2), where an appeal is preferred against an order made by a Central Public Information Officer or a State Public Information Officer, as the case may be, under Section 11 to disclose third party information, the appeal by the concerned third party shall be made within thirty days from the date of the order.

Second Appeal-

Second appeal under RTI is the highest appeal under RTI Act,2005. Section 19(3) of the RTI Act provides to citizen right to Second Appeal before Central Information Commission or State Information Commission, as the case may be, against the order on First Appeal. Anybody who is dissatisfied with the decision of the First Appellate Authority can file Second Appeal to the Information Commission at the Centre or respective States. For issues related to Central Government public authorities, you need to send your appeal to the Central Information Commission and for the matters related to State Government public authorities, send your appeal to concerned State Information Commission.

Section 19(3) of the Right to Information Act, 2005 provides that a second appeal against the decision under sub-section (1) shall lie within 90 days from the date on which the decision should have been made or was actually received, with the Central Information Commission or the State Information Commission:

Provided that the Central Information Commission or the State Information Commission, as the case may be, may admit the appeal after the expiry of the period of ninety days if it is satisfied that the appellant was prevented by sufficient cause for filing the appeal in time.

12.8 CENTRAL AND STATE INFORMATION COMMISSION

The RTI Act, 2005 provides for establishment of Central and State Chief Information Commissioner as a designated authority to receive and inquire into a complaint from any person. The Act provided for the constitution of the Central Information Commission (CIC) and State Information Commissions to be responsible for the implementation of the Act.

[1] Constitution of Central Information Commission-

- 1) Section 12 of the RTI Act, 2005 provides for constitution of the Central Information Commission. The Central Information Commission shall be constituted by the Central government by notification in the Official Gazette. It shall exercise the powers conferred on, and perform the functions which are assigned to it under this RTI Act.
- 2) The Central Information Commission shall consist of the Chief Information Commissioner, and such number of Central Information Commissioners not exceeding ten as may be deemed necessary.
- 3) The Chief Information Commissioner and Information Commissioners shall be appointed by the President on the recommendation of a committee consisting of: **(i)** the Prime Minister, who shall be the Chairperson of the committee; **(ii)** the Leader of Opposition in the Lok Sabha; and **(iii)** a Union Cabinet Minister to be nominated by the Prime Minister
- 4) The general superintendence, direction and management of the affairs of the Central Information Commission shall vest in the Chief Information Commissioner who shall be assisted by the Information Commissioners and may exercise all such powers and do all such acts and things which may be exercised or done by the Central Information Commission autonomously without being subjected to directions by any other authority under this Act.
- 5) The Chief Information Commissioner and Information Commissioners shall be persons of eminence in public life with wide knowledge and experience in law, science and technology, social service, management, journalism, mass media or administration and governance.
- 6) The Chief Information Commissioner or an Information Commissioner shall not be a Member of Parliament or Member of the Legislature of any State or Union territory, as the case may be, or hold any other office of profit or connected with any political party or carrying on any business or pursuing any profession.

- 7) The headquarters of the Central Information Commission shall be at Delhi and the Central Information Commission may, with the previous approval of the Central Government, establish offices at other places in India.

[2] Term of Office and Conditions of Service of Chief Information Commissioner or a Central Information Commissioner-

- 1) Section 13 of the RTI Act, 2005 provides for terms of office and conditions of service of Chief Information Commissioner or an Information Commissioner. The Chief Information Commissioner shall hold office for a term of five years from the date on which he enters upon his office and shall not be eligible for reappointment but no Chief Information Commissioner shall hold office as such after he has attained the age of sixty-five years.
- 2) Similarly, every Central Information Commissioner shall hold office for a term of five years from the date on which he enters upon his office or till he attains the age of sixty-five years, whichever is earlier, and shall not be eligible for reappointment as such Information Commissioner.
- 3) Every Information Commissioner shall, on vacating his office is eligible for appointment as the Chief Information Commissioner but his term of office shall not be more than five years in aggregate as the Information Commissioner and the Chief Information Commissioner.
- 4) The Chief Information Commissioner or an Information Commissioner shall make and subscribe an oath or affirmation before the President or some other person appointed by him in that behalf, before he enters upon his office.
- 5) The Chief Information Commissioner or an Information Commissioner may, at any time resign from his office, by writing under his hand addressed to the President.
- 6) The salaries and allowances payable to and other terms and conditions of service of the Chief Information Commissioner shall be the same as that of the Chief Election Commissioner of India.
- 7) The salaries and allowances payable to and other terms and conditions of service of an Information Commissioner shall be the same as that of an Election Commissioner of India.
- 8) The Central Government shall provide the Chief Information Commissioner and the Information Commissioners with such officers and employees as may be necessary for the efficient performance of their functions under this Act.

[3] Removal of Chief Information Commissioner or Information Commissioner-

- 1) Section 14 of the RTI Act, 2005 provides for removal of Chief Information Commissioner or Information Commissioner. It provides that the Chief Information

Commissioner or any Information Commissioner shall be removed from his office only by order of the President of India on the ground of proved misbehaviours or incapacity. But for this President will make a reference to the Supreme Court and then Supreme Court after an inquiry, will report that the Chief Information Commissioner or any Information Commissioner, as the case may be, ought to be removed on such grounds.

- 2) The President has the power to suspend the Chief Information Commissioner or Information Commissioner from their office in respect of whom a reference has been made to the Supreme Court. The President may also prohibit them from attending the office during inquiry pending before the Supreme Court.
- 3) Apart from this the President may by order remove the Chief Information Commissioner or any Information Commissioner from their office on following grounds if the Chief Information Commissioner or any Information Commissioner:
 - (a) is adjudged as insolvent; or
 - (b) has been convicted of an offence which, in the opinion of the President, involves moral turpitude; or
 - (c) engages during his term of office in any paid employment outside the duties of his office; or
 - (d) is, in the opinion of the President, unfit to continue in office by reason of infirmity of mind or body; or
 - (e) has acquired such financial or other interest as is likely to affect prejudicially his functions as the Chief Information Commissioner or as Information Commissioner.
- (4) Similarly, if the Chief Information Commissioner or an Information Commissioner is, in any way, concerned or interested in any contract or agreement made by or on behalf of the Government of India or participates in any way in the profit thereof or in any benefit or emolument arising there from otherwise than as a member and in common with the other members of an incorporated company, he shall, be deemed to be guilty of misbehaviour.

[4] Constitution of State Information Commission-

- 1) Section 15 of the RTI Act, 2005 provides for constitution of the State Information Commission. The State Information Commission shall be constituted by the State government by notification in the Official Gazette. It shall exercise the powers conferred on, and perform the functions which are assigned to it under this RTI Act.
- 2) The State Information Commission shall consist of the State Chief Information Commissioner; and such number of State Information Commissioners, not exceeding ten as may be deemed necessary.
- 3) The State Chief Information Commissioner and the State Information Commissioners shall be appointed by the Governor on the recommendation of a committee consisting of- **(i)** the Chief Minister, who shall be the Chairperson of the committee; **(ii)** the

- Leader of Opposition in the Legislative Assembly; and (iii) a Cabinet Minister to be nominated by the Chief Minister.
- 4) The general superintendence, direction and management of the affairs of the State Information Commission shall vest in the State Chief Information Commissioner who shall be assisted by the State Information Commissioners.
 - 5) The State Chief Information Commissioner and the State Information Commissioners shall be persons of eminence in public life with wide knowledge and experience in law, science and technology, social service, management, journalism, mass media or administration and governance.
 - 6) The State Chief Information Commissioner or a State Information Commissioner shall not be a Member of Parliament or Member of the Legislature of any State or Union territory, as the case may be, or hold any other office of profit or connected with any political party or carrying on any business or pursuing any profession.
 - 7) The headquarters of the State Information Commission shall be at such place in the State as the State Government may, specify by notification in the Official Gazette, and the State Information Commission may, with the previous approval of the State Government, establish offices at other places in the State.

[5] Term of Office and Conditions of Service of State Chief Information Commissioner or a State Information Commissioner-

- 1) Section 16 of the RTI Act, 2005 provides for terms of office and conditions of service of State Chief Information Commissioner or a State Information Commissioner. The State Chief Information Commissioner shall hold office for a term of five years from the date on which he enters upon his office and shall not be eligible for reappointment but no State Chief Information Commissioner shall hold office as such after he has attained the age of sixty-five years.
- 2) Similarly, every State Information Commissioner shall hold office for a term of five years from the date on which he enters upon his office or till he attains the age of sixty-five years, whichever is earlier, and shall not be eligible for reappointment as such Information Commissioner.
- 3) Every State Information Commissioner shall, on vacating his office is eligible for appointment as the State Chief Information Commissioner but his term of office shall not be more than five years in aggregate as the State Information Commissioner and the State Chief Information Commissioner.
- 4) The State Chief Information Commissioner or an State Information Commissioner shall make and subscribe an oath or affirmation before the Governor or some other person appointed by him in that behalf, before he enters upon his office.
- 5) The State Chief Information Commissioner or an State Information Commissioner may, at any time resign from his office, by writing under his hand addressed to the Governor.

- 6) The salaries and allowances payable to and other terms and conditions of service of the State Chief Information Commissioner shall be the same as that of the Election Commissioner.
- 7) The salaries and allowances payable to and other terms and conditions of service of a State Information Commissioner shall be the same as that of an Chief Secretary of State.
- 8) The State Government shall provide the State Chief Information Commissioner and the State Information Commissioners with such officers and employees as may be necessary for the efficient performance of their functions under this Act.

[6] Removal of State Chief Information Commissioner or State Information Commissioner-

- 1) Section 17 of the RTI Act, 2005 provides for removal of State Chief Information Commissioner or State Information Commissioner. It provides that the State Chief Information Commissioner or any State Information Commissioner shall be removed from his office only by order of the Governor on the ground of proved misbehavior or incapacity. But for this Governor will make a reference to the Supreme Court and then Supreme Court after an inquiry, will report that the State Chief Information Commissioner or any State Information Commissioner, as the case may be, ought to be removed on such grounds.
- 2) The Governor has the power to suspend the State Chief Information Commissioner or State Information Commissioner from their office in respect of whom a reference has been made to the Supreme Court. The Governor may also prohibit them from attending the office during inquiry pending before the Supreme Court.
- 3) Apart from this the Governor may by order remove the State Chief Information Commissioner or any State Information Commissioner from their office on following grounds if the State Chief Information Commissioner or any State Information Commissioner: **(a)** is adjudged an insolvent; or **(b)** has been convicted of an offence which, in the opinion of the Governor, involves moral turpitude; or **(c)** engages during his term of office in any paid employment outside the duties of his office; or **(d)** is, in the opinion of the Governor, unfit to continue in office by reason of infirmity of mind or body; or **(e)** has acquired such financial or other interest as is likely to affect prejudicially his functions as the State Chief Information Commissioner or a State Information Commissioner.
- 4) Similarly, if the State Chief Information Commissioner or a State Information Commissioner is, in any way, concerned or interested in any contract or agreement made by or on behalf of the State Government or participates in any way in the profit thereof or in any benefit or emolument arising there from otherwise than as a member

and in common with the other members of an incorporated company, he shall, be deemed to be guilty of misbehaviour.

[7] Powers and Functions of Information Commission-

- 1) Section 18 of the RTI Act, 2005 provides for powers and functions of both Central/State Information Commissions. It shall be the duty of the Central Information Commission or State Information Commission as the case may be to receive and inquire into a complaint from any person on following grounds: **(a)** Who has not been able to submit an information request because a Public Information Officer (PIO) has not been appointed. **(b)** Whose application of information is refused by PIO or whose application of Appeal is refused or not forwarded by PIO to the Central Public Information Officer or State Public Information Officer or senior officer or the Central Information Commission or the State Information Commission, as the case may be. **(c)** Who has been refused access to any information requested under this Act **(d)** Who has received no response to his/her information request within the specified time limits fixed by law. **(e)** Who thinks the fees charged is unreasonable. **(f)** Who thinks information given is incomplete or false or misleading; and **(g)** Any other matter relating to obtaining information under this law.
- 2) Where the Central Information Commission or State Information Commission, as the case may be, is satisfied that there are reasonable grounds to inquire into the matter, it may initiate an inquiry in respect thereof.
- 3) The Central Information Commission or State Information Commission, as the case may be, shall, while inquiring into any matter under this section, have the same powers as are vested in a civil court while trying a suit under the Code of Civil Procedure, 1908, in respect of the following matters, namely: **(a)** Summoning and enforcing the attendance of persons and compel them to give oral or written evidence on oath and to produce the documents or things. **(b)** Requiring the discovery and inspection of documents. **(c)** Receiving evidence on affidavit. **(d)** Requisitioning any public record or copies thereof from any court or office. **(e)** Issuing summons for examination of witnesses or documents; and **(f)** Any other matter, which may be prescribed.
- 4) The Central Information Commission or the State Information Commission also has the power that during inquiry of any complaint under this Act, it may examine any record which is under the control of the public authority, and no such record may be withheld from it on any ground.

[8] Appellate Powers-

- 1) Section 19 of the RTI Act, 2005 provides provision for Appeal before various authorities. The time limit of providing information by the Central Public Information Officer or State Public Information Officer is 30 days from the receipt of request (*See* Sec. 7(1) of the RTI Act, 2005) or extended period (Sec. 7(3)(a) of the RTI Act, 2005).

If information is not provided by the Central Public Information Officer or State Public Information Officer within this time limit then the aggrieved person, may after the expiry of thirty days from such request has a right to prefer an appeal to such officer who is senior in rank to the Central Public Information Officer or State Public Information Officer as the case may be, in each public authority.

- 2) Similarly, where a person is aggrieved by the decision of the Central Public Information Officer or State Public Information Officer, as the case may be then he may within thirty days from the receipt of such a decision prefer an appeal to such officer who is senior in rank to the Central Public Information Officer or State Public Information Officer as the case may be, in each public authority.
- 3) Such officer (to whom Appeal has been made) may admit the appeal even after the expiry of the period of thirty days if he or she is satisfied that the appellant was prevented by sufficient cause from filing the appeal in time.
- 4) Where an appeal is preferred against an order made by a Central Public Information Officer or a State Public Information Officer, as the case may be, under Section 11 to disclose third party information, the appeal by the concerned third party shall be made within thirty days from the date of the order.
- 5) A Second Appeal against the decision of an appeal (*i.e.* to such officer who is senior in rank to the Central Public Information Officer or State Public Information Officer as the case may be, in each public authority) shall lie to the Central Information Commission or the State Information Commission, as the case may be. The Appeal shall lie within ninety days from the date on which the decision should have been made or was actually received, with the Central Information Commission or the State Information Commission. The Central Information Commission or the State Information Commission may admit the appeal even after the expiry of the period of ninety days if it is satisfied that the appellant was prevented by sufficient cause from filing the appeal in time.
- 6) If the decision of the Central Public Information Officer or State Public Information Officer, as the case may be, against which an appeal is preferred relates to information of a third party, the Central Information Commission or State Information Commission, as the case may be, shall give a reasonable opportunity of being heard to that third party.
- 7) In any appeal proceeding, the onus to prove that a denial of a request was justified shall be on the Central Public Information Officer or State Public Information Officer, as the case may be, who denied the request.
- 8) Time limit for disposal of First Appeal (*i.e.* which is made to the such officer who is senior in rank to the Central Public Information Officer or State Public Information Officer as the case may be, in each public authority) is thirty days of the receipt of the

- appeal or within such extended period not exceeding a total of forty-five days from the date of filing thereof, as the case may be, for reasons to be recorded in writing.
- 9) The decision of the Central Information Commission or State Information Commission, as the case may be, shall be binding.
 - 10) In its decision, the Central Information Commission or State Information Commission, as the case may be, has the power to-
 - (a) Require the public authority to take any such steps as may be necessary to secure compliance with the provisions of this Act, including- (i) By providing access to information, if so requested, in a particular form. (ii) By appointing a Central Public Information Officer or State Public Information Officer, as the case may be. (iii) By publishing certain information or categories of information. (iv) By making necessary changes to its practices in relation to the maintenance, management and destruction of records. (v) By enhancing the provision of training on the right to information for its officials. (vi) By providing it with an annual report.
 - (b) The Commission may require the public authority to compensate the complainant for any loss or other detriment suffered.
 - (c) Impose any of the penalties provided under this Act.
 - (d) Reject the application.
 - 11) The Central Information Commission or State Information Commission, as the case may be, shall give notice of its decision, including any right of appeal, to the complainant and the public authority.
 - 12) The Central Information Commission or State Information Commission, as the case may be, shall decide the appeal in accordance with such procedure as may be prescribed.

12.9 POINTS TO REMEMBER

12.10 GLOSSARY

- Public Authority: It is provided in Sec. 2(h) of the Right to Information Act 2005. It means any authority or body or institution or self-Government established or constituted by or under the Constitution; by any other law made by Parliament; by any other law made by the State legislature; by notification issued or order made by the appropriate Government, and includes any- (i) Body owned, controlled or substantially financed; (ii) Non-Government organization substantially financed, directly or indirectly by funds provided by the appropriate Government.
- Central Public Information Officer: Sec. 2 (c) of the Right to Information Act, 2005 provides that “Central Public Information Officer” means the Central Public

Information Officer designated under sub section (1) and includes a Central Assistant Public Information Officer designated as such under sub-section (2) of section 5.

- State Public Information Officer: Sec. 2 (m) of the Right to Information Act, 2005 provides that “State Public Information Officer” means the State Public Information Officer designated under sub section (1) and includes a State Assistant Public Information Officer designated as such under sub-section (2) of Sec. 5.
- Public Information Officer: Any Officer designated by the Public Authority to provide information to persons requesting for the information under the Right to Information Act 2005.

12.11 CHECK YOUR PROGRESS

Descriptive Type Question-

- a) In how many maximum days the application shall be transferred to the other Public Authority under section 6(3) of the Act.
- b) Which section/sections of the RTI act are mainly deals with the grounds for exemption from disclosure of information?
- c) What is the limitation period for filing first appeal?
- d) What is the maximum strength of State Information Commissioners of the State Information Commission as per the RTI Act, 2005?
- e) Name the organizations, exempted under Right to Information Act.
- f) Describe first appeal.
- g) Discuss the composition of Central Information Commission constituted under the RTI Act, 2005.

Objective Type Questions-

- a) The PIO shall not or or the information.
- b) Second appeal against the decision under sub-section (1) shall lie within days.
- c) The term of office of Central Information Commissioner is years.

Answer (Objective Type Question)-

[a] re-arrange, re-shape, create. [b] 90 [c] 5 (Five)

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