

# UNIT 1

## Managing self:

Importance of knowing oneself- Process of knowing oneself-SWOT analysis for individual. Self-esteem –Characters associated with people having high self-esteem and low self-esteem and low self-esteem –Ways to improve one’s self esteem.

### 1. Importance of knowing oneself

Knowing oneself will help help an individual to handle the challenges that life hands him/ here .It also helps person to make better decisions. knowing oneself helps the individual to to reach their goals more effectively and leads to the the path of success . the deeper the knowledge of self, the more comfortable one feels with himself and others.

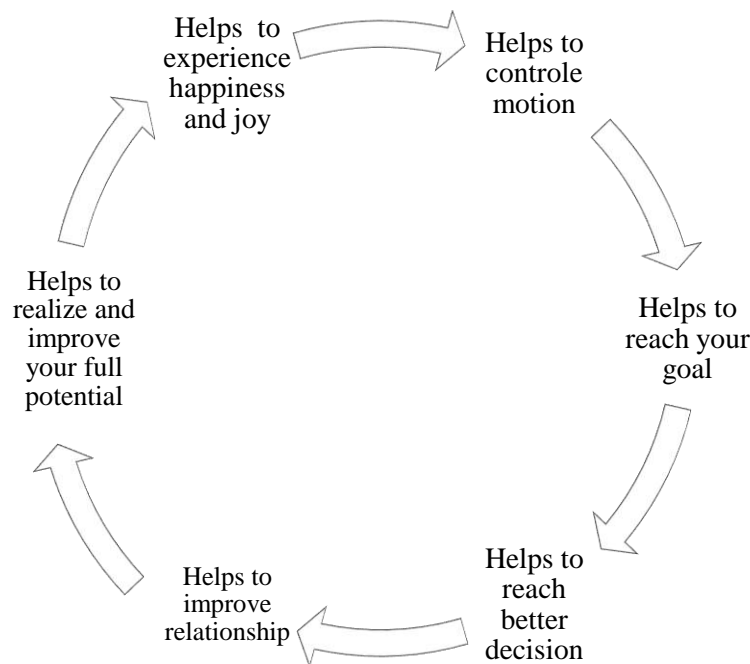


Fig .1. Importance of Knowing Oneself

#### 1.1. Helps to control emotions

- Knowing yourself guards yourself against your responses triggered by your emotions.

- knowing yourself helps you to take control of your emotions and helps in in decisions and choice when you are in an emotional state.

### **1.2. Helps to reach your goal**

When you know who you are, and clearly understand what do you want, you have a better chance of discovering how to reach your goal, personal fulfillment and happiness.

### **1.3. Helps to reach better decisions**

knowing yourself is important because it it will help you to to make better decisions and be a better person. the more aware you Are your faults the the less detached you will feel.

### **1.4. Helps to improve relationship**

knowing your true and inner self will be e of great help in working to reach your goals more effectively.

### **1.5. Helps to realize and improve your full potential**

knowing yourself will enable you to develop your full potential and be happy, contented and fulfilled.

### **1.6. Helps to experience happiness and joy**

knowing yourself enables you to discover and attain your goals And then when you reach your goals you turn out to be a happy person.

## **2. Process of knowing oneself**

### **2.1. Maintain personal diary**

- maintaining a diary helps you in learning what you are, you are likes and dislikes, your passions, and what you want to be in life.
- Find 5 to 10 minutes every day and choose a comfortable place to write.
- write about how you feel, what bothers you, what excites you, and establish their connections between you and yourself.

### **2.2. Practice meditation**

- Meditation helps you to observe yourself in the present moment.
- Meditation is not a state of emptying the mind but emptying yourself of anxiety, worry, Excitement and so on. find 10 minutes every day and sit comfortably.
- focus on your breath and allow the thoughts that enter your mind.

### **2.3. Exercise regularly**

Exercise is a kind of meditation. it helps you in different ways. if you are a person facing hard times then exercise is the best way to slow down.

#### **2.4 Go for walk regularly**

If exercising is not possible, opt for walking because walking is a moving meditation. It allows you to slow down, and notice what is going on around you.

#### **2.5 Do some riding or driving**

This may look a bit odd here. but driving proves to be a good process particularly when you find it hard to locate a quiet place.

#### **2.6 Do some outings**

Practice a habit of going out for sightseeing particularly when down with something in life. spent in the park, theatre, coffee house and so on help you a lot. these are the outings that allow you to be with yourself.

#### **2.7 Develop some hobbies**

Identify the hobbies of your early days. try to do things that you used to do those days. it will give you a chance to identify your passions within you.

#### **2.8 Develop new interests**

As the days pass by in the school, colleges, or offices develop new interest, allow yourself to think something new and different. Such thinking may take you sky high in the ladder of your personal and professional life.

#### **2.9. SWOT analysis**

- What stands for strengths, weakness, opportunities and threats.
- A Swot analyses is a Framework for analyzing your strengths and weakness, and the opportunities and threats you face. this helps you to focus on your strengths it, minimize weaknesses, and take the greatest possible advantage of opportunities available.

#### **❖ Benefits of SWOT analysis.**

##### **Simple:**

It is simple to the participants. they can grasp the concepts and process easily. and, they almost always enjoy the process; it can be practiced at individual and corporate level.

##### **less expensive:**

A SWOT analyses can be done internally provided the internal facilitator has the experience to manage it. the basics SWOT technique can be fashioned to meet individual as well as corporate needs.

**Inclusive:**

It allows the participation of the team. in addition, since it utilizes the whole team, the results are more likely to represent the real environments.

❖ **Using SWOT analysis:**

**SWOT analysis grid:**

A SWOT analyses is typically created in a grid format, with the strengths and opportunities listed on the left, and the weaknesses and the threats on the right.

**Questions to complete the grid:**

**Strengths:**

- What do you do too well?
- What unique resources can you draw on?
- What do others see as your strengths?

**Weaknesses:**

- What could you improve?
- Where do you have fewer resources than others?
- What are others likely to see as weaknesses?

**Opportunities:**

- What good opportunities are open to you?
- What trends could you take advantages of?
- How can you turn your strengths into opportunities?

**Threads:**

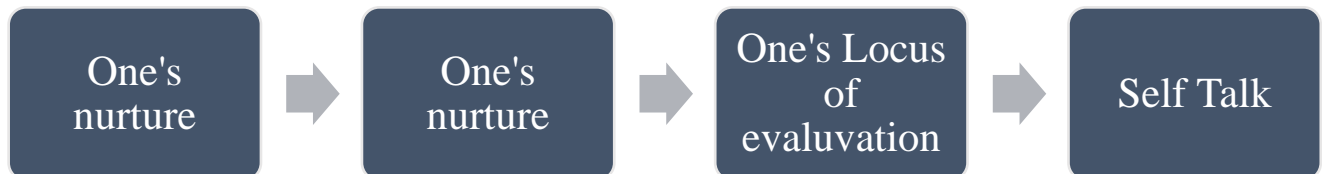
- What Trends could harm you?
- What is your competition doing?

**Self Esteem:**

- Self-esteem means loving and feeling good about oneself and conditionally. self-esteem is that feeling at the Centre of once being of self-worth, self confidence, and self-respect. high self-esteem means that one feels good about himself.

- self-esteem is the the opinion half oneself. high self esteem is a good opinion of oneself and low self-esteem is a bad opinion of oneself.

### 3. Factor determining self-esteem:



**Fig .2. Factor determining self esteem**

#### 3.1. one nature

From the birth, people are influence by their perceptions and predispositions and about persons and things.

#### 3.2. one's nurture:

Nurture refers to the environmental influences that play a role in shaping one's personality. e significant factors are family, e the role of release, and people you encountered.

#### 3.3. once Locus of evaluation:

It is the reference point one uses to evaluate his worth. it is the source from which one seeks approval for his behavior and existence. locus of evaluation trends to be either external e.g. he society, internal e.g. the voice within or a mixture of both.

#### 3.4. self talk

Self Talks is compressed of one's thoughts, believes and attitudes. it is this internal chatter that it defines one's self esteem. if the beliefs and attitudes are positive and healthy the one will have favorable self-esteem. if the thoughts and views are self-limiting then you will have negative self esteem.

### 4. Characters associated with people having high self-esteem:

- Are good with other people.
- Are nice and friendly to people.
- Being able to solve any challenges.

- believe in their abilities to achieve what they want.
- Completely accepts themselves.
- Feel worthy of love and approval.
- Have a sense of humour
- Have an opinion and are not afraid of sharing it.
- Know their strengths and weaknesses.
- Know themselves very useful.

**In short**

- Firm believe in certain values and principles.
- Trust in their ability to judge.
- not worrying unnecessarily.
- considering themselves equal to others in capacities.
- accepts the the shortcomings.
- involved in various activities.
- sensitive to needs and feelings of others.

**5. characters associated with people having low self-esteem:**

**In short:**

- A state of dissatisfaction
- Hard to accept criticism.
- Fear of making mistakes.
- Tendency to please everyone.
- Looking for perfection in everything
- Lack of willpower.

**6. Ways to improve one's self esteem:**



**Fig .3.Ways to improve one's self esteem**

**6.1. exercise daily:**

Look after your body for an hour and it will look after you for the remaining 23 hours. it is one think that has a long term effect on the mental and physical well being. An hour of exercise keeps it going all day long. Remind yourself that your self- esteem needs this workout.

**6.2. keep your commitments:**

Especially the ones you make to yourself. when one does not fulfill the commitments made to himself and others he ends up being dissatisfied with himself and others.

**6.3. plan your work and work your plan:**

The paradigm may look old but very much applicable in the present context.when one implements his plane he is up to what he is capable of doing that by causing a high self esteem .

**6.4. Help someone else:**

Do something good other without being asked. only powerful people do these sorts and things.

**6.5. Remember your purpose:**

individuals are created to provide a valuable service or resource to the rest of the people in the World. remembering this fact causes self-esteem to rise.

**6.6. act on your purpose:**

One should be able to know the purpose of One's life. If not so, try he should try to find at the earliest. One should try to think of a day that suits the purpose of his life. This improves how one feels about his life.

**6.7. learn something new:**

Learning something new always makes one feel satisfied. It does not matter if nothing happens. But one feels better about himself for having learned something new. After all, all he can have that information the next time he needs it.

**6.8. get involved in some sort of teaching:**

Teaching others will always make people to learn something. Teaching someone else to do something successfully- meaning that he can then do it for himself. That is why people are always drawn to teachers for they are full of self-esteem.

**Questions:**

1. Define managerial skills.
2. State self esteem
3. What is SWOT?
4. Explain the importance of knowing oneself.
5. Discuss the process of knowing oneself.
6. Write the uses of SWOT analysis.
7. Elaborate the factors determining self-esteem.
8. Describe the ways to improve self-esteem.
9. Write the characteristics associated with high self-esteem.
10. Write the characteristics associated with high low-esteem.



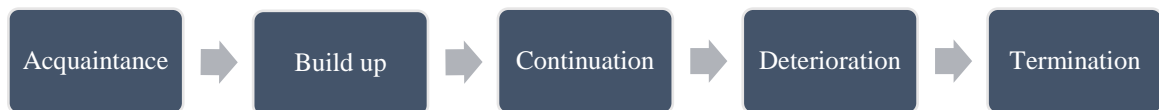
## Unit 2

### Managing others/ interpersonal skills:

Interpersonal skills- definition. Ways to improve relationship. Transactional analysis- 30 States- Johari window. Managing time- time management matrix. Factors to be considered for successful time management. Time management tips for students.

#### 1. Stages in interpersonal relationship:

A relationship between individuals is formed in the following ways.



**Fig.1. Stages in interpersonal relationship**

##### 1.1. Acquaintance:

People come to know each other on their first meetings and begin to you like each other.their continued relationship leads to the next stage

##### 1.2 Buildup:

at this stage people begin to like ok and trust each other. The need for intimacy grows as the days pass by.

##### 1.3. Continuation:

at this stage people move towards a long term and stable friendship.

##### 1.4. Deterioration:

at this stage the the relationship build on trust continuous and those that are not build on trust and mutual respect tend to to deteriorate.

##### 1.5 termination:

at this stage the relationship comes to an end either by death in the case of a healthy relationship or by separation in the case of a broken relationship.

#### 2.Ways to Improving relationship:

It does not matter how hard dear a person works and how intelligent is he, if he he does not know how to relate with people. Once personal and professional life will be after Google if he cannot connect with the people he is to work, to experience success in one's life, one has to improve his interpersonal relationship. Here are some ways to improve the same.



**Fig.2. Improving relationship**

**2.1. Be we appreciative:**

Learn to find the positive things about the people around you. Learn to praise in public and balm in private.

**2.2. Listen actively:**

One of the best ways to respect the persons is to listen to them with attention.

**2.3. Personal attention to others:**

Attend to others personal needs and if need need be e, lend a helping hand. End time with them while facing tough situation.

**2.4. Make people come together:**

Ensure and environment that provides platform for people to come together.

**2.5. Learn to communicate:**

How one speaks is as important as what he speaks. particularly at times, when one has to convey unpleasant news, he has to be careful in his choice of words.

**2.6. Avoid/ solve conflicts:**

When conflicts cannot be avoided, learn to solve them. Learn the art of mediating and bring the parties to the table for negotiation.

### **2.7. Empathies:**

Learn to understand the situations from the perspective of others.

### **2.8. Avoid complaining:**

Chronic complaining I will bring a bad reputation among the co-workers.

## **3. Transactional Analysis:**

Transactional analysis known as TA was developed by Eric Berne during 1950s. It is model of people and relationship. IIT is based on two notion. The first notion states that each person is made up of three ego states and the second notion is that they are related to each other. Eric Berne developed the ego states to explain how one is made up of and how he relates to others.

## **4. The three ego States**

Eric berne states that each person is made up of three ego States. They are Parent adult and child. These terms have different definitions than in normal language.

### **Parent (one's own parents)**

This is a set of feelings, thinking and behaving that people copy from their parents, neighbours, teacher's, relatives, and so on. As a person grows takes in ideas, beliefs, values, feelings and behaviour from the above mentioned. People behave in the way they saw them others behaving. This reflects once voice of authority, attitudes and learning. this stage is formed based on the external events and influences on a person. Study also reveals that it is not easy to to change this stage since formed from childhood.

### **Parent:**

- When a person things, feels, & behaves in copied from his/her parents.

### **Adult (a data processing computer)**

Adult is one's ability to think and determine action for themselves based the input received. It is a stage about direct responses to the here and now. It is stage of being spontaneous and aware with the capacity for intimacy. In this stage people see people as they are rather than how they see them. In this stage people ask for information from others rather than making assumptions. If parent stage is taking from the past, this stage is about using the past experiences appropriately.

**Adult:**

- Thoughts , feelings, or behaviours that are a direct result of current happenings.

Child (a little professor)

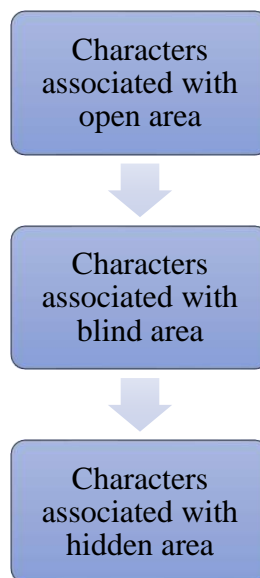
- Child stage is a set of behaviours, thoughts and feelings which are replayed from our childhood. It is the reaction to external events.

**Child:**

Thinking,feeling,behaving , as one did as a child. Transaction analysis is a language with in a language. It is language that tries to give the true meanings for the words spoken and actions exhibited . This helps people to have effective communication and maintain better relationship.

**5. Johari window**

- The Johari window, named after the first names of its inventors, Joseph Luft and Harry Ingham, is a Model describing the process of human interaction. it is a tool created to understand people's interpersonal skills and communication.
- The johari window model is referred to as “disclosure model of self awareness” . This represents information within or about your person in relation to the group they belong to. A four paned “WINDOW” As shown below, divides personal awareness into 2 4 different types: open, hidden,, blind and unknown.



**Fig. 3. Johari window**

### **5.1. Characters associated with open area:**

- The first pane, the open/ free area contains things that I know about myself and about which the group knows.
- This pane increases in size as the level of Trust increases between individuals or between an individual and the group.

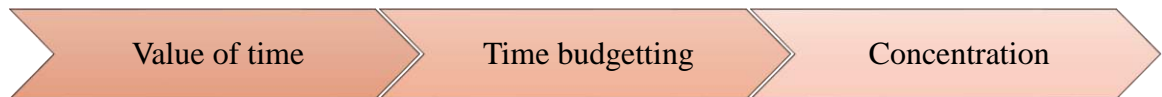
### **5.2. Characters associated with blind area:**

- The second pane, the blind area contains information that I do not know about myself but of which the group may know.

### **5.3. Character associated with hidden area:**

- Pane three, the hidden area contains information that I know about myself but the group does not know. I keep these things hidden from them.
- Characters Associated with unknown area:
- The fourth and lost pane the unknown contains things that neither I nor the group knows about me.
- The size of the pane can be different depending on the group, team or situation the person is in.

## **6. Time managing:**



**Fig.4. Time managing**

### **6.1. Value of time:**

- Unlike money and material, time once lost cannot be regained or replaced. Besides, time is a resource which cannot be substitute.

### **6.2. Time budgetting:**

- More than money, time is to be budgeted properly.

### **6.3. Concentration:**

- Concentration is doing one's immediate duty on hand with proper care and attention.
- Such care and attention.
- Such care and attention is possible only when a person has concentration in what he does.

### **Pareto Principle**

According to legend, Pareto, an economist, noticed 20% of the pea pods in his garden provided 80% of the peas. He then determined 20% of the population in Italy owned 80% of the land. The use of the 80-20 rule has since expanded beyond the alleged humble beginnings in Pareto's garden. In other words, make sure you allocate most of your time and effort to the 20% things that are going to have the most significant positive impact (the 80%) – either on your working life or in your personal life. Take charge of your life and start to put in place some boundaries.

## **7. Time Management matrix:**

### **7.1. Do now:**

- Emergencies
- Crisis
- Demands from the boss
- Planned takes due now
- Seeing a doctor when sick
- Seeing the days news
- Meeting and appointments
- Paying phone bills

### **7.2. Plan to do:**

- Studying
- Panning
- Relationship building
- Developing changes
- Replaying important letters
- Eating regularly healthy food

- Attentio
- Taking up revision tests

### **7.3. Reject and explain**

- attending some phone calls
- attending parties
- seeing a movie
- taking account of attractive discount sales
- trivial request from others
- Adhoc interruption/ distraction
- Apparent emergencies
- point Less routine activities

### **7.4. Resist and c ease:**

- Watching movie
- Watching TV
- Chatting with friends
- Internet chatting
- Sight seeing
- Shopping \ computer games
- Day dreaming

## **8. Successful time management:**

- Set specific goals( be it academic or personal)
- Create a term calendar recording major events
- Create a weekly schedule of your classes, meeting exedra.
- Decide on specific time to work on each course
- Make a to- do to list for each day the night before

## **9. Time management tips for students:**

Here are some tips to help you get more out of every day, both your school/ college day and during your personal time. These tips can increase your success and help you do have more fun along the way.

### **9.1. Plan and hour per day for “Me time”:**

Give 23 hours to school/ colleges, your friends, and your family but keep one hour for yourself.

During this hour add a new dimension to your life. Read book, learn a hobby, learn foreign language, develop computer skills, start a business, spend time on health development exacta. By taking on hour per day of focused study. Any of you can become your world -Class expert in a topic of our choice.

### **9.2. Establish a regular reading program:**

It can be just 15 minutes a day. With that small investment of time, the average person will read 15 books in a year. Also, consider taking a speed Reading course. It will help you to double your reading rate and comprehension. You can read what you have to read in half the time.

### **9.3. Overload your days:**

Create a daily Action Plan that includes not only the things you “have to do”, but the things you “want to do”, if you give yourself one thing to do during the day, it will take you all day. If you give yourself two things to do during the day, you get them both done. if you give yourself 12 things to do, you may not get 12 done, but you may get 8 done.

Having a lot to do in a day creates a health sense of pressure on you to get focused and get it done.

### **9.4. Prioritize your list of “things to do”.**

Some of your tasks are “crucial “And some of your tasks are “not crucial”. You have yeah didn't seem to get attracted to the “not crucial “Items because they are typically quiker, more fun, and easier to do. Identify the most important task you need to do. You may not get everything done but you will get the most important things done.

### **9.5. Radiator a genuine, positive attitude:**

When you are in negative mood you tent to annoy the positive people who do not want to be brought down by your negativity. This includes your friends, your, family and your teachers. And, when venue you are in a negative mood, you have a natural system set up to attract the other negative people to you. Positive people help to bring you up. Negative people help to bring you down.

### **Questions:**



1. Define transaction analysis.
2. List the three-ego states.
3. State Johari window
4. Explain the three ego states.
5. What is pareto principle?
6. Elaborate time management matrix.
7. Discuss the time management tips for students.
8. Describe the Johari window.

## Unit 3

Strategic thinking- stages in strategic thinking- process of strategic thinking- importance and characteristics of strategic thinking- how to develop strategic thinking- lateral thinking- meaning- need and uses of lateral thinking-techniques of lateral thinking

### 1. Stages in strategic thinking:

To achieve result, it is important that each stage is well thought out. it is also important is that this stage or completed in an open environment that encourages learning and new ideas.

#### 1.1. Stage 1: Where do you want to be?

Be clear with your vision, mission and objectives.

#### 1.2. Stage 2: How will you know when you get there?

Establish connection between what is delivered to the customers and what is their expectation thought feedback system.

#### 1.3 Stage 3: Where are you now?

Analyze your strength and weakness to know where you stand in the present-Day situation. Beware of your today's issues and problems.

#### 1.4. Stage 4: How do you get there?

This is feeling the gap between where are you now and where do you want to go in the future.

#### 1.5. Stage 5: Ongoing:

This implies the strategies as to what should you do to maintain your position you are holding at the moment and the position that you would like to hold in the future.

### 2. Process of strategic thinking

#### 2.1. Aligned:

A company's strategy is must fit with is vision, mission, objectives, competitive situation and operating strength.

**2.2. Goal oriented:**

Strategies are the means by which company sets out to achieve its goals. Hence these strategies should be goal oriented.

**2.3. Fact-based:**

the strategies should be based on and supported by real data. Strategy thinking by its very nature is based on assumptions about the future, but these assumptions must be based on educated guesses.

**2.4. Based on board thinking:**

Companies that or strategically quick and strong should consider multiple alternatives at a given situation.

**2.5. Focused:**

Companies adopting strategic thinking should be clear with what the company wants and does not want. the companies are expected to priorities the plants and act accordingly.

**2.6. Agreed upon:**

While adopting various strategies that company has to ensure that the the stakeholders are taken into confidence and aim at Getting their fullest support and cooperation.

**2.7. Engaging:**

While drafting strategies to ensure that the people are educated about the programmers and ensure that the resources are available to them to implement the plans.

**2.8. Adaptable:**

Strategies should be designed to be adjusted based on the results, experimentation, errors and new information available.

**2.9. A system perspective:**

In order to implement strategic thinking, the people concerned should understand the system as a whole and its implications. Your complete understanding of the end- to -end system. The role of the thin and the skills that is required.

**2.10. Focused:**

While implementing strategic thinking, that must be more focus and determination then once rewards, focus helps in leveraging one's energy and racist destruction.

### **2.11. Timely:**

Thinking in time will help in understanding past, present and future. Such understanding helps in making better and quick decisions.

### **2.12. Being creative as well as critical:**

A strategic thinking should ensure creative as well as critical thinking because it leads to establishing a scientific method.

### **2.13. Prudent opportunism:**

This refers to being open to good opportunities and avenues .Strategies must be developed to changing environment.

## **3. Importance of strategic thinking:**

- Drafting course of action for the groups
- Making smart long- term decisions
- Gaining the employees' commitment to support the decisions
- Enhances groups performance and maximize business results
- Enhances groups performance and maximize business results.
- Fosters beer culture that supports fresh thinking and embraces strategic initiative
- Save time and effort
- Make the most of limited resources
- Attract founding
- Get people on board
- Enhance changes of success
- Increase job satisfaction
- Try to take over the world!

## **3.1. Characteristics of strategic thinkers:**

Strategic thinking necessarily involves certain specific traits, behavior, attitude and thinking. The following are generally associated with strategic thinkers.

### ➤ **Curiosity:**

These are the people who are genuinely interested in what is going on in the business.

### ➤ **Flexibility:**

These are the people who are able to adapt approaches and gift ideas venue information suggests the new to do so.

➤ **future focus:**

These are the people who you constantly consider how the conditions in which the business operates change in the days, months and years.

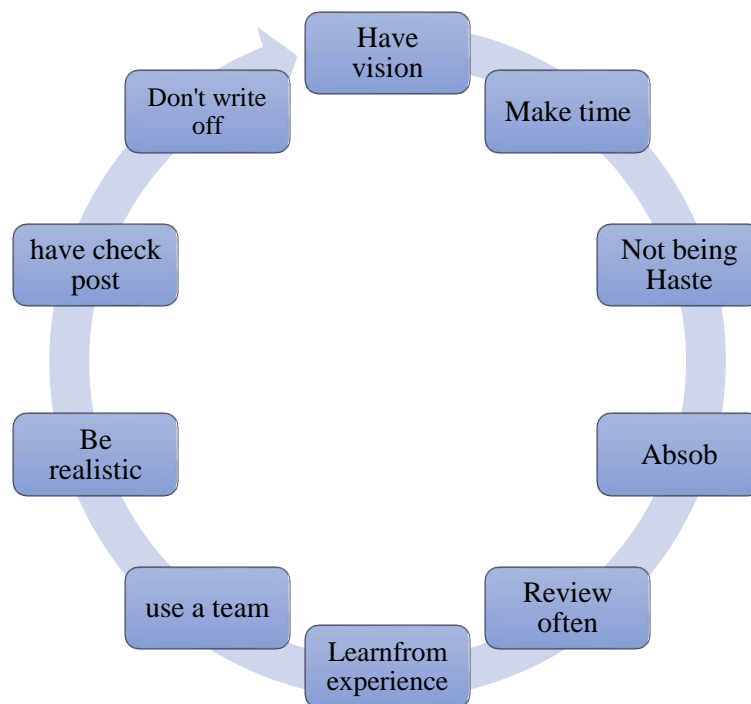
➤ **positive Outlook:**

These are the people who have challenges as opportunities, and believe that success is possible.

➤ **Openness:**

These are the people who will come with new ideas from supervisors, peers, employees, and outside stakeholders such as customers, suppliers, and business partners.

**4. Developing strategic thinking:**



**Fig.1.Developing strategic thinking**

**4.1. Have vision**

One should be clear with where he wants to go. If the destination is clear, reaching it should not be a problem.

#### **4.2. Make time:**

In a busy business, making the time is vital. Make time for both thinking and relaxing. Set aside sufficient time both for planning and entertainment as they are equally important.

#### **4.3. Not being haste:**

One needs to keep track of the future at the same time he needs not to be in haste. One need to carefully design tomorrow's by taking sufficient time.

#### **4.4. Absorb:**

In any business it is the question of remaining awake and aware. Every business gives everyone sufficient clues as to what is in store for tomorrow. Of course those loose are often suptal and hidden.

Those who are aware and awake are the ones to notice them.

#### **4.5. Review often:**

Smart thinkers always check and validate their plans, plants that are not reviewed often run into difficulties.

#### **4.6. Learn from experience:**

It is said whenever you fail; don't fail to take the lessons. a smart thinker uses his experience to think better on vital issues.

#### **4.7. Use a team:**

Two minds but together achieve more. by utilizing others one gets not only to create ideas but also create a deal of involvement by the members.

#### **4.8. Be realistic:**

One has to be cleared with what is achievable given the strength of the business. Being realistic does not mean holding back but to deliver success.

#### **4.9. Have check posts:**

it is always good to create a check post so that one has a chance to change if needed. Check posts help in sporting the twist.

#### **4.10. Don't write off:**

One should not jump to any conclusion when things go wrong because a successful future is not bounded by judging their thinking.

## **5. Lateral Thinking Meaning:**

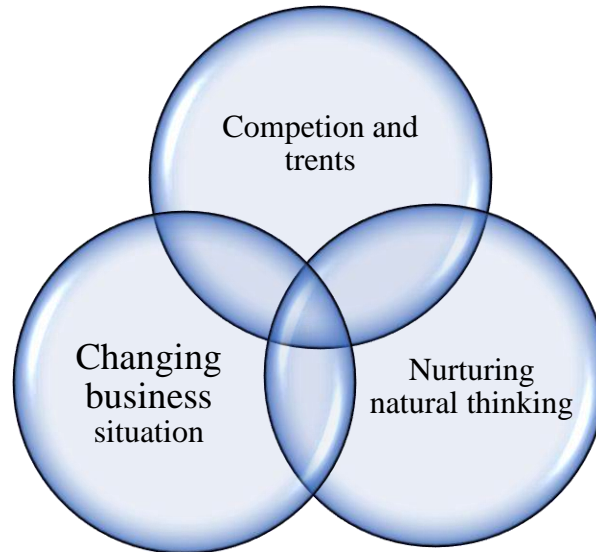
Edward de Bono coined the term 'lateral thinking' in 1967. Lateral thinking particularly concerned a new generation of new ideas. It involves Changes prescription and flexibility. This one sounds creative since both are concerned with producing something new.

- Lateral thinking way of solving problems by rejecting traditional methods and use and orthodox and illogical means.
- Lateral thinking refers to solving problems through an indirect and Creative approach.

## **6. Uses of lateral thinking:**

- Once a person acquires the lateral thinking Attitude, he needs to be told lateral when and where to lateral thinking.
- Constructively challenge the status quo to new ideas to surface.
- Find and build on the Concept behind Idea to create more ideas.
- Solve problem ways that don't initially come to mind.
- Use alternative to liberate and harness the creative energy of the organization.
- turn problem into opportunities:
- select the best idea and implement them

## **7. Need for lateral thinking:**



**Fig .2. Need for lateral thinking:**

**7.1. Competition and trends:**

Business opportunities involve fierce competition and changing trends.

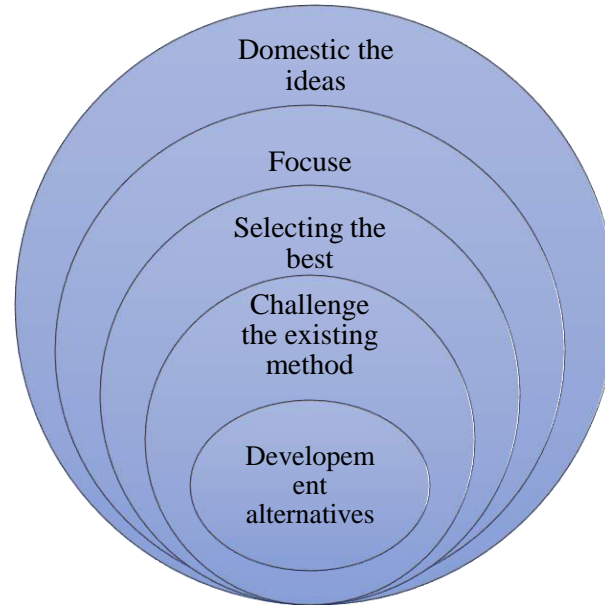
**7.2. Changing business situations:**

To keep face with these situations, a disciplined innovation, Idea formulation, concept development, creative problem solving and strategy to challenge this concept is required.

**7.3. Nurturing natural thinking:**

Lateral thinking provides unconventional techniques which help nurture your usual thinking and reduce enhanced results.

## 8. Techniques of lateral thinking:



**Fig.3. Techniques of lateral thinking:**

### **8.1. Development alternatives:**

Produce as many new ideas as possible.

#### **Focus:**

Focus on what to be achieved in particular.

#### **Challenge the existing method:**

- To get the desired result change your ways of operation. Same Operation is expected produce same result.

#### **Selecting the best:**

- Select the best ideas and develop them into possible approaches.

#### **Domesticate the ideas:**

- Develop ideas and convert them to fit into one business.

## **Unit 4**

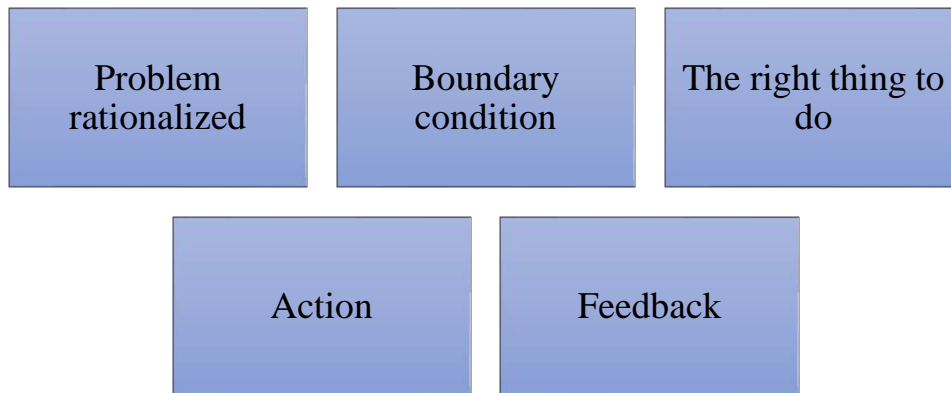


Decision making- process of decision making -Steps to effective Decision making.  
Conflict meaning- Sources of conflict- technique of conflict resolution. Steps for Conflict resolution.

## 1. Decision Making:

- Some decisions are more difficult and some of them are so easy. Effective decision making is an art. If you master it, you will be able to go through life`s challenges more smoothly.

## 2. Decision Making Process:



**Fig. 1. Decision Making Process**

According to Peter Drucker there are 5 elements of an effective decision-making process:

### 2.1. Problem rationalized:

- The clear rationalized that the problem was generic and could only be solved through a decision that establishes a rule or a principle. Know the problem you are solving.

### 2.2. Boundary conditions:

- The definition of the specification that the answer to the problem has to satisfy, that is, “boundary condition”. Know your range of option that will still count as success.

### 2.3. The Right Thing to do:

- Before you decide what’s feasible, first figure out what the right thing to do is.

### 2.4. Action:

- Turn decision into action.

### 2.5. Feedback:

- Get feedback on what's working and what's not.

### **3. Steps to Effective Decision making:**

Here are ten tips to effective decision-making, that could guide you in making the right choice.

#### **3.1. Define your goals and objectives:**

- You can only arrive at a major decision if you know what you want.
- Otherwise, you will change what you want.
- Otherwise, you will change the one decision to another because you have no idea as to what you are trying to accomplish.

#### **3.2. Define the problem clearly:**

- Identify what bothers you and if you are not sure do some additional thinking and investigation.
- There are several related factors to your problems but these should not distract you from understanding what the real problem is.

#### **3.3. Stay away from anxiety:**

- When people keep shouting at you to decide and circumstances press you to come to a decision and when things are going from bad to a decision and when things are going from bad to worse.
- Stop for a moment and take a long breath.
- After all you cannot take an effective decision if you are anxious.
- Try to remove anxiety from your mind and take a fresh look at the problem before you arrive at a decision.

#### **3.4. Look at the problem from different perspective:**

- Try to approach the problems from as many angles as possible, like from the angles of the boss, the customers, and the society and so on.
- Put yourself in the shoes of others and so on.
- put yourself in the shoes of others and understand how they would solve the situation.

#### **3.5. Ask for advice for others:**

- Look for help in whenever confusion. Involve people like your friends, colleagues, seniors and bosses remember the fact that you are not alone in this world.

### **3.6. Write down your options:**

- It is always better to write down your action to understand in its entirety. It is also possible to explore all other options and their implications when the plans are put in black and white.

### **3.7. Examine the implication of the alternatives:**

- Analyzing the implications of each alternative is an important part of your decision making process. Of course it may take a lot of your time but you are left with one option.
- You have to weigh the costs and the benefits of each definition.
- Deciding things in haste will work against you.
- So you better make sure that your decision is worth it.

### **3.8. Choose the best alternatives:**

- After carefully going through the list of your alternatives, choose the best course of action. There will always be limitations in your decision.
- You may face challenges while implementing your decision but you will have to stand by it as long as it is good for the organization.

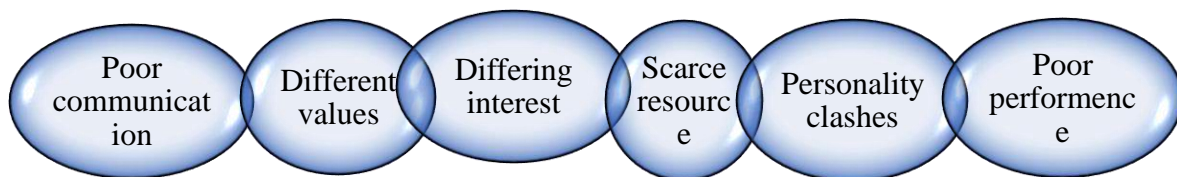
### **3.9. Monitor progress:**

- After making the decision and deciding to do your choice of action, you should monitor your progress. This will help you make adjustments along the way depending on your goals, you can make adjustments and additional decisions along the way.

## **4. Meaning of conflict:**

Conflict is mental and/or physical disagreements in which people's values and needs are in opposition to each other.

## **5. Sources of conflict:**



## **Fig .2. Sources of conflict:**

- There are many reasons for conflict in any work sitting. some of the primary reasons are:

### **5.1. Poor communication:**

- Different communication styles can lead to misunderstandings between persons at the work place.

### **5.2. Different Values:**

- Workplace is made up of individual who see the word differently. Conflict occurs when people do not accept and understand the difference.

### **5.3.Differing interests:**

- Conflict occurs when individual workers forget the organizational goals and put forth their personal goals.

### **5.4.Scarce Resources:**

- This world is not blessed with plenty of resource. Scarce world like this, conflict arise because everyone wants to have his maximum share.

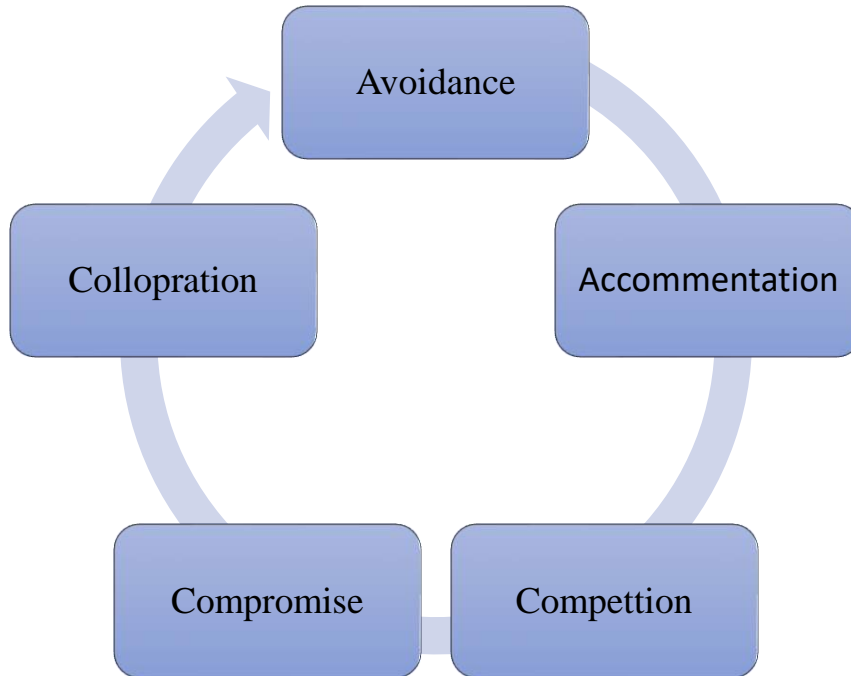
### **5.5.Personality clashes:**

- All work environments are made up of differing personalities. Unless colleagues understand and accept each other's approach to work and problem –solving, conflict will occur.

### **5.6.Poor performance:**

- When one are mode individuals with in a work unit are not performing –not addressed, conflict is inevitable.

## **6. Techniques of conflict resolution:**



**Fig. 2. Techniques of conflict resolution:**

**6.1.Avoidance:**

- This style indicates that people try to evade the conflict entirely. This style represents delegating controversial decision, accepting default decisions, and not wanting to hurt any ones feelings. it can be appropriate when victory is impossible.
- When the controversy is trivial, or when someone else in a better position to solve the problem.
- However in many situations this is a weak and ineffective approach to take.

**6.2.Accommodation;**

- This style indicates a willingness to meet the needs of others at the expense of the person’s own needs.
- This person is not assertive but is highly cooperative.
- Accommodation is appropriate when peace is more valuable than winning, or when you want to be in a position to collect o this favor you gave.
- And overall this approach is unlikely to give the best outcomes.

**6.3.Competition:**

- This style indicates that people take a firm stands, and knows what they want. They usually operate from a position of power, drawn from things like position, rank, expertise, or persuasive ability.
- This style can be useful when there is an emergency and a decision needs to be make fast; when the decisions are unpopular; or when defending against someone who is trying to exploit the situation selfishly.
- However, it can leave people feeling bruised, unsatisfied and resentful when used in less urgent situations.
- It can be useful when achieving one's objective outweighs one's concern for the relationship.

#### **6.4. Compromise:**

- This style indicates that people try to find a solution that will at least partially satisfy everyone. Everyone is expected to give up something and the compromiser him-or herself also expects to relinquish something.
- Compromise is useful when the cost of conflict is higher than the cost of losing ground. The aim of conflict resolution is to reach agreement and most often this will mean compromise.

#### **6.5. Collaboration:**

- This style indicates that people try to meet the needs of all people involved.
- These people can be highly assertive but unlike the competitor, they cooperate effectively and acknowledge that everyone is important.
- This style is useful when you need to get the best solution; when they have been previous **conflict in the group**; or when the situation is too important for a simple trade – off.

### **7. Steps or conflict resolution:**



**Fig.3. Steps or conflict resolution:**

**7.1.Know yourself:**

- Self-awareness and care are essential to an effective approach to conflict management. The more you are aware of your biases and “hot buttons”, the more likely you can prepare yourself mentally, emotional and physically to respond in a preferred way.

**7.2.Clarify needs threatened by the conflict:**

- Substantive needs are the ones that are directly related to the conflict.
- Procedural needs relate to the process adopted to solve the aforesal conflict. Namely they refer to the ground rules deployed to solve the conflict.
- Psychological needs relate to personal feelings and sentiments of the people involved.

**7.3.Identify a proper place for negotiation:**

- Identify a private, neutral room to hold your conversation. If the conversation starts in a more public place it may affect the discussion.

**7.4.Develop taste for listening:**

- If you dedicate to active listening, you can improve the likelihood that your ideas and feelings will be understand by the other person.

**7.5.Assert your needs:**

- At these points, it is important to get your views communicated as clearly as possible. Assertive communication is the process of conveying one's needs and concerns clearly while respecting the needs of the other party.

**7.6.Be flexible:**

- Develop an open mind to generate more than one idea.
- It is useful to explore a few additional ideas before setting on the best answer to the problem.

**7.7.Handle impasse with calm and respect:**

- Impasse is the point within a dispute in which the parties are unable to reach effective solution.
- People feel stuck, frustrated, angry, and disillusioned.
- As a result, they may turn hostile or walk out.
- In any case, impasses represent a Turing point.
- In your efforts to negotiate a solution to the conflict.

**7.8.Build an agreement that works:**

- As you come to the conclusion of the negotiation process, identify areas of agreement clearly and preferably in writing.
- Then review the agreement in light of the organization and its policies.

**7.9.Focus on the present:**

- Rather than looking to the past and assigning blame, focus on what you can do in the here-and-now to solve the problem.

**7.10.Be willing to forgive:**

- Resolving conflict is impossible if you're unwilling or unable to forgive.

**7.11.Know when to let something go:**

- If you can't come to an agreement, agree to disagree. It takes two people to keep an argument going. If a conflict is going nowhere, you can choose to disengage and move on.



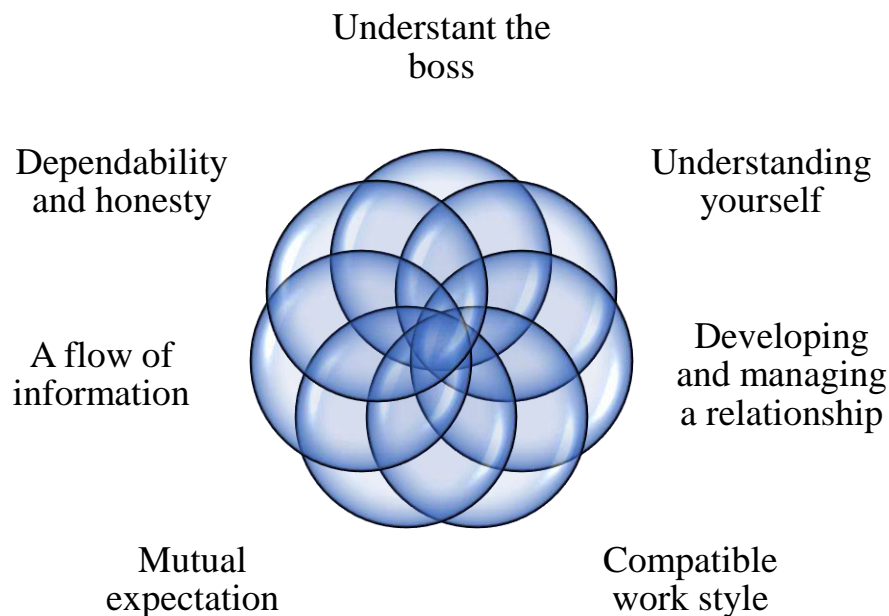
## Unit 5

**Boss – subordinate relationship-Steps in building relationship with boss.  
Change management –Why people resist to change? -Change management model-How to reduce resistance to change.**

### **1.Managing your boss:**

- The relationship with the boss important and in fact it is a pointer to subordinates loyalty and commitment to the organization.
- Subordinates who have positive relationship with their boss are likely to be more committed to the organization than those who do not. Factors that contribute to the type of relationship between boss and subordinates include mutual support, trust, liking, attention, performance and loyalty.

### **2.Steps in building relationship with the boss:**



**Fig.1. Steps in building relationship with the boss:**

- Towards creating a winning relationship, the boss’s goals, his work pressure, his strength and also understand his weakness.

- One cannot change the basic personality of the boss but can always avoid misunderstanding by knowing his strength and weakness.

### **2.1. Understanding yourself:**

- The boss is only one half of the relationship.
- The other half depends on the subordinates, Developing a good relationship requires that one should know his own strengths, weakness and personal style.

### **2.2. Developing and managing a relationship:**

- With a clear understanding of one's boss and himself, one can usually establish a way of working together that fits both.

### **2.3. Compatible works style:**

- A good working relationship with a boss depends on the style adopted by the subordinates. Some bosses are readers and some are readers and some are listeners.
- To readers the ideas should be presented in a report and to the listeners the ideas are to be explained . Creating a each other's strengths and making up for each other's weakness.

### **2.4. Mutual expectation:**

- Some superiors spell out their expectations very explicit but most do not.
- Ultimately the burden falls on the subordinate to find out what the boss's expectations are.
- Developing a workable set of mutual expectations also requires the subordinates to communicate their own expectations to the boss.

### **2.5. A flow of information:**

- Managing the flow of information upward is very difficult. Nevertheless, for the good of the organization the subordinates are expected to convey the success and well as failures.

### **2.6. Dependability and honesty:**

- Dishonesty is another issue. Dishonesty is the most troubling trait a subordinate can have. Without a basics level of trust a boss has on his subordinates the relationship is going to be sour.

### **2.7. Good use of time and resources:**

- The boss has limited time and energy. Every subordinates meet their bosses they make use of or waste those resources selectively.
- Do not waste their time and energy on small issues.

### **2.8. Contribute profitable business initiatives:**

- Generally business is established for profitability. Generally business-related initiatives that will help the boss and team to achieve the Organization's objectives.

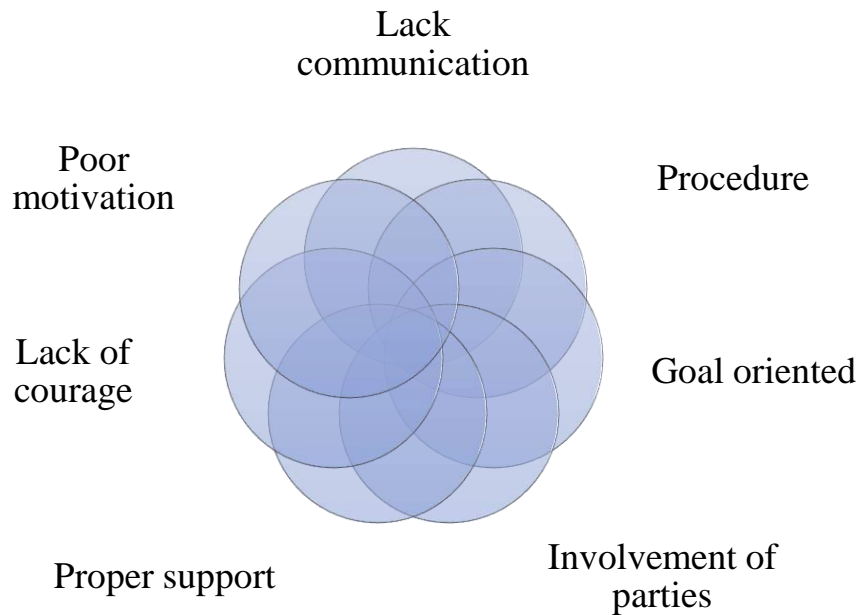
### **2.9. Be a solution bank:**

- Bringing problems to the boss's table at all times will question the subordinate.

## **3. Change management:**

- Change management is a structured approach to shifting individuals, teams, and organizations from a current state to a desired state.
- It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment.
- Change management has three different aspects. They are adapting to change, controlling change, and effecting change.
- A proactive approach to dealing with change is at the core of all three aspects.
- For an organization, change management means defining and implementing procedures to deal with changes in the business environment and to profit from changing opportunities.
- Successful change management is more likely to occur if the following are included:
  - Benefits management and realization to define measurable stakeholder aims, business case for their achievement.
  - Effective communications that informs various stakeholders of the reason for the change, the benefits and the details of the change.
  - Devise an effective education, training and skills to understand change.
  - Provide personal counseling to alleviate any change related fears.
  - Monitoring of the implementation and fine-tuning as required.

## **4. Why people resist change:**



**Fig.2. Why people resist change:**

**4.1.Lack of communication:**

- People may only understand the change in broad terms and not in practical terms. They may not see what they should do differently.

**4.2.Procedure:**

- People may resist change because the staff may not know how it should go about it.They may lack the knowledge , skills and experience to implement the proposed change.

**4.3.Goal oriented :**

- Another reason why the people may resist change is that they do not know why they should undertake a specific change.
- They may not be convinced about the purpose of the change or they may not see the benefits of the change.

**4.4.Involvement of parties:**

- Resistance may also arise if people are not clear about who are specifically involved in the change . Too many parties involved in the change without a clear definition of their roles will bring confusion.

**4.5.Proper support:**

- Commitment to change from the top is critical. Many well-planned change programmes have failed because leaders who plan the change do not follow up with the necessary support in terms of resources , know how, moral support and motivation is needed to ensure smooth implementation of change.

#### **4.6.Lack of courage:**

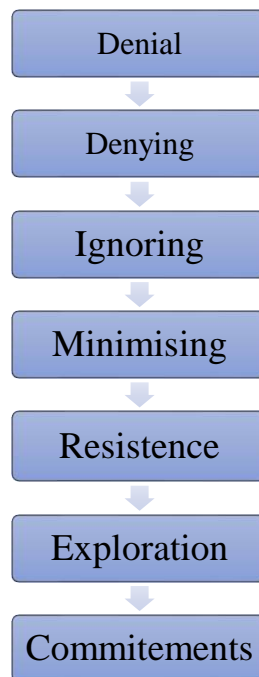
- Change programmes often fail because of absence of courage to implement the change . Managers do not create a safe environment for people to experiment or try new things. People feel that it is risky to undertake any change.

#### **4.7.Poor motivation:**

- There are many change programmes that failed due to lack of motivation rather than the lack of know – how.
- A clear declaration on how people are going to be rewarded if they achieve successful results from change would benefit the people a lot.

### **5.Reducing Resistance to change:**

#### **5.1. Dealing with change:**



**Fig.3. Reducing Resistance to change:**

## **5.2.Denial :**

• The first response to a significant change is often shock, - a general refuse to recognize the information. In this way people protect ourselves from being overwhelmed.

• Common responses include.

## **5.3.Denying:**

• “This can’t be happening”.

## **5.4.Ignoring:**

• “Wait till it blows over”.

## **5.5.Minimising:**

• “It just needs a few minor adjustment”.

## **5.6.Resistance:**

• Resistance is about fear of change. People may become physically ill, feel all sorts of physical, emotional, or mental symptoms.

• Some people may doubt their ability to survive the change.

• During this phase there is a greater focus on mourning the past, more than preparing for the future.

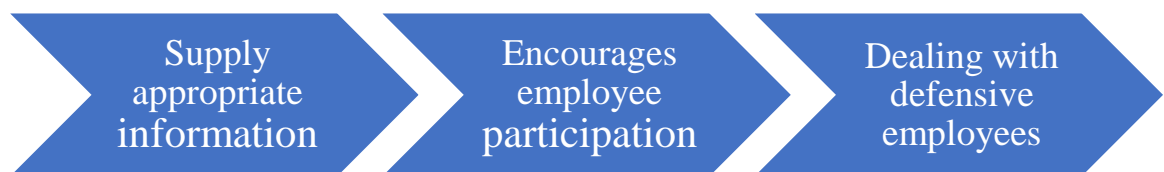
## **5.7.Exploration:**

• After a period of struggle, individuals and organizations usually emerge from their negativity, breathe a sign of relief, and shift into a more positive, hopeful, future- focused phase.

## **5.8.Commitments:**

• Finally, the individual has broken through the problems, discovered new ways of doing things or adapted to the new situation. The commitment phase begins with focus on a new course of action.

## **6.Reducing Resistance to change:**



**Fig. 4. Reducing Resistance to change**

**6.1. Supply appropriate information:**

- Explain as early as possible what will happen, why and how employees and the department will be affected.

**6.2. Encourage employee participation:**

- Allow employees to share in making decision about it.

**6.3. Dealing with defensive employees:**

- Attacking a person who is being defensive only makes that person more defensive.
- People become defensive when they feel they are being attacked.
- Sometimes manager needs to back off when an employee is being defensive and try again another time.
- The best defense against defensiveness is to be open and honest, to communicate clearly, and to listen responsively.

**Reference**

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