
Unit - 2 □ Communication & Leadership in Safety Skill

Structure

- 2.1 Leadership&Safety**
- 2.2 Communication Skills**
- 2.3 Time Management**
- 2.4 Team Building**
- 2.5 Employability Skills**
- 2.6 Stress Management**
- 2.7 Conflict Management**
- 2.8 Report Writing**

2.1 Leadership and Safety

Concept of Leadership

Leadership is one of the many sterling qualities which enables to attain certain well - defined common goal or objectives through persuasion and understanding. It is binding factor responsible for the development of cohesive groups imbued with the idea of forging ahead towards the common goal. Commanding as well as the initiation of vital steps among the groups are the two important ingredients of a successful leadership. The initiation of vital steps may include motivation proper communications, decision making and sorting out problems etc.

Concept of Safety Leadership

Safety leadership connotes the ability of personnel related to safety to influence the top management, middle management and lower management in such a way that the spirit of safety is upheld in real forms., the norms and standards of safety are maintained and all the plans and actions related to safety are streamlined in such a way that the organisation remains practically free from accidents and injuries. In order to achieve this goal a particular style of leadership has to be evolved befitting the organisation by thoroughly studying the various leadership styles and then a practical shape has to be incorporated to the evolved style or model in such a way that the said style in effective as well as readily acceptable to all concerned.

The tasks before the safety managers and safety officers are manifold. These managers or officers should possess leadership qualities with the potential of motivating and influencing so that the safety functions and goals are achieved. Safety training to employees, providing incentives for safe performance, improvise methods to reduce hazards to take part in safety campaigns, to monitor safety programmes etc. are some of the tasks the safety manager or the safety officer has to performs.

Qualities of a Safety Leader

The following are a few sterling qualities expected of safety leader:

1. Alacrity.
2. Intelligence.
3. Knowledge (including professional knowledge)
4. Responsibility.
5. Originality.
6. Motivation.
7. Persuasiveness.
8. Communication Skill.
9. Adaptability.
10. Confidence.
11. Diligence.
12. Credibility.
13. Affability.
14. Sociability.
15. Tenacity.
16. Sensitivity.
17. Group- feeling.
18. Optimism.

Since the safety leader is expected to performs arduous and emergency rask it is built natural that he must possess such qualities as alacrity, tenacity, responsibility and confidence.

Lack of Knowledge (specially professional knowledge) or intelligence or adaptability will land him into troubles as he has to deal with a plethora of problems of varying nature.

All his actions must exude confidence optimism and right motivation. Since the safety leader has to work in group, he must have adequate knowledge of group processes and should have respect for others, along with a strong sense of social sensitivity. He should not be obsessed with a dictatorial style of functioning rather should possess persuasiveness and affability so as to congenial atmosphere in the whole gamut of safety.

Leadership Style

Leadership style also call leadership techniques have great influence on the inter-personal relations of managers as well as the relation between the managers and the managed i.e workers. LEadership styles connote the conspicuous behavioural pattern adopted by the leader to guide or the influence the behaviour of the followers or subordinates. A few common leadership styles are being explained as follows:

1. The autocratic style/authoritarian style.
2. The democratic style.
3. The free- rein style.
4. The bureaucratic style.
5. The charismatic style.
6. The manipulative style.

2.2 Communication Skills

No one would talk much in society if they knew how often they misunderstood others.

Communication is the exchange and flow of information and ideas from one person to another; it involves a sender transmitting an idea, information, or feeling to a receiver.

Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit.

Communication

Thought: First, information exists in the mind of the sender. This can be a concept, idea, information, or feelings.

Encoding: Next, a message is sent to a receiver in words or other symbols.

Decoding: Lastly, the receiver translates the words or symbols into a concept or information that he or she can understand.

During the transmitting of the message, two elements will be received:

Content is the actual words or symbols of the message that is known as language - the spoken and written words combined into phrases that make grammatical and semantic sense. We all use and interpret the meanings of words differently, so even simple messages can be misunderstood. And many words have different meanings to confuse the issue even more.

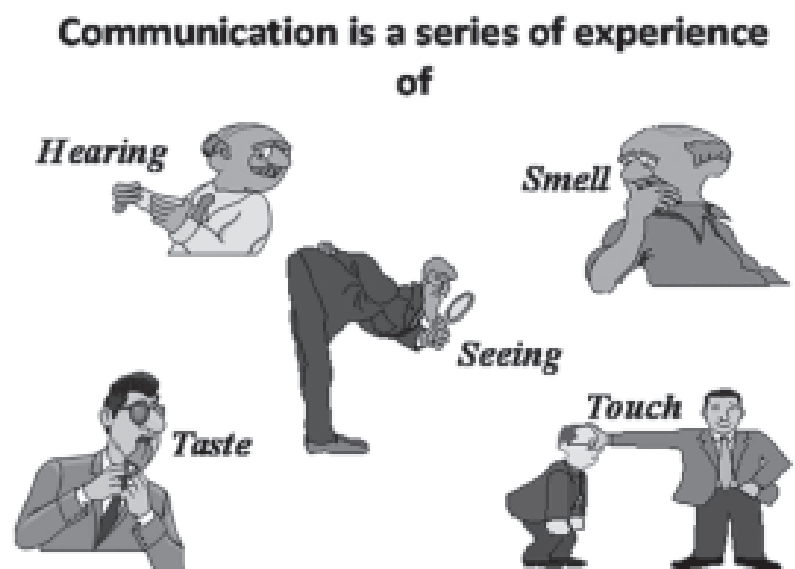
Context is the way the message is delivered and is known as paralanguage - it is the nonverbal elements in speech such as the tone of voice, the look in the sender's eyes, body language, hand gestures, and state of emotions (anger, fear, uncertainty, confidence, etc.) that can be detected. Although paralanguage or context often cause messages to be misunderstood as we believe what we see more than what we hear; they are powerful communicators that help us to understand each other.

A message has NOT been communicated unless it is understood by the receiver (decoded).

Communication is an exchange, not just a give, as all parties must participate to complete the information exchange.

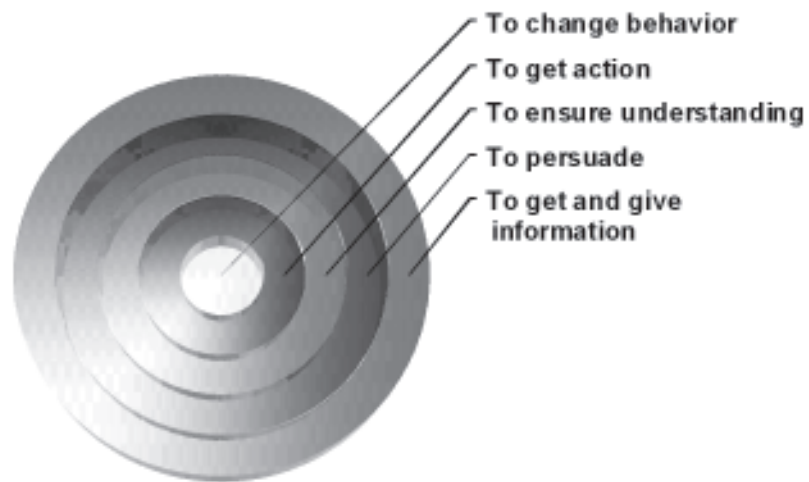
Communication Skills

Communication Skill is the ability to use language (receptive) and express (expressive) information. Effective communication skill is a critical element in career and personal lives.



Now, let us have a look at what are the Goals of Effective Communication.

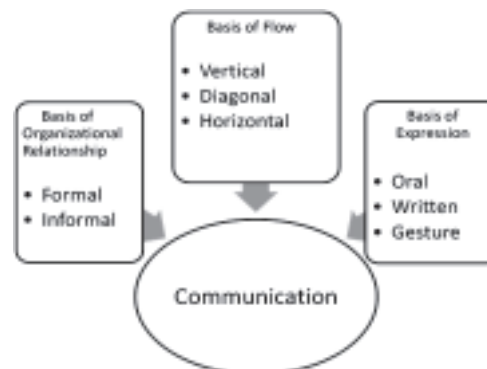
Communication Goals



In our daily life, there are in fact four ways by which we communicate:

- ❖ Speaking.
- ❖ Writing
- ❖ Visual Image
- ❖ Body Language

Though these are the most common ways of Communication, a further introspection reveal Communication in a slightly different way. We can have following types of communication.



On the basis of Organizational Relationships, we may communicate formally, for example we may have a formal discussion with our colleagues & or we also have an informal gathering & talk. On the basis of Flow, we may communicate with the persons sitting in front of us (vertically), beside us (horizontal), & sitting diagonally to us (diagonal). On the basis of expressions we make, we may communicate orally or in writing. It is also equally important to note that our gestures & body language also play a significant role in communicating with others, a point which we often miss out.

Components of Communication

An effective Communication essentially has three components:

- ❖ Verbal Messages - the words we choose
- ❖ Para verbal Messages - how we say the words
- ❖ Nonverbal Messages - our body language (eye contact. the pitch of tone we use, the gestures we make)

These components are used to send Clear, Concise Messages & receive and correctly understand Messages Sent to Us.

An Effective Verbal Message should be:

- ❖ Brief, organized
- ❖ Free of jargon
- ❖ Do not create resistance



Para verbal Messages: The messages that we transmit through the tone, pitch, and pacing of our voices. Here is an interesting example:

"I didn't SAY you were stupid."
"I didn't say YOU were stupid."
"I didn't say you were STUPID."

The sentence is same, but the thrust we are putting on the words are different.

In the first sentence, the thrust of our tone is on 'SAY' - indicates that I have not said this.

In the second sentence, the thrust of our tone is on 'YOU' - indicates that I have said Stupid, but I did not mean you.

In the third sentence, the thrust of our tone is on 'STUPID' - indicates that I have said

something to you but not Stupid.

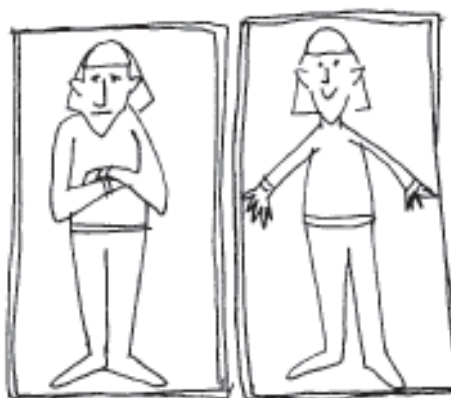
This is a classic example of what we mean to say & how we say that to others while communicating. A slight modulation of our voice & the thrust we put in while saying the words can change the whole perspective of communication.

Nonverbal Messages: Primary way that we communicate emotions are

Facial Expressions



Postures and Gestures



The facial expressions like eye contact, smile, nodding, Postures & gestures are equally important means of communication. They reveal our true mood & attitude towards the person with whom we are communicating in spite of our best efforts to hide them.

If our body language does not match with our verbal communication, the entire communication instantly would fail, not only that it would also throw a not very desirable image of us in the eyes of the person who are being communicated.

Imagine that you say 'Good Morning' to a person with a stern & grim face. You may not be liking that person at that moment, and then it is better not wish him. Your facial expression is not matching your verbal expression & that would create a very undesirable & wrong image of yours which in turn may create confusion & misunderstanding. This is only a small example but, we should practice giving a perfectly matching verbal & non-verbal expressions to the person with whom we are communicating.

Remember, even a Zero communication is better than a wrongly matched verbal & non-verbal communication.

Barriers to Communication

The following factors may cause barriers to effective communication

- ❖ Semantic Barriers
- ❖ Emotional Or Psychological Barriers

- ❖ Organizational Barriers
- ❖ Personal Barriers

Let us take up the factors one by one:-

Semantic Barriers

Often language & symbols we use while communicating may pose barriers.

- ❖ Symbols with different meaning
- ❖ Badly expressed message
- ❖ Faulty translation
- ❖ Unclear assumption, may fall in this category.

Emotional Or Psychological Barriers

Some time we may find that it is our emotion & deep rooted psychology creating obstacles. We, as human beings often:

- ❖ Do premature evaluation
- ❖ Become inattentive
- ❖ Tend to lose transmission resulting in poor retention
- ❖ Keep undue reliance on the written word
- ❖ Distrust the communication we are getting
- ❖ Fail to communicate, which ultimately result in broken or mis-communication.

Organization Barriers

Again sometimes, the Organisation where we work, itself poses barriers to effective communication:

- ❖ Organizational policy
- ❖ Organization rules & regulation
- ❖ Status relation
- ❖ Complexity in organization

Though, in most of the cases we have hardly anything to do with the Organisational barriers, but it remains one of the major obstacles of effective communication in that Organisational framework.

Personal Barriers

In our job situation, we may face some obstacles that may prevent us from effectively

communicating with our superiors as well as with our subordinates. These barriers have been classified as Personal Barriers.

Barriers in Superior

- ❖ Attitude of Superior
- ❖ Fear of challenge of authority
- ❖ Lack of time
- ❖ Lack of awareness

Barriers in Subordinates

- ❖ Unwillingness to communicate
- ❖ Lack of proper incentive

It is important for us to know all the types of barriers discussed above since any one of them alone is sufficient to end all our sincere efforts of good communication. In order that we may become an effective communicator, we must try to eliminate the barriers that are standing in our way.

Here, it would be pertinent to discuss about the qualities which make us a good communicator.

What makes a good communicator:



At last, let us have some tips on good Communication Skills:

- ❖ Maintain eye contact with the audience
- ❖ Body awareness
- ❖ Gestures and expressions

- ❖ Convey one's thoughts
- ❖ Practice effective communication skills

Remember



Effective Communication

- " Two ways.
- " Involves active listening.
- " Reflects the accountability of speaker and listener.
- " Utilizes feedback.
- " Free of stress.
- " Clear.

We will now discuss about one of the most important components of Communication :-

The Listening Skill.

What is listening?

It is an active Process of eliciting information, ideas, attitudes and emotions of others. It is an interpersonal & oral exchange. It is conscious & essentially involves mind.

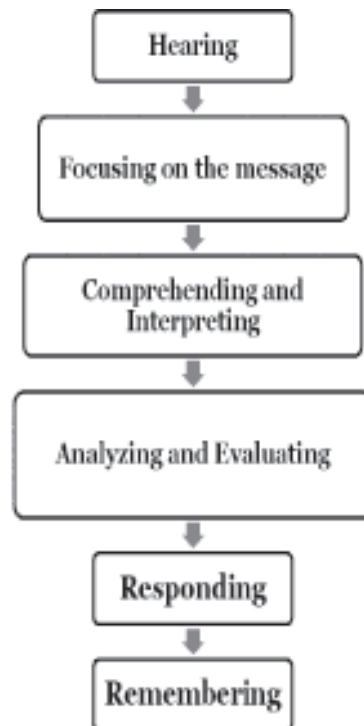
There are some common fallacies about Listening like:

- ❖ Listening is not my problem!
- ❖ Listening and hearing are the same
- ❖ Good readers are good listeners
- ❖ Smarter people are better listeners
- ❖ Listening improves with age
- ❖ Listening skills are difficult to learn



How to Be an Effective Listener

In order to become an effective listener, we must know the different stages of Listening Process. Here is a simple diagram which would help us to remember the stages easily.



In order that we become an effective listener, there are three questions we need to answer first & that would guide us in the path of becoming a good listener.

- ❖ What do we Think about Listening?
- ❖ What do we Feel about Listening?
- ❖ What do we Do about Listening?

Let us try to answer the questions one by one.

What do we Think about Listening?

- ❖ Understand the complexities of listening
- ❖ Prepare to listen
- ❖ Adjust to the situation
- ❖ Focus on ideas or key points

What do we Feel about Listening?

- ❖ Want to listen
- ❖ Delay judgment
- ❖ Admit bias
- ❖ Not to tune out "dry" subjects
- ❖ Accept responsibility for understanding
- ❖ Encourage others to talk

What do we Do about Listening?

- ❖ Establish eye contact with the speaker
- ❖ Take notes if required
- ❖ Be a physically involved listener
- ❖ Avoid negative mannerism
- ❖ Exercise listening muscles

A meticulous & sincere exercise on 'Think', 'Feel' & 'Do' about Listening will eventually make us a good listener. But we must acknowledge that it is a time consuming process which we have to make time bound in order to get the desired result within the targeted Time Frame work.

Here are some Tips by Keith Davis on Effective Listening.

The Un ccsvimanisvenrs- Keith Davis

- ❖ StopTalkiug.
- ❖ Put 11 Talker At Ease.
- ❖ Express Willingness To Listen
- ❖ Remove Distractions.
- ❖ Enpatrize.
- ❖ Be Patient.
- ❖ Hold Tender.
- ❖ Go Easy OnArgumentsAnd Criticism
- ❖ Ask Questions.
- ❖ StopTalkiug!

2.3 Time Management

Why Time Management?

Time is a great equalizer. Everyone has 24 hours in a day, 365 days in a year. The difference lies in how we utilize that time. This is where inequality begins. Some people respect time & make most of it, but many others do not attach any value to time & therefore waste it.

The fact that we talk about 'wasting time' or 'spending time' means that we do attach some value to it. In fact, one of the major sources of stress is the sense that we have too much to do & not enough time to do it. So, we need to plan our activities in accordance with the time available & how much time we want to allot for that. This is what is called basic Time Management.

What is Time Management?

Managing Time means to utilize the available time in optimum manner to achieve one's personal & professional goals. Each of us has our own need for socialising, sleeping, eating, working in office etc. Time Management gives us the recourse of how effectively & efficiently we manage all these works within the fixed limits of 24 hours in a Day.

It refers to a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects and goals. This set encompasses a wide scope of activities, and these include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing. Initially, time management referred to just business or work activities, but eventually the term broadened to include personal activities as well.

A time management system is a designed combination of processes, tools, techniques, and methods.

How to Manage Time EFFECTIVELY?

For better Management of Time, we need to categorize our daily work. Steven Covey devised Time Management Matrix for categorizing the works we do.

TIME MANAGEMENT





Are you throwing
your time away?

Stephen Covey's Time Management Matrix

	Urgent	Not Urgent
Important	I Do Now <ul style="list-style-type: none"> - Crisis - Pressing problems - Deadline-driven projects, meetings 	II Plan To Do <ul style="list-style-type: none"> - Preparation - Prevention - Planning - Relationship building - True re-creation - Empowerment
Not Important	III Reject & Explain <ul style="list-style-type: none"> - Interruptions, some phone calls, mails - Many proximate, pressing matters - Many popular activities 	IV Resist & Cease <ul style="list-style-type: none"> - Trivial work - Time wasters - "Escape" activities

Explanation of the Quadrants:

Quadrant-I It represents the work which are '**Urgent & Important**'. We need to spend time over here. Here we manage, produce & bring our experience, judgment in response to needs & challenges. Many important activities become urgent through procrastination (deferment), or because we don't do enough prevention & planning.

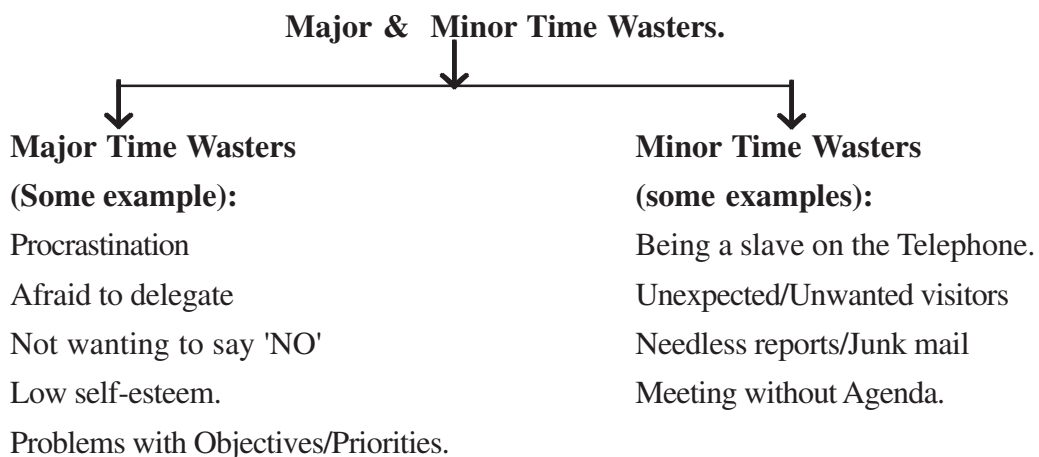
Quadrant-II (Quadrant of Quality): It represents works that are '**Important but not urgent**'. Here we do our long range planning, anticipate & prevent problems, empowers others, broaden our minds & increase our skills. Ignoring this Quadrant feeds & enlarges **Quadrant-I**, creates stress & deeper crisis.

Quadrant-III (Quadrant of Deception): It represents works which are '**Urgent but not important**'. The word urgency creates the illusion of importance. Actual activities, if

they are important at all, are important to someone else. Many phone calls, meetings & drop in visitors fall in this category.

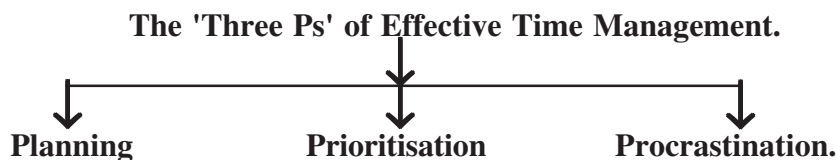
Quadrant-IV (Quadrant of Waste): It represents the works which are '**Noturgent, not important**'. Reading addictive novels, watching mindless television shows or gossiping at office would qualify as **Quadrant- IV** time wasters.

We can categorise Time Wasting activities as:-



Once we have categorised our work as per the above Matrix, the next step would be to devise a Road-way for Effective Time Management.

Andrew Berner developed:-



Planning & Prioritise:

In the context of Time Management, Planning is essentially organizing all necessary tasks that we can anticipate as required to be done. We must identify the objectives, priorities and expected results along with the resources needed to perform the task properly and in time. We have to realistically estimate the time it will take us to complete each objective and we should remember that our plans have to be implemented, they are not simple paper plans to be presented in an interview or examination.

Prioritise means the importance or rating which we are assigning to each task we

perform and plan to perform. While Prioritising our activities, one recourse may be to remember the Principle of COULD, SHOULD and MUST.



We have to take up the tasks that we 'must' do at first, they are the priority tasks & provide enough time if possible, to some extent buffer time for that. After then we take up the 'should' tasks & at last if time permits, then take up the 'could' tasks. Priority activities for every individual will be different. They depend on their Goals & personal value system. We should not go by what others are doing; instead we should be in line with our Profes-

sional and Personal Goal.

While Prioritising, we should also consider Pareto's Principle:

80% of work gives 20% results and 20% of work gives 80% results.

Effective Planning & Prioritisation aim at achieving 80% output from 20% effort. It is always better to have the Daily Planning & Prioritisation first, which would automatically lead to Long term planning.

<i>Tips on Planning the Day</i>	<i>Tips on Prioritisation</i>
Prepare a list of priorities for the day based on urgency and importance. Allocate time according to Priorities. "TO DO LIST" (Top 3 Priorities today) Have a Follow through and get the Timing Right. Morning is the time for hard work. Interesting work, meetings and social events can take place in off-peak time. Have work-breaks to overcome fatigue. Living 100% in the present improves our work output.	Try to make the Best Use of Time. Decide that we don't have to please everyone. Resist the temptation to do small, insignificant tasks too well. Outsource what we can. We don't have to do everything everybody tells us to do. Follow the Principle of Must - Should - Could. Remember Pareto's Principle.

Procrastination:

Are we affected?

Have we ever seen our most important tasks being put off until later and then later and later, while we are getting busy with many not so important activities? Did we hope that we may have more time and better mood in the future to start the task and do it properly? Does an approaching deadline mean a crisis for us? Do we keep hesitating every time we make a decision?



If we often see ourselves in such low productivity situations, then there is a big chance that our life got under control of the procrastination habit. And those situations are only the most explicit symptoms.

What is it?

A basic definition of procrastination is putting off the things that we should be doing now. This happens with all of us time after time. Yet, what makes a big difference for our success is our ability to recognize procrastination reasons and expressions in their different forms, and to promptly take them under control, before this bad habit steals our opportunities, damages our career and pride, or destroys our relationships. So why do not we do it now?

Causes of procrastination

What is the typical reason for procrastination? Here are a few of the most common situations to consider in our anti procrastination efforts.

It can be as simple as :-

- ❖ Waiting for the right mood
- ❖ Waiting for the right time

Then look at the way we organize our work. We may notice other reasons for procrastination like:

- ❖ Lack of clear goals
- ❖ Underestimating the difficulty of the tasks
- ❖ Underestimating the time required to complete the tasks
- ❖ Underdeveloped decision making skills
- ❖ Too ambiguous tasks and unclear standards for the task outcomes
- ❖ Feeling as the tasks are imposed on us from outside
- ❖ Fear of failure

- ❖ Perfectionism and over committed.
- ❖ Don't know where to start.
- ❖ To avoid an unpleasant task.
- ❖ Waiting for more information.
- ❖ We may think if we put it off, someone else will do it.

Effects of Procrastination

When we decide not to deal with things and put them off, all we are doing is making more work for ourselves in the long run. And the more work we have, the more stressed you will feel because of all the backlogged work you still have to do.

You know, just because we avoid completing a task today doesn't mean it will not needed to be done tomorrow. We wake up and we have an even heavier burden than the day before. This stress or anxiety we feel over long periods of time and can lead to more serious situations such as depression and other forms of mental illnesses.

The sooner we come out of these inhibitions & fear, the better result we can expect from our life. After all procrastination will lead us nowhere other than increasing our stress level in the long run.

Avoiding Procrastination

"You cannot escape the responsibility of Tomorrow by evading it today"—Abraham Lincoln



Remedial measures of Procrastination has more a psychological approach. A few guidelines and tips may be found useful to come out of procrastination.

Focus on the immediate task and project, on its details and use self-imposed deadlines and stick to a task till the deadline is met.

Tasks that are unpleasant can be made different by assigning time limits or deadlines.

People with low self-control, are easily distracted and impulsive and cannot be easily transformed but we can adjust our surroundings and put ourselves in the right environment.

It can be easily said that once you do get going on a task and successfully complete it, you're unlikely to procrastinate the same task in future.

Almost by definition procrastination is a failure to meet goals. So setting goals in the right way is crucial be it short-term or long-term goals.

Setting goals

Perhaps one of the most important things we will do to ensure our better Time Management is 'goal setting'. Many people, however, fail to recognize the importance of setting goals and tend to pass it over as unimportant. But nothing could be more vital to a successful Time Management than learning how to properly set goals.



One element that all successful people have in common is that they set specific goals and have devised a plan for achieving them. This means that they determine exactly what they want and know how they are going to get there.

Three basic types of goals

Improvement goals: Things that we want to change or make better, such as losing weight, quitting smoking, or having better relationships.



Achievement goals: Things that we want to accomplish, such as top sales person, greatest golfer, or best teacher.

Financial goals: Things that we want to acquire, like making a million dollars, being financially independent, owning cars, homes, etc. Ask a majority of people about their goals, and they will typically give some vague, general answer. If it's an improvement goal, they may tell us that they want to lose

weight. While they may be able to lose weight without a clearly defined goal, their chances of really succeeding long-term are slim until they specify how much weight they want to lose and devise a plan for how they are going to do it.

If we don't know where we are going, how will we know when we get there?

The seven keys to goal achievement:

Once we have written down our goals and developed a clear Idea of what we want, we still have to get there. Here are the seven keys to achieving our goals.

They are the crucial elements from start, to implementation, and to achievement of our goals & to make our goals a reality.



1. Desire

It all starts with a dream, a desire to have or accomplish something. If we don't want it, then why bother going after it?

2. Belief

In order to accomplish or acquire something, we must possess the belief that it is achievable and worth pursuing. Reaching this goal must not conflict with our values, and no one will be harmed or adversely affected. We must possess the belief that we are capable of achieving it, and that we can learn whatever is necessary to accomplish it.

3. Knowledge

We need to acquire the knowledge and information that we will need to accomplish or achieve whatever it is we are attempting. This means learning the "how-to" of what we want to do. We will also need to read about, listen to, and model someone who has already done what we wish to accomplish in order to learn the mental strategies that are necessary to accomplish this goal.

4. Opportunity

The opportunity must exist for us to take action. Is this something that we can do now? If not, when? Are there external (or internal) factors that are getting in the way?

5. Vision

In order to accomplish the goal, we must have a clear idea of what it is that we want, and create a compelling internal representation in our mind that we can "see" vividly. We can also use external pictures of our goal that we review daily. The better we can visualize our goal and its achievement, the better our chances of getting it.

6. Planning

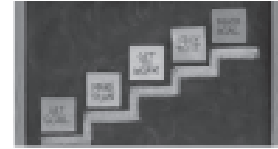
Let us devise a concise plan for the achievement of our goal setting long-term, short-term, as well as daily goals & implement the use of a day-planner system to help plan our time and to "track" our progress towards our achievement.

7. Commitment

Stick to it, no matter what. We must be prepared to do "whatever it takes" (without hurting anyone) to accomplish our goal & by using vision and planning to create such a great picture of our goal that we fall in love with the thought of its accomplishment.

Once we set our goal, we have to examine whether the goal filters through the Principle of 'SMART'. Only then our Goal would be fitting best with the time we have allotted for achieving that goal and will give best result.

"SMART" GOALS



S - Specific & Self

Trying to "do our best" or "do better" is like trying to eat the hole in a donut. There's nothing there to chew on or digest. We need to fine some very specific, concrete, and measurable action-steps that would tell us what our goal looks like in real-life terms. Include how we will measure our results so that we can tell whether we are getting anywhere and within time .

M - Measurable & Flexible

Goals should be measurable in order that the pace may be reviewed. If we don't have any measurement yard stick we will never be able to periodically review to what extent we have achieved over stipulated time schedule and what is left to be achieved in the given time frame. Good strategies and goals are always flexible, because nothing in this world stays the same for very long, and staying alive and on course means being able to adapt to changing circumstances.

Example: We are always going to run into circumstances that make it difficult to stick to our diet or exercise plan, special occasions, unexpected schedule conflicts, even just a really hard day where we need a break from the routine for our mental health.

Our goals should include some contingency plans for dealing with these problems so that we don't fall into that all-or-nothing thinking that lets the difficult situation become an excuse for ditching our whole plan.

And remember, meeting our goals is 90% attitude. No one is perfect, and we're going to have days where we just don't do what we set out to. Make sure we build up some Time Management technique and tools to help us deal with those days without losing sight of our long-term goals, or losing our motivation.

A - Achievable & Positive

Let us not take the challenging characteristic (above) too far. Make sure we can actually achieve what we're setting out to do. Otherwise, we will get frustrated and quit the game.

Example: Sixty minutes of aerobic exercise may be better than 30 minutes, but two hours may not be especially if we're so worn out afterward that we have to stop exercising completely for a while. We can always build up the time and intensity of our workouts as our fitness level improves over time.

R - Realistic & Rewarding

Goals should always be framed in positive terms (realistic & rewarding). Humans are not designed to white-knuckle their way through life, always trying to not do things or to avoid certain thoughts, feelings, actions or circumstances. We are much better at approaching what we

DO want than avoiding what we DON'T want.

Example: If we want to reduce the amount of "junk" food we eat, frame that goal in positive & realistic words like increasing the amount of calories we eat from healthy foods, and identifying which healthy foods we want to eat more. Instead of trying to eliminate chocolate treats, for example, we can plan a low-fat yogurt with fruit for our sweet snack. If we do this for a few weeks, our brain will disconnect the habitual association between treat and chocolate and make a new one with the yogurt and fruit. And we'll be just as happy with this new treat!

But our goals should also push us to extend ourselves beyond where we already are. Otherwise we shall get bored and quit the game.

How often we reward ourselves? We desire to be rewarded by others. Let us go & reward ourselves with a piece of chocolate for the hard work we have put in. It will definitely make a word of difference.

T - Time Bound

Goals need to come with deadlines, due dates, and payoff schedules. Otherwise, they'll fade into the background with our daily hubbub, and we'll quit playing the game. If our long-term goal is going to take a while to reach, then we have to create some intermediate- and short-term goals. These will make our larger goal seem less daunting and keep us focused on what we can do here and now to help ourselves get there.

Finally, before we take up any Time Management planning, do question ourselves:

- ❖ What is the objective?
- ❖ How will I know if I'm successful?
- ❖ How will I be rewarded?
- ❖ Is this task something I want to do?
- ❖ Do I have the time to do it?
- ❖ What have I got to lose?
- ❖ Is there a better way to do it?

- ❖ Should it even be done at all?
- ❖ Will the world come to an end if I do not do this?

REMEMBER

- ❖ Set goals and work towards achieving them.
- ❖ Plan the day.
- ❖ When feasible, delegate.
- ❖ Don't let paperwork pile up.
- ❖ Do not procrastinate.
- ❖ Identify time waster and resolve to eliminate them.
- ❖ Add times for relaxation and recreation in the schedule.
- ❖ Learn to say "NO."

ANNEXURE-A



Pickle Jar Exercise on Prioritisation of Tasks.

Materials:

1. A Medium size Jar with cover.
2. 10 Ping Pong Balls.
3. A few marbles.
4. A handful of Sand.
5. A Bottle of water (500 ml).

Procedure:

The participants are required to put & fit in all the materials into the Jar.

Learning:

The Jar representing 24 hours of a Day,
Balls are the top priority tasks (Quadrant-I, Tasks),

Marbles representing second category tasks (Quadrant-II, Tasks),

Sand representing third category tasks (Quadrant- III) &

Water is fourth category tasks (Quadrant- IV).

The exercise shows how we would prioritise different tasks we do within the given 24 hours framework.

ANNEXURE- B

Group Exercise on Effective Planning & Delegation.

Procedure: The participants are divided into four groups each with six members, with one observer in each Group. Each Group has to perform the following tasks within a time framework of 10 minutes. The marks were tallied after each group finishes.

LIST OF TASK

Sr No	TASKS	POINTS
1.	Do a lap around the room	05
2.	Sing a song together (4 Lines)	25
3.	Make a paper aero plane & throw it across the room	15
4.	Take signature from each observer on a single piece of paper.	05
5.	Assign a nick name to each member of your team and write a complete name card with HomeTown and the nickname	10
6.	Make a tower out of the materials owned by you. (Minimum 5 items)	10
7.	Name your Team and come up with a two word slogan	20
8.	Make sounds (barking) of 3 different types of animals	05
9.	Cover the magazine	10
10	Write “ Betty Botter bought bitter butter” 05 times	05

Learning: Each Group shares its experience regarding the causes of failure & success. Group will be able to understand & appreciate the importance of planning & delegation of work, distribution of work among the team members in order to finish off the job within the given time framework. Essentially they will also learn that effective Time Management involves proper delegation of work while working in a Group. They not only have to delegate but also chalk out proper preparation & prioritisation. They should also keep Pareto's Principle of 20:80 in mind while doing these activities, only then it would be possible to extract maximum output with optimum effort within fixed time hours?

ANNEXURE- C

Exercise on Effective Listening Skill

Rumour Clinic Exercise

Acknowledgement:

1. ThamesValleyUniversity, London, U.K.
2. Department of Personnel & Training, Govt. of India.

Procedure:

Six participants are selected to play the game, of whom; the last one plays the Role of Police Officer.

Six participants are selected as observer of the game.

The participants (players) will be seated in a closed door room & precaution to be taken that nothing is getting heard in that room.

The tutor calls out the first participant (rest five would be sitting in that closed door room) & reads out a report on a road accident happened nearby.

It will be read out aloud, clearly & only once.

No repetition & interruption can be made in between.

The participant will be given to synchronize & remember what he has heard. Then he will call out the second participant who will describe the accident he has heard from his memory.

The norms would remain same.

The exercise will be repeated till the sixth participant who is the Police Officer of the game hears the accident.

He has to write what he has heard about the accident on the Board. After the incident

is written, the original report would be displayed.

The six observers would eventually record ADDITION, DELETION & DISTORTION of the report in each six rounds.

Learning: The participants would share their experience & reasons for addition, deletion & distortion of the message they have heard.

They will be able to understand the difference between Listening & Effective listening & also identify the factors they have to take care of while listening to others.

2.4 Team Building



TeamBuilding

Team building is a philosophy of job design in which employees are viewed as members of interdependent teams instead of as individual workers.

Team building refers to a wide range of activities, presented to businesses, schools, sports teams, religious or nonprofit organizations designed for improving team performance.

Team building is pursued via a variety of practices, and can range from simple bonding exercises to complex simulations and multi-day team building designed to develop a team.

It generally sits within the theory and practice of organizational development, but can also be applied to sports teams, school groups, and other contexts. However it is not to be confused with "**Team Recreation**" that consists of activities for teams that are strictly recreational.

Team building can also be seen in day-to-day operations of an organization and team dynamics can be improved through successful leadership.

Team building is an important factor in any environment; its focus is to specialize in bringing out the best in a team, to ensure self development, positive communication, leadership skills and the ability to work closely together as a team to solve **Performance Problems**.

Team building can also refer to the process of selecting or creating a team from the beginning.

At the outset it will be interesting to differentiate between Team & Group.

As per Collins Dictionary:

Group is a number of persons BOUND together by common social standards, interests, etc, example Class - IX

Team: a group of people ORGANIZED to work together, example Foot Ball Team of Class - IX.

Difference between Team & Group

Group	Team
Common characteristic	Common goal
May or may not involve action	Implies action or activity
Mainly individual work	Working together

Size of the Group & Team:

Depending on the number of members, size of the Team/Group may be:

Dyad : A group of two

Triad : A group of three

“Small Group” : A group is generally considered small when it has 7 or fewer people.

“Large Group” : Members more than 7 in number.

Why Should We Be a Team?

- o When staff use their skills and knowledge together, the result is a stronger organization that can fulfill its mission

"To provide accurate information that would assist individuals in achieving a better quality of life."

- o People working together can sustain the enthusiasm and lend support needed to complete the work of each program.

When assembling a team it is very important to consider the overall dynamics of the team. According to Frank La Fasto, when building a team, Five Dynamics are fundamental to team success:

1. The team member: Successful teams are made up of a collection of effective individuals. These are people who are experienced, have problem solving ability, openness to addressing the problem, action oriented.
2. Team relationships: For a team to be successful, the members of the team must be able to build up a strong interpersonal relationship.
3. Team problem solving: An effective team depends on how focused and clear the goal of the team is. A relaxed, comfortable and accepting environment coupled with open and honest communication would lead to better problem solving.
4. Team leadership: Effective team leadership depends on leadership competencies. A competent leader is: focused on the goal, ensures a collaborative climate, builds confidence of team members, sets priorities, demonstrates sufficient "know-how" and manages performance through feedback.
5. Organizational environment: The climate and culture of the organization must be conducive to team behavior.

Teamwork & Team Building

Teamwork: It is a concept of people working together with a definite Goal & with clearly set objectives to achieve the Goal.

Team Building: It is a Process of establishing and developing a greater sense of collaboration and trust between members.

For successful Team Building, the role of the Team Players are the most deciding &

crucial factor. It is the dynamics & harmony between them which ultimately drives the Team towards the Goal. So it is required that a team player is able to get along with their colleagues and work together in a group.

Characteristics of a Team

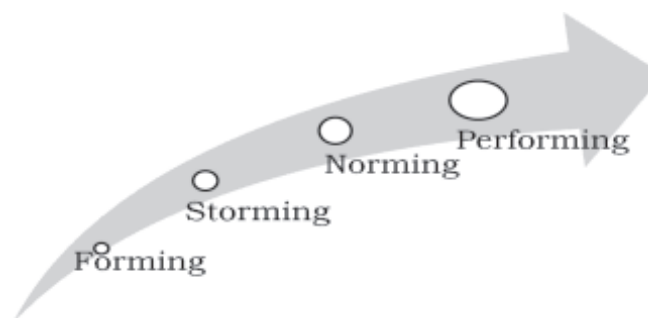
- o Teams set clear and important goals.
- o Team is result oriented.
- o Members are competent and committed.
- o Members collaborate freely.
- o Teams have leadership.
- o Team is collectively stronger than the individual.

Teams work with other groups.

Once we identify the characteristics of a Team, the next very pertinent question that strikes our mind, how to build a TEAM.

There are Four stages of Team Building:

Stages in Team Building



Stage 1: FORMING

During the Team Forming Stage the Team members:

- * Defines the problem & agrees on goals
- * Formulates strategies for tackling the tasks.
- * Determines the challenges and identifies information needed.
- * Individuals take on certain roles.
- * Develops trust and communication.



The Team members also sit together & select a Team Leader who will take up the

primary responsibility of leading the Team towards the Goal Achievement.

Leadership roles

Successful team leaders should possess Six Leadership Abilities:

1. A team leader is usually goal-oriented to keep the team on track.
2. They must promote a safe environment where members can openly discuss issues.
3. A leader must build confidence amongst members by building and maintaining trust and offering the members responsibilities.
4. A leader should be technically competent in matters relating to team tasks and goals.
5. It is important for a team leader to set a manageable list of priorities for the team to keep members focused.
6. Finally, leaders should offer clear performance expectations by recognizing and rewarding excellent performance, and provide feedback to others.

Carl Larson and Frank La Fasto conducted a three year study of over 75 diverse teams. By interviewing key members of each team, Larson & La Fasto identified Eight Effective strategies a leader should employ to enhance team building:

1. Establish clear and inspiring team goals
2. Maintain a results-oriented team structure
3. Assemble competent team members
4. Strive for unified commitment
5. Provide a collaborative climate
6. Encourage standards of excellence
7. Furnish external support and recognition
8. Apply principled leadership

The Team would suffer a set back if the Formation of the Team is not proper & the leadership is not adequate to handle all the conflicts that may arise at this nascent stage.

Stage 2: STORMING

During the Storming stage team members:

- ❖ Realize that the task is more difficult than they imagined.
- ❖ Have difference in attitude about chances of success.
- ❖ May be resistant to the task.



- ❖ Have poor collaboration.

In order that the Team has a successful Storming Stage, it is essential that they should have a proper diagnosis regarding, what has happened. The following questions may guide them to arrive at a consensus decision.

Storming Diagnosis:

- ❖ Do we have common goals and objectives?
- ❖ Do we agree on roles and responsibilities?
- ❖ Does our communication work?
- ❖ Do we have adequate interpersonal skills?

After diagnosis, the problems would be on the table, it is now the role of the Team Leader how ably he negotiates the conflict by:

- ❖ Separating problem issues from people issues.
- ❖ Being soft on people, hard on problem.
- ❖ Looking for underlying needs.

After sorting out the problems & deciding over an agreed frame work, the Team should now sit & decide the NORMS which would berigorously followed by each Team member.

Every member should understand, appreciate & acknowledge that flouting of norms would put all the efforts given in vein & they have to again start from Zero,

For example, if the norm is to assemble at 9.30 a.m. in the morning, then everyone has to arrive at 9.30 a.m. sharp, may what come. If any one member is late by 10 minutes in a Four Member Team then the Team is actually late by 40 minutes.

Stage 3: NORMING

During this stage members accept:

- ❖ Their team
- ❖ Team rules and procedures
- ❖ Their roles in the team



Team members also realize that they are not going to crash-and-burn instead start helping each other. Team begins to show the sign of oneness. Relationships become more cooperative. There is willingness to confront issues and solve problems.

Teams develop the ability to give & receive Feedback. There is a sense of team

spirit. Much success of this stage essentially depends on an Effective Feedback Mechanism. The more transparent the mechanism, the more is the chance of having high rate of success.

Feedback



Feedback provides the basis for helping members to improve their performance. It helps identifying what aspects of performance need change and which should be maintained. While speaking of Feedback we must bear in our mind that, the Feedback is a two-way process; Giving & Receiving.

There is a definite art of giving & receiving Feedback.

Giving Feedback

While giving Feedback the following points should be borne in our mind:

- ❖ Concentrate on behaviour rather than personality
- ❖ Specific rather than general
- ❖ Timely
- ❖ Provide constructive, supportive and non threatening suggestions.

Receiving Feedback

While Receiving Feedback, the following may e borne in our mind also:

- ❖ Listen - don't react.
- ❖ Clarify and check your understanding
- ❖ Compare with feedback from others
- ❖ Ask for detail not given
- ❖ Decide action you will take
- ❖ Thank the Feedback giver

An effective Feedback would lead the Team to a greater Performance level.

Stage 4: PERFORMING

This is the final stage where the Team is all set to perform.

Effective performance also requires,

- ❖ Gaining of better understanding of each other's strengths and weaknesses.
- ❖ The ability to prevent group conflict and work to resolve differences.



- ❖ Developing a close attachment with the team.

In order that a Team performs successfully, it should have a clear communication among its members, beneficial team behaviors and ground rules, balanced participation & good personal relationship.

However, a Team works best, when its members have:

- ❖ A commitment to common objectives
- ❖ Defined roles and responsibilities
- ❖ Effective communication and work procedures
- ❖ Good personal relationships



We should always remember that **EACH MEMBER OF THE TEAM HAS HIS OWN CONTRIBUTION & WE SHOULD ACKNOWLEDGE IT.**

It is often seen that the result of the Team work is not up to the satisfactory level, & there are in fact times when Teams fail. Let us try to analyse why a Team may fail while performing.

Probably, the following may be the underlying causes of Team failure:

- o Confusion about defining the true goal of the team.
- o Hidden Agendas.
- o Interpersonal resentment.
- o Resentment about giving up individual territory.
- o Disagreement over procedures.
- o Strong competitive feelings between members.
- o Climate where people are afraid to voice their feelings, ideas and opinions.
- o Lack of skills of team members
- o Abstract thinking
- o Lack of energy.
- o Lack of clear focus.
- o Unclear, overloaded roles.
- o Lack of timely feedback.

Last but not the least; Team Members should also possess certain qualities while working in a Team.

What is desired from an individual member is:

- ❖ Keep an open mind.
- ❖ Pursue new ideas.

- ❖ Treat ideas equally.
- ❖ Look for the most interesting aspect of each idea.
- ❖ Ask "good" questions.
- ❖ Listen with interest and respect

Risks of Team Building in an Organisation

The major risk of team building is that a team member may become cynical of the organization. This could happen as a result of the organization holding team building events outside of the normal context in which the organization usually functions under.

For example, if an organization hosts team building events when individual goals and efforts are the norm with the organizational culture, the team building event will have no lasting impact.

It is crucial to follow up a team building event with meaningful workplace practice. If the team members do not see an improvement within an organization as a result of team building events, members may view such events as a waste of time. This may lead to loss of trust in the organization, harm motivation, as well as decrease employee morale and production.

But it is to be always remembered that a successfully formed Team definitely increases the output level over the performance of an individual employee of the organization.

ANNEXURE- D

Exercise 'Create a Story' on Team Building

Create A Story



Procedure: The participants were divided into groups & each group was required to create a story using each of the above symbols & giving a name of the story.

Every Team Member is to be given to work with Two symbols & then the Team finally synchronizes & give a name of the story. All the four stages of Team Formation to be followed & examined by one Observer designated for each team.

After completion, each Teams share the success or reasons for failure of accomplishing the task within time.

Time Allotted: 07 Minutes each group.

Learning: Exercise on how to work in a Team,

ANNEXURE - E

Exercise: Lost at Sea

Acknowledgement:

1. ThamesValleyUniversity, London, U.K.
2. Department of Personnel & Training, Govt. of India.

The Game:

Imagine being lost at sea due to a fire in the ship. You are left with only the following items with you & you are traveling in a life boat. You only have an idea that the nearest land is around 1000 miles away.

Here is a list of items you are left with.

- 01) Sextant (a navigation instrument for measuring angular distance)
- 02) Shaving Mirror
- 03) Five-Gallon can of water
- 04) Mosquito netting
- 05) One case of army ration
- 06) Maps of the Pacific Ocean
- 07) Seat Cushion (flotation device approved by the Coast Guard)
- 08) Two-gallon can of oil gas mixtures
- 09) Small Transistor radio
- 10) Shark Repellent

- 11) Twenty Square feet of opaque plastic
- 12) One quart of 160-proof Puerto Rican rum
- 13) Fifteen feet of nylon rope
- 14) Two boxes of chocolate bars
- 15) Fishing Kit

List these articles according to their importance with respect to your survival.

Procedure: Participants are divided into four groups with six members each & one observer for each Team. First the listing is done by each member of the Team

Time: 10minutes,

Then discuss with the Team & form one single agreed listing(consensus about the rating of each item according to its importance with respect to the survival). Then the correct order is shown:

Correct Order

- 01) Shaving Mirror
- 02) Two gallon can of oil-gas mixture
- 03) Five gallon can of water
- 04) One case of army ration
- 05) 20 square feet of opaque plastic
- 06) 2 boxes of Chocolate bars
- 07) Fishing kit
- 08) 15 feet of Nylon Rope
- 09) Floating seat Cushion
- 10) Shark Repellent
- 11) One quart of Rum
- 12) Small transistor radio
- 13) Maps of the Pacific Ocean
- 14) Mosquito netting
- 15) Sextant

Scoring Pattern: Score is calculated on the basis of deviation of ranking with respect to the correct ranking. First individual score is done after that, Team scoring is done &

tallied. If the Team Score is less than the average Individual Score then we can say synergy is reached & overall Team performance is better than the individual performance of the Team.

2.5 Employability Skills

In today's world with such tremendous competition in the job market, it is extremely important that we should develop specific skills for getting suitable employment as per our choice.

Employability Skills, a concept devised by J. Hillage & E. Pollard, 1998 refers to:

- ❖ Capability of gaining initial employment.
- ❖ Maintaining the existing employment.
- ❖ Getting a new one, if required.

One may ponder about the factors on which employability depends on: They depend mainly on -

- ❖ Our Personal Assets- Knowledge, Skill, Attitude.(Key Competencies, Generic skills, Life skills)
- ❖ The way we use & deploy these assets.
- ❖ The way we present them to employers.



The most pertinent question that may arise in our mind -Why are Employability Skills so important? The answer obviously is in affirmative & has two dimensions as follows:

In Jobs:

- o Employers look for these skills because they want 'work-ready' employees.
- o Proving we have these skills will help us get and keep a job.

Life in general:

- o These skills help us perform effectively in all areas of life.

The Key factors of Employability Skills:



Let us now analyse these key components:-

Learning, Initiative & Enterprise and Technology are classified as Hard Skills in the sense that they can be acquired from the materials available to us. We may build up knowledge of the subject, initiatives & enterprises which would maximize our profits & returns from the books, journals, articles from the internet & so on. In the modern world, when people are carrying gigabytes & terabytes in their pockets, we need to have the knowledge of upcoming technologies as well. Technology would also include the thorough knowledge of process & products if we are essentially technical persons.

Rest of the skills: Planning & Organization, Communication, Self Management, Problem Solving, Team Work are termed as Soft Skills because we need to develop these skills from within us. These inner qualities would essentially come from ourselves & no amount of external injections would trigger these qualities unless we want to develop them.

All these skills as stated above require: tact, patience, empathy, application of reasoning, rational thinking, auto suggestions for self-improvement, convincing capacity, listening, good gesture, sharing, self respect inculcating in respect for others.

Development of these skills require time & prolonged practice. We should recognize & believe that they are as important as hard skills.

In today's world what counts at the end of the day is how we communicate with others & present ourselves before them. Communication we shouldn't forget has two aspects- Verbal & Non- Verbal Communication & both of them are equally important.

Imagine ourselves greeting GOOD-MORNING with a grim face; the morning may be good to us but what about others? What is meant to be said is, the verbal communication & body language should be perfectly matching when we are interacting with others.

It all depends on us, how we interact with the outer world, & a successful communication, an effective relationship building essentially requires perfect Self Management.

Self Management

Enables an individual to:

- ❖ Analyze, Assess, Motivate one self
- ❖ Develop a positive attitude towards life & work
- ❖ Achieve the goal

For a successful Self Management it is required that



we assess ourselves sincerely, our strength, weak points & get them weighted with respect to the opportunities & threats existing in the outer world.

Here is an interesting Tool for Self Assessment which has a widespread use:

SWOT Analysis

SWOT Analysis means how we asses our Strength (S), Weakness (W) Opportunity(O) & Threats(T).

Let us explain this with a simple diagram:

INTERNAL FACTORS WE POSSESS	EXTERNAL FACTORS WE FACE
<p style="text-align: center;">Strength</p> <p>We need to:</p> <p>*Maintain.</p> <p>*Build</p>	<p style="text-align: center;">Opportunity</p> <p>We think of:</p> <p>*Prioritize.</p> <p>*Optimize.</p>
<p style="text-align: center;">Weakness</p> <p>We have to chalk out:</p> <p>*Remedy.</p>	<p style="text-align: center;">Threat</p> <p>Ooops we:</p> <p>*Counter.</p>

Strength & Weakness are the results of our internal (Self) scan.

Strength are the qualities we naturally possess or develop for example, we may possess good listening skill, communication ability etc.

Weakness refer to the areas we need to work hard or where we are lacking, like, we may be impatient, can not apply logic, think rationally, lacking computer knowledge & so on.

If we can sharpen our strength & overcome our weakness, then we will be able to scan the external environment in a better way.

Opportunity & Threats are existing externally, for example, wide range of job availability may be one opportunity existing & presence of competitors may be one Threat existing in the outside world on which we don't have any control. All we can do probably is by improving strength & overcoming weakness we can fight the fierce competition in the job market & outweigh the competitors.

So, it is WE who ultimately assess the Employability Skills.
 WE take control of our assessment and WE benefit directly...
 WE SELF ASSESS our performance, so
 WE UNDERSTAND our skills, so
 WE KNOW HOW to improve them, so
 WE can PROVE & EXPLAIN them at a job interview, so
 WE GET THE JOB! ... Plus many other benefits.

In the present global economy, which is highly dynamic, volatile & essentially changing & challenging here is a list of skills which may be helpful to us.

New Context	Skills Required
Global Competition:	<ul style="list-style-type: none"> • Global Awareness • Self-Direction
Global Cooperation:	<ul style="list-style-type: none"> • Global Awareness • Collaboration • Information & Communication Technology • (ICT) Literacy
Information Growth: More Jobs & Careers:	<ul style="list-style-type: none"> • Information Literacy • Critical Thinking • Problem Solving • Critical Thinking & Problem Solving • Innovation & Improvement • Flexibility & Adaptability
Growing Service Economy:	<ul style="list-style-type: none"> • Communication Skills • Life and Career Awareness Skills

Out of the Skills stated above, one skill deserves special mention & that is Presentation Skill, it is all about out how we present ourselves in the potential job market.

It essentially involves many sub skills like, Negotiating Skill, Communication Skills,

Problem solving Skills, Conflict Resolution Skills. All of these skills can be categorised under the Broad Heading Social Skills or Interpersonal Skills. The skills which are required for judging, understanding & working with others.

So, to meet the challenges of rapidly changing & dynamic economy of the 21st Century, new skills, regardless of what they are called, will essentially help us to sale our personal skills in the job market in a more presentable manner & will be needed for every man, woman and child to address the economic, social, political and citizenship challenges that await them. Business success & growth of the economy will demand a workforce whose skills adapt to the changing needs of the future.

ANNEXURE-F

Exercise on SWOT Analysis

Procedure: Participants are divided in four Groups with six members. Each Group selects an Issue like opening of a small entrepreneurship on Food Processing etc. & analyses out the Strength they have, the weaknesses they have to overcome, the probable opportunities in the market & what are the probable threats.

Time Allotted: 20 minutes to discuss & 05 minute each Group to present.

The Presentation is to be made as per the following Matrix:

INTERNAL FACTORS WE POSSESS	EXTERNAL FACTORS WE FACE
Strength	Opportunity
Weakness	Threat

Annexure- G

Exercise on Presentation Skills

Procedure: The participants are divided into two Groups with six members. Three member client Team for each Group & two observers for each Group.

One group is assigned with the task of making a product out of the things they have of their own choice. They have to give a name of the Product they have made, prepare one Slogan for the campaign of the product. Then finally they have to convince & sell the product to the client Team.

The other group has been assigned with the task of securing loan from a Bank for opening up a Hotel at sea side. They have to present their scheme & convince the Bank Team of their project & secure loan.

Time: Discussion & preparation 15 minutes, presentation 10 minutes each.

Method: Role Play.

Learning: The participants will learn by doing. They will learn how to manage conflict, negotiate & also apply other Inter-personal Skills.

2.6 Stress Management

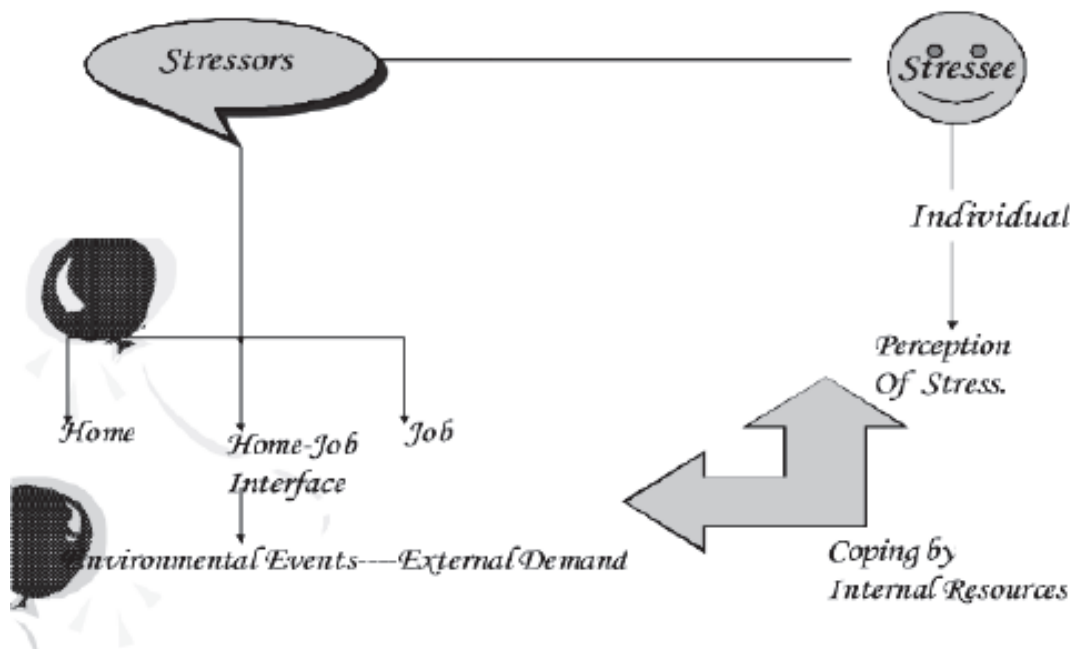
What is Stress?

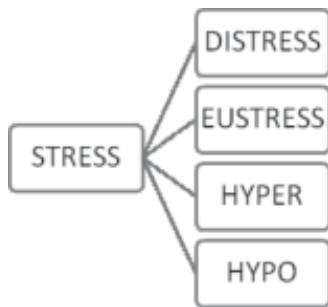
The concept of Stress was first devised by Prof.HansSelye in 1936.Stress can be defined as non-specific response of the body against any external demand/stimuli which threatens body equilibrium.

Stress means Stringere→ To draw tight.

In other words, Stress is our response to any situation: we find Challenging, frightening, or difficult.

The following diagram would help us to explain the source of our Stress.





It is clear from the diagram that if our Resources are more than or equal to External Demand, then we generally get stressed, but problem arises when we does not have adequate internal resources to cope with the outer challenges. We tend to get stressed & often try to fly away from the situation that eventually brings more stress in our life.

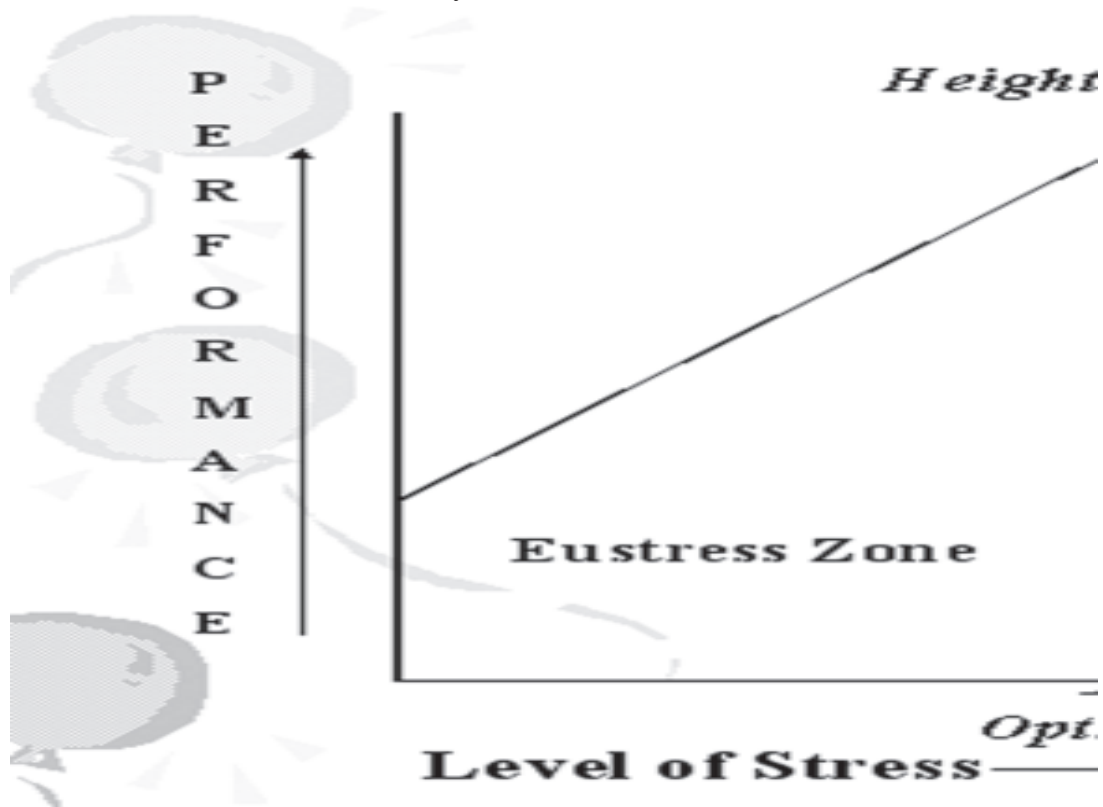
Types of Stress: There are usually four types of Stress.

Hypo Stress: Means usually a very low level stress.

Hyper Stress: Means generally high-level stress.

Eustress: Good stress acting as boost for giving out the best within us.

Distress: Bad stress that slowly kills us.



This is an interesting diagram showing the relationship between Performance & Stress. It clearly indicates that Eustress is the Zone where our performance constantly increases

until it reaches a height with Optimum Stress Level.

After that knowingly or unknowingly we enter into Distress Zone. It starts good with Stress being the Honey Moon Stage but if we do not take adequate & proper measures to cope with the stress level then very soon we will land up with Fuel Shortage, Chronic, Crisis Stages & end up with a Big CRASH which eventually results in depression, frustration & unfortunate cases of suicides.

A very pertinent question would be, how shall we identify that we are in Distress Stages? Here are some tips :

Symptoms of Excessive Stress

Emotional Disturbance	Disruption of Thought Process	Physical Discomfort	Behavioral Changes
Anxiety	Lack of concentration	Increased breathing	Hostility
Forgetfulness	Forgetfulness	Heart rate increase	Restlessness
Depression	Constant worrying	Muscles tighten	Irritability
Apathy	Taking More time to do things	Cold clammy hands	Under/over eating
Anger		Hands shake	Increase In Smoking /Alcohol
Excessive		Immune system less efficient	
Shame		GI tract disorders	
Irritability		Fatigue	
		Sleeplessness	
		Longer recovery from injury	
		Endocrine system problems	Ridiculing Others.

Signs of Job Stress

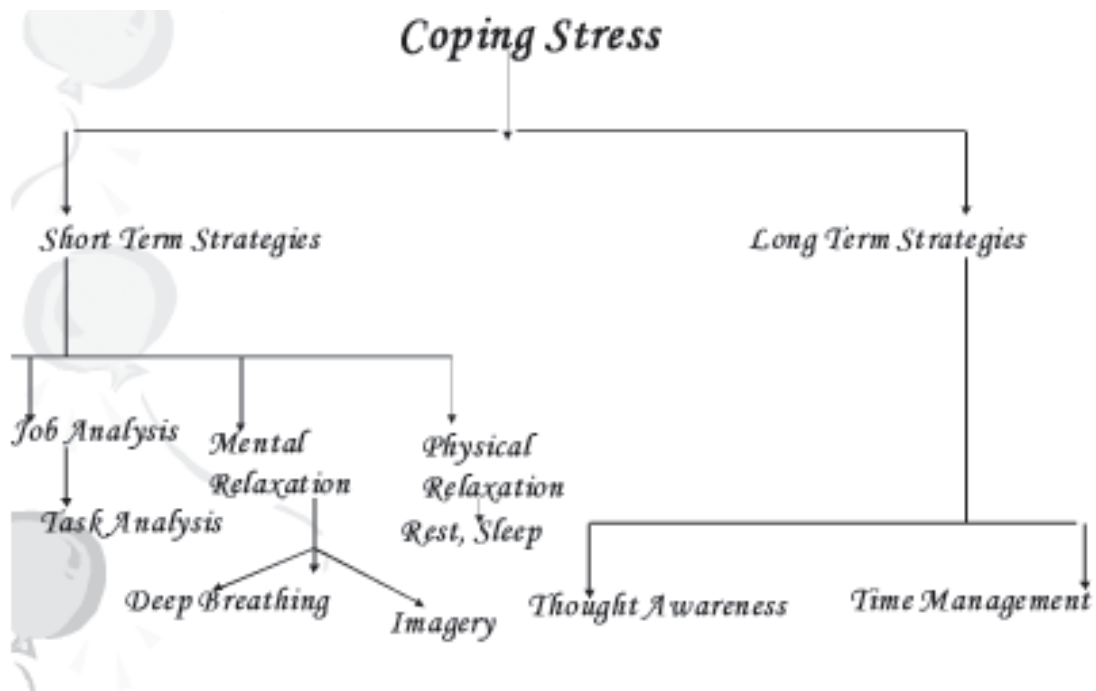
- o Resist going to work
- o Tired all day
- o Excessive absenteeism
- o Watch the clock
- o Loss of concentration
- o Not open to change

If we are alert with the symptoms from the beginning then we will be able to cope distress properly & perhaps will be able to extract the good effects of Stress also.

Effects of Stress : Good & Bad

Positive Stress Results	Negative Stress Results
Enables concentration	Loss of motivation
Increases performance	Reduces effectiveness
Energizes you into motion	Physical, mental, and behavioral problems

We should understand & appreciate that it is not possible to eliminate Stress from our life, instead we should try to chalk out some coping Strategies to handle with stressful situation of our life. The following diagram would help us to list out the possible strategies of coping with the Stress.



Before going to the techniques of coping stress, let us have some common beliefs that contribute stress.

- ❖ We must be loved by every one& everyone must approve every thing we do.
- ❖ We must be thoroughly competent, achieving in all aspects.
- ❖ It is easier to avoid difficulties & responsibilities in life than to face them.

- ❖ There is one perfect solution to every problem & if it is not found the results will be terrible.

We can cope stress of our every day life by:

- Eliminate — which we will probably can not& need not.
- Reduce — which we can for a short period of time, that is what we call 'Flight or avoidance technique'
- Manage — which we will have to do so long we live, that is what is called 'Fight Technique'.

We shall now discuss about different Stress Management Technique:

Short Term Strategies: (gives us momentary relief)

Job Analysis: This is a technique by which we divide the Job we do into specific tasks & then subtasks. Let us give one example, suppose our job is teaching, and then the tasks would be- taking a session, checking of answer scripts, setting questions, invigilating during exam etc. Now, once we identify the tasks, we would be able to list them out according to priorities & then assign time .We can also prepare a Task List or To-Do list o the priority basis. This would reduce our tension & would control our stress level.

Mental Relaxation or Mental Imagery: We can practice deep breathing. A few long breaths taken slowly would pacify our irritation & tension. But, we have to take breathe in a relaxed posture, best would be by lying down or sitting in a comfortable manner.

Physical relaxation: A small work break would often do wonder in our work place. It rejuvenates our energy level & puts us into motion again. It is desirable that we should sleep at least eight hours a day & take ample rest. This would reduce both physical & mental stress & the body & mind gets necessary time to put us in to action again.

Long Term Strategies: (help us in managing stress so long we live).

There are two unique techniques which would help us in building up a positive attitude towards life which ultimately helps to manage stress.

Thought Awareness Technique: It has three steps :-

First Step is Self Analysis, where we try to analyse our Strength, Weakness, against the Opportunity& threats we face from the outer world. This will raise our self confidence.

Next, we observe our thought process while thinking of a stressful situation. It is quite normal that negative thoughts would come. Let all the negative thoughts jam our mind.

The third step would be how we cope with these negative thoughts.

Rational Thinking: In this stage, we try to weigh the negative thoughts rationally. Here we do a lot of questioning to ourselves.

Are we becoming too frightful? Preconceived? Skeptic? Here is the time to sit back & think rationally based on the strength & weakness we are having & the actual reality of the outer world. We have to eliminate the unnecessary negative thoughts which may bar us from doing & acting.

Positive Thinking: After we have rationalized our thought process, it is now time to think positively - note that:

- 1) Almost all negative experiences have positive elements in it.
- 2) List down all the negative points & challenge each of them. We may find that many of them are wrong. In case of serious points, we have to set measurable personal goals.
- 3) Accept that there are events which we can not control.
- 4) Focus on positive part of our personality & be assertive.

Time Management Technique: This tool already has been discussed in a separate module.

Remember

- ❖ We Learn from our failures.
- ❖ We all experience stress.
- ❖ Stress level will rise & fall.
- ❖ We can take control of many events that cause stress.
- ❖ Not everyone is perfect, we all make mistakes or give up at times & we all learn.
- ❖ It is never shameful to seek help.
- ❖ We have right to say a two letter word 'NO'.

ANNEXURE- H

Exercise on 'understanding the Stress Level'

Stress Susceptibility Chart.

1.	Do you do most things as quickly as you can	YES	OFTEN	NO
2.	Do you have a short temper	YES	OFTEN	NO
3.	Do you take work home at weekends or on holidays	YES	OFTEN	NO
4.	Do you try to do more than one thing at a time	YES	OFTEN	NO
5.	Do you find it hard to tolerate delays	YES	OFTEN	NO
6.	Do you always prefer competitive games & sports	YES	OFTEN	NO
7.	Do you get impatient when you see some one doing something slower than you could do it.	YES	OFTEN	NO
8.	Do you always rise to a challenge	YES	OFTEN	NO
9.	Do you feel guilty when you relax & do nothing?	YES	OFTEN	NO
10.	Do you believe that you yourself only can do job well	YES	OFTEN	NO

Interpretation of Scores : Higher number of 'YES' Marks indicate greater level of Stress.

2.7 Conflict Management

Understanding Conflict—Meaning and Phases of Conflict

Whenever two individuals opine in different ways, a conflict arises. In a layman's language conflict is nothing but a fight either between two individuals or among group members. No two individuals can think alike and there is definitely a difference in their thought process as well as their understanding. Disagreements among individuals lead to conflicts and fights. Conflict arises whenever individuals have different values, opinions,

needs, interests and are unable to find a middle way.

Let us understand conflict in a better way

Tim and Joe were working in the same team and were best of friends. One fine day, they were asked to give their inputs on a particular project assigned to them by their superior. There was a major clash in their understanding of the project and both could not agree to each other's opinions. Tim wanted to execute the project in a particular way which did not go well with Joe. The outcome of the difference in their opinions was a conflict between the two and now both of them just can't stand each other.

The dissimilarity in the interest, thought process, nature and attitude of Tim and Joe gave rise to a conflict between the two.

Conflict is defined as a clash between individuals arising out of a difference in thought process, attitudes, understanding, interests, requirements and even sometimes perceptions. A conflict results in heated arguments, physical abuses and definitely loss of peace and harmony. A conflict can actually change relationships. Friends can become foes as a result of conflict just as in the case of Tim and Joe.

A Conflict not only can arise between individuals but also among countries, political parties and states as well. A small conflict not controlled at the correct time may lead to a large war and rifts among countries leading to major unrest and disharmony.

It is a well known fact that neighbours are our biggest assets as they always stand by us whenever we need them. Let us take the example of India and China or for that matter India and Pakistan. India and Pakistan are twin sisters as there is hardly any difference in the culture, religion, climatic conditions, eating habits of the people staying in both the countries, but still the two countries are always at loggerheads and the reason is actually unknown. Small issues between the two countries have triggered a conflict between them which has now become a major concern for both the countries.

Misunderstandings as well as ego clashes also lead to conflicts. Every individual has a different way to look at things and react to various situations.

Rajkumar wanted to meet Gautam at the church. He called up Gautam and following was the conversation between them.

Rajkumar - "Gautam, I want to meet you tomorrow at 9"

Gautam tried Rajkumar's number a several times but could not speak to him. Rajkumar waited the whole day for Gautam and finally there was a major fight between them. For Rajkumar 9 meant 9 in the morning whereas Gautam misunderstood it for 9 in the evening

and hence a major conflict between the two. It is always advisable to be very clear and very specific to avoid misunderstandings and conflicts. Any feedback or suggestion by an individual might not go very well with other individual leading to severe displeasure. It might hurt the ego of the other person resulting in a fight and major disagreement.

Phases of conflict

A conflict has five phases.

1. **Prelude to conflict** — It involves all the factors which possibly arise a conflict among individuals. Lack of coordination, differences in interests, dissimilarity in cultural, religion, educational background all are instrumental in arising a conflict.
2. **Triggering Event** — No conflict can arise on its own. There has to be an event which triggers the conflict. Jenny and Ali never got along very well with each other. They were from different cultural backgrounds, a very strong factor for possibility of a conflict. Ali was in the mid of a presentation when Jenny stood up and criticized him for the lack of relevant content in his presentation, thus triggering the conflict between them.
3. **Initiation Phase** — Initiation phase is actually the phase when the conflict has already begun. Heated arguments, abuses, verbal disagreements are all warning alarms which indicate that the fight is already on.
4. **Differentiation Phase** — It is the phase when the individuals voice out their differences against each other. The reasons for the conflict are raised in the differentiation phase.
5. **Resolution Phase** — A Conflict leads to nowhere. Individuals must try to compromise to some extent and resolve the conflict soon. The resolution phase explores the various options to resolve the conflict.

Conflicts can be of many types like verbal conflict, religious conflict, emotional conflict, social conflict, personal conflict, organizational conflict, community conflict and so on.

Conflicts and fighting with each other never lead to a conclusion. If you are not on the same line as the other individual, never fight, instead try your level best to sort out your differences. Discussion is always a better and wiser way to adopt rather than conflicts.

Conflict Management Skills

Conflict management plays a very important role in preventing conflicts among individuals. How does a conflict arise? When individuals strongly oppose each other's opinions and ideas, the probability of a conflict arises. A conflict starts when individuals

think on different lines and find it very difficult to accept each other's ideas. Conflict must be avoided as it destroys the peace, lowers the productivity as well as demotivates the individuals. All the factors leading to a fight must be explored and efforts must be made to prevent a conflict. A conflict is not very easy to control; an individual needs certain skills for the same.

Let us study the skills in detail.

1. Effective communication Skills

Effective communication skills are of utmost importance to prevent conflicts. While interacting with others, you have to take special care of your speech and the way you speak. Never ever shout on anyone, even if you do not agree with him. Always speak in a polite but convincing manner. Greet others with a warm smile. It works. Be very specific and precise in your speech. Do not use complicated words and confuse others. Keep a control on your tongue and do not use words which might hurt the sentiments of others. Avoid using abusive languages.

2. Listening Skills

An individual must not give his expert comments unless and until he is very clear what the other person wants. Always be a good listener. Don't just jump to conclusions and assume things on your own. Always listen to the other side of the story as well.

3. Discussion

Don't just follow the rumor mills blindly, do discuss with others as well. Differences can crop up anytime but fighting would provide no solution. It is always better to sit and discuss the issues on an open forum. All the participants must give their inputs and efforts must be made to find out an alternative. Invite all the members involved and never ignore anyone as it would never solve the problem. Everyone has a right to express his views and a middle way has to be found.

4. Patience

One needs to be very patient to avoid conflicts. There would be people at your workplace and even home who would try to provoke you to fight. Never ever get influenced. Always follow your instincts and support what is right. Be very sensible and patient. Learn to keep a control on your emotions. Do not ever lose your temper as it would only make the situation worse.

5. Impartial

An individual has to be impartial to avoid conflicts. Do not always support your friend.

Stand by what is correct and never support what is wrong. Any individual, even if he is your friend must be corrected if you feel he is wrong. Listen to everyone and never ignore anyone just because you don't know him.

6. Never Criticize

Make the other person understand if he is wrong. Don't criticize him as it would definitely hurt his sentiments. The other person might not be as intelligent as you are, but you have no right to make fun of him. Others will look up to you if you guide the other person well and make him realize his mistakes.

7. Positive Attitude

Positive attitude is essential to avoid fights and conflicts. In offices, never ever play the Blame game. No one is perfect and if you have done anything wrong, have the courage to accept it. Human Beings are bound to make mistakes but never try to put the blame on anyone else's shoulders. Avoid backbiting as it only spoils the relationships. If you don't agree with anyone's views, discuss with him on his face, he will like it. Don't always find faults in others and be a little more adjusting as life is all about adjustments.

8. Ignore others

Individuals must try to adopt the middle path approach which considers the interests of one and all. Don't unnecessarily waste your energy for a person who is too adamant and is not willing to compromise at all. Ignore the person who is too demanding as it would solve half of your problems.

Strategies to Avoid Conflicts at the Workplace

It is rightly said that organizations are individual's first home as one spends the maximum time here. Employees must treat their fellow workers as a part of one big family and must work together to achieve the goals of the organization. Conflicts must be avoided at the workplace to ensure that the employees give their best for maximum productivity.

Let us understand the strategies to avoid conflicts at the workplace.

- ❖ Every individual has his own style of working and reacting to any particular situation. Problems are bound to come when individuals work together. Never leave any problem unattended as a small problem can eventually become a major reason to worry later on. The problems must be addressed on an open platform and all related employees must be invited. Never discuss any problem separately with individuals as the other person might feel neglected. Prefer a conference room or

the board room to discuss the problems and find a solution to it. Never always depend on verbal communications. Official communications must be preferably through emails marking a CC to all the participants as it is more reliable and transparent.

- ❖ Transparency must be maintained at all levels and superiors must be easily available to the subordinates to avoid confusions. Gossips and backbiting must be avoided at workplace as it is considered seriously unprofessional and lead to conflicts among individuals. Be straight forward and learn to express your views in a convincing way. Never be partial at workplaces. Do not support anyone just because he is a friend. Support him if he is right and do correct him if he is wrong. Understand the other individual as well. Don't just impose your ideas on others, instead consider their views also. The superior must know the strengths of his team members and should assign the responsibilities keeping in mind their interests and specialties.
- ❖ Communication also plays a very important role in avoiding conflicts at work places. Be very clear and precise in your communication. Never adopt a casual attitude at work as it would strictly go against you. Never deliver any speech or presentation at a noisy place as no one will be able to understand what the other person intends to communicate resulting in misunderstandings.
- ❖ Develop the habit of using planners to avoid forgetting important dates and tasks. Do not criticize or make fun of your colleagues. If he is not wearing the tie in the desired way, let him know the correct way. He will feel happy and look up to you in the future. Never ever rely on politics in the office as it spoils the environment completely. Blame game must be avoided strictly as it just adds on to the problems and doesn't provide any solution. You will not become unimportant if you accept your faults. Don't always expect the other person to come to you and discuss things. Be the first one to take the initiative. Learn to own your responsibilities and never pass on the blame to your colleagues. An individual must keep his personal and professional life separate.
- ❖ Never carry your problems to work as it never allows you to concentrate in your work. For an employee, office must come first and he must keep his personal interests on the backburner. Learn to trust your colleagues. Always approach the right person and don't spread rumors unnecessarily. One should not be too adamant at workplaces. Be a little more adjusting and flexible. Every employee must try to compromise to the best possible extent and try to find out an alternative. Create

a healthy and a professional environment at office.

- ❖ Differences, problems are bound to arise at workplaces, but steps must be taken at the right time to avoid unnecessary fights and disagreements. Conflict not only spoils the ambience but also reduces the productivity of the employees. They feel highly demotivated and don't feel like going to offices. Employees waste all their time and energy and nothing productive can be expected out of them and ultimately the organization is at loss.

Role of Communication in Conflict Management

The dissimilarity in the ideas and opinions of individuals result in a conflict. One needs to adjust with each other to some extent to avoid conflicts and better relations. Conflicts and fights must be prevented to avoid its adverse consequences like stress, anxiety and unnecessary tensions. Communication has a big role to play in conflict management. It has been observed that poor communication always results in misunderstandings and eventually conflicts. Our communication has to be clear and precise to avoid conflicts. First yourself be very clear what you intend to convey to the other individual. The thoughts must be carefully put into sensible and relevant words for the others to understand well. Never use words which might hurt the sentiments of others and avoid using derogatory sentences. Don't use too complicated terminologies as the other person might not understand it well.

- ❖ Be very clear and straightforward what you expect from the other person. Don't always expect the other person to understand everything on his own. Haphazard thoughts only add on to confusions and result in displeasure and disagreements. If you want to meet your team member at 9 in the morning at the conference hall, please remember to mention the correct timings along with the venue as well as the agenda so that the participants come thoroughly prepared. Don't just communicate for the sake of it.
- ❖ Don't merely depend on verbal communication, instead prefer communication through email keeping each and every member in the loop. Never ignore anyone just because you do not like him. It is generally observed that conflict among individuals arises when they feel neglected or left out. Transparency is essential at all levels for better understanding and avoiding conflicts.
- ❖ Communication must not be done with members separately but must be on a common platform so that every one gets the same picture. Master the art of writing emails. Select the correct font, style and be careful about the content such that the

mail is self explanatory. Disagreements can arise anytime so make sure that the superiors are always available to the subordinates. At workplaces, the hierarchy must not be too complicated as it only adds to the confusions. People do not understand whom to contact and start fighting among themselves only. At workplaces, employees must be de-motivated to interfere in each other's works and criticize others.

- ❖ Never be loud and always be very careful about your pitch and tone. Be polite and convincing. Make your point very clear but do not shout on others as he might feel bad and it might go against you. Presentations, seminars, speeches must be delivered at a noise free zone so that the information hits the eardrums of the recipients instantly and creates the desired impact. Question answer round must be kept at the end in the presentations and people must not jump in between with their questions. It seriously offends the speaker and might result in a fight. Be a little patient and wait for your turn to speak. Be a good listener.
- ❖ An individual must not assume things on his own and overreact on petty issues. Every individual has the right to express his views and one must first listen to what the other person has to say.
- ❖ When two individuals are interacting with each other, try not to speak in between unless and until required. Always meet the other person with a warm smile. Avoid being rude and harsh. Don't just start shouting even if you do not agree to the other person, sit with him face to face and make him understand his mistakes. Once you are through with your communication, do cross check with the other person whether he has received the correct message or not. Wrong messages lead to confusions and people lose their trust on each other. Make sure you are very clear and transparent with your communication. Think twice before you speak and never offend others.

Always learn to keep a control on your emotions and make sure your communication is impressive and relevant for effective conflict management.

Tips for Conflict Management for Professionals

Conflict arises when individuals opine in dissimilar ways or have varied interests, attitudes and even perceptions. Misunderstandings among individuals and ego clashes also result in a conflict. Conflict can arise any time and at any place when individuals are not willing to adjust with each other and are adamant on their views and thought processes. One must understand that a conflict never benefits anyone and it only leads to disagreements

and displeasures. Conflicts must be strictly avoided at workplaces as it hampers the productivity of the workers and they are unable to concentrate on their work. It wastes one's time and energy and the employee is restless and anxious always and doesn't enjoy his work.

Steps must be taken to prevent conflict at the right time in offices to avoid unnecessary tensions and disharmony. Employees must ensure that more focus is on productive output rather than unnecessary fighting with each other. A professional must try his level best to avoid conflicts and its negative consequences.

Let us go through some handy tips for conflict management for professionals.

- ❖ Make sure your communication is effective and impressive: Never play with words or share haphazard thoughts with others, instead use corporate jargons and professional terminologies for better understanding. If you yourself are not clear what you expect from your fellow worker, the other person will never be able to understand what you intend to communicate. Be very precise but convincing. The content has to be relevant and sensible. Avoid using derogatory sentences and lewd remarks as it is considered strictly unprofessional. Don't adopt a casual approach at work.
- ❖ Be a good and a patient listener: Never jump with your question in between any presentation or seminar, as it seriously offends the speaker and results in displeasure. Wait for your turn to speak. Don't poke your nose into other's conversation. Never interfere in each other's work. Let your colleagues have some space. Always listen to the other person as well and then decide what is right and wrong.
- ❖ Don't always depend on verbal communication at workplace: Professionals must communicate through emails as it is more reliable and transparent. Make sure the e-mail is marked to all the related members so that everyone is on the same lines and get a common picture. Take care of your mail body, style and font. Be transparent in your communication. Never communicate with individuals separately as people feel left out and start fighting with each other. Business Communication must be on an open forum inviting all the participants.
- ❖ Professionals must develop the habit of using planners, organizers and desk calendars at work: You cannot remember each and every thing, so it is always advisable to jot down the points to avoid forgetting important things. Encircle the dates on the desktop calendar when you have to submit an important report to your boss or have to go for a meeting and place it right in front of you. It would prevent

unnecessary stress and conflicts. Never attend any meeting without a pen and a paper. It will bother you later on.

- ❖ The pitch and the tone have to be taken great care of: Don't be too low as others will not be able to understand you properly. Never ever shout or be rude to your colleagues. Shouting solves no problems and it seriously goes against you. Soften your pitch but be convincing. Professionals must take care of their accent, correct pronunciation, punctuations, pauses etc to make the speech impressive and for others to listen attentively.
- ❖ Adopt a positive attitude: Don't always find faults in the other person and assume that he is always wrong. Listen to his side of the story as well and never underestimate your fellow worker. If you do not agree with the other person, don't start arguing, instead sit with him face to face, discuss and make him understand your point. He will feel glad. Leave your personal problems out before stepping in the office and always keep your personal interests on the back burner. Find reasons to be happy as negative thoughts always lead to conflicts and disagreements. You can't misbehave with your colleagues just because you are in a fowl mood.
- ❖ Never criticize anyone or make him feel small: If he has done anything wrong, make him realize his mistakes instead of making fun of him. Correct him, wherever he is wrong but in a polite way. He will respect you and look up to you in the future. Everyone is equal and one must respect his fellow worker to earn respect in return.
- ❖ Prefer the conference room, board room or any suitable place for presentations, seminars and discussions: Avoid communicating at places like workstations, cafeteria, playgrounds or other noisy places as noise acts as a hindrance and creates misunderstandings and confusions. Don't just speak for the sake of speaking.
- ❖ A professional must avoid blame games at work: Learn to own your responsibilities and do not always blame others for your mistakes. Never drag issues and be a little more forgiving. Don't always expect the others to come up to you and admit their mistakes. Take the initiative and be the first one to say sorry. It works and solves major conflict and also improves relations among individuals. Kill your ego at workplaces.
- ❖ The superiors must ensure that the team members are assigned responsibilities according to their key responsibility areas and specializations: Never impose your decisions or views on others. Things must be discussed with everyone before implementation. An individual has to be a little more flexible and adjusting at

workplaces. Never be too demanding or rigid. Things can't always be just like the way you want.

- ❖ Be impartial at work: Do not favour anyone just because he is your friend. Stand by what is right and do oppose someone who is wrong. Do not blame anyone just because you do not like him. An individual must be judged by the hard work he puts in and not by his physical appearance or relations with you.
- ❖ Never discuss your work and responsibilities with others and learn to keep things a little confidential: Never spread unnecessary and baseless rumors about anyone. Gossips and backbitings must be strictly avoided at work. Encourage healthy competition at work and stay away from controversies. Too much of a friendship at work is bad and must be avoided. Avoid doing personal favours at work.

Conflicts must be avoided at workplace so that employees do not carry tensions back home and are able to give their best to benefit themselves as well as the organization.

Employee Grievance

Effective Ways of Handling Grievance

Grievance may be any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures. It must be expressed by the employee and brought to the notice of the management and the organization. Grievances take the form of collective disputes when they are not resolved. Also they will then lower the morale and efficiency of the employees. Unattended grievances result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism, etc. In short, grievance arises when employees' expectations are not fulfilled from the organization as a result of which a feeling of discontentment and dissatisfaction arises. This dissatisfaction must crop up from employment issues and not from personal issues.

Grievance may result from the following factors-

- a) Improper working conditions such as strict production standards, unsafe workplace, bad relation with managers, etc.
- b) Irrational management policies such as overtime, transfers, demotions, inappropriate salary structure, etc.
- c) Violation of organizational rules and practices

The manager should immediately identify all grievances and must take appropriate

steps to eliminate the causes of such grievances so that the employees remain loyal and committed to their work. Effective grievance management is an essential part of personnel management. The managers should adopt the following approach to manage grievance effectively-

1. Quick action- As soon as the grievance arises, it should be identified and resolved. Training must be given to the managers to effectively and timely manage a grievance. This will lower the detrimental effects of grievance on the employees and their performance.
2. Acknowledging grievance- The manager must acknowledge the grievance put forward by the employee as manifestation of true and real feelings of the employees. Acknowledgement by the manager implies that the manager is eager to look into the complaint impartially and without any bias. This will create a conducive work environment with instances of grievance reduced.
3. Gathering facts- The managers should gather appropriate and sufficient facts explaining the grievance's nature. A record of such facts must be maintained so that these can be used in later stage of grievance redressal.
4. Examining the causes of grievance- The actual cause of grievance should be identified. Accordingly remedial actions should be taken to prevent repetition of the grievance.
5. Decision- After identifying the causes of grievance, alternative course of actions should be thought of to manage the grievance. The effect of each course of action on the existing and future management policies and procedure should be analyzed and accordingly decision should be taken by the manager.
6. Execution and review- The manager should execute the decision quickly, ignoring the fact, that it may or may not hurt the employees concerned. After implementing the decision, a follow-up must be there to ensure that the grievance has been resolved completely and adequately.

An effective grievance procedure ensures an amiable work environment because it redresses the grievance to mutual satisfaction of both the employees and the managers. It also helps the management to frame policies and procedures acceptable to the employees. It becomes an effective medium for the employees to express t feelings, discontent and dissatisfaction openly and formally.

2.8 Document Writing/Report Writing

What is a Report?

A report is a structured written document in which a specific issue is examined for the purpose of conveying information, in order to report findings, to answer a request, to put forward ideas and make recommendations or offer solutions.

An effective report is one that is written appropriate to its purpose and audience, accurate, logical; clear and concise; and is well organised into clear section headings. These sections enable readers to find and focus on specific pieces of information.

Purpose, audience and types of Reports Keep in mind what your audience needs to know, this will dictate what type of report you will need to write and the amount of detail to be contained therein. Some questions you need to keep in mind include:

1. Who is the report written for?
2. How is it relevant to them?
3. Why has the report been written?
4. Why should they read the report?
5. What will the audience do with the information?
6. What are the topics covered?
7. What are the recommendations or outcomes?

It is most important to think about your reader(s) in terms of their wants, needs and expectations. The level of knowledge they have on the topic and their individual areas of expertise could impact greatly on how your report is received.

Key Points to Writing a Document :

Use of language

- ❖ Appropriate
- ❖ Jargon
- ❖ Plain English

Content

- ❖ Simple sentences and or statements
- ❖ Use of dot points
- ❖ Everything to the point

- ❖ This is job specific - use experts in the area, as a trainer I have no idea.

Living Documents

- ❖ Must be written to be changed
- ❖ Open mind required
- ❖ What triggers change?
- ❖ Every time the document is used it is tested.
- ❖ Constant continuous improvement

What triggers change

- ❖ Change in procedure
- ❖ Change in equipment
- ❖ Better way to do the same job
- ❖ Organisational change
- ❖ Wanting to deliver Best practice

Writing the documents

- ❖ What to write
- ❖ How long to write
- ❖ Start point and finish point
- ❖ Answer the who what when questions

What to do with the finished draft

- ❖ Test the document using someone else to red pen it - don't be "precious" -
- ❖ open mind
- ❖ Discuss the suggested changes and include the agreed changes
- ❖ Final quality check

Implement the document

- ❖ Sign off - Who? How? Where?
- ❖ Document control - how where - electronic or hard copy?
- ❖ Storage and use
- ❖ Archiving of old documents - using S drive?

Review documents

- ❖ Who? When? How?

- ❖ What triggers review?
- ❖ Is there a set time or ongoing?

Cross Campus use of Documents

- ❖ Are your systems the same as other campuses?

The 5W-H Plan for Writing

The template below can be useful to help you start initial preparation or peer discussions for outlining your writing plan.

Topic : XXXXXXXXXXXXXXXXX	
Question	Answer
Who?	
What?	
Where?	
When?	
Why?	

Steps in Writing Workplace Documents

Preparation

◆ **Purpose**

- ✿ Why are you writing? For example, the purpose may be to:
 - o inform
 - o persuade
 - o present a point of view
 - o propose ideas
 - o report findings
 - o recommend a course of action

- ✿ What action or outcome are you hoping for?

◆ **Reader's requirements**

- ✿ To whom are you writing?
- ✿ What does the reader want to know?
- ✿ What does the reader know about the topic already?

- ✿ What is the reader's attitude to the topic?
- ✿ What specific requirements or limitations are there?
- ✿ How much detail is required?
- ✿ When is the document required?

◆ **Content**

- ✿ What information do you need to include?
- ✿ Brainstorm and record all ideas that come to mind about the topic. Brainstorming methods include:
 - Who? What? Where? When? Why? and How? questions;
 - A mind map of the main concepts, sub-concepts and minor concepts.

❖ **Method**

- ✿ What type of document will be the most appropriate? (e.g. memo, letter or report)
- ✿ What is the most effective way of sending the message? (e.g. personal delivery, mail, e-mail or fax)

Research

- ✿ You may need to research the topic.
- ✿ Record the main points and relevant details.
- ✿ Record the source details (i.e. author, title and publishing details) of your research.

Organisation

- ✿ Evaluate each point against the topic and purpose of your document.
- ✿ Only retain relevant information.
- ✿ Group like points and arrange them under appropriate headings, sub-headings and minor headings.
- ✿ Arrange the headings, sub-headings and key points into a logical order. This creates a content outline.

Writing the First Draft

- ✿ Talk your ideas through with someone else before you start writing. This helps you

to express your thoughts clearly.

- ✿ Type your first draft quickly. Write what you can, then fill in the missing information later.
- ✿ Follow the appropriate document structure.
- ✿ Follow your content outline, and use headings, sub-headings and minor headings.
- ✿ If desired, use decimal numbering and indentation for the headings, sub-headings and minor headings. For example:

1. HEADING

1.1 Sub-heading

1.1.1 Minor heading

- ✿ Add tables and/or illustrations, if applicable.
- ✿ Add layout and formatting features.

Editing the Draft

- ✿ When you have completed the draft, lay it aside for a day or two if possible. You can then criticise it objectively, keeping in mind the desirable qualities it should have.
- ✿ Evaluate, correct and improve the draft. Read every word, sentence and paragraph with a view to making constructive changes.
 - ❖ Make sentences clearer, tighter, unambiguous and more polished.
 - ❖ Remove unnecessary details or words.
 - ❖ Add any necessary details that have been omitted.
 - ❖ Check that the tense is consistent.
 - ❖ Use active voice and first person where possible.
 - ❖ Correct the spelling, grammar and punctuation.
 - ❖ If the flow needs to be improved, re-arrange the sequence of sentences or paragraphs.
- ✿ Check that the writing style is appropriate.

Re-Drafting

- ✿ Several drafts are usually required in the editing stage.
- ✿ An editing checklist is useful for reviewing the final draft.

- ✿ It may also be helpful to ask actual or potential members of your audience to provide feedback about the final draft. It should be tested by two groups:
 - ❖ people who have been chosen because of their expertise; and
 - ❖ people who have been chosen because of their lack of expertise.
- ✿ Revise the final draft in line with the feedback.

Writing the Final Copy

- ✿ Type the final copy of the document.
- ✿ Proofread word by word, and figure by figure.
- ✿ Sign and/or type your name or initials at the end of the document.
- ✿ Keep a copy of the final version for your own records.

Send the document to the reader.

Important Things to Remember when Editing :

Complete

1. Does the message say all I want it to say?
2. Does it answer all the questions the reader may ask?

Concise

3. Has unnecessary information been removed?
4. Is it expressed in the fewest words necessary for completeness,

Clear

5. Will the reader understand the wording?
6. Is the intended meaning clear?
7. Is each paragraph one complete thought?
8. Are the ideas presented in the most effective order?
9. Do sentences and paragraphs flow logically?
10. Is the desired reader action specific?

Correct

11. Are the statements true and accurate?
12. Have I distorted any of the facts?
13. Is the information (e.g. data, statistics) accurate?

14. Is the grammar correct?
15. Is the spelling correct?
16. Is the punctuation correct?

Appropriate in tone

17. Will the tone get the desired response?
18. Is it free from antagonistic words or phrases?
19. Is it free from hackneyed or stilted phrases which will amuse or irritate the reader?
20. Is the language positive?
21. Is the language gender-neutral?
22. Is the tone conversational?
23. Is the correct approach (direct, indirect) being used?
24. Is the tone varied and readable, or flat and monotonous?

Neat

25. Is the layout correct?
26. Is the layout pleasing to the eye?
27. Are there noticeable corrections?

Seven Layout Mistakes to Avoid

Seven common layout mistakes in documents, web pages and PowerPoint slides. Avoid these mistakes and you'll produce more professional documents.

1. Don't just fill up : Space just like you need darkness to appreciate light, you need white space to make your documents more legible. You don't have to fill up every square centimetre with text or images: less IS more. Increasing the margins of your typical A4 document by 2cm will often improve the layout greatly. Being aware of white space takes practice. The next time you come across a nice layout, make a point to notice just how much white space is used.

2. Beware of stuff overload :Volume does not equal quality. So edit ferociously to keep your content tight. Refrain from gratuitous decorations. As a general rule, use at most two typefaces and no more than three different heading sizes. Avoid colours and images unless they are pertinent to your material. Remember, your intention is not to show off the weirdest typefaces you have, or the vastness of your clipart collection.

3. Don't overuse symmetry :Using centering and symmetrically arranged elements

tends to create boring layouts. If you have a column of text and a column of images, make their widths obviously different. Left-justified headings are neater and easier to read than centred headings. On some web pages, centred headings can become disconnected from their body copy. Unless you are working in a right-to-left language, don't right-justify any body copy. On web pages, right-justified text can be invisible on smaller screens.

4. Pay attention to detail : Many documents are marred by unintended changes in typeface or type sizes. Use document styles, instead of manual spot formatting, to reduce the likelihood of this. Other layout mistakes to watch are: heading sizes, margins and "orphans and widows" (single lines of text at the top or bottom of a new page). Also, use your spell checker!

5. Avoid unclear hierarchy : Documents are generally consumed in a linear fashion, so set up a clear hierarchy of reading. Put the most important information first. Use different heading sizes to differentiate between sections and subsections. Not everything is equally important. Many ineffective websites are filled edge to edge with minimally prioritised material. Do not put your logo on every page or every slide. Your logo should not be a space filler. If your message is useful or interesting, people will remember you.

6. A word processor is not a typewriter : Unless you work in a mono spaced typewriter font like Courier, hitting space twice after punctuation creates ugly gaps in your paragraphs. It also screws up the Full Justification algorithm. Use Paragraph Styles to specify the gap between your paragraphs, instead of hitting Enter twice. Each stroke of the Enter key adds an unnecessary Paragraph Mark to your document. Don't use spaces to line up bits of text that should be in a table. A space is used to separate words and nothing else.

7. Multimedia is annoying! : Just because you can, does not mean you should. When used inappropriately, animations, videos and sound all scream "Amateur". And they are usually poor quality, to boot. Common examples are websites that unexpectedly play sound, PowerPoint presentations with a spinning logo on every page and Word documents that use those blinking fairy-sprinkles Text Effects. Keep it simple. When in doubt, don't format anything! The styles in the various default MS Office templates do tend to produce good results. The result will be documents that are easier to read, transfer between computers, share, upload to information systems and integrate into workflows.

Quick Tips for Report Writing

Use this checklist to ensure your report is complete and includes all relevant sections:

Title page	The title of the report
	The author's name and title
	The date the report was written
Contents page	A contents heading
	All headings and sub-headings and their page numbers correspond with the actual contents
	A list of tables and their page numbers
	A list of figures and their page numbers
	A list of graphs and their page numbers
	References and appendices sections and their page numbers.
Executive summary/Abstract	A separate page
	A heading
	A summary of the main points in the report
Introduction/Executive Summary	A definition of the topic and key terms
	Set out the scope and focus of the topic
	Present a plan of the argument
	Show the writer's stance
Body of the report	Stick to the scope and focus of the topic
	Flow in a logical manner
	Expand on the argument set out in the report
	Back up all claims with facts and evidence.
Conclusion	Restate the main ideas
	Give the writer's stance on the topic
	State any implications
	Make the necessary recommendations: interpret, analyse and evaluate
Layout	Headings and subheadings should be consistent in size, number, font and colour
Quotations	Enclosed in quotation marks
	Less than three lines long
	Sourced with the author's name, page number and date in brackets
	Relevant
	Correct (they must be verbatim)
	Sourced accurately.

Tables & figures	Be referenced in the body of the text
	Be framed
	Have a heading
	Be numbered correctly
References	Be on a separate page
	Under the appropriate heading
	Listed alphabetically by surnames
Always	Edit for jargon, avoid personal pronouns and contractions and Lead with your most convincing or most important material
	Have I fulfilled the purpose of the report?
	Are the facts correct?
	Is the report comprehensive and relevant? Lead with your most convincing material.
	Are the layout and presentation well thought out, is the style clear, concise and professional
	Proofread and check spelling, grammar and punctuation