

How Great Managers Lead Great Teams

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About The Author



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Introduction

*It would not be wrong to say that **"Leading People" in the workplace is an art**. And any great manager needs to learn that. He must know about different **behavioural aspects** of human psychology. He must know the trick of being emotionally intelligent and understand and analyze the basic needs of his workforce. Similarly, **He must know how to trigger their emotions and make them walk through fire for him**. He must be aware of the **power of self-awareness and how it can help him find the strengths and weaknesses of himself and his team members**. So, he can get the maximum output out of them by perfectly cashing in on their strengths. For instance, if he is working on a task wherein his strengths align with the job description, his efficiency and effectiveness would be exponential.*

*Moving on, a Manager should know about the **concept of Locus of Control**. He must discern **how societal and organizational environment can exert psychological pressure on his nerves to make him deviate from his vision, goals, dreams, and will**. He must be aware of the **internal and external Locus of Control** and how to **incline and keep protecting his internal Locus of Control**. So this way, Self-awareness helps him to know himself and the other people around him. Similarly, a great Manager keeps himself updated with the human **psychological facts that influence workers' lives** around him.*

For instance, he knows **why a worker lacks interest in the job. Why does he seem isolated in the organization? Why does he not try to give his best to thrive on the organization's performance?** He would try to investigate that problem in the light of different theoretical perspectives, including but not limited to the **theory of Alienation by Karl Marx, the Needs theory by Abraham Maslow, the Skill-Will Matrix, and the path-goal theory.** He would try his best to carve out a plan to keep the **workforce motivated and energetic towards the organizational goals.**

Moreover, he would keep holding the **principle of Integrity** while carrying on his proceedings. When he is honest in his dealings, **he will surely gain the trust of his team members, which would help him to stir their emotions, enthusiasm, and zeal to get the work done under pressurized deadlines.** In the same way, **Integrity carries a considerable weightage in Leadership.** **If a leader has all the qualities, But not the quality of Integrity, he will prove himself a venom for his team and the organization.**

It is; therefore, a great Manager would always try his best to **be a man of words and honest in dealings.** During the tenure of his manager ship, he deals with different nature of sub-ordinates. **It becomes difficult for him to reckon with whom he can trust or whom he cannot. So, he would always have some tact in his hand to evaluate the nature of people around him.** Consequently, it would **become easy for him to assign any responsibility to them accordingly.**

Similarly, he always has a challenge before him to manage his people according to their **will and skill.** He, therefore, **adopts different leadership styles** according to them, **such as transactional Leadership, Laissez-faire Leadership, transformational leadership, autocratic Leadership, and**

servant Leadership. He also knows why and which Leadership style is adopted according to the time, place, and situation.

In the same way, he must know how to deliver a successful project in time, wherein different behaviors are adopted to get the wind out of the sails of challenges to reach the destination in the light of path-goal theory.

Similarly, a good manager knows the importance of hiring the right team member. Of course, he would try to find those qualities in that member he possesses. For that, he must have an interview strategy in his head, whereon that candidate would get evaluated. Furthermore, a good manager would always take care of himself. He would adopt the practice of self-love and self-care. You can say it is a pre-requisite self-improving step on turning to the road of influential and powerful Leadership. He would always take care of himself by choosing healthy methods of living. He would likely observe recurrent spells of emotional Instability if he doesn't care for himself. Emotional Instability is a significant obstruction to effective and powerful Leadership. You cannot become a formidable leader if you can't control it. It is; therefore, emotional Instability takes birth in yourself when you don't care and love yourself. So, a good leader or manager practices self-caring and then moves forward. In addition, he must know about his true talent and passion, as this would help him find that career path that would bring him true happiness and appreciation.

Most Managers keep on doing that work that fills their lives with boredom. They do not try to choose that path that could align with their genuine interest, passion, and potential. A good Manager always keeps his love and talent ahead before taking any decision that could impact his life. Similarly, he would leave no stone unturned in protecting his

Integrity against any insurmountable challenges. If, in the course of Leadership, he keeps on himself ***adhering to the principle of Integrity, no power there can suppress or downgrade him.*** So, the dignity of a Manager or Leader lies in ***holding Integrity with iron hands.*** It is; therefore, a great Manager would ***never compromise his Integrity at the expense of protecting his job.***

Moreover, a good manager would have ***tremendous confidence in tackling issues and problems.*** He would never ***surrender before the insurmountable challenges*** and successfully lead his team sails through them. He would have a great deal of resilience to cope with the challenges. He would keep himself motivated with ***positive self-talk*** and let matters going on smoothly and perfectly.

The facts mentioned above are closely bound to the qualities of a great manager who leads a successful team by having those qualities himself.

The book will unfold a ***depth analysis*** of the ***qualities mentioned above*** of a great manager ***that how he builds a great team first and then leads.*** Moreover, this book also contains a few topics of ***self-improvement in the light of my life experiences that played a decisive role in the leadership skills that are helping me out in every sphere of life.***

Let's, move on to the table of content to see where we are up to go

Table of Contents

WHO IS A MANAGER?.....	13
HOW “EMOTIONAL INTELLIGENCE” HELPS A MANAGER TO UNDERSTAND THE NEEDS OF WORKERS IN THE LIGHT OF ABRAHAM MASLOW’S HIERARCHY OF NEEDS?	18
Emotional Intelligence.....	18
How an Emotional Intelligent Manager would observe his Team Members? .	19
How Abraham Maslow’s Hierarchy of Needs would help the emotional intelligent Manager to understand the needs of workers?.....	20
How Emotional Intelligent Manager would speed up workers by understanding their Needs Level?.....	23
A Practical Case Study.....	23
LOCUS OF CONTROL - DON'T LET OTHERS CONTROL YOU.....	25
Locus of Control.....	25
Guidelines for a Manager in the Light of Locus of Control.....	28
DECISION MAKING WITH THE POWER OF “SELF- AWARENESS”	30
Self-Awareness	30
You might have noted that you usually fail even after performing such a hectic activity. Do you know why?.....	31
Did you ever ask yourself that what are your strengths, weaknesses, emotions, and temptations, and write them down on paper, and make the best decision in light of those?.....	31
what is “self-Awareness”?.....	31
How “self-awareness” does helps us in making the best decision?.....	32
How Managers Can Make Good Decisions with “Self-awareness”?	34
WHY A WORKER LACKS HIS INTEREST IN THE JOB? HOW FAR KARL MARX “THEORY OF ALIENATION” PROVES IT? WHAT SOLUTIONS DO WE HAVE?	37

Karl Marx “Theory of Alienation”	37
How a workforce seems Isolated in an Organization?	39
Do they act like a force to conquer the world?	40
what a Policymaker / Manager can do here to reform this structure?.....	41
WHY IS INTEGRITY IMPORTANT IN LEADERSHIP?.....	50
Integrity Leadership.....	50
Characteristics of Integrity Leadership.....	51
Recommendations.....	51
TECHNIQUES TO EVALUATE THE NATURE OF YOUR EMPLOYEES OR SOMEONE.....	53
Techniques to Evaluate the Nature	53
Techniques.....	54
WHAT LEADERSHIP STYLE TO ADOPT CONTROLLING THE WORKFORCE PERFORMANCE IN THE LIGHT OF SKILL WILL MATRIX?.....	57
Leadership Styles	57
A DEEP ANALYSIS ON SERVANT LEADERSHIP WITH ITS PROS AND CONS - HOW IT CAN ADD VALUE TO "CUSTOMER SATISFACTION"	64
Servant Leadership	64
Can brains of 5 people can generate innovative and productive ideas or the brains of 100 people?	66
How to become a Servant Leader?.....	68
Why is Servant Leadership at its Best?	71
Constraints in Adopting Servant Leadership	74
My Opinion: When to Adopt “Servant Leadership”?	76
HOW TO DELIVER A SUCCESSFUL PROJECT IN TIME? THE BEST LEADERSHIP STYLE FOR THE PROJECT MANAGERS IN THE LIGHT OF “PATH-GOAL THEORY”	80
How to deliver a successful project in time- Path-Goal Theory?.....	81

What is the Central Idea of “Path-Goal Theory” In delivering a Successful Project in Time?.....	84
8-Point Real-Time tip to deliver a successful project in time: In the light of Path-Goal Theory.....	86
7- INTERVIEW PRINCIPLES TO SELECT RIGHT TEAM MEMBER	91
7- Interview Principles	91
Compose & Confidence	92
Field Knowledge or Subject Knowledge or Job Description Knowledge	93
Self-Awareness	94
Vision	95
Open-ended questions & build trap.....	96
Integrity	98
Decision Making	100
My Personal Opinion	102
WHY IS SELF-CARE AND SELF LOVE IMPORTANT IN LEADERSHIP?.....	103
Importance of Self-Care and Self-Love	103
What does it mean that you do not self-care?.....	105
How your Life Looks without Self-Care?.....	105
Lack of Self-Caring Impacts on your Leadership.....	106
My Recommendations in this Regard.....	107
HOW I COUNTERED THE “YOYO EFFECT” AND REDUCED 11 KG WEIGHT IN A MONTH?	108
Yoyo Effect.....	108
How Strict and Unhealthy Diet Plans slows your metabolism?.....	109
Causes of Yo-yo Effect?	110

How to Avoid Yo-yo Effect?	110
How I Countered the Yoyo Effect?	112
My Own Recipe for reducing weight	113
HOW TO MOTIVATE YOURSELF WHEN YOU FEEL STUCK IN LIFE?	117
Do you feel stuck in life?.....	117
What to do when you feel stuck in life?	118
Why did all happen to you?.....	120
IMPORTANCE OF HONEST AND INTEGRITY LEADERSHIP –WHY YOU CAN BECOME EVERYTHING IN THIS INNOCENT WORLD BUT NOT A LEADER?	122
You Can become Everything in This Innocent World but Not a Leader	122
Then who is a Leader???	123
Why Abraham Lincoln is a great example of “Integrity” Leadership?.....	124
“PRINCIPLE OF INTEGRITY” IN THE LIGHT OF ABRAHAM LINCOLN’S LETTER TO HIS SON’S TEACHER.	128
ABRAHAM LINCOLN’S LETTER TO HIS SON’S TEACHER.	128
Lincoln’s Letter to his son’s teacher	129
HOW TO FIND OUT YOUR TRUE TALENT AND PASSION?	132
Talent and Passion?.....	132
Ways to find out your talent and passion	133
HOW TO CRACK ANY HIGH STRESS JOB INTERVIEW WITH “POSITIVE SELF-TALK” AND “DIVIDE AND CONQUER” STRATEGY	137
7 Tips to crack any High “Stress Interview” with “Positive Self-Talk” and “Divide and Conquer” Strategy	137
Powerful recipe to counter all Interview challenges.....	139
BOOST YOUR SELF- CONFIDENCE WITH “SELF-TALK”	150

How to boost your confidence with “Positive Self-Talk”, “Self-Love”, and “Self-Care”?150

 What is “Positive Self-Talk” and how it would help you boosting confidence?
 152

 How “self-Love” or “Self-Care” would help you boosting confidence?153

CHAPTER 1

WHO IS A MANAGER?



At the very outset, it is important to mention here the purpose of writing this book for my people. I have written this book after carrying out a lot of study, analytical work, research work, and in the light of my own management and administrative experiences. Moreover, I have also deeply read the biographies of different leaders, Managers, Innovators, and philosophers of the world. I observed their personality traits, and their art of dealing, leading, and management. So, the purpose of this

book here to apprise the leaders and managers that how a successful team is built first, and then is led.

To build a successful team, is always a huge challenge for a Manager. Every good technical resource cannot become a good Manager. But, if it is right to say “it is not important for a technical resource to become a good Manager”. No, absolutely, if that person would not learn the art of managing and leading people, he would always keep himself stagnant at a certain position. It is, therefore, important for that resource to keep learning the art of manager-ship and keep himself inclining towards self-improvement.

So, I think this book would be help for all Managers who face difficulty in managing people with regard to their attitudes, behaviors, work ethics, work delegation, and work performances. I, therefore, hope you would try to get the best out of that. So, people let’s move forward without wasting time to learn “How Great Managers Lead Great Teams”

Before moving forward, I would like to quote a beautiful statement of Daniel Kahneman. He once said,”

Managers think of themselves as captains of a ship on a stormy sea. Risk of them is danger, but they are fighting it, very controlled”.

There is no denying the fact that a manager is the one who stand firm against the insurmountable challenges, and do let them penetrate him to reach his people. He is usually such a sailor, who continue his sails through high altitude waves, and never let down his confidence against perilous and hazardous circumstances. He has the potential to calm down himself,

and his people going through uncertain conditions, and carving out a way with strategic thinking.

Someone has rightly said that stop trying to calm the storm. Calm yourself the storm will pass.

In fact, a manager is the one, who manages himself before managing his people. If he learns the art of managing himself, managing others would not remain a pious hope. If he couldn't manage himself, challenges would go a long way rolling him and his team down and down. In order to manage himself, he must have a deep understanding of his actions, behaviors and temptations, and nerves. He must know himself first in letter and spirit.

He must know about his strengths, weaknesses, and emotional outlook. In short, he must be a completely self-aware person. Thereafter, he must aware of the strength, weaknesses and emotions of his team members. So, management is the art of managing yourself first, and managing your people afterwards. There are some qualities, which are usually found in Great Managers. If you couldn't able to find them in yourself, you can inculcate them in yourself with practice and patience.

For instance, the qualities including, but not limited to, emotional Intelligence, emotional stability, Locus of Control, Self- awareness, Integrity, adopting dynamic leadership styles, time management, stress management, and the ability of hiring right person for the right job. These qualities are indeed the cornerstone of Good Manager-ship.

Let's move the next to unfold the "Cornerstone of Good Manager-ship" in detailed manner.

CORNERSTONE OF GOOD MANAGERSHIP

CHAPTER 2

HOW “EMOTIONAL INTELLIGENCE” HELPS A
MANAGER TO UNDERSTAND THE NEEDS OF
WORKERS IN THE LIGHT OF ABRAHAM
MASLOW’S HIERARCHY OF NEEDS?

Emotional Intelligence



There is no denying the fact that art of managing people at workplace has always been important and analytical to understand. Unfortunately, most of the people adhere this art to assertively and despotically managing people. But, the essence of effective management and administration lies in the emotional intelligence of a manager. Before moving forward, it is a prerequisite to unfold the term “Emotional Intelligence”. Emotional Intelligence is the ability to understand and control your own emotions, and accordingly understand and control the emotions of your subordinates. For Instance,

A daring and brave manager do not lose his nerves against any uncertainty and adversity because he knows if he couldn't control his attitude and express any nervousness before the team members, they would likely lose their temperament towards him. In this way, he manages and composed himself in facing any problem, and unites his team as well to act as a force to conquer that.

Moving on, a common behavior is observed in organizations that some people works diligently and industriously, but some shows negligence and heedlessness. Now, the question comes here how to bring all people on the same pace to fight like “esprit de corps”.

How an Emotional Intelligent Manager would observe his Team Members?

How to infuse enthusiasm in them to make them play the role of “Key Players”. The answer is yes they can be with the adroit psychological skills of the manager which again revolves around emotional intelligence. The manager has meticulously to observe the environment. He would need to identify which workers are taking interest in their work and which are not. Now, what an ordinary manager do here? He would apply an autocratic leadership style on those workers who are not working and wasting their time.

He would deal with them furiously. Here, he would make the huge mistake. Because, on this reaction of the manager, those employees would work, but half- heartedly. Most probably, not a good work that again would compel the manager to use un-acceptable words for them to widen the gap further between them.

In order to effectively deal with this situation, Abraham Maslow came up with a solution. According to him, there are hierarchy of needs; such as, physiological needs, Safety needs, Belongingness and love needs, Esteem needs and self-actualization.

How Abraham Maslow’s Hierarchy of Needs would help the emotional intelligent Manager to understand the needs of workers?

Before moving forward, it is pre-requisite to go through the Maslow’s proposed hierarchy of needs, so that we could able to understand the concept in depth.so, let’s see what is it.

Hierarchy Of Needs

5**Self-actualization**

achieving one's full potential, including creative activities

4**Esteem needs**

prestige and feeling of accomplishment

3**Belongingness and love needs**

intimate relationships, friends

2**Safety needs**

security, safety

1**Physiological needs**

food, water, shelter, rest, sex

1) *Physiological needs*

These are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep. If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met. If these needs are not met; you cannot force or compel a worker to work with full determination.

2) Safety needs

The second level of Maslow's hierarchy of needs consists of safety needs. Safety, or security needs, relate to a person's need to feel safe and secure in their life and surroundings. Motivation comes from the need for law, order, and protection from unpredictable and dangerous conditions. There are many examples of safety needs in modern society. To find stability and security, a person must consider their physical safety. This means seeking protection from the elements, violent conditions, or health threats and sickness.

4) Esteem Needs

The fourth level of Maslow's hierarchy of needs is esteem needs. Esteem needs are related to a person's need to gain recognition, status, and feel respected. Once someone has fulfilled their love and belonging needs, they seek to fulfill their esteem needs. Maslow classified esteem needs into two parts: the need for respect from others and the need for respect from oneself. Respect from others relates to achieving fame, prestige, and recognition. Respect from oneself relates to dignity, confidence, competence, independence, and freedom.

5) Self-Actualization

self-actualization means feeling that we are doing what we believe we are meant to do. In other words, when a man has all his basic needs fulfilled.

How Emotional Intelligent Manager would speed up workers by understanding their Needs Level?

Basic needs include food, water, sex shelter and rest. As regards the psychological needs, it includes relationships stability, belongingness and love needs. In the last, there come self-fulfillment needs. It is actually the self-actualization; means when a man has all his basic needs fulfilled. His relations are going strong. He is getting love and care from his intimate relationships. Therefore, he has full potential to do something creative for the organization to grow and flourish. To, bring that kind of confidence in a worker, manager has to measure the level of his needs.

A Practical Case Study

Let's take an example there is an employee who was a good hard worker once, but after some months his performance is goes down. He seems not taking interest in work. He smokes a lot. He seems sad. He de-motivates other employees. He behaves disrespectfully with his manager and colleagues. Now, what the options the manger could have for him? He can defame him. He can ask the other employees to mock him. He can give bad reviews on his annual confidential report. At the extreme level, he can make him kick-Off from the organization. Unfortunately, He thought for all options that could drive him further backward. But, he didn't think how he can be lifted up. He knew he was a good performer

once, but currently he is not then would surely not henceforth. He didn't try to gauge the psychological needs of that employee. Now, an emotionally intelligent manager would have a cup of coffee with him outside. He would uncover the cause of his anxiety, depression and dullness. After discovering the fact, he came to know that he has no rent to pay to house owner, as he is knocking his door since two months. He is unable to pay his children fee. He is going to lose the shelter. Can this kind of employee would give his full potential to the organization when he is going through the lackness of basic needs. He is a good employee, but due to this deprivation of these needs he is not taking interest in his office working life. An effective manager would try to address his basic needs by involving the organization. He can also talk with other employees and collect the fund for him to support. If he has basic needs and stress due to relationship matters, he can give him advice and motivation. He can infuse the sense of patience and emotional stability in him.

He can lift his morale through religious injunctions. After receiving such kind of help, he would come back with full energy and passion and do the work well. This employee would become an asset for the manger and organization. Eventually, when the manager would have full support of his force, would move forward like a lion.

Hence, it can be inferred that effective management is not only dependent on the intelligent quotient of the manager, but also on emotional intelligence. It is rightly said that machine itself can do nothing, but the man behind the machine does matters a lot. If you would not understand the needs of a man, progression of the organization would remain a pious hope. So, it is important for the managers do always give regard to this fact as it is undeniable to make progress leaps and bounds.

CHAPTER 3

LOCUS OF CONTROL - DON'T LET OTHERS CONTROL YOU

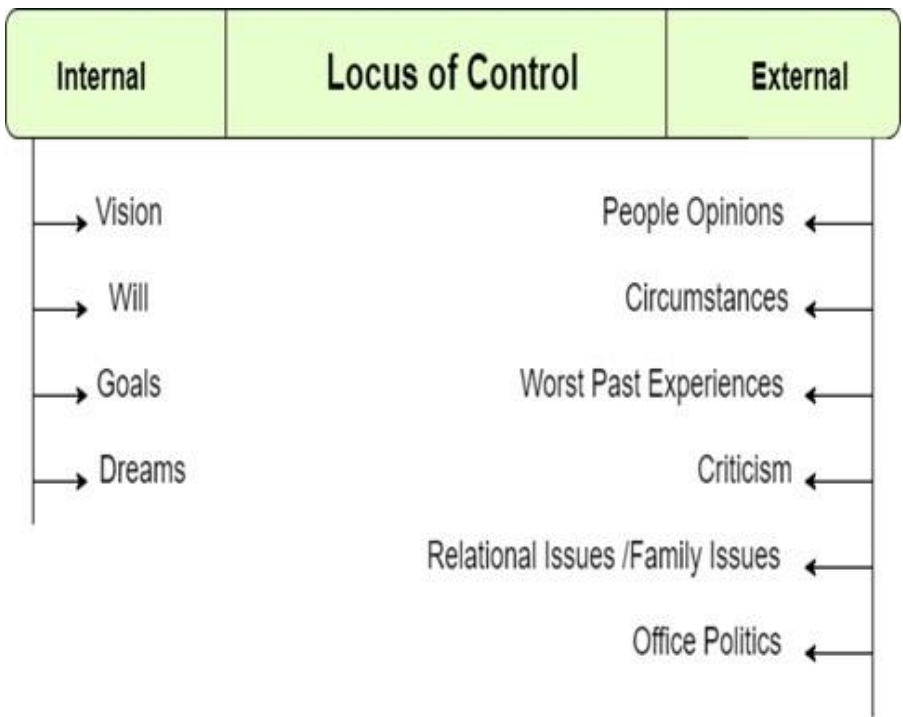
Locus of Control



Locus of Control is a theory, which was presented by Julian B. Rotter in 1954. The central idea of this theory is that "you should control yourself rather than let others control you". This is a fundamental rule in effective leadership that you should control yourself instead of being controlled

through the mind of others. You can better understand would that person be called a Leader, who is controlled by others. Indeed, you can have advice of others, but eventually you should take decision by your own. You should never ever compromise your vision, goals, dreams, will by the opinions or psychological pressure of others.

This theory defines that every person has a locus of control, through which he is controlled. In other words, he has a central control with which his actions are controlled. Either he is controlled internally(himself), or he is controlled externally (external factors).



Moreover, if he is being controlled by external Locus of Control, he would really have a hard time in personal growth and success. Similarly, if we talk about internal factors, it includes, but not limited to, Vision, Will,

Goals, and Dreams. On the other hand, there are external factors, which can be said People Opinions, Circumstances, Worst Past Experiences, Criticism, Relational Issues/ Family Issues, and Office Politics. Now, if there is a person, who firmly rely on his Internal Locus of Control, would go extra mile in making success. It is because he is firmly adhering to his vision, will, goals, and dreams. People opinions, Worst past experiences are no way taking control of his mind. He is strong enough to withstand any negative external factors that can hamper his vision and goals.

For instance, there is a student, who want to choose a professional field after being graduated. His passion, desire, dream, goals and will allow him to go to Web development side. But, his friends and family pressurize him to choose Mobile development. Now, what happens he surrenders to the influence of his family, sacrifice his Internal Locus of Control, and make his way towards Mobile Development. Would that student flourish there, where everything is going against his will, vision and goals? That person would never be able to take hard and challenging decisions by his own. Because he has been made amputated. Thereupon When, that person would be designated with a considerable authority, he would always remain reluctant in taking tough decisions. So, the persons who do not have firm control on their internal locus of control, usually fall a prey to poor decision-making. And, this is totally against the essence of good leadership and managership.

For example, there is a manager who get a challenging task to be done, which is likely to bring his ranks up in the organization in case of successful Completion. There could be some of his counterparts, who would reflect him the darker sides by saying him to leave that task as he is incapacitated

to do so. On the other hand, you are in full confidence in its successful completion. So, here they are trying to have your internal locus of control in their hand and playing against your will in jealousy.

Similarly, there could be your colleagues who would keep on showing you to darker side of the organization, so that you opt to incline towards leaving it, and they could easily replace you. They will keep on pushing you to disturb your internal Locus of Control.

In the same way, your sub-ordinates can also keep deviating you achieving the goals by giving you through wrong suggestions. So, always keep your mind open and active to take the decisive decision by your own.

For a Manager, he must have been stand with a strong Internal Locus of Control. He must keep on binding himself with his vision, will and Goals. He should not incline towards his External Locus of control.

Guidelines for a Manager in the Light of Locus of Control

- Never, compromise your vision on the expense of people's opinions.
- Never, allow worst past experiences to deviating your vision and plans.
- Never, allow psychological pressure of office politics to undermine your will and goals.
- Never, allow the stress of your relational matters to derail your office matters and stuff.
- Never, allow yourself to take any kind of psychological pressure that make you emotionally unstable.

- Develop your abilities to take decisive decision by own after evaluating other suggestions.

In a nutshell, it is very important to keep holding on your Internal Locus of Control, as it requisite for strong and effective Managership a nutshell, it is important for a Manager or Leader to be controlled by his Internal Locus of Control. If he can sacrifice his Internal locus of control by the negative opinions of other, he cannot become a Manager or Leader.

CHAPTER 4

DECISION MAKING WITH THE POWER OF “SELF- AWARENESS”

Self-Awareness



Decision-making is a cognitive activity. It is based on reasoning. It is carried out on a problem or puzzle which is solved on the basis of logic. In order to solve this; we take a notepad and write all the possible solutions to that problem. And from those solutions, we choose the best one and

consider it our decision. In fact, we say that is the best decision we ever have made after a lot of paperwork.

You might have noted that you usually fail even after performing such a hectic activity. Do you know why?

It is because you always forget to involve the power of “self-awareness” in making a good decision. Self-awareness helps you to know about you yourself in the most authentic way. It leads you to ask the following questions from yourself in the in the following picture.

Did you ever ask yourself that what are your strengths, weaknesses, emotions, and temptations, and write them down on paper, and make the best decision in light of those?

The answer of those questions are "No". you have never bothered to ask yourself. You have never considered yourself in actual decision-making, and that's why you always get failed.

what is “self-Awareness”?

In order to go through the process of self-awareness, choose a silent place and truly ask your soul what are your weaknesses, strengths, emotions,

temptations, and natural desires. Take a whole day even, and write their answers on paper. After, come to the place where you had the problem in your hand and were writing its solutions. Again, choose the best option from that problem and align or match that option with your strengths, weaknesses, and emotions. If this does not get aligned with that, discard it and choose the next one. Similarly, stop there where the chosen option and those strengths and weaknesses actually get matched. Now, congratulations that is the best decision you ever have made.

How “self-awareness” does helps us in making the best decision?

It is because you always choose the option which inspires you the lot, and which attracts you the lot. But, in fact, that option, unfortunately, does not align with your true potential or God- gifted capability or strength whatever you say. For instance, I have to choose a practical field after graduation It is because you always choose the option which inspires you the lot, and which attracts you the lot. But, in fact, that option, unfortunately, does not align with your true potential or God-gifted capability or strength whatever you say. For instance, I have to choose a practical field after graduation. I have options in my mind that I could choose to become a Doctor, an Engineer, a Bureaucrat, or a professor. Again, I took a paper and all-day wring my strengths, weaknesses, and emotional stability. As for strengths, I wrote Brave, Courageous, like to put life at risk, and good public administration skills. In weaknesses, I wrote, weak in mathematics, weak in bio-sciences.

In emotional control, I wrote, feel bored sitting in the same place for longer, feel bored carrying out research work, and feel so much frustrated sitting all the time in the library. And after all, took the decision to become an Engineer because it pays me a lot. I thought people are minting money in this field and I should also make the hay while the sun shines. Eventually, I took the name of God and landed myself into this quagmire. After spending some time there, I found myself frustrated and boring. It is because I should have chosen to be a Bureaucrat. But, I chose to be an Engineer. It is because I followed the ongoing trend, not the ability “self-awareness”. And I again went back to finding that paper where I had chosen to become an engineer. I found that paper abused, and threw it into the basket. At that moment, you can say nothing to someone; you cannot bring your grievances to God. It is because God had conferred you with the ability of “self-awareness”. You utilized it and still had not followed that.

Someone has rightly said that

“Mistakes are costly and somebody must pay. The time to correct a mistake is before it is made. The causes of mistakes are, first, I didn’t know; second, I didn’t think; third, I didn’t care.”

So, the best decision always lies in the scope of “Self-awareness”. There is also another question that if we make a decision by “self-awareness” and still we have to face a lot of troubles, un-satisfaction, and

unsuccessful career. Are we wrong in our “Self-awareness”? No, absolutely not those people should stay strong in their decision because

“The universe always falls in love with the stubborn heart”.

Let’s put some light on the corporate sector, where the managers have to face a lot of challenges in decision making.

How Managers Can Make Good Decisions with “Self-awareness”?

A manager faces a lot of problems when he is assigned a completely new team for a project. And he does not aware of the true potential of his team members. For instance, he is usually unaware that how the team members can perform the best in their personal capacity. In order to measure their capacities and interests, he can use the tool of “Self-awareness”.

A Manager can ask his team members to individually write down their strengths, weaknesses, and emotional outlook on a paper and submit it to him. The manager himself would write down his strengths, weaknesses, and all that on paper. Afterward, he would break down or decompose the project into multiple tasks. And assign that task to the members by putting the paper of their strengths and weaknesses before him. Now, every member is getting the task according to his true capacity

or potential. Similarly, reshuffle the staff after some time. Again, assign the remaining tasks to them according to their strengths. Resultantly, team members' efficiency would be 2X, as if it is compared to assigning them the task randomly. Now, the manager has the document of their weaknesses, and he can use it to get them to improve their weak skills. He can send them to the different training areas according to the need. In this way, "Self-awareness" played a central role in managing the manager himself and the staff efficiently.

Moving on, when the business advisor of a Company has to bid for projects, first he writes the strengths, weakness, constraints, and limitations of the company then align them with the project exactly according to their potential. In this way, the company would not likely go through any deficit or loss. The ability of "self-awareness" is direly essential for managers to grow in their field.

For example, if a manager goes for a job interview, and is asked by the panel to tell his weaknesses and strengths. And if could not able to exactly present, and is failed in expressing "Integrity". Then assume what the panel would anticipate about him. The panel would consider that manager "dumb", as he does not know himself then how would he understand and drive others. So, if one has to let him flourish, he needs to brush up on his ability of "Self-awareness".

To conclude, there is no denying the fact that the process of decision-making always has been a strenuous task. It requires a lot of concentration, cognitive power, and critical thinking. But, there is an

equipment of self-awareness that makes this process carried out in an effective way. It helps the decision-maker to make a decision in the light of his genuine capabilities and nerves. It makes the decision-maker choose that option from a set of options that exactly meets his temperament. Similarly, it makes managers build and drive the team according to their skill set. So, decisions should always be taken in the light of self-awareness and logical reasoning. It should never be made on the basis of emotions, inspirations, and attractions. Someone has rightly sketched of above- mentioned discussion that

“Never cut a tree down in the wintertime. Never make a negative decision in the low time. Never make your most important decisions when you are in your worst moods. Wait. Be patient. The storm will pass. The spring will come.”

Hence, it can be inferred that a powerful decision is always made through the ability of self-awareness.

CHAPTER 5

WHY A WORKER LACKS HIS INTEREST IN THE JOB? HOW FAR KARL MARX “THEORY OF ALIENATION” PROVES IT? WHAT SOLUTIONS DO WE HAVE?

Karl Marx “Theory of Alienation”



If you ask a soldier for whom he fights, he would say for his country. He would never say that he fights for money. Because it is the love for the country that brings him to the battlefield to die. He would always desire to be elevated to higher ranks and defend the country from the front. He would leave no stone unturned in foiling any conspiracy that would be a threat to the country.

Every soldier thinks that one day he would be an officer and every officer thinks that one day he would be a general. This is the “motivation” that actually binds the force from a soldier to an officer in the pursuit of the common goal to defend the country.

But, unfortunately, this kind of common goal, spirit, worker to manager cohesiveness, regard, and care is not being observed in the co-operate sector these days. Let’s have a deep dive into the root cause of this problem.

According to Karl Marx’s Theory of Alienation, we “dehumanize” and “Isolate” our workers. Dehumanize means to deprive someone of human qualities, personality, or dignity. Besides, we also isolate them. We force them to keep themselves in their respective classes. We keep them alienated (separate) from the product.



How a workforce seems Isolated in an Organization?

How a junior worker seems isolated?

Let's take an example of a junior worker. We ask him to just work on the product. We do not allow him to ask about the owner of this product. We do not allow him to ask about the revenue this product is going to generate. We keep him restricted to his work and push him to deliver his best in the already decided wage. We do not allow him to go inside the meeting rooms. We keep stringent control over his nerves every time.

How a senior worker seems isolated?

He is not allowed to give suggestions to his immediate boss. Moving on, when he is promoted to upper step, He is allowed to attend the meeting. But; he is not permitted to put a question the company's policy. He is not taken on board with major decisions. He is usually not disclosed the milestone earnings of the product. When he shows his extraordinary performances, his immediate boss tries to suppress that. Instead of accelerating his own performance, he downgrades him. Similarly, the upper one brings down his lower one with unethical practices.

Do they act like a force to conquer the world?

Now, you can observe, that there seems a sense of deprivation; there seems developing social classes. Everyone is expected to stay in his class, bite the bullet and work like an animal. So, frustration, boredom, and demotivation naturally take birth in them. They look tired constantly revolving in this inflexible circle every day.

The one who possesses the strong diplomatic skills and patience, survives, and the other leave. Everyone is working for the product, but the product belongs to no one. Obviously, the product would always belong to the owner, as he is paying everyone. But, he needs to understand that a man is a blend of emotions, a sense of promotion, expectations, desires, self-respect, values, and a sense of job security. But, unfortunately, these values are being neglected. Resultantly, every employee considers his workplace a "Shelter", not the "Second-Home".

what a Policymaker / Manager can do here to reform this structure?



Open-door policy

Now, there comes a question that what a Policymaker or a Manager can do here to reform this structure? First, He needs to get materialized “open-door policy in the staff hierarchy.

An open-door policy (as related to the business and corporate fields) is a communication policy in which a manager, CEO, MD, president, or supervisor leaves their office door “open” in order to encourage openness and transparency with the employees of that company. As the term

implies, employees are encouraged to stop by whenever they feel the need to meet and ask questions, discuss suggestions, and address problems or concerns with management. An open-door policy is typically intended to promote an environment of collaboration, high performance, and mutual respect between upper management and employees.

Depoliticized organizational structure

Second, He needs to get implemented the “depoliticized organizational structure”. He needs to lay down the foundation of such a structure, where politics cannot take place at any cost. That structure should be strengthened by the practice of “**fair play**”. There would be a need to develop such a system that would collect the performance data of all junior workers and provide to monitoring system of top management. So, if a junior worker is unlawfully suppressed by his senior, that top management monitoring system could provide him justice. It can be inferred that with the implementation of such a system, politics, injustice, grudges, and bootlicking can be eliminated. When every junior and senior would know there is justice and fair practice in this organization, they would naturally respect each and work as a unit.

Develop Emotionally Intelligent Managers



Third, Managers should train to be emotionally intelligent. They should be caring. For instance,

if the employees know their manager cares about them as a person, they will walk through fire for them.

Similarly, if the other side team's manager throws mud at you and your manager comes between and throws back that mud on that manager. What would you think about your manager? You would say that if he defends me then why I shouldn't defend him. If you would give respect and care to your employee, he would think several times to leave you and the Organization. So, the managers' personal development training is the

need of the hour in order to inculcate in them the skills of self-awareness and emotional intelligence.

Rooting-Out the practice of Favoritism

Fourth, Managers should be trained to never adopt the practice of “Favoritism, “This unfair practice alienates an employee. This practice elevates the sense of inferiority complex in the employee. They should treat all the employees equally. They should not create the difference on the basis of their skill power even. If one employee is weak, you can get him to conduct the training. But, you shouldn’t degrade or out walled him.

Inculcation of Inspirational Leadership style skills in Managers

Fifth, Develop “Inspirational Leadership style” skills in the managers. The manager who would be charismatic and equipped with, considerable knowledge, power to influence, good dressing sense, problem-solving skills, and good emotional intelligence would vibrantly inspire his subordinates. They would try to copy his attitude, and style of communication with them. He would keep his team players energetic.

Conduct “Open Communication” meetings

Sixth, Managers should conduct daily “Open Communication” meetings. In those meetings, team members should be empowered to share their thoughts without any fear of repercussions. They should openly tell them what is happening in the organization and its impact on them. As a result, they would respect and trust them, and trust is the most important feature in this regard.

Motivational lectures



Managers should keep delivering short “motivational lectures” to their teams to boost their morale. Those lectures would infuse enthusiasm in them. That would give them energy for the work.

Team Lunches



Organizations should follow the practice of organizing “Team Lunches”. It is a great idea to connect people. On those occasions, managers and workers have a great chance to build collaboration. Besides the meal, they can share ideas, suggestions, and work-related problems. So, those lunch events bring employees and managers closer to each other.

Employee recognition programs



Organizations should manage to organize “employee recognition programs”. Those programs help to show the employees that their company values them and their contributions to the success of their team and the company overall. Similarly, those programs can be included the distribution of prizes, certificates, and pay cheques. In short, this technique would go long way to bind the employees with the organization.

Delegating Task

Managers should adopt the practice of “Delegating Task”. This action infuses a lot of confidence in the workers. This eradicates alienation or isolation from the environment. When a manager divides a larger team into sub-teams and chooses their leaders, gives confidence and optimism to other employees who aspire for leadership.

As a result, this tactic injects efficiency into them to show vibrant performances. Resultantly, in this way, this practice makes the bond strong between managers and workers.



In a nutshell, the workforce is the most important asset of an organization. You can say it is the basic functional unit of an organization. The beauty of this asset lies in its unity, its cohesiveness, and its empathy toward the goal of the organization. If you inject the elements of alienation and isolation into it, a strong tide of sadness, frustration, and anxiety would damage its basis. Someone has rightly said that “Business and human endeavors are systems... We tend to focus on snapshots of

isolated parts of the system. And wonder why our deepest problems never get solved. "So, it is a point to ponder for the managers, CTOs, and Managing Directors that how to devise such policies that could add more value to their organizations. It is rightly said that

" A stitch in time saves nine".

CHAPTER 6

WHY IS INTEGRITY IMPORTANT IN LEADERSHIP?

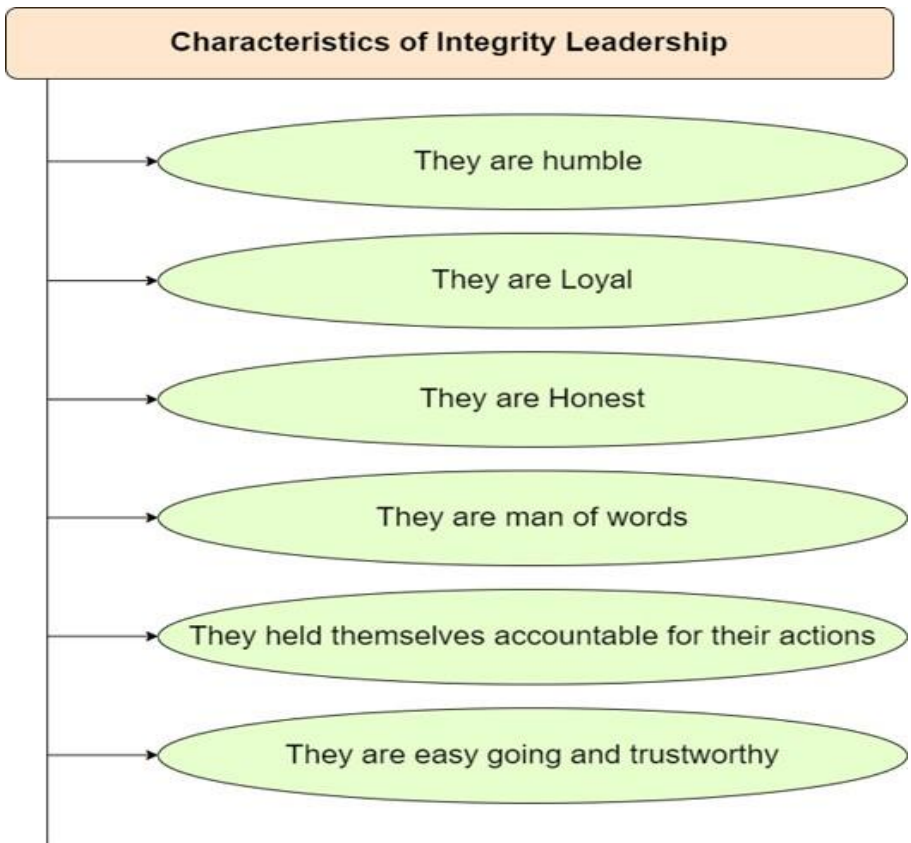
Integrity Leadership



Integrity is about everything that reflects your character, not reflecting a modified character. If you are a man of integrity, your people will walk through fire for you. They would know you are honest; you can't lie them; you can't cheat them. You have done every time what you have promised

for. You would never go against your promise what comes may. You are a man of words.

Characteristics of Integrity Leadership



Recommendations

By being a Manager, Set your principles. such as, being honest, man of words, trustworthy, disliking backbiting, disliking bootlicking, disliking team politics, disliking lying, and staying determined on them. Believe me, every team member would respect you from the depth of heart. They would always stand beside you as a force. Keep in mind this is the cornerstone of good leadership and Managership.

CHAPTER 7

TECHNIQUES TO EVALUATE THE NATURE OF
YOUR EMPLOYEES OR SOMEONE.



Techniques to Evaluate the Nature

The ever difficult task in this world is to evaluate the nature of someone. Indeed, it is very perplexing to recognize the human inside him. And, it is important to bring that human out in order to reward him his due place, which he actually deserves. So, the good news is that there is a simple technique to resolve this problem. The solution lies in the simple technique, and that is “Freedom”. A renowned Scholar, and life coach, said,

” If you want to evaluate the nature of someone, give him freedom”.

If you come across a person, and who pretends to be the honest, truthful, and sincere guy on this planet, you can justify his character and honesty by giving him freedom. You can evaluate him in the following ways.

Techniques

Give him your car’s keys

Give him your car’s keys, and ask him to bring something from outside; such as from a distant place. you would come to know how much he is honest and sincere with other's objects. you would have a clear understanding that if can he be awarded the “Sensitive Post” to dispense his duties in the ambit of his authority. Managers can perform this kind of activity before delegating an important authority to someone.

Assign him a Small Team and Delegate Responsibility

Assign him a small team and delegate responsibility, and give him freedom to manage the team and conduct the affairs. Now, analyze his behavior towards you.

- Is he still “**submissive**” to you as he was before awarding the Authority?
- Assign duty of some secret personnel who would
If he is **misguiding his team members about you in personal grudges?**
- His team member’s behaviors towards you. Do they respect you the way they before?
- Analyze the **discipline variation of his team members?** Their **work ethics**, unplanned leaves, office bunks etc.
- His **administration skills that if he likes to work in isolation**, or teamwork (esprit de corps).

The above-mentioned analysis would reflect you his clear picture if he can be chosen as your delegated authority or not.

Lend him money and fix the date of return

Give him money and fix the date of return. Despite the condition of returning, if he runs away from his promise, he cannot be “trusted”.

Give him the freedom to express his views in an Interview

If he is resistant to reflecting you his true color, build rapport with him, and give him the freedom to speak. Ensure him that you are not judging or monitoring him. Behind the scene, you can join the dots and visualize his true picture.

To conclude, identifying the true color of someone is very difficult to reckon. In fact, this is not the easiest task. but, you know there is also a solution to any problem. Someone has rightly said that whatever the problem, be part of the solution. The solution is simple and has been described above. you can incorporate it in resolving your daily puzzles.

CHAPTER 8

WHAT LEADERSHIP STYLE TO ADOPT
CONTROLLING THE WORKFORCE
PERFORMANCE IN THE LIGHT OF SKILL WILL
MATRIX?

Leadership Styles



Leadership plays a central and decisive role in a successful Managership. A manager has to adopt different leadership styles according to the situation, time and place. If a manager, would keep on adopting single leadership style for entire workforce, he would likely to invite a lot of resistance from them that ultimately would hamper the work progress. A dynamic and shrewd manager would play according to their will and skill. Let's come towards Skill Will Matrix and see how does it help us in managing people according to their will and skill set.



Laissez-Faire Leadership Style



Laissez-faire Managers have an attitude of trust and dependence on their employees. They don't micromanage or interfere too much, and they don't give too much direction or guidance. Laissez-faire Managers let their employees use their creativity, resources, and experience to achieve their goals. This type of leadership is very effective - Managers trust their employees and have confidence in their abilities.

They provide guidance and take responsibility when needed. When you as being a Manager, have got the resources, who have High will and skill, you don't need to micro-manage them. You Just let them use their talent and experience to sail through the problem.

If you would give them an open space to play, they would always have unique creative solutions for you. Because you trust and respect them, they would a long way to get the solution for you by any means. If you would micro-manage them, they would always give you micro solutions.

Furthermore, you are not giving them any gap to prepare themselves for leadership to choose them among your delegator.

Transactional Leadership Style



Similarly, the employees, who have low will, but high skill can be managed by adopting Transactional Leadership style. By being a manager, you would see that there are high caliber resources, but they are not inclined towards work.

Despite having great skillset, they are not willing to accept any challenge. So, you need to sit close to them and smell their need and problem.

Instead of behaving autocratically, you need to get them accelerated with emotional Intelligence. For instance,

- You can sit with them and motivate them in friendly manner.
- You can change their teams if they are not getting due respect there.
- You can organize a food party for them.
- You can allow them to have some paid leaves in a week to trigger their enthusiasm.
- You can increase their salary allowances.

It is a usual fact that a high skilled person is seems low will at some times. There can be multiple reasons for that. For instance,

- Politicized Organizational Structure.
- Personal Grudges due to the behavior of some stakeholders.
- Disrespectful working environment.
- Lack of decorum in the organizational structure.
- Low salary and high workload.

But, a good Manager is that who try to address the needs of his team members rather keep pushing them for work with force. In that way, you would lose your high skilled person, and similarly when next person would get hired, he again would get the victim of these structural issues. It is,

therefore, instead of being Autocratic first, try to listen them, and address their genuine needs.

Transformational Leadership Style



Similarly, Transformational Leadership style should be adopted against all your team members, who have high will, but low skill. You would see many of your employees, who love to work, but have low skillset. You need to arrange special workshops, trainings for them to improve their skills in order to become a valuable asset of the organization. So, in this way, you would transform your workforce with guidance, educating and training.

Autocratic Leadership Style



When a team member has low will and low skill, a manager usually left with two options. First, to deal with him autocratically, and get the work done by force. Second, to trigger warning notification for him. Thereupon, if he still remains the same, and do not show his will towards improving himself, he is terminated.

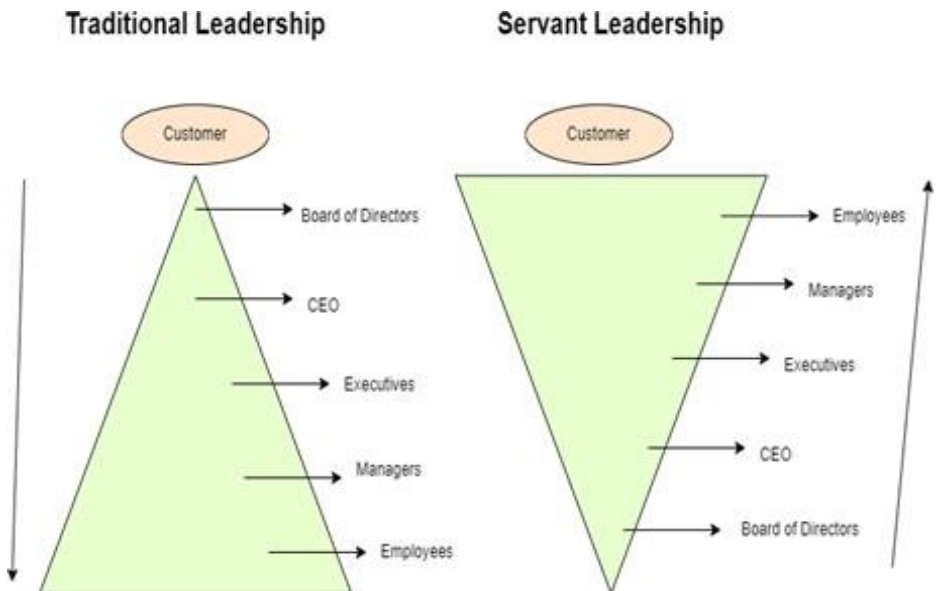
CHAPTER 9

A DEEP ANALYSIS ON SERVANT LEADERSHIP
WITH ITS PROS AND CONS - HOW IT CAN
ADD VALUE TO "CUSTOMER SATISFACTION"

Servant Leadership



Servant Leadership is a kind of leadership, which is entirely different from the traditional leadership styles. In a traditional Leadership style, vision and directions flow from the top to bottom. In other words, a direction uses to flow from the office of Board of Directors, and it straight way passes from various offices to the end office. Similarly, no office in between has any right to add up its suggestion or vision in that direction to let it move down.



In that traditional structure, there is only one authority, which sets values, vision, and directions, and everyone down is bound to materialize it. Now, there is a question for you to analyze.

Can brains of 5 people can generate innovative and productive ideas or the brains of 100 people?

Well, you cannot always say that the brain of 100 people can only generate innovative, unique and considerable ideas, whereas 5 can also do the same. In simple words, the philosophy behind the servant leadership is to get involved and participated all the officers at all level in the decision making to set the vision, goals and values of the organization. Servant Leadership totally negates the centralized Management Authority.

It favors the decentralized Organizational structure. It does not support the concept that an officer sit in his office issue an order, and get his subordinates to done it at any cost with the said procedures.

Whereas, it says that the officer should leave the office involve his subordinates in decision making, listen to all, respect all, and then take decisive decision by his own. Moreover, it vibrantly supports the social and professional well-being of people.

Why it does so?

- To empower the sub-ordinates.
- To add value in the social and professional lives of sub-ordinates.
- To flourish their leadership skills.
- To improve their listening skills and patience.

- To improve their relational well-being.
- To Build deeper, trust-based relationships. To Develop a people-focused culture.
- To support the concept of “By serving the employees of a company, you are serving the customer”.
- To gain their mutual trust.
- To ensure their presence in setting organizational goals. To flourish their decision-making skills.
- To improve their communication skills and confidence.

When all the lower staff officers are given opportunity to get themselves involved in decision making, setting values and goals of the organization, what advantage would be there for both officers and the organization?

- Lower staff officers would have improved their professional skills, such as confidence, communication, self-awareness, foresightedness, decision making, listening, empathy, stewardship, Conceptualization etc.
- Organization would have such a competent staff to inject efficiency into its proceedings, and getting advantage in the form of customer satisfaction and generating more revenue. Simply, when employees would get all the due respect, love, care, and mutual trust, they would leave no stone unturned in elevating you and your customer’s growth.

- Moreover, in the future, you can deploy this developed staff at key-projects that would likely to yield high productivity there to bring more importance to the Organization.

So, servant leadership is all about focusing on the growth and well-being of employees, as they are a mean achieving success for customers and shareholders.

How to become a Servant Leader?

“It begins with a self-audit and a commitment. Ask yourself: What is the level of trust I share with my relationships, my team, my stakeholders? What is my real intent? Is it truly to serve others, or is it to serve myself?”

– Stephen M.R. Covey, Leadership Expert

A manager would need to practice the following 10 characteristics to adopt servant leadership style. The Organization can also arrange self-development and professional development sessions for the Managers in order to inculcate the following characteristics in their personality. Similarly, the employees would automatically inherit that culture and try to adopt that qualities that further create options for the Managers to select servant leaders from them and assign small teams. So, in this way, a chain of servant leadership will keep on flourishing that would keep on adding values to the organizational goals.

Listening

“Learning to speak second has been one of the hardest parts of implementing servant leadership. It’s important to allow space in the room for others to talk first, and for you to listen.”

– Kim Savage, HOPE International

- Listen patiently to your sub-ordinate. Do not interrupt him in between.
- Pay Attentive.
- Give feedback what they say.

Empathy

- The ability to sense the emotions of your people.
- Truly feeling the emotions of people and doing so without judgment and criticism.
- Be aware of and understand how they feel.

Healing

- Be emotionally intelligent.
- Help your sub-ordinates to overcome their personal and relationship problems.

Self-Awareness

- Find out your strengths and weaknesses.
- Find out the strengths and weaknesses of your sub-ordinates.
- Manage yourself and your sub-ordinates according to the strength and weaknesses.

Persuasion

- Use persuasion rather your authority.
- Persuade them rather imposing your authority.

Conceptualization

- Create a future-oriented concept that provides vision and mission.

Foresight

- Create a future-oriented concept that provides vision and mission.

Stewardship

- To collaboratively plan the goals with your sub-ordinates.
- To empower others to achieve goals as a team and organization.
- Commitment to the Growth of People.
- Personal and Professional development of your sub-ordinates.

Building Community

- Building a sense of community within the organization.

Why is Servant Leadership at its Best?

Servant Leaders Involves their sub-ordinates in Decision-making

- Servant leaders infuse confidence and will in their subordinates, and make them enable to produce their own ideas and get them implemented.
- A servant leader put problem statement in front of his employees, and ask them to get that done by materializing any strategy.

- Thereupon, he keeps on listening, and motivating them in getting this completed in stipulated timeframe.

When employees feel respected, they respect what they do

It is an undeniable fact that when you respect and value other person, he can go at any length for you. Respect and value is something which cannot buy throwing cash. When they feel, you value them more than work, they would value your work more than themselves. It is, therefore, valuing people is the keystone of Servant Leadership.

Customer Satisfaction

You can't expect your employees to exceed the expectations of your customers if you don't exceed the employees' expectations of management. That's the contract." - Starbucks CEO Howard Schultz

When you value your employees, and more concerned towards their personal and professional development, they consider themselves the stakeholders of the organization. They treat organization's customers as their personal customers. They show customers a new direction to invest on. They closely interact with them, and help them finding new avenues to invest on by giving them innovative ideas and suggestions. For instance, if a customer likes any idea given an employee, and he shows his strong will to get it materialized at any cost, and on the other hand, the employee

has already built-in solution for that. You better analyze that how much business and value he brings to the organization. Therefore, in this way, your trustworthy employees can drive and keep on engaging your customers. They would satisfy them and play a substantial part in thriving on the organizational and customer's goals.

Servant Leadership flourishes the environment of “Esprit De Corps”

- In Servant Leadership environment, Employees and Managers share mutual trust, loyalty, harmony, love and care. Resultantly, a sense of “esprit de corps” begins to elevate between the team members, which injects efficiency into the working environment.

Improve Leadership skills of the Team Members

- It is the fact that when the team members get due respect, love, care, and chance to participate in the decision-making process of organizational goals, they would automatically get their communication, persuasion, empathy, confidence improved. So, in this way, servant leadership go a long way in flourishing the leadership skills of the team members.

Constraints in Adopting Servant Leadership

Not effective in case of “quick decisions”

- Servant leadership is the staunch supporter of involving all subordinates in decision making process. It is, therefore, when all would get involved, it is likely to consume some of the time in decision making. In that case, servant leadership do not yield productive results.
- For example, in case of military commanding, it would not remain productive, as there sometimes require immediate actions on getting directions due to the nature of job. There would always require be required a single decision making body sitting in the center, who pass on the direction, and everyone would have to take the quick action accordingly.
- In case of Fire Brigade, Servant Leadership cannot play an effective part, as due to the nature of service. There, every day you face different uncertainties, and you just have to take quick decision to counter them. You cannot ask to settle a decision-making body, and then would a take decisive decision and act accordingly. In fact, you would not get that much time to implement that practice, otherwise a huge destruction would become inevitable. So, here, again Servant Leadership cannot play its substantial part.

Not every Authoritative Person is willing to drop his “ego at back seat”

- Servant Leadership totally revolves around the “selfless” and “ego-less” leadership. It totally emphasizes the well-being of your employees. As the main objective of servant leadership is to become “Servant First”, and then “leader”, not every manager is always willing to become Servant First. It is therefore, an organization usually do not have all the managers, who could drop their ego at back seat. In that case, Servant Leadership becomes a distant dream for the organization to get practiced there. In order to address this problems, workshops and trainings should be arranged for the Managers to inculcate those skills qualities in their personalities.
- For example, there is a Managing Director of an Organization is willing to adopt the practice of Servant Leadership. He is kind of sensitive person. He cannot live without having Air Conditioner in his room. He gets to know that his sub-ordinated team’s Air Conditioner has some technical fault and, resultantly, it has stopped working. Problem, here is that the team has to perform very important tasks that can bring Importance to the organization. Now, here an “ego-less” Managing Director would pick up his Laptop, and leave his office to sit with his team in suffocated room to act like a team and work like a team no matter what the circumstances are. You can better Imagine the morale and confidence of the team. When he has nothing in his hand, he

sacrificed his ego and left his room to emotionally trigger them. On the other hand, what an egoistic MD would said? He would have said “I cannot go; I would never sacrifice my ego for them”. So, servant leadership totally revolves around the ego-less, selfless, patient, and an emotionally intelligent leadership.

Difficult in keeping Balance between Organizational Goals and People Development

- It is really challenge for a Servant Leader to keep a balance between Organizational Goals and People Development. He has to make sure that Organizational goals are not being sacrificed for developing people only. Although it is difficult to manage in that kind of situation, yet it is possible and depends upon the dynamic abilities, and emotional Intelligence of the Servant leader.

Need considerable time to build Servant Leadership

It takes considerable time to bring servant leadership in action. You definitely need some time to understand your subordinates. For instance, you would have to measure their needs and will/skill level.

My Opinion: When to Adopt “Servant Leadership”?

Product Innovation

- When an innovative product is going to be designed.
- When your customer has some ideas to get them implemented, but he also looks towards your feedback.
- When he has some un-cleared requirements, he wants you to give him a direction over that.
- When you expect frequent changing requirement requests from his side.
- You expect some open time from his side for experiments, as he is inclined towards innovation.
- So, according to the above-mentioned cases, Customer-Employee relationship carries considerable importance in this regard.
- Servant Leader and his team members can acquaint the customer with new and implementable ways that can add value to both to the customer's product and organizational goals.
- Servant Leader would include all his members in decision making process and apprise the customer that would align both the customer's demand and organizational benefit.
- Moreover, Servant leader can response to customer quickly, as he has already the plan in his head. So, being the employees and Servant Leader closer to Customer is important than being the Board of Directors.
- Hence, in that kind of environment, servant Leadership would be valuable to materialize.

Organization Favors “Decentralization”

- Servant Leadership always works well in the Decentralized Organizational Structures.
- When top management is in favor of decentralizing or transferring its powers to lower level.
- Definitely, if it would not get inclined towards transferring its powers, how the servant leaders would practice decision making processes.
- So, it is pre-requisite to get decentralized the organizational structure before practicing the servant leadership there.

Ego-Free and selfless Top Management

- When you top management is willing to put aside their ego, for practicing servant leadership.
- If they are not willing, you should avoid practicing it, as it can backfire you.

To conclude, Servant leadership is a kind of leadership where you need to become servant first and then leader. You have to empower your people. You have to take care of the basic needs of the. You have to develop them socially, morally and professionally. And, thereafter you have to lead them. So in that leadership, you have to become a leader in the last after

dispensing the duties of a servant. The purpose of putting your ego aside and serving your people first like a servant means, you are preparing your people to give the best of them to flourish the strategic goals of the organization. This leadership style can prove itself the best in the innovation world, where you need a close and vibrated cooperation of your workforce to render them their best.

Nowadays, we are going through a rapidly changing digital world, where we need thousands of innovative brains with good mental and social health to compete the world. In this way, this leadership is playing a central and major role in the leadership world, and producing great Managers and Leaders.

CHAPTER 10

HOW TO DELIVER A SUCCESSFUL PROJECT
IN TIME? THE BEST LEADERSHIP STYLE FOR
THE PROJECT MANAGERS IN THE LIGHT OF
“PATH-GOAL THEORY”

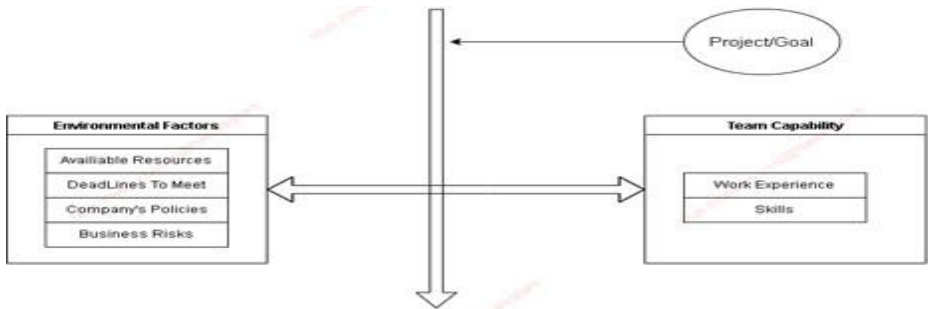


How to deliver a successful project in time- Path-Goal Theory?

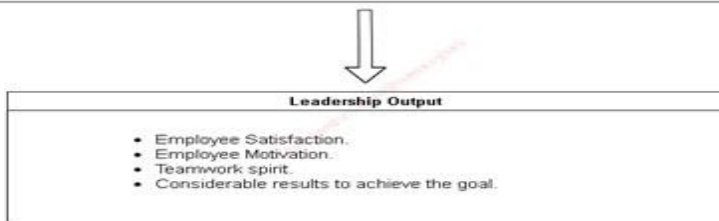
It would not be wrong to say that a successful project completion decisively depends upon the leadership style of a Project Manager. He has to pass through manifold challenges to achieve the target. A good project manager cannot keep himself rigid to a single controlling behavior. He is bound to reflect different behaviors according to different situations; such as directive, supportive, and participative. He has to move through the pressurized and dynamic situations to meet the targets. In fact, he has to lead the team and project through different organizational and team management challenges.

It would not be wrong to say that a successful project completion decisively depends upon the leadership style of a Project Manager. He has to pass through manifold challenges to achieve the target.

He has to pass through pressurized and dynamic situations to meet the targets. In fact, he has to lead the team and project through different organizational and team management challenges. So, here we would see how Path goal theory proposes leadership suggestions to the project managers to achieve the targets in the stipulated timeframes. Path goal theory entirely revolves around the “dynamic leadership” of the Project Manager. The complete outlined picture of the “Path- Goal Theory” is mentioned below. A good project manager cannot keep himself rigid to a single controlling behavior. He is bound to reflect different behaviors



The leader keep on selecting the below leadership style With Respect To Environmental Factors +Team Capability+Goal



according to different situations; such as directive, supportive, and

participative.

Environmental Factors/Organizational Challenges

Available Resources

- The resources provided by the organization to meet the goal: such as logistics, appliances, and specific devices.

Deadlines to Meet

- You have been given stringent timelines to meet.

Company Policies

- Company's policies are very tough; such as strict working hours, fixed workspace, and "no compensation for extra hours".

Business Risks

- Business risks can be of many types; such as, "fear of losing the customer", and "political instability".

Team Capability Challenges

Work Experience

- Either the team members are experienced enough to meet the technical challenges. Usually, we have all kinds of members in the team; for instance, some are seniors and the rest are juniors.

What is the Central Idea of “Path-Goal Theory” In delivering a Successful Project in Time?

- A project manager is assigned a project to deliver in a decided time period.
- In other words, he is assigned a goal to achieve.
- He is assigned a skilled team and resources.
- He is asked to deliver a successful project under multiple challenges.

- These challenges include, but not limited to, Strict timelines, weak skill set of the members, Psychological issues (downsizing Fear, Stress, anxiety) of the members, and the company's rigid policies; such as strict working hours.
- Moreover, the pressure of business risk; such as losing the Client.
- The Leader/Project Manager has to achieve this goal by being a "Dynamic Leader".
- He has to push his people by reflecting on different behaviors to achieve the goal.
- He has to remove all the hurdles on the way to achieving the goal.
- In directive behavior, give them direction and set deadlines, and ask them to comply with that.
- In supportive behavior, leave the office, and sit in them to boost their morale. Address their basic needs, and motivate them. Infuse the spirit of enthusiasm in them.
- In Participative Behavior, participate with them in problem-solving, and decision making.

- In Achievement-Oriented Behavior, resolve all issues reflecting dynamic behaviors, and make them determined, and consistent on the goal to achieve no matter what.
- This dynamism of the project manager would help in delivering a successful project in time.

8-Point Real-Time tip to deliver a successful project in time: In the light of Path-Goal Theory

Be Punctual: Reach The Office in Time

- You should reach the office in time.
- Your punctuality would force the team members to strictly follow the decided time.
- If you would not follow the time, they would also not follow that. Resultantly; “schedule slippage” would be unavoidable.
- Write the agenda of the current day’s sprint/work, and wait for the team members to come together.

Unite The Team Members at Morning Tea

- You would call all the team members at morning tea. This unity would develop a sense of “team cohesiveness”.
- If some members have grudges, this would help them to unite once again. Don’t let any team member mock others in front of you at least.
- Respect each team member by calling up his name.

Hold firmly the “principle of Integrity”

Set your principles. such as, being honest, and trustworthy, disliking backbiting, disliking bootlicking, disliking team politics, disliking lying, and staying determined on them. Believe me, every team member would respect you from the depth of heart. They would always stand beside you as a force. Keep in mind this is the cornerstone of good leadership.

- When they would know that you are a man of principles, they would not have any fear of downgrading, politicizing, and manipulating.
- They would work as a wall beside you to render the project in time.
- Give Directions to The Team Members

- Discuss the work agenda with the Team Members.
- Assign tasks to them considering their strengths and weaknesses.
- Fix the deadlines for them to meet.

Supportive Behavior to Motivate the Team Members

- Sometimes you would set strict deadlines for them to meet, it is natural they would get tired or frustrated.
- If they are reflecting depression on their faces, do help them to resolve it.
- Keep a keen eye on their faces; bring out your emotional intelligence to address their needs.
- You can motivate them by organizing surprised team parties that would also keep them active and alive.

Participative Behavior to Make Solid decisions

- To participate with them in critical scenarios.
- Organize a group activity to resolve those scenarios.
- Ask your team members to present their solutions for the specific problem. Propose your solution before them as well.
- Choose the best solution from all the presented solutions.
- If you do not consider your solution and choose the solution of a team member, appreciate him for that.
- This appreciation would encourage all other team members to give their best.

Achievement-Oriented Behavior to Impulse the Team Towards Achieving the Goal

- Infuse “spirit of done and dusted” in the team members. Encourage the team members to give their best to achieve the goal.
- Unite the team members daily, and show them the milestones achieved and the rest of them which are pending.
- This activity would keep them aiming at the set target.

Prepare the Analysis Report at The Day End

- Make sure either the targets of the current day have been met.
- Do appreciate members who met the targets successfully.
- Create a checklist and accordingly set what has been achieved and what is left. Note down the weaknesses, so that with every passing day those can be improved.

In a nutshell, it has become very difficult for project managers to deliver a successful project in time. It is because they could not apply the exact

relevant leadership style to complete the project. They do not know how to play with the workforce, they do not know how to engage them. They do not know how to extract their true potential by reflecting on their different behavior. As a result, they are bound to fail in every aspect. Hence, by applying the aforementioned tips/tricks you can play a central role in delivering a successful project in time.

CHAPTER 11

7- INTERVIEW PRINCIPLES TO SELECT RIGHT TEAM MEMBER

7- Interview Principles



There is a way to do it better...find it — Thomas Edison

Interviewers always make a huge mistake to choose a candidate on the basis of field-specific knowledge only. They seem unaware of the fact that the best selection not merely depends upon the depth of field knowledge, but also on the composedness, self-awareness, vision, Integrity, and decision-making ability of the candidate. Below, I am going to jot down a set of 7 principles to select an ideal candidate for the job.

Compose & Confidence

A candidate's confidence, courage, resilience, optimism, and problem-solving skills are analyzed when he is made a pass through the pressurized situations. It is simply putting undue pressure on his nerves to check his voice, tone, reactions, taught- clarity, and body movement. To verify his full potential, you just need to bring him out of his comfort zone. It is because the true potential of someone is always gauged in adversity, hardships, and the conditions of hopelessness. The following quote would help me to conclude the above all discussion that

“A calm sea does not make a skilled sailor”.

There are some effective techniques to measure the composedness and confidence of a candidate.

- Do not pass him the any “reaction of satisfaction” while he answers.

- When he answers right of two consecutive questions, you need to change the pace and ask a most difficult question to see his “reaction” and how calmly deals with a spontaneous hurdle.
- Seeing his good efficiency in answering, ask three or four consecutive difficult questions to break or shake his confidence.
- When he reflects a nervous attitude answering any question or seems to guess, you need to ask “Are you sure?”

How to analyze his Compose & Confidence level?

- If he seems calm and does not lose hope against any tricky question, it means that he would never surrender against any difficulty, complexity and adversity. If he has to face any difficult task and even does not have the resources, and is still cool, calm, and passionate to do, he is the best option to perform in dynamic circumstances.
- If he seems nervous, confused, hopeless, and with trembling hands, you can assume that he might be a good resource, but unfortunately cannot perform his best in challenging and critical situations.

Field Knowledge or Subject Knowledge or Job Description Knowledge

After assessing his composedness & confidence, you need to measure the depth of his field knowledge. At least, explore every dimension to

measure and analyze his field-specific experience. Ask, the questions in a very gentle and polite way, so he could provide you with the depth of his knowledge. Give him the full chance to speak. At that step, pass him the “reaction of encouragement”. It is therefore he can speak with confidence and could reflect you his knowledge standings.

How to analyze his Subject Knowledge level?

- If he could answer at least 6/10 questions, you can pass him, and move to the next step of self-awareness.

Self-Awareness

self-awareness is the ability to have a complete outlook of you yourself. You must be known about your strengths, weaknesses, emotions, and emotional control. The interviewer must ask him about his strengths and weaknesses. And, then align those strengths with his “field knowledge”, which he has explained earlier in the previous step. Ask him about his weaknesses.

How to analyze his Self-Awareness level?

If his strengths are aligned with his (field knowledge +Job title), he would be a good candidate to move on. Otherwise, there can be a certainty that he might have been confused in choosing his area of interest or some

uncertain circumstances that made him choose this. Moreover, if his strengths are aligned, it can also be assumed that he would be an energetic “self-starter”, as he is doing what his strengths actually allow him to do. However, if he could prove himself the best in the previous step of “Filed Knowledge”, there is no problem considering him and moving on.

Make sure his strengths and weaknesses do not conflict with each other. For instance, if he says that his strength is “hard work”, but his weakness is “Sleeping for 15 hours”. Don’t you think these are conflicting? How he would be called a hard worker when he is habitual of sleeping 15 hours. So, he is bluffing there. But, do not interrupt him, and let him move on. Keep these anomalies in your mind, and finally, entrap him in the stage of Integrity.

Vision

It is very important for the interviewer to have a deep insight into his vision. It is because vision drives a person towards excellence. Vision drives a person towards a goal. If he does not have a vision of what he is doing, it is sure that he does not want himself to be recognized in this field. He just wants to live an ordinary life and work from dawn to dusk. Remember, every leader has a vision, and that vision helps him to form a team to materialize something incredible. You can ask him the following questions:

- How do you see yourself in 5 years?

- What do you think to implement, which has not been implemented yet in this fieldwork?

How to analyze his Vision?

If he couldn't answer the questions well that means he does not have a visionary outlook. He just wants to earn and live a cold life.

Open-ended questions & build trap

A renowned Islamic Khalifa, Hazrat Ali said

“If you want to know the character of a person, give him the authority”.

Therefore, you can give the authority to speak. You can throw the “card of frankness” before him. Consequently, He would land in his comfort zone and would give his best inner view to you. Now, you need to collect all the data from his views plus from the previous steps, and complete the story. This story would actually be the sketch of the candidate. You already know how much his composedness, strengths & weaknesses, depth of knowledge, vision, and liking /disliking. Ask him some open-ended questions that could help you to complete the rest of the picture.

- Are you a trustworthy person?
- Are you an honest person?
- Who do you love the most?
- If I would give you 50 Million rupees, what would you do?
- What would you do If your boss asks you to do corruption? If you do, you will get promoted.
- What act gives you happiness?

How to analyze his Character?

- He would give his insight on moral values.
- How much honest he is.
- What act gives him happiness either to help others, live a high standard of life, or complete tasks in time?
- You would see what he is actually going to plan in 50 Million? Build a house, charity, help the needy, savings,

- If he is inclined towards corruption, he lacks integrity. He does not have moral principles. He can go to any level to promote his interests.
- How now, you would have a complete picture story of the candidate in your mind. Move on, to the “Integrity” step to validate that.

Integrity

“In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if they don't have the first, the other two will kill you.”

— Warren Buffet

Integrity defines as the quality of being truthful, honest, and accurate with regard to one's actions and behaviors. In other words, you can say Integrity is the act of behaving honorably, even when no one is watching. You provide him with all the details and delegate him the responsibility. Thereupon, you leave the office. When the candidate found no one near, he started performing the task by cheating, or with unethical practices. When you came back and asked him about the work progress, he showed you the work hesitantly.

You concluded that this work has not been done according to the set of principles. When you asked him forcefully, he lied to you to get out of this trouble. Now, here he simply got failed in “Integrity”. Now; you need to validate his integrity in the light of the previously asked questions; such as related to open-ended, self-awareness, vision, and field knowledge. Moreover, there are some questions to verify the integrity of a person. I myself have created these questions. You can also create your questions according to the nature of the job.

If you are the invigilator of an examination hall, and your “Love” is also attempting the examination there. She asks you to provide her with the cheat paper. What would you do?

- If your father is earning through corruption, and you know that all. Would you spend that money on charity?
- What is your favorite dish?
- If you have worked a lot and got tired. You have nothing to eat. You found your favorite dish placed on your colleague’s table. And he is not present there. Would you eat that food?

How to analyze his Integrity?

If he helps his love in cheating, it means that he can go to the next level to sabotage the security of your organization. **Integrity failed!!**

If his father is earning through corruption, and he is feeling no compunction in putting that earning into charity, it means that for him everything is fair and fine to go. He would throw the company's rules to the winds. He would never have any respect for the company's policies and work decorum. **Integrity failed!!**

If you pick your favorite food without the permission of the owner, reflects that you would leave no stone unturned to deceive whenever you will get the chance. **Integrity failed!!**

By the aforementioned questions, you would be able to gauge the moral depth of the candidate. If he tried to deceive or dodge you, he would not be able to remain honest with you, the job, and himself. If he would be a man of principles, he would straightaway answer you without fear of losing the job. Never ever hire the person, who just beats about the bush and tries to choose an artificial or pseudo answer. It is because he would always deceive you in all matters. Hence, you can judge him in the light of previously asked questions and that integrity question to measure his straightness.

Decision Making

Decision-making is the last and most important step to choose an ideal candidate for the job. You all know the decision is always made in critical and dynamic situations. For instance, you are a student of philosophy and you have been asked to solve a question of mathematics. Now, it's

compulsory for you to answer that question in just 10 seconds. What would you do? If you would have weak nerves, would surrender. Otherwise, you would try to solve it; however, you might fail in that. Therefore, in order to measure the decision-making potential of the candidate, you need to ask some IQ questions. Some sample questions are there.

- What is the 13% of 40?

- What is 12.5 % of 19?

- If your (age-21.5) then the answer?

How to analyze his Decision-Making Power?

- If he answers all the questions quickly, he can take an effective decision quickly. If he couldn't answer and tried a lot, he can make a good decision, but not quickly.

- If a candidate does not know the answer to any question, and he even does not try to answer any question, he is weak in his decision-making ability.

My Personal Opinion

If you select a candidate, who has not exceptional technical skills but has strong “Integrity”, would go long way to flourish the company’s objectives. On the other hand, if you select a candidate with weaker integrity, would keep on providing setbacks to the organizational growth. Therefore, never compromise on integrity.

To Conclude, an organization’s progression highly depends upon its staff members. Someone has rightly put light on that “Machines do not matter, but a man behind the machines does matter”. If you are not choosing the right path, or the right practice to select a candidate, the organization is bound to face recession and setbacks. Therefore, it is direly needed to follow the above-mentioned principles to choose the right man for the right job.

CHAPTER 12

WHY IS SELF-CARE AND SELF LOVE IMPORTANT IN LEADERSHIP?

Importance of Self-Care and Self-Love



“If you don’t love yourself, nobody will. Not only that, you won’t be good at loving anyone else. Loving starts with the self.”—Wayne Dyer

If you ask me, what is the pre-requisite to become a Good Leader or Manager, I would simply say it is “Self-Care” and “Self-Love”. I know it would be strange for you to listen that, as it has not been usually not taught in the leadership books.

I don’t know why this dimension is sidelined, but for me it carries a lot of importance. My philosophy says that you cannot achieve the depth of leadership, without doing self-care of yourself.

You might have noted that sometimes you observe frequent mood swings, irritation, annoying on trivial matters, venting out frustration on your servant. These behaviors have a hard hit to your “Emotional Stability”. It is important for your leadership to keep yourself always under-controlled of yourself. Once you go out of control of yourself, and say “harsh words” to your immediate relations and officers, it would prove a venom for your leadership. Those words can be cashed in on my them everywhere to raise finger on your capability and leadership. Moreover, it would also provide a setback to your mutual trust and personal relationships.

So, lack of self-care usually keeps you unhappy from yourself. When you unhappy from yourself, nothing from outside can bring happiness or joy

to your life. In order to keep yourself calm, soothe, peaceful, happy and contented, you must need to take care of yourself first.

It is, therefore, I give so much importance to self-care and self-love in leadership. In fact, if you got inculcated all the characteristics of leadership in your personality, but not practice self-care and self-love, I would say you are still far away from the essence of good leadership. Seeing the world 'self-care', does not seem eye-catching in the context of leadership. But, it carries significant importance in this regard.

What does it mean that you do not self-care?

It means you do not care of your -

- Basic Needs (Food, Health, Clothing, Sex, Living Life style)
- Lack of proper sleep.

How your Life Looks without Self-Care?

Your health deteriorates

- Weakness
- Neck Pain
- Back Pain
- Eyes Problems
- Over weight

- Anxiety
- Depression
- Irritation

Un-ironed and Unclean Clothes

- Makes your personality dull, which results in the lack of confidence in yourself.

Intake of Junk food

- Makes you obese
- Less efficiency of brain
- Irritation
- Frustration

Untidy living style

- Makes you feel uncomfortable and uneasy.

Lack of Self-Caring Impacts on your Leadership

- It would make you emotionally unstable.
- You would react in unexpected and volatile ways. You can fall miserably at empathy.

- Lack of mind clarity.
- You would keep on observing Brain Fog.
- You would take more time in concentrating and understanding.
- Rapid mood swings.

So, all these impacts would keep on hindering your leadership growth. You would have more hard time in addressing those challenges. Therefore, it is important for you to properly adopt the practice of self-care. It does not seem you important, but believe me that it closely linked to the practice of good leadership.

My Recommendations in this Regard

- Take proper minimum 8 hours of sleep.
- Include more juices and salad in your meal.
- Keep yourself way from taking carbs.
- Eat high protein diet.
- Lose your weight if you are obese. It is because standard weight would keep you cool, calm, happy, and satisfied.

Let me unfold my story before you that how did I reduce my weight, as it was adding a lot to my frustration. Which, in results, was hampering my growth. So, lets read the full story in the next chapter, so that any officer who want to decrease weight in the light of the following experience.

CHAPTER 13

HOW I COUNTERED THE “YOYO EFFECT” AND REDUCED 11 KG WEIGHT IN A MONTH?

Yoyo Effect



Yo-yo effect describes that when you just emphasize on strict dieting, it slows your metabolism. Metabolism is the process by which your body converts what you eat and drink into energy. When you follow improper and imbalance diet plans, where you are bound to skip meals, and you just rely on liquid items, leads you towards weight-loss plateau (weight stops changing). Similarly, sometimes you spend a whole day on having breakfast only.

Furthermore, you stop eating evening meal on the suggestions of others that it reduces fat. In short, you go at any length to apply all those inefficient tactics to bring the weight down by hook or crook. Eventually, you get succeeded in applying all those methods.

Resultantly, you appear slim and smart and seems to have lost weight. Now, you decide to switch on normal diet routine. The strict diet plans have already infused a lot of frustration in you. Consequently, when you allow yourself to normal routine, you keep on eating all that junk to vent out that frustration. Thereupon, after some days, you go for weight measurement. You come to know that you have gained extra weight. Now, you think that you have faced a lot suffering in the form of strict and hard diets plans, and it has returned you nothing.

How Strict and Unhealthy Diet Plans slows your metabolism?

Metabolism is the series of chemical reactions that create and break down energy that is essential to carry out activities. If you are following proper diet plan and your metabolism is working fast, you gain more energy to do exercise. As a result, you burn more calories that is genuinely cause you to lose weight. On the other hand, when you follow strict diet plans and unhealthy weight loss practices, it slows your metabolism. Resultantly, you gain less energy to do perform activities and exercise to bring down your fat level.

Causes of Yo-yo Effect?

- Following Improper and Imbalance diet plans.
- Following the practice of skipping meals.
- Following the mistake of relying on liquid food items only.
- Not following adequacy on “Cheat-Days”
- Eating more junk food in frustration.
- Not following the practice of going out for Gym or Aerobic exercise.

How to Avoid Yo-yo Effect?

- Get a balanced weight loss diet plan from the Nutritionist.
- Properly, follow that diet plan.
- Keep yourself away from unhealthy weight reduction methods, such as merely relying on weight loss pills.

- Exercise Regularly; because Exercise is the key here to burn calories in natural and effective way.
- Never try to skip meals going at extreme level to reduce weight; because skipping meal would slow down your metabolism, and metabolism is responsible for giving you energy to burn calories. Ultimately, getting energy with eating right food, burning calories is absolutely the right practice to lose weight. It is the fact that with tough and improper diet routine, sometimes you lose weight quickly. Moreover, it motivates you to keep more tightening this routine to lose more weight. Keep in mind the practice you are following would not lead you towards the permanent weight loss, but it temporarily please you. After some days, when you would switch back to your normal eating routine, this would steadily start restoring your weight. Indeed, this is the point where you invite the Yoyo Effect to take place. This would resultantly demotivate you, as you have gained nothing with so much work hard even. So, Yoyo effect can be kept away with proper diet plans and regular Exercise. I would again say here (Diet+ Regular Exercise) is the key here, not just the strict diet.
- You can accelerate your metabolism with (garlic -lemon) tea, or (garlic-ginger-lemon) tea half an hour before going for exercise. The higher the metabolism is; the more energy you would get to burn calories. You can also use Coffee in the alternate of this.

- So, to conclude, with proper diet routine, regular exercise plus natural detox (garlic-ginger-lemon tea for fasting metabolism) you can counter the yoyo effect.

How I Countered the Yoyo Effect?

My curious fellows, it is an interesting and painful story that started in February 2022, when I firmly decided to reduce my weight. Moving on, in the beginning when I started, my measurements include 103 Kg with a height of 5.8. You know when everyone starts, he just confined himself to “Dieting” and a little bit of exercise. Hence, I did the same; I decreased my daily food intake level and started doing some cardio exercise. As a result, with 15 days of workouts, I came up with a considerable result. I got reduced 4 kg of the weight, which was quite a happier moment for me. Thereupon, I kept on hardening my diet plan and left doing a little bit of exercise I was doing previously. Consequently, I brought down my weight from 103 Kg to 95Kg in 40 days. It means that from January to February my performance seems so good, as I reduced 8 kg of the weight. Now, it starts march, I followed the same hard diet plan, and occasionally started exercising. Believe me, despite that hard diet routine and exercise, I couldn't able to decrease even a single Kg in the whole month. So, the march went on with “0” output. At the starting of April, I started making frequent cheat days, after right 10 days, when I checked my weight it was 97Kg. In other words, despite reducing weight, I gained 2 kg weight.

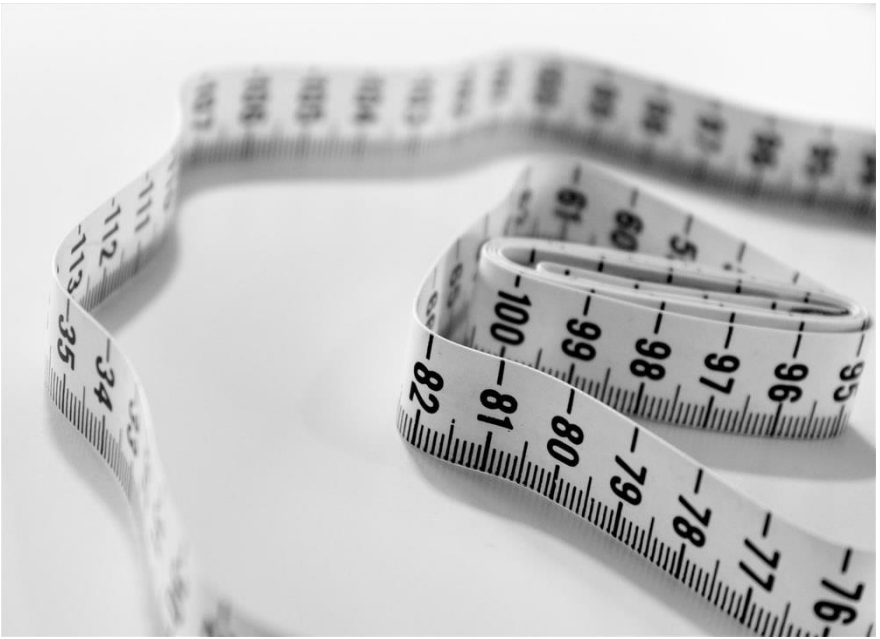
This result infused a lot of demotivation and frustration into me. I went to a dietitian, and discussed this matter with him. he said,“ I am going through the “Yoyo Effect”. The Yo-yo effect means people quickly gain

weight after a diet. The reasons for the yo-yo effect are varied but mainly include Unhealthy weight reduction methods; such as lack of proper exercise and using weight loss pills.

My Dietitian said that due to following a hard diet routine, one usually go through the Yoyo effect that slowdowns your metabolism. Resultantly, when you end your diet plan the reduced weight begins to appear again. However, he wrote a diet and exercise plan for me to follow.

Thereupon, I myself started searching for natural food items that can boost my metabolism to reverse the Yoyo effect and burn fat quickly. Eventually, I came up with a solution and succeeded in making a detox that could help in weight reduction. I used this recipe on empty stomach in the morning before leaving for exercise. I used this recipe and dedicatedly run 3 kilometers every day after that. Resultantly, I ended up reducing 11 Kg in 30 days. The recipe is mentioned below.

My Own Recipe for reducing weight



A Natural Detox

Natural Detox=

(Warm water) + (1 teaspoon of Honey) + (1 lemon) +(2 small pieces of ginger) +(1 piece of Garlic) +(1/3 teaspoon of grinded black pepper) +(1/3 teaspoon of grinded Nigella seeds) + (1/3 teaspoon of grinded white cumin seeds) + (A small piece of cinnamon stick)

+

3-kilometer jogging in the morning

I have used this detox early in the morning before leaving for 3 Kilometer jogging.



To conclude, Yo-yo effect takes place when we seek for a short-cut for weight reducing. We follow unhealthy diet plans. We follow unhealthy weight reduction methods, such as, pills and Artificial detox. In short, we merely depend upon those short cuts, resultantly, despite choosing so much pain we gain nothing.

Instead of losing weight, we gain extra weight. These all tricks and shortcuts invite the Yo-yo effect to take place. Hence, we can counter it with a super avoidance plan which has been mentioned above.

SELF-IMPROVEMENT

AND

MY LIFE EXPERIENCES

CHAPTER 14

HOW TO MOTIVATE YOURSELF WHEN YOU FEEL STUCK IN LIFE?

Do you feel stuck in life?



Sometimes you feel stuck in life. You don't know how to make your way to get out of this. You do not know how to resolve this perplex puzzle. You feel that you may have made a huge mistake for which you are being passed through this quagmire. No, that's absolutely wrong the way you think. There is always a message behind when you stuck in life. You carefully need to understand the message. Let's scroll down to see what to do when you feel stuck in life?

What to do when you feel stuck in life?

Carefully understand the message in Crisis

When you stuck in life, carefully observe the environment around you. Adopt the practice of introspect and analyze what is happening wrong around you.

- Are you doing everything in the right way?
- Are you doing everything in the right direction?
- Are you following the moral principles?
- Do you have good intentions regarding others?
- Do people happy of you?
- Your Immediate relations are getting harmed?
- Are you making decisions considering all?

Courage to change the things you can

Understand the message and move out with courage to change everything where you lack. It is indeed the indication of God to change the things, for which has made you stuck. At least, move forward to change the things you can.

It is rightly said, “God help those who help themselves”.

Try to Create Opportunities

Identify the opportunities around, and if you couldn't find them, build a door. Someone has rightly said that

“if opportunity does not knock, build a door.”

If you still not getting, then patience is the biggest weapon to get out of that.

Patience

Patience means to wait without becoming annoyed or anxious. In other words, it can be said that Patience is not the ability to wait, but the ability to keep a good attitude while waiting.

Sometimes, almighty makes you pass through a narrow tunnel where you are surrounded in darkness. You do not get anything to ignite a fire. That mysterious and gloom environment haunts you. You want to scream for help, but you don't. You know no one would be there to help you. Thereupon, you hold your nerves and emotions, and decide to get out of

this quagmire with a strategy. You carefully understand the message in that ongoing trouble.

You try to reckon that

- Are you on the right way towards the exit path?
- Are you executing your strategies in right way?

You gather stones, and try to kindle a fire, so that you can recognize the exit path. Consequently, in the light you see divergent paths. You use the best of your mind and take one of the paths. Moving on, you keep on facing hurdles, but you keep your mind cool and remain bear up.

It is rightly said that

“Stop trying to calm the storm. calm yourself and the storm will pass”

You calmed yourself and let the storm to pass. Similarly, with strategies, resilience, patience, Hope, improvements, courage you keep on finding the exit path, and eventually you become successful in getting that. When you come out, you realize that you have learnt a lot. This trouble has come in your life with an objective. The objective was to bring improvement in your life and personality. You came to know where you were wrong, and how did you manage to change yourself to create your own way. Indeed, this trial has broken up your personality and made you a complete personality.

Why did all happen to you?

Almighty, may has greater plans for you ahead, and that’s why he has made you pass through that tunnel to sharpen your skills. He is preparing you for another hardest battle. Indeed,

God gives his hardest battles to his strongest soldiers.

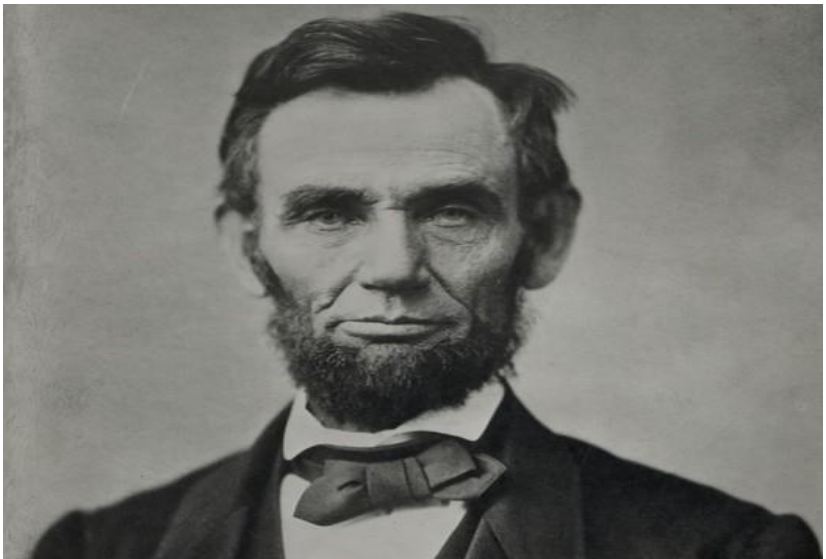
he wanted to elevate your status. He wanted you to introspect yourself and find your mistakes. Then, correct those mistakes, and face the challenges. Eventually, those challenges force you become a better version of yourself to confront with them effectively. Now, you are a different you. So, whenever you feel stuck in life, carefully understand the message in crisis. Analyze yourself and correct your directions, strategies, relations, decisions, and moral principles. Hold the weapon of patience firmly to pass through this journey. Control your nerves and create the opportunities. Hope, this all would lead you towards a beautiful destination.

To conclude, there is always a message behind when you feel stuck in life. You meticulously need to understand the message in trouble. Introspect yourself and correct yourself. Adopt the changes and hold your nerves with patience and create the opportunities. Make good decisions and create your way.

CHAPTER 15

IMPORTANCE OF HONEST AND INTEGRITY
LEADERSHIP –WHY YOU CAN BECOME
EVERYTHING IN THIS INNOCENT WORLD
BUT NOT A LEADER?

You Can become Everything in This Innocent World but
Not a Leader



You can become everything in this innocent world, but not a leader. Leader is not the one, who merely leads a group of people. He is not merely the one, who gives them a vision and leads them towards it. He is not merely the one who inspires them with his charismatic personality. He is not merely the one, who inspires them with his educational and family background. He is not the one who wins their hearts with generosity, magnanimity, affluence, and lavishness. He is not the one who give them bread to eat, cloth to wear, and house to live. He is not the one who compromises his moral principles on the expense of religion. He is not the one who exploit their ideological weakness to promote his vested interests. He is not the one plays with their innocence, ignorance, unconsciousness and credulousness, and carve out his way by being a hypocrite.

Then who is a Leader???

There is not any pre-condition, such as, education, richness, judiciousness, sagaciousness, background, affiliations, relations, political wisdom in holding the flag of true leadership. But, one thing that makes a true leader is setting his strong set of moral principles. This in integrity. Integrity defines as the quality of being truthful, honest, and accurate with regard to one's actions and behaviors. Simply, Integrity is the act of behaving honorably, even when no one is watching you.

Integrity is not compromising on your principles, even when you face failures, trials and setbacks.

Integrity is not buying the brains and will of people throwing cash before them. Integrity is not playing the religion card to win people if you have a sinful character. Integrity is not lying people to promote your own interests. Integrity is just to be sincere and (man of words) before your people, and when you are away from your people.

Integrity is just to be a firm man of principles, who never compromises his principles what comes may.

Integrity is saying everything that reflects your character, not reflecting a modified character. If you are a man of integrity, your people will walk through fire for you. They would know you can't lie them; you can't cheat them. You have done every time what you have promised for. You would never go against your promise what comes may. You are a man of words. If you are a man of integrity, you would not need to be charismatic, liar, diplomatic, generous or inspirational. If you are a man of integrity, you are a true leader.

Why Abraham Lincoln is a great example of “Integrity” Leadership?

I am going to quote a great man here, Abraham Lincoln, 16th president of the United States. He belongs to destitute family not a just poor, but a next level destitute family. Although, he had not enough to pay for college

fee, yet he managed to become a lawyer. Unfortunately, he remained unsuccessful in this profession, because he couldn't lie people. He couldn't have gone against his moral principles that allowed him to be honest with people. In fact, advocacy is such a profession, which only pays high to such an advocate who fights in favor of a culprit. It is therefore he remained an unsuccessful lawyer. He joined a job of

salesman at a native store. Once a woman, came to his shop, and mistakenly gave extra money for the goods. When she had gone, he realized that he got extra money, and decided to pay her back. He found her and paid her back. That incident gave Lincoln the title of "Honest Abe". This incident convinced the people to trust him. As a result, he decided to step in politics. He remained true to his words and principles and face many defeats. He was even called a "Jinx" because of constant failures.

As because he had not a strong religious profile, had never tried to attract voters on playing "Religion Card". He once said the lack of religious belief was like a tax on his popularity with the voters. So, he lost voters, but never compromised on his integrity and principles.

He once said,

" I am not bound to win, but I am bound to be true. I am not bound to succeed, but I am bound to live by the light that I have. I must stand with anybody that stands right, and stand with him while he is right, and part with him when he goes wrong."

After so many failures, when he became president, he promised people that he would exterminate the entrenched slavery at any cost. It was a huge task that divided the The United States into southern and northern parts. He fought the bloody civilian war. He stepped in this war by being a president and Army General at the same time. He won the war, and eventually eliminated the slavery with 13th constitutional amendment. He never went against his promise, because he made the promise carefully. He never wanted to have stigma on his integrity and set of principles.

To conclude, this is the lesson which Lincoln has taught us how to it is better to get failed rather than deceiving, duping, cheating, and lying people. He has taught us to if you have to face multiple defeats, its way better to compromise on your principles.

He taught us that leadership is not earned with charisma, background, color, generosity, lying, fooling, cheating tricking, and deceiving, He taught us leadership is earned with patience, integrity, honesty, resilience and hard work. He taught us that audience is not enhanced with lying and throwing cash, but with patience and honesty, and hard work.

Lou Holtz has rightly said

“Don’t ever promise more than you can deliver, but always deliver more than you promise.”

At last, I have to say “You Can become Everything in This Innocent World but Not a Leader”

CHAPTER 16

“PRINCIPLE OF INTEGRITY” IN THE LIGHT OF
ABRAHAM LINCOLN’S LETTER TO HIS SON’S
TEACHER.

ABRAHAM LINCOLN’S LETTER TO HIS SON’S TEACHER.



Many a people say that leadership is a god gifted ability. They say you cannot give it birth in yourself. They say it requires a strong educational and family background to inspire people. They say that you must be a wealthy, good orator, educated, visionary, influential and inspirational to become a good leader. No doubt, they are right to some extent. But I, would say that if you have above all mentioned traits, but not having the qualities of Integrity and Confidence, you cannot become a good leader at any cost. It is because I have seen a few leaders with that personality traits, who remained unsuccessful in accumulating audience in the early stages, but later they expedited with such a gigantic crowd to conquer the world. Among those leaders, Abraham Lincoln is most important to discuss here.

Lincoln's Letter to his son's teacher

My son starts school today. It is all going to be strange and new to him for a while and I wish you would treat him gently.

It is an adventure that might take him across continents. All adventures that probably include wars, tragedy and sorrow. To live this life will require faith, love and courage.

So dear Teacher, will you please take him by his hand and teach him things he will have to know, teaching him — but gently, if you can.

Teach him that for every enemy, there is a friend. He will have to know that all men are not just, that all men are not true. But teach him also that for every scoundrel there

is a hero, that for every crooked politician, there is a dedicated leader.

Teach him if you can that 10 cents earned is of far more value than a dollar found. In school, teacher, it is far more honorable to fail than to cheat. Teach him to learn how to gracefully lose, and enjoy winning when he does win.

Teach him to be gentle with people, tough with tough people. Steer him away from envy if you can and teach him the secret of quiet laughter. Teach him if you can — how to laugh when he is sad, teach him there is no shame in tears. Teach him there can be glory in failure and despair in success. Teach him to scoff at cynics.

Teach him if you can the wonders of books, but also give time to ponder the extreme mystery of birds in the sky, bees in the sun and flowers on a green hill. Teach him to have faith in his own ideas, even if everyone tells him they are wrong.

Try to give my son the strength not to follow the crowd when everyone else is doing it. Teach him to listen to everyone, but teach him also to filters all that he hears on

a screen of truth and take only the good that comes through.

Teach him to sell his talents and brains to the highest bidder but never to put a price tag on his heart and soul. Let him have the courage to be impatient, let him have the patient to be brave. Teach him to have sublime faith in himself, because then he will always have sublime faith in mankind, in God.

This is the order, teacher but see what best you can do. He is such a nice little boy and he is my son.

To Conclude, a good leader is a blend of emotional stability, honesty, integrity, empathy, vision, courage, justice, and grace. Lincoln himself was a great example of these qualities, and the words written in the letter clearly reflects those qualities. So, it can be inferred that the true spirit of leadership lies in integrity, and integrity defines as a set of strong moral principles. To become a good manager or a leader, it is so important to firmly hold the principle of integrity. Believe me, with that you can conquer the world. On the other hand, these principles can be inculcated into the child's personality. His entire personality can be developed in the light of those moral principles (Integrity). Indeed, if his personality is aligned with them, no one can stop him becoming a great leader.

CHAPTER 17

HOW TO FIND OUT YOUR TRUE TALENT AND PASSION?

Talent and Passion?



You know why many a people get failed in doing something exceptional in this little life. Because they keep on doing something for which they have not been created by Almighty. They keep on pushing themselves in seeking something which does not belong to them. They keep on stressing themselves for something which does not align to their true talent and passion. They keep on accelerating themselves in the race of making money instead of identifying their passion and to earn through. Eventually, a time comes when they sit get tired of this race. Because they do not have energy(passion) and talent to win the race. In fact, they are the participants of a wrong race. If you want to keep yourself energetic, enthusiast and pleased in the race of those who you belong, you must need to find out your true talent and passion.

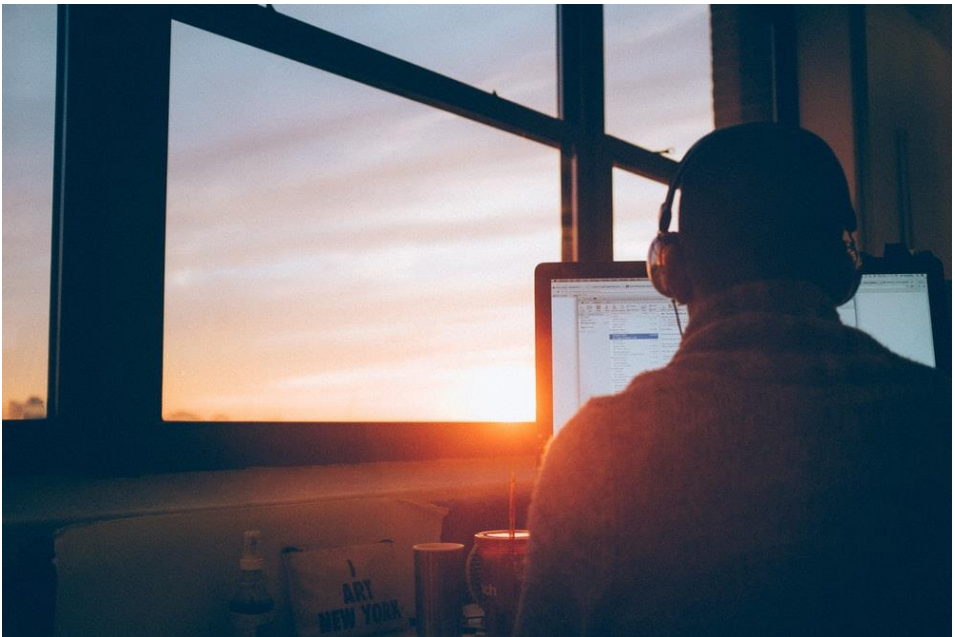
Ways to find out your talent and passion

Any Such Work that does not make you tire

You might have observed that you usually spend a lot of hours doing something which is so important for you to do rather than others. You keep on doing this work even you face a lot of failures. You perform every activity of this work from the depth of your heart. You keep on performing this work with so diligence from morning to evening that you usually forget to count hours. For instance, I love to do writing. It does not make me tire. I always try my best to take out an adequate time for writing every day. Indeed, it keeps on pushing me to write every day despite hectic routine work. Sometimes, it compels me to compromise on my paid working hours to pursue this writing activity. It is therefore I would say

that this is my passion. And my that passion has made me aligned to my talent(writing) to make it more skillful. Similarly, you are passionate towards singing, and your talent is also singing. You can sing for hours before the audience without the feeling of tiredness. You will keep on entertaining them with sweating in the chill hot weather of June even. You can even bunk from office to sing a song in a concert. So, that is your passion and talent that has made you forgotten the temperature, tiredness, peace, money, and everything.

Any Such work that makes you work hard even for low wage



if you do such work which makes you work hard even for low wage, and you are even skillful in doing this work is your passion and talent. For

instance, someone has strong propensity and liking towards writing. Unfortunately, Writing does not make him earn more than other job options. Despite, he still inclines towards writing even staying on low wage. He likes to do writing and, writing is also bringing value to his life. So, this is his talent and passion that has kept him pleased on doing a low wage work even with determination and steadfastness.

Any Such work that brings you true happiness

Any such work, wherein your heart, brain, and pulses equally contribute to its accomplishment, brings you true happiness. This is indeed your passion and talent.

Any Such Work that brings you Appreciation



If you do such a work, which is easy for you doing, but requires peoples' extraordinary efforts to do, is your talent. Moreover, you have an uncontrollable emotion to do that work. Resultantly, people applaud, extol, and admire your work. It can decisively be said that is your talent and passion which brings you appreciation.

Any Such work that keeps on deviating your attention

Any such work which does not let you free of taught and do any other work with full attention and determination. Whenever, you do any work in replacement of such work for greater benefits, your mind keeps revolving in a confusing state. As a result, you could not maintain your focus on your current work. So, this is the uncontrolled emotion(passion), which has constantly kept attracting you. Which is not allowing you to do something else than it with strong attention, determination, and motivation.

In a nutshell, I would say your true talent and passion do not make you tire. they bring you true happiness. they compel you to work hard even for low wage. they bring you appreciation. They bring you true happiness. They keep you energetic, determined, and motivated to do something exceptional. So, you must need to align (what you are doing) with your talent and passion to touch the height of glory.

CHAPTER 18

HOW TO CRACK ANY HIGH STRESS JOB INTERVIEW WITH “POSITIVE SELF-TALK” AND “DIVIDE AND CONQUER” STRATEGY

7 Tips to crack any High “Stress Interview” with “Positive Self-Talk” and “Divide and Conquer” Strategy



Interview is not only an Art, but a science. It is a blend of meticulous study of a person's resume, and the art of asking the right questions. It is the harsh reality that Many candidates fail interviews despite having good academic background, work experience, appearance and job suitability.

You Know why?

- Because, they do not know:
- How to conduct interview preparation in a systematic, organized and integrated way?
- How to root-out the fear of losing?
- How to enter the interviewer's room with "Positive self-talk"?
- How to react if you don't know any answer?
- How to absorb stress in an interview?
- How to collect Subject knowledge in an organized and detailed manner?
- How to decompose the interview topic with divide and conquer strategy?
- How to collect knowledge, and from where to collect knowledge, and then how to maintain it in the relevant sections, and to create a repository?
- How to find stress and weaknesses to tell an Interviewer?
- Why Vision carries a lot of importance before the interviewer?
- How to set your vision, and how to reflect it before the interviewer?

Let's move down to the powerful recipe to cope up with all those challenges.

Powerful recipe to counter all Interview challenges.

Dressing Sense

Dressing sense carries a huge importance in a interview. Indeed, there is no doubt about in saying that

The first impression is the last impression.

Always, choose to wear a formal dress. It is because a dress reflects your "awareness" and "seriousness" towards the job. There is no denying the fact that Interviewer always try to prolong interview with such a candidate, whom he considers serious and punctual candidate. Hence, a neat and formal dress is imperative for a big interview.

Entering the Room with "Positive Self-Talk"

Positive self-talk is an internal communication that makes a person feel good about themselves. A person can use positive self-talk to think optimistically and feel energetic and motivated. If you do negative self-talk, your defeat is unavoidable. It is because, if you are unhappy with yourself, how come you would expect the interviewer to be happy with

you. Let's see the difference between Positive self-talk and Negative Self Talk.

Negative Self-Talk	Positive Self-Talk
<p>Where i have come.</p> <p>That seems so difficult.</p> <p>I dont know What to do here.</p> <p>guy sitting in the center would not leave me</p> <p>Seems no mercy.</p> <p>I will fail</p> <p>My life is awful</p>	<p>What comes may, i would never surrender.</p> <p>I will face till last second.</p> <p>I will never bow down my head if i don't know the answer.</p> <p>Life will never get finished, if couldn't make it,</p> <p>I will keep a strong eye contact.</p> <p>I will succeed.</p> <p>My life is a blessing.</p>

Entering the room, if you feel fear of facing people, start positive self-talk. It would surely overcome all your fears and insecurities. It would infuse a great deal of confidence, energy and enthusiasm in you to tackle all the challenges and obstacles in a vibrant way. In short, it would give you a great power to cope with them effectively.

Avoid the fear of failure

“Never give birth to the fear of losing”.

It is indeed the cornerstone of success.

Shannon L. Alder has expressed his feeling with a beautiful taught

“He who is not every day conquering some fear has not learned the secret of life.”

Cosby has rightly said:

“In order to succeed. your desire for success should be greater than your fear of failure”

So, you should subtract the element of fear from your instinct. Fear of losing would leave no stone unturned in pushing you back, and setback to your morale and confidence. Indeed, the Divine power has already written your accomplishments, and has asked you to search for them with your hard work, struggle and strong will. so, you do not need to worry and see through the lens of fear. Just do your well, and do at least what can you do.

Compose and Confidence

The main objective of the interviewer is to measure your resilience. He asks consecutive difficult questions despite knowing that you may not be capable of answering that. He takes an

insight of the situation that if in the line of duty, you face uncertain and difficult challenges, and your reaction against those challenges.

In case you don't answer any question, never bring any signs of confusion, nervousness, and anxiety on your face. It is because his main target revolves around uncovering those signs. If you reflect any sign, it would leave a perspective on the interviewer that you cannot face the dynamic and complex problems with confidence and effective way.

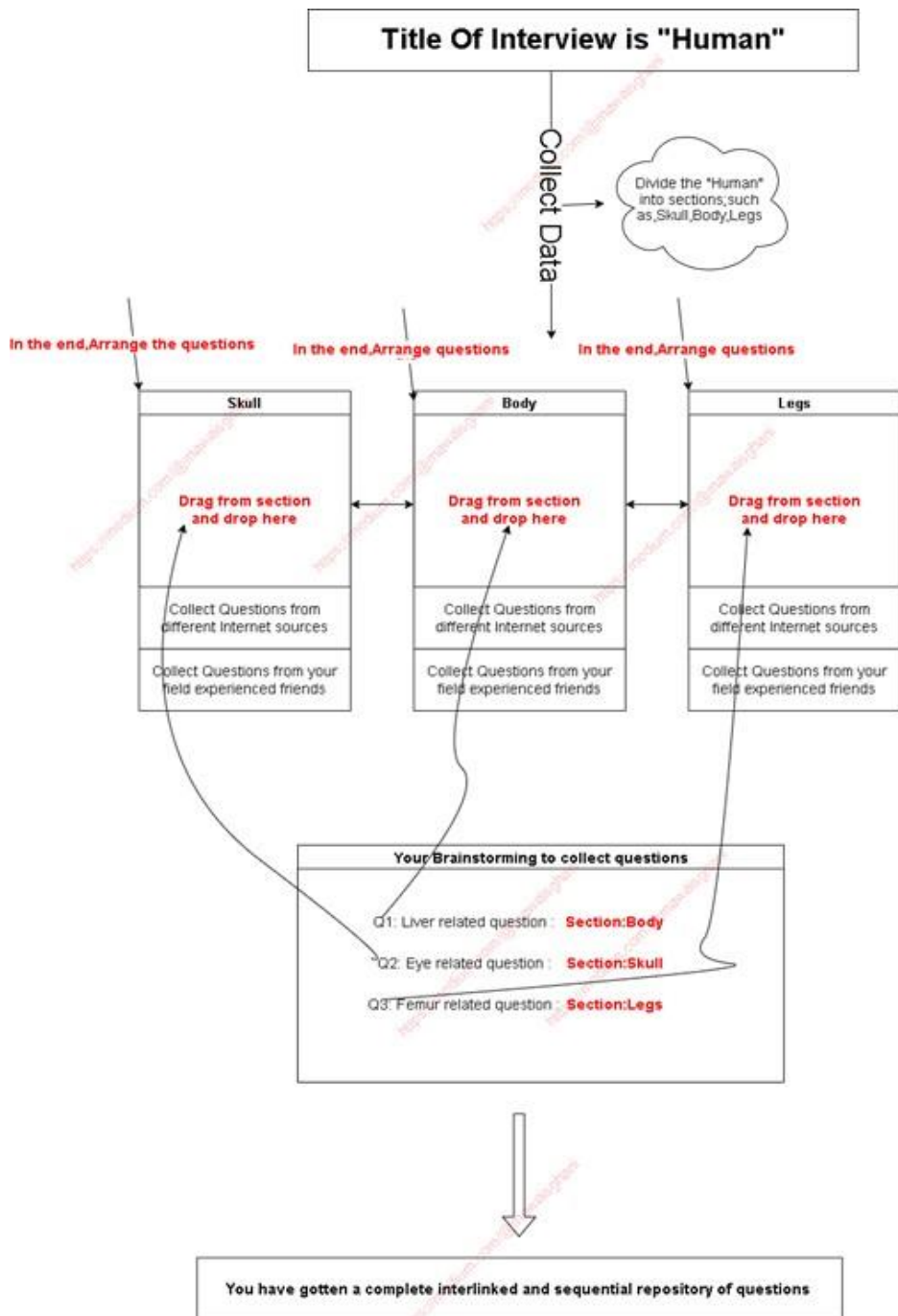
Dan Millman has demonstrated a beautiful statement to express all that

“You don't have to control your thoughts. You just have to stop letting them control you”

You must absorb the pressure, and do not let the fear control your body and mind. Instead of showing any reaction, just stay cool and calm.

Brush up on your Subject Knowledge- With the “Strategy of Divide and Conquer”

The start would be with a demonstrated Image, which has been displayed on the next page owing to its size.



Many candidates usually make a huge mistake while preparing the subject knowledge. They just collect random question from different sources, and appear in the interview with foolish confidence, they do not try to divide the theme of interview into sections and then to conquer it. Then collect the data with brainstorming, from the internet sources and your field experienced friends.

Thereupon, arranging the data of each section with respect to (basic-to-difficult) questions. As a result, a complete interlinked and sequential repository of questions would be formed that would provide you a solid grip on your subject knowledge. For instance, in the below picture, a process has been explained that how to divide the theme of the interview into sections. Here, the title of Interview is “Human”. Similarly, the title(Human) has been decomposed into the parts; such as, Skull, Body and Legs.

Thereupon, you have converted those parts into sections. You take a piece of paper and start writing the questions through brainstorming. Moving on, you keep on mentioning the section(tag) against every question. Eventually, you start dragging the question from brainstorming section, and dropping it into the relevant section.

Furthermore, you collect the questions from different internet sources, and add them to the section. Moreover, you make a phone call to your field experienced friend, and accumulate the question from his knowledge. Eventually, arrange the section with respect to (basic-to-

difficult) questions. This all systematic work would give you the complete repository of the sections and questions in an ordered way.

Benefits of Collection and Arranging the Questions into Sections

- You would be able to answer any “Multi-dimensional” question.
- You would be able to answer any “In-depth” question.
- You would easily walk through any “Revolving and complex question”.
- You would be able to answer any question with “Logical Reasoning”.

Knowing of Your Strengths and Weaknesses

Why Interviewer Ask Your Strengths and Weaknesses?

It is because he tries to align your strengths with the job title. If your strengths are aligned with your (field knowledge +Job title), you would be a good candidate to be considered. Otherwise, there can be a certainty that you might have been confused in choosing your area of interest or some uncertain circumstances that made you choose that. Moreover, if your strengths are aligned, it can also be assumed that you would be an energetic “self-starter “, as you are doing what your strengths actually

allow you to do. However, if you could prove yourself the best in the previous step of “Subject Knowledge”, there is no problem in considering you moving on.

How to find your Strength and Weaknesses?

Ask your family and friends to evaluate your strengths and weaknesses. Brainstorm and extract your strengths and weaknesses. Collect, and write them all on a piece of paper. Choose the strengths which perfectly align with the job title. For instance, if the job title is “software developer”, your strengths must be patience, determination and hard work. Your strengths should never conflict with your weaknesses. For instance, if you say that your strength is Determination, and Pessimism is your weakness.

Now, here these strengths and weaknesses seem conflicting with each other. How can a determined person be optimistic? Similarly, if you say that your strength is “hard work”, but your weakness is “Sleeping for 15 hours”. Don’t you think these are conflicting? How you would be called a hard worker when you are habitual of sleeping 15 hours. So, always choose them carefully because they have a deep concern with the pace of the interview.

Set your Vision

How Interviewer Analyze your vision?

The interviewer tries to have a deep insight into your vision. It is because vision drives a person towards excellence. Vision drives a person towards a goal. If he does not have a vision of what he is doing, it is sure that he does not want himself to be recognized in this field.

He just wants to live an ordinary life and work from dawn to dusk. Remember, every leader has a vision, and that vision helps him to form a team to materialize something incredible. Interviewer can ask you the following questions:

- How do you see yourself in 5 years?
- What do you think to implement, which has not been implemented yet in this fieldwork?

How to effectively answer those questions?

- Ask yourself what you want to do that can bring innovation in this field.
- Ask yourself what you want to achieve in the coming years that can help you, and the organization to grow.

- Ask yourself what has not been not innovated yet, which is to be done now.

For instance, you can tell him that you are pursuing an international management certification beside the job. This would help you to effectively manage your schedules and technical resources. This would help you to manage the business, management and projects scope in the most decent and efficient way. So, you are seeing yourself a good project manager in upcoming 5 years, and it is equally important for your career growth, and growth of organization as well.

If you couldn't answer the above-mentioned questions well that means you do not have a visionary outlook. You just want to earn and live a cold life. So, develop the relevant and cogent answers of the above-mentioned questions before going for an interview. It is because these questions have close linkage with the success of the interview.

To conclude, Interview is not a random process. It is an art; it is a science. It is a systematic and organized process. It is mandatory for the one to prepare for the interview in the light of afore-mentioned principles. Challenging your fate without preparation, would never create the difference. In order to create the difference, you must need to tie the camel, and then challenge your fate. Hope, this recipe would help you to crack any high stress interview.

CHAPTER 19

BOOST YOUR SELF- CONFIDENCE WITH “SELF-TALK”

How to boost your confidence with “Positive Self-Talk”, “ Self-Love”, and “Self-Care”?



History is evident of the fact that no one has made an unprecedented success without having the spirit of self-confidence. Self-confidence is nothing but a feeling of trust in your abilities, qualities, and judgment. If you have a lack of trust in yourself, the external forces would leave stone unturned in suppressing you. If you are stronger from the inside, nothing from the outside can let you down. Someone has rightly said that

“The most powerful relationship you will ever have is the relationship with yourself.”

You can boost your self-confidence with “self-talk”.



It is the greatest weapon to fight against your fears and anxieties. Self-talk can be positive or negative. Of course, you would do positive self-talk.

What is “Positive Self-Talk” and how it would help you boosting confidence?

Negative Self-Talk

Where i have come.

That seems so difficult.

I dont know What to do here.

guy sitting in the center would not leave me

Seems no mercy.

I will fail

My life is awful

Positive Self-Talk

What comes may, i would never surrender.

I will face till last second.

I will never bow down my head if i don't know the answer.

Life will never get finished, if couldn't make it,

I will keep a strong eye contact.

I will succeed.

My life is a blessing.

Let's take an example of a person who is going for an interview, and there sits a tough interview panel waiting for him to come. For instance, he started "Negative self-talk". His self is saying to him that he would not spare him if he couldn't pass. Now, his self has drained him. Instead, if his self would say that he is with him and no one has the potential to beat them. If this, what would happen? They both would fight furiously with the panel.

So, you should not have fear of failure against any challenge. You should have a big heart to accept the defeat. Moreover, bring the picture of your inspiration in your mind, and visualize how he stood alone in front of insurmountable challenges and defeated them. Your confidence depends upon your inspiration.

How "self-Love" or "Self-Care" would help you boosting confidence?

Furthermore, practice "self-love". If you do not practice "self-love" or "self-care", you would have anger and tiredness on your face. When the panel would put undue pressure on your nerves that would get reflected on your face. For "self-love", you can go to the gym. You can go for some exercise. You can choose any hobby that makes you feel pleasure.

In addition, always surround yourself with positive people who could always motivate you. Who could always bring out the best in you. Resultantly, when they would be away, you would become a self-motivator. Definitely, when the interview panel would try to explore your

darker side, they wouldn't find it easily. Hence, with these simple practices, you would feel greater confidence in yourself.

