Unit 1- Introduction to Personal Management & Development of the Science of Living

Chapter-1 : Concept of Personal Management, Its Basis, Meaning, Nature & Necessity

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Dear Students,

On a visit to India, management expert, Peter Foogle was asked what he thought of India. He said, India is a country rich in cultural heritage. It is not under developed but under managed. Lack of proper management of resources produces counter-productive results. The same observation applies to the individual's life as well. Ignorance of one's potential and the lack of effective management prevent one from attaining success. Hence through this correspondence you will be made familiar with various lessons on personal management. In the given lesson you will learn:

1. The necessity of personal management
2. Its modern basis, that is how it developed into its present shape
3. Contextuality of various terms/ posts
4. Meaning of personal management & its present form
5. Inter-relation between science of living & personal management

Introduction:

Life has dual trend spiritual and materialistic. We cannot live life exclusively on spirituality. Neither can we achieve peace and tranquility through materialism. To live a balanced life, we need material well-being and to attain peace and tranquility spirituality is necessary. A single track or an insular outlook cannot make life successful. The success of life depends on a totality of outlook.

In our scientific age many thinking individuals have realized this truth. Hence many scientists, psychologists, environmentalists, doctors, sociologists, peace activists have resorted to spiritual enquiry and questioning. These luminaries have shown inclination to add spirituality to their respective fields and moved on from incompleteness to fulfillment

and from insularity to totality. One indication of this is the Suggestions of Advisory Committee in Physics.1 This happening relates to 1982 when the U.S government asked its Scientific Advisory Committee to suggest the directions scientific research would take in the coming 100 years. The government sought information and also told them to work towards that. The Advisory Committee suggested, "In the coming century we would rely on the physics of consciousness and the inner relationship of body and soul. And we should work towards that." Modern science is working on the principles of spirituality and the workings of the consciousness. This is not confined to physics but extends to biological sciences, environment, medical sciences, psychology, sociology etc who are all trying to probe deeply into the concepts of the self, consciousness, human behaviour and spirituality.

1.0 Personal Management

Spirituality is an intrinsic part of life. Without spiritual tenets no phase of life can improve and our life cannot be peaceful or tranquil. A life without spiritual base is wasted, with increased sorrows and multiple problems. So many intellectual luminaries have tried to probe into ways of including spirituality into their fields and sought means of making their life wholesome. They have seriously thought of solutions on these issues. And an example of such efforts is the personal management programme propounded by psychologists.

Personal management rests on the self and not on the other. It centers on one's consciousness towards the self .2 For thousands of years spirituality has concentrated on knowing the self, on being conscious of the self. And the present-day knowledge systems are re-iterating the same truth. This situation highlights the new focus and thrust on the ancient Indian heritage of soul and spirituality. The term 'management' has gained currency in the corporate world. It generally means using limited resources to its optimal level to achieve the desired goals.

1.1 Need for Personal Management : In the complex world of today, personal management skill is extremely important. To recognize hidden skills within us and to recognize potential in others requires a high level of awareness and a developed skill of personal management. Today managers apart from being qualified in every way are also required to know ways of managing the self and the others. This forms the core of management strategies and planning. Effective personal management is necessary for those who want to use their skills to the maximum, who want to manage their organizations well, who want to find solutions to life's problems or even fulfill their family duties well.

In fact, personal management helps in taking control of one's life and building up meaningful, harmonious inter-personal relationships. This knowledge helps the individual to focus all his knowledge of the self on the self and also to discover talents within. It also emphasizes that the capability to develop one's skill is inherent in every individual and this can help him be fulfilled. In short personal management promises success in personal and social life. To confine this to success or achievement is narrowing it. The term goes beyond all this. Many people after minor achievements find themselves at crossroads and wonder what to do ahead. Personal management is the medium through which the individual, living within his confines, can according to his perspective lead a fulfilled life facing all the challenges courageously. Seen in the context of life in its entirety, personal management helps the self to balance and co-ordinate the inner world- its desires, longings, imaginations, feelings, thoughts and sentiments with the outer world and its relationships, means of living, and the contacts of the social world and thence achieve goals.

The theoretical suggestions and the practical experiments in the field of personal management is the result of years of experience. Ascetics and yogis over thousands of years and the modern psychologists have used these experiments to help people live a fulfilled, successful and contented life. Humanity in general and the students in particular find these tenets useful in achieving particular objectives. For instance, students might feel the need for improving their communicative skills, or in making choices of career and also to develop effective managerial skills to manage others. In such situations this knowledge can help them. This can aid them to address their needs, recognize their capability and their prospects of development. Also it will alert them to opportunities of development and show the skills required and expected to manage the self and improve relations with others. Thus the need for personal management can be summed up in the following points:

1. For success.
2. For the construction of the self
3. To construct goals
4. To recognize the self
5. To help in the development of others.

2.0 The Basis Of Personal Management

The prevalent personal management programs are the modern version of spiritual meditation. Indian culture since ancient times recognizes the soul as an independent entity, stresses on its all-round complete development. The impact of the karmas of the previous life and the external circumstances are also accepted. Despite this, Indian philosophical systems realize the principle that the soul is supreme and has the capacity to win over karma and the adverse circumstances and attain development. This principle is the basis of the total development of the soul, which is the highest goal of Indian culture. All the paths and mediums leading to this are incorporated into our spiritual systems. In the west the concept of personal management is a modern evolution of psychology and this has been possible due to human resources movement.

2.1 Human Resources Movement : Human resources movement evolves from existentialist philosophy and humanitarian psychology. This is the basis of personal management. This movement began around 1960 in and around U.S. This movement uses all the practices and techniques that help to develop the hidden skills and the resources. It also helps the individuals to develop his working skills and also enrich his experiences.

This outlook has evolved the following branches of knowledge systems:

1. Treatment and remedy for personal development and success.
2. Development of a sensitive approach in inter-personal relations and communication skills.
3. Contentment

Initially this treatment was used on mentally disturbed people but later it was extended to those who sought to be more effective, goal-oriented and contented. In the past decades this is a major change in the field of psychology. Now it has moved beyond the medical or clinical frame and moved into the common parleyance where people debate how one can help one's self.

2.2 Humanistic Psychology : The humanistic psychology is rated as the third force in the history of psychology. It developed in the 1950 as an alternative approach to the pessimistic and fatalistic concepts that prevailed then. Frued's psychodynamic theories emphasized the pessimistic aspects of human psyche. Similarly Watson's behavioral approach only established human being as a plaything of circumstances, which strengthened the fatalistic approaches. The humanistic branch stresses that man is not a slave of basic, primordial instincts, nor is he a puppet of circumstances. He is an independent entity capable of goodness and full of divine qualities. He can take independent decisions and he is always striving to improve his inner qualities. He endeavors for success, plans for it. He organizes his life to develop to the maximum and through attainment of his goals tries to achieve self-satisfaction.

Behaviour is analysed and studied by the humanistic psychologists. This study involves an analysis of those experiences that form part of our everyday situations, not those that relate to inner factors, elements and processes. In this way they scrutinize human behaviour in terms of the milieu and in the context of the experiences of entire life. They focus on the individual's own experiences in contrast to the behavioural psychologists who looks at individual behaviour detached from the experiences of the individual in an objective manner. The intellectual psychologists analyze behaviour and its reasons through various intellectual processes whereas the humanistic psychologist is interested in knowing the insights that these processes produce in the individual and the values they create.

The humanistic approach involves lesser amount of research and it did not develop as a theory to understand behaviour but as a means to aid the common man to achieve his goals through his capabilities so that he can lead a more prosperous and contented life. This approach created a new class of psychologists and various trends of self-development that emerged in the 1960s and 70s. The three major contributors of this school were Carl Rogers, Rolo May and Abraham Maslow. Rogers emphasized on the natural tendency of the self towards psychological development and well-being and also on the importance of positive self-conception. Rolo May was the first psychologist who worked extensively on the processes of worry and anxiety in the context of the individual. He incorporated many aspects of existentialist philosophy into his psychological outlook. Existentialism emphasizes that the individual is capable of making free choices and taking independent decisions but it is not necessary that his choices must have a logic or motive behind them. Maslow emphasized on the need for self-analysis or self-actualization and studied the distinctive traits of self-actualized people, those who had achieved self-actualization.

Humanistic outlook extends the boundaries of psychology beyond mechanistic science. It includes features of literature, arts and history making psychology a complete area. It balances both the experiential and experimental systems and thus raises hope of unifying two polemical entities, science and humanities.

2.3 Humanistic Theory : This theory is referred to as Holistic, Dispositional, Phenomenological and Existentialist and this adopts an optimistic perspective towards human behaviour. This approach is holistic because it interprets the deviant human behaviour in the context of his holistic personality. The self is not seen as an accumulation of different traits like a vessel containing peas. Rather he is seen as a balloon that carries different light gases like helium. If the balloon is left in the sky it rises piercing all the natural hindrances.

Humanitarian principle is also dispositional because it determines behaviour mainly in terms of the inner traits of the person. And this outlook basically sees circumstances as obstructing elements, the way in which the thread is to a rising balloon. If the individual is freed of depressing and obstructive elements then his introspection will prompt him to make the right kind of choices. It has to be borne in mind that the humanitarian theory is not like other trait theories that bases itself on dispositions and focuses on static traits. On the other hand it is not like the psychoanalytical theory which narrows down to the experiences of childhood that have a life-long restrictive influence on the individual's personality. Rather this approach compels the individual to be self-analytical and sees the spontaneous expression as part of a healthy   personality.

This approach is phenomenological too, because it stresses on the individual's outlook which means that it emphasizes on the individual's own perspective of truth and not on an objective analysis. It stresses on the here and now as we see the present and focuses on that. The experiences or influences of the past are important only to the extent that they have brought the individual to the present.

Rolo interpreted humanistic theory as existentialist that concentrates on the higher states of psychic processes and focuses on the experiences of the present and fortifies the individual in facing everyday challenges. This theory is distinct and unparalleled because it stresses on the freedom of the individual and this trait distinguishes it from behavioural and psychoanalytical theories that are basically fatalistic. Humanistic theory uses certain traits to understand the personality like the emphasis on the integrity of the personality and the particular stress at a higher conscious level on the experiences of the present instant and also on the development of the inner qualities. Those who propounded it like Carl Roger and Abraham Maslow stressed on the instinctive trait of introspection. They felt that this tendency assimilates the contradictory forces within us and these create the personality.

This outlook stresses that the biological/ instinctive and acquired tendencies lead towards introspection and determines the motivating forces for behaviour. Self-analysis and the expression of inner desires/ longings is the guiding and life-giving force that verifies the virtuous behaviour and prosperity of the individual.

Assessment of the theory:

It is difficult to be critical about a thought that sees the human being as a divine form. Who can find fault with a theory that subscribes to the increase and improvement of one's abilities? The behavioural psychologists object to the fact that humanistic approach tends to be vague and has no clear definition. What is the true meaning of self-actualization? Is it inherent or a culture construct? Also this approach does not explain the varied traits in people. Humanitarianism is basically a theory of human behaviour and general traits though it cannot explain the deviations in humanity.

Behaviouralists also feel that the ordinary level in which the humanistic approach analyses human behaviour reduces the analytical value of psychology. They also say that the emphasis on the self as the motive behind behaviour and experience shows that this approach negates the role of milieu in determining behaviour.

On the other hand the psychoanalysts criticize the tendency of the humanistic psychology to give excessive importance to the experiences of the moment at the conscious level thus ignoring the subconscious forces. The processes at the conscious level cannot explain the conflicting forces at work in the subconscious level and the defensive mechanisms to counter that.

Other criticisms of this study can be summed up as:

1.   It endorses the development of the personality ignoring the individual's past and the varying factors that influence life.

2. It trivializes the complexities of the personality and bases itself simply on introspection.

3. It cannot predict human behaviour under a particular circumstance.

4. It imagines a self who makes his own destiny. For a deeper probing, this does not hold water.

3.0 Concept of Self-management

To understand this concept certain terms like self, human behaviour, human capability, management, and personal management should be well understood.

3.1 The Self : Spirituality defines the self as being, soul, the male principle and it also incorporates reincarnation and permanence in its definition. Rebirth occurs due to karma and the thirst for life. To meditate for a redemption from the karmic cycle or to be rid of desires and yearning is the highest goal of spirituality. This frees the soul from a cycle of birth and death and the soul attains eternity in its true form. However the self in self management does not mean the soul or a universal soul or trinity. Self-management relates to problems like failures and disturbances. Both failure and restlessness occur due to ignorance of the self and uncontrollable desires. Spirituality preaches self control and a victory over desires by suppression. Personal management also underlines that through self-realization we understand our desires and get rid of undesirable yearnings and define our priorities. Here the term self incorporates the wants, yearnings, lusts, feelings, capabilities, and failures all combined into one. It relates to our present. So to understand the traits of self the emphasis must not be on human soul but on human behaviour.

3.2 Human Behaviour : What is human behaviour? Is he virtuous and merciful like Lord Mahavir or Buddha? Or is he selfish and cruel like brutes? Does society control his perversities or does it distort his goodness? This is the basic question that haunts psychology. What is human behaviour? What is the human form capable of? What can he attain? Is society a beneficial influence or is it harmful? Are we guided by the past or controlled by social impositions?

Human disposition is a puzzle, a mystery. And it cannot be sorted out by a single outlook so we must have a multiple approach. Some thinkers like Thomas Hobbes believed that we do not sin but our disposition is evil. A lack of strong restraining influence makes us harm others and do destructive things. But if human disposition is evil then how are we capable of goodness? How do we do good to others, be kind or charitable? These thinkers answer these questions by arguing that is a value-based education that sanitizes the evil desires, instincts and makes us responsible and law abiding. A strong and domineering presence can control human behaviour.

A binary to this outlook is another one that believes that human disposition is basically good but it is the social milieu, the external circumstances that corrupt him. Thus two contradictory beliefs emerge about human bearing. But when we look at the whole issue from a holistic viewpoint then human form has both good and bad embedded in him. His values can either be moulded well or perverted by circumstances around him. Despite his environment man has the choice to become a saint or a devil, become charitable or selfish, be kind or cruel, and become a lord or a slave. The human form is capable of immense possibilities. He has the capacity to imbibe, learn, co-ordinate, integrate and change as well. He looks for new opportunities and plans life around it.

3.3 Human Capability : Through his wonderful capabilities man has controlled the external nature, the animal world and acquired the material objects, and extended his control from the earth to the sky and into the deep of the sea. He reached this stage only because he had the capacity to learn new things, recall the old things, to reason, research and plan. His vision, learning and manner of execution give him possibilities of overcoming suffering, attaining joy, and also shaping the world around him.

The human form has multiple possibilities and his development can be a medium as well as an obstacle. Where his possibilities will lead him depends on the interaction between his inner values and the social, political and economic conditions around him. As the human child grows the cultural and social surroundings provide him with opportunities which improve the possibilities of expressing his creativity. The past hence becomes the germinating seed watered and fertilized by the surrounding and this gives him possibilities of growth. But there is another force that is beyond the culture and circumstance and this is the power of determination that can change, improve and polish the individual whatever the conditions. All this can be explained by a table:

Capacity	medium	hindrance
1. Memory	to learn from the mistakes of the past, developing the concepts of the past, connecting the present to the past, to differentiate between the experiences of the past and the present	flow of unpleasant memories, to bear the pain of unpleasant, conflicting past, to lose spontaneity because of a fixation of the past, to be unhappy and be lost.
2. Consciousness of time	a sense of history and the continuity of the self, to link the present to the future, to distinguish between the transient and the permanent.	fear of change, to live in the past, to feel guilty, fear of the unknown future, worry, frustration over unfulfilled desires, neglect Of the present and obsessed with past and future.
3. imagination, destined to have unknown	to imaginatively read into things and construct them, minimize figures to make principles, things to visualize	wrong --------------, to make false assumptions about the self and the other, to develop misleading conceptions.
4. to recognise Opportunities	a sense of independence and freedom, responsibility, hope, a capacity to construct a future.	conflict and indecisiveness, agony over the problem of inaction.
5. A sense of responsibility and introspection	a sense of achievement, patience, daring to do challenging things, an awareness of the impact of one's action on others	a sense of incompleteness, the guilt complex of not living according to one's values, guilt towards others, hindered by obstacles.
6. Feeling of competition	to work well, establishing high values, to benefit from hard work, to improve in the technical field, to use resources for one's necessity.	the fear of failure, the agony of incompleteness, the worry of the test of ability, excellence and the effort to defeat.
7. the ability to use language and symbols	information, convenience, happiness planning and to reach out to others for social control.	rumour, to create mythical assumptions, to hide the truth, to assume symbol as the truth.
8. To demand social proof	to transfer and learn from collective value-systems, to help, to build the community	a blind following, to deny novelty, to let others harm one's creativity. set-up.
9. Love, kindness	a feeling of mercy, to respect other's freedom and well-being, to help, to provide convenience to others, to feel distinctinctness.	jealousy, revenge, to limit the encourage, freedom of others, suicidal tendencies, a feeling of inferiority

3.4 Management

Used mainly in the corporate world, the term signifies process through which we can use our limited resources to the maximum to achieve our goals. In a book on management called Personal/ Human Resource Management the term is defined thus:

Management is the process of efficiently getting activities completed with and through other people. The management process includes the planning, organizing, leading and controlling activities that takes place to accomplish objectives [page 3]

The process of working efficiently with others is management. And this involves planning, organizing, leading as well as controlling.

There is no commonly accepted definition of management. And it is not easy to do so either. All the definitions include three characteristics-1. Objective 2. Limited Resources 3. The Individual

1.   Objectiveto utilize our potential and energy in a single direction an objective is required. Without a goal an individual might work as hard but won't yield results. Movement is not progress, rather to move towards an end is progress.

2.   ResourcesResources are always limited. It is the manager's responsibility to move towards the desired goal with the limited means, to be efficient and to attain the desired objective with the limited means, to understand the ratio between resources and availability. To fully utilize his resources and to keep an eye on the objective defines a clever management.

3.   IndividualAn organization requires 2 or more than two people to constitute management. The manager attains the object through people. Success can be achieved only through collective effort and efficient leadership. So far we discussed management. Let us move on to personal management.

4.0 The Meaning of Personal Management

Every living being has a different life -style. The animals and birds live their lives fulfilling their needs. The human form is the noblest and the most developed among the living beings. He has an independent will and determination that help to organize his energies, live a balanced and planned life in coordination with others. Only human being has the rare quality of knowing as well as attaining the purpose of his life.

To plan and balance one's life is an art and personal management is the process through which a man can channelise his powers to a distinct purpose, maintain harmony with others and live a balanced and organized life. This gives contentment, prosperity and a dignity to his life.

The above-mentioned definition bring out three aspects of management and they are--- balance, organization and planning. The first aspect emphasizes on maintaining a balance in life--- a balance between an active and contemplative life, between labour and rest, a balance of time between the domestic life and professional lives, between thought and emotion, reason and faith, being and duty.

The second aspect of self management is organizing, organizing the self. By this we mean--- to coordinate the inner feelings, hopes, desires, imaginings, thoughts to the world around, the work place and the society in a balanced and meaningful way.

The third aspect of self-management isplanning. An effective personal management means to know the inner activities and social instincts and then to channelize them to a self-realization. Self-realisation means to know the self well, to accept our realities, to realize the potentialities within, to construct and attain a meaningful goal. Self-realization fulfills life with intensity, worth and realization of the course of life.

4.1 Outline of Self-Management : Self-management necessitates spiritual awakening and for efficient management one must have courage and flexibility. To be familiar with the self and to courageously accept the truths and realities of the self is required. And all this necessitates constant vigil and analysis of the self.

To live in the physical world is a necessity but the physicality cannot give us contentment, tranquility or peace. For a peaceful life a co-ordination between the world outside and our inner world, and a harmony between ideals and practicality is prerequisite. While living in the externs of the world we have to introspect and be self-conscious. Personal management synchronizes and integrates our inner aspirations with the social aspirations. This means helping in the choice of a career that fulfills the inner needs and the social expectations.

4.2 Aspects of Self-Management : Managing the self and the things outside are included in various aspects of self-management. This has two sides

1. Internal [that relates to the self]   2. External [concerning the environment]

1. Internal this includes harmonizing the various mental states, primal needs, imaginations, flows,   expressions of the inner being.

2. External this deals with adapting to the family, society and one's occupation.

To efficiently enforce the inner aspects one must concentrate on three things---

1. Self-discoverymeaning introspection, to know the self better and to construct meaningful purposes.
2. Boldly confront the obstacles, challenges and problems
3. Develop one's abilities, and integrate them in attaining one's motives.

Self-management also demands that we know how to balance life. A controlled and peaceful action, inner awareness and the skill to complete the work effectively is a distinct aspect of management. A successful manager must have enthusiasm, flexibility, be self-aware, goal oriented.

5.0 Self-management and the Science of Living

Spirituality highlights a holistic living. Spirituality aims at the discovery of the self and understanding the self. Hence self-management is really a discovery of the self. This thought developed in the western philosophy. The propounder of the science of living, Acharya Shri Mahapragya feels that if we compare self-management and the systems of spirituality then we would realize that the ancient thoughts of spirituality are packaged in a new environment, language and expressions. But the western scholars did not talk of self management in a spiritual context. This developed as an area of knowledge that elaborated on the formula of success in the social set-up or in the corporate world.. It leads one to conclude that wherever we begin our journey we are headed to the same destination. Our journey ends at the self, the soul and if we seek that path, it means the same as self management.[mahapragya,100]

To reach the ultimate goal in spirituality Acharyashri Mahapragya elaborates on the entire process-

Attain the stage of preksha devotion.

Attain the stage of devotional vigour.

Attain the stage of vigorous conduct.

Into the self, into my innermost thoughts.

In my conduct, my behavoiur

Let there be equality and balance

A new sun dawns in my life

A new dazzle of colour

Ray of spirituality shine through.

The preksha meditative system is the state of spiritual ecstasy. It requires a balance between the active and contemplative life, between the heart and the mind. Acharyashri Mahapragya's famous precept is be inside but live outside. The deal of Preksha meditation is to seek the truth by oneself and the motive is to know the self. To know one's breath, body, point of consciousness, colour, thoughts etc. The other aphorisms are-

1. self-esteem
2. building a goal
3. developing abilities
4. organizing potential
5. a stress free, controlled and healthy life

Spiritual insight, ideal, purpose and phases are also the main characteristics of personal management:

1. self-discovery
2. self-esteem
3. direction, career selection
4. developing capabilities
5. managing effectively
6. stress management

As Acharyashri Mahapragya says that the one who meditates does not succeed till he knows self-management. Many try to meditate but fail because they do not know self-management. To reach the horizon of one's goal or to reach the destination one seeks one must know the art of managing the self, else how will we reach there? Thus it is necessary that those who meditate must know to manage the finer points of personal management as well, know how to organize one's strengths and the various phases of life.

1.1 Rules of Self-Management

1. The first step towards self management is to seek the self and to map one's life. The basic rule is to know who I am. Maharishi Raman, a spiritual guru often reiterated this and this was the distinctive factor of his precepts. Even personal management begins with this primal question ---who am I? Where have I come from? How am I situated in the present? Where do I have to go? The same truth worded in a different language and placed in a different context. This forms the core of every successto seek the self, to introspect.

2. The next rule of self-management to review our assumptions, to reconsider our faith, belief and perspective, to assess the self. We move on the basis of our faith and assumptions and if we consider a certain thing to be good then we believe it to be good and vice-versa. The self-esteem that we build helps us to do or achieve something. On the contrary if we assume that we would fail, we would. Hence the second rule of self-management is to review one's assumptions, to peep inside and count our strengths and our weaknesses as well. Lord Mahavir had taught us not to feel inferior, nor to consider anything futile, to evaluate the reality.

3. Third rule is developing one's abilities, will power, imagination, meditation, recollection, and introspection. Preksha meditation teaches experiments to improve the imagination and determination. Also it stresses not to abuse these powers. If the powers are wasted on futile things then it loses its potency hence we must do the work at the destined hour. For perfecting this emphasis is given on practicing on powers of expression.

4. Organizing the self- How to manage the self? How to organize our potential to attain the desired goal? A lack of effective management can dissolve our skills. Lord Mahavir had stressed on a code of conduct of twelve resolutions for domestic life. These are the codes of self-management and the most important among them is to co-ordinate our needs. On the same basis he had listed parigrah, which is important. Wealth is necessary for our basic necessities like food, clothes, a house but we also need to regulate our needs. We fail to distinguish between necessity and requirement. What in reality is our necessity? If we meditate on this we would be rid of a lot of unnecessary instincts and the wastage of our powers. The greatest problem that we face is that we are not able to manage what we have hence there is no peace or success in our lives.

Another aspect of self management is organizing the world outside, to have a meaningful dialogue with the external world, the family, friends, community, institutions etc. Through a purposeful life we can help others and seek support from others. For this we require to develop our communicative skill. How to communicate effectively with others or how to behave with others is a skill which is reflected in the individual's behaviour.

We come across different kinds of people- simple, complex, composed, temperamental, undesirable, the likeable but we have to work with each one of them, give them support and seek their help. This is a skill. In keeping with the work atmosphere, aim and purpose of the organization we have to co-ordinate with each and everyone. These consciousnesses build the stairs of success.

Conclusion

When we look comparatively at self-management and spirituality we can draw a few conclusions. No area of life is untouched by spirituality. The aim of spirituality is a peaceful existence while the aim of personal management is to attain success. Spirituality is an attempt to recognize the eternal truth in the context of spiritual trinity, while personal management aims to fulfill the purposes of life. To attain this success one must recognize the abilities within and organize them in a favourable way.

Preksha meditation is a process of developing the hidden forces and it helps achieve peace and success. It also helps us to make cordial and harmonious relations in our practical everyday interaction. It co-ordinates the inner world with the world outside. Many people have benefited from it and students can also try the experiments and fill their life with enthusiasm.

Even personal management experts have acknowledged spirituality as an important dimension

"Even those who reject religion must realize that the spiritual or soulful dimension is necessary to maintain health and your full potential."[page-5] those who reject religion must know that to maintain health and strength spirituality is necessary.

Summary

Scientists believe that in the coming century the physics of consciousness would be necessary. This is being defined in a new context, a new language and new words. Personal management is one of its form and its core is self-awareness. Personal management teaches success, personality development, goal attainment, recognition of one's powers and its maximum use. In the west personal management evolved as a development of psychology and this was a sprout of human resources movement. The Humanitarian approach is referred as the third power in psychology. It developed in the 1950s as an alternative to the pessimistic and fatalistic assumptions of psychology. It aims at helping the common man so that he can live a richer and contented life by developing his abilities and attaining his goals. The major contributors here were Carl Roger, Rolo May and Abraham Maslow.

To understand self management we must first know the self, human behaviour, capabilities, management and such terms. Here self relates to the desires, feelings, sentiments, abilities and failures etc. Human being is both good and bad. His environment can either help him to grow or distort him. Human being has a wonderful ability and that is to take an independent decision which can help him overcome his environment and grow independently.

Management means using one's limited capabilities to the maximum to attain success. Self-management means constructing a meaningful aim and to organize one's skill to attain the same. While doing so it is also necessary to create a cordial environment and to maintain a balance.

The propounder of the Science of Living Acharyashri Mahapragya feels that the western scholars developed personal management not in the context of spirituality but to answer the call of the industrial world. Whatever the starting point the journey has to end with the quest of the self. The rule of the science of living preksha meditation is that the self seeks the truth, knowing the self, constructing a goal, developing potential and organizing it effectively to attain goal and thus lead a healthy and contented life.

Questions

Essay Type

1. Write an essay making a comparative study of personal management and science of living.

Short Answers

1. Write an abstract on human behaviour.
2. What is the nature of personal management?

Objective type

1. What is the basis and focal point of personal management?
2. What is the need of Personal management in life?
3. What is the principle of Indian philosophy towards inner peace?
4. When and why did humanitarian psychology develop?
5. How do the humanitarian psychologists perceive the individual?
6. What is the meaning of self in self-management?
7. What is generally meant by management?
8. What are the things we must keep in mind while implementing self-management?
9. In what context has the western thinkers discussed personal management?
10. Why is it that many who meditate do not succeed in doing so?

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2. Prekshadhyan, Monthly issue[September-October 1994]- Muni Dharmesh, Spiritual Materialistic Harmony
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Writer- Muni Dharmesh

Chapter-2 A Study of Various Aspects Related to Personal Management

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Dear Students,

The greatest force behind success in life is to know the self this is also the force behind spirituality and personal management. In the pervious chapter you learnt about the necessity of personal management, its basis, meaning, and form. In this lesson you will learn how to recognize the various aspects of success through an analysis of your own experiences. For instance---

1. Who am I?
2. Where have I come from?
3. Where am I going?
4. Who is hindering me?
5. How will I get there?
6. What support will I get to reach there?
7 How will I feel on getting there?

Introduction

Spirituality begins with knowing the self. Rishi Badrayan in Bramhsutra said "I'm Brahma" indicating the manner of self-knowledge. Lord Mahavir raised similar questions in Acharang Sutra and asked, "Where have I come from? Where do I go? Who am I?" Both spirituality and personal management basically begins with the knowledge of the self. Without this our personality cannot grow and we cannot attain success, prosperity or peace in our life. Despite the fact that both spirituality and personal management function the same way there are basic differences. The basic aim of spirituality is supreme peace; the aim of personal management is to achieve success. The medium of spirituality is trinity, to journey in life focused on the soul. Those who practice self management examine the experiences of life and concentrate on the goals of the future and success. For a commoner both success and tranquility are necessary. Thus the seeker must know personal management for success and the manager must have peace for spiritual well-being.

The primary objective of spirituality is to return to our original being or form. The Jain philosophers had identified nine elements to attain this objective:

1. Livingmeditation over the question of original existence
2. Non-living- Meditation over the question of life apart from the original life
3. Virtue- Meditation over the elements of happiness and contentment
4. Sin thoughts on the elements of misery and unhappiness
5. Aashrav - meditation on the hindrances of the existence of the self
6. Sanwar- thoughts about eliminating those elements that hinder the existence
7. Nirjara-- thoughts over the elements that will aid the existence
8. Imprisonment - thoughts over the elements that help to recall the existence
9. Salvation- thoughts over the supreme goal and its form.

Self management also addresses certain issues that help in success and attaining the goal of life and we will study them in this chapter.

1.0 Mapping life

Personal management uses maps to know the self better. These maps become effective medium for self-analysis. These help us to look at life through various contexts and also demarcate the boundaries. In short they help us to know life better.

These maps help us to connect our past, present and future and we can organize existence at various levels like the body, mind, feeling, and consciousness together. It also helps to analyze any aspect of life very closely and know it well.

These maps also make us conscious towards the self and we can know our virtues and our weaknesses better. So we can plan and work on increasing our virtues and eliminating our weaknesses.

To use these maps well it is necessary that they are made correctly. Throughout the chapter there are exercises and self-analysis units. While making them concentrate on the self and the experiences of the self.

This system has been adopted from "John Heron" and this map connects the past to the present and takes us to the future. Historical facts are related to the present and the future possibilities, qualifications and expectations.

1.1 Map of one's life

To study one aspect or for a holistic view these maps can be used. They are to be made in the following order

1. Who am I?
2. Where do I come from?
3. Where do I go?
4. Who is stopping me?
5. How can I reach there/
6. What aid do I need to get there?
7. How will I feel on getting there?

Every aspect of these maps will be highlighted:

1. "who am I ?" relates to the identity of the self. This map outlines the various aspects of your life and the time frame
2. "Where do I come from?" takes up the events of the past
3. "Where do I have to go?" highlights your potential, determines your destination and goal, interprets your goal and your guiding factors.
4. "who is stopping you?" helps to identify the obstructions that hinder you
5. "how can I reach there?" through this map you can negotiate the way to reach your goal. It is a map of your journey.
6. "What aid do I need to get there?" this map draws your necessities, needs and necessary support. This will indicate the requisite qualities that must be cultivated and also identify the types of people who can help.
7. "How will I feel on getting there?" this gives an imaginative picture of the destination that we want to reach and also helps to recognize and understand the destination.

1.2 Task

Take seven blank pages and coloured pencils. Sit in a calm and composed frame of mind. Take a deep, long breath, and as you exhale release all the tensions within. Do it many times. Now concentrate on every aspect of the map. As you concentrate pay special attention to the words, pictures, feelings, and thoughts that emerge. Spend five minutes on every question. Now write down all that you saw. Draw a map. If you are not able to do it then attempt the question that comes first. In this way you will be able to do all the questions.

What did you know about your self? What did you discover? What more do you want to know? The titles that follow will help you to elaborate further on this.

While assessing your present you will be curious to know how satisfied you are with various areas of your life. You will have to decide the areas that you want to work on. Are you happy, contended with them or you want to make changes. For this you will have to check on" how to demarcate progress."

2.0 Who are you?

If you are asked this question you will most probably respond by giving your name, which constitutes your identity. But if you are questioned again your response might be more serious and you will talk of your nationality, social status, your work and achievements.
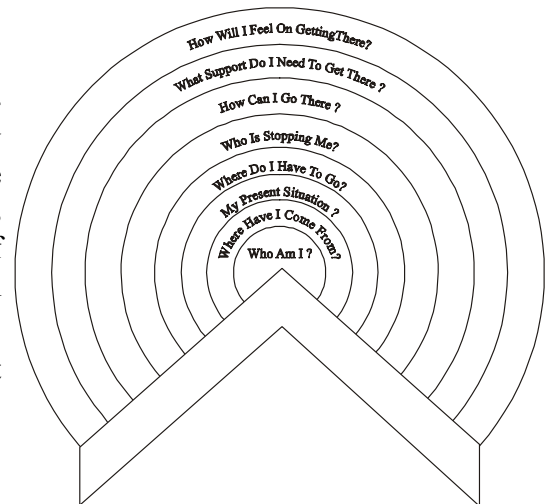
But these are your external identities. On being asked the second time you might concentrate on your inner self, your belief, value, interests, tensions and lifelong expectations. Ask this question again when you expire all answers and reach a point of wordlessness. This will be your closest answer because this will help you to confront your self, beyond words and expressions, a powerful experience that cannot be confined to words.

People have varied ways of identifying themselves--- some seek to express themselves through their clothes, some through their acquisitions, some through their profession, and some even through their vehicles. People generally associate their identity to external context. There are very few who relate their identity to inner forces.

Knowing these inner origins help you to be have self-knowledge and self-realisation. Your belief, values, hopes and aspirations are the inner forces that construct your true self-image.

2.1 Branch Patterns

If you want to know about yourself and indicate your social identity then branch pattern is a useful medium. In this all the possible solutions are connected to the central problem. And every solution is further added to more branches in a detailed manner and this helps to indicate the differences. This pattern can be used to awaken the mind and make us aware of the various aspects of life.

Guided Imaging : This is another solution to help the self. This helps you to reckon your inner forces and the various shades of your personality. This gives a virtual experience of guided imaging. This also includes the internal roles that erupt during work or entertainment like critic, visionary, useful, helpful, that of a father, son etc.
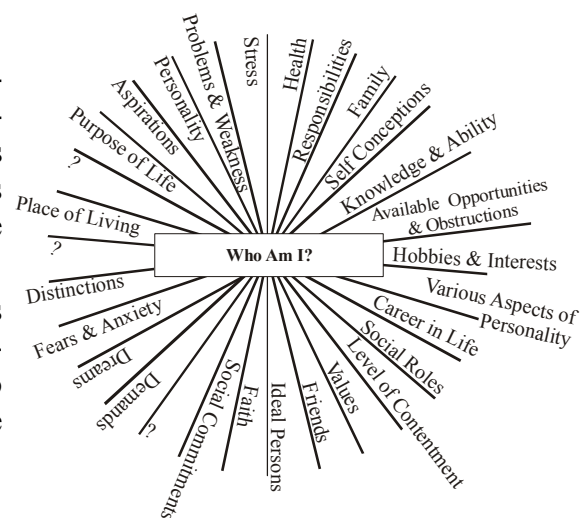
2.2 Introspect your self

To know the inner world follow this experiment. Sit for meditation. Now imagine that early morning you have walked out of your house. Come outside. Leave the familiar routes and take a new path towards an unknown village. The road takes you through fields into the jungle and there through the dim lights a beautiful palace is visible.

You reach the doors of the palace. There are some indications on the door, read them. Go inside. Spend some time. See what is inside. Meet the people inside. Who are they? When you have seen everything minutely and met everyone, come outside. Look at the door. It opens. Everyone meets you. Note your feelings and responses.

After meeting everyone take the same route and come back. Try to analyze what you saw there. What you felt. Collect everything that you discovered.

Take some time to note or outline your experiences. The palace in the jungle symbolizes your self and the residents inside the palace are your internal elements.

In what way did you meet them? What were they saying to you? Were they familiar to you? How were the conditions inside the palace? Were their many rooms? Was there anything unusual? What do these things tell you about yourself? What kind of relation is reflected between your inner world and your society? Is there anything that you would like to change?

3.0 Where have you come from?

To know your self also means to be familiar with your past that is to know everything that has happened in your life. Mapping the main events, achievements, decisions and impacts help to understand your present self.

3.1 Mapping your Roots : By mapping our background or past we come to know that what we are today is not a matter of chance. Our life is affected by many things and this can help us to make important and informed choices about our future. We become familiar with everything that we have inherited from the pastour weaknesses, our distinctions, happiness and unhappiness, strength. But it has to be borne in mind this attempt is not to evade responsibility or to blame others for our miseries but to draw the light of the past to enlighten the present and to accept responsibility of the future.

3.2 Discovering your Roots

An understanding of the past helps us to understand certain resolutions and decisions and also to be free of them. Mapping the positive influences and the inherent or relative purposes help us to come to a better understanding of our self. And this self would be different from the self that the world sees or expects to be.

Being independent means to separate ourself from the context of the past and to know the self. This can be a pleasant or a bitter experience and it might be difficult to extricate the self from the past. And it might make one feel helpless. The past may be hover too much over us but in a very delicate manner we have to extricate ourselves and recognize our true selves.

3.3 Your Life Scripts

We might feel that in our early life we do not have control over choices and decisions. Those decisions seemed useful then but now they are hindrances.

We have to know those decisions and the feeling, outlook and beliefs that informed those choices. This knowledge controls our behaviour in the present.

Those resolutions and decisions that we call life scripts [which in spiritual terminology is referred to as karma] and these stay alive in our consciousness. Unless and until we tender them they can either strengthen or weaken us. If we want to achieve our goal then we must review our life scripts and change it through structural script.

3.4 Analyze yourself

Take a piece of paper. Draw a straight line from one end to the other. This straight line denotes the time from the beginning of life to the end. The longitudinal, curved and half lines show the physical, mental and emotional states. For the decisive states draw lines above and for negative phases draw lines below. In a chronological manner indicate the important events of your life and see how the states emerge.
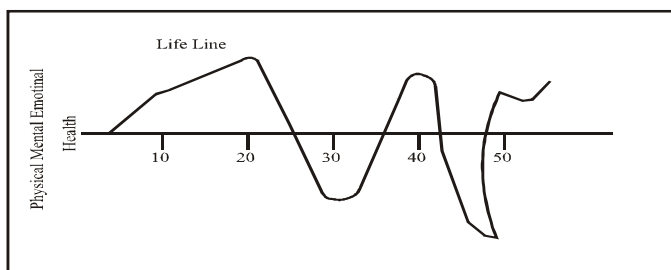
Assess the changes in the situation. See how they were produced and how it changed your outlook and feelings. Is this outlook still useful or does it anticipate a change?

For clarity of perspective and vibrance you might want to discuss this with friends. Consult those who respect your feelings because this is a useful medium. Their thoughts and suggestions can be valuable inputs and making your friends participate in your experiences like this cements your friendship.

3.5 Practice

To relate to a question like "Where have I come from " note down the important events and decisions in patterns of branch.

Take every experience and event specifically. Relive it as if its happening to you again. This will revive your memories of the event and engage in a dialogue with your self and support it. And listen to the contrary thoughts that come. Feel the decisions you took then. Are those decisions still working for you? Are they useful now or are they hindrances?

This exercise can be done with an intimate friend as well. In this activity the more events you include the grater will be the introspection and benefit.

The aim of the exercise is to complete the incomplete work or decision of the past so that our concentration is liberated of the resolutions and can focus on the activities of the present and also be useful in our journey of life.

4.0 Where are you going?

After knowing who you are you must be curious to know where you are headed. Many people direct their energies in different directions and this impedes

their progress. To succeed one must know the right directionone that coordinates our inner conflicts and the pressures of the circumstance, where our aspirations are respected, where one can move unhindered. It is important for everyone to confront the basic feeling behind our vision of the future.

4.1 Choice of a Direction

To make a single choice means to deny other alternatives. Do you feel stressed while making a choice or taking a decision? If yes probably you want to keep other options and routes open. Consequently you become indecisive and it stalls your progress.

There are many difficult moments in one's life. Human life passes through many stages-infancy, childhood, youth, middle-age and old age. These stages are those phases in life where one has to clarify value systems, aspirations. And they have to be connected to the vision of the future, to life and its   workings.

If we decide the priorities of our life then it is easy to decide where I have to go. If this decision is favourable to our personality then the other choices can easily be disposed off. And a fear of leaving other options show that you do not know where you are going. To know where you are headed one must know where you are. It means that we must know the focal point of our progress. To get a clear picture of the present one must know where one is situated. It is also necessary to know whether I am where I want to go or am I elsewhere.

4.2 Measuring Success

Health   Education   Spirituality   Profession   Society   Family

Active

Inactive

Satisfactory

Unsatisfactory

Changeable

To measure your success draw a table on a huge paper. On one side of the table note down the various areas of life and give titles.

Beside every field of life also mention how active you are, how satisfied you are with your present condition and write the answers in detail.

In the end also try to identify the kind of changes you want to make. You can classify your life area according to your expectations from life.

It is necessary to touch upon every field in a holistic manner. This will make you aware of the passive phases of you life and help you discover new possibilities.

4.3 Measuring Time/ Strength

Draw a plain table to measure your time and strength. Against every phase of life note the planned time. This will help you to discover those areas of life that give you energy and what things tire and eat away your energy.

Now draw another table where you plan time phase according to your wishes. Focus on your priorities. This will help you to identify those areas where you must increase your time span and also locate those areas where you must decrease your time span.

4.4 Analyse your self

A useful way to help you decide on your priorities is to imagine that you only have one year t live. Now notice how your priorities and sentiments go through a change. What does this tell you about your priorities and values? Can we give them a right place while making decisions?

4.5 Practice

To answer where you are going note down the different solutions emerging from varying perspectives in a circular manner. Write about your expectations, inner motivations, aspirations, profession and also note the possible opportuni-

ties, ideals of childhood, symbols, dreams, imaginations, interests, interesting autobiographies, books. Also mention those things that give you pleasure.

Try to find connections between these facts and also try to find where these facts are taking you.

If it gives you a sense of direction or if you have to find your direction then think on these points

    * Assess every opportunity.

    * Think of the benefits and the losses, points in favour and against.

    * Realize its importance

    * Meditate on the intensity of inner motivations to achieve that.

If you are moving in different directions then you have to establish the connections between them and decide on your priorities and some might have to be postponed or abandoned for the time being.
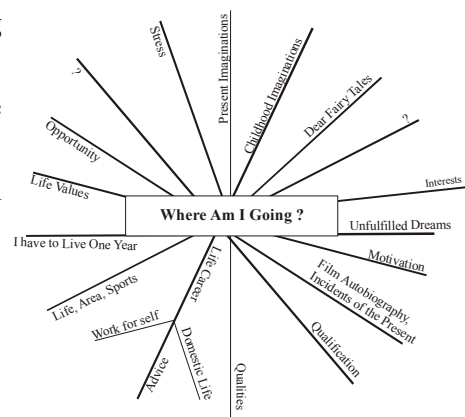
5.0 Who is Stopping You?

The decision and resolution to go in a new direction always invites challenges and obstacles. One must cross to reach the destination. These impediments might be relate to the past or could be the challenges that spring up during the journey. These hindrances might be known and clear to us or could be unfamiliar or vague.

We can be conscious of these obstacles and think of ways of handling them. Some people adopt merciless ways, some try to hide them, some confront them while some try to avoid them. Your skill in getting over these obstacles declares your pursuit of goal, your inner motivations and also your potential.

Some people can easily identify the obstacles while some can't. There are some who think they know but in reality they do not know, some know but are not aware of the realities. Many people are vague about all this. They cannot clarify this hence cannot use it.

5.1 Recognizing the Obstacles : When you are conscious of the obstacles in express then it is quite useful to make a circular pattern and note down the problems in it. This helps to discuss and debate over the problems and think of solutions.

Sometimes it is difficult to express the obstacles clearly. We cannot recall them. Do the following experiment to recall them.

5.2 Do this Exercise : The easiest way to recognize our obstacles is to note them down as they come to the mind. If we write them in a circular pattern then it will be easy to see the connections between these obstacles.

The easier and clearer it is to recognize the hindrance the easier it will be to solve them and we can make use of the solution circle as well.

The barriers that you face might be similar in many ways to the difficulties you have faced in life. It may not occur to you that these problems might have arisen due to your thoughts and behaviour.

5.3 Self-analysis

Facing a wall sit in a pose of a asana. Imagine that the wall is your hindrance [to facilitate your imagination gently close your eyes] try to picture the obstacle in your mind. What does this picture look like? For instance imagine its colour, form, size. For some time dwell on each point. Is it a human being? An object? An idea? Try to experience the feelings, outlook and thoughts that come inside you.

Now try to become the obstacle. Place it on a seat and sit opposite it near the wall. Now try to imagine how it feels to become the obstacle, what are you thinking, how do you feel? What is your attitude towards the one sitting on the asana. Do you like it or dislike it? As an obstacle try to relate what is your utility?
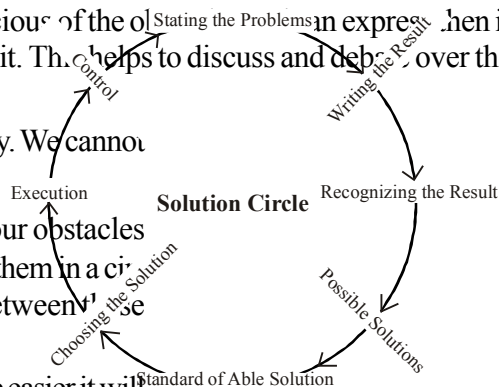
Once you recognize the obstacle it will start a dialogue with you. What does the obstacle say to you? Does it tell you to stop and not to go into that direction.

Try to let the obstacle speak and express itself. Then resume the asana and answer it. So again and again sit on the asana and make it sit on the asana and begin a dialogue. Let each of them express their desire, approval and disapproval. Try to see that both find a way to fulfill their desire, talk to each other, discuss with each other.

It the obstacle is from within then it is useful to talk to friends and your children. This experiment will have surprising results as it will throw a new light on the obstacle and also find a solution.

Radial diagram centered on "Who is Stopping Me" with the following labels: Do not know; In stability; Physical Mental Handicap; The work should be complete; Critical Outlook; Lack of Ability; Lack of resources; Am not clear what I want; I cannot risk what I have; I cannot risk what I have; Lack of communication skills; Lack of self confidence; I dislike myself; Responsibilities; Harmful habits; Belief that I cannot be like this; I am contented with where I am; Expectations of others; Weak Health; Need for security; Do not know its utility; Fear; Lack of Motivation; Life script; Lack of problem solving ability.
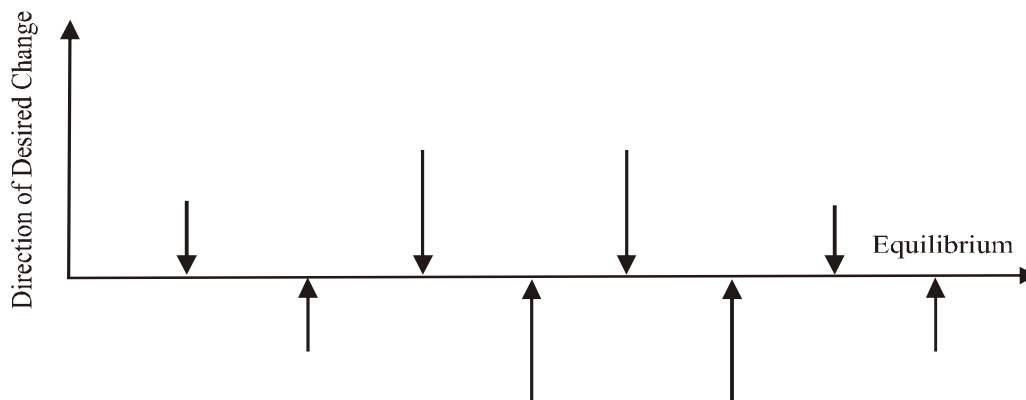
6.0 How will you get there?

Due to lack of effective planning many good decisions are not implemented. We have many brilliant ideas and we start work on them without planning. As a result we feel that the task is impossible to accomplish and we begin to feel that we do not have the expected time, energy and motivation. To solve this problem we must carefully plan everything.

To make a plan the action must be divide into various phases---

1. We must calculate how to reach the place we want to go from where we are.

2. Divide the whole plan into small units.

3. Organize the smaller units in an order and then mention the time frame required to finish it

4. What aids and resources are required to execute the plan successfully.

6.1 Force Field Analysis

Sociologist Kurt Levin has suggested a pattern that will help us to get there. According to him we always maintain a state of equilibrium even if it means stillness. This equilibrium is attained due to a balance between forces operating from opposite directions. Force field analysis can be done through a pattern of favourable and unfavourable forces. The vertical lines will indicate the force of this.

Chart with vertical axis labeled "Direction of Desired Change" and horizontal axis labeled "Equilibrium", showing downward arrows (unfavourable forces) and upward arrows (favourable forces).

 There are many alternatives to move into the expected direction:
* Develop the favourable forces.
* Do both the things together
* Reduce the unfavourable forces.
* Make use of new forces
* Reduce the pressure of change. Maybe your excessive expectations are affecting this adversely.

6.2 Practice

How do I get there? Contemplate on this.

Keeping this question in mind draw lines on all sides and also the emerging solutions. Write down all the possible solutions. They might be realistic or unrealistic, just jot them down. Later on think of their practicality.

Many times the unrealistic things can help discover effective solutions. Later on work on these solutions within the context of your belief, value, faith, obstacles, limits etc. You will reach a solution that will integrate all the perspectives.

7.0 What help do we need to reach there?

When we begin a new work we must have the right things. If we do not have the required right mean then we are not able to complete the work. Many times we have to abandon a project or delay it because of this. So we must map our resources. What are the things that we require before we begin the work and what do we require while working. We can classify our important things into: 1. personal resources, 2.human resources, 3. physical resources

7.1 Personal : Personal resource can be identified by a self-assessment. You can assess your self through psychological experiments; know your self better through your friends.

This self- assessment will include your ability, knowledge, skill, value, belief, faith, outlook, aspirations.

Your abilities must be compared to the expected resources because we will need them to reach our destination and to stay there.

This comparison will also clarify those expectations that we have before the work begins and during the work.

 7.2 Human Resources : For success human resources are necessary. As the work progresses we need experiences friends, guides, and mentors who will keep our enthusiasm alive. During the work we also need the criticism of our friends. They can give you creative suggestions and helpful criticism after listening to your views.

For any big project the help of the family is also expected. Apart from the family we expect correct information or the right knowledge from others. Counseling agencies can also help. Choose those who will work with you in keeping with your sentiment and counsel you in a very affectionate way.

7.3 Physical Resources : This includes monetary and technical resources. Time and availability should be considered. To utilize our potential we must give full attention to our resources. It will not do to sit idle saying that we do not have the resources.

7.4 Do this exercise : Make a map and in the center note down the things expected to reach there. From the center draw branches and on these write the names of people who are related to you, what your expectations of them are and also what they expect of you. The changes that you want to bring into your life can affect these expectations, and by specifying your dedication and expectations, talking to those people, you can seek their help and increase mutual understanding. How and in what way can those you listed in the map help you? For instancecan they help you out in your inner workings or in the external action? Can they give you the support that you seek or do you have to look for help outside?

7.5 Analyse your self : In a map indicate the important things that you require and also indicate what you have with you and what you require immediately and what you will need later. You can consult a friend or an expert for this.

8.0 How will it feel on getting there?

It is necessary to know very clearly your goal in life. We must have a very clear picture of what we want to accomplish. We must also assess the worth of what we are trying to achieve. The architect makes a plan of the building that he is going to build, similarly it is necessary to have a clear awareness of what we are seeking.

It has three advantages;
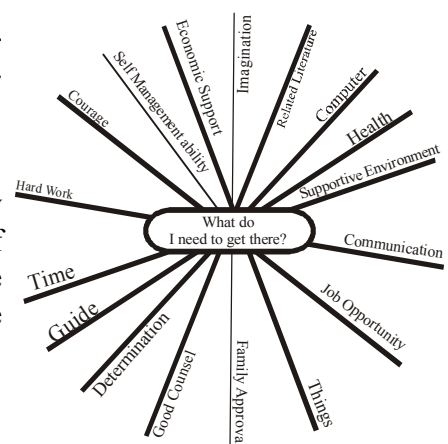
1. This can help to make amendments and changes whenever required.

2. It is easy to visualize the challenges, difficulties and the obstacles that would come later.

3. This helps to retain the enthusiasm and the interest.

It is mandatory that you clarify your goal---

8.1 Mapping the goal : If you have prepared the patterns we had done so far then you have an idea of the direction you are heading, the practical problems that are likely to crop up and also known the ways of getting there. Or maybe you haven't clear concept as yet.

You are expected to integrate your past and prepare an outline of the future with a realistic base. This outline will help you move ahead towards your destination. As you focus more and more on your destination you will get a new surge of inspiration and energy and there will be a stronger urge to move ahead.

It is requisite that everyday you concentrate on the outline of your goal and its results. It will strengthen your resolution and your dedication to your aim. You will move steadily towards a direction.

8.2 Confronting Inner Resistance : It is difficult to focus on your aim when you have doubts or adverse thoughts coming to you. An excessive fear and resistance can change the outline of your aim. In such a situation it is expected that you look at these resistant ideas, understand them and include them.

Repressing these thoughts, or neglecting them or by imposing your goal on your self can create an explosive situation within. Whenever such thoughts come d not fight with them, rather accept them in a kinder way. It can be dangerous to go for a change or move in an unknown direction. Therefore if you know the difficulties that will come later and are prepared to face them you will never be disappointed and your enthusiasm will never fail.

If we keep our outlook clear during the conception and attainment of the goal then the doubts, problems and obstacles will automatically dissolve. For this we must have patience and continuity and not let doubts and resistance dominate us. Rather we can use them to our favour in our journey towards the goal.
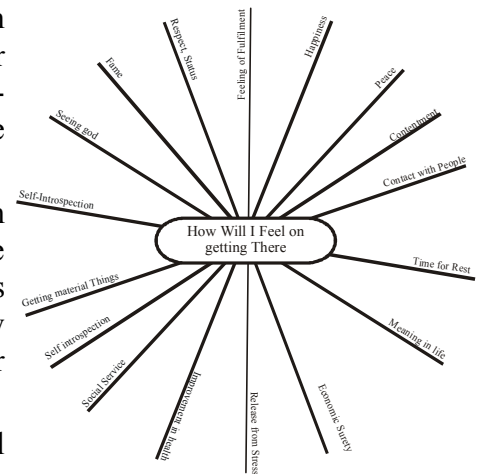
8.3 Insight of the goal : You have drawn different maps of life but when we will practice the insight of the goal then we will have to review those maps again. This will strengthen you towards your purpose.

When you get an insight of the goal, you see your goal again so fill it with the colours of your imagination. See it like a moving film. Change its size, make it big and make it small and try to expand it as much as possible. Jot your impressions down. Maintain a diary and write your thoughts related to your goal everyday, interpret your dreams, read the biographies of great personalities. Do these things everyday after your daily insight into your goal.

Keep the outline and map of your goal in such a place from where you can see it everyday so that it acts like a daily reminder. This will help you to use your imaginative power to the maximum.

8.4 Do this Exercise : Before putting your plans into action meditate what your life would be on attaining your goal. If it involves a major change then divide your life into smaller phases and refine them.

In the next phase if there are any impossible or unreal imaginings get rid of them. Prepare your reliable friend with arguments in favour of the clarity of your vision and also your dedication to your goal. In the final phase when you are fully convinced of your goal then how will you feel on attaining it? Try to imagine this. Imagine and visualize the scene of accomplishment. This will prompt and motivate you more and it will take you closer to your aim.

Summary

We have used different kind of maps to know our life more closely. This process was developed by John Heron. Such maps connect the past, present and future.

The first question relating to life is'' who am I?' The internal sources of an individualhis faith, value, aspirations connect him to his real form. Beyond every accomplishment is the wordless experience when we confront our inner self.

To know the self means to know the past. This helps the individual to draw light from the past to see his present clearly and to be responsible towards his future.

The individual uses his forces in different directions which halt his progress. To progress one must know the right direction and for this one must make the right choices and abandon the other alternatives. Or at least one must make priorities.

When we choose a new route we invite difficulties and challenges and crossing these obstacles display our single-minded pursuit, inspirations and skills. By being conscious of these impediments the individual also carves a way out of them.

Through an effective planning we can easily execute all our plans and develop the favourable forces and weaken the negative forces, develop new powers and also reduce the pressure of our desires.

To be conversant with the resources required for work ensures the success of the project. To utilize our potential to the maximum we must concentrate on all the resources.

If we know what we want then it is easier for him to amend or change his plans and he can also foresee the difficulties that are likely to surface. This helps to retain his enthusiasm and his interest.

QUESTIONS

Essay type

1. What maps are used to interpret the journey of one's life and why? Elaborate in detail.

Short answers

1. What is life script? What is its role in goal attainment?
2. State the importance of effective planning and also specify its phases.

Objective Questions

1. To be familiar with self in self management----------- is used.
2. Who am I ? what is the closest answer to this?
3. What is meant by independent personality?
4. What is the benefit of deciding the priorities of life?
5. How will you deal with the obstacles that come in the way of attaining your goal?
6. Due to lack of effective planning many------------------ are not accomplished.
7. What are the alternatives to move into the desired destination?
8. Into how many parts can you divide the necessary resources to achieve success in goal?
9. What is the utility of being conscious of your goal?
10. What happens if you have insight into the goal?

Reference Books

1.Acharangbhashyam---- Acharya Mahapragya, Jain Vishwa Bharati Institute, Ladnun.

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Unit-1. Introduction to Personal Management and Career Development
Chapter-3: Ways of Increasing Self-confidence

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Dear Students,

In the previous chapters you learnt about the nature of personal management and also about self-knowledge. Hope that you worked through the tasks and activities as well. In the present chapter we will move beyond knowledge and talk of confidence. Self-knowledge displays belief and belief leads to knowledge. This helps the individual to virtuous life. Hence Jainacharya Umaswati discussed the rules of redemption as correct belief, correct knowledge, and proper character to attain the path to salvation. In this chapter you will learn-

1. the meaning and nature of self-confidence
2. the source of self-confidence
3. the state of loss of self-confidence
4. ways of increasing self-confidence
5. the impact of self-confidence on inter-personal relations

Introduction

Self-confidence means to have faith in the self or one's faith in the self. Confidence imbibes new information like a strainer. It disposes those things that do not agree to one's faith in oneself as unnecessary and waste. On the other hand things that agree to one's beliefs are easily assimilated.

In this way one's confidence can either be a medium or an obstruction to taking in new information. Similarly in taking on a new project, in solving a problem, in maintaining relations confidence can be either a means or an impediment. Hence how to strengthen one's faith in the self? How to keep one's faith going on? To be successful every person needs this knowledge.

In truth no incident or situation in life has an independent value. The value is determined by the perspective or faith in which the individual receives every incident. For instance to stand in a long queue to buy a ticket can be a hassle for some while this might be a daily routine and reality for some other. Hence our faith, outlook, and belief give meaning to our life. Thus how we see and define ourself has a great impact on each and every aspect of our life. In this chapter we will discuss self-confidence in great detail.

1.0 Meaning and Nature of Self-Confidence

The impact of self-confidence extends to every area of our life. It affects our inter-personal relationships, accounts for our success and failure. A confident person exudes success and spells happiness, contentment, and purpose. And confidence is cultivated when we are assured of our utility and meaning ant till we are convinced of our utility we cannot be confident and assured. Also to be confident one must have inner motivation and move ahead with that motivation.

What is self-confidence? The term breaks up into two distinct words-self [atma] and confidence. The self here does not refer to the soul as in philosophy. It means being, our self, related to me as we see our self in the given present. Confidence refers to faith, belief, loyalty etc. hence the term means belief in the self and the faith of the self.

Self-confidence is the level of belief in the self. This is a way of measuring to what extent we accept our self. Do we accept the existence of virtues and the evil within us as it is? At a mental level how do we feel about our well-being?

The general meaning of self-confidence can be listed as-

1. To what extent we believe in our self?
2. How do we feel about us?
3. What is our perspective about us?
4. What is our faith, our assumptions?

Self-confidence connects the individual to his work and gets fully immersed in attaining his goal. Unless the individual is assured that he can accomplish a task he will never be able to do it or even attempt to do it. Hence in order to complete a task self-confidence is necessary. Self-confidence relates to self-image, self-respect, self-glory, pride in one self, and a compatible outlook.

1.1 Self-view

When we look at an object again and again it helps in building faith in that. If an individual is asked how he looks at himself then he might be silent or he would elaborate on his height, colour, features etc. This way he relates to his physicality. Some might even relate stories of their life, or discuss their profession. But all this does not tell us about our real self. If an individual looks beyond his physicalities, his skills and talents and peeps inside then he will experience the real self, be aware of the real self and the confidence it evokes. Self-confidence is really a way of evaluating one's utility, value and the realities of one's existence. This has an impact on every action of our life. This evaluation keeps varying according to the situation, action. It also changes when we make comparison with others, and according to the event, work or circumstance. It varies in different situations.

To be confident does not mean that we are complete and that there is no scope for further improvement or change. Such a situation can also be falsifying, lead to mistakes and face criticism from others. But such a situation does not shake the confidence level or create despondency. A person learns even from failure and moves on.

1.2 Self-Reflection

Self-image is how you view yourself. Your self-reflection differs from the view of yourself reflected in your eyes [which is the way the world looks at you] or what you want of yourself. It is your evaluation of yourself and it deeply affects your self-confidence. We form assumptions about ourselves and consequently a self-image from what we hear others say about us since our infancy. And it is not easy to change these deeply entrenched assumptions or this self-image.

Negative assumptions about the self or a negative image about the self makes one passive and hampers the gregarious instincts. On the other hand a positive self-image makes an individual active and outgoing.

People with a positive self-image feel that others like them and that they are capable and that the society welcomes them, that they have lot of career options and also the capacity to understand others. Hence their behaviour is exemplary and positive.

Although it is difficult to change negative view of the self, it is not impossible and efforts can be made to get rid of it. There are many remedies to convert the negative view into a positive one and to free the self from unwanted negative view. For this the only thing necessary is a determination and the will to change. This will fortify your self-image and make it affirmative, increase your faith in yourself.

1.3 Effects of Lack of Confidence

Those who do not have positive self-image and consider themselves inferior are in short-

1.   Find it difficult to connect to others.
2.   Take an unusually long time to take a correct decision and execute it.
3.   Scared and insecure in their environment.
4.   Cannot take the compliments from others in the right spirit.
5.   Waste their time worrying what others think of them.

1.4 Consequences of Self-Confidence

When we harbour a positive outlook about ourselves and feel good then-

1.   Feel vibrant and empowered.
2.   Have faith in our ability.
3.   Have the confidence that we can steer clear of troubles and also deliver our best.
4.   Have a lot to contribute to others and keep a level head unaffected by praise and encouragement.
5.   Be open to suggestions and reactions and even criticisms from others.

1.5 Distinctive Qualities of the Positively Inclined

People with an affirmative outlook have the following qualities-

1. Have a definite set of values and principles in which they have a firm faith and they want to preserve them at every cost. They change their values only when it is absolutely mandatory.

2. Execute their correct decisions without regret even if others do not approve of them.

3. Do not waste their time brooding over the mistakes of the past or look apprehensively towards the future.

4. Retain their faith and self-confidence even during failures.

5. Do not rate themselves inferior when confronted with the abilities, status of others and from a spiritual angle consider every one equal.

6. Are sensitive and conscious about the needs of the self and others.

7. Refuse to be cowed down by the pressures of others.

8. Are kind towards others and are ready to imbibe the qualities of others.

1.6 Practice

Sit in a meditative posture. Take a slow, long breath. Recall those moments of life-Experiment:-

1. When you found yourself useful and important[even if they lasted a short time]

2. Recall those moments of life when you thought life was meaningless. Live both the experiences intensely.

3. Now imagine a scale of 1 to 10 in which 1 stands for totally meaningless and 10 equates meaningful.

4. Rate the experiences of the past on this scale.

5. What stage of affirmation does it denote?

6. Does it confirm your belief in yourself?

S.No.	Incident	Scale
1.		
2.		
3.		

S.No.	Virtues	Weakness

Experiment:-

2.1. Imagine that an unseen power is relating your virtues, conduct, and outlook. Note them down.

2. What are the qualities you would like to hear? What are the things that you dislike? Which ones are easy to accept and what are difficult to accept? If these qualities are bought in front of everyone how will you feel and how will you react?

1.0 Source of Self-Confidence

Our self-confidence originates from our own view. It is truly said as you conceive so you create. Generally we form an opinion about ourselves, and the conduct, thoughts of others based on our perspective. Our assumptions and values help us to evaluate ourselves as well as others. Generally a person rates only those areas valuable or important that he considers good and performs well there. On the other hand those areas a person rejects are not important for him and if he does not do well there his confidence is not shaken. If he fails in what he rates important and valuable his confidence is deeply affected.

A correct evaluation of circumstance, facts and values can stabilize and strengthen self-confidence. Our self-confidence does not depend merely on where we are placed at present but on how much we want to improve in the future. Some people make a realistic evaluation and plan in accordance with their limits and abilities while others go beyond the realities of their capabilities and live in a dream world of impossibilities. They nurture impossible dreams and aspirations. This adversely affects their self-confidence.

Those who keep the doors of possibilities open are the self confident ones. On the other hand people whose lives have little or no opportunities of growing lose have low levels of confidence. They are liable to suffer from low self esteem. Everyone has specific areas about which he feels confident and strong and pockets of weakness that pull him down. If we estimate the areas, opportunities, situations, and our virtues correctly we can fortify our self-confidence.

2.1 Analyze your self

Think about the following:-

1. How do you want to see yourself?
2. What do you like about yourself and what do you dislike about yourself?
3. Consult a friend and find out what he likes and dislikes about you.

   Compare these things and study the similarities and differences. Now how do you feel about yourself?

2.2 False Assumptions and Outlook

Self-confidence comes when we accept ourselves as we are, when we understand our virtues and strive to improve on them. To know our self is not as easy as it appears to be. As we grow our assumptions and outlook change and in this process we adopt some false assumptions as well. We try to hide our weaknesses and present a front that does not exist hence we move further from reality. We do this because that is the way others want to see us or what the world expects of us. We cannot refuse others or deny them hence in order to win their approbation and love we behave in a way that is not our real self. We cannot show our reality. Another reason is that we regard somebody as an ideal and so we start imitating them. In certain ways this is good and necessary too. But when it becomes a blind imitation and when we try to become them without imbibing their qualities and talents then it is harmful. This makes it impossible to attain an ideal and we are distanced from our real selves. This is a miserable situation.

When we are divorced from our reality and live a life in confirmation with the expectation of others ands seek their approval then we feel a hollowness within and also realise that what we strive for we are not able to attain. This is a painful situation.

2.3 Correct Assumptions

In our infancy the self is like a seed with immense possibilities of germination. For its complete growth we need to preserve it carefully. It is a bitter fact that the road to development is full of challenges and risks. Hence we have to be very careful and cautious.

As far as our self-confidence is concerned the first requisite is that we accept our self as we are. When we accept the realities of our self we derive strength to accept our weaknesses with the same composure as our virtues. Hence we are eager to rid ourselves of our weaknesses. And we also have the courage to present ourselves honestly to others. And this also helps us to know more and more about ourselves.

This though involves a risk too. People can take advantage of our weaknesses and to escape that we might be forced to choose ways that might not be compatible with our real selves. Or people can harass us for our weaknesses and all this can affect our self-confidence and we might accept the false assumptions of others as the reality.

In our childhood we are unable to comprehend why others feel in a certain way about us and say certain things. We feel that since others dislike certain things about us so we are no good. These negative thoughts control our positive ones. If we want to be free of these falsifying assumptions then we must relive the experiences of the past and assess them. This will help us to reach our true selves. This might shake us a bit and we might feel a lowering of self esteem, feel very inferior. That is a good indication that we are able to confront our false assumptions and reach the reality level.

2.4 Areas of Self-Confidence

Self-confidence develops when we introspect every phase of our life. If we are confident then we can evaluate every achievement of our life, inner or worldly. We do not depend on a single area rather we look at ourselves in a totality as for example
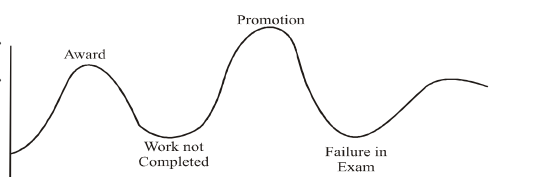
1. Our intrinsic values, principles, identity, belief, feelings, assumptions etc.
2. Our achievements, monetary assets, material accomplishments, mental capabilities.
3. Ability to fulfill the expectations of the self and others, working capacity, success in the exams, and attainment of our goals.
4. Social relations, affection, motivation etc.

3.0 Loss of Self-Confidence

We hear millions of comments about ourselves from infancy to youth. These are made by our parents, elders, teachers, friends, relatives. These might be favourable and unfavourable. These help us to know ourself better. These comments form our assumptions about the self and also construct our self-image. When we hear others talk of our virtues our self-confidence increases but when we hear of our weaknesses we are depressed and lose our self esteem.

3.1 Negative Information

There are many occasions in life when we become familiar with our weaknesses and failures. Often we have to put up with criticism from our parents and relatives who disapprove of our schemes and dreams. Our dreams that seem so important to us appear trivial and stupid to them.

In our youth we constantly hear criticisms. People comment about our abilities, and this affects our self esteem. Many people make fun of others for their own amusement and this also influences one's esteem. Through so many different mediums we accumulate negative information. We also become victims of the media and the entertainment world which present fictitious images, create mythical figures, and such attractions. These create a sense of inadequacy in us and we feel puny and an incompleteness within us. We are depressed and dissatisfied too. And when we hear adverse things again and again they become part of our thoughts and we cannot make an independent evaluation. This scares us.

3.2 Results

Wrong Decisionswhen we are constantly subjected to negative comments, we are distanced from our real selves. Our real sentiments, aspirations and interests get buried beneath the load of other's expectations. And we nullify our self, and removed from our own feelings we live a life confirming to other's expectations. For instance many of us choose our careers to please our parents, elders, and friends or even influenced by the entertainment world.

A Feeling of Emptiness

If an individual has lost touch with his original form then he will always feel hollowness within, will feel drained of his strength. Even when he wants to do something for self contentment he will be conscious of lack of time or he will be troubled by unhappiness induced by circumstances. He would not be able to spontaneously accomplish small things and these things would bother him.

Discontentment

Many are not happy or contented despite the fact that they have a house, vehicle, money, family. The reason behind their unhappiness eludes them and they cannot understand what is wrong with their life.

Lack of Enthusiasm

Our suppressed feeling, aspirations, desires lead to a sense of incompleteness. This makes an individual restless and depressed and he distances himself from others. When a person loses self confidence he also becomes careless about himself, loses the enthusiasm to embark on new things or even loses the energy to accept something novel.

Happiness, peace and contentment are attained only through an understanding of the self. And through a discovery of the inner feelings and through courageously making choices moving with time and social norms. This helps increase confidence and happiness. Life sees a lot of changes-in terms of our sentiments, situations and the ups and downs. Hence our confidence levels also change and this is part and parcel of life. in reality we are the token of balance between our feelings and circumstances that weaken our self-confidence. We should be aware of such things and be careful.

Where we are likely to fall we should be cautious:-

1. Everyone seeks love and encouragement. But if he fails in other's expectations then he is deprived of affection.

2. In such times in order to win the approbation of others people even make compromises. Then he feels that it is easier to imitate rather than live with his self.

3. In such situations the individual dwarfs himself and copies others. He does not strive to understand his self. This leads to a loss of self-confidence and esteem. Hence every individual should be aware of his inner being and his potential.

3.3 The Conduct of Uncertain People

1. Such people criticize others behind their backs.
2. They denounce others, find faults with them.
3. They become proud and think they know everything.
4. They pull others down to emphasise their importance
5. They are selfish and petty.
6. They are fatalistic and lack the courage to to take a decision and work on it.
7. They are jealous.
8. They cannot hear constructive criticism. They will justify everything.
9. They cannot be alone by themselves.
10. They have no compatibility, sameness or balance.
11. People are put off by their behaviour hence they are isolated.
12. They are very touchy and cannot bear even minor things.

Even those who are assured sometimes behave like these people but there is a different reason behind their conduct. Even the self-assured may be solitary at times and that is because he prefers to be so. On other hand the uncertain kinds live alone because they become restless and insecure in a crowd. His conduct also isolates him.

A comparative study between the two can be illustrated by the table given below:-

Serial no.	The self-confident ones	The uncertain types
1.	Humble, disciplined and decent	Insolent, proud and indecent
2.	Protect their character	Worried about their false pride
3	Strong decisions	Insecure, indecisive, confused.
4.	Responsible, dutiful	Blames others.
5.	Always think of others benefit	Selfish, greedy.
6.	Optimistic	Fatalistic.
7.	Always try to understand others	Never care for anyone except the self.
8.	Eager to learn.	The"I know everything" attitude.
9.	Sensitive, considerate, ready to understand	Sentimental, affected by small things, be imbalanced by minor things.
10.	the pain of others	Burdened by loneliness.
11.	Solitary	Argumentative, fond of disputing
12.	Communicative, always ready to connect to others	Belief in materialistic acquisitions, monetary strength.
13.	Belief in the capability of the self Inspired by the intrinsic worth of the self	Inspired by external motivations.

1.3 Attempts of the Self-confident

The purpose of the table given above is to know the self and not to induce guilt feelings. It is not necessary that all the signs mentioned above would be concentrated in one person. A person after knowing his distinctive qualities can improve on his virtues and attempt to rectify his wrongs.

It is generally seen that a self-confident person tries to assimilate the following qualities in himself:-

1. Self-knowledge- tries to know the goodness and weaknesses within.

2. Self-confidence-believes in the abilities of the self.

3. Self-acceptance- accepts the goodness within and this rids him of his inferiority complexes and gives the courage to confront his weaknesses

4. Self-respect-respects the excellences of the self and tries to improve further on them. This helps in managing time and his strengths.

5. Self-worthgives importance to his worth, abilities and knows its utility and value.

6. Self-disciplinedo not waste their time and energies on their weaknesses and infirmities.

7. Self-satisfaction- happiness and contentment with the self. Sensitive towards the sufferings of others. Conscious of their social responsibility and duty.

On the other hand those who lack self-assurance are-

1. Self-deceit- never attempts to know the self and the virtues and weaknesses within. Rather escapes them. Ignores the voice of the conscience while doing wrong to others and deceives the self.

2. Self-doubt- since he is ignorant of the virtue and weaknesses of the self, his imperfection takes over hence he is always doubtful.

3. Self-denial- he is always prey to his imperfections but at the conscious level he keeps denying it and never gathers the courage to accept his infirmities.

4. Self-putdown- he is unhappy with his mistakes and feels guilty too. Sometimes the situation becomes so bad that the individual begins to hate himself.

5. Self-abuse- some people cannot comprehend their qualities, abilities, interests hence they can only see their infirmities and so abuse themselves.

6. Self-indulgence- since they allow their weaknesses to take over they spend all their time and energies managing such things. This is harmful for the self as well as for others.

7. Loneliness-when a person invests all his time in harming others then he gets distanced from others. He is deprived of the support, encouragement of his community. He becomes isolated and he falls in his own estimate. He can never be contented, fulfilled, or peaceful.

4.0 Increasing Self-confidence

To progress in life we need to focus on decisions, implementation, results, apart from meditating. But giving it a spiritual angle creates a problem and that is memory. We get removed from our basic disposition and feelings. Who am I? And what do I want from life and such basic questions get obliterated. Thus it is necessary to be conscious of our inner feelings to maintain a balance so that we are connected to our basic essence and the aim of life.

4.1 Self-Analysis

To increase self-confidence the basic requirement is to look inside, to accept the goodness and evil as they are which means to seek what we are at the moment and not to be enraptured by pictures of what we want to be in the future. We have to seek connections between our past, present and future and know what assumptions have we made influenced by our past? What do we want to become in the future? What do we feel about ourselves at the moment? What is the connection between these three? These are answers that we must seek.

For instance we find that we are good in our work and alert too and so we are successful. Still we fail sometimes and that puzzles us because we want to be always successful. When this strikes us a conflict arises within us-a conflict between our ideals and reality. Thus a struggle begins between the reality of the present and what we want to happen

in the future. This happens because the message that we convey to ourselves and our thoughts are different from our feelings of the present and that is different from the reality.

Generally every individual consciously or unconsciously sends the signals and information about himself to his inner self. Some of these are positive and some are negative. And this grows within us. Generally the negative inputs influence us rapidly. They dominate us like a tyrant and compel us to work accordingly. They also tell us that there are certain things that we can do and some that we cannot do and you must do this or you shouldn't do this etc. but this is not our reality. Generally the negative inputs surface again and again like a feeling that my memory is weak and I cannot memorise this etc. though we want to memorise the lesson but the other feeling pulls us down and there's a conflict within, which wastes a lot of time and energy and create unhappiness and discontent.

4.2 Observation of values.

The negative values do not come on its own. It is related to our past. They are prompted into being by some incident of the past and that connects to our behaviour, conduct and disposition. They throw us beyond our control and these surges happen in such a way that it appears very natural to us and we do not even realize this. After the incident we regret and realize that we have repeated ourselves and that this had happened earlier too. We wonder why we do this again and again. This thought and feeling instills new values in us and reach inside us.

For instance in our childhood we often hear our elders directly or indirectly telling us that we are useless and that we cannot do anything in life. This pains us. And when we hear the same thing on growing up it brings all the bitter memories back and we relive those painful moments again. The same values are re-iterated.

To handle such a situation a person reacts in various ways. He can be aggressive or be defensive and give excuses to justify himself or he can be very despondent and depressed. He might even try to represent his achievements in a bloated manner.

If we do not filter and refine the negative comments, information and feelings that have percolated to us then we will fall in our own esteem. We will feel inferior and not be able to tolerate the success of others. These might even appear imaginary to us.

There are different ways of breaking the harmful values of the past. An important way is to be conscious about the events of the past, to relive those moments that gave us pain and suffering and think over it. Now what kind of feelings emerges? What changes do you notice in your body? What are the reactions within? To observe those situations like the seer will reduce its impact.

4.3 To View Feelings

There is another way of getting rid of negative values and that is to be conscious of the body. Just as being conscious of our expressions help us in making decisions so it is useful to be conscious of the body. A slight pain, or a mild fever, or a body ache are symptoms of internal troubles and they also reflect our feelings.

If we are alert about our body it helps in raising levels of confidence. We must also ask how conscious we are of our bodies? Do we eat in accordance to our body or to satisfy the taste buds? Do we practice yoga asanas? Do we do any physical labour? As much as we keep the needs of our body in mind so much will we increase our respect, keep ourselves healthy.

Thus we must pay attention to our feelings and also to our body, give them importance. If we neglect our body the conflicts within will increase and this will be lethal for our confidence. If we respect our feelings and the needs of our body we will respect ourselves, respect our personality and existence. To ignore this is to humiliate and disrespect the self.

We must be our friends, respect our feelings and solve them, give more importance to the qualities within us, encourage them, plan our time and organize our energies. This will help us to increase our self-confidence.

Ways of Increasing Self-confidence

Apart from the above-mentioned solutions, Shiv Khera in his book You Can Win has discussed many other solutions-

1. We can increase our self confidence by improving our actions and evaluating ourselves correctly.

2. Self-confidence also increases when we get praise, honour from others. Hence we must always be with good people.

3. Get into a constructive habit of evaluating yourself. This also increases self-confidence.

4. Convert your weaknesses into virtues. For this read the biographies of people who have converted their failures into success, struggles into glories, losses into gains. Such people will not let you be despondent or depressed.

5. To increase self-confidence do something for people who cannot return your deed. To do a good deed without expecting a return increases your level of confidence.

6. Learn to praise others and deserve their praise too. Do not spare a single opportunity to praise others and remember that cordiality, truth, and integrity will always reflect your inner being.

7. Accept responsibility- always accept responsibility for your work and your conduct. Avoid excuses and blaming others and this will increase productivity and self-confidence. A person has many responsibilities

* towards self   * towards family
*towards work   *towards society
*towards environment

  we must accept all this.

8. Practice Discipline-self discipline does not decrease our happiness, rather it increases it. We see that despite potential and ability many people are not successful. They are discontented and blame fate for their problems. But their problems arise because ogf their lack of self-discipline.

9. Set goals--a clear and correct goal always give a direction to the person. When we are successful in our goal we are happy and it increases our confidence. We get true happiness from achieving our goals and this in the true sense is self-confidence

10. Be connected to people characterpeople with a high moral values are the ones we must seek and their company will always boost your confidence

11. Be driven by inner forces and not outer dreamsas long as we give importance to external things we will always be unhappy and helpless. Till we accept responsibility for our work and conduct we will never be confident. So we must ask ourselves a few questions

Why am I upset?

Why am I angry?

Why am I depressed?

To be happy is the result of self-confidence. It is not necessary that those who have everything in life are happy. Happiness is an inner state of being. Some of the mental conditions that can induce happiness? Seek goodness in every one and in every situation.

Set your standards sensibly.

Try not to be influenced by false criticism.

Live every situation to the full.

Engage in creative work.

Learn to control over things. Do not be worried.

Do not have ill feelings for the self or others.

12.Give yourself positive auto suggestionsauto suggestions affect our subconscious levels and increase our self-confidence and this is reflected in our bearing and conduct. Auto suggestion affects our behaviour and improves our self-confidence. It prepares us for a tomorrow and fills our life with self confidence and new assumptions. For instance

I can handle this

I can do this

I am good in mathematics

My memory is good.

13.Make a table of your weaknesses and strengthspeople with self confidence know their weaknesses but increase their strengths. Until we recognise our strengths how will we increase them? Concentrate on what you want to do or become and not on what you don't want to do or be. This will increase our confidence.

14.A healthy level of self-evaluation does not mean that one is perfect and there is no scope for improvement. We can still commit mistakes despite being confident. We should not seek excuses for our mistakes even if others make negative comments. In reality he should improve on his mistakes.

15. Right from his childhood we make determine our confidence levels. The encouragement given by others help us to form opinions about our self. Guidance from others helps to increase our confidence level but if the guidance given is not healthy then it has an entirely different impact. Some people have impossible goals and when they fail to achieve that their confidence dips.

16. Some people choose attainable goals and succeed in attaining it and this soars their self confidence. While some people choose impossible goals and they cannot attain it so their confidence dips.

17.To attain self-confidence begin with easy work which will ensure success and with every success your confidence will also increase. This makes it easier to succeed every time. That is why parents, teachers, officers or leader make people or children do easy work at first. With every success the confidence level of the child goes up and so does his self-esteem. And if this coupled with nice incentive then the confidence increases.

1.4 Exercise and Points to Remember

In a meditative mood try to recall those moments when you felt good, happy, contented. This might relate to your work, ability, family, achievement or prosperity. Think of this.

Similarly try to recall those hindrances, events, your bad habits. How did you feel then? Try to have a dialogue with those obstacles. Ask them why they exist? What do they want? How to be rid of them? Etc. Listen to them and contemplate on them.

Points to Remember

1. Try to strengthen your values. And try to suggest" I am alert, clever, conscious, and able." Write them down at a place where you can always see them.

2. Evaluate your daily routine. Accept gleefully the happy things and try to encourage the self to do more of them.

3. Avoid company which can lead you to bad habits or produce despondency or a sense of inadequacy in you.

4.   Be conscious of your physical, mental,emotional states and needs. Realise their value and worth and respect.

5.0 Self- Confidence and its Mutual Relation

Our self confidence affects our relationships too. If we suffer from a low self-esteem it is extremely difficult for us to connect to others, have a dialogue with them, interact with them. And when another makes a conscious attempt to talk to us we become apprehensive.

With low self-confidence we cannot attract people to ourself. It is true that our face gives us away so our face will tell what we want so people with low self esteem cannot make friends and even when he makes friends he cannot retain the friendship. If we do not assess ourselves properly it becomes difficult for others to do so. And even if the other knows our ability it would be difficult to show it to others. The other would not believe that you have the potential or skill. If we want that we must move ahead in our work place, be respected, that our ideas should be considered, that we must be given responsibility then it is necessary for us to assert ourself and how our qualities to our senior. Even if your officer knows your ability you must have the confidence to carry out your potential and responsibility.

If a person is not confident then he cannot haver an honest dealing with others. He would easily be hurt by the comments of others because he lacks confidence. On the contrary if you are confident then your relations and dealings are assured and stress free. He is not hurt by the comments of others rather he takes them in his stride and in the right context. His thoughts and ideas are taken seriously. When we respect ourselves, our potential and assess them rightly and utilize them then the world around us also respects us, evaluates us and gives us due importance.

5.1 Develop Your Communicative Skills

We must always attempt to clearly express ourselves. But when we do not share a cordial relationship with others it is difficult to talk to them and we cannot communicate our desires, feelings, needs to them. Also we avoid trying to know what others think of us. We are scared that the other might criticize us. This fear prevents us from expressing our true feelings and we try to find other mediums to communicate to others or communicate things indirectly which obviously do not have good bearing on our relations. Hence we must learn the art of communicating our thoughts to others without hurting or offending them and win the approbation of our teachers.

To win the approval of others is good for self-confidence. To win the approval of our teachers and serious-minded people is an art. We are discussing certain points to help you do that

1. Discuss your flaws and seek their guidance.
2. Ask meekly about your failings.
3. Ask suggestions for improvement.
4. Ask them to assess a particular work.

If we listen patiently to our elders and seek their help it increases our self-confidence and it shows the way to be rid of our weaknesses and failings. They also reiterate our virtues which goes a long way to increase our self-confidence

Self-analysis

Meditate and try to list those people who increase your confidence, encourage you, help you to develop your qualities. Try to recall their approvals and thoughts.

Increase your contacts with such people in your every day life and avoid those who discourage you.

Summary
1. Self-confidence and work ability are directly related. Increase in self-confidence increases your work efficiency. Self-confidence literally means faith in your self and it comes when you realize your utility and value.
2. Faith increases when we look again and again. When we look deeply at ourselves we see the real self and this converts into faith in the self or self-confidence.
3. Those who not introspect but listen to the negative comments of others assume negative things about the self. But this can be overcome with a strong will power and determination.
4. Self-confidence originates from your view of your self. If a person looks at the positive sides of his life then his self-confidence also increases.
5. Often to win the love and approval of others a person hides his reality and assumes unreal things. This distances him from himself which is very painful.
6. He must free himself from wrong and false assumptions and look at the self and assess.
7. Often due to lack of self-confidence we take wrong decisions in life and this leads to a hollowness, unhappiness and discontent.
8. A self-assured man has a lot of qualities like self-knowledge, self-confidence, self-acceptance, self-respect, self-worth, self-discipline, self-satisfaction.
9. We can increase our self-confidence by self-analysis, review of our values, being conscious of the body and our expression.
10. Self-confidence also affects our mutual relationship. A self-assured man is certain of his relationships. He is not scared of the criticisms of others and takes it in his stride.
11. We must know the art of expressing ourself without hurting others. This increases self-confidence.

Questions

Essay Type

1. Discuss ways of improving self-confidence.

Short Answers

1. What areas can help us to increase our self-confidence?

2. What qualities does a self-confident man possess?

Objective Type

1. What is self-confidence?

2. How can we change our negative image of ourself?

3. What happens when we accept the self as it really is?

4. What happened when we lose self-confidence?

5. What is the meaning of self-discipline?

6. What is self-deceit?

7. What problems arise when we make changes in our thought process, execution?

8. What is the first step to increase self-confidence?

9. What happens when our confidence is low?

10. How should we win the approval of our teachers and elders?

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Context

Introduction

Man is a supreme being because he has powers of discrimination and this helps him to choose the direction of his life, be the god to decide his fate, construct a goal in life and attain it. But generally people are not familiar with their ability. They do not know how to utilize it. Hence many do not attain their goals.

In reality very few are able to make a goal and lesser attain it. They do not know the key to attaining their goal so many lack the enthusiasm to construct their goal. And a goal that just floats on the surface of consciousness is not an attainable one. A goal must penetrate into the deeper regions of the being to produce results. How is this possible we will study in this chapter

1. What is the scientific base for the construction of a goal and its attainment?
2. What goes into making a goal, its type, and the processes?
3. What exercises are given in the science of living for attainment of goal?
4. What are the helpful practical exercises to attain your goal?

Context

Nobody would like to travel in a train or a bus that does not go to a destination but most of us in the journey of life are moving ahead without knowing where we are headed. Life is precious. Hence we must be alert, should think, realize. Unless and until we have a purpose in life our life is empty and hollow. In the absence of contentment success has no meaning, life and its opulence and wealth have no value.

Life is not a game of jokers where we sit and silently watch things. In order to make life meaningful we must discover a purpose. If we buy the wealth of the world at the cost of our self-satisfaction and human concern, what is the point? A life without a purpose is like death in life. Hence we must seek a purpose in life and try to attain it.

Quest for purpose is a challenge. Very few are able to discover a purpose in life. Many of us just live through a life

without any evaluation. The sooner we discover a purpose the better. Once we discover a purpose and moral principles we can balance our personal end with a social responsibility. We become alert and know when we must be firm and when we have to accommodate. We become far-sighted and escape the temptations of small, petty and quick gains that prompt us to take wrong decisions.

We develop the ability to take far-sighted decisions and also begin to differentiate between self-centeredness, a human focus, and a spiritual outlook.

1.0 Construction of Goal and Attainment

1.1 The Need to Build a Goal : We must build a goal in life. This is a necessity when we are moving from childhood to youth, when we have to choose a career, business or employment. This choice is either made by the individual's initiative or according to the wishes of the family, dictates of circumstances, social situations or as fate decides for him. This is an important issue in life. What is the path he chooses? If he has faith in himself and if he believes that he is the maker of his destiny and that the reins of his life are in his hands then he must concentrate on building a goal, and on his abilities and possibilities.

Many people despite achieving a lot in their life and career are not happy. They feel a sense of emptiness and this increases when they lose opportunities of success. Circumstances go against them and in such a state of mind others appear more successful, contented and fulfilled even if those they envy don't feel the same way about themselves. Some people despite success in their professional lives and achievements are not happy. They want a change in their life. Maybe they have not got the goal they sought. Whether it is to change jobs in the beginning or a little later or to choose a new direction the individual has to decide whether he is independent or has left himself to the vagaries of fate. When the entire world is changing and technology is touching new highs, and work styles are changing rapidly it is necessary for every individual to think where he is headed. He must consider all the possibilities that take him ahead and reframe his abilities according to expectations around him.

1.1.1 New Training : To move ahead in life we must learn new things and in this learning age should not be a hampering factor. Knowledge is enlightening, and it frees one from misery. It is truly said that knowledge redeems. Without knowledge we cannot be freed of pain. We need two distinct kinds of knowledge-one that will help us to earn a living and the other that will teach us to live correctly.

The concept of education has also changed in the present times. Today education means a life-long process of learning. It is not limited to school going age. That is why thousands of mature individuals are opting for graduate and post-graduate correspondence courses. We must be sure how we are going to utilize our learning in our professional or personal life. If we have to move ahead in life then we must have a passion for learning and always try to acquire knowledge related to our profession or to improve our person.

1.1.2 The Need for Planning : If the individual wants to be responsible for his life then he must have a plan. Most of us have the capacity to plan. We plan our life and expenses at home and office according to our purpose and available resources. But we do not transfer this ability into other aspects of their life like constructing our life. The first requirement of this is to understand what we want from life, what our short term and long term aims are? Accordingly we have to plan our life.

If you want to have a purpose and convert the plan into action, then you must have keep your abilities and your potential in mind and develop them accordingly. Also you must consider what kind of atmosphere would you like to work in. The biggest problem that people face in making their goals and in its attainment is that they do not know where to begin. There are many solutions to these problems and you can consider them.

*In the previous chapters we learnt how by journeying into the past we can comprehend our achievements and experiences and take decisions of the future.

* By reviewing our present life we can fix our work priorities, understand our abilities and values.

*Through the exercise "where am I going" we learnt that we can get a realistic picture of the future, and our hidden qualities and our realistic strategies and plan. We can also evaluate every work that we do now and also our goal.

If you have thought over the above-mentioned facts then you have a clear picture of the futureits possibilities, attainable short-term and long-term goals. This insight will open new doors for which you will be ready, eager and enthusiastic and also ready to confront the challenges and move ahead.

Think of life as a hurdle race and to win this we have to cross so many hurdles. If an individual wishes he can convert these hurdles into opportunities of development. Never feel that what you have at present is inadequate, rather move ahead in life in a balanced way with enthusiasm, eagerness.

1.2 Attainment of Goal

To attain the goal symbolizes success. Success literally means achieving the goal that we had set for ourselves, the seed that we had sown has germinated and that we have tasted the fruits of our labour. Success can mean different things for different people because they have different goals. To achieve this is to attain success. In his book, Mind Store, Jack Black interprets success and says that success for me means the good efforts an individual makes keeping a balance. A successful personality has many signs ingrained like dedication, motivation, determination, self-confidence and knowledge of destination. Similarly unsuccessful people also have many symptomslike lack of confidence, energy, loneliness, helplessness, depression. The basic characteristic of success is- to be devoted to your goal that you have decided. Success is not achieved in a day. It comes after a long struggle and requires patience. To take a decision is like sowing the seed. From the time we sow the seed till we taste the fruit we need patience, hard work, security, and constant wakefulness and all this is possible only through dedication.

Before a farmer sows the seed he clears the land, lays rows and then the seed is tendered with water and fertilizer. From the seed the sapling sprouts and so does the weeds that the farmer has to remove. After months of labour the crop is ready. Many a times heavy rains or hail destroy the crop but the farmer never loses heart. He does not give in to depression and sit at home doing nothing. He carries on because success and failure are part of life and they should be accepted with equanimity. Success is built on the altar of failures so we must learn to be balanced.

Earl Nightingale has tried to define success. According to him, " the constant worthy goal attainment is success." Here success is a journey not a destination where we can stop. It is progressive which means that we have to strive for one destination, then another.

Worthy refers to moral values. In what direction is a person heading? In the right direction or in the wrong one? This depends on the worth of the goal.

1.2.1 Four Signs of Success : Although different thinkers have given different number of reasons for success, Jack Black has listed four reasons for success : 1. Enthusiasm 2. Formative Outlook 3. Courage 4. full utilization of mental capability

1. Enthusiasm- successful people are full of energetic vitality. They work hard and face many challenges in life. When we are faced with challenges we face stress and pressure and if we learn to face this then we can take on anything and carry on with energy and enthusiasm and soar in the skies of success. In the science of living the students are taught to soar in the body so that they are freed of stress.

2. Formative Outlook-this means to think of the positive thoughts and the worthy goals and not of the hurdles that come in our way. Our focus must be the goal. For quick gains we must not make compromises. With determination and auto suggestion we affirm our goal and encourage ourselves. To be optimistic, active, and to have a positive outlook signifies this outlook.

3. Courage- success means to be successful in parts and to move ahead, to climb new heights. Petty thinking can stall the progress of an individual. Only the brave move ahead scaling new heights. The successful man is the one who has struggled and moved on. In the journey of life hurdles, obstacles are expected and they come too. Fear creates obstacles and we cannot overcome them but the brave does not consider these as hurdles rather he takes them as challenges and surges forth. To move ahead the attitude of convenience, petty thinking and undue fears must be done away with. These imprison us in them so we must break them and go forth towards a huge aim and move constantly forth.

4. Full utilization of mental abilities- a successful man handles his tensions well. Hence he is always energetic, thinks positive, accepts new challenges and constructs new goals. The fourth sign of success is the full utility of success.

Our brain can be divided into tworight and left. Both have their own functions the left is the one which has the power to reason, to analyze, etc. while the right is full of artistic tendencies, fancies, intuition etc. anyone who uses these parts well achieves success.

1.3 Goal Construction and Attainment: Scientific base- Our mind is the basis of attaining goal. It is also said that those who control their minds win and those who lose their minds are losers. Modern research has shown the infinite possibilities and powers of the mind and the brain. According to psychology the power of the unconscious mind is much less than the powers of the conscious mind. Biology divides the brain into two where one is rational, the other is intuitive. To construct a goal is the task of the rational and conscious mind while achieving the goal is the task of the imaginative, intuitive mind. Thus the efforts of the two can help to construct the goal and attain it.

Einstein in his study found that people who have one part of their brain developed do not use the other half well. He discovered that the passive half when used actively can also becomes active and this can make the individual go ahead in life. Those who have achieved exemplary success in life have used both the halves of their brain- the active and the dormant. Our education system lays stress on developing only one half of their brain-the analytical, scientific half hence the other half-the imaginative and intuitive one does not develop. Every important discovery was also made because of the intuitive grasp of the discoverer. Hence we must use both the sides of our brain.

In the 1970s it was discovered that we do not use even 20% of our capability and in the 1980s it was found that we do not use even 10% of our capability. And in the 1990s it was discovered that we are using around 1% of our capability. This means that however successful a man might be he is not fully utilizing his capabilities. If we use both the halves of our brain we can achieve wonders. The Science of Living aims that its students must be able to utilize both halves of their brain and know his capabilities and develop them and attain his goal.

To attain a goal one must know one's disposition. According to psychologists our mind is divided intothe conscious and the unconscious. The unconscious half is more powerful. While the conscious half is just the tip of the iceberg the unconscious is the 90% invisible and unknown and immense. To use its immense powers we must let our aims sink into the unconscious half.

For this we must first look at the way our brain functions. The upper part of the brain called neocortex is divided into the right and left parts. While the left part deals with analytical skills, rationalizing, language learning activities, it is the right that deals with creative, imaginative and intuitive powers. It is also believed that the right side is connected to our unconscious and by activating the right half of the brain we can connect to our unconscious.

How do we activate the right half? Recent research has shown that just as our heart beats the brain also throbs and these beats can be measured every second. In our wakened state, when the faculties are fully awake and the thinking faculty is active we record 13 to 20 pulses per second. Scientists call this beat level. In our dormant states like lethargy, rest, languor the pulse rate drops to 8 or 12 per second and this is called the alpha level. In our deep sleep it dips to 4 to 7 per second and this is the theta level. And a lower level of 0 to 4 is the delta level.

The right half is directly connected to our sub-conscious. In the alpha state the right half becomes activated and in this state the imaginative faculty becomes very active. If a person seeks to activate his sub-conscious level to achieve his goal then he must activate the alpha level and work on his imaginative faculties.

To activate the right half we must do the kayoutsarg exercise. Research has shown that in that phase the alpha level becomes very active and the right half is active and so we can use this to attain our goals. In this state when we chant our goals and meditate deeply on it and it will penetrate into our subconscious and our goal will percolate into our subconscious. All our powers will be concentrated in one direction and the goal will be achieved.

2. Goal : Types and Plan of Action

To build a goal is a difficult and challenging task and for this different attempts are necessary. Generally an individual has many desires and these compel a person to fulfill them. Unfulfilled desires create frustration and also a conflict in the individual which can also lead to disintegration. To construct a goal means to prioritize some of your desires and try to fulfill them. And by abandoning the others or by negating it we save ourselves from wasting a lot of our energies.

2.1 Distinctiveness of the Goal :   To build a goal means deciding your destination and that also decides a lot of

other things. When we buy a train ticket it also helps us to decide: 1. The starting point of our journey, 2. Its value, 3. Where the journey will terminate?

When a person is asked about the goal of his life he tends to be vague and he will say he wants to be successful, be happy, lead a good life etc. This is ambiguous. To be clear and specific, Shiv Khera in his book, You Can Win gives the following characteristics that he codifies as SMART:

1. S- Specificfor instance if we say that we want to lose weight this is simply a desire. It becomes a motive when we say I want to lose 10 kilos in 90 days. In the same way a child might think that he wants to be a doctor. This is simply a desire and this becomes a goal only when he decides that he will earn 90% in class 12th to clear the entrance test to be a doctor.

2. M-Measurablethis means that we can measure the progress we make in the direction of the goal. And if we cannot measure it then we cannot achieve it either. The process of measurement makes us conscious of the progress or the hurdles.

3. A-AchievableThis means that a goal is achievable. It might be difficult and challenging but its not impossible. Goals that are impossible lead to depression and despondency and deplete our self-confidence.

4. R-Realisticour goal should be realistic. If somebody thinks that he must lose 30 kilos in 30 days then it is an impossibility. Similarly if somebody imagines that he can get 100% marks in every subject then it is unrealistic.

5. T- Timebounda work must be bound in a definite time frame when we begin and end it.

2.2 Types of Goals

Some western writers have divided work into two: Short-termed and Long-termed. In our Indian context we can divide it into four: 1. Supreme Goal , 2. Long- term Goal , 3 Short -term Goal, 4. Temporary Goal.

Supreme Goalthis is not merely a goal but the aim of life. We must have an aim in life and without an aim our outlook becomes very petty and limited and our life gets confined to achieving his goals. We forget the aim of life. In Indian culture redemption or moksha or supreme peace is the ultimate purpose of our life and is regarded as the development of our abilities. We can achieve peace in our life only when we become balanced and controlled. And when we divide our aims and goals into small divisions it becomes easier to attain them.

Long-term Goal--- it is difficult to fix a time frame with it. Such goals can extend from 5 years to an entire life. If a person wants to attain peace in his life then he has to be clear about his aims and if he decides that he wants to serve mankind and lead a balanced and controlled life, this is a long-term goal. And this is the purpose of his living.

Short term Goal--- even those who want to serve mankind has to choose an area of work. A man can serve mankind in many ways and choose a career suited to that. He might decide to become a doctor in five years and serve mankind. This is a short term goal and for this he has to pass through various phases.

Temporary Goal-this relates to the present. To attain a temporary goal what do we have to do? What are the challenges that we have to face? When we place this in a context then we can imagine a situation where an adolescent decides in class 10th that he will work hard the next two years and get 85% in class 12th to clear the entrance test. This is his present goal and it's a challenge for him. We might face problems any time in our life so we try to find an immediate solution to it so every problem and its solution become a temporary goal.

Thus this classification might appear to be simple but it is not so easy to decide on a goal in life. For this we need constant inspiration and courage. And in all this the familial circumstances, external milieu, and social situations help an individual.

2.3 Aim of Life

For thousands of years Indian cultural systems have meditated and thought over the purpose and aim of life.Our life-style and philosophy were weaved around these questions. The main aim of life has been control and equality. To keep a balanced outlook towards health, wealth, family, society and the values of life and to make one's own value system is expected of every individual. This sows the seeds of success. If a sanctified purpose and a clear outlook do not guide life then life would be ruled by false dreams. If we do not sow a purposeful crop then the weeds and thorns of value-

less ness will sprout up. Hence it is necessary that every individual lives a purposeful life. If a person does not adopt a meaningful viewpoint he can succumb to futile and misleading viewpoint. Hence we must decide not to neglect those things that are important and get rid of the futile and useless tings from our life. Hence every one should be alert towards life.

Our life must be controlled and balanced if we want to attain peace in life. If we give excessive importance to one phase of life and ignore the others then we endanger ourselves. We can see many such examples around us. The present age is a materialistic one where money is the ultimate aim. In his book You Can Win, Shiv Khera has given many such examples:

In 1923 the richest eight of the world got together. Their total wealth estimated was more than the money the American government possessed. Who but them would have known how to earn money and amass it. What happened to them 25 years later?

1. The owner of the biggest steel company, Charles Schobb lived on borrowed resources for 5 years and died a bankrupt.

2. The owner of the biggest gas company, Howard Hobson became mad.

3. A big industrialist Arthur Couton died a bankrupt.

4. The president of the New York Stock Exchange Richard Whitney had to go jail.

5. A member of the President's cabinet, Albert Fall was let off from jail so that he could spend the last days of his life with his family.

6. The biggest bookie of Wall Street, Jesse Livermore committed suicide

7. The president of the biggest patent company Ivar Cruiser had committed suicide.

8. The president of the Bank of International Settlement, Leon Fraser had committed suicide.

They were all experts in making money but did not know to live life meaningfully. Money is a means and not an end, a way of living life but not everything. If this is regarded as everything then all the other aspects of life lose value.

2.4 Short-term Goal; Career

The short term goal mainly refers to the career. The term has many meanings.[1] Generally the term means- progress, business or the various posts held by a person. Career means'Any work paid or unpaid, pursue over an extended period of time, can constitute a career. In addition to formal job work, it may include school work, home making or volunteer work."

2.4.1 Stages of Career : The best way to analyse and think over career is to consider it in different stages. In a book called Human Resource Management refers to 5 stages. It says that every person has to go through five stages.

We begin to think of our career during our middle or high school and when we retire our career ends. The entire career can be divided into five stagesdiscovery, establishment, mid-career, late career and retirement.[2]

Discovery - In this phase a person out of many options considers a few. Our teachers, friends, mediums of mass communications help us to choose a career. In this phase we look for the best option. To decide other factors also help like our inherited profession, interests, expectations of the parents from their children, economic resources etc. Accordingly we choose our branches o knowledge in our graduate and post-graduate phase.

Establishment - this phase begins with a search for job and procuring it. This is the phase when we come face to face with the realities of life. We learn new things. Whether we would be able to please our senior, and success and failure confront us. This is also a phase of tensions and insecurities and this is the time when a person has a lot of faults and he begins to learn from them. Gradually he acquires important positions and responsibilities. Although this is the time when our work efficiency is not fully established so we are not given any post of responsibility.

Mid-career--- in this phase the problems regarding the career emerge. Some people go ahead in their career while some are halted and some sink. In this phase the individual is not a novice so his faults are considered grave and he has to pay a price for them. The individual grows from a novice to a responsible person. Those who are dedicated, respon-

sible they are given assignments of responsibility, incentives and promotion. For the others this is a phase of reassessment, change in the jobs, reorganizing their priorities and changing lifestyles.

Late career - this phase is important for those who have progressed in the previous phases. They earn respect in their work areas as senior and experienced and in this phase it is useless to expect them to learn something new or to experiment. Their job is mainly to guide and to disperse the experience that they have gathered over the years. This is expected of them.

Those who get stable in the previous stages get into a stagnant mode and this phase is not very comfortable for them. In his phase a person begins to feel that he has begun to stagnate and he loses interest in work. He looks forward to his retirement

Retirement - for most this last phase is very painful. He has to retire from his work. This is very agonizing for those who have worked hard all their lives, been at the top of their professional lives, and created a new identity. Now everything has to be left behind. Those who have not done anything distinct in their professions the pain of retirement is less for them. For them it is a matter of pleasure that they would not be so insignificant now.

2.4.2 Phases and Aspects of Career

During our career we acquire many new phases to our life. This can be shown through a table

CONDITION	EXTERNAL ASPECTS	INTERNAL ASPECTS
Discovery	*Living Examples and counsel of Teachers, Relatives, and friends *success or failure in the school, interests *choice of education-general or professional	Development of self-confidence, realization of interests Realization of one's capabilities and limitations Development of will power, goal, possible options and dedication.
Establishment	search for a job, accepting a profession, extra training, assuming responsibility, becoming familiar with officers, a period of learning, full expression of one's capability, transfer, promotion.	Facing the real world, new work, a feeling of insecurity, acceptance, non-acceptance of work, a period of trial, making strategies for progress, hard work, dedication to the organization, contribution, switching jobs, intimacy with the organization.
Mid Stage	Assuming responsible and sensitive work, maximum expression of one's capability, role of a guide, reaching the top and stability.	A time of evaluating one's expectations, security and rest, an unease over stagnation, challenge from new, capable and ambitious , new challenges of work, increase in acceptance.
Post Stage	Decisive jobs, responsibility of training others.	Getting ready to leave, lack of enthusiasm, search for new sources of self-development.
Completion	Formal preparation for leaving the job	Limited responsibility, reorganization with the family and society.

2.4.3 Career Development and Planning- It is a fact that we do not invest the same time on planning our career as we do to plan our holiday. And considering that we have to send 4 decades of our life, it is surprising. The history of successful people tells us that they have planned their career well. Hence what should a person do to move ahead in his career? The answer is that he must self-assess and plan.

The most important phase after student life is choosing a career, often the choice is made by the parents. If his interests and capability match then the base is strengthened but if it is something forced on him by others then in the long term he will be dissatisfied and unhappy. Hence one must always choose according to one's abilities, not because someone else also has made a similar choice.

There is no specific time for planning a career but one must be alert after class 9th. This is the time when the student becomes conscious of his interests and shows his distinction in certain fields like sports, drama, debate, creative writing etc. If the student is not able to decide about his interests then he can do so at the graduation level.

Choosing a career is an extensive process and the first step is to know the self and decide on the direction in which one wants to move. The second important task is to research. One must minutely study the various fields and then shortlist some of them. He must also try to find the necessary requirement for the same[like the educational, practical, and professional qualifications]. The third step is to choose the career that fulfills the given requirements and the fourth step is to plan in detail to attain that and the final step is to acquire the qualifications. The sixth step is to present one's qualities in a persuasive manner.

1. Self-assessment- An assessment of the self is always helpful in choosing career options and you can assess your abilities, interests, qualities, weaknesses. Whenever you choose a career your qualifications must answer the requirements of the job.

2. If you cannot decide which is the best career for you then through a self-analysis you must decide what is the best thing for you to do and which is the job that will give you happiness. Your choice will depend on how well you know yourself. For this make a personal inventory and analyse the following points:

A] Personality and attitude- make a list of your virtues like intelligence, decisiveness, helpful, dedication,organized manner of functioning. Make a tick mark against what you don't possess but is a require
ment of the job you are seeking. To make a list seek the help of your family and friends and think of the practicality and reality of your list. Select the qualities that you have to work on.

B] Interest - every individual has some professional priorities. According to vocational interest expert, John Holland there are six basic features. Whatever suits your interest you can choose a suitable career

1] Realistic - those with a realistic bent of mind, and who with their physical ability like to work with machines and tools should choose work related to nature, construction, mechanics, engineering, military.

2] Investigative - this defines those who have an interest in intellectual, scientific work. They are interested in acquiring new knowledge, facts, figures and analysing them.

Career options- educational, research, medical, computer etc.

3] Artistic - those with a creative bent of mind and with an aesthetic sensibility can choose- career options - arts, music, dramatics, creative writing, work at the museum, library.

4] Social - those who are interested in helping others, in training, development can work in this area. They like to work in a group, share responsibility. Such people are also good orators. Career options - education, counseling, hotel, airlines, entertainment.

5] Enterprising- this group includes those who impress with their leadership qualities and try to win others to their viewpoint. They are interested in power and position.

Career options - sales, business, management, politics or the bureaucratic services. 6] Conventional - those who work within rules and like to do things in an extensive and organized way. They like to do the routine work in the office.

Career options - financial institutions, accounting services.

C] Educational, professional, and practical qualifications - the educational and other qualifications that you have acquired in the school, college, university etc. List them and also talk of the courses, projects, thesis that you have done.

Also concentrate on the following points

1) Specialization

2] Optional subject

Review this list and choose five areas which you would like to develop for your career.

D] Ability and achievements - after choosing a career area make a list of your abilities and achievements.Divide them into tree groups

1] Distinctive Quality - make a list of your distinctive qualities like working with figures, making machines, computer programming.

2] Creative skill - in this group includes your language skills and creative writing, training, licensing etc.

3. General Quality - this goes for any kind of job like taking initiative to solve problems, managerial ability.

List your ability from each field and identify those qualities in which you have to work hard.

2.Career Research - after self-assessment make a list of the careers that suits your interest. After that collect all the information for the job like qualifications and probabilities of going ahead. Then make a list of institutions from where you can acquire these qualifications. Also do a market study

Improve on your qualifications and for this use the services of an academic adviser, career counselor. Participate in job fairs, career workshops or work part time to gain the necessary experience and practical exposure. By taking advice from experienced hands in the field you can get the practical knowledge of the scope, basic requirements and plan your career.

Choosing a Career - after gaining knowledge from various sources, choose a specific career which suits your taste and ability and that fulfills your expectations.

2. Plan of Action-- after choosing a career plan the next step to acquire it and put it into execution

3. Preparation-- Choose the institute that will help you to attain the necessary qualifications for the job. Update your knowledge, qualifications, training according to your career.

4. Present yourself-- try to present your qualifications in an effective manner.

Career Opportunities and Scope - In today's globalized world new career options are emerging everyday. And we can find about these through the internet, television, newspaper, magazines. Research thoroughly about each opportunity. New career fields like e-commerce, biotechnology, environmental sciences, yoga etc are gaining importance and there are lots of possibilities. Compare the job requirements and your abilities. Only then go ahead because a right career is a guarantee of your bright future.

2.4.4 Success in Your Work - after procuring a job it is necessary to keep it and progress. Whatever your work area, the one who is indispensable for his employer is successful. Thus focus on a few things

Increase your knowledge -- with the passage of time everything changes, like the way people work, and new areas of knowledge new information keep filtering in. it is wise to be updated and to know things so that it is easier for you to work. If you don't do this you would be outdated.

Make attempts, and dream - one must dream. Everyone dreams of success but it is a bitter fact that there is a gap between fantasies and reality. And this distance can only be reduced when you work hard to translate dream into reality. To dream without making efforts is futile. This not only increases frustration when dreams don't materialize or when one sees other successful people.

Stay away from the Money Race - salary figures are a major consideration with the youth today. Generally people make comparisons with other professionals. This is wrong and one must avoid this race. Before you make demands try to analyze what you are giving back to the company and if your contribution is adequate? If the answer is no then try to do the work that you are paid for. It is not fair to compare with others. On the contrary try to see how the other is contributing to his company? What are his qualifications? And try to bring the same things in you.

Group feeling - after joining an organization you become part of a team and your individuality gets lost. Your actions and your aim should be to work with the team and you should be rid of the feeling of treating work like a burden. You should work in harmony with the team.

Do not be Impatient about Change - everyone desires a better change but one must not be impatient about this. First you must find about the nature of work in the company that you wish to join. Also try to gauge what additional

work will you do there and what do you need to know for that. Try to fit into this demand and then think of switching jobs.

Be ready - to report to work at a particular time and go away after finishing your work is a dead tradition now. In the changed circumstances time frames are very flexible and you can be called to work any time. To complete the assignment and to work beyond the given schedule is the new ethics. You must strive to do this and earn credibility for the same. This will improve prospects of promotion.

Crisis management - there will be many critical situations at the work place. You will encounter many problems that you may not know how to deal with. This might be due to hesitation or lack of ability. Try to do difficult tasks and get rid of your hesitation. Thus you will become indispensable for the company.

Learning ability - you can learn in two ways. First related to your work and then apart from it. The more you learn from your work experience the better and it will increase your confidence and make you an all rounder. Such a person is an asset to any company and will be sort after.

Computer knowledge necessary - this is the age of information technology and every area is related to computer. Many companies rely entirely on computer hence it is necessary to acquire this knowledge. It might vary for different fields.

2.3 Solution of the Problem

Even after making an aim it is necessary to develop your abilities so that you face the challenges of life. We all face some challenge or the other so the issue is how to face them. How to utilize your ability to face them? How to use the right and left sides of the brain fully? There are four steps of the left side of the brain:

1. Accept that there is a problem.
2. Analyse the problem
3. Consider the options for solution.
4. Try to concentrate your powers on the solution.

1. Acceptance of the Problem - Management experts do not like the word problem, they would rather substitute it with "challenge" or "opportunity". Language has a deep impact our mind. By using terms like challenge or opportunity we can give a positive direction to our thought process. The term "problem" on the other hand gives the impression that there is an impediment in our progress. Hence the other two terms ring a positive tone.

People generally are focused on their problems hence pay less attention to the solution. They will describe the problem in a great, minute detail. They will talk about its importance and value for hours but will not think of its solution.

So first we must accept the reality that there is a problem. Many might feel that this is no big deal and that it is so easy. Generally people blame others for their problem and do not own the responsibility for the same and raise fingers towards others forgetting that if you raise 4 towards others there is one pointing at you as well. Some people even ignore the problem. They do not want to pay attention to it or dismiss it.

We must change our personal outlook towards the problem. People generally feel that success spells the absence of problems but the truth is that life entails problems and problems ensure vibrancy hence we must accept its existence in our life. Every one has problems, varied and individual. So we must accept problems and confront them.

For many it is difficult to accept their existence. They are filled with a guilt feeling that they have done a wrong but by accepting a wrong they take the first step towards removing it. Hence we must accept that problems exist.

2. Analysis of the Problem - Analyse your problem and clarify it to yourself. Analyse the associations of the problem like who are associated with it, where did it happen, when did it happen, how did it happen? Focus on understanding every aspect of the problem. Do not let it control you. There are might be many painful aspects of the problem and don't try to escape them but confront them.

3. Considering the Options - Now focus on the possible solutions and on those circumstances, conduct, and actions that work out a solution. If we concentrate on the solutions we will definitely think of options that will solve the problem.

4. Focus your Energies on the Solution - When you choose an option as solution then you must focus entirely on the solution and try not to focus on the problem. And our aim then is to solve the problem and that gives us the desired result. If we utilize only the left side of the brain, the conscious mind then the possibility of solution becomes weak. There will no new ides or options. For success we must use the right side of the brain, the intuitive half as well. With the help of the science of living we can successfully use the right side and the intuitive half.

3.0 The Process of Acquiring the Goal and the Science of Living

The teacher gave the archery test for Kauravs and Pandavs. They had to pierce the eye of the bird on the tree. The guru asked each of his disciples what they saw, some said they saw leaves while others replied that they could see the branches. At last Arjun came and when he was asked the same question he said the eye of the bird. He shot the arrow and hit the eye. So those who focus exclusively on the goal achieve it. Our forces get concentrated when we build a goal and focus on it and this concentration of powers makes an individual successful. The rays of the sun do not produce fire but when the same rays are imprisoned by glass at one place they produce fire. In the same way collecting all your energies at one place and keeping it focused produces the desire results. Concentration is necessary to be successful. In science of living concentration is an important concept.

Science of living incorporates meditation practice system. This includes spiritual awakening and development of the entire personality. This practice emphaises on four exercises :

1. Motivation   2. Loosening the Body   3. Concentration   4.Interview

Whether the goal is a short term or a long term it can penetrate into the subconscious through these four steps and then it will assume a form and through this medium we can achieve health, memory increase, cordial relations and determine goals and achieve them.

3.1 Motivation - every one has varied desires and aspirations and he has a strong desire to fulfill them as well but lack the motivation to do it hence the desires never reach the status of a goal. We need dedication, determination, discipline and a definite time frame to convert a desire into a goal and this is the motivation. Most of us cannot translate our desires into goal because their energies are scattered. A research shows that only 4% can make goals the others just flow with the tide.

A research survey in 1953in Yale conducted [3] by the final year students that focused on questions on the university, education, teachers etc asked queries about their life as well. There was a question asked if people had made a goal in their life. Only 10% gave a response in yes. They were also asked if they had written down about their goal and only 4% answered yes.

Twenty years later they were preparing for a similar survey in the same university and someone asked about the status of those students who had left the university twenty years ago. We must also survey that he said and everyone agreed. In the survey it was discovered that while some had died most of them were alive. It was discovered that the 4% who had written about their goals they were ahead of the 96% of the others. Their life was disciplined, socially viable, healthy and economically prosperous.

Reasons for Lack of Goal Orientation--- these are the major reasons for lack of purpose---

1. Pessimism such a viewpoint forces the individual to see only on his obstacles and not on the possibilities so he can never build a goal.

2. Fear of Failure many are gripped by the fear of failure. They fear that if they take a decision and do not succeed what would others say. So if they do not take a decision then there is no question of failure. In reality this escapism is the attitude of failure.

3. Lack of Determination there are many desires in an individual but none of them strong enough that he uses it to choose a direction. Hence he can not decide upon anything and build a goal.

4. Lack of Confidence-- Due to lack of confidence we do not have faith in ourselves. We do not realize our potential and ability and so he just allow ourselves to be led by circumstances, other forces and cannot take independent decisions.

5. Not Realising the Importance of the Goal we lack the enthusiasm towards our goal because we do not realise the importance of building a goal. The present education system or our family structure does not tell us the importance of building a goal hence most of us do not know its importance.

6. Lack of Knowledge about Ways of Attaining the Goal Usually our education system does not educate about the ways of constructing and attaining goal so we lack the incentive to make goals.

We can motivate a person to build his goal and thus lift him from his state of apathy towards the goal. A man can use his conscious mind and his rational power to build a goal. Once he does that with his determination, dedication and faith he can develop strong motivation and go ahead in life. Meditation stresses on taking this to the sub-conscious level to strengthen it more.

If the goal does not reach the sub-consious level in very clear terms then at the conscious level we have doubts about attaining and these doubts become the biggest impediment. Thus it is necessary that we take the goal to our sub-conscious levels to retain enthusiasm.

3.2 Loosening the Body -- to take the goal to the sub-conscious level it is necessary that we must be free of tension and anxiety. In stress we live only at the conscious level whereas in a stress -free frame we can activate our alpha level and the right side so that the conscious mind becomes rested and the sub-conscious level becomes active. We can reach this state through the exercise of elevating the body.

3.3 Concentration-- in the state of elevation we are in touch with the sub-conscious mind then we can concentrate on the goal and focus on the words and let the exact words sink in and nothing else. If we repeat the same words with intense concentration it will reach the sub-conscious level and once it reaches there we can use all our inner powers and concentrate at one place to attain our goal. We can even be victorious by crossing all the hurdles at the conscious level.

3.4 Interview - once the words sink in they are connected to our imagination and we can see our goal played in the mind's eye like a movie. We will feel that the goal we built is being played in our mind's eye and that it has happened and the results will also appear like a moving film in our mind's eye. In this exercise the individual to attain his goal can utilize his right side of his brain to activate his imagination.

With a firm determination and strong motivation through a stress free mind and by activating the right side of our brains when we look fully on our goals there would be no goals that we would not be able to attain. No obstacle can stop us then. All that we need to do is to know ourself and use our capabilities well.

4.0 Practical Exercise to Attain our Goal

We must do some practical exercise to attain our goal. Jack Black in his book, Mind Store has given some exercises which can be beneficial to the students and readers.

Without building a goal we cannot evaluate success or failure. Black says "what I mean by success, and for me it is a life that is in as near perfect balance as possible."[4] Where is the imbalance in life? To know this we must evaluate our present. We have given a few exercises in the previous chapters. We are giving you another exercise that will useful to understand the imbalance in our life.

Life-cycle - life is a journey. We can test how we are moving ahead in this through this exercise called life-cycle.

Evaluation Line

Take a paper and make a circle on it. Divide it into eight pats and within each section make evaluation lines and divide it into 10. Now think about every area of life and draw them within the circle as given above.

This exercise divides our present life into 8 parts. This division can be variable. These divisions are family life, social life, personal development, health, outlook, profession or career, economic field, spiritual life.
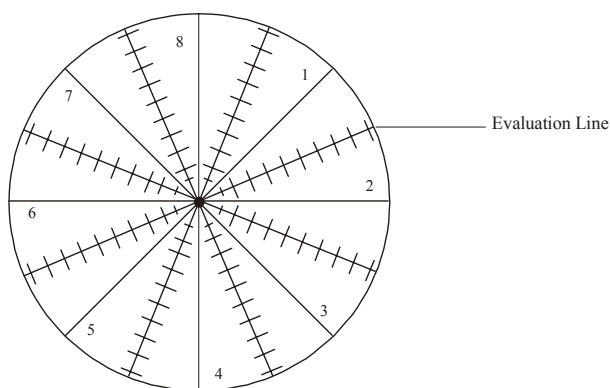
1. **Family Life -** family plays an important part in life. Every culture lays a lot of emphasis on family and in the Indian system this is given a lot of importance. Family life deals with cordiality in relationships, awareness of responsibilities and duties, discipline as a way of life, propriety, and respect for the elders. The lack of the above-mentioned virtues shows a disintegration of values. Family determines an individual's work efficiency, happiness, enthusiasm etc. you can evaluate what you experience in your family life that is with reference to your inter-personal relations, responsibility, duty, contentment etc. How do you rate your self in all this? Will you give yourself a full 10 marks? Let's assume that you give yourself 5.

2. **Social Life-** our life is affected by the society we live in. by society we mean friends, colleagues, officers, every one we come in touch with. To what extent are we conscious of the needs, suffering, pain of others? Do we care for others? Do we respect the independence of others? What do we contribute to the society? Do we rise above our selfish interests and think of others?

Such things help us to evaluate an individual in society and these in turn fetch him recognition, awards, respect in return and gives the individual a sense of contentment. Are you satisfied with your role in the social set-up? Evaluate your self. How many marks would you give yourself? 3, let's assume.

3. **Personal Development -** the key to success in life is to develop your capabilities and to strive to develop your physical, mental and emotional capabilities. Mental development is possible with a zest to learn more and more, to know new things. By learning techniques that will help a person in his goal, to lead a purposeful and contented life, he can move ahead in life. There are some who think very presumptuously that they know every thing so they close all the doors of personal development. Where do you find yourself? Assess. How much will you give yourself? 7, shall we presume?

4. **Health -** A sound health is the base of every activity. Knowing this how many of us are conscious about sound health? Are we captives of bad habits that are detrimental to our health like taking drugs? Do we eat for our taste buds? Are we taking a balanced and healthy diet? Are we balancing our work with rest? Do we exercise regularly, do yoga? Do we do meditate to relieve the stress? Are you healthy or unhealthy? Is your life style compatible to a good life-style? Assess. How many marks do you get for this? 6??

5. **Outlook -** our outlook is very important. Life is a hurdle race and we have to reach the winning post crossing all the burdens. Some people run with their view on the final destination and reach the winning point crossing every obstacle. They do not bother about the obstacles nor are they puzzled by it rather they run.There are those who worry about every hurdle and lose heart and they stop there and do not move ahead. Do you think more about your hurdles or your goal? Do you lose heart over failure and leave all efforts or move ahead optimistically learning from you failures towards your goal? Assess your self. How much do you score? 4?

6. **Profession -** for most of us economic satisfaction depends on our work. Are you satisfied with the work you are doing? Do you know your goal? Are you interested in the work you are doing? Do you feel contented? Are you dedicated to your work? Assess your self. What is your score? Let's give you.

7. **Economic Life -** Wealth is an important medium of managing life. Want of money can deprive us of even the basic necessities of life and excess of wealth brings its own share of problems. It can lead to luxury, misuse of money, greed, fears, pride etc. by economic life we mean how much money do we have? What is our outlook towards wealth? Do we consider it a means or an end? Do we misuse it? Are we contented wit the money we have or are we unhappy? Do we feel secure or insecure? Assess how much will you give your self?

Spiritual life - spirituality means an awareness of your self. Some people consider it important while for others it is immaterial. Spirituality prompts us to know about ourselves and we have ways of developing our abilities and controlling our weaknesses. Do we consider this an important phase of our life? Are we conscious about it? Are we striving to attain it? Assess how much you score? 3??

In the above-given diagram of life-cycle evaluate your progress every two months.
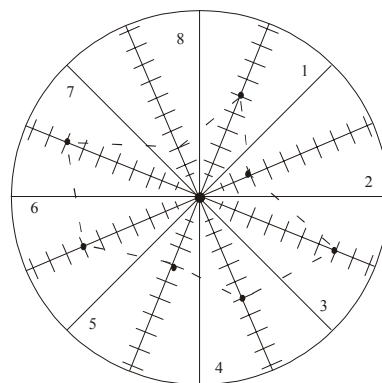
Now mark every sphere of life in the life-cycle as given in the diagram. Do these cycles help you to live life easily? This will help you to record your progress and maintain a balance and also indicate to you what phase you must pay more attention to.

Exercise 2

Assessment of Your Values - By not assessing your life you tend to get depressed and downcast. Therefore note down every achievementbig or small and evaluate them. This will make you feel contented and happy.

Exercise 3

Relinquishing the Abandoned-- our life is imprisoned by the past and this can be an obstacle for the future. Spare a day in the week to evaluate every thing. Throw away what you have to dispose off. Clutter takes a lot of space in our life and does not make way for new things, so taking stock of things will help you to list items that are unnecessary. It will make you feel lighter as well. Similarly try to repair the cracks in your relationship and rid your self of anger and revenge and cultivate the habit of forgiveness. All this will save our energies from being wasted.

Exercise 4

Build a Goalit is not easy to construct a goal. Te pressures of the past and the unpleasant experiences of the present can be an obstacle in planning a future. Still let us consider what are the changes that we desire in the coming one year? What are our expectations and aspirations? Make an annual and tri-monthly program. The table given below will help you to char out your short term and long term plans:

Area of life	Short term Goal	Long term Goal
Family		
Social		
Personal		
Health		
Outlook		
Profession		
Economic		
Spiritual		

Exercise 5

Plan of action-make a plan of action to attain your desired goal. This will be a motivating factor because with a weak will and lack of motivation you cannot achieve your goal. For every goal prepare a plan of action.

On separate sheets write down clearly and specifically your goal and also resolve that you will try to achieve this. Such a step will help your sub-conscious mind to fulfill your goal. A vague and ambiguous goal will never be fulfilled and is as good as no goal. In the description and resolution of a goal if you have a diagram in your mind then include that too in your plan of action. This will gear the sub-conscious mind to fulfill the goal. Also note the time frame when you want the goal to be achieved and then put your signature.

Area...date................long-term* Short term*

Resolution...

....

Description...

....

Diagram

Signature

Date of planning------------------------------------   Date of achievement........................

Review--- Make it a daily habit. Before retiring for the night , meditate. With your mind's eye try to peep inside. Look at every page of plan and make this a daily habit. This will automatically bring positive people, situations and opportunities your way. The sub-conscious mind is like a wireless transmitter that will automatically do its work so keep in touch with it.

Exercise 6

Dairy write down the ideas, suggestions, fancies related to your goal that flow into your sub-conscious mind in your diary. This will prove to be very helpful.

Exercise-7

Dream- analysis --- dreams are an important indication of the happenings in your life. Make it a habit to make a note of your dreams as well and analyse it. Review it in the evening. This will help you to find out what you are dreams are indicating.

Description of the dream

Its relation to the past   Its relation to the present

Its relation to some other incident of your life

Exercise 8

Churning --- every morning before you begin work write down twenty ways of achieving your goal. This will help your sub-conscious mind to express itself in a tangible, written word. In the beginning you may have nothing to write but after some days there will be a surge of ideas to scribble and this will surprise you and these ideas will prove very useful to you.

Summary of Exercises

1.   Every two months evaluate your life-cycle. This will help you to establish a balance and make it easier to make new goals.

2.   Every night before retiring to bed evaluate. Let your thoughts sink into the sub-conscious.

 *Analyse your dream

 *Note down your achievements

3. Write down any idea that comes to you even if its midnight.

4. Check your tings-to-do every morning

 *decide upon the work during the day

 *write down 20 ideas related to your work.

5. In the day find time for loosening the body

 *before any important work try to do a mental exercise

 Summary

1. Man is a wonderful being. If he wants he can make his own destiny. For this he has to dedicate himself after fixing a gal and drawing a plan to attain it.

2. Attainment of one's goal spells success. A successful personality has dedication, motivation, determination, self-confidence and knowledge of his goal. They have immense energy, visionary outlook, and exemplary courage. They also use their mental capability to its maximum.

3. Man has immense capability. The mind makes goals and attains it. The left side of the brain which is the rational, conscious half helps to build a goal while the right half, the intuitive, imaginative side helps to attain it. Goals that remain in the conscious half gets embroiled in doubts and can never be fulfilled. Through meditation and review we can program the goal to sink into the sub-conscious level.

4. A goal has four forms 1. the ultimate aim 2. life's aim 3. choice of career 4 help in sorting out the immediate problems

5. Career can be divided into five parts---1 discovery 2. establishment 3. mid career 4. later stage 5. retirement. the most important factor for progress is evaluation and this can also be divided into 3 steps--- recognizing the self, deciding the area of work and trying to find the realities behind the profession.

6. In the science of living four steps are stressed and they are--- 1. motivation 2. Relaxing the body 3. Concentration 4. interview

7. To attain the goal certain exercises can be practiced every day like 1. reviewing your daily cycle 2. evaluating your achievements 3. throwing away the unwanted 4 making a short term goal and plan of action 5. review and practice of meditation 6 writing a daily diary 7 dream analysis 8 churning of ideas.

Questions

Essay Type

1 Discuss the basis and process of constructing a goal and attaining it'

2. Discuss the stages of career development and draw a plan for its growth. Short type-

  1. What are the reasons for a lack of purpose?

  2. Discuss the meaning of career and also its phases.

Objective Type

1. If man is the maker of his destiny then what should he do to build his life?

2. What is the literal meaning of success?

3. What are the qualities of a successful personality?

4. What are the four signs of success?

5. building a goal is the work of ----------------- mind

6. Attainment of goal is related to---------------------- work.

7. Into how many pats can you divide goal?

8. What are the three phases for individual career development?

9. To sort out a problem what are the things one must concentrate on?

10. Into how many parts can we divide the evaluation of present life?

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Chapter-5 : Development of Will Power and Imagination and Preksha Meditation

1.0 Introduction

2.0 Capabilities

    2.1 Is it difficult to increase these abilities?

    2.2 Why develop them?

3.0 Development of Will-power

    3.1 What is Will Power?

    3.2 Types of Will Power

        3.2 .1.Clever Resolution

        3.2.2. Strong Resolution

        3.2.3. Spiritual Resolution

    3.3 Strong Will and Weak Will.

    3.4 The Strong Willed Persons

    3.5 The Weak Willed Persons

    3.6 Use this too

    3.7 Development of Will

    3.8 Levels of activating the will power

        3.8.1. Clarity of Purpose -

        3.8.2. Priority of Purpose -

        3.8.3. Control and Renunciation -

        3.8.4. Determination and Renewal -

        3.8.5. Planning -

        3.8.6. Activation -

    3.9 Test Yourself

4.0 Questions

5.0 Imagination

    5.1 Types of Imagination

        5.1.1.Reproductive Imagination

        5.1.2. Constructive Imaginations

        5.1.3. Passive Creative Imagination

        5.1.4. Active Creative Imagination

    5.2 Use of Imaginative Power

    5.3 Ways of Developing the Imaginative Power

    5.4 Learning from Dream

    5.5 Imagination and Thinking

    5.6 Imagination and Memory

    5.7 Imagination and Perception

    5.8 Imagination and Image

1.0 Introduction

In the previous chapters we have learnt the ways of self-management and studied the various concepts related to the same, about the ways of increasing self-confidence. In this chapter we are going to concentrate on the abilities of an individual, how to develop them, what is the role of preksha meditation. Also what is determination? What do we mean by imagination? How can we develop these through preksha meditation?

Purpose

1.　After going through this chapter you will know about the capabilities of a person.

2.　You will also learn why we should develop our capabilities.

3.　We also learn about determination and ways of developing it. After reading the chapter you will be able to answer such questions.

2.0 Capabilities

Human disposition is always on a quest. It is his instinct to seek and to do this he utilizes his capabilities. His abilities lead him ahead. He has general qualities and some distinct ones. These abilities are inherent in him and they are interlinked with each other. Abilities are the tools of an individual that refine his actions and development.

His capabilities play an important role in his process of learning and the art of living. The seven personal abilities help an individual to go ahead in life. These are-- will power, imaginative power, thinking power, experience, intuition, sensitivity, memory. Generally it is believed that these are learnt in the school and that once we cross youth these cannot be developed but psychologists have emphasised that these abilities can be increased later too.

2.1 Is it difficult to increase these abilities?

It might be difficult but it is not impossible. These abilities are the inherent functions of the body and the mind and these are inextricably intertwined hence it becomes difficult to differentiate between them. To develop these it is necessary that we understand them well. Each one of them can be developed and once they are developed the physical abilities can again complement each other and help in the development of mankind. For instance when we begin to learn to ride a scooter all its components like clutch, break, steering are different entities and we have to pay individual attention to each one of them. But once we learn to ride the scooter we can control every part and the whole. Similarly we must recognize our abilities individually first and develop them as such. Once developed they construct the entire personality.

Points to remember:

Each one of us possess some ability but it can be possible that we are ignorant of these. Hence we must recognize them first and search for them within us. Once we are aware of these abilities then we must develop them. We can do so according to our motivation, energy, and necessity and make our life　successful.

2.2 Why develop them?

It is necessary to develop our abilities so that we make our life meaningful and do all our work efficiently. As mentioned earlier we need to develop seven individual abilities. By developing our will power we can fulfill the goals of our life. We can even attain communion with god through our will power. By developing our imaginative power we can be successful in many areas of our life. It increases our creative and meditative powers and also develops our internal world.

According to psychologist Carl Jung reflection, experience, sensitivity and intuition are the primary functions of the body and the mind. Deliberation and experience help to understand the world and through these we can know the personal, purposeful, and the emotional world around us. Through sensitivity and intuition we can gather information from the world outside and perceive them. Through the five senses we can gather information and through perception analyse them through our intuitive grasp of things. We generally have one of these functions highly developed while the others may not be so. For instance if we can ruminate well, our experiential powers, sensitivity and intuition might be weak.

Jung had described the insular and the outgoing types of people. He said that if we have to increase our self-worth and self-knowledge then we must increase the four functions. We must also try to see which is the strongest of these in

us and which is the weakest. This analysis will help us to know these functions intimately and help us to do any planned work that we want to complete.

Through certain psychological tests we can come to some definite conclusions about these functions and choose our work accordingly.

Memory has an important role to play in our lives. A person with strong memory is likely to have a distinct personality. He has the ability to remember people, events, happenings or even names and this has a positive impact. Our memories can get dim but they do not disappear. In our everyday routine we gather so many kinds of information that goes into our storehouse of memory. If we gather our information in an unorganized way then our memory gets distorted or lessened. On the other hand if we gather information in a systematic manner and be alert then it never fades.

We can conclude that the above-mentioned abilities are necessary for the development of the personality, for attaining the aims of our life and these can become an effective medium.

3.0 Development of Will-power

Often we wonder and worry if fate is the deciding factor. Is our life and future determined by biological factors or by social factors? Or are we controlled by some super power? Can we change our life and future? Or are we fatalistically inclined? Do we work according to fate? Do we live by our destiny? If that is so then our choices are narrowed down and we can limit ourselves to a particular area. Hence we must move beyond these constraints for our development. Without a will-power it is not possible to progress in life. With a strong will power we can accomplish the most difficult tasks but if we have a weak will then we fail in everything we do.

When we study the personalities of the great we realise that the main quality they possessed was a strong will power. Mahatma Gandhi with his indomitable determination led us to freedom. The imperial British power had to give way to the strong will power of a frail- looking man. The rishis and ascetics of our past did penance and achieved salvation only because of a strong will power. Many seekers have seen or attained God, again only because of strong will power.

Even around us we see that people who are determined achieve success in every field. Failure is miles away from him.

Students attain the highest honours on the basis of the hard work they do, resultant of their determination. Similarly in business or in every field a determined, resolute person is always successful.

3.1 What is Will Power?

Will power is, generally speaking, the determination to finish a work, to complete the work undertaken in some way or the other irrespective of the difficulties. Some people also define it as forcibly keeping our sway over things and getting it done. But this concept is partially acceptable because it rests entirely on discipline, control, and sway.

Some people do not recognize the direction of their work hence they cannot do the work effectively. And some due to some conflict cannot channelise their energies in the proper direction or use it well. They cannot coordinate between their aim, abilities and their actions. They do not have faith in their capabilities hence they do not use their will power properly.

Will power is using those abilities that we are aware of in a definite and conclusive way so that we focus on our goal. Will power is to recognise our abilities in a constructive and positive form and use it to our advantage in a determined way.

Thus we can define it and call it the creative and positive function that motivates us in a definite way to worthy tasks and pulls us away determinedly from unworthy actions. It is will power of the mind that compels us to do a worthy task in favourable or unfavourable, known or unknown circumstances and also forces us to avoid a worthless action.

3.2 Types of Will Power

Different kinds of people have different levels of will power. Some have very strong will power while others have a not so strong will power and some are very weak willed. So often we say about others that x has a strong will power while y is not so resolute, or that his will is like a wall or a rock.

The psychologist, Robert Asagioli has categorised different types of will power. He has stressed emphatically on three kinds : 1.Clever resolution 2. Strong resolution 3.Spiritual resolution

3.2 .1.Clever Resolution : Such resolutions help one to fulfill one's resolves and wishes in a clever manner. They are very helpful in fulfilling one's wishes and resolves in an intelligent manner without harming the interests of others and it also refines various aspects of an individual's personality. They also help in changing one's life-style, building values, increasing work-efficiency. To do a work is also an art and how cautiously, devotedly and efficiently we work is an art and this skill is not commonly found in everyone. We can, however develop this skill through an intelligent management of our talents.

3.2.2. Strong Resolution : This resolution involves that we fully understand our capabilities and use them for doing extra-ordinary things. People with strong resolution have a fighting spirit and get over their problems and obstacles with their grit. They even conquer incurable diseases with their determination and indomitable strength. The Mahabharat tells us how an ordinary child like Devdutt with his strong resolution was converted into Bhishma.Students who have strong determination move towards their goal in a definite manner and attain success. It was sheer determination that made a deprived child like Eklavya a skilled archer. His determination prompted and motivated him to learn archery despite adverse circumstances.

3.2.3. Spiritual Resolution : Such resolutions help an individual to understand the meaning and purpose of life and also to fulfill them. These raise an individual above the common plane and take him beyond the worldly aspirations and wishes. These also help us to know the beauty abounding in nature, around us, the love overflowing the creation. We also know of justice, divinity within us. These resolutions play an important role in developing our spirituality, devotion, philanthropy and works for humanity. These resolutions help us o attain levels of devotion. These also give the seeker miraculous powers like walking over water, be in a trance for months, starve, or even become invisible.

3.3 Strong Will and Weak Will : As we have already seen a strong will power constructs a new vision, a different way of living. Many of us are not able to build a constructive life style because they lack a strong will. This leads us to conclude that people have strong wills or weak wills. Obviously the two kinds of people differ widely from each other. We are listing the difference:

3.4 The Strong Willed Persons : We can detect the following qualities in the strong willed persons:
1. Psychologically they are stable.
2. They are dynamic, energetic, and quick.
3. They are skilled, controlled and disciplined.
4. They are alert and focused.
5. They are determined
6. Patience is one of their major virtues.
7. They always take the lead in any work.
8. They are enthusiastic and courageous.
9. They are clever in co-ordinating things
10. They are also good at managing.
11. They are committed to their work and they also raise their voice at anything wrong.
12. They are confident, and self-disciplined.

3.5 The Weak Willed Persons

The following signs define the weak willed:

1. They are very unstable psychologically and their thoughts too are not stable.

2. Such people can never express their opinion on a public platform like a seminar or an assembly. They are usually quiet.

3. They are unstable deep inside and go through turmoil.

4. They are confused in their actions too.

5. They can never finish their work within a given time frame.

6. They have inferior complexes.

7. They are usually tired and exhausted and cannot do a work on their own. They lack confidence and discipline.

8. They do not have the power to oppose others.

3.6 Use this too : Use this chart to analyse your self, and to study the weak holes in your will and also to determine where you need to strengthen your will power and to assess your trump points.

3.7 Development of Will : To develop your will is difficult but it is not impossible. The weak willed can develop their will power easily if they follow the ways given below:

1. To fortify our will we must begin by taking up small, achievable resolutions. We must first meditate on what resolution we have to develop for a particular work, then fortifying ourselves we must patiently work towards that. In this we must know our capabilities necessary for a particular resolution. We must use abilities well to develop our resolution. And if there is anything lacking then we must develop that. This can help us develop our resolutions strongly and skillfully.

2. By following certain rules we can develop our will-power. In this we first make small resolutions and then we strengthen it by working on our sentiments towards them. Thus we can increase our will power.

3. Every day we must make targets of minor resolutions and determine to achieve them. We must say that by this specific time I will study this much. I have to get up at four in the morning. Make resolutions like this and with grit and determination try to fulfill them. This will increase your will power.

4. Regularly do some breathing exercises, pranayam, and meditate. This helps to develop the will power.

5. The easiest and the most effective way to increase your will power is through self-perception. If you do the introspection exercises regularly it will have miraculous impact on your will power

3.8 Levels of activating the will power: Resolutions can be activated at 6 levels:

1. Clarity of Purpose   2. Priority of Purpose   3. Control and Renunciation.

4. Determination and Renewal   5. Planning   6. Activation

3.8.1. Clarity of Purpose - To put our resolutions to action we firs be clear about the purpose of our work and also evaluate the purposes in the context of our values. Then stimulate our motivation sufficiently and once the purpose is clear and the motivation is also animated then use our resolution well.

3.8.2. Priority of Purpose - we must fist prioritize our purpose and set a particular purpose above others. If we try to fulfill multiple aims at the same time we will be scattering our strength.

3.8.3. Control and Renunciation - to fulfill your purposes you must proceed patiently and be controlled in your approach. Impatience is an obstacle and weakens our resolves and will power. It is also necessary that we make a resolution and focus entirely on that. To have more than one aim can prove to be detrimental to the attainment of the aim.

3.8.4. Determination and Renewal - we must be determined to achieve our purposes and when required renew and revise the decisions taken earlier to fulfill our purpose. This increases the certainty and psychic strength.

3.8.5. Planning - to achieve our purpose we must make a step by step plan and follow it meticulously and also chart the various steps required. We must also study the origins and possibilities involved in this.

3.8.6. Activation - after completing all the stages resolve to fulfill your purpose and attain your target.

3.9 Test Yourself

1. Clearly comprehend the various stages of resolution and try to see which phase gives you certainty, determination and strength. And what stage requires special attention.

2. Read about the life and personality of the great people. Study their achievements and mode of work and make a comparison with your own life.

3. Regularly in the morning and evening do relaxing exercises and improve your will power.

Questions

Essay type

1. What is will power? Elaborate on the different types of will power.

2. Discuss the characteristics of the strong willed and the weak willed.

3. Explain the ways of improving your will power.

Short Type

1. What do we mean by human capabilities?
2. What is will power?
3. What are the different kinds of resolutions?
4. Write down the characteristics of the strong willed.
5. List the symptoms of weak willed persons
6. What should we do to increase our will power

Objective type

1. Human abilities are the psychomatic----------- functions.
2. Human abilities are------1] 4 2]6   3]8 4]10.
3. According to Carl Jung ----------------- are the basic abilities of the body and mind.
4. To develop will power we must------------------------------.
5. There are ------------- stages of activating our resolutions.

Part-II

5.0 Imagination

What is imagination? Imagination is a mental process through which a person, based on his experience, can create something new. It is a mental ability that raises or creates an image in us and we give it a real shape on that basis. It is an activity starkly different from reality and it helps us to see a different world. Imagination is opposite to the real world we inhabit.

Woodworth, the famous scientist, defined imagination as mental manipulation. He says that just as we decorate old things in a new fashion so our imagination recasts our experiences into a new garb. Many of our plans are converted into a reality only because of our imagination and this helps us to save out time and energy. Imagination and reflection are mental activities but both are entirely different. Reflection involves the solution of a problem. It begins with a problem and ends with its solution and the solution is not physical but mental. But in our imagination we do mental manipulation. For instance to furnish a room with a decorative item or a piece of furniture we use our imagination because this is not a quest , nor is it a problem that requires thought or deliberation. Rather we need our imagination to place things. But due to some reason if an individual cannot arrange the piece of furniture then a problem arises. We have to find a person who will do the work and that might mean hunting for such a person. If the hunt is a mental exercise then it is a process of thought. To hunt for such a person we have to be mentally involved. So we can say that reflection is a mental quest whereas in our imagination we manipulate or recreate. Imagination is independent and free while reflection is a controlled mental activity. Imagination seeks a free, unrestrained expression of thoughts while reflection is curbed by thoughts. Imagination has no goal while thinking involves a goal. Imagination frees us from the fetters of thought that otherwise imprisons us.

Imagination can be creative or repetitive that is it can be a repetition of an existing image or a re-creation of an old image or a new creation. We all indulge in various types of imaginations and these can occur as visual, aural, and kinetic that is relating to the seen, heard, and to the dynamic activities. Some people have distinct imaginations while some are deliberate and desired. The spontaneous ones are easier than the deliberate ones. The desired ones are very difficult and these require training, determination and concentration.

Images play a great role in imagination. Generally imagination involves images but the two are not the same because images might be a part of imagination but images are not always imaginative. They can be real or constructed from memory.

According to scientists the right side of the brain activates the imagination and this is beyond reason or words. This is not bound but time but beyond time. In the imaginative world the things and the fluids are different from what they are in the real world. Imagination is a world of possibilities and impossibilities. It is a powerful and effective world that teaches us many things and helps us to construct images. This also increases our memory and mental powers. We can also change our physical activities on the basis of our imagination. The latest research shows that many sportspersons have, on the basis of their imagination, increased their muscular activity and the mobility of their body. Some players imaginatively practice their strategies and convert these into reality by performing well.

The humanitarian psychologists feel that imagination plays a vital role in human life. it is stress-buster. We can fulfill our unfulfilled desires through our imagination. We have so many desires that cannot be fulfilled or are frustrated by the social system. So it creates a turmoil within us and we have to repress our desires because of social, familial, or external reasons. When they are repressed they enter the region of the sub-conscious and come out as dreams, daydreams or some other means. Poets, sculptors, painters, novelists and story writers convert their unfulfilled desires into poetry, painting, novel or a story.

5.1 Types of Imagination : As we have already categorized an individual indulges in many types of imagination like auditory, dynamic, spontaneous, deliberate etc. These can be broadly classified into two. The psychologist Drever has classified imagination into:

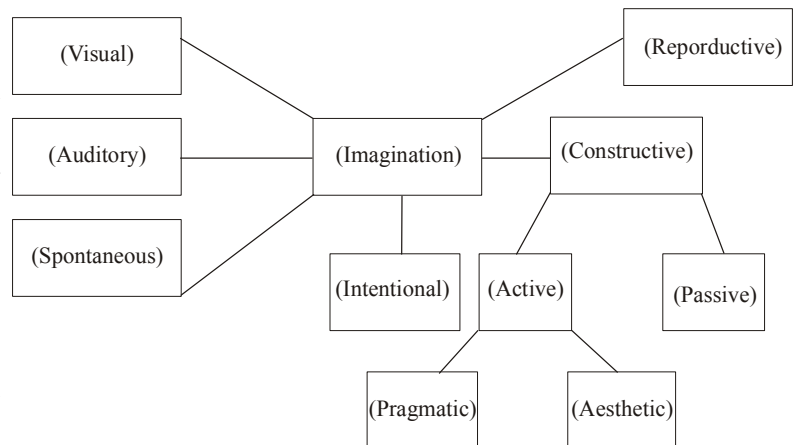1. Reproductive Imagination
2. Constructive Imagination.

5.1.1.Reproductive Imagination--- Such imaginations are prompted by external incidents like by our reading of stories, general incidents, and historical happenings. The characters in these are animated and become alive to us.

Hence this imagination takes its source from the materials that we read and this becomes alive because of the stories that we read. While we read we feel that we can see everything happening in front of our eyes. So we can infer that the external events, stories are reproduced in our imagination.

5.1.2. Constructive Imaginations---- Creative imaginations are directed internally.

Just as in reproductive imagination is determined by external factors so in this type of imagination it is the individual's independent and internal imagination that works here. For instance the creations of a poet, novelist, story writer involves the imagination of the individual. These can be further divided into two:

5.1.3. Passive Creative Imagination : This is also referred to as the uncontrolled imagination. This type of imagination flows unhindered without the effort of the individual and this also dissolves of its own. When the imagination flows without a break and dissolves automatically then it becomes passive. These are closely related to our mental states. They are shaped by them. Day dreaming or dreaming are part of passive imagination. In reality our unfulfilled desires are fulfilled through this. Dreams are a kind of passive state of imagination in which the individual fulfills his unfulfilled desires. Freud, Jung and Headfield have researched extensively on this.

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(Visual)                              (Reporductive)
(Auditory)        (Imagination)       (Constructive)
(Spontaneous)
              (Intentional) (Active)        (Passive)
                  (Pragmatic)   (Aesthetic)
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5.1.4. Active Creative Imagination : These differ from passive ones. They have a definite motive of creation for a purpose. They are controlled and not unhinged like the passive ones. On the basis of the previous experiences an individual creates something new and this can be illustrated by the examples of painters, poets, scientific discoveries. An active creative imagination contributes to all this and helps build new machines, vehicles, bridges and such things. We can further sub-divide this into: 1. Pragmatic   and   2. Aesthetic

Pragmatic imagination involves some distinct constructive work and scientific research. When we use our imagination to prove an incident, fact or theory then it is called theoretical, pragmatic, and active constructive imagination. When we use our imagination to create a thing to experiment then it is using our imagination in a pragmatic way. For instance we have to imaginatively chart a map to construct a bridge or a dam.

Aesthetic imagination relates to arts, music, and literature. The poet imaginatively recreates an   aesthetic world in his poetry. This imagination is both aesthetic and agitating.

5.2 Use of Imaginative Power-

1. Improves memory and mental powers.
2. It strengthens the plans
3. It helps in the learning of new subjects.
4. Helps in the construction of new things.
5. Very useful in the construction of dams, bridges, buildings and maps etc.
6. Useful in literary creation and writing.

5.3 Ways of Developing the Imaginative Power

1. We can make use of Preksha meditation to increase our imaginative power very spontaneously. The lesser the amount of stress and anxiety the better will be his imaginative power. Stress is the greatest hurdle of the imaginative process. The imaginative process involves mental manipulation and for this to happen smoothly an individual must physically and mentally be relaxed. For this many psychological and meditative methods are prevalent but preksha medita-

tion is the easiest. If we practice certain things in preksha meditation then we can increase our imaginative power. Everyday if an individual practices relaxation of the body and then does breathing preksha and then concentrate on the seeing centre then the imaginative and the intuitive powers improve.

2.   Stare at any object for one or two minutes and then close your eyes. Now with eyes closed recall the same object, see it in your mind through your mind's eye. Try to retain the object in your mind as long as possible. This is a difficult activity in the beginning but after a few times it gets easy. For some people it is difficult to recreate the entire scene but they can imaginatively recollect parts and pieces of this. With regular practice we can recreate the entire heart in the mind. Some people can recreate the scene but cannot retain it for long. But with regular exercise this retention can be increased. For this we require a strong determination. We can begin this exercise with one object but we can gradually increase the range and with practice see the thing in its entirety.

3.   Many times when we want to imaginatively see a scene or object in our mind's eye we see some other object or scene. These can be part of an earlier imagination. These marked scenes might be part of an earlier imaginative experience. Some of the signs or symbols might be many and might appear again and again. In reality these symbols point to some individual characteristic. Hence we must analyse them try to understand them.

5.4 Learning from Dream

Scientists, psychologists, philosophers, and theologians all over the world give a lot of importance to dreams. By analyzing our dreams we can know our mental conditions. Many of the dreams point to an event and forewarn us. These are called divine or pera dream and they are seen by people of an evolved consciousness and they tell us a lot about themselves. Its process is like this:

1.   Dreams are a natural process which is automatically imagined. The scenes or symbols that we see are related to the individual's personality and behaviour.

2.   By relating our dreams in the present tense as if they are happening to us now to yourself or to our friends, we can learn a lot of things.

3.   Choose those parts, sayings or scenes of a dream that affect you and then try to think how these parts affect you. What are these scenes and sayings trying to tell you? By examining them we can learn a lot of things.

4.   Try to recall every incident of a dream and see them again in your mind. In this way we will become familiar with every aspect of the dream and also know its purposes.

5.   Try to replay the ending of the dream and also analyse the information it gives you.

6.   Keep a pen and paper handy with you, near your bed and write everything that you see in your dream.

7.   Writing about our dreams and its symbols tell us a lot about ourselves and we can learn a lot like this.

5.5 Imagination and Thinking : As we have already said that mental capabilities are interlinked and interweaved. The same applies to imagination and thinking. As a mental process both are the same. Sometimes it is difficult to differentiate between the two because both are the same, but both have different objectives. Through our imagination we can amend, reconstruct or change an object whereas thought process solves the problems arising from this.

A problem is solved through a process whereas through an imaginative process we can solve problems in multiple possible ways. Thinking is a controlled mental activity whereas imagination is unhindered, uncontrollable.

5.6 Imagination and Memory : They might both appear to be similar because both relate to the experiences of the past. But their processes are different. In memory a person relives his past experience but when he uses the same experience to germinate and recreate something new then it is called imagination. Hence imagination   depends on memory. Sometimes memories also depend on imagination. For instance while relating a scene we might forget certain details then we use our imagination to fill the gap. But this is not applicable always. We cannot fill the gaps in the memory through our imagination. For instance in the examination if a student cannot recall a certain topic he cannot rely on his imagination to bail him out.

5.7 Imagination and Perception : Imagination and perception are similar in a couple of ways but there are certain differences as well. In both the processes the individual's experiences of the past are important. Just as perception

is guided by tendencies, interests similarly imagination is also guided by these. But there are many differences between the two processes. For instance while we perceive, some stimulus is present before our faculties, whereas in an imaginative process this is not required. So this means that while imagining, an object is not actually present before our eyes whereas this happens in the process of perception. While perception is about the present object or event, imagination does not require an object to be present. In our imagination many of the things might be real while perception deals with real things.

5.8 Imagination and Image : Imagination and image are mental processes. Often they are mistaken as one. In many ways they are the same because both deal mainly with perception. Just as imagination is not possible without prior perception similarly image is also constructed by things or events shaped by our perception. The only difference is that in an image the process of perception involves a reawakening while imagination creates something new.

Questions

1. Essay type

1. What is Imagination? Describer its different types in detail.

2. Describe the different ways of increasing your imaginative power.

2. Short answers

1. What is imagination?

2. What is the difference between imagination and reflection?

3. Briefly describe the different types of imagination.

4. What is the difference between imagination and memory?

5. What is the difference between imagination and perception?

3. Objective Type

1. Woodworth has called imagination as ------------------------.

2. Imagination is mainly of two types. They are-------------- and -------------------

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Unit 2 Development of Capabilities
Chapter 6 : Developing the Thinking Power and Control of Emotions & Preksha Meditation
Part-1

0.0 Objectives
1.0 Introduction
2.0 Thinking
    2.1 The Nature of Reflection
    2.2 Definitions of Thinking
    2.3 Factors of Thinking
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    2.5 Thinking and Memory
    2.6 Materials or Tools of Thinking
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3.0 Questions
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    4.4 Refining Emotions
    4.5 Expression of Emotions
        4.5.1 External Changes
        4.5.2 Internal Changes
4.6 Controlling Emotions
5.0 Questions

0.0 Objectives

    1. The objective of this chapter is to familiarize you to the concept of reflection, its basis and its basic qualities.

    2. We will also consider how preksha meditation and the science of living can contribute to the increase in the power of reflection.

    3. After going through this chapter you will be able to handle questions on the different types of thinking processes.

    4. You will also know what we mean by emotions.

    5. You will read about the features of an emotionally balanced person and also about the refining of emotions.

    6. We will also talk about the internal and external changes that come about in a human being while expressing emotions.

    7. And finally you will know how to control emotions.

1.0 Introduction

    In the previous chapter we discussed will power, and the development of imaginative power. We also studied the role of preksha meditation and the science of living in the development of these powers. In this chapter we will read

about the power of thinking. What is its nature? What is its basis? And how can we develop our thought process through preksha meditation? We will also cover emotions. How can we control emotions? Also we will work on the role of preksha meditation to control emotions and develop powers of thinking.

2.0 Thinking

2.1 The Nature of Reflection : Generally every creature has the power to think and comprehend but man is more developed than the other creatures because he has a higher level of intellect and the capacity to think. All of us do not have a similar capacity to think. Some have a very poor level while others are medium but some have a highly developed capacity to think. And some even have the highest level of thinking. Thought is a mental process related to our learning, powers of recollection and imagination. Thinking cannot be seen in isolation to these capabilities. Some people feel that during the process of reflection our mind is very active while others feel that the other parts of the body are also involved in this process. Compared to other mental activities thinking is more complicated and generally depends on the experiences of the past. Hence it means that thinking is an intellectual activity and it is only through thinking that we develop the scientific and technical fields. This is an intellectual activity that relates to every aspect of our life. In the field of education too this has a lot of relevance. People who are adept in thinking can easily grasp and analyse any event, situation, or plan. Thoughtful people have the skill to interpret any event, situation or plan and put their views in a very clear, skilful way. Their reasoning is very accurate and lucid and they can easily answer counter reasoning. Such people do not get easily provoked and patiently go through every situation. They are principled and evaluate events on that basis and consider the results. They are objective, impartial, and principled in their decisions because they have their own values. Good thinkers can also guide one to choose the best solution out of the available options. They have a very balanced attitude towards results and they maintain equanimity towards any happening. They are neither excited nor passionate about anything nor irked by anything.

Reflection is a state of mental thought that is the process of thinking. Thought is a way of looking or interpreting things from different angles, perspectives. While thinking we examine a thought, critically assess it, become conscious of it, compare it, question it, analyse it, repeat it and bring the other relative aspects to it.

Thought is a complicated process that goes on in our brain. Thinking also involves many internal capabilities like imagination, concentration, alertness, recollection, understanding and perception etc. All these internal abilities participate and support the process of thinking. It is necessary to look at the whole thing clearly and separately.

2.2 Definitions of Thinking : Many psychologists have defined thinking in different ways. According to Colling and Drever, " thinking may be described as the conscious adjustment of an organism to a situation." Woodworth says," thinking is one way of overcoming an obstacle." Warren has defined thinking as "the ideational activity, symbolic in character, initiated by a problem or a task the individual is facing."

Dr.S.N.Sharma has elaborated on Warren's definition in his own words" thinking is an ideational activity, symbolic in character, initiated by a problem or a task the individual is facing, but under direct influence of his problem and leading ultimately to a conclusion of solution of the problem."

Humphrey has listed the following facts to define thinking---

1. An individual indulges in thought to solve his problem and in this task uses his earlier experiences.

2. The problem pending before an individual obstructs him from attaining his goal so he is compelled to think of solutions. In such a circumstance thinking is an activity.

3. It is purposeful and its language is immediate.

4. When the thinking process begins to work out a solution for a problem then images flash, an inner language works and muscular activity also takes place.

2.3 Factors of Thinking : Psychologists have given the following as the main factors of thinking

1.   There must be a problem for the thought process to begin.
2.   To decide on a direction to sort out the problem.
3.   To move towards a purpose.

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4. To use the trial and error method.
5. The individual has to be active.
6. An inner language exists

2.4 Thinking, Imagination and Memory : Thinking, imagination and memory are all mental processes and complement each other. Though they are interlinked, they are not the same. Thinking and imagination are intellectual and creative processes but there are many differences between the two as given below:

1. Thinking is a logical process while imagination does not include reason.
2. Thinking evolves in response to a problem while imagination flows unhindered.
3. The thinking process mainly involves solving a problem while imagination recreates a situation or cir cumstance.
4. Thinking is a conscious level activity while imagination is an unconscious activity.

2.5 Thinking and Memory : Thinking and memory as we have said earlier are mental processes and they complement each other but they are very different from each other as

1. Thinking basically involves new things whereas memory throws up past experiences.

2. Thinking aims to solve a problem while memory is simply reliving the past.

3. Thinking involves solving a problem while memory is related to experiences or incidents of the past.

2.6 Materials or Tools of Thinking : Thinking process involves the following three tools

1. Object
2. Concept
3. Symbols or Signs

2.6.1. Object - object is very basic to thinking because it evolves only with this. The object could be a thing, particular or common or something mobile. During the process of thinking they appear in front of our eyes and facilitate the process of thinking or by transferring or imagining the thing we make it a tool of thought.

2.6.2. Concept-the other major tool of thinking is a concept. The meaningful form of the thinking process is concept. Interpreting a word is mainly conceptualizing it. When we interpret a word it is done at the conceptual level and if the concept is not clear or correct then we cannot define the word. The concept formation of a thing or fluid may differ from person to person. How we conceptualize or define a thing might be very different from another's. The characteristics or activities of a thing like plants and trees, flowers, distances of places that we know are forms of conceptualizing. Even conversation with others can be meaningful only when we are conceptually clear. While conversing, however, it is not necessary that what we have in our minds or how we conceptualize is similar to that of the other.

2.6.3. Symbols and Signs--- this is also a major tool of thinking and they are necessary too. Every symbol has sign as an indicator and every sign has a symbol as an indicator. For instance the sign + in mathematics indicates addition or indicates subtraction. Even our language is a symbol and we express it in many ways. Even animals use symbol or signs to express themselves. We think through words and these words symbolize a particular meaning. Words help build a language thus language, signs and symbols are useful in the process of thinking.

2.7 Thinking Framework

Everyone has some special way or outlook about thinking which we use while thinking. Although we are not very conscious about this still in some ways like principle, context, format, values and concepts etc we collect information, store our experiences and organize our knowledge. When we meet a person the first time then the initial experience creates a value-system in us meaning that we frame an outlook towards that person and based on this we form our opinions about the subsequent events. This framework becomes our guideline for future reference, as the saying, once bitten twice shy, elaborates. This is the framework that helps us define and interpret the world, its working etc.

Our faith or belief is also inclusive in our thinking framework and this helps us to understand and interpret the world around us, how it works etc. It involves an estimation of ourselves, the world around us, and the interaction between us. This framework helps us to come to interpret, infer, and predict the things in created universe. Our frameworks or perspective changes as well and we discard the old ones to adopt new. When we cannot understand new things on the

basis of our prevalent outlook then we change our perception of things and this happens at the unconscious level. We might not even be aware of it and we cannot attempt to explain this or limit it in words. As we grow older we gain in experience and understanding. Our concepts[part of our value system] based on the general turn of events as well as the principles, rules, formats, and mappings become part of our thinking framework. Their utility depends on how they help us to define, interpret or foretell a thing. A descriptive format or a map helps to recognize a thing, and why it is so. The format or mapping that aid us to forecast do so in a limited way though and such a foretelling helps us to benefit from past events or predict about the future so that we derive the maximum benefits.

2.8 The Basic Skills of Thinking

Good thinkers in an alert, conscious way use their principles, formats, maps, concepts to think on fields of their interest. Many principles are derived from and used along with the development of various areas like mathematics, science, geography etc. Thinkers use principles or theories from different fields to brood over their own subjects. In our day to day living we might not use these principles or theories to sort out our problem, still we need some knowledge of the principles and experiential knowledge as well as some basic skills to think on our subjects. For a meaningful thinking we need these basic skills

1. definition   2. suspension of belief   3.asking questions and formulating problems
4. brain storming   5. categorizing and prioritizing   6. analysis
7. inferring   8.comparing and contrasting   9. hypothesizing and falsifying
10. particularizing or generalizing   11.devil's advocate   12.   problem solving cycles

We can now elaborate on these points:

1. Definition - the terms used included in the central points of a thought help to define. But do not   a s s u m e that the way we interpret the terms is also the way others do.

2. Suspension of Belief - to discover new concepts or principles we must discard temporarily or otherwise] our previously held beliefs, opinions or prejudices and till we formulate new beliefs we must be patient. In a state of confusion do not be worried. For a multiple outlook this skill can be used.

3. Asking questions and formulating problems - effective thinking emerges from the skill of asking questions. We must ask the right and correct questions or formulate the problem in such a way that it becomes easy to find a solution.

4. Brain Storming - to write on the available knowledge about a problem and then to judge and evaluate it.

5. Categorizing and Prioritizing - by categorizing and prioritizing our thoughts, knowledge we can increase the clarity of the problem. This also helps to sift and sieve the unnecessary things.

6. Analysis - analysis is generally done on the basis of some principles. We can also differentiate between facts and pre-imagined assumptions through an analysis and also reach the minute level of thinking.

7. Inferring - we infer about things on the basis of the available information or knowledge.

8. Comparing and Contrasting - comparing helps in the process of thinking and also helps in deciding on the basis of given possibilities.

9. Hypothesizing and Falsifying - this indicates that while formatting a principle we also verify its truth. Hypothesis is an assumed truth till it is proved a falsehood. This kind of thinking verifies the veracity of a theory and is useful for research activity.

10. Particularizing or Generalizing— on the basis of the available proofs of a principle we generalize its results.

11. Devil's advocate---this includes incorporating all the hypothetical things and testing the given possibilities.

12. Problem Solving Cycle-esthis involves testing the theory or principle and looking at it from a workable angle and then choosing the correct option out of the given options.

2.9 Development of Thinking and Preksha Meditation

There might be many reasons that prompt the process of thinking but the major reasons are mental stress, mental

instability, and emotional instability. Hectic schedules, and the struggle of life induce stress and this in turn affects our thinking process. At present the individual is not able to think clearly and meaningfully. Since time immemorial our Indian philosophy has some prevalent techniques that teach one to live life meaningfully. The science of living and preksha meditation have been very useful in making our thought process very effective. Through the study of the science of living we learn the art of living and through transcendental meditation we can refine our self physically and mentally. Both these things strengthen and organize the thinking process. Meditation helps to calm the turbulences of the mind and relaxes the body to the extent that stress is minimized.

A regular practice of transcendental meditation can improve the mental capacity, increase mental stability and also reduce physical and ergic tension. This has been proved by many researches. Gaur[1977], Gaur and Betal[1999] have proved with their researches that through some regular physical exercises of preksha meditation like relaxation of the body, deep breaths, and light-centric exercises we notice positive changes in the above-mentioned reasons and this in turn fortifies the thinking process. The recent minor research on prisoners undertaken by Gaur and Saini has showed similar results and it was also observed that there was a positive impact on the thinking process of the prisoners. The two observed significant changes in the behaviour of the prisoners in eight areas. Through a regular practice of preksha meditation there were tremendous reduction of tension in eight areas and a huge positive change in their outlook. Thus the above- mentioned researches have proven that through preksha meditation one can reduce physical and mental stress and strengthen one's thinking process. The more intellectual capacity a person has, the more stable he is emotionally, and self-knowledge he has, the more stress free he is, the greater will be his thinking capacity.

Questions

Multiple Choice

1 The tools of thinking are--------------------.

2. The basis skills of thinking are-------------------.

Short answer---

1. What is reflection?

2. Give two definitions of thinking.

3. What is the difference between thinking and imagination?

4. What is the difference between thinking and memory?

Essay type

1. Define thinking and also differentiate between thinking and imagination.

2. Describe the basic skills of thinking.

3. Explain how we can develop thinking through transcendental meditation.

4. What are the tools for thinking? Explain in detail.

Part-II

4.0 Emotions and Their Control

4.1 What are Emotions? : Emotions are a complicated process of feeling and a state that evolves out of feeling. Emotions do not occur without feelings. At the basic level they indicate states of happiness or misery but at a more evolved stage they are a delicate expression of sentimental reaction. It is held that anger is a reaction of uncontrolled wishes while fear is an uncontrolled conscience and sorrow erupts following suppressed or unfulfilled love. Our basic needs create stages of emotions. For instance- joy, happiness, and ecstasy are the various stages of the same emotion. To express emotions is very natural but still through various ways we can express them in a healthier manner and attain an emotional balance. To balance our emotions is a skill.

A person who is emotionally balanced rises above likes and dislikes and petty considerations to make independent choices. He understands his own feelings and also that of others. He will give importance to co-operation, harmony, and inter-personal relationships. His decisions have a bearing of his values and relationships. Such people have an immense potential to manage their relationships and also to create new ones.

Emotions are a delicate reaction to certain sentimental states. And this reaction can be directed to external circumstances as well as to internal states of mind. It is an intricate sentimental process and it can cause changes of both an internal and external nature. An emotional state can be identified by close scrutiny and we can call these signs emotional expression. We can say that anger is the natural reaction to the hindrances of our wishes. Similarly an anxiety about the results can create a state of fear. A lack of sympathy and love can lead to sorrow. Our basic needs are related to our emotions. Joy, happiness, and ecstasy are all positive responses. Through expression we can maintain an emotional balance. There are various ways and options to express our emotions like-

1. A physical or verbal expression like crying, screaming, scolding, moving the body.
2. Controlling the emotions, suppressing then internally.
3. Release or catharsisreleasing them at the right place in an appropriate manner, suppressing the negative emotions.
4. Translating them into a creative expression like arts or self realization.

In the above mentioned manner we can express our emotions and attain an emotional harmony and also manage the other activities of our life well.

4.2 Salient Features of Emotionally Balanced People---

These are the salient features of emotionally balanced people

1. They are conscious and aware of their reactions, that is, they are alert about their bodily responses to people, happenings.
2. They can distinguish finely between the different emotional reactions.
3. They also recognize the bodily reaction to emotions.
4. They are conscious of the unpleasant experiences of the past and can confine its impact on the present which means that they can navigate their emotions well.
5. They can accept their positive and negative emotions.
6. They accept responsibility of their emotions and do not shift blame on other shoulders.
7. They can express their emotions in various ways , which means that they can release, control or express their emotions well and that they know how to manager their emotions.

4.3 Discovering your Emotions

It is difficult to be intimately familiar with one's emotions more so our negative emotions. It is desirable to be able to know one's emotions, to distinguish between them and to accept them as raw realities. To know our emotions and to distinguish between them, it is necessary that we accept them as bitter realities and know their value.

We generally discover our emotions through others. When they tell us that such and such emotion of ours is childish, like shyness for instance, we come to know that it exists in us. Our reaction at first might be unnatural and that of surprise and later we might find it difficult to accept them. So in order to escape that situation we try to conceal our negative emotions behind a mask of indifference, tension or surprise. When we look deeply inside us we find that emotions like anger, fear, sorrow, happiness, joy exist in us.

4.4 Refining Emotions

There are different ways of refining our emotions. Through these options we can refine our emotions and balance our emotions and improve our behaviour. We are presenting four options. The first one is to know and be conscious of our bodily and verbal reactions. Those that are not appropriate should not be expressed before others. By being conscious we can control our reactions and abandon the inappropriate bodily and verbal expressions that we used in the past.

The next option is to be conscious of our language and to cultivate expressions of fineness and express our feelings through appropriate words. This alertness is necessary besides the first one of being conscious of our physical reactions. This will make our priorities and our feelings clear to the other person as well.

The third option is that we express our feelings in such a way that we do not offend and hurt others. In sports we express many of such emotions.

The fourth option is colour therapy where we meditate on different colours. There is a close connection between colour therapy and refining of emotions. In last year's syllabus in a chapter on the categorization of personality on the basis of colour therapy we had clearly established a connection between colour and personality. Colour therapy can create the desired impact on the evolution of various feelings and we can make their flow easier. Hence through strong colours we can channelise the flow of our feelings.

4.5 Expression of Emotions

There are external and internal changes in a person during an emotional phase and through a scrutiny of these changes we can know the various stages of an individual's emotions. As we have already mentioned emotions are a complicated stage of one's feelings and we reach this state after feelings are awakened in us. Thus feelings are necessary for emotions. No emotion is possible without feeling. It is not necessary that there would be bodily changes during the process of emotion but their expression necessitates a bodily reaction and these changes can be recognized through a close examination. For example fear leads to trembling, or produces a scream or the body turns pale. The internal and external changes that the body goes through are elaborated below:

4.5.1. External Changes- the major noticeable change is in the facial expression, postural changes, and vocal changes. The facial muscles expand during the emotional phase and thus the facial expression changes. For instance when we are angry the face burns and the muscles stretch and the eyes turn red. Similarly during fear or for that matter any other emotion the facial expression changes and this change can help us read emotions. Besides this there are also corresponding postural changes. During particular emotional phase the body assumes particular postures. For instance the head is held high and the chest also visibly expands when we are happy but in a state of sorrow the body goes limp, while in a state of fury the arms distort and the fingers fold into a fist. There are changes in our manner of speech too in an emotional phase. There are different vocal changes in different stages of feeling.

4.5.2. Internal Changes- there are internal changes in us as there are external changes. We come to know about these internal changes through machines that map the internal changes. The heart beat blood pressure, pace of breath, pulse rate and the blood chemistry goes through change and these indicate the internal changes. Also there is a flow of fluids in the body, wave release in the brain; visible changes in the digestion and in the muscles all point to the same.

4.6 Controlling Emotions

Our life every day is prone to stress and anxiety. The main reason is the thrust towards materialism and luxury which has made our life prone to emotional instability and given rise to distortions inside us. All this has created a very complicated state of conflict. Scientists and psychologists are trying to discover ways of combating this and also trying to

develop various remedies. Indian yoga system has evolved various options to combat this. It believes that a person's mind and behaviour are basically guided by his external milieu and if that is adverse then it produces distortions and emotional instability. The same philosophy is explained in Geeta. Indian yoga gives special emphasis on the mental well-being and personality development of an individual and it has developed various activities for this. Maharishi Patanjali and the Geeta stress that to be free of the disorders of our environment we must confirm to our natural being or essence and behave accordingly. But this is difficult to achieve. Indian psychology stresses that through meditation and yoga we can, to a great extent, control and also be rid of our mental instabilities and disorders. The evidence of this is the research and experiments done here and abroad with meditation and yoga. The two and a half decade prevalent preksha meditation propounded by Acharya Mahapragya has shown similar positive results. A regular practice of preksha meditation increases emotional stability. The constant research done with this system shows that this not only increases emotional stability but it also reduces ergic tension. Research has been conducted at four levels on the relationship between emotions and Preksha meditation-

1. On the students of primary classes.
2. On the students of higher classes.
3. On the masses.
4. On people with criminal tendencies.

1. Research at the primary level - this research was carried on by Gaur, 1998 on two groups of primary level students. One group for three months was made to practice preksha meditation while the other was not included in this. In the beginning their emotional relationships were examined and three months later there was a re-examination. It was discovered that those who practiced preksha meditation were more stable emotionally and while their stability was a positive indication, the other half remained in the same state prone to instability. This established beyond a doubt that preksha meditation had a positive impact and increased emotional stability.

2. Second Level of Research--- to examine the impact of preksha meditation on emotional instability those students of higher classes were chosen who were addicted to drugs[Gaur and Betaal,1999]. Many resort to drugs because they are not able to cope up with emotional instability. So in this experiment two groups of students were chosen who were drug addicts. One group was regularly made to practice preksha meditation for 40 minutes and also made to concentrate on energy point while the other was left to their daily routines. After two months the emotional stability test was conducted and it was discovered that those who had practiced preksha meditation had improved and were reasonably stable and that there was a marked reduction in their consumption of drugs. The other group that did not practice preksha meditation did not report any change in their drug consumption or at the level of emotional instability. Thus this experiment also re-iterated the findings of the earlier experiment.

3. Third Level of Research--- the third level of research was carried on ordinary people again by Gaur,1999 and this proved again that preksha meditation helps achieve emotional stability.

4. The Fourth Level--- the fourth level of research to establish the connection between emotional stability and preksha meditation was done on prisoners. To commit a crime in a moment of passion is indicative of emotional instability. In this research those convicted for life were chosen to do preksha meditation for a short term. This exercise was done regularly for 40 minutes everyday for 25 days. Before the exercise the level of their emotional stability and their mental well- being was tested through psychological tests. After 25 days of meditation their emotional stability was again tested and figurative analysis was done. And it was discovered that their levels of emotional stability had gone up and there was a positive improvement in their mental well-being. All the above experiments proved that preksha meditation had a positive impact on all age groups across all sections, whether young or mature, normal or deviants. Emotional stability has a definite impact on one's personality and the more stable a person is the stronger would be his personality. Preksha meditation also makes the body more flexible because it relaxes the body and this helps one to combat tensions and stresses so their impact is less visible. Consequently the possibility of emotional instability is reduced. Preksha meditation also roots out the deeply ingrained tensions which are likely to cause imbalance in a person. So the individual is stable and healthy and if he ever becomes unstable the phase of instability does not last long. Thus preksha meditation is very helpful in ridding us of instabilities and restoring stability, so we must practice this regularly. This helps one to be emotionally stable and balanced.

Questions

Essay Type

1. What are emotions? How can we refine them?

2. Describe in detail the physical changes that are brought on by emotions.

3. How can we control emotions? Discuss the research done in this area.

Short Answers

1. What are emotions?

2. Define the characteristics of an emotionally balanced person.

Objective type

1. The expression of emotions brings---------------------------- changes.

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Chapter-7 : Transcendental Meditation and the Development of Sensuousness and Insight

1.0.0 Introduction

In the previous chapters we read about will power, imagination, development of thinking power, control of emotions and preksha meditation. We also studied the role of preksha meditation and the science of living in developing these skills.

In this chapter we will read about sensuousness and preksha meditation and insight and preksha meditation. Apart from this we will also focus on the senses and their working capacity and their relation to points of consciousness. We will also talk of developing this capacity. The second part of this chapter will deal with insight. What do we mean by insight? What is the role of preksha meditation in developing insight will also be dealt in this chapter.

0.0.0 Objectives

1. After going through this chapter you will know what we mean by senses and its related tasks.

2. You will also know the capabilities of the five senses.

3. While reading this chapter you will also know about the possible defects in the lesser developed sense faculties and how such defects can influence the individual.

4. You will also know about the consciousness points related to the senses and where they are situated and how through observation of the points of cosciousness, conclusion can be attained.

5. Through this chapter you will also learn how through yogic exercises you can develop your senses.

6. You will also read about insight and the characteristics of people with powerful insight.

7. We will talk about the role of science of living and preksha meditation in developing insight.

8. And finally you will be able to answer all questions related to these topics.

7.2.0 Sensuousness and Preksha Meditation

We know of the world of senses through various things. It is a known fact that we have five senses and through these senses we come to know of the various articles in things. By seeing with our eyes, smelling through our nose, hearing through our ears, tasting with our tongue, touching with the skin we know of the articles in various things. Sensation is the initial process of knowing things through these senses. Whenever these senses are excited they go through a chemical change and this information is passed to some part of the brain through the sensual nerves and through a cognitive mental process it manifests itself. Hence whenever any of the sense faculty goes through a stimulus it gives us a sensation.

As we have already pointed above through the senses we get sensations meaning thereby that the senses are an important medium of letting the body experience a sensation. So we must know more about sensation and its nature. Sensation is an easy and general process which cannot be separated from perception. Dr. Sharma has interpreted and elaborated on Woodworth's[1965] comments in his book, Modern General Psychology in this manner, " in general when we speak of sensation we are thinking of stimuli and investigating the relationship of the individual's experience of various stimuli which reach his receptor."

Our senses are the main receptive agents of sensation. Whenever anything exciting influence our senseseyes, ears, nose, tongue, skin then these become the receptors of the sensation. The parts through which we receive the sensation are called receptors. When the sensations produced by stimuli come in touch with receptors the nerves of the body feel a vibration. This vibration in reality is electro chemical energy. This energy released through the afferent nerves carries the sensation to the brain. As per the characteristics of the receptive senses we can categorize sensation into five---

1. Olfactory Sensation - relates to the nose.
2. Auditory Sensation - relates to the ears
3. Visual Sensation - Relates to the eyes
4. Gustatory Sensation - Relates to the tongue.
5. Cutaneous Sensation - Relates to the skin.

Apart from these features we can also characterize them on the basis of intensity, duration, vividness, extension and local sign.

Variation in sensation can be determined on the basis of intensity. It also depends on the level of excitement or stimuli. The intenser the stimuli the related sensation too will be as intense. For instance the difference between various fragrances can be felt only through its intensity.

Duration is another feature of sensation. Duration refers to that period during which the sensation lasts. The period

during which the receptor feels the sensation or stimuli is called duration. The perception also varies according to the duration. Vividness the clearer the stimuli the clearer would be the sensation. This means that when the stimuli lasts for a longer duration with a greater amount of intensity the receptor will fell the sensation with a greater clarity.

Extension- the different stimuli of any sense faculty does not have a uniform impact all over. Some stimuli might excite some parts of the sense faculty while another stimulus might excite more parts of the sense faculty. For instance if any object touches the body over 2 centimeter area and then retouches 10 centimeter area then the cutaneous sensation would be different.

Local sign- every sensation has local signs where the base localizes its impact on a particular area or part. For instance if a person is blindfolded and if a sound is produced and the person can indicate the place from where the sound is coming. This proves that this person can not only identify source of sensation but also knows the place from where it originates. The same goes for smell too when the place can be located.

Every sensation requires a receptive sense faculty and a particular excitement. Our sense faculties receive the corresponding excitement. For example

1. For olfactory sensation our nose is the receptive organ and smell is the stimuli.
2. For auditory sensation the ears are the receptive organ while the sound is the stimuli.
3. For visual sensation eye is the receptive organ and stimuli is light. It means that through the eye and light are the bases that can lead to visual sensation. For this other sense organ like nose and light cannot be a base for visual sensation.
4. For gustatory sensation the receptive organ is the tongue and taste is the distinguishing stimuli.
5. For cutaneous sensation the receptive organ is the skin and touch is the stimuli.

Now we will study the sensations more closely---

7.3.0 Olfactory Sensation

The nose is the receptive organ for olfactory sensation while the smell is the stimuli. Every creature has olfactory sensation. The lower grade of creatures have a stronger olfactory sensation than the human beings, especially dogs have a very sensitive noses. To receive the olfactory sensation the nose has related receptors and the circulation is like long threads. The finer article of a thing enters the nose through air and stimulates the receptors and these through nerves reach the brain and we know about the related smell. For the olfactory sensation to be activated it is necessary that the finer atoms should reach the receptors. When we inhale the same smell for too long we get accustomed to it and then we do not know the smell. The same smell for a long duration dulls the nerves of our receptive organ so the sensitivity of the nerves gets lessened and this tires the olfactory atoms and we get accustomed to the smell. For instance a worker working in a leather factory or in a place that makes jolly sticks gets accustomed to the smell there and he does not know the smell of leather or holly sticks.

Scientists have identified six types of smell. They are listed below-

1. flower odour   2. fruit odour   3. spicy odour
4. foul odour   5. resinous odour   6. inflammatory odour

The flower odour can be found in flowers, henna and in certain oils, fruit odour can be located in fruits and in some oils, spicy odour relates to all spices, foul odour relates to opium, germs, etc while resinous odour is found in resin, and turpentine and finally the inflammatory odour refers to smoke, tobacco, coffee etc.

7.3.1 Sensitivity to smell : All of us are not uniformly sensitive to smell. Some have very low level of sensitivity so they cannot know a particular smell whereas some cannot distinguish and identify every smell. Such are more sensitive to smell. Those who have non-existent level of smell or do not have this sensitivity are said to be suffering from Ansonia.

7.4.0 Auditory Sensation : Auditory sensation is our important link to the external world. It relates to our ears. It relates to all directions. Our ear is mainly divided into three parts : 1. outer ear   2. middle ear   3. inner ear

The sound reaches the inner ear through the outer ear and it stimulates the relative nerve which carries it to the brain.

Some people have a highly sensitive ear and some have low and some have minimal level. Such people are called deaf. The middle ear and the inner ear contribute to the hearing process. The external ear has two parts, the outer part is called pinna and the other is called auditory meatus. The front part of auditory meatus is called tympanic membrane or ear drum. From this membrane the middle ear begins and beyond it is the inner ear. The sound waves hit the external auditory meatus which gives a speed to the membrane and it travels to the inner ear and stimulates the nerve there which transmits the sound to the brain. This is how we can hear external sounds.

7.5.0 Visual Sensation

The receptors of the visual sensation are the eyes and light is the stimuli. When we see an object or a fluid the light rays from the object or fluid reach our eyes and we imbibe those rays. Some chemical or bodily activities occur and consequently we are able to see the thing. The eyes are the most important organ in this. Sight sensitivity refers to one direction only.

Some people have very good eyesight while others have very weak eyesight. This state can be subdivided into 1. myopia, 2. hyper metropia. Myopia a myopic person cannot see the objects at a distance and the sights also appear unclear or blurred.

7.5.1 Hyper Metropia--- such people cannot see the nearby things and the nearby sights appear blurred to them.

The other problems related to the eyes are cataract and colour blindness.

7.6.0 Gustatory Sensation

This relates to the tongue. Different types of taste stimulate the tongue and this is closely related to the olfactory sensation. Some scientists feel that the organ that produces these two sensations is developed by the same chemical fluid. If we close the nose and place different kind of things on the tongue then it will not be able to distinguish the taste. For instance when the nose is closed and if we put things like a piece of an apple and an onion we will not be able to distinguish between the tastes of the two while the minute the nose is open the taste will be clear and distinct. We generally think that the whole tongue is involved in determining the taste but this is not true. The tongue all over is not sensitive to all kinds of taste. The front part is sensitive to sweet while the back is more sensitive to bitter things. The initial part of the tongue is sensitive to salt and tangy flavours. Flavours are of four kinds- 1. sweet 2. saline 3. sour 4. bitter.

The receptive organs of the tongue are called taste buds. If we continuously taste the same thing then it becomes difficult to appreciate the taste and this is called taste adjustment. But taste adjustment of one thing accentuates the taste of the other things. For instance too much of sweet highlights the taste of sour, salty and bitter things.

7.7.0 Cutaneous Sensation

Cutaneous sensation relates to the entire skin. The medium of cutanueous sensation is the entire skin and this can be divided into three parts: 1. Touch sensation   2. Pain sensation   3. Thermal sensation.

7.7.1. Touch Sensation : Our skin varies in different parts of the body. The skin is thick at some places and it is thin in other places. The cells in our skin stimulate the sensation of touch and we become aware of it. The skins of different parts of the body have varying grasping power. For instance, the skin on the front part of the fingers or the skin of the tongue is the most sensitive. The reason is that the cells found there are denser which makes them more sensitive than the other parts. On the other hand, our back and the heel have lesser number of cells so they are relatively less sensitive.

Our skin structure is built in three layers :   1. Epidermis   2. Corium or True dermis 3. Sub-cutaneous tissue.

The corium is the most sensitive. As soon as it receives a stimulus the cells present in the tissue become active and they communicate the touch to us.

7.7.2. Pain Sensation : It is debatable whether our skin really possesses pain receptor points that communicate pain to us. But at present their independent existence is accepted. Pain is transmitted through nerve endings. It is believed that the cataract possess the greatest number of such nerve endings. It is through the stimulus of the nerve endings that we feel pain. These stimuli are of different typesmechanical, chemical, vaporous and electrical.

7.7.3. Thermal or Temperature Sensation : There are differences of opinion among scholars relating to thermal sensation receptors. Some scholars feel that we do not have separate receptors for hot and cold temperature whereas others believe that there are separate receptors for these in our body. But whatever the two sensations exist independently

1. Cold sensationthere is a dissimilarity in the number of the cold nerve points in our body and it is due to these nerve points that we feel cold.

2. Hot sensationthe hot points in our body is not evenly distributed. Like the cold sensory points some parts of the body have greater points while others have minimal points. One estimate is that the entire body possesses 30,000 such points. In comparison the cold sensory points exceed the hot points.

7.8.0 Benefits of a Developed Sensuousness

Those who have developed sense faculties are highly capable people. And if they use their assets well then they reach great heights. We can also develop our sensed faculties. We are going to elaborate on some tasks connected to sense faculties and later we will also talk about the role of preksha meditation and the science of living in helping us develop our sense faculties.

7.8.1.Olfactory Sensation : If this faculty is well developed then the individual can distinguish between smells very easily and this is very useful for those in the army. Similarly those working in chemical factories or gas stores are also benefited by this. This is one faculty that will help us in all fields of life but still in certain areas this is extremely useful. Even the spy service benefits from this ability.

7.8.2. Auditory Sensation : This sensation helps us to hear, distinguish between sounds and to recognize sounds. A person with a fine ear can catch even the mildest sounds, and also identify the direction of the sound. Those working in the army, factories, driving the railway engines or a bus, making music are benefited by this skill. It is mandatory for them to possess this skill. Even in the police or spy services this skill benefits a lot.

7.8.3. Visual Sensation : Our eyes are the aids for a visual sensation. It is a known fact that to do any work we need good eyesight. For some special services this skill is a must. For instance the railways, air force, naval and military forces, police and spy services. A bad eye sight, colour blindness are some of the defects that deter a person. For railways, airlines, the three armed forces like air force, navy and military a good eye sight is highly recommended.

7.8.4.Gustatory Sensation : The tongue gives us gustatory sensation and to distinguish between food articles this faculty must be developed. This is expected in everyone. Those working in the food industry, in hotels and restaurants must have this skill.

7.8.5.Cutaneous Sensation : Our skin helps in this function. To feel the external environment, the atmosphere, the weather this faculty must be developed. If it is not developed then we cannot distinguish contact, touch and heat and cold.		The Role of Preksha Meditation in the Development of Sensuous Capabilities

7.9.0 Development and Prekshadhyan of Sensuousness

As we know some people have good hearing capacity, some have good eye sight; some have good noses while others have developed taste buds. When the sense faculties related to these abilities are highly sensitive then such skills develop. Some are born with these abilities, while some acquire this in heritage and some use certain methods to achieve this expertise. There are some who have exceptionally developed abilities that we call pera-power. Such people can hear sounds from miles or distinguish a smell miles away.

Yoga relates our sense faculties to the five elements. Olfactory relates to the earth, gustatory to water, visual to fire, cutaneous to air and auditory to the sky. Yoga also tells us ways of developing these faculties and controlling them. Developing these in a positive way and regulating them develops our personality. With this we can organize our life and attain optimal levels of success. We can even attain redemption. On the other hand if we do not know how to control them and do not use it in a desired way then it leads to our downfall as well.

The science of living identifies 13 points of consciousness in a person. These are power houses. Just as yoga gives us special ways to evolve cycles so does the science of living stress on developing related psychic centers. The way

we lock the rays of the sun in a lens and produce fire so we can the consciousness can be concentrated on these psychic centers and they can be converted into power houses removing the curtains that cloud these centers and we can also attain powers.

To develop our faculties and to make them exceptional we must evolve the psychic centers related to these faculties and increase our skills. We will elaborate on these psychic centers and we will also discuss some yogic exercises that will be helpful.

7.9.1 Senses and Related Psychic Centers : As we have already specified an individual has 13 psychic centers in his body and every center has a special power stored in it. Some of these relate to our senses. When we want to develop any sense faculty we can activate the related psychic center. We are describing this below

7.9.1.1. Olfactory Sensation : Breathing Centre : The psychic center related to olfactory sensation is that of breath. This is situated in the front area of the nose and when this is activated the individual's olfactory power increases. This also develops the intuition, premonition and also the power to distinguish between smells from a great distance.

To improve on this concentrate on the nose. After relaxing the body for some time practice breathing exercises and when the body relaxes then bring your consciousness to the breathing. By doing this regularly we can improve on our breathing and his olfactory powers will also evolve.

Apart from this we can practice yoga exercises like jalneti or sutraneti. This clears the nose and all the contaminated things that collect in the nose and block the process of breathing is cleared. Through these exercises all the sensitive tissues that are affected become activated and improved. It also makes the nerves in the nose sensitive and this helps the individual to distinguish between smells and inhale the indistinct and even the mildest smells.

7.9.1.2. Auditory Sensation: active centre : Yoga says that the auditory faculty is related to the ears. This helps us to recognize words, sounds, and we can distinguish between sounds through this. If this skill is developed then we can discern even the finest sounds very easily and be free of slothful, epicurean disposition. According to the science of living and preksha meditation the psychic centre that works for this sense faculty is the active centre. This is situated near the temple behind the ears. By meditating on this we increase our awareness and lessen our sloth. The individual becomes rid of his sloth and epicurean disposition. The acupuncture system also stresses that this centre can be used to improve on bad behaviour.

To develop this centre we must first relax the body and then take long, deep breaths. After that concentrating on this centre meditate on the colour green. By doing this we can activate a distinct nerve and improve our memory, awareness, and the hearing capacity and those who are slothful, epicurean lose their epicureanism.

Some yogic exercises are also very helpful in developing the hearing capacity.

Yogic Exercise for the Ears

1. Put the middle finger in the rear and rotate it slowly for half a minute.
2. Massage all the sides of the external part of the ear and then pull it right and left.
3. Press both the ears with your palm and try to listen to the inner sounds.

Many ascetics try to hear the brahmnaad through these exercises and through yoni posture. This lessens many of the diseases of the ear improves the hearing, reduces sloth, and increases consciousness.

7.9.1.3 Visual Sensation: Eye Centered : According to the principles of the science of living and preksha meditation the vision center is the eyeball of the eyes. Through the eyes we spend a lot of energy. We see the material world through the eyes. Through the increase in the vision centre an individual not only increases the power of the external sight but also improves his insight. To increase the visual ability the consciousness is centered on the vision centre. As mentioned above to develop this psychic center practice loosening the body and breathing exercises. This improves the nerve of the vision centre and increases the eye sight.

To increase the eye sight certain yogic exercises are helpful and these are as follows:

1. Rotate the eyes up, down, right and left.
2. Move the eyes in a clock-wise and anti clock wise direction.

3. Blink the eyes fast

4. Rub your palms to make them warm and then place them on the eyes and cover the eyes like a cave and in the darkness blink the eyes. Then let light filter through the fingers and open the eyes gradually.

7.9.1.4 Gustatory Sensation: Bramha Center : The tongue is our gustatory faculty and it makes us aware of the different tastes. The tongue also helps us to speak. So it is necessary that we adequately control this faculty. This can also help us to keep healthy or it can damage the health. If it is not kept under control the person is likely to be a greedy or a glutton which will adversely affect his health. An uncontrolled tongue can make a person talkative and he can lose control over his tongue. It is the same tongue that also helps one to chant and invoke the name of God and gives him a divinity.

Yoga gives a lot of importance to this faculty and it is also related to our senses. If it is not kept under subjugation it can make one a slave to sensuality and gluttony. In yoga the khechri posture is very important for this faculty and if this posture is practiced for a long time then the communicative skill also improves.

To increase gustatory sensation one must follow the principles of science of living one must concentrate on the bramha center. This is located in the frontal of the tongue and by a regular meditation this nerve can be activated. According to the science of living controlling the pleasure of the tongue and meditating on the bramha center is the way to bachelorhood. By meditating on the frontal of the tongue one sends a throbbing sensation to it. But before this relaxing the body and breathing exercises must be done. Then keeping the tongue suspended we must observe it closely and feel the throbs rising in it. Keeping the tongue stable, relaxing it, and observing it and being silent help one to achieve bachelorhood. Cutaneous Sensation--- relaxing the body and observing it

7.9.1.5 Cutaneous Sensation : Kayotsarg and Body Preksha : The entire body responds to touch. Wherever the body feels a touch or such a stimuli it communicates the same to the brain.If any part of the body does not respond to the touch then the brain does not receive adequate stimuli. The stimuli from the external world,atmosphere, humidity and coldness are felt by this sense faculty.

To develop this sensation it is necessary to relax the body and observe it. According to the principles of science of living and preksha meditation relaxing the body and observing it improves the resistance power of the skin and increases the sensitivity. As a result the body resists the stimuli that harms it and retains its sensitivity.

Yoga stresses that a regular massage improves the blood circulation of the body and improves its resistance power too.

7.10.0 Questions

Essay type
1. What is olfactory sensation? Describe its function and also stress how it is possible to improve its ability.
2. Explain auditory sensation and also clarify how we can improve this through preksha meditation.
3. What is gustatory sensation? How do science of living and preksha meditation contribute to its development?
4. What do you understand by cutaneous sensation? How can we develop this ability?
5. Explain the relative psychic centers of various sense faculties.

Short Answers
1. Describe in brief the visual psychis center.
2. What is the active center and what is the benefit of meditating on this?
3. What is breath center and how can this be awakened?
4. How can we activate the bramha center? Explain
5. What should we do to increase the capacity of cutaneous sensation?

Objective
1. Sense faculties are---------------------- : a] four   b] ten   c] five   d] eleven
2. The psychic centers are------------------ : a] five   b] fourteen   c] thirteen   d] seven
3 The external point of consciousness is in the --------: a] nose   b] eyes   c] temple   d] forehead

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PART-II

7.11.0 Insight or Intuition and Preksha Meditation : Insight or intuition is a special ability a person has. This is found in everyone but only a few have a developed insight or intuition. Many psychologists feel that this ability exists in other creatures too. We can use this ability to sort out our problems. Insight helps us tide over problems. It also plays a vital role in the process of learning and it is closely related to intelligence level. Hence it exists more in creatures of higher intelligence especially in man. Psychologists like Woodworth and Kohler have considered the process of learning as very important.

7.11.1 What is Insight or Intuition? : Intuition is the instinctive grasp of a thing. The individual gaining from his past experience, present knowledge, imagination and the external environment gets an insight into the subject. It is not something that can willfully be curbed but it is an attentive state of receptivity. Some people define it as a process that stops the inner turmoil and opens the vista of imagination and kinesthetic.

7.11.2 The Importance of Intuition : The west does not stress on the use of intuition. It gives more emphasis on reason than intuition. Even the education pattern there does not give a lot of stress to this whereas the east considers it very important and many religions have incorporated ways of improving on this in their corpus. In many schools of the east like the Bodh math, Gurukul, and the yoga centers children are trained right from their infancy to develop this knowledge.

7.11.3 Characteristics of a Person with a Developed Intuition- Intuition is very useful in providing inner strength towards situations and in exploring possibilities. The intuitive power extends beyond the sense faculties. Those who have a developed intuitive power are visionaries, discoverers, artists, and such creative people. Generally the intuitive person is liberated, free, emancipated and unfettered. He listens only to his inner self, to motivate within and so is able to reach conclusions fast. He is very skilful in sorting out problems and in learning new skills. He uses his energy very enthusiastically in creative, constructive work. He can also detect hidden things or topics and has a very advanced level of extra- sensory power.

I7.11.4 Insight and Learning : Many scientists have very clearly found in their experiments that insight has an important bearing in the learning process. The boon of insight is that once we acquire or learn a thing we would never forget it even with the passage of time. Psychologists have stressed on some benefits of learning from insight. For example--

1. Insight comes suddenly.
2. It organizes a subject or a thought.
3. It changes the perception.
4. It is closely related to intelligence levels.
5. The psychologist Woodworth classifies it into 1] foresight   2] hindsight

We sometimes use our foresight to sort our problems or we refer to our hindsight to do the same.

7.11.5 Development of Insight or Intuitive Power: Insight is more closely related to our levels of consciousness and our mind. The more developed our consciousness is and the more relaxed the mind is, the greater the possibility of developing our insight. The lesser the mind strays, the lesser the level of impurities the greater would be the level of insight. For instance we can see the base of still and quiet waters and not that of the flowing, unquiet waters. Similarly a restless mind filled with impurities cannot develop the powers of insight, so to achieve this, the mind should basically be quiet and relaxed. Given below are some ways and some exercises that can help an individual to develop his intuition:

1. Keep your daily routine easy, your mind clear and also work dispassionately. Accept yourself and others as they are.

2. Interact with others on the basis of emotional compatibility or even despite incompatibility.

3. Make your support group that can analyze your actions, use your experiences and motivate you.

4. During a work contemplate seriously on the experience you are going through, the signs you receive and analyze. These signs are useful for bringing the insights to the level of consciousness.

5. Do regular exercises and write down your experiences.

Other Ways of Increasing your Intuition:

7.11.5.1 The Mind: Clearing the Space

As we have stressed before an overworked mind tampers with insight. To calm the unquiet, turbulent mind, to reduce the conflicting things within or in other words, to clear the spaces within, so that the powers of intuition can flow unhindered, adopt the following ways:

Retire into a quiet place and then:

1. Close your eyes gently, take a long, deep breath and relax the body.

2. Now seek to know who stops you from being contented. Contentment stabilizes the mind.

3. Let the answer or response come verbally to you. Welcome the response, do not question it or get entangled with it; simply look at it in a detached manner.

4. Now think that you have stored the problem in a box, or tied it to a balloon and left it rise, or drowned it in some lake or ocean.

5. When you feel that the problem has deserted you, go through the entire process and keep repeating it till you feel that the problem is totally extricated and uprooted. You can use this experiment to uproot many kind of problems and this will help to clear the cluttered spaces in the mind.

7.11.5.2 Development of Insight through Yoga : We can easily develop our insight through yoga. Ashtang yoga cleanses the inner self, and the mind, stabilizes and quietens it which is very useful to attain insight. A regular session of asanas makes the body more flexible and releases it from many impurities. Pranayam pierces through and rends apart many curtains that veil our insight and lets the power of insight flow unfettered. Patanjali Yoga says that pranayam stabilizes the mind. Pratyahar helps to calm the mind and superbly control the senses. Dharna also relaxes the mind and increases patience. Meditation deeply relaxes the mind and gives an extraordinary level of consciousness. In meditation when the sought objective is reduced to a minimal level and the meditated form becomes negligible then we are in a state of trance. And when the three, notion meditation and trance fuse into one then it is called total control. And in this situation we easily receive the intuitive knowledge, powers of intuition and we can know the past, present and future.

7.11.5.3 Insight/ Intuition and Preksha Meditation : Through preksha meditation we can easily develop our insight. Through various steps of preksha meditation we can remove the impurities of the mind, make it more stable and also raise our consciousness levels so that we can easily receive insight or intuition.

Loosening the body helps to relax each and every part of the anatomy and rid it of its problems/diseases and control every part. It also helps to attain a level of stability and the bodily diseases can be lessened. This keeps the mind stable and develops the level of consciousness.

Through a practice of a self-seeking journey into the inner self we can also increase our powers. The power center which is situated at the lower end of the energy centre has to be raised to the level of knowledge center. And for this an odyssey into the self in quite helpful. From the power center the energy centre located at various psychic centers reaches the uppermost end of the brain which is the center of the intellect. This power then can be used for the quest of knowledge and truth. Thus in this way we can raise our power levels and develop our insight or intuition.

Observation of breath is an effective way of controlling the mind because if we have to control the mind then we have to control our breathing pattern and for this observation of breath is a powerful medium. Through this practice the process of breathing gets a rhythmic and controlled pace. Breathing becomes stabilized and when it becomes rhythmic the memory power also improves drastically and so does our thinking. It also develops concentration which is useful for insight or intuition. In relaxation of the body we see the body through closed eyes. In this process we do not analyse the activities in different parts of the body or give any suggestion. On the other hand we detach ourselves from pleasant and unpleasant considerations and concentrate on the body. This helps us to be rid of the love of the body and we become detached towards various sensations. This exercise cleanses the mind and refines it and lets the consciousness flow free and unhindered. All this helps in the development of insight.

In the psychic centered observation we concentrate on the 13 centers situated in us. We take the mind to the entire area of psychic centre and watch in a very detached way the sensation, throbbing occurring there. Psychic centers are those places in our body where the level of consciousness is dense. By concentrating on these dense areas, by displacing the consciousness we refine it. This refinement helps differentiate between the seen and the seer and finally this exercise can help us develop insight and intuition.

To develop insight colour meditation is also very useful. Through colour meditation we can seek the truth and raise our insight. In this exercise we concentrate on some psychic centers through certain colours. This leaves a positive impact on our physical, intellectual, spiritual and mental levels. On the happiness center, purity center, thought center, thought center, and light and knowledge centers place the following colours respectively--- green, blue,red, white, and yellow and meditate. In this way by meditating on red colour at thought center we can raise insight. Also when we meditate with other colours on their centers our emotional flow is easy, feelings of lust are lessened, rage is controlled and the intellect is activated. Apart from this through practice of different observations we can develop our insight. All we need is determination and regular practice.

Questions

Objective

1. According to the psychologist Woodworth insight is of two types----1.

Short Answer

1 Discuss the way in which we can clear the space to develop the insight.

2. What is insight?

3. Discuss the qualities of a person with a developed insight.

3. Essay type

1. What is insight? Discuss the qualities of a person with a developed insight.

2. How can we develop insight through yoga and preksha meditation?

WriterDr. B.P. Gaur

Chapter-8 : Improvement of Memory and Psychic Colour Meditation

0.0.0 Objective

1. After reading this chapter you will know what we mean by memory.
2. You will also read about the different types of memory
3. You will discover what psychic colour meditation is and how it contributes to the development of memory.
4. This chapter will enable you to answer all questions related to this.

We generally hear that a certain person has a very good memory or that a certain person always forgets. Some people store a lot of information in their memory. Some times we recall some incidents of the past but forget the things of the present. We remember some things that happen to us all our life but might not recall the name of some intimate friends or those who were dear to us. All this relates to memory.

1.0.0 Introduction :

In the previous chapter you read about sensory capabilities and the role of preksha meditation in this. Also you learnt about insight or intuition and how preksha meditation can contribute to the development of insight.

In this chapter we will read about memory, its capability and its development. We will also concentrate on the concept of improving memory through psychic colour meditation.

2.0.0 What is Memory?

Memory and recollection are part of our everyday experiences. Psychologists have defined it as a mental process that helps us to store information. When we understand a subject and learn it then the brain starts storing the information and this is resurrected through recall. Resurrecting the information is a kind of memory.

To recall or recollection is a mental process like imagination, sensation and through this we bring some past experience or past learning into the present consciousness and recognize it. Thus for the process of memory we must go to the past experience or past learning. With the passage of time when we recall those incidents or experiences or learning and bring it to our consciousness or re-express it we are negotiating memory. The process of bringing it into our consciousness and recognizing it is called memory. It is a complicated mental process and it is difficult to differentiate it from imagination, thinking, sensation, and perception. The process of recall involves four processes or we can say there are four elements present : 1. Fixation or Learning 2. Retention 3. Recall 4. Recognition.

In fixation it is necessary to have an experience of a subject and its learning. Thus the first process of experience or learning comes under fixation. To organize the experience or learning is retention, the second step of memory. To bring what is retained into consciousness is recall, the third step. And when the recalled experience or learning is brought into cognition it is called recognition, the fourth step of memory.

Many scholars have defined memory in various ways and among them a few psychologists like Woodworth, William James, Hilgard and Atkinson are notable.

Woodworth says, "Memory consists in remembering what has previously been learned."

Dr. S.N.Sharma defines the definition of William James thus," Memory proper is the knowledge of an event or fact, of which in the meantime, we have not been thinking with the additional consciousness that we have thought or experienced before."

According to Hilgard and Atkinson, "To remember means to show in present responses some signs of earlier learned responses."

The above-given definitions prove that memory is a complicated physical and mental form that incorporates three mental stages1] Many psychologists consider memory to be a state in which information is processed through different stages. 2] Many psychologists believe that it is a creation of multiple stage process.

3.0.0 Types of Memory

Atkinson and Schifrin have propounded a theory to define memory. They have classified it into three:

1. Sensory Memory
2. Short-termed Memory-S.T.M
3. Long Termed Memory- L.T.M

3.1.0 Sensory Memory-this memory stays at the level of the senses for some time. Sensory memory complements sense faculty. We can imagine as many types of sensory powers as there are senses. The sense faculty receives some information about a stimuli but these information is stored only for a few seconds. For instance the sensation of a sight that we have seen, the sensation of a fragrance that we have inhaled or the sensation of a taste that we experienced,

the sensation of a sound that we heard and the sensation of a touch that we felt. But if the experience at the sensory was intense then the memory might be long- termed or short-termed.

The psychologist Sperlin[1960] and Nasser[1967] did some research work on visual sensory memory and auditory sensory memory. According to them even after the stimuli that was present in front of the eyes is removed they remain on the screen of the eyes and the stimuli's photocopy remains stored and it can be recalled anytime.

The way a visual sensory memory is stored the same way the auditory sensory power is stored

3.2.0 Short-Term Memory-- The information gathered in this type of memory is retained for a short time. This contains information that is retained for a short term and relates exclusively to the present. Psychologists have classified this into four viz. active memory, working memory, primary memory and immediate memory. The process of learning especially verbal learning uses this type of memory.

The psychologist Hebb[1949] believes that this happens because there is a web of active cells where one cell activates another which creates a reverbratory circuit. Due to passivity or the passage of a long time these activities get reduced and end after some time.

3.3.0 Long Term Memory-- we all know that we remember some incidents all our life while some are soon forgotten. Every one has a long term memory. When we understand the meaning of a word well or when we understand a certain activity related to some incident we do not normally forget it. Still there are some things that fade from our memory after some months or years. Tulwing [1972] classified two kinds of long-term memory :

1. Episodic Memory   2. Semantic Memory

The first type, the episodic memory imbibes incidents and their spatial, temporal relations and stores them. Whereas the second type, the semantic memory relates to language, words. In this, verbal symbols, words and their meaning and their mutual relation and source are stored and on this base those symbols and their relations are used. This memory stores images, cognitive maps and spatial specialities. Both the above-mentioned memories are related to each other and complement each other. Tulwing in further researches[1983, 1984, 1985] has found a relation between these two memories. There are certain characteristics between episodic memory and semantic memory as given below:

1. There is a difference in the format and structure of these memories. Episodic memory stores some experience related to some experience whereas semantic memory stores words and symbols.

2. The two differ in the form in which they are recalled. Episodic memory is quick to recall while semantic memory is slow.

3. Though the two are different, they interact with each other.

4.0.0 Elements of Memory

Long term memory stores on the basis of verbal encoding. The psychologists believe that the abstract and tangible virtues and ideas are stored in the long term memory as language. Whatever we recall as for example the faces of people, colours of some things or some incident are all conveyed verbally.

Elements of Memory or the Processes of Memory. As we have already stated memory as four processes: 1. Learning or Fixation 2. Retention 3. Recall 4. Recognition

4.1.0 Learning or Fixation--- this is the first step or the initial mental process. Without learning a topic or knowing a thing intimately we cannot obviously learn it. When we recollect any subject or thing it is clear that we have learnt it or know about it. When we begin to learn a subject then it is called encoding and in this process the brain makes memory signs made by nerves. These nerves complete the task of processing the information. The level of ease or complication of the information imbibed from the outside world or the encoding of the external world depends on the nature of information received through the sensory means by the individual. These information are then stored in the memory store house. The encoding relates to the semantic import, or to the audio or visual import. In the memory the encoding is such a process that stores all the information received through the stimulus from the outside as memory signs or symbols. Not every information that reaches through the sensory means is encoded rather only the meaningful information is encoded.

With the encoding begins the process of compilation and this compilation retains till the information is recalled.

4.2.0 Retention - the next step in the memory process is retention. In this process the encoded information or material is retained in the store-house. This process is the retention or memory or the memory storage. For instance some work that we do, or something that we learn, or some sight that we see, or a piece of music that we hear are things that we remember. When we collect and compile such information or experiences then it assumes the form of retention. This retention is the memory power of the brain. This process begins immediately with the fixation. Retention is a psycho-physical process. In this process the frontal lobe of the brain and the occipital lobe play an important role. This has been verified by biologists like Franz and Leschelle. Some psychologists have interpreted retention. According to Bentley and his companions whatever we learn or whatever information we receive forms memory traces in our brain and the creative expression of these traces is the memory. When these traces disappear then we forget the things or information learnt or imbibed.

Many psychologists feel that retention is not a bodily process but a mental process. Bartlett and Gibson are the psychologists who feel that retention depends on interest, motivation, and emotional states. Since these conditions are mental the process of retention is also mental. Even the psychoanalysts feel that retention is a mental process and not a bodily act. According to them whatever we learn or imbibe cannot be forgotten and the retention is not over but when the memory signs reach the sub-conscious level of the brain then it goes into oblivion and it is called obliteration. They further testify that the obliterated subject can be brought back to the mind through hypnotism. The above-mentioned two things clearly suggest that retention is neither a mere physical activity nor exclusively a mental process but they complement each other. This process is psycho-somatic.

4.2.1 Factors Affecting Retention

There are mainly three factors that affect retention

1. related to the individual
2. related to the topic
3. related to learning

1.   Relating to the Individual - this includes all those reasons that relate to individual who recalls, for instance, age, sex, physical condition, mental states, experience, interests, hobbies, emotional condition, and intellect and maturity level.

2.   Relating to the Topic - this includes the nature, characteristic, level of difficulty etc of the topic.

3.   Relating to the Learning - this relates to the arrangement of learning, methods of imbibing it, the action involved and the reactions to it.

4.3.0 Recall or Retrieval

The third process in memory is the recall or retrieval. In this process the fixed learning or experiences in the brain are brought to the level of consciousness. This process is also known as reproduction.

Dr. S.N.Sharma has defined the concept in his English and English, Dictionary of Psychological and Psychoanalytic Terms, as"The process whereby the presentation of past experience is elicited specifically evoking or experiencing an image." An example of recall is to bring back a story that we read in the past and to relate it to others or to recall it for one self. The student in the examination hall remembers all that he had learnt for the examination and writes in his answer script. His past learning is part of the recall process that he brings to the level of consciousness. Thus remembering is part of recall. Recall is storing the information and it is the basis of remembering or retrieval.

Though remembrance is based on recall but it is not governed by it. If the recall is good it is not necessary that the process of retrieval or remembrance might be good. In the process of retrieval it is not possible to recreate all the learned experience exactly in the same manner. There are changes in the process. He might recall facts exactly as they were. On this basis we can sub-divide this into two

4.3.1. Reproductive Recall- in this recall the experiences of the past are brought back very truthfully or very correctly.

4.3.2. Creative Recall-in this kind of recall we reconstruct things and make changes ion the facts or experiences. It does not reproduce virtually everything gained in the past and there might be exceptions. Bartlett and his companions discovered in many of their experiments that the process of recall is not a retrieving but creative. Lewis, Crosland, and Henderson have also expressed similar views about retrieval. According to them recall is of four kinds:

1. **Direct recall -** When a person without any aid or signal brings his past experience to consciousness and when he recalls that then it is called direct recall.

2. **Indirect recall -** When a person recalls an incident through some past signal or sign and brings it into his conscious level then it is called indirect signal.

3. **Deliberate recall -** When a person recalls some experience, incident, or facts deliberately then it is called deliberate recall.

4. **Spontaneous recall -** when an incident, experience or fact is recalled without any effort it is called spontaneous recall.

4.4.0 Recognition

Recognition is the fourth stage of memory which means it is the next process of recall. Recognition literally means to re-cognize that is, it is part of a cognitive process. In the memory process recall happens through the act of familiarization and the experiences are brought to the consciousness level and this process is called recognition. The major difference between recall and recognition is that in the act of recall the object recalled is not present whereas in the process of recognition the object to be recognized is present thus recognition happens with the present objects. It is a simpler process. It is easy to recognize a thing or a person but it might be difficult to recall it for instance a prose or a poetic passage that we have learnt by heart can be forgotten but the minute we see the same passage or poetic piece then we instantly recognize it and we know that we had learnt it. The passage of time also affects recall and recognition. As time goes by it becomes difficult to recognize an object but it is more difficult to recall it. Thus the passage of time affects the process of recall more than recognition. There are two types of recognition:

4.4.1. Indefinite recognition-- In this process when a person is not able to recognize all details or bring an object fully to his consciousness then it is indefinite recall.

4.4.2. Definite recognition-- when a person or object is recognized with all details or comes to the conscious level it is called definite recognition.

5.0.0 Some Favourable Conditions to Improve Memory

To improve the memory process it is necessary that the four elements should be favourable, which means that the fixation or learning should be excellent, retention power be good, recall be early and recognition be clear and early. We are giving in brief the favourable conditions for this:

5.1.0 Favourable Learning Process - If the learning process is encoded well then the subject matter or the incident will be remembered well. For a good memory what are the processes that will be useful? We must keep this in mind and make a choice.

5.2.0 Favourable Retention - For a favourable retention we must know the nature of the subject matter, the amount to be learnt, the processes of learning, the concentration of the individual, his feelings, sleep, mental eagerness, mental evaluation, and the wide experience of the individual.

5.3.0 Recall Capacity - quick retention is an indication of good memory. When a person repeats what he has learnt he is known to have a good memory.

5.4.0 Clear and Quick Recognition - a clear and early recognition is part of a good memory. It is not a quick recall that is desirable but it is also necessary that the recognition be quick and clear. The more one is blessed with this ability the better will be the memory.

6.0.0 Training of Memory

Training of Memory people endowed with good memories do their work well. Those who have poor memory suffer losses in life. Students with excellent memories do well in exams while those who have a weak memory suffer. Psycholo-

gists have experimented a lot on this and found that experiences can be retained very clearly and for long. To develop a good memory many methods can be adopted. Memory is a psychological capacity, and like other mental abilities this too can be developed. Ebert and Meumann did a lot of experiments for memory training and found that by improving on the skills memory can be developed. The following methods can be adopted for this.

6.1.0 Desire to Memorise - Desire is one of the major reasons to improve on memory so the important thing is to what extent we want to retain the memory. The stronger the desire in the individual to increase his memory the stronger will be the learning, encoding, retention, recall, and recognition. If there is no desire or if it is weak then he will not remember anything. Hence the basic condition for a good memory is that whatever the person wishes to remember or wishes to retain as an experience, he must cultivate a strong desire to do so. For students this is especially very useful. They must have a strong will power to learn the subject and store it in memory.

6.2.0 Interest - The interest a person has in his subject also determines the ability to remember.

6.3.0 Images - Images play a very important role in the development of memory. It is only with the help of images that we can easily remember.

6.4.0 Use of Previous Experiences - Whatever we want to learn or retain we must connect or relate it to a previous experience. If the present learning is related to the past experience then this stays longer in the memory.

6.5.0 Use of Association Method - in this method the learnt thing is linked either to an image, symbol, or some experience of the past. This also makes the recall easier.

6.6.0 Understanding the Subject - whatever we want to memorise we must understand the meaning or its process fully. What we understand and then store in our memory stays there long. This is long term memory. If students try to understand their subject instead of learning by rot, they will definitely retain the information for long. The subject learnt by understanding stays longer in the memory.

6.7.0 Part Method - To learn a huge chunk divide it into convenient small parts or things. By learning these smaller units we can move on to the bigger, larger ones. for instance to learn a chapter divide it into points and these points or parts can then be put together as a whole and memorized.

6.8.0 By Checking Retroactive Inhibition - retroactive inhibition is an obstruction in learning hence a basic condition is that we must check the retroactive inhibition.

6.9.0 Apart from these methods some other methods can also be adopted like learning any subject in a rhythmic way like poetry, or reading a lesson loudly, examining a subject again and again. These methods can also improve memory.

7.0.0 Stability of Mind and Memory

To make a good use of our memory we must have a stability of mind and be free of tensions. This helps in encoding and retaining properly and the memory power increases. For mental stability some meditation exercises are good. We now proceed to discuss this in detail

8.0.0 Memory and Meditation Yoga

Yoga is also a useful medium to increase memory. Many researches have proved that through meditation yoga the capriciousness of the mind can be contained and through single-minded concentration we can learn well. Many asanas, yoga exercises increase the memory

The preksha meditation and colour therapy propounded by Acharyashri Mahapragya also increases the memory. According to him a regular practice of colour therapy brings changes in our emotional flows and increases our memory. We will discuss this subject in detail.

We have discussed various colour therapeutic measures in the improvement of memory in the previous chapters. Various scholars have discussed various methods for this.

Colour therapy can prove to be very useful in developing good memory. If some parts are exercised regularly then it has a positive impact on the memory and the memory power. Colour therapy when practiced creates a positive impact. We will now discuss the methods to increase memory through colour therapy.

8.1.0 Method - first choose a posture for meditation and close the eyes gently. Bring the consciousness point to every point of the body from the toe to the head, then think of relaxing and realax.

Now bring your consciousness to the knowledge center and then feel a shining yellow colour there like the colour of sunflower or that of gold. Feel that there are yellow atoms spreading everywhere. Now breathe into this glowing yellow and feel that the yellow atoms are entering you through every breath.

After some time try to feel that the atoms of the knowledge center are spreading in every part of your body and your countenance is glowing with the yellow. See the atoms of the yellow and feel that your nerve centers are growing, growing and growing. After this suggest to yourself that your memory power is increasing, that your memory capacity is increasing, and that you can remember every thing clearly. Suggest this to your self a lot of times.

Take two or three deep breaths and feel that the consciousness is awakened from the tip of the toe to the head. Feel that the entire body is active. Gently open your eyes exercise over.

There are other ways of increasing memory as elaborated below-

Choose a meditation posture. Keep your body stable, loose and stress free. Bring the consciousness from the toe to the head slowly concentrating on every part. Relax your body and feel it loosening. Feel that the body has relaxed from head to toe.

Now concentrate your consciousness on the middle of your brow. With a shining yellow inscribe 'a' there, now concentrate on your temples and with a shining yellow inscribe 'om' there. In this way ion the center of your brow and on both sides of your temple place 'om' 'a' and 'om'. Continue like this for 5 to 10 minutes. After some time with two or three long breaths conclude your exercise.

This chant in the regular way helps to increase the memory power.

8.2.0 Pranayam and Memory

A regular exercise of pranayam helps in increasing the memory. Pranayam helps to deliver the life-wind to the brain and makes the cells active there. We must do pranayam under an expert guidance.

Questions

Essay Type
1. Explain the process of memory.
2. What is long term memory?
3. Explain the different methods of improving memory.
4. How can we develop memory through preksha meditation and colour therapy?

Short Answer
1 What is memory?
2. What is short term memory?
3. What is sensory memory?

Objective----Give one word answer
1.the main processes in memory are
1. three 2. two   3. four   4. five   [   ]
2. memory is classified into:
1. three   2.four   3. five   4. six   [   ]
Writer Dr. B.P.Gaur

Chapter-9 : Management of Needs and the Inner world, Protecting Health and Energy

0.0.0 Objectives

1. The basic aim of this chapter is to give information about the individual's needs. We will also see how these needs would be managed.

2. This chapter also aims to tell you what the internal world is and how to manage that.

3. The next aim of this chapter is to tell you about the protection of health and life-force of an individual.

4. You will be able to answer all questions relating to the above-mentioned topic.

In the previous chapters we read about the various skills of self-management and also how these skills can be developed, how to manage them etc.

1.0.0 Introduction

Dear Students,

In the previous unit you read about human capabilities and its development. In this, you will read about the various needs of the individual. And we will also deal with the management of the inner world of the individual, and protecting his health, energy. All this will be covered in this chapter.

2.0.0 Principle of Needs of Maslow

Man has several needs and desires and in an efficient management of life it is also necessary to skillfully manage these necessities, meaning, that to manage himself he must also know to manage his needs and desires. To co-ordinate his needs and desires with his environment, relations with others, their well-being testifies to an efficient management by the individual. What are man's needs? Many psychologists have given many interpretations. The famous American psychologist Abraham Maslow has broadly divided human needs into two. The first he classified as Deficient Motives or 'D' motives, the second he called Growth Motives or Meta needs or Being or 'B' needs. Our primary, basic needs come under the deficient motives and this pertains to our biological needs.

Maslow divided human needs into eight important steps:

1. Biological or Physiological needs
2. Safety and Security needs
3. Belonging and love or attachment needs
4. Self-esteem needs
5. Cognitive needs
6. Aesthetic needs
7. Self- actualization needs
8. Transcendence needs

2.1.0 Biological or Physiological Needs : These include five kind of needs viz. thirst, sex, rest, sleep and dreams. All these are our primary needs of the body and to fulfill these we are motivated to act. We try our level best to fulfill them. If there is any lack in fulfilling these needs or in case they are not fulfilled then a person undergoes stress, anxiety and he will try to satisfy his needs in some way or other. If these needs are not fulfilled then the individual personality and frame is affected and sometimes this can also lead to derangement.

Though these are biological needs, needs of a primary level, it is necessary to fulfill these for a healthy being, for mental balance and co-ordination. How to fulfill these needs, when to fulfill them and to what extent determines the efficient management of the self. To satisfy the pangs of hunger we can have an ordinary meal, or something more than ordinary or an extraordinary, special one. A special meal or an extra meal can lead to problems like indigestion, food poisoning, or acidity. Hence whatever benefits food gives in terms of satisfying the hunger is negated and the individual has to suffer. And if we continue to consume special, extraordinary meals on a regular basis we would gain weight, develop cardiac problems and many co-related problems. Such a possibility naturally affects the organization of the body and the body goes beyond control.

Similarly thirst is a need and we can quench it by taking water, but if we regularly take cold drinks, beer and alcohol, or tea, coffee then we again risk the danger of harming ourselves. Such drinks produce a high level of stimulants in the body which has a bearing on the inner and outer harmony of the person and it might become difficult for him to co-ordinate this.

The above-mentioned needs, when understood and fulfilled in a normal manner, help a person to live in harmony with himself and with the world. And he lives in peace with everyone. On the contrary if he tries to satisfy needs through other means, which has an adverse impact on himself and others, then his co-ordination with himself and others gets affected and this would not be called efficient management. Rather it is mismanagement.

If the sexual needs of an individual are fulfilled then he is at peace with everyone around him. But if it is suppressed or not fulfilled at the right time then it again gives rise to certain oddities and peculiarities in his personality. But an excess preoccupation with it again is undesirable and it tends to make a person abnormal, deviant and he might even turn a rapist.

Similarly sleep and dream are one of the basic needs. Have you ever been through the experience of not sleeping the whole night? How do you feel the subsequent day? Different people have different effects of sleeplessness. Generally people muddle their routine the next day or feel tired, and groggy. Thus to keep the body healthy, sleep is a basic necessity. A healthy person every night sleeps for seven hours though this might vary in people, still the average sleep required is seven hours. If we do not have regular sleeping hours or do not the adequate amount of sleep then we become irritable, angry, forgetful, tense, and there will be problems like headache, indigestion etc. those who do not sleep well are generally deviant in their behaviour. Adequate sleep rejuvenates the body and we feel fresh and energetic.

Excessive sleep, on the other hand, is not good either. Too much of sleep gives way to sloth and sluggishness. There are possibilities of physical disorders like obesity, cardiac problems and other health related problems. Hence for a healthy person a normal adequate sleep is desirable.

We dream while we sleep which is good for health. Dreams help us to release the tensions, worries, lingering in the sub-conscious. They also help us to fulfill those desires that are not possible otherwise. So dreams are healthy because

we are lightened of our physical and mental worries and in due course there is a considerable reduction of these worries. As we have already elaborated, the above-mentioned things are basic needs of a person. A person tries to satisfy them through an acceptable, natural way, through normal activities. But if he is not able to gratify them he goes through stress and worry which affect our routine activities. Fulfilling these needs is a skill and if a person learns to manage these needs well then his life is efficiently run.

2.2.0 Safety and Security : Every being tries to protect its body from danger. No creature risks any harm to the body and this goes for us too. We also ensure that we are safe and secure. We want to be free and secure and be rid of fear or violence or any other related dangers. To keep ourselves safe we search for a safe habitat. Insecure people are always scared and their behaviour is abnormal too and they always seek a refuge. We make adequate efforts to keep us safe from natural calamities like earthquake, flood, storm, and from man-made dangers like violence, war etc. This instinct extends to all creatures but the human form is the highest form of creation, the highest level of intelligence hence we fulfill our needs at the priority level.

Again to be excessively preoccupied with the need for safety is not right. For instance two rooms are adequate to keep us safe but we build huge mansions and live in them. To fulfill this desire we have to manipulate a lot of things, waste a lot of energy which again affects our behaviour. Hence to fulfill the basic need of safety at an adequate level is desirable and is an efficient management.

2.3.0 Belonging or Love or Attachment : This is a basic need for every creature but most of all for man. He is a social animal and he lives in social bonds and desires to live like that. We all want to connect to each other and wish that others should also form bonds with us. Everybody seeks love from others and wishes to love too. This need for attachment is the reason and basis for social relationships and we work in a community or a group because there is a belonging and attachment to it. In the social structure this need is also the main reason. Nobody wishes to be isolated or lonely so this need can be fulfilled only by living in a group. If this need is not unfulfilled then we feel lonely, socially isolated and condemned. Especially when we do not have friends, relatives or children with us. Maslow studied the impact of this loss on individual behaviour and discovered that social mobility and industrialization has segregated man from his fellow-beings. Family disintegration is another result of this loss.

2.4.0. Self-esteem needs : When our biological, security, attachment and love needs are fulfilled then we seek self-esteem and respect. Everyone needs respect and esteem. We seek self-respect and strive to give the same to others. Maslow has classified this also into two: 1-Self-respect 2- Respect from others.

The first desire gives rise to competition, confidence, and the need for personal power, accomplishment and liberty. He wants to explore and experience what his capability is, what kind of work he can do, and also how to accept the challenges in life so that his self-esteem increases. The second need pertains to the respect, approval and attention of others, post and prestige etc. After a good deed we wish to be patted and appreciated. Self-esteem gives one a sense of utility, builds confidence, power ad appreciation that gives a sense of self-worth, which is extremely useful in individual development. On the other hand if our needs are not fulfilled then we are struck by feelings of inferiority, weakness, helplessness, and disruptions in our attitude. All this gives way to a negative perception of the self, loss of enthusiasm, helplessness and inferiority.

2.5.0 Cognitive Needs : The human disposition is such that we are always curious about something or the other. In other words we yearn to know more and we also wish to increase our knowledge. This thirst for knowledge takes us ahead towards progress and development. We always seek to know, to understand others and to do something new, beyond what has not been done. We try to understand others and try to analyze individual and public events on the basis of our knowledge. Maslow classified the above-mentioned five needs as primary and basic but the remaining three are categorized as independent needs.

2.6.0 Aesthetic Needs : This need recognizes the desire of an individual to appreciate natural and man-made beauty. He tries to understand the beauty of nature, its rules. This need also prompts and inspires to work for social causes. He does not seek economic stability or security, mere praise, appreciation or esteem or to demonstrate his power rather he wants to work for justice, truth, welfare of others, and the causes of art. Freud talks of these needs as pera-needs or the need for connection.

2.7.0 Self- actualization needs : Such a desire is seen in highly evolved men. When a person fulfills all the other needs effectively, he seeks to realize himself through higher fulfillments. Maslow feels that this desire is of the highest form, where the individual seeks to realize and express himself. He also feels that this need arises from the special qualities of an individual. To fulfill this need the individual formulates meaningful aims and tries to fulfill it. He evaluates his abilities, evaluates himself and attempts to understand his weaknesses and failings. And after evaluating himself he makes expected changes in himself. In this state a person tries to be impartial, selfless, and equal towards everyone.

2.8.0 Transcendental or Spiritual Needs : According to Maslow when a person has reached a state of self-actualization, that is when he attains those qualities, he attains a state of transcendentalism or spirituality. In this phase he wants to be close to nature, understand its mysteries and go in a state of trance or absorption with the ultimate being. He wishes to attain ultimate peace and wants to be in communion with the divine being. With the attainment of this goal all the other goals become negligible and this is the ultimate desire when the human form is absorbed into the divine form.

In this way Maslow hierarchically categorized our needs to understand human behaviour and personality. In his hierarchical structure man reaches the highest ladder after climbing the other, lower needs. This is also the chronology of the individual development. And Maslow further stresses that all the needs are inherent in man and not acquired.

This is actualized according to the values of the family and cultural values. If these needs are suppressed or not fulfilled or frustrated then it creates deviation in the behaviour. For instance, if the primary level needs like hunger, thirst, sleep, sex, rest, and love are not fulfilled then the individual becomes aggressive and sexually deviant.

3.0.0 Managing Needs through Yoga

Patanjali yoga system is the best. Of the eight exercises for various parts if we strive to do only a few then we would be able to manage our needs. Through various prevalent processes of meditation also we can manage our internal and external needs. And through the restraint and the regulations of Patanjali's yoga system we can control the inner and outer needs of the body. These yoga asanas help us to rid of our impurities, refine them and also control the unnecessary desires in a very natural way. Pranayam cleanses the body of the physical and mental distortions and gives the individual the insight into his needs so that he understands the reality of his needs. Concept, meditation, trance are similar to the final three stages given by Maslow. Through concept, meditation, and absorption we equate the aesthetic, self-actualization needs and transcendence that Maslow listed. A regular practice of the other forms of meditation helps to develop insight that helps the individual to understand his needs and control them to a great extent.

4.0.0 Internal World

As we have already mentioned our needs are both internally and externally oriented. It originates from within and from the world outside and its fulfillment depends on both the worlds. For instance hunger and thirst. These are internal needs but to fulfill them we depend on the external or material world. Apart from this our inner world consists of some activities that exhibit our capabilities, for example thought, imagination, intelligence, memory, will power and insight. We will also trace certain reasons that convert into the practical side of the individual especially the thoughts that rise in our mind, thinking, and intensity of thinking, positive thinking and negative thinking.

4.1.0 Thinking and Thoughts : Man is a thoughtful creature. The thought process goes on in every individual continuously. Those who think positively are healthy mentally and physically whereas those who think evil are sick mentally and physically. Psychologists and doctors feel that defects of thinking and thoughts are the result of evil thinking whereas positive thinking makes one healthy physically and mentally. Positive or formative thinking widens the individual's thought and makes it impartial. Thinking and its context are multiple and relative. A positive thinker is cordial, friendly, sympathetic, and happy. Those who think positively always try to understand the problems of others, sort it out and work for the benefit of others. They keep a positive attitude towards themselves and their needs too. On the other hand, those who think negatively are sick mentally as well as physically. They are not stable in their views and there is a tumult inside their brains. Such people spend all their energies thinking bad about others, plotting against others, obstructing the work of others. Such people have a very limited outlook and lack feelings of love, affection, joy and mercy. They always have a feeling of animosity towards others. Indulging into all this over a period of time makes them sick mentally and physically and this proves quite a hindrance in their self-growth. This kind of thinking also leads the individual into a destructive mentality. Such an outlook compels the individual to relate to the external world in the same way. When

it is natural in us to bond with each other why do we indulge in hostility. In the absence of animosity we naturally develop positive thinking. Thus by adopting this attitude we can stop our psychic energies from being wasted. When the individual curbs his negative thinking and moves towards positive thinking then he is gearing himself towards the right direction. Through various exercises of yoga and through meditation we can control the thoughts within us and be rid of negative thoughts. According to Maharishi Patanjali friendship, sympathy, joy and detachment prove very important in managing the inner world of the individual. Through a regular practice of yoga and meditation, a person can curb the unnecessary thoughts rising in his mind and manage his inner world well.

4.2.0 Maintenance of Health and Vitality : Maintaining health and energies does not simply mean that we eat well and exercise. These are the not the only things that help us lead a healthy and energetic life, rather there are other things that are important and we must pay attention to that as well. We must also be aware and conscious of our expressions, emotions, mental activities and be subjective and be concerned with the self, in relation to the ultimate. Total health relates to the mental and physical well-being. And we must listen to our thoughts, understand them and also understand the signals given by our body, mind, brain and our emotions. And once we understand our body, mind and brain we create a co-ordination between the inner and external world and this process ensures our health and well-being.

4.3.0 Be Aware with the Wisdom of your Body : Some people have no problem in understanding that their body is hungry, or that some part of it aches or that they are sleepy. They are aware of their body. But there are many who do not know these demands of the body and pay no attention to their body. They find it difficult to be aware of their body. In reality for our well-being and to be healthy we must spend some time with our bodies. We must observe it and pay close attention to the action in every part of the body. We must also check those parts that easily come under our grip and also note those that evade us. We must see those parts that are stressed or pressurized and also note the extent of pace, power and the energy levels of the body. To bring any part into greater focus try to consciously increase the sensation and throbbing and try to see which part of the body is conveying something to you.

4.3.1 Importance of Perception of Body : To achieve this process relaxing the body can be immensely important especially the yogic exercise of total loosening of the body. In this, we bring consciousness to each and every part of the body and focus on the quivering, pulsations and its activities. This helps us to be aware of each and every throbbing in the body and we can know everything about our health. If there is any problem or malady in any part of the body we will know about it. This helps us to be in communion with our body. If we try to do this exercise of loosening the body we can improve on those parts of the body which suffers from a malady or some problem. Through these processes we can make our body healthy, lessen stress and even remove it. This will help us to know the pace, energy and power of the body.

4.4.0 Heart-felt Emotions : Society teaches the individual to suppress his feelings. When we suppress or quell them for a long time then it is difficult to re-establish contact with them and then we are unable to express them again or disperse them. When women are able to express their feelings, they are likely to be less angry. Men usually suppress their fear and sorrow. When feelings are regularly suppressed then it gives rise to physical and mental distortions. Try to disperse your feelings. This will improve your intelligence and life-force. For this, to begin with, we must know our feelings, and also know to differentiate between them.

Questions

1. Explain the views of Maslow on human needs.
2. How can we manage our needs through yoga? Explain.
3. What do we mean by the internal world? Explain
4 How can we protect health and life-force? Explain.

Reference Books:

1. The Personal Management Handbook Johan Mulligan, Human Potential Resource Group, University of Surrey.
2. Psychology for Living; Adjustment Growth, and Behaviour TodayEastwood Atwater, Prentice- Hall of India Private Limited, New Delhi

Chapter-10 : Time Management and the Various Phases of Science of Living, Problems, Decision and Planning

0.0.0 Objective-

    1. This chapter will tell you what we mean by time-management.

    2. You will also know about the reasons that lead to the wastage of time.

    3. We will also read how we can manage time.

    4. In this chapter you will see some time-tables.

    5. After going through this chapter you will be able to answer all questions relating to the topic.

1.0.0 Introduction

Dear students,

In the previous chapter you read about the needs of the individual and the management of his inner world. Besides we also talked about the protection of health and life-force. In this chapter you will read about time management.

In an individual's progress time plays a very important role. Those who are good at managing their time are successful in every field of life. If we read the biographies of great people it is very clear how much they valued time. Many of the greats kept an account of every single minute. They considered every minute valuable and utilized it in a very skillful way.

This chapter will deal with the definition of time. What are the reasons that lead to the wastage of time? How can we manage time? All this will be elaborated.

2.0.0 Time- Management

Time is the main factor that contributes to the success of an individual. It is generally said that the arrow that leaves the quiver does not come back, the word that falls from the lips cannot be recalled, lost youth never comes back and the time that passes does not return. Hence time is a major entity in life. Time is very valuable. At present when scientific progress is at its peak we face the problem of managing our time. As the saying goes time and tide wait for no man. While an efficient management of time can take one to the highest peak, a poor management turns him into an utter failure. To manage time is a skill. It is generally seen that we cannot accomplish many things when we do not manage our time well. Time is very valuable, mighty and every one falls prey to the sickle of time. The consequence of wasting time is terrible. It is truly said that if we waste time, time will wash over us. Scholars, scientists, and philosophers have understood the value of time. If we study the life-sketch of the greats then we see that the major virtue is time management. Mahatma Gandhi, Einstein, and Lord Mahavir were all conscious of the value of time and they were experts in the management of time. And that is the reason why they were successful.

2.1.0 What is Time Management?

Time is irreversible and irreplaceable. To waste time is wasting your life. If we know the value of time then people will appreciate our value as well. It is necessary to realize how important we consider ourselves and our time and how well we manage our time. Time management in a primary way is part of self-management.

The truth is time management is managing the time wasting factors and the time saving factors and we are compelled to consider how to control those factors that waste our time. On the other hand we encourage those reasons that save our time or through which we can manage time well. When we are careless of time then the factors that waste time dominate us. Thus in various situations if we manage our time well and consider it invaluable then it would be a major achievement. To use our time constructively, is an expert management of time and wasting time or wasting it on useless things is mismanagement. The youth, most likely, wastes its time on unnecessary things. Probably they are not aware of the value of time.

They are caught in a whirlpool of time wasting things and they cannot save themselves from drowning even if they want. We will now elaborate on those factors that waste time.

3.0.0 Time Waster or Time Robbers

It would not be an exaggeration to call the factors that waste time as pirates of time. We can classify these into four:

1. Factors relating to self.
2. Factors related to Family and Society.
3. Factors related to Job/ occupation
4. Other factors

3.1.0 Factors Related to Self

Some factors of time wasting relates to the self, to the individual's mood, his disposition, his health and well being and his habits. We can further sub-divide this into four: 1. Mood, 2. Easy going nature, laid back attitude, 3. Health, 4. Habits

3.1.1. Moods - There is a deep connection between mood and time. Generally it is seen that people with a foul mood take a long time to complete their work. Impatient people or those with an unstable mind are never able to finish their work on time and they waste more than the required amount of time. Hence mood is a major factor that wastes time.

3.1.2. Easy going nature - Such people are lazy and slothful and they tend to procrastinate. They never do their work on time and what is to be done today is postponed for tomorrow or indefinitely. This wastes a lot of time and the work also is never done. Apart from this a lot of time is wasted to do a work.

3.1.3. Health - this is a major factor that wastes time. When the individual is not well mentally or physically then a lot of time is wasted in completing a work.

3.1.4. Habits - many people waste their time because of their habits. Bad habits make a person do the same action again and again which wastes precious time. Some habits like gossiping, wandering, playing cards, or sitting in some nook and corner to gossip are some of the habits that waste a lot of time.

3.2.0 Related to Family and Society

We can list the following reasons in this:

1. Visitors
2. Friends
3. Indiscipline
4. Disorderliness
5. Useless social gatherings
6. Futile criticizing tendencies

3.2.1. Visitors-- For the sake of social courtesy we welcome visitors and guests in the family but generally these visitors come to visit but their visits have no meaning or purpose. They generally have no particular work so they have plenty of time at their disposal and generally hunt for those who will help them to kill time. Consequently they waste their time as well as that of others. Neighbours are the most likely group that comes on some pretext to kill their time. Good time managers stay away from such people and take no interest in the gossip even if they are caught in the trap. And they also dispose of such tattlers without paying any attention to their prattle.

3.2.2. Friends - We can classify our friends into two broad categories. One is those who spend their time constructively because they realize the value of time. On the other hand we also know of friends who do worthless things and waste their time as well as that of their friends. Sensible people stay away from such people and do not let them interfere in their schedule. Such parasites are good in gossip, day dreaming and spinning illusions for others. This is part of their skill and charm. They take us to watch films, to clubs and unnecessary gatherings to waste precious time. Thus those who are conscious of time should be cautious about such people.

3.2.3. Indiscipline- When indiscipline enters and perpetrates in the family and society then no work is done on time and to do his work a person has to waste a lot of time. Indiscipline is a malaise that is spreading its tentacles fast and wide in our society. If the head of the family or some member of the family strays into indiscipline then a lot of time is wasted and the family work gets delayed.Thus every person must realize the value of time and try to finish the work in time.

3.2.4. Disorderliness- there is disorderliness in family and society then a lot of time is wasted maintaining order. For instance some customs and traditions trap people into wasting their time. Thus we must stay away from these time wasting things and make a constructive use of our time and manage it well.

3.2.5. Meaningless gatherings- a lot of our time is wasted on meaningless gatherings, seminars where nothing productive takes place. These create unnecessary tensions and discord in worthless discussions and debates. This is one reason where a lot of people waste their collective time.

3.2.6. Futile critical gatherings - there are very few of us who appreciate others and encourage them. Generally it is noticed that people indulge in criticism and sneer at one another and waste their precious time. Some people plot to pull others down, to misguide them. They waste all their time and their physical and mental energy criticizing others and spreading tales about others.

In such situations an individual should be careful and try to escape from such situations and retain a multiple attitude towards people and have a positive outlook. This will not only save his precious physical and mental energy of the individual but also save his time. We must not indulge in futile, meaningless criticisms so that we save time.

3.3.0 Related to Job/ Occupation--

In matters of occupation time is wasted due to the following reasons

1. Unnecessary meeting
2. Misuse of telephone instrument
3. Unclear communication
4. Confused authority
5. Inability to say 'no'
6. Co-workers
7. Working conditions

3.3.1. Unnecessary Meeting - one of the major reasons for wasting time in the professional field is unnecessary meeting. Generally it is seen that meetings are called with the same agenda and these turn out to be tea-parties where people gather to take tea, gossip and thus a lot of professional or work time is wasted. In many offices the meetings are simply an eye wash while some are held for fulfilling formalities. Sometimes these meetings include people who might have nothing to do with it. Thus these meetings waste a lot of time.

3.3.2. Misuse of Telephone Instrument - another big reason of wasting time is the abuse of telephone. Lots of people in their offices waste a lot of time talking for long hours on the phone. Repeatedly people waste their own time as well as that of others. Telephone is a very easily available service and every one has access to it hence people spend a lot of time and energy talking for hours and generally these are quite useless. Women especially waste a lot of time talking on the phone, most of the time it is pure gossip and sometimes it is to amuse themselves. Thus they do not only misuse their telephone but they waste a lot of their own time as well as that of others.

3.3.3. Unclear Communication - vague, unclear communication also wastes a lot of time. Generally the hearer cannot really make anything out of the conversation. Thus a lot of time is wasted trying to clarify things. Thus the communication should be clear so that time is not wasted.

3.3.4. Confused Authority - in an institution when the officer-in-charge is baffled and confused about the situation or is not aware of his power and jurisdiction then the subordinate staff has to spend a lot of time explaining the same to the officer. Sometimes very busy and overwrought officers give orders without a thought and the subordinate staff is confused about what they must obey and what they should not. Also the work is not done on time either.

3.3.5. Inability to say 'no' - sometimes a person out of courtesy is compelled to commit himself to a work. Sometimes he might hesitate to say no to a work he might be incapable of doing. Later when he begins to do the work he has to spend a lot of time trying to accomplish it and the work never gets done on time. When the individual goes beyond his capabilities to do a work then a lot of time is wasted. Hence for a work that he is unable to do he must not commit himself, rather he must frankly say no.

3.3.6. Co-workers - in the offices the co-workers also waste a lot of time. Even during work hours they gossip, laugh and joke and waste time on useless things. There are many workers in the office who are disorganized and never work and do not let others work. Generally a lot of time is wasted in tea and cigarette sessions that are normally so extensive. This obviously means cutting into the work hours therefore no constructive work is done.

3.3.7. Working Conditions - the working conditions in offices and even in factories is deplorable and lot of actual working hours is wasted. Generally the light conditions are bad, temperature levels are not conducive for working, the instruments do not work well or the seating arrangements are not proper either. Thus a lot of constructive time is wasted taking care of these problems.

3.4.0 Other Time Wasting Reasons

Among the other reasons the following also waste a lot of time

1. lack of transport facilities
2. waiting
3. lack of proper arrangements

4. role of television
5. useless worry

3.4.1. Lack of Proper Transport Facilities - often the vehicles are not maintained well so they break down and this is a constant problem. Scooters, cycles, cars etc. often break down, and the local transport takes a lot of time to take the worker to his office. When a worker does not keep his vehicle in working condition then the vehicles break down and a lot of time is wasted. Even the local transport facilities are not quick so a lot of time is wasted reaching the work-place.

3.4.2. Waiting - some people have a habit that they give an appointment to others but never get there on time or do not finish the work on time. This wastes a lot of time.

3.4.3. Lack of proper arrangements - in any function, organization the arrangements are so bad that a lot of time is wasted. They have no resources to work hence its not the wastage of a single person's time but collective time is wasted. For instance in any function the mike, or the electricity or the seating arrangements are inadequate so the organizers have to waste a lot of time putting these things together. Sometimes the chief guest does not reach in time so again a lot of time goes waiting for the chief guest to turn up. And this is called collective time wasting.

3.4.4. Role of Television - in this age, television is also a major culprit. All over the world it has become so, because a lot of people waste their time watching it. There is no doubt that it is an educating source and many educational programs are shown but it is also a fact that generally they show cheap, vulgar and immoral stuff. And the individual considers this entertainment and wastes time watching it. Television programs not only waste time but they lead to a cultural and moral pollution. Not merely children, even the youth, and the older generation watch these programs and waste time.

3.4.5. Unnecessary worry - most of the people waste a lot of precious time worrying unnecessarily, futile imaginations, or in day dreaming or in plotting against others. Such people think negatively or waste their time in day dreaming. It is not bad to visualize or dream or imagine a project but to indulge in only in day dreams or imagination and not to act accordingly is not advisable.

All these reasons can be out into a table :

Table -1 : Time Wasting Reasons

1.Related to self	2.Familial and social reasons	3. Relating to Job/ occupation	4.Other reasons
1. Mood	1. visitors	1. unnecessary meetings	1.lack of transport facilities
2. Laid back attitude	2. friends	2.misuse of telephone	2.waiting
3.health	3. indiscipline	3.vague communication	3. Arrangements
4.habits	4.improper arrangements	4. unorganized officers	4.role of television
	5.meaningless social gatherings	5. inability to say no	5.unnecessary worry
	6. futile critical meetings	6. co-workers	
		7. working conditions	

4.0.0 Time management

Everybody whether a worker, a student, a married man or a housewife, or a high official feel the constraints of time or the lack of time. On the other hand there are people who seem to have plenty of time at their disposal and do not know how to spend it. Such people kill time by wandering here and there, talking to others. It is said that time, death

and the customer wait for no one. To utilize time constructively so that the work is done on time without any stress or pressure is called time management. Using the time positively so that the goals are achieved and the person also gets emotional and physical satisfaction is time management. By using the time constructively the individual is rid of worries and tensions and escapes frustrations. By managing time well we can maintain physical and mental well-being. We will now think on these points to manage time.

4.1.0 Analysis of Time

But before we do that we must also realize where and how we spend our precious time. Also we consider how much time we spend on our everyday work and we also examine what our priorities are. We will now discuss these points in detail--

1. Analyzing Time - how much time do we spend on various things in life? For instance-with friends, for study, in the office, on other things. We can analyze time on the given points

1. Time spent on outside work

2. Time spent on inner needs

3. Time spent on emergency situations.

4.1.1 Time Spent on Outside Work- the time spent on external needs like office work, meeting friends, relatives and participating in social activities, recreation work, fitness work like exercise, yoga, holidaying or arranging for things must be analyzed and examined.

Time spent on Inner Needs - as we have specified in the earlier chapters our inner needs like biological and social needs also require some time and must be fulfilled. We must analyze how much time we spend on this. We must assess our inner needs are and how much time do we spend on that. We also spend time for inner harmony, well-being, and positive company.

4.1.2 Time spent on emergency situations - sometimes we have to spend time on unforeseen things or some emergency situations like some unpleasant incident, some accident, car breaking down, traffic jams or somebody falling sick, death, unexpected visits of guests etc.

We must make an analysis table to analyze how much time we spend on the above-mentioned things. This table can be made for everyday, every week, every month, or even every year. The second table given here illustrates this. Through this table we can also consider how much time was spent constructively and what time was misused. We can plan our next step or activity on this basis and consider how we can prevent wastage of time and where we can use our time constructively. We can reallocate our time for the future and decide where we have to spend less time and where more time can be spent more.

Time-Table--2
Time Analysis

Available time hours----------------   minute---------------------------

Time spent	Hours	Minutes	Percentage %
1. on the self lie health, habits etc.			
2. with the family			
3. in society			
4. in the office or for business			
5. other work			
Total time			

The above-given table analyzes---

1. how much time is spent on the self
2. how much time is spent with the family or in the family
3. the time spent in the society
4. time spent in the office or for business
5. time spent on other things

4.2.0 Daily Analysis of Time-a daily time-table tells us how time is spent in managing everyday affairs, and in prioritizing work, and analyzing it. This gives an account of the daily work, the priorities in the work, its completion, its progress. Also this should give an account the actual time spent on various things. This is similar to the weekly time table.

This daily time log is illustrated in table 3

<div align="center">

Time- table no.3

Daily Time Log

</div>

	Today's Priority Activity	Achieved Some Progress	No Progress
Time	**Activities of the Day**	**Time taken** **Central Comment** **Hr. Mts.**	

4.2.1 Priorities and their Management

We must give an account of the things that we do everyday in the daily time log. We must also allocate our priorities. Early morning we must make a list of things that have to be done during the day on a priority basis.

At present to manage time we must have a single formula like thisRUTH, VED. RUTH can be decoded as---1. Rush 2.Urgent 3.Today 4.Hold. Similarly VED can be read as ---- 1] Vital 2] Essential 3] Desirable. In this way the work can be classified into four sections---

1. Necessary----- extremely necessary
2. Necessary ---- but not very essential
3. Ordinary--- necessary
4. Ordinary----- but not necessary

We can organize in the above-given categories and accordingly decide on the priority and spend time accordingly on each. Table -4 illustrates this.

Category	Block	Priority	Priority Mark
Necessary Essential	1	Rush	1
Necessary but not essential	2	Urgent	2
General necessary	3	Today	3
General not necessary	4	Hold	4

We must do the work according to the priority types and priority rank. What is extremely important and essential must be put in the first column. Such work comes under the category of rush and must be done immediately. The work that is important but not extremely so must be put under urgent. What is some general work but not important can be placed under the today category and whatever is ordinary and not important can be placed under hold. [Picture no 1]

Similarly very important work can be placed under vital category and important work can be placed under essential category. Similarly what is general kind of work can be placed under desirable. [Picture no.2]

[Picture no 1]

R   U   T   H

Rush
Urgent
Today
Hold

[Picture no 2]

V   E   D
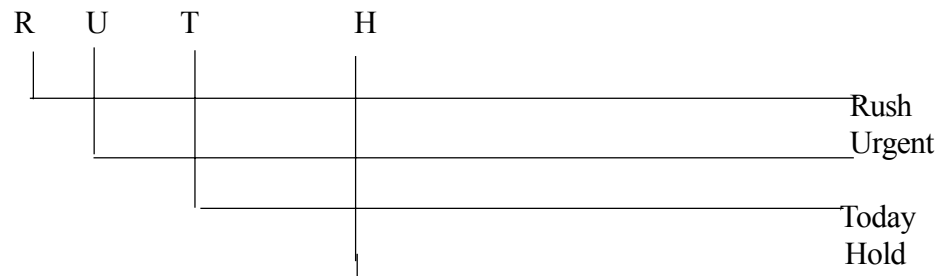
Vital
Essential
Desirable
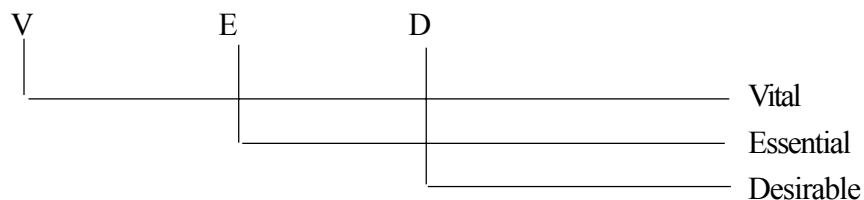
5.0.0 Some important points of time management

1.   Get up early in the morning before dawn and after your daily ablution do yoga. This revitalizes the body and increases the working capacity of the body and reduces the reaction time, which means that to complete any work much time is not required.

2.   Make a daily schedule right in the morning and decide on your priority list and also fix the time to complete the work.

3.   The unimportant work can be put on hold or kept lower in the priority list. Also allocate a definite time for visitors and others. If you meet people on a given time then you can save on a lot of time.

4.   Do not debate or argue with unnecessary people. This wastes time and increases mental tension. Keep a definite time for television viewing and with a strong will power follow the schedule. Generally people waste a lot of time watching television.

5.   Allocate a fixed time for visitors and for your friends as well.

6.   Be disciplined and keep regular hours. Get up at a definite time and finish your work. This saves a lot of time. If we do all our work in an organized way we save a lot of time.

7.   Do not participate in meaningless discussions, seminars or in critical sessions.

8.   Use the telephone as less as possible. Do not indulge in unnecessary gossip and this will save a lot of time.

9.   Do not assume the responsibility of a work that you cannot do. If you are not capable do not accept the work. This too will save a lot of time. Keep your work conditions manageable.

10. Keep your mood normal and do a work patiently and with dedication. This completes the work in a given time and is done well. Do not fluctuate in your moods.

11. When the mood is changed repeatedly the work and its priority also changes and finally nothing gets done and time is wasted.

12. Abandon sloth and laziness. This is the major enemy of time hence do not postpone today's work for tomorrow rather try to complete the work on the same day. This increases the confidence of the person and the work also gets done in time.

13. Keep yourself healthy. The energy and zest in the body ensures that the work is done at the stipulated time. Hence be careful and stay healthy. For this do yoga, pranayam, and meditate regularly.

14. Control your habits. Do not become their slave.

15. Be cheerful and stress free. A person who is so accomplishes his work and saves on his time.

16. Keep a control on the reasons that waste time.

17. Try to finish the work that you undertake. Do not leave it incomplete.

18. Be punctual

19. Make a daily time log

20. Take adequate rest.

21. Say a firm no to what you cannot do.

22. Regularly do preksha meditation. This increases the work capacity and helps to finish work on time and so saves time.

23. Develop time philosophy

24. Identify the area where you procrastinate

Questions

1. What is time management? Explain in brief.
2. Describe in detail the reasons that waste time.
3. Explain the reasons related to the self that wastes time.
4. Give the familial and social reasons that waste time.
5. Give the professional factors that waste time.
6. Specify the other reasons that waste time.
7. How is it possible to manage time?
8. What is time analysis?
9. What is daily time log?
10. Give some of the main points that talk of time management.

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1. Develop Thyself Bajrang Jain & Kavita Saravgi , ed. Sadhvi Shri Rajnimathi, B. Jain Publishers [P] Ltd.

2. Personal Management [Handbook] Mulligan J.

Writer Dr. B. P. Gaur.

Unit-3 Self-Management and Stress Management
Chapter-11 StressNature, Causes and Effects

0.0.0 Objectives

1 The objective of the chapter is to study about the nature of stress.

2. After reading this chapter we will also read about the causs that produce stress.

3. We will read about the effects of stress on the individual and discuss the psychological, physiological effects of stress.

4. You will be able to answer all questions related to stress, its nature, causes and effects.

1.0.0 Introduction

In the previous chapter we read about time management and the various phases of life and the problems related to this. We also read about the resolution of these problems and the plans to solve these problems.

In this chapter we will read about stress, and the causes of stress. Besides we will read how stress affects the individual. The individual has to be active all his life to make ends meet, for survival. He tries to co-ordinate with him self, his society and the other phases of life. To fulfill his needs he has to manipulate and calculate. When he cannot fulfill his needs or there are obstructions in the fulfillment of the same then it creates a stress, and these tensions pressurize the individual to the extent that his behaviour and activities are affected.

2.0.0 The Nature of Stress

As we have already emphasized above when the needs of the individual are not fulfilled and there are obstructions from time to time then a pressure is built up and this is what we call stress. The individual, in the modern times has to face too many problems and situations and he has to negotiate his needs within these situations. Adverse situations create a stress in the individual. Modern lifestyle is one of hectic rush and the individual is harassed by problems like employment, rampant corruption, fierce competitions, conflict, fear of war, of natural calamities and all this make life very tense and fearsome. The modern day lifestyle abounds with many scientific and technological developments that have considerably improved our life but to attain them involves wasting a lot of physical and mental energies.

The individual, today, works in a situation of fear, stress and in such a situation he cannot accomplish his work properly because he is under tremendous stress. On the other hand the person, who works fearlessly and without getting tense, is able to execute his work better.

2.1.0 What is Stress?

It is difficult to define stress. Different scholars, psychologists have defined it in many ways. Many consider it external stimulus that produces physical and mental stress. Many think it to be an internal drive that disturbs the equanimity of the individual. Some scholars have said it is both internal as well as external. Some have defined stress as individual or personal, while others have called it collective. The above-mentioned facts prove that stress is an internal and external situation for an individual that affects his general behaviour and compels and motivates him to face it. And when he cannot face it then a situation of stress occurs and the individual behaviour is not normal. Such a state of tension is stress.

Rosen and Gregory say," Stress may be defined broadly as the external or internal stimulus conditions, noxious or depriving, which demand difficult adjustment." Irwin G Sarason and Barbara Sarason in 1998 defined stress as "feeling or reaction individual has when faced with a situation that demands action from them especially action that may be beyond their capabilities." Coleman has defined stress as, "any adjustive demand that requires coping behaviour on the part of the individual."

According to Zimbardo [1988],"the pattern of specific or non-specific responses an organism makes to stimulus events that disturb its equilibrium and tax its ability to cope."

All the above definitions prove that stress is a stimulus and a response. It disturbs the equilibrium of the individual and he reacts to return to his state of equilibrium.

3.0.0 Approaches of Stress

Psychologists have laid down three approaches to study and understand stress. These are:
1. Stimulus oriented approach
2. Response oriented interpretation approach
3. Psychodynamic approach

We can discuss these approaches in brief:

3.1.0. Stimulus Oriented Approach - psychologists feel that this is an approach that creates a threatening in the individual. According to Selye, any external incident or internal drive can produce a state of threatening which disturbs the equilibrium of the individual.

3.2.0 Response Oriented Interpretation Approach - this approach interprets the action or the impact of the stress on the individual and how it affects him physiologically or mentally, and what are his reactions to stress, what are the physical, physiological and psychological changes in him.

3.3.0 Psychodynamic Approach - Hans Selye has propounded the theory of General Adaptation Syndrome or G A S under this approach. According to Selye under stress a person goes through these three situations:

1. Alarm Reaction, 2. Stage of Resistance, 3. State of Exhaustion

3.3.1. Alarm Reaction - in this situation when a person goes through stress he is alarmed and reacts to regain his equilibrium. Also there are psychological and physical changes in him like mental stress, excitement in the nerves, muscular tension, an adrenalin rush etc. Many times when the individual is not able to face the stress he becomes a victim of various diseases.

3.3.2. Stage of Resistance - in this stage the individual resists stress and resorts to defense mechanism or defensive reactions and for this he uses all his energies. If the stress still persists he reaches the third stage.

3.3.3. Stage of Exhaustion - in this state a person is tired and exhausted because he cannot face or resist the stress anymore. By this stage his resistance is weakened and all his energies are gone and he loses to circumstances. Picture no.1 will illustrate this:
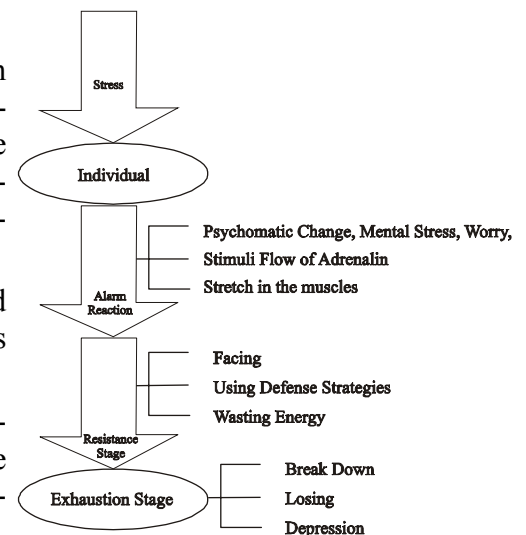
Stress is determined by the nature of stimulus, the extent to which it disturbs the equilibrium of the individual and his reaction to it.

The stimuli that disturb the equanimity are called stimuli reasons and because these produce stress they are called stressor. There are many external or internal stressor that produce stress, for instance, competitive work is external stressor and the body ache is internal stressor. Many incidents and many types of illnesses are external and internal stressors respectively.

Different kinds of stresses bring the efficiency of the individual to a minimal level, and produce many illnesses, and pressures that are beneficial and motivate them to work well. There are many stresses that have zero impact on the individual.

4.0.0 Kinds of Stresses

It is not necessary that all stresses are harmful but there are many that are beneficial too. This depends on the nature, circumstance and incident of the stress.

Hans Selye,[1980] believed to be an expert on stres's, classifies it into four categories: 1. Distress 2. Eustress 3. Hyper stress 4. Hypo stress

These can be described as

4.1.0. Distress- When a stimulus or incident produces a harmful impact then the individual loses his balance, becomes imbalanced, and this is a state of distress. In this state the individual cannot maintain his equilibrium. Distress signals are visible when the individual tries to acquire things beyond his range, like the materialistic gadgets of modern life to keep pace with the modern society.

4.2.0. Eustress- As we have already stated some stresses are beneficial and produce a positive impact on the individual. This type of stress relates to acquiring a new job, occasions of marriage, learning a new thing. These are experiences that produce a thrill.

4.3.0 Hyper- stress- when there are multiple stresses on the individual related to many incidents and which continuously builds up and effects his work efficiency, disturbs his equanimity, it is a state of hyper stress. Such a stress even crosses appropriate limits and the level of stress is quite high.

4.4.0 Hypo-stress- this is called insufficient stress and this is found in lazy, slothful people. They lack adequate stimulus and they use stimulants like drugs to induce excitement but this is a low level of stress.

The above-mentioned stresses are of different levels in different people. It is not necessary that an individual faces only one type of stress. The nature of stress might change. Some might be distressing while others might be eustress. Sometimes the level might increase to hyper stress or sink to hypo stress. Thus stress is determined by the environment, social conditions and the needs of the individual.

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All the stresses can be explained in picture **no.2**

Prof. Pestonji[1990] clarified the nature of stress and classified it into three categories and these are1] Related to jobs and the organization   2] Social sector stress 3] Intra-psychic stress.

1] Job and Organization Oriented Stress - This stress relates to workplace like job work, the organization where an individual works, the nature of work, the work atmosphere, colleagues, salary, policies of the organization etc.

2] Social Sector Stress - this kind of stress relates to the social sector and social environment. This relates to religious fundamentalism, caste, class, language, dress, social circumstances, social level and socio-economic conditions.

3] Intra-psychic Stress - internal stresses are individual. It relates to the disposition, nature of the individual, his values, qualities and health. Pestonji has also stressed the limits of tolerating stress. This is called Stress Tolerance Limit.

Stress tolerance limit depends on the nature of stress. The individual can tolerate stress to a particular limit and he even tries to remove it so that his poise is maintained as elaborated in picture no. 3. But if the stress exceeds tolerance limit then the individual has to make an effort to face it and retain his equilibrium. On the surface level he might retain his poise but it would definitely be disturbed when the stress exceeds and if the person does not make appropriate arrangements to face the same. And if the stress exceeds further then he will get more disturbed and his energies will be wasted. Such a situation of stress and disturbance will create certain other situations and there will be behavioural changes in the person. In the first situation the equilibrium of the individual is disturbed at the surface level and he has to make more than an ordinary effort and his work also gets affected and his worries increase. **Picture no.4** clarifies this. In the second stage the level of stress and its time period goes up and the individual's equanimity is disturbed at a deeper level. At this stage a lot of effort is required. The agitation, worry and restlessness of the individual increases at this stage. In this stage certain peculiar psycho-somatic symptoms are visible and the individual becomes aggressive as specified in **picture no.5.**

Picture.no.2. Four variations of stress

Picture no.3. Stress Tolerance Limit.

Picture no. 4.

Picture no. 5.
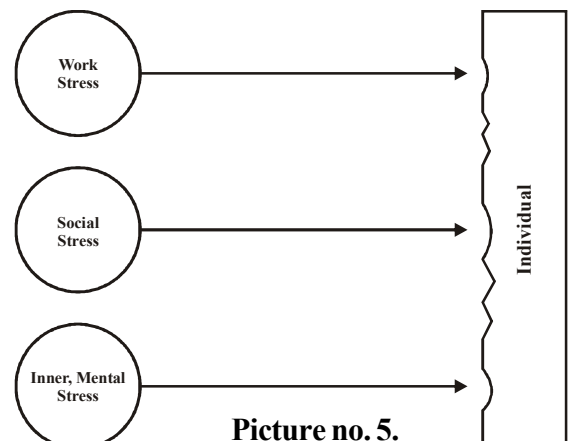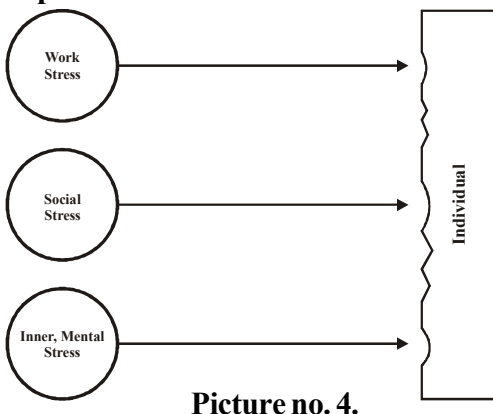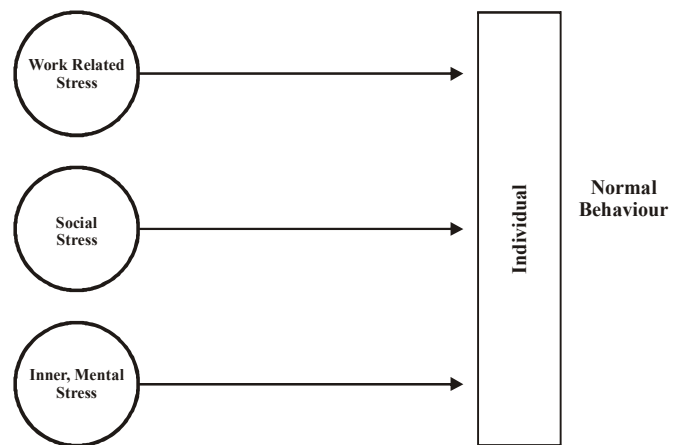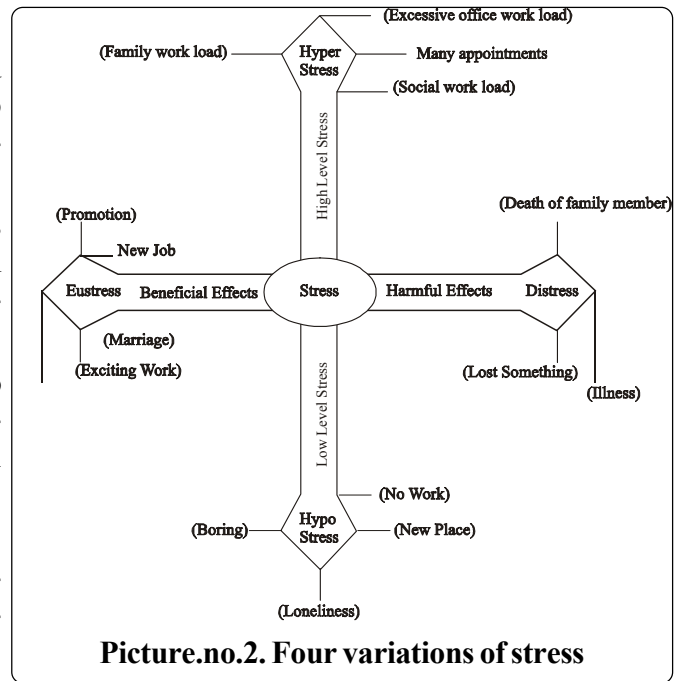
The third stage relates to an excess level of stress and the individual's equilibrium is totally disturbed. He cannot face situations and this leads to unusual physical, mental states. His personality at this point breaks and he is tired, fatigued, breaks down, loses to circumstances and becomes a victim of many psychological abnormalities. In this state the individual goes through many physical and mental changes. The visible psychological changes can be listed as

1] It unsettles the concentration.

2] It disturbs the ability to think, comprehend and decide.

3] The individual is besieged with worry, frustration and other such abnormal possibilities.

(106)
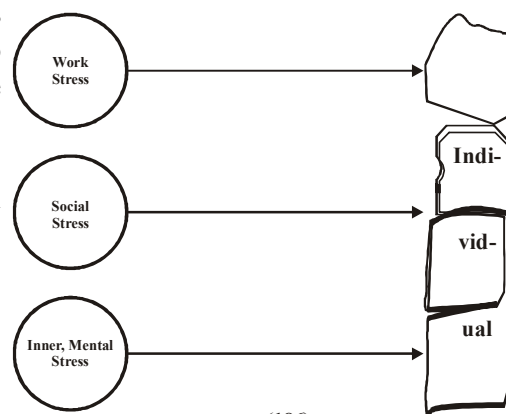
The physiological symptoms are sleeplessness, headache, indigestion, behavioural changes. Sexual behaviour of the individual also changes and becomes abnormal and he believes that he is losing his sexual potency. In this state of stress the individual breaks down completely and his personality is deranged. Picture no.6 clarifies this situation

5.0.0 Indian Concept of Stress:

Indian culture does not acknowledge stress, but many traditional Indian literatures refer to stress induced activities. Our literature talks of sorrow, conflict, pride, sex, thirst etc. that in the western philosophy is referred to as stress induced. The ayurvedic system and yoga very specifically refers to the relation between body and the mind especially in yoga where the psycho-somatic relations are stressed a lot.

Rao[1983] sees conflict and unhappiness as the direct result of modern stress. Conflict is not a psychological process but a hindering load which is actually a stress. Similarly he has also classified sorrow as a stress. According to Rao, numerologically, sorrow is a stress and this can be classified into three : 1] personal 2] situational   3] environmental

Personal can be further sub-divided into 1] psychological   2] physical

Psychological stresses are temptations, hatred, lust, greed, fear, jealousy etc. Similarly bodily stress is manifested in wind-bile and phlegm. Circumstantial stress is related to place whereas environmental relates to earthquake, storm, dramatic rise and fall in temperature, flood etc.

6.0.0 Positive Role of Stress

As we have already stated it is not necessary that stress induces only negative effects, at times it can have a positive impact too. Such stresses improve the pace of work and the work ability too. According to Kets de Vries [1979] everyone requires some kind of stress to do a work. If there is no stress then the individual would not be able to accomplish his work well. For instance, to improve the behaviour of children and to make them more positive it is necessary to exert stress. Similarly in the work place too, stress has to be induced on workers to make them but the stress should not stretch to the extent that it becomes unbearable and affects the individual and his work abilities in a negative manner. Thus pressure should be exerted at a peripheral level and should be carried out appropriately. A limited and properly borne stress can be the cause of an individual's progress.

7.0.0 Causes or Factors of Stress:

All of us have to face pressures. We are sometimes confronted with incidents that throw us out of gear and upset our schedule. For instance, when we have to go for some important work and there is a traffic jam which prevents us from going on and we cannot reach the place of destination it harms our work prospect and increases our stress. Or while we are working on the computer and if it crashes and our work gets stalled, so the work stress increases. Similarly there are many incidents in our daily life that stress us and wastes a lot of time. There are many other reasons that increase our stress. To study the causes of stress we can divide it into many categories. Some of the major causes are:

1. Individual / personal   2. Interpersonal   3. Organizational   4.   Social and Communal

5. Cultural   6. National   7. International   8.   Universal

We will now look at these in greater detail:

7.1.0 Individual Factors-The primary reason of stress is personal. The individual's beliefs, feelings, thoughts, work style can become causes of stress. The unreal hopes, over-confidence or even less confidence are also causes of individual stress. Besides, to rate oneself low, not to evaluate oneself well, not being able to manage time, not being able to control one's needs are all reasons for stress. It is also induced when we are not able to assess our work abilities or determine the limits of our needs. When we accept a work that is beyond or capability and are not able to fulfill it in time also induces stress.

7.2.0 Interpersonal Factors-Interpersonal factors too are major reasons that induce stress on an individual. When a person is in touch with another or comes in contact with others then situations arise that lead to stress. For instance, coming in contact with an excited or aggressive person. Other factors that produce stress are making efforts to fulfill the needs of others, fulfilling the needs of the family, trying to establish good relations with seniors at workplace. Such stresses are interpersonal. The stress induced by interaction with others is interpersonal stress. Such a stress arises when one does not get the required love and respect from others, or faces humiliation, or fails in love, or cannot co-ordinate with colleagues at workplace, due to some alteration with seniors.

7.3.0 Organizational Factors - Organizational stress factors include the interaction with seniors, colleagues, communication system, management system, values of the organization and its motives. Basically this relates to the structure of the organization. The organization with which we are associated, its nature and its motives have a direct bearing on the stress level of the individual. The structure of the organization, its functioning has a direct impact on the individual. If the boss uses his powers efficiently then it has a bearing on its workers individually and collectively. Sometimes his favoritism has a huge impact on the individual. Such a boss will promote sycophants or flatterers, so the worthless get promoted which harms the organization and also produces stress on the individual. The behaviour of the colleagues, their manner of work also creates stress. Apart from this, the communication system and the management system also produce stress. If a worker is not able to communicate through the communication system to the boss it puts stress on the worker. Even the values, principles, and objectives of the organization also have a particular effect on the worker. If the organization does not function according to its professed value system, and strays from it then it creates a stress on the worker.

7.4.0 Social and Communal Factors - there are many social and communal factors that produce stress on the individual like the social structure, the criminal tendencies of the people, noise pollution, other forms of pollution, transportation system, lack of basic amenities in the civic life. Because we live in a social framework, within a community, we cannot escape the pressures exerted by it and this creates a lot of stress.

7.5.0 Cultural Factors - the cultural factors that induce stress are caste, sub castes, religion, gender bias, regulations and impositions, customs and traditions etc.

7.6.0 National Factors - the national factors that create tensions are the policies of the nation, its economic policies, economic factors, unemployment, tax laws etc. Apart from this the security system, separatism, terrorism, fear of war are other factors that induce stress.

7.7.0 International Stress - international factors like the policies of country, the refusal to understand or respect the entity of another country, its politics. And then cross movement, migration, war, destruction are other factors that cause stress. Environment is another major concern or area of tension especially the damage to it.

7.8.0 Universal Factors - among the major universal factors are problems relating to existence like the sense of insecurity, ambiguity in the spiritual bearing, fear of death, a sense of insignificance in relation to the cosmos.

8.0.0 Effects of Stresses:

Stress has an impact on the daily activities of the individual, on his personality. It has a fourfold impact of psychological, emotional, physiological, and physical. The stress on a worker working in an organization affects the functioning and efficiency of the organization. We will now discuss the mental, emotional and physical effect of stress.

8.1.0 Mental Effects - the psychological bearing of stress on the individual is huge and it can even lead to disorders and illnesses. The disorders, mainly, are depression, anxiety, frustration etc. A lot of mental stress produces dis-

order and excess stress can cause anxiety and frustrations. Apart from this stress can lead to mental instability and disinterestedness. It also affects the individual's capacity to think.

8.2.0. Emotional effects - the emotional impact produced by stress is irritability, anger, fury. The emotional balance of the individual is disturbed and he is generally tense.

8.3.0 Psycho-somatic effects - the psycho-somatic effects of stress are headache, peptic ulcer, hyper tension, asthma, coetaneous ulcers, stomach upset, body ache and fatigue.

8.4.0. Physiological Effects - Stress can also lead to over-weight, under-weight, obesity, diabetes, disorders in the liver, uro-genital disorder etc. excess of stress can also lead to heart attacks.

This can also produce lethal damaging effect on the sense organs like eyes, ears, tongue etc. We have also witnessed many ill effects of organizational stress. If the employee in an organization is stressed then it has a negative impact on the progress, productivity, execution and every other co-ordination of the organization.

Questions

Essay type

1. Explain the nature of stress
2. Explain the nature of stress as given by Pestonji
3. Explain the types of stress.
4. Explain the causes of stress
5. Discuss the effect of stress.

Short Answer

1. Write down the causes of stress
2. Write the Indian concept of stress
3. Discuss the positive role of stress

Objective type

Give correct answer:

1 The approaches of stress are: a] two b] three c] four d] five   [   ]

2. According to Hans Selye can be divided into

1]   2]   3]   4]

Chapter-12 : Stress Management & the Science of Living

0.0.0 Objective
1.0.0 Introduction
2.0.0 Methods of Stress-management
      2.1.0 Modifying the Environmental Behaviour
      2.1.1. Withdrawal-
      2.1.2 Coping with Stress Assertively
      2.1.3. Compromising Behaviour --
      2.2.0 Altering Lifestyle -
      2.2.1. Developing stress tolerance power-
      2.1.3. Compromising Behaviour -
      2.2.0 Altering Lifestyle -
      2.2.1. Developing stress tolerance power-
      2.2.2. Changing Pace of Life --
      2.2.3. Control Distressful Thoughts-
      2.2.4. Seek Help for Problem Solving Skills-
      2.2.5. Seek Social Support -
      2.3.0 Time Management--
3.0.0 By Adopting Some Experiments of Preksha Meditation
      3.1.0 Preksha Meditation : An Introduction
      3.1.1. Relaxation-
      3.1.2. Perception of Breathing-
      3.1.3. Perception of Body -
      3.1.4. Internal Trip -
      3.1.5. Perception of Psychic Center

0.0.0 Objective

1. This chapter will tell you the various ways of reducing stress.

2. You will also know the method of changing environmental behaviour to reduce stress.

3. We will also read how we can reduce our stress by changing our life-style.

4. We can also reduce stress by a correct time management.

5. Some exercises of preksha meditation can also help in reducing stress. we will refer to that as well.

1.0.0 Introduction

Dear Students,

In the previous chapter we read about stress, its nature, causes and effects. In this chapter we will read how to manage stress. We will also read how the science of living, and preksha meditation can help in the management of tension. In the present age everybody is under stress but the one who handles stress well, minimizing it, and manages is the one who will be called successful. There are many methods prevalent to handle stress but if the correct method is used in the correct manner then a person can handle stress. Preksha meditation and the science of living are methods through which a person can minimize his stress and reduce it to a nomininal level.

In the present chapter we will read about the other methods useful in reducing stress level and also about preksha meditation and the science of living.

As we have already stated every body is stressed in the present times and everyone seeks to be free of it because stress affects an individual physically, psychologically and emotionally. Physiologically, the body under stress goes through a muscular tension, increased blood pressure, change in breathing pace, indigestion, body ache etc. at a psychological level the individual goes through phases of worry, anxiety, frustration etc. and emotionally one is always scared, angry, furious and disturbed.

2.0.0 Methods of Stress-management

To manage stress the individual adopts many methods. Some of them are forceful and help in minimizing stress, reducing it to naught while others do not produce the desired effect hence they are unsuccessful. We will now list some methods that will help you to handle stress successfully. So we can reduce stress levels--

1. By modifying our environmental behaviour. 2. By modifying his life-style.

3. By modifying time. 4. By modifying the preksha exercises. 5. By adopting yoga.

2.1.0 Modifying the Environmental Behaviour

In this method we can lessen our stress by modifying environmental behaviour. For instance when we order a special kind of computer in a shop and when we open it after buying it we realize that it is not the type that we had ordered. The stress created by such a situation can leads to three kinds of reactions:

1. As soon as we received the thing, we accepted it and decided that we will not buy anything from that shop in future.

2. We will tell the shop owner about the mistake he made and clarify the situation with him and get the desired model.

3. Or we would buy some other model available in the shop.

The reactions in the above-given example show the displeasure, assertiveness and the compromising attitude. Thus we can categorize them into three : 1. Withdrawal, 2. Coping with the stress in an assertive way, 3. Compromising Behaviour.

2.1.1. Withdrawal- this behaviour shows a withdrawal, indifference. When a person cannot face the stress in a challenging way then he adopts a measure like this and he will remain in this indifference or withdrawal till the stress disappears or lessens. But this is a temporary solution. And in this situation the individual is not sorting out the problem rather he is withdrawing and waiting for a favourable moment to face the situation. When a person cannot find an appropriate solution to his problem then he withdraws.

2.1.2 Coping with Stress Assertively - in this situation when the person is knows that he can handle the stress and also that he will be successful in doing that then he assertively adopts some special solutions and moves in a positive way to face the stress, reduce it or remove it. He decides to face the stress and is also determined that he has to get rid of the stress. this is an effective manner of handling stress because he has his assertive power behind him. An assertive person not only handles stress well but he is also good at navigating situations and people in his favour.

A weak person can never handle their stresses and when they do they are irritable, unstable, angry and aggressive and this only aggravates their stress and not lessens it. And others easily take advantage of such people. Such people harm others while handling their stresses and also create unpleasant situations for others.

The assertive people, on the other hand, easily face their stressful situation and without harming others do their work. Sometimes stress is also created by some dual situations. For instance if a person is asked to do two opposing things at the same time then he is into a conflicting situation and this creates a stress in him. Such stressful situations are cleverly handled by assertive persons but the weak ones become furious and aggressive. Thus an assertive behaviour is always beneficial in sorting out matters.

2.1.3.Compromising Behaviour - this is also very important in handling stresses. By adopting this solution a person can sort out his stress to a great extent. This solution too can be subdivided into : 1. Favourable Compromise, 2. an exchangeable compromise, 3. transferring compromise.

Through all these solutions a person can handle his tensions and stresses. This can be used to resolve different kind of situations, tensions and stresses. For example if a person is trying to get a particular job but due to some reasons he cannot get it then the person is under stress and then to get out of that he resorts to a favourable compromise. He takes up some other job and lessens his tension.

In the other compromise a person tries to talk into a compromise or strike a deal. Such stressful situations happen in our daily life. For instance in a dispute between two groups the personal or community pressure that results from the dispute can only be resolved through talks or compensatory deals. Such a compromise reduces the stress or puts an end to it.

In the third compromise the person handles the stress by transferring it. For instance if a student seeks admission in an ayurvedic college and makes many attempts but when he does not succeed he is stressed. This problem can be solved if he tries to seek admission in some other branch of medicine like pharmacy or physiotherapy or take a pre-medical ayurvedic test. This means that the stress created by not getting admission in a course can be removed by seeking admission in a similar course.

The above-mentioned solutions can help to lessen the stress in the environment by changing the environmental behaviour. By adopting these measures one can escape the harmful impact of stress and also prevent physiological and psychological losses. We will now discuss those solutions that can come about with a change in the lifestyle and thus lessen the harmful impact of stress.

2.2.0 Altering Lifestyle - in adverse situations we tend to control ourselves rather than the situation, which might be beyond our control. By our behaviour, working, and altering our lifestyle we can make a tremendous change. Altering lifestyle does not mean that we become indifferent towards the stressful situation and ignore it and change our lifestyle to accommodate the stress rather this indicates to altering our characteristics and abilities. Apart from this we must also improve our working, and reduce our weaknesses.

We will concentrate on five points that will deal with altering lifestyle. These are

1. Developing stress tolerance power   2. Changing the pace of life.
3. Control over distressful thoughts.   4. If needed seek help for problem solving skills.
5. Seek social support.

We will discuss these solutions in detail now

2.2.1. Developing stress tolerance power-many of us get perturbed and upset by small problems and we become disorganized. Many are not disturbed even when confronted by major problems and stresses and they are in control of the situation. The main reason is their stress tolerance power. If we do not have the stress tolerance power then we will easily get distressed and also become disorganized. If we have a good tolerance power then we can easily handle stress while those with less tolerance become easily irritable even on insignificant matters and such people cannot handle criticism either. They are also worried about their stress whereas the tolerant ones are exactly opposite. They are not irritable and they are not affected by criticism either. They are very patient and face every situation in a very patient manner.

We can develop the tolerance power. This is an art. The individual must through intense self-analysis, increase his tolerance and evaluate the situations in the right manner and so develop these powers. Apart from this, yoga also offers certain solutions like asanas, pranayam, meditation etc and when practiced the power of patience can increase [we will discuss these shortly]. We can also practice preksha meditation to increase our tolerance power.

2.2.2. Changing Pace of Life -- in our hectic lifestyle we go through a lot of stress and through time management we try to reduce the stress but the situation remains the same. Actually we must reduce the pace of our hectic life. Because of this rush the pace of everyone's life differs. We can alter our lifestyle to reduce or lessen the stress. we are giving some measures to do so-

1. Wake up early in the morning and finish a lot of your work to avoid the rush later
2. Eat you breakfast at the right time.
3. Make a list of things and underline the main tasks and expedite them according to priority.
4. Keep ample of time to reach your workplace to avoid the rush.

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5. At least take one meal of a day with your friends, relatives or family.

6. Avoid alcohol and other intoxicants or reduce their consumption.

7. Everyday relax for some time.

8. Go for a walk or cycle for some time every day.

9. Do not undertake a work with which you are not familiar.

10. Concentrate on the work in hand.

11. Take time to talk to friends

12. Analyse your self regularly.

13. Go for a holiday on the weekend.

14. Try to sleep without your stress.

15. Try to read something or listen to music before you go to sleep.

2.2.3. Control Distressful Thoughts- probably while reading the question paper in the examination hall you must have on seeing certain questions mumbled to yourself that you will not pass the exam. This kind of self realization that interfere with the completion of your work make you weak in the examination.

You can control such disturbing thoughts through the skills given below

First be conscious of your negative, destructive thoughts and distortions. You must have felt that such thoughts spoil even the most ordinary situations. For instance such thoughts like "what can I do?", "how did I get into this trouble?" etc. now try to be rid if such negative thoughts and cultivate positive thoughts like "I can do this work well or with my excellent performance I will change everything and show that circumstances can be changed." While you say or think this you will feel relaxed and be able to take deep breaths. Long, deep breaths. In the end pat yourself for managing your distressed thoughts and getting over them. Also be grateful to yourself and express it by saying that, "I have done this work and I am happy with the progress I have made.' Or in other words congratulate your self, and celebrate by going to see a film or buy a thing which you badly needed.

2.2.4. Seek Help for Problem Solving Skills- most of the colleges and communities organize workshops for training, job-oriented skills or stress management. Some people participate in these workshops and benefit creatively from it while some after training use it to put their views to display during some particular problem. The importance of such training was demonstrated in an experiment in Kentucky University. The researchers chose some students who were suffering from the usual student's health problems and also high blood pressure. 32 students voluntarily participated who on a random basis were included in the intervention group or control group. In the intervention of 90 minutes, 10 group meetings were held for problem solving skills and centered on group support. In these meetings the problems of college life and its pressures and the strategies to face it were discussed and these were useful for the students. The leaders and the students participated very actively in displaying their strategic skill. In the half sessions in the end the students were enthusiastic in the extra encouragement the college had given them. The results of the experiment showed that those who had participated in the training sessions did not merely appreciate the problem solving skills and collective interaction but there was a visible improvement in their health as well. As compared to the control group they reported lesser health problems, lesser illnesses and incompetence.

2.2.5. Seek Social Support - many studies have shown that we manage stress better, enjoy better health and well-being when we are in a group, with an intimate friend, or with some supportive group. For instance in a study Cohen[1988] found that the pressure exerted by closest relative has a positive impact on our health and morality. Compared to those with a weak support system, these people are less oppressed by health problems and also are less likely to die an early, sudden death because they are always supported by their relatives, friends, religious group, colleagues and other support groups.

Friends and support groups help to channelize excess stress into other fields. First friends allow the person to share his misery and sorrows with others, something that would have been a burden for the person to bear alone. Secondly, friends through their love and soulful expressions give emotional support. Third, the understanding and assurance that friends give us, is something that might be of immense value to us in adverse circumstances. Fourth, the associated friends and support groups give us the right advice and information that might help us solve our problem.

No doubt, there are people around us who create problems and put us in stressful situations. There are such officers or colleagues in the workplace but what some create others help to resolve.

In the west the family unit has dissolved very quickly and in many countries the divorce rate is one per minute. In India too this problem is steadily increasing. Such a situation leaves a heavy toll on the husband, wife, children and other members of the family but this can be resolved within the society only. We can seek support from others in the society to lessen our stress.

2.3.0 Time Management—

Time management plays an important role in creating as well as in dissolving stress. if time is not managed properly and a work is not done in time then it is natural for the person to be stressed and when this stress increases the physiological and psychological conditions also change. Many people have a tendency to postpone work to another day, to a tomorrow and every tomorrow adds up to the work and the related tension. And when the work is not done on time then the situation gets beyond control and the person is heavily stressed. Time has its own constraints and limits. Thus we can avoid the stress by valuing time and managing it well.

We spend a lot of time on unnecessary things and there are some reasons which waste time. We are listing those reasons, which we can also call time robbers---

Although we too are responsible for wasting time, there are other reasons too that do so and the three prominent ones are-

1. time wasted by the self
2. time wasted by the family members or social causes
3. work related reasons

the main reason for time wastage is the person's mood, his sloth, carelessness, ill-health and his habits. If these reasons are controlled then the possibility of stress is considerably reduced. An individual in mood swings is not able to concentrate on his work and this induces stress. Also laziness contributes to wasting time and again the individual is stressed. If an individual is ill then too stress increases and time is wasted. Similarly when bad habits prevent work from being done then time is wasted and again stress is induced because the work does not get done in time.

The familial and social reasons for wasting time are the unexpected visitors, useless friends, undisciplined and unorganized behaviour of friends and all these induce stress. By controlling these factors we can control stress.

The professional reasons include unproductive meetings, meaningless conversation on telephone, vague communication, and mismanagement. If these are organized well then a person can escape stress. We are giving more such reasons that can be taken care of and time can be managed well and stress avoided ---

Other time wasting reasons

1. television
2. cinema
3. telephone
4. Gossipers- this includes friends, neighbours, family members and colleagues.
5. indiscipline
6. bad transportation
7. wandering

If a person manages these reasons well then we will escape unnecessary stress.

3.0.0 By Adopting Some Experiments of Preksha Meditation

The mad rush of modernization has blinded and misguided the individual. The dazzle of materialism has blinded him and brought his morality levels to a minimal level. To get the maximum and also for novelty he is squeezing everything out of the available resources but even after all this when the person does not get the desired results then he is stressed. This kind of stress affects the physical, mental and emotional level of the individual and if the individual is incapable of handling a situation like this then he becomes subject to many illnesses. Thus it is necessary that the stress be managed

so that the individual can be healthy. To manage stress apart from the other stress busters that we have listed preksha meditation and its various parts can be useful in doing so.

3.1.0 Preksha Meditation : An Introduction

Preksha meditation is an excellent form of meditation. By practicing it the individual is relieved of physical, mental and emotional stresses and his personality also develops. Preksha meditation has a positive impact on the physical, mental and emotional levels.

As we have already emphasized there are three levels of stressphysical, mental and emotional and these make a person imbalanced. To reduce these stresses preksha meditation is an excellent remedy. We will now talk of the different exercises of preksha meditation

3.1.1. Relaxation- relaxation is an excellent way of loosening the body. By a process of loosening we rid ourselves first of physical stiffness and stress. Any kind of stress manifests first on the body and disturbs our physical and mental equanimity. Thus to be rid of this we must first practice relaxation. It is a process through which the individual first distributes or scatters his physical, mental, and emotional stresses through auto-suggestion method. In this we concentrate on every part of the body by bringing our consciousness to it and telling it to relax and feel a gradual loosening of the body. This process brings immense relief to the body which rejuvenates it. The nerves and every part of the body relaxes, their functions increase and even the abnormal becomes normal. This process also increases the flexibility of the body.

Relaxing the body thus is a preliminary to preksha meditation.

3.1.2. Perception of Breathing-this is of two kindslong breaths and adjoining breaths. During the perception of breathing we balance and harmonize our breathing because an imbalance affects not merely the body but also the mind and our feelings. Breathing disparity affects not merely our blood pressure, or indigestion or skin resistance but also our mental activities, our power of thinking and concentration. Stress also affects our breathing process which leads to the above-mentioned problems and cause adverse effect physically and mentally.

Thus through an exercise of perceiving the breath we control our physical and mental activities which has a direct and positive relevance to our stress management because if a person is active physically and alert mentally then stress does not have a negative impact on him and when such a person is stressed he knows how to manage it.

3.1.3. Perception of Body - this reduces the imbalance created by tensions and stresses. When we bring our consciousness to different parts of the body then the powers of the brain are centered on that part and this removes any possible imbalance or stress there. Once the stress is decentered the body stars feeling light and this increases our work efficiency.

In the perception of the body the consciousness is brought to focus on each and every part of the body. But in this process there is no auto-suggestion as in relaxation, rather every part of the body is focused and perceived. Without any pleasant or unpleasant associations to feel every throb, tremble and sensation and perceive it. Through this process the individual can be rid of every bodily stress and tension. During stress and tension the muscles of the body and the inner parts and its functions get imbalanced which aggravate the situation. An imbalance of the body affects the brain and its functions. Thus if we make our body balanced then it has a positive impact on the brain and its functions.

3.1.4. Internal Trip - in case of stress and tension every part of our body becomes imbalanced and this reduces their efficiency. Consequently even the energy of the body goes down and this has a negative impact on the brain. Thus the working capacity of the brain is affected and the individual gets mentally imbalanced and his behaviour also alters. Internal trip is a process of sublimation of consciousness. The channel of the spinal cord is believed to be center of energy in the body. As long as the energy or power is centered in that place it is inert but through an internal trip we can direct our consciousness to that end so that the energy or powera scends to the brain and from there it is utilized for various activities of the body. The ascent of power plays an important role in managing our stress and keeping us free of it. And this energises our entire body and in this enhanced situation we can face any challenge, any situation or circumstances so that we do not face the stress in these situations.

3.1.5. Perception of Psychic Center-- There are innumerable psychic centers in our body but the preksha meditation counts 13 centers as the main ones. The psychic centers are those points in our body where the rays   of

consciousness are densely present and these rays affect the different activities of the body. Scientifically the psychic centers are located at the plexuses. Also its range is connected to the endocrine glands.

As we have already stated earlier that stress or tension affects our bodily functions and abilities. In the process of perceiving the psychic centers we concentrate on the various points of the body and by doing this we awaken these centers of consciousness. And this relates to the controlling the flow of the endocrine glands because in a state of pressure these flows become irregular. This also refuels our energy. The flow of our endocrine glands is regular and controlled and consequently the other parts of the body also get regularized and we can handle situations of stress.

Questions

Essay type

1. How can we handle stress by changing the environmental behaviour?
2. Explain how a change in the lifestyle can be useful in stress management.
3. Explain how we can reduce stress by managing our time well.
4. How can preksha meditation and its different parts useful for managing stress. Elaborate.

Short Type

1. What do you understand by stress busters ?
2. What is meant by coping with stress assertively?
3. What do we mean by compromising behaviour towards stress?
4. How can we confront stress by changing the pace of life?

Objective Type

1. Write down the reasons that waste time.

WriterDr. B.P.Gaur.

Chapter-13 : Importance of Expression, Causatives and Pluralism

Context

In the present times, the greatest asset is specialization, meaning to attain expertise in any area of knowledge. Along with specialization if you have the power of expression, it gives unlimited power and benefit. Those who study the science of living combine it with yoga and preksha meditation can develop immensely. Also if they learn the art of communicating their knowledge to the trainee or the student it can become extremely important.

What the student of the science of living does in his life depends on the skilful way he establishes a communication with himself. In the present age the significance of life depends on the quality of communication. There are two types of communication internal and external. The happiness in life does not depend on what the person goes through but on the fact that how he interprets this happiness. What is his outlook towards life and its happenings? The happiness and peace of an individual depends on the perspective through which the individual defines his life and how he communicates that within himself. Internal communication can be done through introspection or through self-perception which we discussed in the previous chapters.

External expression is studied very deeply in management courses and the technical term for that is communication. In the science of living expression or communication is studied in three parts---

1. Understanding the general nature of communication, developing communication skills to grow as a successful member of an institute or organization.

2. Developing the communication skills to grow as a successful trainer through rigorous training.

3. To develop expertise in communication for harmonious relationships and work execution.

    In this chapter we will deal with

1. What is the importance of communicative skill?
2. What is the nature of communication?
3. What is the theory of communication, its process and types?
4. What are the mediums of communication?
5. What are the causatives in expression?

0.0.0 Introduction

The basis of pluralism is the principle given by Lord Mahavir ,which transcribed, means that he alone can be successful who, while speaking, knows who he is talking to, knows the attitude of the listener and is aware that he is speaking to a certain attitude. A trainer of the science of living has to bring pluralism into practice, speak to the other in an appropriate context and take the other in the right context. Generally we express our views in different ways but the most difficult one is to put across our views in the most effective way. Generally, while speaking we tend to forget that

the speaker and the listener are not one but two different people. Their interests, objectives, needs and outlooks are different. The trainer must keep such things in mind.

Through an effective communication skill the trainer can communicate or express himself well and this earns him friends and supporters. Also by learning the communication procedures or system in an organization he can be successful in his job and he can be successful in his service. Weak expression produce miserable results and failure often leaves a person alone. He becomes confused, depressed and sorrowful, feels neglected and it is difficult to maintain a harmony in his everyday relations. Hence the student of science of living should know the nature of communication, know the communication techniques of organizations and develop the communicative skill.

1.0.0 The Nature of Communication

1.1.0 Importance of Expression skill— The principle of pluralism is the main base of expression skill. It is the key to success. The individual becomes successful in his work area and creates harmony in personal relations only through communication skill. We can express our views and narrate our experiences and make an impression on others only through this skill. And we can gain from the experiences and thoughts of others if the other communicates well.

If a person wants to express his feelings and experiences effectively to others then he has to develop the skill of symbolical and emotional expression. He must improve on his expression and communication skill. The difference between expression and communication skill is the same as that of living and skilful living. We all live but how many of us lead a meaningful life? Similarly every one talks but how many can actually communicate meaningfully. To express one self meaningfully is an art that needs to be perfected through effort and single-minded focus. For the student of the science of living the communicative skill should be powerful for mutual harmony and skilful training.

1.0.0 The Nature of Communication

Good expression can be noted in the speeches of good speakers and trainers and these qualities are

- They know what they want to say?
- They are capable of drawing the attention of the audience.
- They have the ability to establish an intimacy with the students and maintain that.
- They know the likes and interests of the audience.
- They carefully choose their topic and their lecture.
- They are skilled in the power of expression.
- They cautiously choose the occasion and the place where they have to say something.
- They make their expression clear, brief and favourable.
- They are not merely good speakers but also patient listeners.
- They have the ability to understand the thoughts of others and when necessary they justify it too.
- They retain their concentration.
- They know when and how to begin their speech effectively and also how to end it so.

On the other hand, a weak speaker never knows what he has to say, to whom, what are the interests and the needs of the audience, when and where they should say something. Such people are even unaware of the interests of the audience. They cannot gauge the need of the audience or they do not pay attention to it.

Communicationan individual personality has elements of both the personal and the social in him. The development of personality depends on how the self is managed, so the personal is the quality of his own self but the expression is to the society in general. Thus man is a social animal and the thing that binds one man to another is the inter-personal behaviour. And this mutual relation builds up a society. Inter-personal relationship, harmony, and work execution depends to a great extent on communication or the power of expression.

The place in the human body assumed to be the nerve center is also the point of communication of the science of living, preksha meditation, and yoga training. The communication that targets its audience and tells them things that are of interest and value to them and communicates exactly what the speaker intended to say is called the successful communication. Such a communication inspires the audience to do the desired thing.

It is necessary to give a theoretical and practical knowledge of meditation and yoga in the science of living. For this, communication is an important medium and it inspires and trains a person for practice and meditation. The science of living mainly trains the trainee and for this the medium of communication must be powerful and mature.

1.2.0 The Meaning of Communication

We are explaining the meaning of communication through its definition

1. Communication is a process through which thoughts and feelings can be conveyed from one person to the other and the motive is to make the receiver comprehend--- Brown.

2. Communication is the exchange of thoughts and information to help develop good understanding-American Society of Training Directors.

3. Communication is passing the information from one person to another regardless of whether the latter is assured or not --- Kruger and O'Dowell.

4. Communication is the exchange of facts, views, counsel, and feelings between two or more than two people - Newman and Summer.

5. Communication is the sum of all those things that one person says to another to make his meaning clear. This involves an ongoing process of saying, listening and comprehending - Allen Lewis A.

The above-given definitions make it clear that---- 1] there must be two sides for communication. 2] After receiving the information it is necessary to comprehend, accept, and execute it. 3] If anything is not clear in terms of speaking and hearing then clarifying it. 4] If the message is given through signs and signals then trying to know their meanings. 5] In the science of living training programme it is the responsibility of the training to ensure that the message is clearly understood by the receiver and that he will act accordingly. Thus it can be said that communication is the life-giving energy for the science of living.

Wider Meaning of Communication--

Communication should be considered an important tool of the science of living that trains the trainer. 1] Communication is, directly or indirectly, the expression of one's desires, aspirations and feelings and part of a natural cycle of change. 2] The importance of communication increases with the problem of value disintegration, the issue of reassertion of values or in yoga training because communication can play an important role in this. Individual direction, group training and inner transformation are not possible without communication.

1.3.0 Elements of Communication--   Communication is an integral part of human life. It affects every aspect of human life. In the science of living lack of communication is lack of training. In the communicative process sending a message and receiving it requires various medium. On this basis we can say that communication is---- 1] written 2] verbal 3] symbolical 4] gesture 5] facial expression 6] body expressions 7] silence 8] semantics. All those methods that involve receptivity signify that the communication is complete. But as long as the message communicated is not understood in its totality then the communication is not considered complete.

Generally communication involves three elements---1] signs and symbols 2] language 3] semantics.

1. Signs and Symbols - some signs and symbols are pre-determined by the sender and the receiver of the message. The receiver on receiving the message understands it and works according to it. For instance the bell at 2 p.m in an office signifies the lunch hour or the siren at 5 in the evening indicates the end of the day's work and the siren that goes intermittently indicates danger. Similarly red colour signifies danger and a green flag signifies the beginning of the work.

2.   Language- Written and spoken communication happens through a language. The language communicated should be understood by the recipient.

3.   Semantics - the science of meaning is called semantics which means to use words of different meaning in the right place in the right meaning is successful communication.

The trainer who listens patiently to the problems of others and communicates the solution or his message to the other and very skillfully in minimum words can practice the tasks is a successful one. Communication can be called immature when---1] it is confusing 2] difficult to understand 3] not clear in conveying its message 4] most of the things are useless. Besides, unequal communication, extremely brief or ambiguous communications are meaningless.

Causes of Expression - apart from the main causes there are many causes that affect the expression. These are cordial relations, self-confidence, clarity, grasping power, emotional control, the desire to learn and the desire for co-operation.

Cordial and supportive relation aids in clear and courageous expression. These relations become evident through the environment. If the environment is explosive, aggressive, lifeless and dull then the expression cannot be good but if the environment is conducive then the expression improves.

A cordial and harmonious climate is created when the trainer

1. Is eager to listen to and express mutual reactions.
2. Give importance to each other.
3. Respect each other's interest and needs.
4. Ready to discuss each other with an open mind, without any hesitation.
5. Trust each other that when the time comes that they will help each other.
6. Everyone respects each other's wish for independent decision.
7. Everyone knows and accepts that all that they say may not be acceptable to everyone.

Rules for Cordial Relations-- for cordial and supportive relations the following rules are helpful-

1. Pluralistic outlook - Trying to understand the other through his own point of view.

2. Accepting the other as he is, in totality with his personality, thoughts, feelings and accepting with his weaknesses.

3. No difference in precept and practice the individual does what he preaches, and does not betray.

The community where the majority of people possess the outlook, feeling, and views similar to the ones we mentioned above, dialogue and communication are easy. Otherwise there is no harmony in relationship. Lack of communication means hesitation and fear. It is true, therefore, that without communicative skill, good relationships do not exist and they cannot be expressed. Hence both are each other's compliment.

Self- Confidence - another major reason that helps in power of expression is self-confidence. Our confidence is determined by the fact that how important do we consider ourselves to be or how significant do we think our thoughts are. If we do not consider ourselves important or think our views as valuable we will never be able to express ourselves well.

The person who knows the importance of the self and his utility has self-confidence and self-satisfaction. He feels that he is safe and secure. Such a person can in a positive and negative things very fearlessly, face criticisms and the one who cannot value himself he has no confidence, suffers from low esteem, and is dissatisfied. He feels that others are not interested in him hence he is scared of talking to others, plagued by fear of criticism and evaluation.

Clarity- this relates to what we want to say, and how we want to say it? A good speaker is quick to gauge the environment and he is clear about what he has to say to whom. Those who lack communication skill are the ones who are never clear about what they want to say. They do not know how things should be clarified. They cannot convey their thoughts clearly; hence their motives can never be detected from what they say.

Many a times they are under the false impression that the other also understands his speech since they follow others. Also those poor in expression compel others to draw their own conclusions and this increases lack of communication.

Grasping Power-- a good speaker must also possess the skill of imbibing well. He must be a good speaker and a good listener too. By good listener we do not mean simply listening to something but beyond this, to understand the viewpoint and sentiments of the other. Unfortunately most of us hear but very few devote some thoughts to this or think deeply over it and try to understand the outlook. 75% of the spoken is forgotten or neglected or overlooked. A good grasping power is not inherent, rather it is acquired and for this---

· The audience must have a definite utility.
· The audience must listen to the speaker with concentration.

- He must be quiet but when he does not understand must ask questions too.
- Let others speak too
- Avoid unnecessary comments.
- Must be able to repeat what the speaker has said.
- Must be able to repeat in his own words.
- The audience must try to understand the point of view of the speaker.

Emotional Control - in his life a man faces ups and downs constantly. His feelings are in a whirl. To control his rage is beyond the common man and he cannot control his speech while he is angry. Thus the individual cannot express him self correctly.

Generally people suppress their feelings so they really do not know what emotions rules/ dominates them. They do not even know how feelings should be refined and how to convert them.

To transcribe emotions and to refine them is necessary for harmonious relations and powerful expression. Emotions should be expressed in such a way that it can be easily transcribed and the transcription can be useful for the self as well as others. To achieve this---

1. Be conscious of your emotions. And recognize them correctly.

2. Sit for meditation and then meditate on psychic centers and on colours.

3. Do not deny your emotions, accept them. They are part of your personality.

4. Seek guidance from your teachers. Without refinement of emotions, a good expressive power cannot be developed.

5. Keep a balance on your feelings, desire and resolutions.

Desire to Learn

When we establish a dialogue with someone or make a speech in a group then there are reactions from two sides. On one side, from people outside and on the other from within the self. A good speaker modulates his speech, conversation, its impact, and the needs of the audience according to both the reactions. Also such speakers learn from other orators, learn from their style and other distinctive characteristics and are eager to imbibe from them.

The sense of eloquence is in reality the feeling of imbibing and acquiring a skill and it comes gradually. A good speaker learns from his failings, experiments regularly, refines and polishes his style. On the other hand a poor speaker scared of learning is denied valuable things. So he is never able to improve on his powers of expression, or establish a harmonious relation with others. For an effective expression it is necessary that the individual presents him self with full testimony and with ease. Every one of us is rich with various experiences, feelings, thoughts and emotions. And that others should also benefit from our experiences, it is necessary that we share our experiences with others, and desire to support others. The more we know each other the greater will be the possibility of a meaningful communion with others.

There are many obstructions in expressing ourselves. Most of us are worried and scared that others may not appreciate what we say, that they might laugh and make fun of us. For a meaningful conversation and expression it is necessary that fear and worry be replaced with mutual trust and faith. This will help the person to express his feelings, thoughts, and emotions with ease and honesty. Its expression will be effective and powerful.

It is clear that communication or expression must have clarity, brevity, completeness, maturity, grace, support, continuity, transformation, good faith, good relation and other such elements.

The above-mentioned elements and the communication mediums transmits the desired information and that helps build better communication, better exchange of feelings, thoughts between two people or two sides. The motive is to understand the spoken word.

Function of Communication

1. Transmit and receive information.
2. To transform through humanitarian behaviour.

3. To direct people.
4. Developing the co-operative instinct
5. To maintain social relations
6. To make good plans and to execute them.
7. To make amends
8. To express feelings.

1.4.0 Characteristics-

Communication has the following characteristics

1. Two-way flow
2. Sending and receiving
3. Common code of understanding.
4. Act according to words.
5. A continuous process
6. Feedback.

1.5.0 Objectives of Communication

Communication is a complex process. The trainer wants that the trainee should hear, understand, and practice all that he wants to tell him. To teach the traditional yoga systems, its objectives, process, principles the trainer has to use many methods. It is not enough to speak our mind, rather we also have to say -1] what is the objective of the speech? 2] When should action be taken? 3] How to do it? Hence it is not enough to give theoretical knowledge to the learner or in other words simply to transmit orally will not be considered successful communication. The basic problem of communication is that the thing conveyed be understood and then put into practice. Some things take time to sink in or register and in such a situation the trainer should transmit materials through practicals. This involves that the learner should desire to understand and practice and also must be able to grasp the material. And then the next stage is accepting the material. The fifth problem is that the learner co-ordinates what he is learning with the goal in his life and pursues it to put it into practice. The sixth problem is that he imbibes the spoken word in its semantical, literal, figurative and suggestive sense. But all this depends on the gestures, facial expression and the manner in which the material is transmitted. Hayakawa has said," everything is not understood merely in its literal sense and the meaning of every word is not the meaning of the dictionary." In this context we can even say that words do not have a meaning, we give meaning to them. And the meaning is derived from the ability, comprehension, personality, environment, culture and social positioning of the person. The meaning is also determined by the extent of faith in the transmitter of the word, the belief in the message, belief in the medium of transmission, and the mood of the transmitter.

It is said that words have magic and that they can transform the mind of those who hear, read and imbibe them. It changes the thinking of the receiver and compels him to act, changes his conduct and behaviour. Our conduct bears a permanent impression of the words/messages we hear around us and we mould ourselves accordingly, work accordingly and conduct ourselves accordingly in our everyday life. Thus it is clear that communication is multiple and its objectives are varied. There are many clear objectives of communication

1. To fulfill the basic needs of the individual like recognition, self-esteem and loyalty to an organization.
2. To discourage mythical/ false information.
3. To prepare for transformation.
4. To encourage the learner in the pursuit of his goal.
5. To be rid of emotional stress.

In the science of living, communication takes place mainly for two reasons

1. To transmit the science of living, the art and mysteries of living to the young and old.
2. To harmonize inter-personal relations through effective communication.

Effective communication yields good results. It develops work efficiency and the desire to work which develops community feeling and possibilities of development occurs and a genial atmosphere is established.

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2.0 Communication: Theory and Process

2.1 Principle of Communication

1. Principle of Clarity - through communication one person can convey his meaning to another, so we must use a clear and easy language. According to Lord Chesterfield a passage should be so clear in its import that even a dull wit understands it easily and one does not have to read it twice. Terry says," before sending a communication the sender should think and know what he has to send."

2. Principle of Attention - when the message is transmitted then it should be heard or read very attentively and if the message comes from various sources then we must be alert to all of them.

3. Principle of Integrity - communication should be made effective for the fulfillment of objectives of the organization. Joseph Dhuhat says that while transmitting the communication the sender should take care of the needs of the organization and the expectations of the receptors.

4. Principle of Use - every communication should be useful. False communication wastes time and money and spoils inter-personal relations. Hence communication should be organized in such a way that it is useful.

5. Principle of Control - official, formal communication is always regulated and controlled but even the informal communications should be controlled. In a group discussion it is necessary to organize who will initiate the discussion, who will be the first to speak. If the beginning is not begun properly then we can never arrive at a result.

6. Principle of Standardization - some regular codes of conduct are operational in a communication. For instance the manner of address, the code of taking permission before beginning the communication. Standardization involves making an effort to bring communication to a uniform mode. With this goal the training manual, discipline codes are designed and standardized.

7. Consultancy Principle - before expressing an opinion we must consider it well. Every word should be weighed carefully because once it is said it cannot be taken back.

8. Principle of Consistency - the message sent and received must be in keeping with the time and atmosphere. A timely delivered message is very effective.

9. Principle of Feedback - the communication system should be such that the sender gets immediate feedback about any possible mistake that occurs and also about the inappropriateness of expression so that immediate amends can be made. If the errors are not corrected immediately then something undesirable can happen.

10. Principle of Leadership - the sender should be a resolute and thinking person. He must be a good listener too.

2.2 Process of Communication

Communication is a two-way process and a continuous one which should be reviewed according to time and motive. The process of communication includes

1. The sender/ speaker/ writer/ director.
2. Receiver
3. Message- the motive of the original message and its form.
4. Medium
5. Response of the receiver
6. Feedback of the response, review
7. Improvement in the process of communication.

The following picture illustrates the process of communication

The sender uses language or symbols or gestures to communicate his message, this is called encoding and the message can be transmitted orally or in a written form or through telegraph, telephone or some other way.
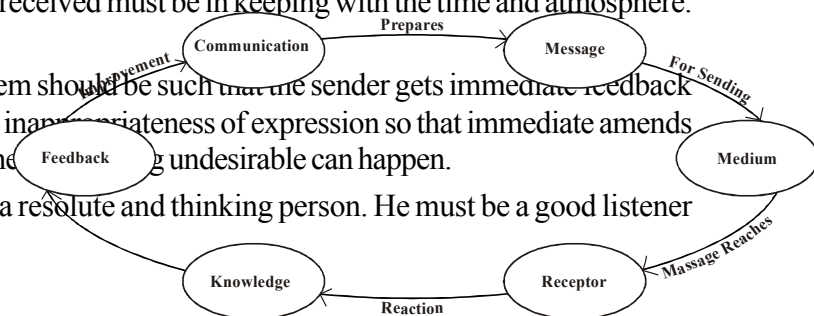
The other side receives the message. The receptor gives meaning to the words, understands them and puts them into action. If the relation between the receptor and the sender is good then he demands to know about the lapses or any such thing in the message or he alters his understanding according to the feeling implicit in the message. And then he puts it into execution. The understanding of the receptor and the execution of the message acts as the feedback. If the execution is not in the spirit of the message it is clear that there is some mistake either in the communication or in its execution. So efforts must be made to rectify the mistake.

While communicating four things must be kept in mind : 1] Message   2]. Medium   3]. Receptor   4] feedback.

Message : Message refers to information or news. While communicating the import of the message must be kept in mind. Hence the message must be clear and easy so that the receiver easily understands it. The message should have dual meaning and this must be in the sender's mind.

Medium : Medium refers to the means of communication, which means how we will convey the message. Mainly there are three mediums and these are oral, written, and symbolical. While giving the oral message we must be very careful. If the message is given straight to the receptor then it is received fully but if there are more than one channel in transmitting the message then the possibility of the message getting filtered or confusing increases because when it is transmitted from one mouth to another there are chances that a lot of things get added or get lost and the original message loses its form. Hence oral communication should always be direct and not through channels. This can be seen in our daily life too. When you say something to a person and when it reaches the third or the fourth person it acquires a different form. As far as the written communication is concerned then we must keep in mind that the message must be in an easy and clear language so that it is understood easily by the receptor and he can act on it. Symbolical message is conveyed through body parts and in this our gestures contribute a lot. If we say that gestures are the most important thing in conveying a symbolical message then it would not be an exaggeration. It is believed that gesture contributes to 55% in the message. When we talk in person then the involvement of the medium can be worked out like thiseffect of words-7%, voice and tone-38% and signs 55%. Hence gestures and signs contribute in a major way to the communication.

Receiver : When we communicate we must keep the receiver in mind, is he literate or illiterate, his language. If we know all this then communication becomes easy and effective. If we do not write a letter in the language that the receiver understands he will require a translator and it will be difficult for him to understand the text entirely. And if the receptor is not well read and if we write in a simple and easy language then he will understand it easily. Hence the communication must be such that receiver understands the text in its totality and we must also know the receptor well so that it is easy for us to communicate to him.

Feedback : This is an important element of communication. When a message is sent to someone, it is necessary to know the response. And until a person gets the response he cannot know whether his message has been grasped in its full import. Hence no communication is complete till we get the feedback. And if there is no feedback then it is necessary that we contact the receiver again. It is only after receiving the feedback that the message can be deemed complete. In short if we say that we must keep the main points in mind then the message will be effective and complete.

3.0 Types of Communication and Medium

3.1 Types of Communication

The prevalent types of communication in an organization are as follows

1. Formal and informal communication.
2. Oral and written communication
3. Downward, upward, horizontal and crosswise communication.

1. Formal and Informal Communication : In a formal communication there is definite and organized relationship between the sender and the receiver. This relation is built according to the structure of the administration. In these formal relationships the relation is direct. Apart from this we also see work relationship, group relationship, personal relationship, inter-department relationship, and fellowship bonds. So the formal relationships have many direct relations.

An effective formal communication can increase the motivation and working capacity of the employee and we must keep the following things in mind

1 Nature of Communication- order, counseling, complaint, problem solving etc.

2. The Path of Communication upward, downward, horizontal and crosswise etc and for everyone informative message, condolence message or a joyful annual meeting.

3 Truth Based Facts- the information given formally should be based on facts and truth otherwise it will become difficult to prove its veracity and it might break the faith in the organization.

4. Collecting information when necessary, analyzing them and securing them for future reference.

5. Making proper arrangements for things that are not useful in daily life.

Communication Path- there are definite rules for formal communication and messages are forwarded on that basis and received on the same basis. In the ancient times all the powers of direction were centralized in the manager hence he used to be the communication center. He listened to all the problems, and the formalities of joining the duty. He used to direct, amend, allot the work and in all this since he was the only medium of communication he used to be irritable and sometimes even take wrong decisions. This system transmitted communication in the same artificial way as blood is transfused in the body after surgery.
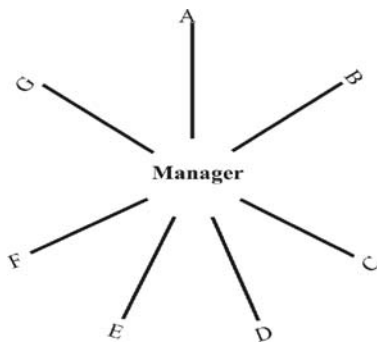
In the modern times communication is channelized. Every work has an independent charge and at various level the freedom of issuing and following orders, discussion, development of communication process and manuals for every kind of information, which help the employee to know the directions himself. Communication process has been developed in different ways.

Communication Processes
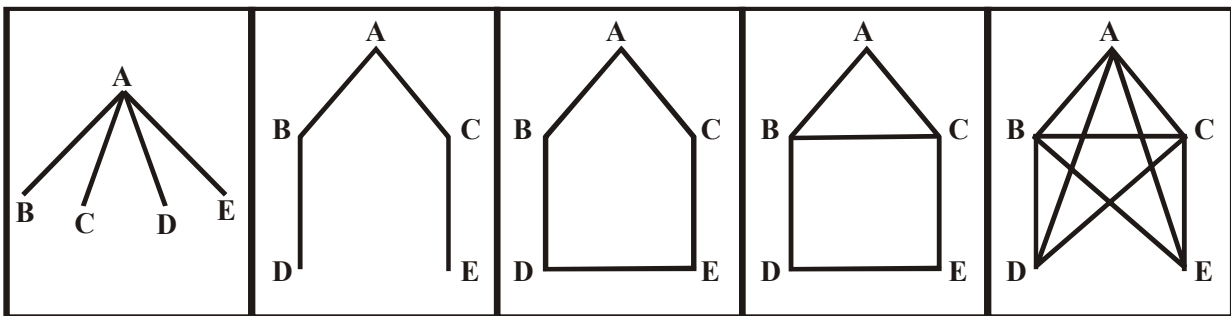
The above-given communication processes show different kinds of relations. Picture no.1 shows 5 members in which A is the sender of the message and the other four report their problems to A or the remaining four are responsible for finishing the work allotted by A. So A is the star because he is the center of all attention.

Where the relation and direction are independent, a circular relation develops as illustrated in pictures 2, 3 ,4 and 5 where through lines the communication path between different people is highlighted. In picture 2, D and E are not directly related similarly B and C are not directly in communication. In picture 3, D and E are allowed to communicate but for B and C to communicate to each other A is the medium. In this way the communication network in picture no.5 is the maximum. Except D and E everyone else can communicate with each other. B and C are observers of D and E but they have the liberty to direct D and E and control C and D. similarly D has the freedom to give his advice, complaint to B and C. According to Lewitt in a group of 5 there can be 10 ways of communicating, among 10 there can be 45 ways and among 100 there can be 4950 ways of communicating.

Informal Communication-informal communication is like a grape vine that creeps into the tree of the organization.

In this there is no definite order of communication. Any employee can talk, send a message, express an opinion etc to the employee of any other department. There are no rules to regulate this. Sometimes these informal communications can turn into rumours which have no roots. Every one says that he heard such and such a thing and he adds his bit into the text. And this can take a dangerous proportion and harm the organization. Such rumours often are baseless.

Informal communication has no shape. A person can convey his message to 10 or 50 people and seek their advice. The following pictures illustrate the informal communications and the vine creeper

Characteristics of grape vine

1. It grows in an uncontrolled way but it has a root.
2. Such information sometimes is deliberately spread.
3. Some efforts are made to contain harmful information.
4. The rumour that spreads is not the responsibility of any one in any group.
5. Every one adds his bit to the rumour. Consequently the information text takes a distorted form.
6. Many of the information could be wrong too.
7. The sender and the one who forwards the message add something selfish to it.
8. The grape vine has an informal structure where the message is conveyed orally and this is never followed well or understood properly hence the possibility of an error is high but nobody can be held responsible for the same.

Because of these problems this system is not considered to be a reliable and important manner of communication. The distorted form of this system is the rumour and the only difference between rumour and the grape vine is that the former has no root. It g[...]d if we try to find its root we will see that there is none. So they must [...]trol them when they originate then it ends as it begins. It is actually a [...] presented so that rumours can be quashed. It is the duty of the manag[...]nours are baseless. Faustizer and other writers have proved that rumo[...]s are kept as secret from them and beyond their control. Robert Hersch[...] f rumours

1. Lack of effective communication.
2. The place of the employee in the administrative structure.

Rumours often spread in conditions when the emplo[...]ve access to it. In this way among the lower grade of employees it sprea[...], relations with the observer, security, deployment.

The grape vine is such a system that encourages rumo[...] mistrust in the employees because they expect correct information fi[...] available at the right time then the rumours will be quashed and it wo[...]

Evening gossip is another source of informal communi[...]ssed.

Rumours

Oral and Written Communication

Communication, whether oral and written, should be according to the situation, motive, and according to the character. Also we must keep the mood of the receptor in mind. Generally we hear people saying that their mood is not okay and that they will talk later. The truth is that when the mood is not congenial the conversation is not likely to end in a congenial manner. It is generally said that the useful communication is that which confirms to time, circumstance, individual and his understanding. There is no point in any kind of expensive communication which cannot be utilized properly. To make the oral and written communication useful
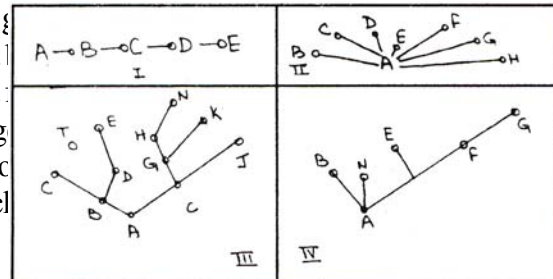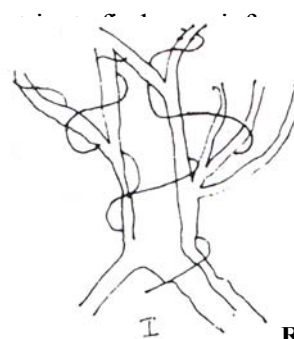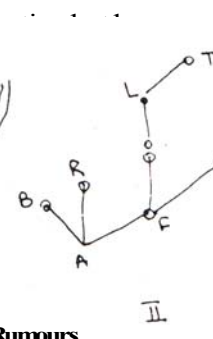
1. The sender and the receiver should know that the message has been sent and received.

2. The information should be sent in small measures so that it is easy to understand and execute it. If many pieces of information are given at the same time then1] there are possibilities of repetition 2] might be confusing 3] the priority order might change 4] there might be mistakes.

3.We should take care of the feedback of information.

4. The information should not be one-sided business; rather it should involve more participation.

Oral Communication

This is the oldest and the most powerful manner of communication. This is a method which involves the exchange of messages between people and it also involves deliberation. Oral messages are transmitted immediately and the receptor also reads the gesture, body language, mood, fear,   irritability, anger, love, humour, irony apart from the verbal message.

Advantage oral communication has the following advantages

1. Message is transmitted immediately.
2. The message gets an immediate feedback.
3. It saves time and money.
4. It clarifies confusions if any.
5. There are possibilities of quick decision.
6. It develops mutual feeling and cooperation.
7. The personality of the sender is visible in the message so it becomes more effective.
8. The audience is benefited by communicative skill and effective, melodious rendering of the message.
9.   It shows the seriousness of the conversation.
10. It is a very flexible system.
11.There are constant directions and resolution of the problem and this gives an indication of managerial skill.

Disadvantage

1.This system can only be used in a face to face situation. But these days telephone facility has taken care of this disadvantage.

2. Since there is no written record of the verbal communication it is difficult to produce in a court of law as evidence. Although the availability of tape has taken care of this too, there are still problems as--a] not every conversation can be taped.   B] This is expensive. C] It creates doubt in the mind of the participant and he has to be very alert and conscious.

3. It does not give adequate time to think on important issues.

4. In case of a mistake the announcer blames the message and not himself.

5. Such situations can lead to stress and create mistrust.

6. Some things must be written down so this system does not work in such situations.

7. Verbal messages are short-lived and depend on memory.

Due to such failings when the matter refers to policy or constitutional matters or some such thing then the verbal communication is inadequate.

Written Communication-all the messages, information, orders that are sent and received through a written medium are written communication. Any message whether it is a one-liner or as long as a book and in a written form is called written communication. Bulletins, magazines, newspaper, gazettes, manual, suggestion booklets are all various forms of written communication.

The importance of the written word is increasing every day because the task of assimilating varied information, using them and storing them is a daily affair. Also there are applications, circulars of meetings, decisions and other important things that are made everyday and which are beyond the human memory. In today's world the distance between the sender and the receiver

has increased tremendously and today's market is a market of international commodities. Hence the written communication is an important part of all this.

Cautions of Written Communication

Written communication always exists and can always be produced for reference when needed. It must be kept in mind that it is generally made ready after a lot of deliberation. While preparing the written communication it is necessary to keep the language, subject matter, presentation and mode of address in mind.

Keith Davis says that the following things should be kept in mind in a written communication

1. Clarity and purity of expression.
2. Easy presentation which means avoiding ironical and complex symbolical language.
3. It should be written in a beautiful and attractive hand.
4. Sentences should be small and as far as possible in the everyday, common language.
5. Avoid words with dual meaning.
6. Avoid unnecessary ornamental expressions.
7. Give more importance to the meaning of the words rather than on creative language.
8. The thought expressed must be rational.
9. While preparing the written material all the available knowledge should be used and nothing should be written in a hurry.

Advantages-Given below are the advantages of written communication

1. Useful in long- term planning and policy making.
2. Geographical distance is not an obstruction in communication.
3. It automatically ensures clarity and brevity.
4. Ready reference for future.
5. Direct contact is not necessary.

Disadvantages

1. It is more expensive than the verbal communication.
2. Wastes time in writing the message.
3. An appropriate medium like the postal services, railways, or the person himself are necessary for conveying the message.
4. Written communication loses its secret value.
5. The feedback cannot be immediate and sometimes the word might lose its importance after the time is through.
6. Many times the subordinate employee might delay sending the message.

Downward, Upward, Horizontal and Cross Communication

Communication is four-sided but every message is done with some special motive. The downward communication are orders, or related to policy matters, upward deal with compliance of order, complaint or motion, sometimes it might be a suggestion as well. Horizontal communication is used for deliberation and general consensus and cross communication is a mixture of all these. These can be illustrated through the following pictures
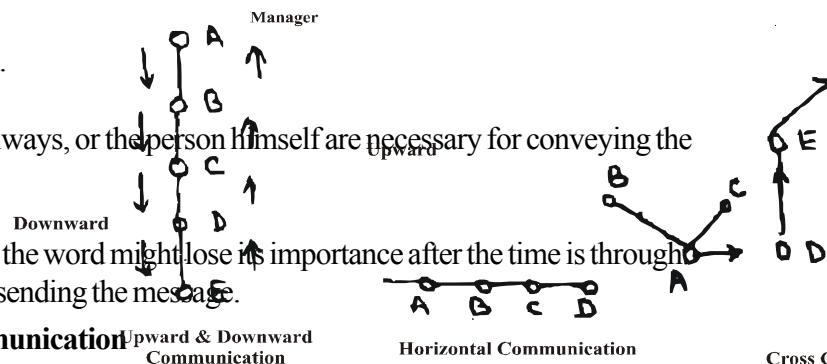
3.2 Medias of Communication

The science of living has developed the following media for communication

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1. Notice Board - the notice board must be positioned at such a place where everyone passes through, near the wall, or canteen or a separate one for every department. This should be used to describe everyday routine.

2. Standing Order - the training center makes all information relating to meditation available to the trainee, orders that are operational for a long time when available at one place becomes convenient for the trainee, trainer and the training center.

3. Poster Magazines - to make available the varied information these mediums are used. The magazine uses pictures.

4. Brochure or Folder - through these from time to time information can be given through attractive pictures, information, tables, special program.

5. Through All India Radio and Television special programs are organized on yoga, pranayam, preksha meditation.

6. Library Reading room - to read literature on training and meditation this is a good medium. A good library attracts a good number of learners and the atmosphere is conducive to resolution of curiosity.

7. Training Program - through this program while the new learner gains competency in his pursuit of knowledge, he also gets the opportunity to train. The organization also gets trainer as per need.

8. Special program-- Yoga organizations through cassettes and video shoe attractive programs on yoga. They also give counsel on matters of meditation and the programs are specially tailored according to the needs of the trainee.

Action Communication or Communication through Behaviour

To transmit his message correctly to the trainee the trainer should do what he expects others to do. A trainer desired that the trainees should wake up early morning and he made this wish clear to everyone on public platforms but nobody paid any heed. He left and was replaced by another trainer. This one was very particular about time and when the word got around then everyone understood what he desired. It is clear that message must be practically transmitted.

If the trainer is punctual the trainees will also realize the value of time. The opposite effects can also be seen

· The trainer achieves success in his work through cordial expression in mutual relationship. The difference between expression and a skill in that is the same as living and living artfully. This should also be learnt with a certain motive.

· It is necessary to give a theoretical and practical knowledge of meditation and yoga in the science of living. The general meaning of communication is presenting your thoughts or expressing them.

· There are three elements of communication1.signs and symbols 2. language, 3. understanding

· Apart from this there are other elements that affect communicationgood relation, self confidence, clarity, the power of grasping, emotional control, the desire to learn and the desire to support.

· In the science of living communication is done mainly for two reasons

1. To reach the science of living to the trainee, learner and to train him.

2. To make the inter-personal relations cordial through communication skill.

* The main principle of communication isclarity, meditation, integrity, utility, control, advice, appropriateness, feedback, and leadership.

* Communication involves the following thingssender, receiver, message, medium, the reaction of the receptor, his knowledge and improvement in the message.

* the trainer must keep four things in mindmessage, medium, receptor, and feedback.

* the communication in an organization can be divided into the following parts1] formal and informal communication 2] verbal and written communication 3] upward, downward, cross, horizontal communication.

* The trainer should be a good listener. The more the power, the more he will have to listen. And to develop this he must try to understand the feeling of others. He cannot be a specialist psychologist but he can be a good listener.

* for yoga and the science of living the following mediums have been developed for communication1] notice board

2] standing order 3] poster magazines 4] folder or pamphlet   5] television relay 6] library, reading room 7] training program 8] special program, literature.

* To convey the true import of the message the trainer must do exactly what he wants his trainer to do. Otherwise it might have an adverse impact.

Questions

1 Essay type

1 Explain the elements of communication in detail.

Short answer

1. What is the objective of communication?
2. What are the mediums developed in the science of living for communication?

Objective type

1. What is the meaning of communication?
2. For the learner of science of living why is communication important?
3. What are the rules to develop cordial relationship?
4. Give two functions of communication.
5. Give two characteristics of communication.
6. Give two principles of communication.
7. What are the main elements of the communication process?
8. Into how many parts can you divide communication?
9. What is the difference between grape vine and rumour?
10. What is creative communication?

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Unit-4   Expression Skills and the Science of Living

Chapter-14 : Expression Skill and Obstructions, Hearing skill and Bodily expression, Learning Ability and Public Speech, Eloquence and Oratory

Outline

1.0 Skills of Expression
    1.1   Expression- skill : Types
    1.2   Stages of Expression
2.0 Hindrances to Expression
3.0 Effective Hearing Ability
    3.1 Qualifications of Hearing Ability
    3.2   Respect and Honor for the Speaker
    3.3   Encouragement of the Speaker
    3.4   Silence
    3.5   Understanding and expression
4.0 Body Postures in Public Speaking
5.0 Effective Learning Ability
    5.1 Choice of the Learning Material
    5.2 Utility of Learning
    5.3 Reading Pace
    5.4 Learning Skills
6.0 Public Speaking
    6.1 Preparing for the Speech
    6.2 Knowing the Audience
    6.3 Organizing the Material
    6.4 Interest
    6.5 Presentation.

Context

Our education system teaches various subjects but there is no emphasis on the development of character. The main objective of the science of living is to infuse morality in each and every one. At the post-graduate level the aim is also to elevate the moral level of the learner and to make him an expert in practical process, preksha meditation and yoga. Hence it is necessary that the learner of the science of living be a good speaker and trainer. This will help him to serve the society.

Hence the motive of this chapter is to

1. To become familiar with the various abilities of expression.
2.   To become familiar with various obstacles of expression.
3. To become familiar with the hearing skill.
4. To become conscious of various bodily postures.
5.   To elaborate on the possible learning abilities.
6. To highlight the main points of the art of public speaking.

Introduction :

Every trainer has to go through various occasions during the training hence he must be familiar with different ways of expression. Various expression abilities are necessary for a powerful expression. During expression many obstacles pop up and the trainer must be conscious of that too. A speaker must also be a good listener so that he can hear others

and put his opinion before others in the right context. He must be learned too because learning improves the speaking skill. He must fuse the latest learning methodology into his knowledge system and learning. He must give special emphasis to certain things to develop an effective and powerful manner of speech and must practice those things to be skilled in public speaking.

It is expected of the trainer that he must be a good speaker apart from being a scholar. He must be good in mutual conversation, dialogue, direction and public speaking. This will help him to gain success in his profession and there will be peace and harmony in his life. He will serve the society and the nation in the most desirable way.

1.0 Expression Abilities--

A person must have a clear motive while speaking. Also he might have other smaller goals. And the speaker tries to achieve these while speaking.

To attain special purposes different types of expression abilities are required. Before that the speaker should be clear in his mind what he wants before he speaks.

1.1 Expression Ability: Types

There can be many objectives behind an expression. For the trainer and a good speaker these abilities must be developed to attain his motives.

1.1.1 Directional Expression : This communication is done through direction. This helps the person to help himself. Through direction the individual tries to guide the process of attaining the goal, particular behaviour or particular value. It is not necessary that the other will execute it in the same manner. The other is free to execute it the way he likes to or simply not do anything at all though he might have to bear the consequences of the same too.

This kind of communication includes order, suggestion, motion, and counsel and involves an evaluation and refinement. The person is made aware of a sense of responsibility and the available time-frame.

The direction can be framed in the language of an order or the other can be consulted too before the order is issued. Order as a form of communication should be used only if the other is incapable of doing a work. The freedom of others should be respected.

1.1.2 Informative Communication : Through information we increase our knowledge and also become capable of independent thinking. There are some dangers in this expression and these should be avoided for example, undesired, vague, indefinite, and unreal information. We must also avoid orthodox viewpoints. To be successful in informative communication we must first be clear about

1. The information we want to send.
2. Choose the right time and place.
3. Decide on the type of information- whether it is rational, interpretative, and analytical or simply a feedback.
4. To what extent and to what level should the information be sent?
5. How is the information to be sentthrough person, in writing or through telephone etc?

1.1.3 Challenging Communication : Such an expression is made to transform the negative outlook and behaviour of the individual but we must be sure whether we are doing it for the benefit of others or for our interest. Are we going to bring out the truth or hush up everything to please and appease others? Truth, even if said, very sweetly hurts and inconveniences others. Hence they might need help. For this kind of expression the following things are important

1. It should make others aware of their faults.
2. Thoughts should be expressed through questioning.
3. To raise the goodness level and throw a challenge at the other.
4. Courageously discuss the consequences of evil.

Creative Communicationthis type of a communication is a stress buster, the individual is relieved of his tensions. He can express his feelings and emotions in the right manner. The speaker should use such methods that will motivate others. And they might use them with confidence.

1. Tell others the way to relieve stress and of refinement.
2. Encourage others to utilize the solutions.
3. Co-operate with others to seek jobs of their interest.

Motivational Communication this kind of communication familiarizes the individual with others. It teaches them to construct the self. And it teaches how the other can be inspired to work and not make him a cripple him by doing his work. And it also tells us how to utilize the capabilities of others.

1. To inspire others through praise.
2. Develop an understanding for the work.
3. To bring attention to the original work through questions and curiosity.
4. To help to understand the capabilities of the self.

Supportive Communication in this communication the speaker should patiently hear and understand others and not impose his decisions on others.

1. Encourage the others, praise them, evaluate, and support them.
2. Welcome their thoughts, feelings, values, and behaviour.
3. Express his opinions honestly.
4. Shower love and affection.
5. Make others know your distinctions and failings.
6. Make efforts for the progress of others.

Directional, informative and challenging communication shows that the trainer is speaking in the capacity of an expert. The other three does not give this feeling. For a good communication all these abilities are necessary. According to the varying situation and use we must carefully use different kinds of communication.

1.2 Stages of Communication

It is better to consider all the stages of communication when it is done with a special purpose. There are eight stages of communication. All the speakers may not have the same need but the eight given stages can help the speaker in one way or the other.

1. Preparing for the speech.	2. Preparation of the self.
3. Keeping in touch	4. Preparing the receiver for the message
5. Giving the message	6. Clarifying the curiosity
7. Ending the communication	8. Following it up.

1. Preparing for the Speech there are many who speak without knowing what they have to say. If such people want to make their speech more result-oriented then they must consider that through their expression

1. What they are doing?	2. What is the central message?
3. Who is the message for?	4. What is the result sought?
5. How is the message to be conveyed?	6. Which is the right time?
7. What is the right place?	8. What are the clear main points?
9. Is there any vagueness?	10. Are the facts correct?
11. Is the expected information included?	

2. Preparing the Self prepare yourself physically, mentally and emotionally. Our gestures say a lot of things that we do not know of. It is necessary to have self-confidence, be composed and possess good language skill for success.

3. Establishing a Contact before beginning the speech it is necessary to draw the attention of the audience and for this, many methods can be used1. by asking questions 2] beginning with an interesting thing 3] crack jokes 4] establishing an eye contact 5] through modulation of the voice 6] through gestures and address.

4. Preparing the Receiver it is necessary to prepare the audience if the content of the text happens to be shocking, hurting or intolerable otherwise we may never succeed in our motive. For this certain methods can be used--

1. Clarifying the purpose	2. Making others aware of the benefits
3. Making them aware of the risks.	4. Creating awareness through questions.

5.   Giving the Message-- while giving the message the aim should be clear in view and an easy language should be used. Unnecessary details should be avoided and the main points should be stressed. While deliveringthe voice should be clear, should be well-modulated, vague things should be clarified, we must wait for the answers to the questions, summarize the text, not accuse, if necessary change our methods.

6. Clarifying the Curiosity listen to the curiosity of the audience carefully. Give short answers and block all thoughts at that time. Put your thoughts impartially and not in keeping with others.

7.   Ending the Conversation the conversation many a times can become boring, harmful and indecisive or its utility might be lost. Hence there is a lot of preparation required for the conclusion as well. While concluding we must

- ·   Demand necessary action
- ·   Give suggestions for some work.
- ·   Summarise the achievements.
- ·   Decide to continue with the talks and indicate another meeting
- ·   Give indications for finishing the talk.
- ·   Give a vote of thanks to conclude the talk.

8. Follow-up of the talksfor the success, execution and for continuity in relationships it is necessary that there be a follow-up.

2.0 Obstructing Behaviour in Expression

During mutual talks, expressing a thing or during communication there might be many obstacles. In these obstacles the main problem between the speaker and the audience is incomprehension, lack of understanding. This obstacle can be removed if the individual is aware that such obstacles are hindering the conversation and expression. There are many other obstacles and the individual must be aware of them.

2.1 Obstructions in Expression : Absence the person present in a dialogue might actually be lost somewhere or sitting there against his will. If he is unwilling then there is a lack of seriousness in both the sides.

Outlook-- Is there a sense of respect, approval, sympathy, or understanding between the two sides? If there is a sense of neglect or aggression then it clearly shows a serious problem in mutual relations.

Motive or Goal do the participants know the utility of the talk? What do they want out of the talk? Are both the sides familiar with the motives? Deceit, secret motives, vagueness or dual messages can make the talk unsuccessful and spoil the trust between the two parties. Ability the biggest obstacle in communication is lack of ability. How to put our views? What kind of language should be used? What are the strategies to make the talk successful? It is not easy to say what must be said in a very effective manner and the one who has to hear also becomes difficult.

Faith or Complete Concepts generally we make assumptions about others without knowing what behaviour is expected of them? To what extent do they know? What do they understand etc, etc. When our expectations of others are not fulfilled then there are problems of mutual conversation or expression.

Doubt or Fear there is none who can talk very openly to others. There is always a fear in the individual that the other might take advantage of his weaknesses or that the other might not take kindly to his talk. Generally on such occasions the individual is worried about his security or he wants to make an impression on others. The individual can be aware of his own motive and improve his powers of expression.

2.2 Obstructing Behaviour : Sometimes the behaviour of the audience can be a hindrance. We must be aware of this and be cautious and deal with it cleverly

- ·   Some people are very talkative. They keep chattering and never allow others to speak
- ·   Some people never hear others. They cut short others and start talking
- ·   Some people, to draw attention to them, talk of unnecessary and useless things. They can never focus on the main text.
- ·   Some people raise questions and then answer them and they start laughing.
- ·   Some people refer to their achievements all the time. Their talk of 'me' and 'mine' become the central   text. They always seek praise from others and do not like to hear anything else.

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3.0 Effective Hearing Ability-

Communication is a two-way process. While one talks the other listens and according to the situation the speaker and the listener change. The science of living conveys its viewpoint through experimental trainers the theory and practical knowledge. These trainers listen to the viewpoint, difficulties, complaints, and suggestions of the people. The trainer must be a good listener too. The greater the working area of the trainer the more he will listen to people.

Good thinkers brood over things for a long time. Constructing a solid hearing system is one way of understanding the feeling of others. If a hard worker is assured that he will be heard fully and that and that he will not be responsible or accountable for every syllable that he utters then he will speak his mind fearlessly. The trainer cannot be a psychoanalyst for everyone. He does not have the time to listen to everyone but he must have the quality to listen quietly to others.

An effective hearing ability does not mean a mechanical process of hearing. It also means that every word heard must be understood in its right context, grasping its meaning, ridding it of its doubtful connotations and understanding the outlook of the speaker

Generally people are not good at hearing others because

1. They do not know the art of hearing.
2. They do not pay attention to others.
3. While hearing their attention wanders.
4. They will comment while they hear others.
5. They will cut others short.
6. While the speaker is speaking they are preparing their responses.
7. They make no efforts to understand the meaning of the speaker.
8. They will hunt for their own desired text and not listen to the speaker.

3.1 Qualifications of the Hearing art : Four qualities are included in the art of hearinginvitation, encouragement, silence, and an expression of comprehension.

3.2 Respect for the Speaker : All the abilities are based on cordial strong relations, interest in the subject, respect for the speaker, and openness in the attitude. Our respect for the speaker can be expressed through these things

1. Giving priority to the needs of the speaker
2. On disagreement listening patiently to the views of the speaker
3. Inclining the body towards the speaker
4. Keeping an eye contact
5. Allowing the speaker to speak
6. Responding to his views at the right time
7. Being aware of the gestures of the self and the speaker
8. Staying concentrated, avoiding distraction and capriciousness.

3.3 Encouraging the speaker : A good audience lets the speaker speak his thoughts and encourages him. Encouragement and compliance include the following things
* referring to the qualities of others.
* inviting the speaker to express his opinions.
* Letting others speak by being silent.
* participating through gesture and posture.
* using affirmative expressions like 'yes', 'that's right' to encourage.
* Repeating the brief points.

3.4 Silence : When the audience is quiet then the speaker gets the time to speak, think and organize his thoughts carefully. This is the most important aspect of good hearing. By being silent the audience gets the opportunity to hear the speaker carefully, reflect on it and understand it.

Silence helps the speaker to answer all the open questions and also increases the knowledge of the audience. This

allows the speaker to express his feelings, view point and perception. For instance, questions like 'what happened' or 'how do you feel' help express his thoughts. On the other hand questions that require a simple 'yes' or 'no' as a response does not say much. Like- 'are you unhappy?' or 'is the work done?' simply require 'yes' or 'no' as a response. So the speaker cannot speak his mind and concentrates on some other issue.

3.5 Understanding and Expression : Inviting the speaker to speak, encouraging him and being silent are important part of hearing art. Apart from this, the speaker also wants to know whether the audience can understand what he says, meaning thereby, that the speaker wishes that what he says must be comprehensible to the audience. The listener can express the speaker's speech in four ways

1. Listening to the whole thing and summarizing it.

2. Expressing the feeling of the speaker. Like you are sorry for the mishap etc.

3. Repeating the problem and its solution in the words of the speaker. For instance you-------- feel because-----------.

4. Summarizing and repeating the main points of the speaker.

The above-mentioned abilities not merely the hearing capacity but also improve on comprehension. This helps develop strong expressive power.

Salient Features of Emphatic Hearing : Psychiatry and clinical psychology tells us to some feature that we can borrow from them for emphatic hearing

1. Do not talk and let the speaker talk. Even when you know that he is not talking sense, listen to him and give the impression that you are very carefully hearing what he says. You can respond with an affirmative 'yes' or 'I see'.

2. Watch the feelings, gestures and countenance of the speaker. If he has a problem expressing himself, help him out.

3. Try to sum up the speaker's thoughts in your own words so that you can see whether you have really understood the speaker. Offer comments so that it assures the speaker but do not impose your thoughts on him.

4. Keep your conversation free from the rules and regulations of the organization. Do not let rights seep into your conversation and encourage free thoughts and expression.

5. Do not use expressions like' please wait' or 'please pay a little attention to the figures' or 'can you prove this' that cause the conversation to pause.

6. Where the person has given little information and you want him to elaborate then just repeat the thing so that he is able to speak more on it.

7. Bring the focus to those points that have been left out.

8. If the visitor wants to know your viewpoint then express your self but if you simply want to be part of the audience then keep your statements limited.

9. Do not get carried away while listening to others.

At any given time to be part of the audience requires a lot of sense. We cannot understand the feeling of the other until we hear him and to hear him we must respect his personality and also understand that everyone has a distinct personality.

As an audience the trainer must have the following qualities

1. Give adequate time [according to the nature of the problem]

2. Recognizing the distinctions and distinctive qualities of the speaker.

3. Disciplining the personalitygenerally people get carried away by feelings and then express their feelings in an inappropriate way.

4. Adopting an attitude of indifference.

To contain the conversation it is good to just hum and ha but the success of leadership depends on the fact that he hears everyone cordially.

The individual, with certain reservations, can increase his comprehension capacity

- By not letting his interpretation colour everything and dominate the proceedings.
- Trying to curb his feelings while listening to the speaker and trying to understand what he says
- Modulating his voice and tone according to that of the speaker.
- While listening to the speaker avoid frivolous talks and being serious.
  Not answering the questions of the speaker rather trying to
  understand the inherent feeling behind that thought.
- Not talking to the speaker with that ironical inflexion that you know him and his types too well.

4.0 Body Posture during Public Speaking

When there is a variation between what the speaker practices and preaches then the audience relies more on his gestures and body language.

At that point of time the body language is more decisive. It is the clear signal of the variation between the speaker's words and his gestures. The speaker's posture, countenance and his gestures give constant signal. Thus it is rightly said that even if we want to hide something our face gives us away. When his gestures coordinate with his speech then it acquires a reinforced vigour and trust otherwise what he says will be viewed with suspicion. Thus effective speakers also concentrate on their gestures and countenance to make their art of speaking powerful.

We can escape the difference between what we say and do by concentrating on some special points. Thus during expression we must pay attention to the body and the figure-

We must pay attention to our body and figure

Posturebe in a position of rest.

Handsmake it the medium of effective sign.

Facealways be cheerful.

Eyes- always maintain eye contact.

Clothes- wear ordinary clothes.

Situation- while standing incline towards the front.

4.1 Posture[gesture] : Stand in a balanced manner with your feet apart keeping a distance of two feet and keep one feet a little ahead. And when you are asked to speak, walk towards the stage in a steady manner and then stand very naturally and wait for the applause to die down. Look at the audience and allow them to look at you. During your speech you can move your feet a bit but a lot of movement will distract them.

4.2 Greeting : Every speaker must begin with a proper greeting. Generally it goes like this, 'respected president, ladies and gentlemen'. Although this greeting consists of three words but the speaker with his expression and manner can make a lot of difference and create meanings. A clearly said, respected president [with pause 1,2] and ladies and gentlemen[with pause1,2] begins the speech in an effective manner.

When a valued person comes, while greeting he must be addressed with his name [and if the person has come in a certain designation] then we must take his name, designation [if he is present as the representative of the government or some organization] then the address will go like thisrespected sir, Mr. x [if in a private capacity], ladies and gentlemen or president, mr.y[if present in an official capacity] ladies and gentlemen.

4.3 Hands : The arms and the hands in a natural position, hang by the side. So keep the hands out of your pockets. If the hands are in their natural position it is easy to use them. Do not play with coins, keys etc. This disrupts the concentration of the audience. Other distracting features are hitting with the hands, scratching the head, taking off the spectacles and wearing them, scanning through the notes. Gestures are of two types :

1. For clarification the physical aspects like size, number, place, are expressed through gestures, for instance there was a hill on one side and a lake below. In all my life I have never seen anything as beautiful.

2. To emphasize this will express your sensitivity towards words. Your feelings can be expressed through opening and closing the fist.

4.4 Eye Contact : Look at the audience and talk to them. Do not look at the shoes of someone in the audience or at the roof, do not look outside the window, do not stare at one person, and include everyone in your speech. Try to smile sometimes so that you do not look ill or sorrowful.

4.5 Clothes : Do not wear distracting clothes. If you wear neat clothes and your hair is well combed then it helps maintain balance and confidence. Do not let your pen or pencil peep outside the pocket of your shirt. Do not carry lengthy notes, nor keep your pockets full of them.

4.6 Modulating Your Voice : As a public speaker your voice is your most powerful tool. And if you do not use it effectively then it can cause an adverse effect. Modulate your voice in such a way that even the one sitting on the last bench can hear you. Also bring in a cadence in your voice and use this cadence to emphasize on something.

4.7 Stress on Giving Emphasis-We can make our speech impressive by giving it due stress and thus communicate the main points to the audience. Try to read the following sentences with due stress o the underlined words and see the difference:

1. We have to do this worknot others.
2. We have to do this workthis is necessary.
3. We have to do this workothers may not.
4. We have to do this worknot any other.

Practise the prose sentences and note the punctuations and how the impact on the audience increases:

She is dead. No sleep is as beautiful; and as peaceful as this; freed from agony and pain, so delicate to watch. Yes, she is dead. Important Points in the Preparation of Speech

While preparing the speech concentrate on these points:

1. Note down fully all the points relating to the subject.
2. Serialize them.
3. Do not mug it up.
4. Practice it by speaking loudly.
5. You can note down the main points on a 3x 5' card and carry it with you.
6. Keep an eye contact with the audience.
7. Begin and end the speech with mildness.

5.0 Effective Learning Capacity

Effective expression depends mainly on the individual's learning capacity. Learning is a complex process and this includes many fine methods like recognizing the words, deriving their meaning, connotation. All this means that what we read has to be linked with our acquired knowledge of the past and retaining what is necessary in our memory cells. All these procedures have to be adopted at the time of reading so that it can be recollected and communicated and used whenever necessary.

5.1 Choosing the Study Material : Very busy people are loaded with study material. Every day/ week they are heaped with study materials. To deal with this problem they have to strictly discipline themselves. One method is to classify the written material as very important, important, not so important and useless. As soon as we acquire the material it should be classified, and regularly studied should be removed. Students can adopt other methods too and that is classification of the material as easy, difficult, very difficult, analytical and choosing the remembered places etc. the difficult materials must be read very carefully and much time should not be wasted on easy materials. It is not difficult to sort out the easy ones as they are easily perceptible.

5.2 Utility of Reading : Apart from classification we must pay attention to another important issue and that is the utility of studying. Generally people read a lot of material without any usefulness and the result is that their reading has no special value. To grasp the essence of any reading material, imbibe it and to memorize it one must be eager and mentally prepared for it. Mental eagerness awakens an interest and curiosity which is satisfied when we read. The basic issue is that we are seeking answers while we read.

5.3 Reading Pace : An individual might be a good student but his reading pace might be slow. To quicken the pace of reading we must:

1. First clarify the utility.
2. Concentrate on the main points.
3. Reflect over the central and focal words.

Apart from this, write regularly for 15 minutes everyday. Begin with an easy exercise like creative writing, writing fiction and move on to something more complex.

1. Do not concentrate on one word but focus on word clusters.
2. While reading use your pencil. Gradually increase the pace of the pencil and the pace of the reading.
3. In a 15 minute exercise focus on the entire line gradually and improve on your understanding and grasp.

5.4 Reading Abilities : There are various methods of reading. What is to be read from the available material can be determined by overtly looking at the material. The easy part can easily and quickly be learnt. The difficult and technical material requires special attention and also it is necessary to concentrate on terms. It is not necessary to learn everything. Only that which is useful must be read. Experts have developed a system of studying which is useful and beneficial

Looking at the entire material- look at the entire material, the title, the beginning and the conclusion. Look at its theme.

Look at the title, index, subtitle, graphs etc.

Decide on the readability.

Preview

Read the summary and conclusion of the book.

Read the summary.

Read the preface, introduction and the conclusion.

Grasp the main and focal points.

Close View

Read the unread and unimportant things.

Leave the difficult parts.

Prepare for note-taking. Mark the difficult, important and very important parts with a pencil.

Review

Review the important parts.

Make notes.

Read the remaining parts carefully.

While reading the notes try to check with your understanding.

Generally people begin reading the book from the first page to the last. This method allows very little to sink in the mind. By the many methods discussed above, it will be easy to grasp, understand, imbibe and memorize the material. The individual has to choose what he wants to memorize. Reading is not an inherent ability, rather it is an acquired one and it can be perfected with practice.

6.0 Art of Public Speaking

There can be many ways of putting your thoughts across to people like speech, debate, lecture etc. every speech has its own technique but some basic facts govern all of them. Speech can be used in different ways like entertainment, for instance, or to familiarize our views, execute our program.

6.1 Preparing for the Speech : Generally there is a major utility for the speech and some smaller benefits too. Speech can be made with early preparation and sometimes immediately. Only that speech is useful which has an impact

over others, retains the interest of others and pays attention to the expectation of others. The following points are useful for preparing a good speech-

- · Choosing the subject according to the audience and the place.
- · Keeping the speech limited to one utility which is related to your knowledge and experience.
- · Searching for facts related to the topic to fortify it.
- · Preparing an outline of the topic which can be a summary as well.
- · Organizing the collected material effectively.
- · Finalizing the speech focusing on the main point.
- · The final stage is presenting it in front of the audience in an effective and easily perceptible way.

6.2 Recognizing the Audience : It is necessary to recognize the audience. What do they want? Do they want information or recreation? What do they know? What are their assumptions, beliefs? All this must be known to the speaker and if he does then he can communicate very well to the audience.

6.3 Organizing the Material : Effective speech is easily recognizable for the audience. Hence it is necessary to organize the material and present it. Generally the speech begins with an introduction of the topic; the middle covers the basic points and ends with the summary. Apart from this there are many ways of organizing the material

1. topic wise	2. historically or Chronologically
3. place-wise	4. According to the argument
5. With an aggressive attitude	6. Solution-based
7. on emotional grounds	8. Humanitarian base.

1. Topic wise - It is necessary to organize the material topic-wise if the speech covers many topics/ themes. In such a speech every topic is linked to the other.

2. Chronologically - when we have to present a speech of a historical nature then we must arrange incidents chronologically. Such speeches are very useful during training.

3. According to place - in museums lectures are given according to the place. The geographical location determines the organization of the material.

4. According to the Causatives - when the speech has to be based on argument then it must be presented with solid evidence and every point is presented so. Such a speech is based on arguments.

6.4 Interest : When the speech is fused with humanitarian aspects it becomes more effective. Humanitarianism means to present your views with citations, examples, verified with facts, present it with lively experiences. There are other methods to fortify your views;

1. Presenting evidences after researching	2. Presenting facts and figures.
3. Using pictures.	4. Including the statements of great people.
5. Linking it with comments of experts.	6. Comparing
7. Using audio-visual mediums.	

To draw the attention of people it is necessary to introduce the topic. This introduces the theme and prepares the context. For this the speaker can take up a debatable point and challenge the faith of the audience, or narrate some powerful incidents from the life of great people or relate a joke and draw people's attention.

6.5 Presentation : Presenting a thing that is written makes it dull and boring. Speech should be lively and animated. Generally the concentration span of the audience is very low. They can remember only the beginning and the ending of the speech. Hence we must try to incorporate the theme, essence or summary of the speech in the beginning and in the conclusion but we must not repeat ourselves.

To give pace to the speech the speaker can keep notes or note down parts of it. He must, however modulate his voice, tone and pace so that the audience stays alert. Generally people forget what they hear so we must rely more on visual aids so that the possibility of retaining increases.

It is useful to pause, to lower the voice, make gestures or reduce the pace to stress on the main points. If the speaker

wants to make his speech memorable then he must distribute a written document of either the entire speech or parts of it to the audience. For a good speech it is necessary that the speaker must be clear and ask himself what he wants; what is the central message, the sentences that underline the message, what does he want to achieve and why is he saying all this. Brief Points of an Effective Presentation

1. Wear clean clothes, walk in a relaxed manner to the stage and stand straight. Let your eyes and manner reflect your confidence.
2. Begin with an intimate, friendly smile.
3. Talk to all in the audience. Do not look upward, outside the window, on the microphone or exclusively at one person.
4. Speak in a voice audible to all.
5. Bring variation in your voice and modulate it well.
6. Do not mug your speech. In case you forget what will you do? Understand the outline and get used to it. If you lose the central point, nobody will know.
7. Do not read from the paper. You might read part of your speech or some example you cited, but not the entire text.
8. In conversation, borrow thoughts, not expressions.
9. Do not be frightened of the stage. This is normal though, if you believe that you are going to say something important then it will circulate confidence in you. Choose and speak on a topic that is close to the audience. And remember that the actual experience of stage fright is worse than we imagine.
10. Appear to be eager, and be happy. Have confidence and speak enthusiastically.

Donts for a Good Speech:

1. Loose confidence
2. Mugging the Speech
3. Repeat the points
4. Use unnecessary facts.
5. Show excess emotions.
6. Exaggerate your matter.
7. Use Improper and satirical language.
8. Scared of the stage.
9. Read the speech
10. Stray from the topic.
11. Waste the time of the audience.
12. Create a stir.
13. Make your voice unclear or unpleasant.
14. Be dull or slow
15. Doubt

Summary

1. A clear motive is the first step of powerful expression. It might have many other motives as well. For exampleit might have many objectives like to guide, to inform, change outlook or behaviour, de-stress someone, familiarize others with your resources, co-operate etc. for this the trainer must be good at directional, informative, challenging, emotional and motivational communication.

There are many stages of successful communication. We must pay attention to them and attain our purpose like preparing the speech, preparing the self, preparing the audience, giving the message, solving the curiosity of the audience, ending the message and follow up.

2. The main hindrance to a good expression is lack of understanding between the audience and the speaker. Apart from this the indifference, negative outlook, lack of motive, bias, fears also hinders a good speech. Sometimes the behaviour of the audience also acts as an obstacle. A good trainer must be aware of all this and be prepared for all this.

3. The trainer must also be a good listener. The greater the range of the trainer the more he has to develop his hearing ability. There are 4 qualifications of hearing artinviting the speaker with respect, encouraging him, being silent, and repeating in brief what he has said.

4. A good trainer must be conscious of bodily expression tooeasy and cheerful manner, decent dress, enthusiasm, eye-contact etc.

5. By continuous study we can increase our knowledge which is the life-support of good expression. We can use

our study material to the maximum by powerful reading style. This means choosing the study material, determining its utility, improving the reading pace, using and acquiring the reading ability.

Whether in a huge audience or in a smaller group we must give emphasis to the following points. For instancepreparing the speech, recognizing the audience, organizing the material, making it interesting, and effective presentation.

Questions

Essay type

1. Bring out the main points of public speaking skill.

Short type

1. What qualities should the trainer develop for expression?
2. What do we mean by effective hearing ability? Why are most of the people inept in the art of hearing?

Objective type

1. What are the stages of expression?
2. What types of communication helps to de-stress the individual?
3. How to prepare the audience before giving a controversial, intolerable message?
4. What are the main obstacles of expression?
5. What is the role of silence in hearing art?
6. What is the impact on the audience if the gesture and the speech of the speaker co-ordinate?
7. What skills should we use to develop reading ability?
8. What must we do to increase our reading pace?
9. What dress should the speaker wear during a speech?
10. What is the impact of reading a speech to the audience?

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John Mulligan[ed] Personal Management. Sphere book Ltd, London.

Editor - Muni Dharmesh

Chapter-15 : Decision and Execution, Charting the Course

Introduction

Outline

1.0 The Journey from thought to execution
    1.1 Execution plan
    1.2 Evaluation
2.0 Charting the course
    2.1 Using the Imagination
    2.2 Future course
    2.3 Example of charting the course
    2.4 Standard
3.0 Support seeking outlook and behaviour
    3.1 Aggressive outlook and fiery temperament
    3.2 Moderate outlook and hesitant behaviour
    3.3 Implied outlook and conduct
4.0 Clear outlook and assertive behaviour
    4.1 Respect for individual rights.
    4.2 Body posture.
5.0 Mobilizing people assertively
    5.1 Continuity
    5.2 Expressing approval
    5.3 Structural critical appraisal
    5.4 Strong conduct and expected work.

Introduction

The science of living familiarizes us with the talents within and emphasizes on its total expression and utility. The first, second, and three units fulfill these motives. The third chapter of the fourth unit aims that the students, for success, in their work place should

1. Be familiar with the course of converting thought into decision and decision into execution.
2. Determining the course of action.
3. Know the most useful outlook and conduct seeking support
4. Adopt the skills of a clear, transparent and assertive conduct.
5. In case of non-help not let the relations be strained.

Context : Our thoughts are the base of our success and failure. The way bricks are important to lay the foundation of a house similarly our thoughts are important in our personality. For attaining success in life it is necessary that we retain good thoughts, noble assumptions, think positive and follow the examples of great men. We cannot be successful simply by retaining noble thoughts, it is necessary that we translate those thoughts into action. All our good thoughts, desire, motives and aspirations are futile if we do not execute them. To put these thoughts into action it is necessary that we have a definite course and in a planned way with necessary resources and the conveniences that we can gather, do the needful. After executing the things in time we must also evaluate how successful we have been. If we do not measure up to the expectations we had of ourselves it is desirable that we assess the results comparatively, in terms of figures and then see what efforts are needed to fulfill our goal. By doing this we will be able to draw a comparative statement between the necessary work and the work accomplished. Finish it. Do not lose hope. Also try to learn the art of garnering necessary support from others. This promotes community feeling and a sense of responsibility.

1.0 From Conception to Execution :

To accomplish any task effectively and achieve satisfactory results we must move from conception to execution. Moving towards this direction means utilizing the available sources, retaining the forces within and preserving the inner motivation till the work is done. To execute every work we need well conceived thoughts and the necessary action. To convert thoughts into action we need individual ability. And a bigger tact is to acquire the ability to get support from others. It is expected that we develop skills of mutual dependence, communal connection/ links, leadership qualities. Thus we can conclude that to put any work into action we need to activate all those positive forces that help us to attain goals and we also have to see that the obstructing powers be reduced. This strategy would be very effective in executing the work.

To put the plan into action the other workers must also be organized in their roles. For instance, for leadership, the leader and for financial management, the treasurer etc. Just as order and organization are important for the world outside, the world inside also demands that we channelize our inner abilities in a direction.

To organize the inner abilities we require different psychological powers as

1. Imagination-this helps in formulating a vision and a clear goal.
2. Store of Information- this ability helps us to store the information to attain our goal.
3. Analytical skillwith this ability it becomes easy to attain the goal.
4. Planningthis ability helps us to determine what work should be given to whom so that they can do the work allocated to them.
5. Evaluationthis ability helps us to evaluate the work and link necessary suggestions to action.

Let us reconsider those points that help to put our thoughts into action. First we must get out of a web of thoughts and reach a decision. It is not enough to think, we have to move ahead and gather necessary information and use this information in our plan. Our imagination filters our foresight and helps us reach a decision and clarify what we want. After this to plan we need the following types of information

1. What are the resources we need?
2. What are the available resources?
3. Who do we need for help?
4. Whose help are we getting at present?
5. What are the options or possibilities?
6. What are the challenges or dangers attached to every option?

After this it is necessary to decide what the original form of the work is. In this phase the main goal should be subdivided into smaller attainable goals. After this we must consider what work is to be done first.

1.1 Plan of Action : The plan of action must be crystal clear. It must be very clear who is to do what and when.The work of planning should not be considered worthless or futile. We generally hear people making new plans on the new year but for want of organized planning all this crumbles. Hence to put any plan into action and take it to its conclusion we need an organized planning. After executing the plan, the next step is to evaluate it. Through evaluation we can use our experiences, increase our work capacity and also determine which inner capability is developed and which has to be developed.

After making the plan we move towards execution and during execution we decide what work is to be allocated to whom and when and how the work has to be done. Before taking the final decision and allocating the work to others we must use our imagination and check if there is a co-ordination between our imagination and planning. If we are satisfied with our planning and imagination then we must consider implementing it and hand the work over to others. If we are dissatisfied with our planning then we must reassess our plan and co-ordinate with our imagination.

1.2 Evaluation : Assessment means to review and to see which side is strong, powerful, impressive and result yielding. What works are being done very easily without any obstruction. It is also necessary to check the weaker sides that need to be strengthened. Evaluation helps us to do the work in the best possible manner and strive for better results. In short, evaluation includes the following points

1. At first sight to check the results that we have achieved so far. Are the results the same that we expected?
2. To highlight those facts that have given us special success and also to emboss the reasons of success.
3. To identify those areas that give us a lot of problems and make plans for removing the problems and striving to remove them.

The power of evaluation is more useful than the other powers but this can also pave the wrong paths and it is necessary to stop this development. For instance we generally assume that we know what we are doing and so want to escape this kind of evaluation. Generally we are so blind to success that we hunt reasons to cover up our failure. There are some who see only their failures and are filled with frustration and also depress others. Such people are incapable of seeing their goodness, or evaluating the success of the work and taking a positive decision for future. Many a times while evaluating, the individual talks of principles, future imagination, discusses general things but ignores what in reality had happened and what are its results. The work of evaluation is to assess in detail all that is happening and find out the true results.

2.0 Course Direction

To execute his work it is absolutely necessary that the individual be clear from the beginning what he has to do. In other words it can be said that the individual must determine his goal, his motive and direction. And to bring this into the realistic framework it is beneficial to use the imagination. Generally people do not think much of using the imagination. They cannot organize the time and energy required for this.

There must be co-ordination between the karmic powers and the imaginative powers. The excess of one and the lessening of another the expected results cannot be achieved. Sometimes very disappointing situation arises. If a person wants to materialize success and self-management then he has to balance the karmic powers and the imaginative powers. To minimize one and maximize the other will not yield the desired results.

2.1 Utilizing the Imaginative Power : By using our imaginative power we can get important support from three points of view for the completion of our work or we can say that imaginative power contributes in three ways to finish the work. Within ourselves it becomes clear what we want and what we expect from the future. Generally the individual, not in touch with himself or unaware of the powers within himself cannot give it a language, direction and form. Our imagination has the capability to give a language, direction to our thoughts, aims, motives and aspirations. It can use all our powers to attain a goal. The imagination is also aware of what will give satisfaction to the individual according to his values, and what will inspire him and what will give a positive import to him. The imagination can present our unfulfilled thoughts in an attractive, complete and conversant scene. It can present our hopes, aspirations in its original form. It also tells us what kind of achievement will take us to what level of success. What will be the measure of success that will help us to attain our motive.

2.2 Future Direction : Where am I heading for? This resolution can be made through the imaginative power very clearly. For its best use ask certain questions to yourself. Before you begin any work be clear and ask the following questions to use your imaginative power

1. **For the Clarity of purpose**
   Why am I doing this work?
   For whom am I doing this work?
   What benefit will I or others get from this?

2. **For the Clarity of Execution**
   What do I want to achieve?
   What will be the result of this work?
   What is my picture of the future?
   What have I achieved in these days?

3. **Standards**
   How will I know that the final result is satisfactory?
   What will be the standard that will decide that I am moving towards the direction of my goal?
   What is the quality or the quantity of my results?

2.3 Examples of Course Direction

To see how our imagination works we give a special example. For instance we choose post-graduate studies as an example.

Work M.A in the Science of Living

Objectives

1. Let us consider the objective of why am I doing this work?
    To know about yoga and practice it.
    To become a yoga trainer
    For the development of my life.
    > For a living

2. Why am I doing this work?
    For the development of the self and the society.

3. What will I get from this?
    Development of my powers.
    A sense of peace within the self and the happiness of knowing that I am the cause of their happiness.
    The quest for truth and moving towards that direction.

4. A summing up.
    What do we want to achieve?
    What is our future imagination?

I earn my living by becoming a good trainer or lecturer.

I obtain the ability to take the art of living to a certain destination.

With my medical knowledge, practice and skill I treat people's physical, mental and emotional illnesses.

From all that I have learned till date what have I gained in life and to make a living?

By what time do I want to achieve this?

Within two years I want to achieve distinction in my studies.

After my studies I want to leave an impression as a successful trainer or a renowned scholar.

To reach my knowledge to others I want to be a sought after lecturer.

2.4 Standards

How will I know that the final result is satisfactory?

If in the beginning of academics your interest in yoga, and towards the self increases.

If you feel fine physically and mentally.

If you can increase your powers of control and the knowledge of a subject.

If at the end of the year you get good marks and good practice.

If after two years you find yourself adept in meditation and yoga practice, and laced with theoretical and practical know-how, and distinct in communicative skill and successful in exams.

In this way a person can move towards the fulfillment of his plans by visualizing them through his imagination.

3.0 Support seeking outlook and behaviour

To dispense the work effectively and ably you need the support of friends and others. Also you have to yoke all the powers within. There are different perceptions about gaining supports. Each of these outlooks has its own characteristics and failings. It is for the individual to adopt the best of them as the circumstance or time demands. We can classify these outlooks into 4 parts: 1. Clear and strong, 2. Aggressive, 3. Mild, 4. Hidden

Your inclination will depend on your state of mind and the circumstances outside. Weak-willed people cannot adopt a clear and assertive method. They resort to aggression and indirection. We must remember that we must have the support of others, the entire team and this depends on our relationship with others. A cordial relation with others clubbed with a clear and assertive outlook is effective in getting support from others and this helps in the long term as well. The

other three methods also work but in the long run they are not beneficial. The individual might feel that these methods help in fulfilling the work but it can affect relationships in an adverse manner.

3.1 Aggressive Outlook and Sharp Temperament : When a person adopts an aggressive posture he ignores the priorities of others and tries to impose his will on others. In that moment he suppresses the feelings of others and rides on them with his orders and instructions. When a work can be accomplished without giving orders and making a simple request the same should be done. In an aggressive outlook the individual stresses that the work must be done as he wishes it to be done, he does not give the other the liberty to do the work on the other's terms. He does not encourage the other. Sometimes he criticizes him more than ever. He not only criticizes but also reacts sharply and even stoops to accusation. And some even go to the extent of taking advantage of the failings of others.

Result : If a person adopts an aggressive outlook then the result can be short-lived. The individual can get his done because the employee or the other would not generally protest.

But in the long run the feeling of support and co-operation decreases because the people are not motivated enough or are under too much of stress and strain. The result is that they try to hinder the work indirectly.

The work sometimes goes wrong and gets stalled. After some time the protest of the employee becomes more vocal and direct. And then even when the employer shouts orders he is not heard or complied. Everyone avoids such people.

3.2 A Soft Outlook and Hesitant Disposition : When the disposition of the employer is diffident then he is not able to convey his feelings to others. He avoids leadership. He assumes that the employee knows what he has to do so there is no need for guidance etc. Such a person does not encourage good work nor will he comment on the failings of others. They will not even express an opinion in the beginning of the work or on its completion.

And since there are no clear opinions or consent about the work the employee interprets the work as he wants to. Some even assume silence as assent or they are incapable of understanding the vision or the feeling of the leader. The work does not get the shape it deserves at the right time.

Result : A diffident behaviour leads the employee to believe that the leadership is very co-operative.

The others start giving less prominence to the leader. They assume that the leader is not necessary and even his counsel is dispensable.

The soft attitude of the leader gives an extra load of work, even responsibilities and duties that are not his. The result is that his original work and responsibility suffers because there is lack of time and resources.

The softness, flexibility and diffidence of the leader allow the others to dominate him.

3.3 Hidden Outlook and Conduct : With a stand like this the individual resorts to other devious means like falsely praising others, or scoring the other indirectly, taking advantage of the emotional failings of others, or deriding the other. A leader uses all these tact and tries to sweep support in his favour. He impresses others to such an extent that the other feels that his leader is working for him and supports his work, thought and policy.

He feeds the ego of others but gets his own work done. They resort to methods that are painful like making fun of others and undermining their confidence, using satirical language, giving signals of indifference like yawning to ignore the others or keeping silent when they are expected to speak or lifting the shoulders or retaining a stern look. They send sensitive messages through others to offend and humiliate both the sender and the receiver because the deliverer of the message has to bear the reaction of the receiver.

Result-- if a leader resorts to these means he gains immediate success but it is short-lived.

After some time people wake up to realize that they are used. As a result they grow suspicious of him, they react aggressively in a hidden manner and try to avoid him in future.

4.0 Clear, Transparent Outlook and Conduct

To be direct and clear is the most effective way of attaining success, the officer/ employer clearly states his priorities according to the situation and he also tries to understand the feelings and priorities of others.

And when the officer puts his words clearly they gain weight. This also shows that the work is important. But despite

saying if the work is not done and the supporting staff does not respond favourably, then very patiently he must repeat his stand. What he says has weight and becomes important because it is real and true and it gives him confidence. When a person is stressed then he loses the inner balance and there are possibilities that he will resort to other things. He becomes very aggressive or extremely humble and resort to hidden means.

Result : To gain support from others a clear outlook and an assertive stand is effective. It raises possibilities of gaining support from others. The primary reason is that clarity and ease of the leader creates a feeling of respect for him in others. He too respects others and this gives rise to mutual support and dependence. Success does not mean to expect the desired result in very circumstance. It also means to move ahead to the desired destination with others, to preserve the self-esteem of the self and others and to keep the doors of possibilities open.

4.1 Respect for Individual Rights : When the leader clearly asserts himself he must be aware of the rights of others and respect them. He must realize that every one has the same right as for example

* every person has the right of expression and can use it till they abuse the right by suppressing or crushing the rights of others.
* Every person must be seen in a humanitarian light. Nobody must be considered superior or inferior. All are equal and deserves respect.
* Everyone has the right to decide on his priority and needs even if it others expect something else from him.
* Everyone has the right to agree or disagree with others, support or not support others.
* Along with own rights, everyone has some other rights. That relates to his work, area and they are:
1. To express his principles, values.
2. To express one's feelings at the right time, right place.
3. To know about the desires of others.
4. To support some work or refuse it.
5. To change opinions.
6. Whether the self has to be included in the resolution of a problem etc.

4.2 Body Posture : When a person speaks his mind, then he must give special emphasis to the body language. The body says a lot of things otherwise unsaid. When you want to speak your mind clearly, the body must be held straight, stress free and be relaxed. You must also know where the body is likely to be strained when you are aggressive or soft. Your forehead, brow, eyes, neck, shoulder, hands, fingers etc must be stress free. We can achieve this relaxation through loosening the body. Suggest relaxation to those parts that are strained and feel them relax. Loosening helps achieve inner balance and happiness.

We must keep three things in mind for a clear outlook:

The body posture must be stress free, relaxed and straight.

We must be aware of our rights and respect the rights of others.

We must be clear about the goal of our work, mode of work and its results. Even in case of non-acceptance we must be patient and make efforts again.

5.0 Mobilizing People Assertively

To mobilize people assertively and to be successful we must use some verbal rules apart from using symbolical language. For this two things must be included. First step is to draw the attention of others towards yourself and to retain their attention. And second is to clearly say what you want to. We will first have to decide what we want others to do. It appears easy many a times and we must also know what others should not do. This is a prohibitory and negative method and does not leave the desired impact. We must have the ability to express what we want to say in very positive words. In short for verbal assertiveness think on these points:

1. Decide on what we want others to do.
2. Draw attention.
3. Say it clearly and assertively.
4. Listen to others as well.
5. Repeat our self patiently.
6. To discuss the results.
7. Drawing their assent.
8. Thanking others for their co-operation.

To speak in an assertive way, use the following expressions:

1. Begin with I and speak briefly and directly.
2. Do not mix facts and assent or consent, keep them separate and distinct.
3. Avoid phrases like," you have to do this" even when you mean it.
4. Make a structural evaluation and avoid accusations.
5. Know the opinion of others.
6. Also think of alternate solutions.

After we decide what is to be done, the next step is to draw the attention of others towards ourself. When the attention is diverted elsewhere it is pointless to say anything. Before directing others, think of these points.

1. The environment, atmosphere. How many people are around you, is it too noisy, can people hear you etc.
2. How far are others from you? Will they hear your voice or not?
3. Are others concentrating elsewhere? Before beginning the speech, make clear to them that you want to say something to them and address them by name or convey your thoughts through touch.
4. After drawing attention of others very clearly say what you want them to do. Use phrases like "I expect this from you." Speak very assertively and also state the priority of the work. But if you list all the work as important then the other will not pay attention to what you say.
5. Pause after you speak. Know the opinion of others. Establish a dialogue with other set of infomation and when there is an assent between the two then the work must be decided. Prepare a written assent. This makes everything very clear and increases mutual understanding. If any fact is not clear then it also gets clarified. It is easy to keep a watch on the work ad follow it up.

5.1 Continuity : If you do not achieve satisfactory result with assertive speech then take up the matter again and repeat yourself very patiently. We can resort to two solutions for this

The fist solution is to make requests again and again. This is useful when the employer or colleague ignores you. While repeating a thing be careful to have a steady voice and do not raise your voice or be angry or disappointed.

The second is that we summarize the responses of the boss or colleague or answer the related questions and repeat our request assertively. Present facts in such a way that what we say appears important.

If both the solutions are not successful then we must talk of the results. Clarify that if the work is done what are the benefits etc. and if the matter is not accepted then recount the disadvantages in detail.

5.2 Showing Assent : The boss has to comment on the work done. And the response would be favourable if the work is done satisfactorily and the reaction would be adverse if the work is not done satisfactorily. The objective is to develop the work ability of the employee.

But the boss must strike a balance between response and reaction. If the response is always favourable and you praise the employee excessively he becomes doubtful and he might begin to ignore too. And on the other hand if the reaction is adverse then it breaks his confidence and he can become stubborn and obstinate.

Expressing your Gratitude

When the officer accepts your request we must express our gratitude. When the response to the work is favourable and it is praised then we must refer to the work. But if the response is seen with suspicion then we must strongly assert ourselves.

5.3 Structural Critical Appraisal : Many a times it happens that when a work is to be done in a particular way and is not done like that, there is a scope for improvement then it is necessary to critically evaluate it. When we take a critical review then we must assess the main work, related behaviour and not the entire personality. How will the conduct affect the desired result? What do we want as an option? And allow others to speak too and listen to others too. And if improvement is desired then we must improve them for re-assessment.

5.4 Assertive Behaviour and Expected Work : If you feel that the desired result is not achieved even after an assertive behaviour then focus on the following points:

Was the matter really put up assertively? Was there assertiveness in your outlook, speech ad behaviour and the situation and the place demanded? If not then the matter can be put up again.

If something else was said or something wrong was said then accept it easily and ask for forgiveness.

If the entire thing is not acceptable then is there scope for some compromise?

If there is no scope for anything any compromise then you must also consider postponing the whole thing.

We must focus on who we have to seek support from and then determine our priority.

For example if the process of drawing support is to be a long drawn one and there is no support in a particular area then there should be no breach in the relationship and all roads are blocked. We must respect the rights of others. This outlook opens up bright possibilities for the future.

Summary

1. Using all the powers to move beyond conception to execution, retaining the resources, preserving our inner motivation till the work is done. Also we must have the skill to seek support from others. We must use our inner capabilities and make an organized plan and evaluate it with openness.

2. To decide the goal, motive and direction of the work. Imagination plays an important role in this. This helps to decide the direction and we can visualize the work and also make clear the standards of success.

3. It is necessary to seek the support of others to fulfill the work. To seek support different people might have different outlook and this can be divided into four:
   1. Aggressive outlook and behaviour
   2. Soft outlook and hesitant disposition
   3. Hidden outlook
   4. Clear outlook and assertive behaviour

4. An assertive outlook is the best and the most effective. For some time we might feel that it takes timer but it is very beneficial in the long run. This will create a respect in the mind of others.

5. With an assertive outlook if the work is not done immediately then the person must not be disappointed or angry, rather he must very patiently repeat the matter. And be aware of the results. Express gratitude when the matter is accepted. And if it is not accepted then do not let the cordiality of a relationship be affected, the doors of the future must not be closed.

Questions

Essay type

1. What is the role of a clear and assertive outlook and conduct in getting support from others? Describe.

Short Answer

1. What is the role of imagination in the completion of a work?
2. How does an aggressive conduct manifest itself and what are its results?

Objective type

1. What is necessary to accomplish a work?
2. Which mental powers are utilized to organize the qualities within us?
3. What is the meaning of appraisal?
4. What questions set the standards of evaluation?
5. On what factor is seeking support from others dependent?
6. Name the different outlooks adopted to seek support from others?
7. What is the result of a soft and hesitant disposition?
8. What do we mean by hidden outlook and conduct?
9. Before beginning the work we must --------------- clarify.
10. While the employer expresses favourable and adverse reactions he must--------------------.

Reference Books

1. John Mulligan[ed] Personal Management Sphere Book ltd. London.

Editor Muni Dharmesh

Chapter-16 Motivating Companions and Completing the Work

Introduction
Outline

Introduction

One of the primary motives of the science of living is that the individual establishes a cordial and sweet relation with his companions while being successful in his profession. This is a challenging task in the struggle of life because the dispositions of our companions vary, their behaviour patterns are different and they behave according to the situation or time. And why others, even our own behaviour pattern is not constant. Hence it is a challenge to be cool and collected and to get others with varying disposition to work for us, motivate them and to handle people with complexities. But this challenge has to be taken on by everyone. And to help us deal with this challenge successfully is the motive of this chapter. So this chapter will handle issues like

1. Motivation, its process and what we mean by ideal motivation.
2. Complex behaviour in people.
3. The types of complex behaviour and their effect.
4. The strategy for dealing with such difficult people.
5. How to deal with peculiar behaviours?

Context : We make efforts to achieve contentment, peace and happiness in life. Thus it is necessary to know what elements make our life contented.

It is said that well begun is half done. It is the primary duty of the authority to recognize and make available all those things that inspire the associates so that the work reaches a progression. The motivating forces are considered successful

only when associates are happy and contented and for this the official must be clever and insightful. The official develops the insight into his associates' behaviour through a daily interaction with them. To motivate the associates and to take the work to a completion level is a skill. There are many who will discourage or shirk work and being skilled in handling them helps to achieve mental balance and work efficiency. This gives satisfaction and happiness.

Meaning of Motivation and its Types

According to management experts motivation is a selfish activity. The manager uses this to maximize work and to get it done efficiently. The motivated work force is persuaded to produce more, give the desired results and show keener interest in work. This proves their commitment to their work.

The term has evolved from inspiration and inspiration means desire, need, inspirational elements and inner energy. Inspiration is persuasion of the active or dormant goals and it is the driving force for any work.

There are many types of motivation and these include the internal and external forces. The external motivational forces are- pension plans, medical insurance, pay leave etc. the internal motivational force manifests during work. Success in work, recognition, responsibility and participation instills pride and self-respect in the associates. They derive self-satisfaction from all this. The real driving force is the internal motivation. And scholars believe that it is forceful only when it is integrated into one's system. The external motivations achieve the aims and goals of the organization but the inner motivation changes the feelings, interests and the commitment of the work force.

Man goes through many anxiety elements meaning anxiety and inner conflict because many incidents and happenings in life awaken and excite them.

The following elements create anxiety problems and raise turbulence in the conscious mind 1] uninteresting work 2] firings by official 3] isolated from colleagues. 4] indifference towards work 5] disinterest in achievements 6] constant worry 7] no rest at home 8] fear of some unexpected happening 9] individual difficulties like a] worry of humiliation on not fulfilling social responsibility b] worried over not dispensing well towards children and elders c] some shameful incident lurking in the unconscious d] fear of family discord etc.

Similarly many conflicting situations make human life miserable. And the individual becomes scared and he takes no interest in work. His mind is always loaded and he is in no condition to do anything. In these conflicting situations he is disappointed with life, and filled with hatred towards his wife, feeling of inferiority, the agony of not doing his duty towards the children, disinterest in the work imposed on him, misery on not getting the desired sympathy etc.

The inner motivation helps removes the conflict between the conscious and the anxieties of the sub-conscious. The employee is made to realize in a cordial atmosphere and with examples that no body on earth is perfect and fully satisfied. This helps reduce the conflict and turmoil inside him and he gradually develops interest in his work.

The following solutions can be called inner inspirational forces

1. Effort to make uninspiring work more interesting.
2. Encouraging creative thinking.
3. Effort to be rid of inferiority complex
4. Removing the actual and imagined fears.
5. Freedom from indecisiveness.
6. Reducing the excessive sentimentality levels.

According to Gulermann motivation refers to inspiration to self-action through inner knowledge. And this drives the individual ahead.

Motivation process–it is easy to understand the meaning of motivation but difficult to understand the process. Our needs are incessant and we all try to fulfill them and that is the motivating force. Our satisfied needs do not inspire us, rather it is the unfulfilled ones that motivate us. The question now is who will motivate us to fulfill these unfulfilled cravings and in the list of the infinite desires only some can be fulfilled anyway. The rest remain unrealized and it is difficult to dispense them. Despite all this the motivational process can be explained through this model
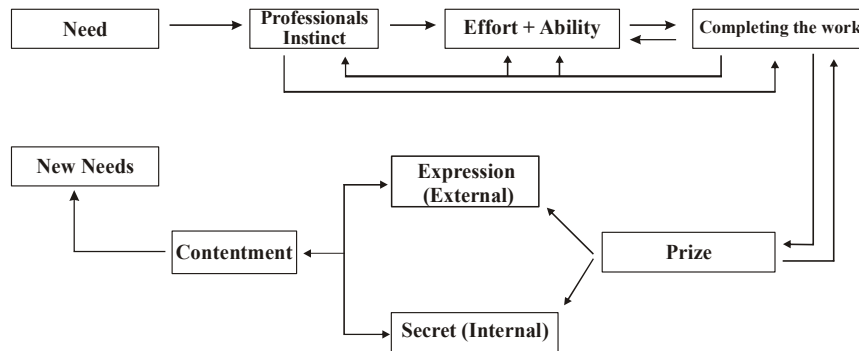
Needs : Needs are immense. Some of these are felt at the conscious level and the rest is deposited at the unconscious level. And according to the circumstance, time and place they surface at the conscious level. Among these the ones that at the primary level achieves the initial position becomes the driving force.

Work instinct : When we give priority to a need we are stating its importance. We also realize the satisfaction we would get on fulfilling the priority and the misery if it is not fulfilled. And to attain this happiness and avoid misery we work. The involvement in work also depends on three other things--- 1] the importance of work 2] possibility of success 3] the bonus/ incentive that we might get. If the work is immense and the possibility of success is guaranteed and even if there is no incentive, we are inspired to do the work.

 Effort and Qualification : The vigour of man depends on his ability, qualification and interest. When the associates are made responsible for a work they try to fulfill it whole heartedly or halfheartedly or as dispensing off with a formality. If the individual is interested in the work then he will complete it with his effort and qualification.

Completion : Effort and ability combine to complete the work and in this there are dual motivations. With strong efforts and efficiency the work is done successfully. And successful completion increases the work efficiency and makes him eager to work harder. In this process the individual realizes the importance of work and his work instinct improves and the ability to take decisions increase and so do the risk taking factors.

Incentive : The prize money and amount act as an incentive to the employees. This is an external motivation and it inspires the employee and also raises an interest towards work.

Satisfaction : A need based work instinct regularly inspires the worker to finish his work and gives him a satisfaction. When the need is fulfilled then he is not inspired to work. And then he begins to devise new needs, new motives and new plans.

Stages of Motivation : Keith Davis has classified the process of motivation into the following stages. This has listed the efforts of the manager.

1. determining the goal
2. studying the sentiment of the employees
3. communication
4. co-ordinating the benefits
5. creating the supportive situations.
6. team spirit [communal consciousness]

According to this plan the manager first determines the motive. Then he studies the sentiment of those with whom he has to work. He creates awareness towards the sentiment and puts his thoughts across. When a compromise is achieved through communication then there is a union of the benefits of the management and the employees. As we have already stated in the beginning that motivation is selfish, the manager and the employees complete the work for their selfish interests. To complete the work supporting situations are created. And in coordinating the benefits and with the availability of supportive conditions prizes, praise, promotion, recognition all act as the motivating forces. In this success in the efforts and such motivations are included. This helps in the effort and the goals are fulfilled. This order is followed in every plan.

A Model Motivation System

A model motivation system includes the following things

1. The motivation system should be permanent and drawn over a long period so that no changes are made from time to time.
2. It should confirm to the goals, policies and ideals of the organization. A big incentive for a small work and vice-versa will be harmful.
3. Motivation should confirm to the efforts.
4. The motivation should encourage productivity.
5. A justifiable motivation can be only be successful.
6. The motivation system should be easy and comprehensive.
7. The nature of motivation is competitive.
8. The motivation should have a minimal financial burden on the organization.
9. The motivation system should be flexible.
10. It should increase the prestige of the organization.
11. We should evaluate and assess the motivational system.
12. The motivational system should increase the interests of the employee.

2.0 Complex People

Every organization, community or family comes across some person of a complex nature. For such people your well wishers are likely to caution you that you must be careful because it is impossible to handle such people and that it is very difficult to get them to work. Thus others are very cautious about dealing with such people and always prepared to face their devious behaviour. If we try to analyze why it is difficult to get these people to work then others will give us a detailed account of their sentiments, reactions, decisions and perturbing behaviour. And when we get to know such people we realize that some of the information we gathered are correct while others are not.

2.1 Reasons of Complex Behaviour : The truth is that nobody is complex. Generally it is not the individual who is complex but certain behaviours in him that is problematic and not his entire personality. Normally the problem arises when there is no dialogue or communication between two people on some issues or there is a lack of cooperation. And in such conditions some people react unfavourably or take steps without thinking. Sometimes bias also determines the behaviour of the individual .Generally the complexities arise because of the obstinacy and stubbornness of the individual. It is easy to separate the problematic outlook, desires and conduct of such people from their personality and confront them and this helps us to deal and handle such people. And this also helps the problematic individual to be free of his behaviour.

2.2 Who is a complex person? : Think and reflect on who is a complex person. Who do you consider complex? Probably you define those who do not cooperate, unnecessarily criticize, are difficult and manipulating, biased etc. Apart from this you might also categorize those who look at your duties and responsibilities in a condescending way, are jealous, speak a dual language and have dual parameters. If this is true then you are concentrating more on the demerits of others rather than yours.

Now visualize a situation when you have to handle such impossible people. Concentrate on the expressions, voice and outlook of such people. And now focus on your reaction to such people. Try to analyze the feelings arising within you, and the thoughts that come to you and also our behaviour towards him. For some time think of the new situations and new people. Do you feel something inside you?

The first recollection will bring those things to your mind that you were thinking about those people who are difficult to manage. But the reactions to those behaviours might vary from person to person. There will be variations because everyone's definition of devious behaviour varies. When we confront difficult people then the methods of handling them also varies. Some people become aggressive, some avoid them, while others have a sympathetic outlook towards them and some are supportive. We all might have problems with some body or the other depending on the situation, circumstance but it is also possible that the same situation might not be very problematic.

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2.3 Self-analysis

It is important and useful to make a list of difficult people and classify them. This will help you to be unaffected by them. Also this will be useful to make a strategy to handle their behaviour.

Sit in the posture of meditation. Recall those who appear difficult to you and make a special table of their names and their conduct. Now again recall each one of them and think of their intricate behaviour, examine the circumstances around them, and their outlooks and their expressions.

Now look inwards and relate how their conduct affects you. What are the feelings you experience? What is your perception about them? What is your outlook towards them? What is your behaviour?

Examine your feelings, outlook, and conduct towards each of them. Do you want to escape most of the time? Or are you aggressive? Or are you satirical? Or do you worry too much?

Do you see any similarities in your behaviour? Or do you see any common pattern in the behaviour of these difficult people? Are your responses to al of them uniform or varied? Does this exercise give you any important awareness or insight?

In this exercise introspect with the perspective of the other who appears impossible and difficult to you. Which of your behaviour, perspectives and feelings does he consider intolerable? How do all these things affect him? And how does he handle them?

Now consider is it easy to rate others as impossible? Or yourself? Are our parameters of difficulty the same for us and for others?

2.4 Types of Complexities

Certain behaviours are described so that it becomes easy to classify and understand complex behaviour. These are generally used as defense and compensation. The need is to look for the reason behind the individual's behaviour. As we gradually begin to understand others so we understand our own conduct too. To understand and sympathize with behaviour is the first step towards handling complexities in behaviour. This helps to construct personality in the right direction.

This classification helps to understand behaviour patterns but it is not possible to see all these characteristics in one person. It is possible to see some reflection of our self in the others. The way we behave with a person in a particular situation and circumstance is entirely different from the way we would in a different context. Hence our behaviour is not uniform all the time. It keeps changing according to the circumstance and time.

There are 5 types of complex behaviour apart from what we call, an easy and clear manner which gives a positive perspective to the individual and makes him see things in the right context. Such people are blunt. They cannot speak in a roundabout, ambiguous manner and they cannot cut others short or suppress others. They will always talk to the person-in-charge and speak without mincing words. They do what they say and even their manner of rendering things is uniform.

1.   There are many among officers or employees who when they are asked to support vent out a spate of complaints and grudges. They won't cooperate but begin comparing themselves to others and in this they will always locate themselves unfavourably. For their selfish interest they will shirk from work and accuse others.

2.   There are some who believe they are worthless. They need constant support from others and they will display their helplessness and powerlessness and weakness. In their fears and insecurity they will nod yes to everyone and everything. They have no importance of their own. They will even display that they are skilled in coordinating everything and sorting out differences. But when it comes to duty and responsibility they back out.

3.   Some people are extremely rational. They will weigh everything on the scales of reason, talk of figures, and revel in interpreting things their way. They will always project themselves as model rational beings but they are unbearably dull, boring and lonely. They will generally talk for long hours and they will always justify and clarify themselves. But deep inside they are loners and feel worthless.

4. Some people are excessively restless and eager. They will say unconnected things, pay less attention to the basic matter. They will be into too many things at the same time. They will even be childish and petty sometimes and make others unstable and confuse people. If you look deeply such people hunger for love, cooperation and affection. For them life has no motive. They feel that they have nobody in the world.

5. Some people have a procrastinating nature and they will always wander though they will pretend that they are too innocent and that they do not know anything. When they are asked about anything they will make excuses or pretend they forgot or they will sideways. These people think they are very big and important people but they prove to be very weak and inefficient. They are scared of the world outside and they desire to be constantly pampered and supported in their work.

Other classification: there are other ways of classifying behaviour

A method that was in vogue earlier was to broadly classify people into four—aggressive, soft and hesi tant, sharp and clever, transparent and easy.

The aggressive ones ignore the rights of others and achieve their purpose. They have no qualms about harming and humiliating others.

The moderate and hesitant people are never able to use their rights and others take unnecessary benefits of them.

The third category of people is too clever and sharp and takes advantage of the weaknesses of others. Those who live with them always feel used and disposed off.

The strong and assertive people are responsible for their work, protect their rights and respect the rights of others. They are easy, transparent and honest.

Practice

Sit in a meditative posture and draw a picture of all these people in your mind and include their body   language, style of speaking, their outlook etc.

Also see if you know any of these closely and see them particularly in your meditative state. Do a character sketch and compare with your character.

Now look around you and observe those around you. Do they match any of these character peculiarities and compare their outlook and conduct. While doing this what thoughts and feelings come to your mind? This exercise will enable you to know these people and their points of view and their feelings.

3.0 Impact of Complex Behaviour

In our daily life when the behaviour of our associates is devious and unhelpful then the employer is deeply distressed. His feelings are hurt and it disturbs him profoundly and he is likely to be furious and despondent. And if such situations arise often then the employer suspects conspiracy and plotting and even if he is not able to analyse things he is troubled and confused.

3.1 Inner Strength and Complex Behaviour : The dubious and uncooperative behaviour of his associates affects the inner strength of the employer and he is faced with disappointing situations. He cannot point to any definite reason for this disappointment but this deadlocking situation can be broken. Just as we are affected by the behaviour of others, so others are also affected by ours. When we deal with such tangled and complicated people many situations might be adverse and we do not get the support we seek. You might find yourself helpless and isolated in your efforts but if you believe in yourself then options will be available and it will be easy to handle such people.

Apart from this if you are committed to your goal then the work becomes much easier. We do navigate through a crowded street and manage our cars out because his direction and destination are clearly etched in his mind.

Depression and despondency do not arise out of a single experience. It comes when one repeatedly faces such situations and when we are bogged down by failures. But this situation can be changed.

This is also an opportunity when we take the reins of our life into our hands and face the positive results of our work. This brings astounding changes in a sad and desperate situation.

3.2 Importance of Options : Right from our infancy all our decisions are taken by others. We are told what to do and how to do it, what we should learn, what should be our behaviour. It is not abnormal to feel that we are run by others, that we are examined by others and that we are not responsible for our behaviour. As we grow we realize that we are free to make choices and decide independently. But there are many who do not realize this opportunity and convert it to advantage.

We should not feel powerless but powerful. And the first requirement for all this is to awaken faith in one self- that we are forceful, I can make choices and take decisions.

Self-control means that the person should feel that he is not controlled by others but by himself and that others cannot make him happy or sad. The key to self-control is not with others but lies with me. Those who feel like this---

· Take responsibility for their behaviour.
· They hold others responsible for their behaviour
· They analyse the events around them.
· They do not get entangled in worries.
· They do not misuse their powers.
· They believe more in hard work, vigour rather than destiny.
· They display self-control in their behaviour.

3.3 Your attitude towards complex behaviour. Apart from classifying the complex behaviours it is also necessary that we analyse our own behaviour. In reaction to the undesirable and complicated behaviour of the associates, the individual too behaves variedly. But if we quickly analyze these then we will realize our own reactions.

While handling such complicated people do we come nearer to each other or are we distanced? In this situation ask yourself this

1. Is the other trying to attack me or control me physically or mentally?
2. Does he want to remove me or escape from work?
3. Am I assured of my work or do we still have to talk?

If we feel that the other is becoming aggressive again and again then we might be tempted to withdraw. If they are trying to throw me out then it is better that we negotiate and reach a compromise. All these efforts will be very useful as long term strategy.

The best way to deal with complicated people is mutual dialogue. This means that we talk to each other with an open mind respecting each other's feelings, sentiments and expectations. So we must keep our sentiments openly and listen to each other patiently. And then reach an agreeable way that does not disappoint either side and removes conflict.

An assertive expression necessitates clarity of thoughts, choice of correct expressions and a voice that matches these. While evaluating and criticizing the actions should be under scrutiny and not the person. And once guilty for something particular then pardon must be sought for the same thing. This makes the perspective constructive rather than destructive. Negotiations are done not to defeat the other but to reach a satisfactory conclusion.

3.4 Choosing the Right Behaviour : We generally choose people and circumstance that we can comfortably handle. And we escape those situations and people that we cannot handle but sometimes willingly or unwillingly we are drawn into situations when we have to encounter and handle such people. In such circumstances we must not think that we have no options and what must we do now? There might be many options.

We are considering many options. Their utility depends on who is it we deal with and what the circumstances are. To choose the right option on the basis of the available information we decide the process. We must remember that complexity cannot be handled by a single solution. There could be many solutions that can be useful for the individual or the specific time. To choose the right solution is a matter of quest like

· Ignore the complex behaviour.
· Or we must accept.
· Assertively clarify your limitations and situation.

- · Let things happen as they do.
- · Tolerate
- · Coordinate
- · Pressurizing the other to transform.
- · Deciding on his tenure and post.
- · Hiding your reaction, leaving the situation open.
- · Dialogue between the two sides.
- · Helping friends and associates.

4.0 Strategy for handling complex behaviour

People generally are reluctant to handle complex behaviours. They feel that the matters might get worse. When we have to handle such behaviours then we must chronologically consider the various solutions. This might involve some problems in the beginning but we must not be deterred and we must use all the available solutions. Like all the abilities this also comes with practice. After practice the ability also comes very naturally and easily to us.

4.1 Serialised solutions

* Without displaying any reaction recognize and accept complex behaviour.
* for some time evaluate the behaviour and do not react immediately. Do not do anything harmful due to external pressure and inner confusion.
* do not assume that the other is knowingly being difficult. Try to believe that he is doing this out of ignorance or due to lack of ability.
* keep a control on yourself. Do not lose self- control
* keep your goals, values, and motives very clear. What do we want in the given circumstances? How important is all this for us?
* classify the behaviour of the other and decide on the best available option.
* Put your solution into action.

4.2 Useful Solutions

There are many solutions that are useful for sorting out complex behaviour

1. Assert briefly your objectives, thoughts, expectation and belief.
2. Praise what the other has said and reiterate your motives and expectations. Begin like this, you are right but---
3. Also make it clear how his behaviour is going to affect you and convey your feelings. Say, I am sorry to say this but I want to tell you that this will give rise to the following problems.
4. After asserting your expectations be ready for a compromise.
5. If the conduct of the other infuriates or scares you, then pacify yourself.
6. Focus on something else as well.
7. Also try to ask yourself if you follow what he is trying to tell.
8. dig into his feelings and you might say something like' maybe you don't want to say this, but you are tired of me.
9. try to assimilate that he might want to hear you.
10. if there is a conflict then bring it up. First put forward your expectations and then look for suitable solutions.

4.3 Mutual dialogue

When people come together to sort out their complexities, they imagine that the strife and controversy might increase but in reality nothing of the sort happens. Very few, in fact possess the skill to sort out their complexities. Most of the people avoid such situations and escape them and this does not produce any fruitful dialogue. Mutual dialogue aims to bring the realities in a cordial way as they say, speak the truth, say pleasant things, but do not say even the unpleasant and bitter truth. This can lead to two results. One is that what we say might be accepted or the other might learn something new from us.

To achieve one's goal be assertive and clear and tell the other something likehe lives the meeting half-way through.

- · After this also speak plainly what the impact of that behaviour on you isI feel humiliated by this and I am angry with you.
- · Then refer to some recent incident like' last night you walked away while we were in the midst of an important conversation."
- · Plainly state the expected behaviour like' what is past is past but in future please be present as long a s t h e meeting is on or till it lasts.'

Communication and help to refine complicated behaviour

To refine the complicated behaviour we can step-wise work out the following things

1. Ask the person concerned if he would like to know your opinion about him.
2. Then talk of the main issue, say that you want to discuss the impact the behaviour of other is creating.
3. Discuss the problem clearly, humbly and sweetly and tell him that his ironical inflexions bother you as well as others and also that this creates bad blood.
4. Discuss the result of all this like, if he will continue like this people will be cut off from him and that he will be isolated or people will leave him. This will harm everyone.
5. Now let the other also speak his mind and listen to him patiently.

Remember that a polished and refined speech even when said very sweetly disturbs the other. Hence he must be given time to improve and support him in this. He must also be heard very patiently. For this we must have extra patience like

- · Choose a time when he is inclined to listen to you.
- · Choose a place where there will be no intrusions
- · If there is no improvement despite all efforts then leave the matter. Later when the opportunity comes the matter can be taken up again.
- · Raise only one issue once. Do not raise too many issues and create confusions. Keep a control on yourself.

5.0 Solutions for handling complicated behaviour

We have to resort to many solutions to handle complicated behaviour. Generally we must be skilled in working a strategy to deal with the kind of complications that surface often. Such behaviours and circumstances come too often. The more skilled we are in dealing with such situations the more successful we will be in dealing with the world.

The most commonly encountered problems are

1. Tendency to shirk work.
2. Humiliating behaviour
3. Aggressive behaviour

5.1 Humiliating behaviour : Most of us have faced situations of humiliation from others. It is difficult to deal with such situations because the insults might be subtle and it is said in a very indirect manner. When we try to sort out this situation there might always be the fear that we might be exaggerating the situation by reacting. And if we do not react at all then too we feel lawful that the other has offended us so much and there was nothing we did. However if we are contented and satisfied then we won't be affected too much by all this.

Handling humiliating comments

If the insult and offense are direct then we must speak plainly that the comments of the other has hurt and pained us a lot. And ask the other what he means and what is he trying to say etc. if the other says that he was simply joking then you can clearly say that it might be a joke for him but you are offended. If the comment is vague and indirect then suggest that his comments are affecting your friendship, is it not so? [meaning that you are responsible for this] a negative question can be very helpful when you know that it is not true like, do you think I am no longer useful? This strategy brings out the true criticism or exposes the futility of the matter and it becomes easy to answer such question.

Generally in such situations the reaction should not be fear, emotional outburst, rage or confusion. At this time you can feel the self-glory and self-respect re-surface and you can accept the challenge.

It must be remembered that humiliating things should be directly handled. You can demand clarification and also state the expected behaviour in future. People forget this and they have to face the undesirable conduct again and again.

5.2 Tendency to shirk work

To handle those who shirk work you must resort to the following methods

- State clearly that you expect the work to be completed
- Say that you want him to do the work by next week as he had promised.
- He might make some excuse like his computer is not working and he does not know how long it will take.
- In response tell him that it might be difficult for him to work without his computer but he must complete the work as he had promised.

A plain and assertive reminder works wonders. Do not try to highlight his weaknesses and create an emotional situation unless and until you are forced to do so. If the other is clear and assertive in his behaviour then a concession can be made.

5.3 Aggressive behaviour

We all have experienced aggressive behaviour . Many resort to accusation, abuses, and even threats and such pettiness. They are also like those who humiliate but they are more direct.

To deal with such situations it is necessary that the aggressive situation must be converted immediately into a clear and strong dialogue.

- When you first confront this situation, stop, don't react immediately and keep a control over yourself.
- Seek a clarification then and express your understanding of the situation and confirm it. Ask him what he means by that . what else does he know? Demand to know at once.

    When we listen to him patiently his mercury will drop immediately.

    This gives us time to think as well and we get the opportunity to understand the problem intimately.

Accept what he says sympathetically and express your feelings assertively and clearlylsvfhko:a dja t s s- I respect your feelings but I strongly believe that----

If the aggression still persists then you have two optionsexpress your situation politely and clearly and if there is any misunderstanding clarify it.

But if he is still aggressive then tell him very plainly about the harms that could come on you and also the problems that might arise in future like tell him that if he will keep shouting at you uselessly then you too will be angry with him. And if this continues then I have no option but to report to the officer and I don't want that situation to come.

The last option is to report to the report to the high official.

If none of the strategy works then he can be pressurized by someone influential and also try to discover the basic problem of aggression.

Summary

1. Every work begins with motivation. A motivated group works with interest and take the work to completion. Internal inspiration meansto motivate for the work through self-knowledge. It helps the individual to work hard. It is the unfulfilled desire and the priority that acts as intense motivation and the individual is inspired to work according to his ability and effort.

2 'For the officer to make people with complex personalities work is a major problem. If effort is made to separate their complexities from their selves then we can handle them. People react differently to complex persons. Some are aggressive, some avoid them, some are sympathetic to them and to their weaknesses.

3. Generally people resort to complexities as a defense mechanism. To understand the behaviour we must understand the basic forces in operation. This gives the right direction to people. Such people want to avoid work. Some people avoid work by adopting aggressive stance, while some nod yes to others, some use arguments and some by their restlessness and some by their procrastinating nature shirk work.

4. The officer's confidence is affected by the non co-operation of the associates. But belief in the self and other options like clarity of purpose makes it easy to handle such situations. The best option is mutual dialogue. There are other useful options too.

5. Most of the people avoid dealing with such people because they feel confrontation will worsen the situation. The most important thing is to control the self and work out a layered situation. Dialogue also aims to bring realities with control to the front.

6. Some complexities are peculiar likecloaked insults, shirking work, and aggressive behaviour. This is generally what we face in life. For completion of the work and success in life we must have the skill to make strategies.

Questions

Essay type

1. Discuss the role of motivation in the fulfillment of a work and also discuss the process of motivation.

   Short answer

   1. List the main points of model motivation system.

   2. What is the impact of the complicated behaviour of associates' on the officer and how can this be handled?

   3. What methods can be termed as inner motivation?

Objective questions

1. What is the meaning of motivation?

2. What are the different stages of motivation?

3. Generally complex behaviour is the result of the individual's--------------------------

4. What are the different methods of handling complex behaviour?

5. Why should we separate the individual and his complex behaviour?

6. What are the main characteristics of an easy and clear speaker?

7. What is the first requirement foe assertiveness?

8. What is the best method to deal with complicated behaviour?

9. Why do people generally avoid dealing with complex persons?

10. In our practical life which are the complexities that surface a lot?

Reference books

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Editor Muni Dharmesh

Chapter-17 : Supportive Nature, Feelings it Evokes & Supportive Relations

0.0.0 Objectives-

1. In this chapter you will learn what we mean by support?
2. The chapter will also help you to determine your sentiment or outlook towards support and also interpret supportive relations.
3. You will also read about the types of support, inter-relation between support and needs.
4. This chapter will also tell you about support and behaviour, unsupportive relations, and how new relations are made for support.
5. After you will be able to answer all questions related to the topic.

1.0.0 Introduction

Dear students,

In the previous chapter we talked of communication. We also read about how we can prepare ourselves and others for communication and how we can achieve an ideal communication. In this chapter we will deal with support. Every one seeks support for his development and for fulfillment of goals. What is the nature of support? What should be our outlook and sentiment towards it? We will read about this in the following chapter. Also we will determine our attitude towards support, supportive behaviour, types of support, needs and support, supportive behaviour, making new relations for support etc.

2.0.0 Nature of Support

2.1.0 What is Support?

Man is a social animal and he makes constant effort to progress in life and to fulfill his goals. He wants to move ahead, become something and improve the quality of his life. To attain all this every human needs some kind of support in his life. The individual needs support from his family members, from the society, from his friends and associates. To protect his values and beliefs, his rights he expects support from others. He also needs support to fulfill the needs of his life.

The aid,that we get from the self, from others to preserve our faith, beliefs, standards, courage and patience, is called support. We progress when we get support from others and it also helps us fulfill our goals. It helps us to develop and

progress. We get support not merely from the living world but also from the non-living world, like car, house, television, computer, radio, magazines, books and electrical appliances etc.

Apart from man the animal world also supports us in our development like cow, car, horse, goat, elephant, donkey, fish etc. The above-mentioned things and beings help us in our development. Picture no.1 and 2 will illustrate this.
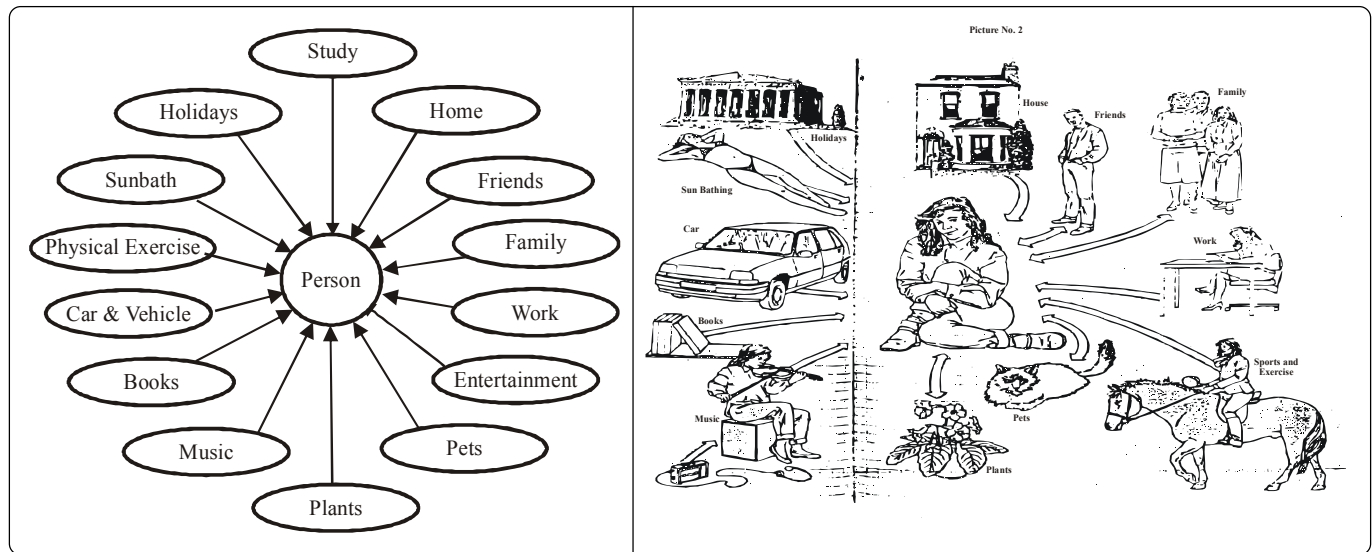
Picture no.1   **Picture no.2**

2.2.0 Sentiment or Outlook Towards Support

To progress in life every person takes or gives support. There might be many questions related to support system, which we must know and seek. While forming a perspective about support we must know from where, from whom and how we can take or render it to whom, where and how. We must also know if we are using the support system effectively. Do we believe in taking or giving support? What are our needs? And how do we use our support systems to fulfill our needs.

To learn about the support system, in the context of its development and its use and in keeping with our needs every person can assume responsibility for one's support. The feeling of sentiment, outlook, or assumption helps the individual face challenges and enthuse him.

When the individual for his development and to fulfill his work seeks or gives support without any temptation he is successful. From whom do we need support or to whom do we give support? If we decide who the people are or what are the things that we need to seek support then we can effectively use our support system. Where do we need support? On what path of life do we need it? In what area of life? It would be beneficial if the individual decides on that. How do we have to seek support? If we decide on the plan of action then the support system can be utilized well. We can strengthen our support system if we decide from where we have to draw support, and then where and when do we have to seek it.

2.3.0 Determine your attitude

Generally there is a contradiction in taking or lending support to people, friends, family or the society at large. Some people believe that they can face realities only when they seek support. On their own they cannot do so. Many, on the other hand feel that seeking support is admitting your weakness. Many are hesitant to seek support while others for their selfish motives lend it. Thus to brood over our attitude in seeking or lending support we can do the companionship exercise. We can do this alone or with friends or associates. For this we need to add certain expressions relating to types of help. Make a list of words that we associate with help. Let the mind or consciousness wander around these expressions and let there be free association. This will help our conscious and unconscious mind to formulate an attitude. After reflecting like this we can also look at the positive and negative expressions there. The positive attitude can help to increase our enthusiasm and the negative one diffuses it. Choose some of the expressions relating to both the outlooks.

The ones that are useful associate with them freely. For instance the positive word like base has associations like strong foundation, resistance power etc, while a negative expression like refuge can mean weak, powerless, not strong etc. When we do this exercise we fix our attention to our sentiments, recollections, and images.

The negative supports are the family problems, social problems, illnesses, personal relations, problems of the children, problems of friends and work load etc. similarly bank work hassle, some undesirable program on the television, car breakage or opposition from friends etc. all this is illustrated in pictures no.3 and 4. the positive supports rake the individual ahead while the negative ones bog him down.
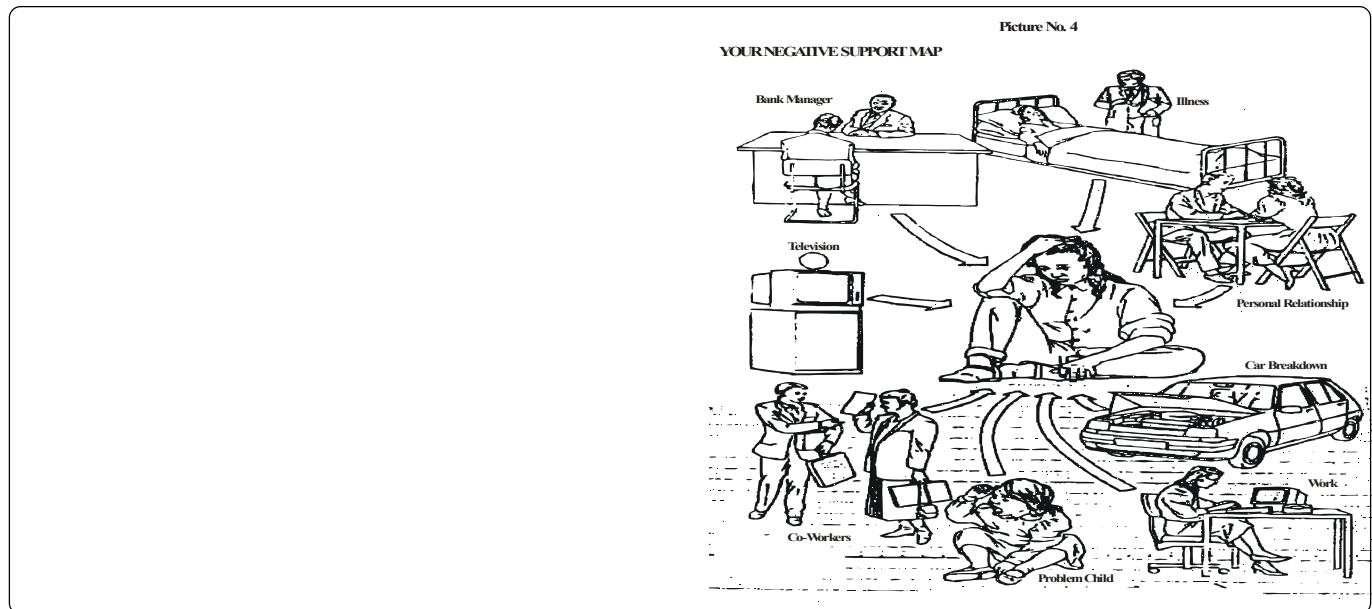
Picture No. 3   **Picture No. 4**

2.4.0 Spportive Relationship

We need many people to fulfill our various needs. At different points, stops and circumstances we need different people to help us out. We cannot fulfill our needs with the help of a single person rather we need many to help us out and it is a challenge to keep a relationship with so many people who might be of help to us. Those people are very important for us and this includes our associates, companions, colleagues, school friends, family members, social contacts and we have to maintain a cordial, amicable and respectful relationship with all of them. To fulfill our needs we need supportive relationship from others and this depends on the way we relate to them at present and we must think and analyze the help that we are taking from them. Are they eager to help us or are they giving help? We need to analyze to what extent can they help us and where can they help us.

2.5.0 Current Relationship

We must make a list of the kind of help we require from others drawing on the support map as in picture no.1 & 2. and write down the names of people, animals and things and say how these can help us in our present situation. Then reflect on these points

1. The kind of help that people, creatures and things that we listed can give us. For instance what help can our family members like our parents, siblings give us. We can extend the chart to include friends, classmates or colleagues or extend further to pets, birds and animals, or means like vehicle, machine, tools etc. how do they help us? This must be thought over.

2. If the supportive system ceases to exist then what will happen and how will we do the work? This too must be given serious thought. If these supportive systems are not available or disap pear then how will we do our work? We must give it a serious thought. In their absence how will we manage the work is an important question and we must have an alternate work plan

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3. The third point of reflection is that how do we return the support to the ones who support us, or who can support us. What things or support can we give them? That is we must be clear about what type of support do we seek? Are we capable of returning the support that we seek from others? Another point is how do we compensate them? To what extent do we help them now and what is the help we will get in future.

4. The next point to brood is that how can we support them and how many types of support are there? It is necessary to ruminate on that as well.

5. We must also consider the harm or the benefits that can be caused. We must think over this as well. If the supportive system harm us then to what extent does it affect? If the supportive system benefits us then we must analyze how it and to what extent it can benefit us? It is necessary to think over this.

6. We must also think that what are the reasons why people who do not support us are like that and if we can be rid of these reasons.

3.0.0 Types of Support

An individual seeks different kind of support from a lot of areas- for progress, to remove the obstacles, to fulfill his needs, to co-operate with others, to boost one's strength, to rise from his problems, to fortify his economic condition and to make himself invincible in politics etc. we can classify these supports into three

3.1.0 Nurturing Support : This support is the kind that encourages us to work towards something. They raise our spirit, on failure, for patience and other types of help and encouragement. This type of support inspires us to work. These are noble and acceptable supports.

3.2.0 Energizing Support : To face a crisis or a challenge we need special energy and support and the support we get at this time is called the energizing support. For instance if a person in a conflict falls down or his spirit sinks or due to illness he cannot work or his bodily strength fails him then the support he needs is an energizing one.

3.3.0 Relaxing Support : This kind of support relaxes the tired person and rejuvenates him to work again. With this kind of support the person finishes his work and relaxes to regain his energy sap and on gaining the inner energy he is engrossed again in his work. For instance when one has to drive a long distance the co-driver takes on the wheels to relax and rest the main driver. Similarly in factories to rest the main machine operator the co-operator helps in running the machine.

4.0.0 Needs and Support

Before we seek support we must assess what our needs are. To decide upon our needs we must make a list of the necessary things. We must also decide on the needs and make a priority list. The ones that are most important must figure on the top. Similarly we must also decide on the types of needs and then note the support system against that. We also have to note which support system will support us, when it will do so and why. After that we must get in touch with them and seek support. In all this we must also see that what is not necessary or unimportant should not figure in the list. If we require machines or tools then we must pay attention to their availability that is check where, how and when these things would be available to us. Are they well-maintained? If it is living beings that we feel we again have to check on their availability. For instance if we need vehicles then we must see to it that the vehicle is in a running condition, it is well maintained, that the driver is a safe driver and he drives well etc. keeping all these things in mind we must plan to fulfill our needs.

5.0.0 Support and Behaviour

Our conduct determines the possibility of attaining support from others. The behavioural action of getting support from others and giving support to others is important. If we really have to seek support from someone we must examine what our behaviour towards that person has been in the past, how it is in the present and what it might be in the future. Generally people behave in four particular ways

1. Behaviour that pleases only the self and makes others miserable.
2. Behaviour that pleases the self as well as others.
3. Behaviour that may cause inconvenience to the self but makes others happy.
4. Behaviour that displeases the self as well as others.

Many in order to get their work done become very humble and easy and after their work is over their behaviour changes and they behave in such a way as if they will never need the support of others. Such a behaviour creates suspicion and mistrust in the mind of the support group and they might become very cautious in future and have a negative approach towards them.

There are some who are very humble when they seek support and remain so even after the work is done. Such people always get help from their support system and the behaviour of the support system towards these people is very positive and exemplary.

Some are very humble when they seek support from the support group and they remain so even after the work is done and they feel obliged and grateful to the support system and when the time comes they give total support to the group.

Generally it is observed that the individual stretches his needs unnecessarily and to fulfill that he seeks support from his support system. And if his support group does not help him then he becomes angry and furious and might even be aggressive towards them. In the present times the patience levels have really decreased and everyone wants to attain their needs as soon as possible and they will make fair or unfair demands of the support system. And if their needs are not fulfilled then they become aggressive and offensive and they might even resort to petty fights. Such people are frustrated and tense.

Some even react furiously and vent their anger on non-living things like if a person is going somewhere and his car breaks then he will kick and thrash the car.

While seeking support we must check on the behaviour of the support system. Are they helping us for their selfish interests or are they helping us to get something out of us? Will they help us now and blackmail or exploit us later? In this situation thus the seeker must cut down on his needs and not seek help from such people.

5.1.0 Non-cooperative relation

We have to make multiple relationships in our work area and within the social circle in which we move. But if we evaluate all these relationships in detail we will find that many times many of those who are close to us do not really help us. There are many who, directly or indirectly, create obstacles in our path. Many out of sheer jealousy create obstacles for us and such people keep plotting and we must keep such conspirators from the list of friends. We must, very graciously and politely, keep them out of the circle of our friends. Non-co-operation is part of their disposition and it is not likely that they would transform.

5.2.0 New Relationships for Support

To fulfill our needs and to achieve our goals we need to form new relations. We can adopt the following strategies to seek support from our new associations

1. We must first be clear what the new association expects of us. What needs do we have to fulfill and what are the goals we want to attain? Also decide which of our needs are unimportant.
2. We must also think on the parts of the support system that will help us. Choose the right person or medium among them.
3. Talk to the chosen associate, meet them, clarify your needs and motives and deliberate on them.
4. If the chosen person is not able to help you out then move ahead after expressing your gratitude and choose another associate.
5. Also try to find what the other from whom you are seeking support wants. What are his needs?
6. That you and the one who promised support are alert and conscious of the commitments.
7. The supportive system should clearly say what he expects in return from you. If he expects any monetary benefit from you or desires some other kind of service or wants something in kind then talk very clearly to each other and reach a compromise.
8. Keep your manner free and easy before you get the support, when you get the support and even after you get the support.

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9. Always remember that you must not ignore the support system after you get the support.

10. If the supportive system wants to keep a long lasting relationship be prepared to do so and keep in touch with him and be help in his needs.

11. If some support systemn could not help you ,do not criticize him unnecessarily rather accept the reality and understand his situation.

12. After getting the support, thank others and be grateful.

6.0.0 Different fields of support

We need support in every area, whether it is the home, or outside, within a social circle or in an area of distinction. A single man needs support in every field, even if it is spirituality to move ahead. We are mentioning some fields where we need support

1. In the field of education.
2. Health and medicine.
3. Scientific and technological
4. Commercial
5. Sports
6. Social work
7. Industrial

In short we can conclude that every being, especially man, needs support. In every field that a man works he needs support.

Questions

1. Explain the nature and attitude of support
2. How do we determine the attitude towards support?
3. Explain the types of support
4. Comment on the new relations to attain support.

Reference books

Personal management [handbook] Mulligan, J.

Chapter-18 : Supportive Groups, Self-Support and Times for Support

0.0.0 Objectives

1. The chapter aims to tell you about supportive groups and how we can establish a group.
2. How the groups can be managed will also be dealt in this chapter.
3. We will also read how to reinvest support of the group members
4. In this chapter you will read about the role of time in self- management.
5. The chapter also aims to focus on ecological support opportunities.
6. After reading this chapter you will be able to answer questions about issues raised in this chapter.

1.0.0 Introduction

Dear Students,

In the previous chapter you read about the nature of support, attitude towards it and studied supportive relations. In this chapter you will read about supportive groups, self-support and times for support. How to make supportive groups and what are the matters we must keep in mind will be dealt in this chapter. We will also study about group management and reinvestment. We will also look at self-support, its parts and time management in self support. Apart from this you will also read about opportunities of ecological support.

2.0.0 Supportive Groups, Self-support and Times for Support

We all come in contact with others. And we are impressed by the presence of the other and impress the other likewise. The closer we get the more we try to impress each other. Nobody can do without help from others. Everyone seeks someone to be together and when we live with someone, with people, we form relationships and then we support each other. Like this we become members of a group and a group is built.

Some people make groups for some special use. Different groups have different utility and motives. For instance, management group makes special efforts to run an organization competently.

Social groups function for social causes, to handle the problems of a society, for its development and to construct better living conditions. In the same way, in the sports area we make player groups for various games. To investigate an incident a committee of experts is formed.

Similarly some people make a group for a special purpose, to achieve a motive. The objective of such groups is to lend emotional and practical support. The group can be formed as supportive agents or as supportive group that helps do some special task. While forming groups we must keep in mind for what aspect and what work do we need support groups. And to what extent can this support group help us.

If we do not have such supportive groups to carry out our work then we can easily form one. For this we must select from people around us those with similar motives and make a group. For instance if we need a woman to manage our work then we can choose one from people around us, from our colleagues, our classmates, from our friends.

3.0.0 Forming a Group

When we want to resituate a group we must give emphasis to the following points

1. We must be clear in our minds what we want from people we wish to associate with us.
2. The work that is important to you must also figure in the priority of the group. If the other feels that the task is difficult then make a polite compromise. Only contact those you want to include in your group. Also make clear your commitments, time frames, availability of finances, and other resources.
3. Be very specific about your needs and your objectives.
4. Meet the group and in the initial meeting discuss your needs and objectives and also discuss how you can fulfill each other's needs.
5. It is a normal thing that when you discuss your needs and objectives and their fulfillment then the group members must also talk of their objectives and needs. It is also necessary to know the demands of the group members.
6. Keep regular meetings and discuss how the group can be effective and also if it can function in future.
7. If you need more people in the group do so. It helps achieve goals.
8. If the people are committed permanently to the group then it is a good indication, it strengthens the faith in the group and we get good support as well.
9. There might be people in the group with a negative approach. They can create obstacles, so such people should be removed.

3.1.0 Managing the group

When a group of the right- minded is formed then to manage it we might need the following guidelines so that the group is run effectively and support can be sought from the members.

1. You must be polite and civil in your behaviour. Your conduct should be balanced and humble. This will increase the faith of members in you.
2. Every member of the group must be given equal time to put his thoughts across, to give his view point.
3. Allow the group members to express their views. Do not interrupt them in between.
4. Inquire for every member and keep informed about his state.
5. Give equal respect to every member and behave in such a way that the members do not feel humiliated.
6. In the group meetings hear every member patiently and do not interrupt him.
7. See that the members do not waste unnecessary time by talking to each other.
8. Make a work list according to the needs and the nature of support of each member and allocate work accordingly.
9. Maintain the secrecy of the group members and do not criticize them unnecessarily.
10. Evaluate the work done and also the time frame in which the work is done.
11. Also consider from time to time if the group fulfills all the needs of the members.
12. If the members have a problem dispensing the work then discuss it openly and also discuss how this can be sorted out
13. Get the feedback to everyone's work.
14. Every member might face problems attaining the goal prescribed for them. These challenges must be considered during feedback sessions and for this the feedback system must be avail able in the group.

3.2.0 Providing the Feedback

As we have already stated above the group members might face challenges doing particular work. These challenges can be called helpful challenges. Every challenge can be fed back in a positive or a negative way. Hence for a feedback the group must have a unanimous consent. For this we must pay attention to the following points

1. Every member must evaluate himself, the work done and for this adequate time must be given.
2. Every member must evaluate his strengths and weaknesses after the work is completed.
3. In the meeting every member must present his work evaluation.
4. He must give a feedback as well.

5. As per the feedback and his own assessment every member must prepare an outline for the future as well.

4.0.0 Self-support

To attain our goals and to conclude the work if an individual supports himself then it is a very important thing. Self-support means to prepare your self in every possible way to attain your goals, when the individual helps himself physically and mentally, recognizes his values and abilities. Self-support is a great way to maintain physical health and mental well-being. When the individual is fit and fine, psycho somatically, that is physically and mentally, then he does his work at the given time through self-support. There are many who in the grip of worries, frustrations always criticize their selves and others as well. So they never fulfill their goals nor let others fulfill their goals. Similarly many fall ill deliberately and do not do their work or attain their goals. This is a kind of negative self-support.

Most of us are not aware of our own potential so we do not use them at the right time. Many of us cannot determine our values and so can not be successful in our work area. For self-support, four factors are very important 1. physical health. 2. mental well-being 3. recognizing the abilities 4. one's values.

To increase self-support these four factors must be strong. For physical well-being we must do yoga asana, pranayam, preksha meditation and transcendental meditation. This helps rid the body of its impurities and rejuvenates the body. This increases the vital power of the body and also the capacity to work. Hence we becomez self-supportive to complete our work and to attain our goals. Foe mental well-being too, yoga asana, pranayam, preksha meditation, transcendental meditation are very useful. Apart from this our behaviour, conduct also plays an important role. If you maintain a cordial, sympathetic, joyful relation with your friends then it insures mental well-being.

Generally people do not recognize their abilities and potential, they do not know their skills and talents. To know this we must know ourselves. We must love ourself first and analyze the self and evaluate the self.

For self-support values are very vital. We must have the right values in our life and know our values. We must also see if, for some reason or other, our values are not in danger. If we keep all these things in mind then we will attain self-support and we can be a source of self-support. Many of us waste a lot of time in self-criticism and become victims of inferiority. Once we are like this we become the greatest obstacles to our own work. We must keep in mind that every one of us has some special quality. We can become self- supportive by recognizing our abilities, our distinct qualities and getting rid of inferiority.

4.1.0 Managing Time

Self- support stresses on using the resources within in a powerful way. We can use the time effectively and achieve our aims. For this it is very necessary that we assess how we use our time [in our chapter on time-management we discussed this in detail] to draw a useful assessment of time we must analyze how we organize our day, week, month. We must also keep an account of the time we wasted without any purpose. For supportive system we must pay attention to the following points of time management. These points are very vital in time-management

1. Make a list of those things, work, or factors that are important for self-support.

2. Mark the time spent on these things every week, every month. Make a list of those things that spoil your plan or create obstructions in implementing your plans. Because these create obstacles so they must be done away with.

3. Also note down how your support system has resisted the harms that might have possibly happened to you.

5.0.0 Ecological Support

We get ample of support from our environment, our home, office, country and the world. They are all part of a bigger support system. They all co-operate with us, and they are part of a mutual supportive system. For instance when we preserve and take care of nature, it nurtures us in return but when we pollute our environment then we have to bear the wrath of nature. When we cut down our jungles we are deprived of fresh air, good rains. Thus we are a mutual supporting system. Man at present is neglecting and abusing nature. We are responsible for all the pollution in the environment and so we are giving a negative support to the environment. As a result we get a negative support from nature as well. The pollution in metropolitan and cosmopolitan cities is due to the abuse of nature and the absence of mutual support. If we take a small instance when we go for a walk in the morning and if we go to the garden in a vehicle then it is a negative

support towards the self and nature. We go for a walk to stay healthy which is an act of self-support but if we go in a vehicle then we are contributing to the pollution in the morning and this is a kind of negative support. As time goes by nature also does the same to us. The same parallel situation can be applied to our family. Our selfishness has seen a gradual disintegration of joint family system and the members of the family are getting distanced from each other. The same situation applies to society as well. People from different walks of life disagree over futile matters. People from different sects or communities are converting mutual support into a negative support. The same situation applies to the affairs at the state level, national level and international level. A similar story prevails at the family unit and the social level. The joint families are breaking down because of our selfishness and the family members lack mutual support. In our society people with varying interests are dividing the society and instead of mutual support there is negative support. The same negativity is seen at the state level, national and international levels.

6.0.0 Time for Support

Our life is not easy but we can make the journey of life easy by managing it well. There are many ups and downs in life. And how the self manages these ups and downs is a skill. We learn a lot of things at the development level, transformation level. If we understand and accept life and its ups and downs then life can become easy. In the journey of life we face many happy and sad moments. We are happy at times and sad at other times. When we are in a phase of descent we become sad and miserable and when are in an ascending phase we become happy. Those who live life at a different plane are unaffected by the sad and unhappy instances of life. They focus on their karmas and carry on. Failures disturb one and makes him miserable. If failures are a long drawn phenomenon then the individual goes through negative changes and he distances himself from the positive aspects of life. In such a situation he can neither seek help from the supportive groups nor get mutual support. On the other hand those who accept success and failure with equanimity become ascetic in temperament. Bhagwad Geeta also stresses that those who adopt a personality like this are not affected by failure and they live life without any attachment. But there are very few who can attain this level of detachment.

A failed man, to cover his failures, displays false realities and gradually removes his life from realities and every act of his is masked. But the detached man will never do so. They will always be planted to the realities of life.

Nature also conducts life and its routines in a rhythmic way. For instance the seasons change in an order and in a rhythmic manner. Winter is followed by spring, spring by summer, and summer is followed by monsoon, so all the seasons change in an order. Those who manage life correctly also know that changes in life also come about in a rhythmic way. If we see the phases of life then they also go through a similar phase of changes. We move from infancy to youth, from youth to middle-age and thence to old age. That is how the cycle of life works. In all these phases we need some kind of support. In all these phases the individual manages his life. In infancy he gets the support of his parents, gets their love. In his adolescence he gets the support of his family and the society, mostly from his friends and associates. In his youth apart from the above-mentioned sources he also gets the support from his associates and colleagues and in his old age he derives support from his family and from the society. In all these phases of life he gets self-support and mutual support.

Questions

1. Explain what you mean by group?
2. What are the things we ought to keep in mind while forming a group?
3. How can the group be managed for support?
4. What is self-support? How is it managed?
5. What is ecological support?
6. Explain the times of support.

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Chapter- 19 : Nature of Group and Its Functioning

0.0.0 Objectives

    1. This chapter will tell you about the objective of group.

    2. This chapter will also tell you about group norms.

    3. We will also talk about the different types of group and their classification

    4. After going through this chapter you will be able to answer all questions related to the topic

1.0.0 Introduction

Dear Students,

In this chapter we will talk about supportive groups, self-support and times of support. In this chapter we will talk about the nature of group and its functioning. We will also talk about the nature of group, the group norms. And we will deal with the group norms, group nature, types of group, and the classification of group.

2..0.0 What is Group?

Group is the basic context of people. Every one of us is a member of many groups like the family, school, social unit, work group etc. The individual has some position or place in a group like at some place he might be a child, at another a parent, a student at some level and a teacher at another and a friend. These positions and relations determine the behaviour, beliefs and expressions of the individual and in a group the individual has a role to play.

Group is a class of people which co-ordinates people, binds them and makes them inter-dependent. Inter-dependence does not mean that there is interaction between people in the group but also that they have similar ideals relating to selected behaviour, expressions and beliefs. In the group every member has some expectation about his behaviour with others and the expectations that others have of him. One of the chief characteristic of group is that it has a group structure. This structure evaluates the roles and role relations of the group members. The structures of groups vary. A very organized group has a high quality of group structure. In an organized group the role and the work of every member of the group are clearly defined.

The second important aspect of group is its relations. This is the result of the collective force of the members which keeps the group together. The closer the group is bound the safer it is in diverse circumstances. For instance- a family

can be bound closely if there is love and respect between husband and wife and mutual respect and love between parents and children. Such a family will work like a well-organized group and it will be balanced even in diverse circumstances. Like illness, accident or some conflict or some such thing which creates tough situations for the family and in these circumstances the family stands together. On the other hand if there is no love and respect between parents, the children will have no love or respect for each other and such a family stays together simply to save their face. There will be conflict and indiscipline in the family and they cannot function as a group.

There can be many binding factors in a group like achieving a collective goal, need for bonding, to attain prestige and power etc. These motivational factors can act both as a bonding and also as a destructive force that destroys the success of the group. For instance in a joint family to maintain the prestige and power of the family, the aspirations of the parents and the love and affection of the family members can bond the family closer. But on the other hand, to attain prestige and power the aspirations of the son and daughter-in-law might be crushed and this can be the cause of the disintegration of the family. Many psychologists and sociologists have defined group in different ways. Sharma and Sharma have interpreted the definition of Edward Spear in the following words, "any group constituted by the fact that there is some interest which holds its members together." This definition makes it clear that the group members have a common interest and objective which binds them together. Sharma and Sharma also interpreted McIver's definition of a group as," ….. by group we mean any collection of social being who enter into distinctive relation with one another."

The above mentioned definitions make it clear that the members of the group have common interests, which means that the members of the group to protect their interests or objectives construct a group. Generally a group is constituted due to the following reasons

1. When some people have similar conditions
2. When people have similar faith.
3. When people have similar objectives and desires to fulfill their goals.
4. When they have similar interests.

This means that the group is constituted when the interaction involves similar conditions of being, beliefs, and mode of conduct. Among these conditions of being and faith are predetermined. They form opinions and everyone expresses his views. Thus similar conditions, similar interests and beliefs strengthen the bonding and unity of the group and that is the reason the members are instantly activated for any collective activity. This bonding increases the feeling of mutual support because their objectives and purposes are the same. The attraction of any group is based on the interaction of its members. One member on interacting with the other is benefited. Similarly other members on interaction are contented and benefited. Every member is attracted to the group because its activities benefit everyone.

3.0.0 Group Norms

The group norms prevail as long as the members of the group regularly maintain their conditions of being. The group norms regularize the social events and social interaction. These can be formal and informal. These norms prescribe a situation or special circumstance which has regularity. Group insists on uniform regularity as a norm which is applicable on special circumstances, and on distinct people. The group norm can be accepted as regularity or acceptance of rules. The prevalence of certain rules in a group is a clear indication that the conduct of the members is based on a set of sanctions or rules. These sanctions can be positive or negative. Any conduct that is approved is a positive sanction whereas a conduct that goes against the set rules and is liable to be punished is negative. If the norms of the group are acceptable to all then it is expected that it would be acceptable to all and that there would be no need for any external coercion or intervention. All the participant members have the same norm. The decision of every member of the group affects the others and mutual decisions affect everyone. In this way the group has a norm. It has a direct recognizable norm. Apart from this there are social and value-loaded norms. Among the group norms the practical norms have a special place. This gives stability and good organization to the group.

3.1.0 Functions of the group norms : The existence of any group depends on the fact that the norms are beneficial for the self and others in the group. The primary function of the group norm is to provide stability and excellent organization to the group. If there is no norm every member will behave whichever way and the existence of the group and the members of the group will be topsy-turvy and unexpected. In such conditions the members will not be able to

cooperate with each other. The second norm of the group is to provide a platform for interaction. Interaction can be possible only with the sharing of the experiences of the other members. For this it is necessary to have some conscious and directly recognizable norms. Among the norms it is necessary to have some methods of common approval to draw on the experiences of the world around and to have a common value system towards the incidents around.

4.0.0 Group Mind

Group mind refers to the mind set that develops due to the interaction of the members or springs out of the collective experiences and this is different and better from the individual mind and it governs and controls individual conduct. Generally the individual functions as an individual mind but in a group situation his individual mind is suppressed and the interaction between the different members take over and his individual mind gets converted into something higher and in a group situation the individual is governed by this mind and behaves accordingly. The state of this mind in a group situation that governs the conduct of the individual is called group mind. Group mind is not the sum of the individual mind and is a better state of mind than the individual mind. Just as the brick is a unit in the house and in a distinct form it is called a brick but when it combines with other bricks it loses its distinct identity and it becomes part of the house and it is not called a brick then. Similarly the group mind is not the mind of one person but it is a collective consciousness or a collective mind. To define the collective mind various scholars have used different theories. On the basis of these theories they have defined the group mind. To understand this three types of theories are used and these are:

1. The theory that recognizes the group mind as collective consciousness.
2. The theory that regards the individuals as people with similar mentalities.
3. The theory that sees it as the mind of the organized human society.

All the theories are discussed in detail now.

4.1.0 Group Mind as Collective Conscious

The scholars who endorse the collective consciousness are Lambon, Espina, and Durkeim. Lambon had talked of group mind in 1992 and he defined it in his book and he has said, "when the thoughts and emotions of the mob flow in a single direction and his conscious mind ceases, a group mind is constructed. This undoubtedly is unstable and presents clear difficulties." According to Lambon when a man is in a group his individual mind, its thoughts, experiences and function ceases and another mind works and that is called group mind. Espina has talked of collective unconscious. In this he imagines man in a collective situation, removed from his individuality who assumes a collective consciousness and in this way the consciousnesses of different people construct a collective consciousness. According to him in social situations the individual leaves his individual consciousness and assumes a collective consciousness and this is called collective consciousness. Durkeim has defined group mind as collective consciousness. He does not recognize the existence of mental element or soul. According to him the mind is a stream of consciousness and a step towards development of the consciousness. He says that at first at the conscious mind emotions are produced and as a result stimuli flow through the senses to the brain. This produces certain processes in the cells of the brain and these combine or in a joint manner develop sensations in the mind. These sensations produce certain images in the mind and these images assimilate thoughts. The stages of consciousness, the individual's thoughts, language and through other indications are expressed to others. In a group the thoughts are exchanged and this process is called social consciousness or group mind. Because it is a complex process the process of collective consciousness is defined by various people again and again. This process is similar to the chemical process where chemical elements are mixed and after the mixture the individual elements cannot be separated and the qualities of the mixture are different from its elements. Durkheim has defined group mind as collective consciousness and has stressed that it originates from sentiments, mental image, exchange of thoughts and through social consciousness.

4.2.0 The theory that recognizes people with similar mentalities

This theory substantiates the theories of George Simmel and Marx Webber. George Simmel talked of the collective mind as the collective form of people and not as the individual mind. According to him although people undergo transformation, there is still uniformity in them. This uniformity is seen in the thoughts and expression of feelings which are made in a similar language. While discussing the group mind he gave three characteristics. These are 1. Unity in society 2. Uniformity in the expression of feelings 3. Structural uniformity and stability of the group.

Marx Webber did not give a different theory from what Simmel had done. He elaborated on Simmel's theory and gave two types of groups. These are : 1. Primary Groups 2. Secondary groups

1. Primary Groups : The uniformity that Simmel spoke of is the basis of Webber's classification. Such groups are closely connected and related and their unity is based on individual consciousness. This group includes the family unit and the neighbours or the immediate surroundings.

2. Secondary Groups : The secondary group lacks the closeness or connections of the primary group. Thus people are not really aware of each other's realities. This group stays together because of the ideological uniformity though they lack closeness. This group includes political parties, national and international forums.

4.3.0 The theory that sees group mind as brain of human society--

The previous theories of Lambon, Espina and Durkeim regard the group mind as collective unconscious but MacDougall rejected these theories. He accepts collective consciousness. He defines mind as the, " as the interpretation of mental or purposeful forces. ' he further interprets the definition and says that the human being endeavors to fulfill his purposes and the singularity of purpose and the organized force that tries to attain it is called the mind. Similarly he also defined the group mind. According to him, society is the arrangement of organized force which has its own life, its own instincts, and component individual that has the force and ability to change and to organize him in a system but changes occur gradually in all this. MacDougall has not regarded the group mind as the sum total of people's mind. According to him the individual mind has its own distinct quality, its own existence and it has an impact on the individual minds. This is the reason that as members of a group the individual's mind, experience and functioning changes. He defines group mind as the organization that fulfills the purposes of the group or society and certain forces that compel the individual to spend his life accordingly and as every person has certain values in relation to others in the society and these values bind one to the other and that is how a group or society is born.

5.0.0 Classification of Groups

The group is constructed according to the needs of the people. The group can be of many types. They are constructed to attain a special motive and it can be built in the various fields of work. Many scholars have classified group according to its functions, fields and stability. In the family too groups are made for specific work and goals. These are primary groups. Similarly players group, in the field of medicine managers for administering group therapy etc. Another case is the gender groups, of men or women. And then people from the same caste form their own group or people of the same age form their group. All these are made with the intention of fulfilling their goals or purposes. Hence groups can be classified on many grounds.

5.1.0 Classification of Groups by Bogards : The well-known psychologist has classified groups into 6 main groups

1. formal, informal and bureaucratic	2. primary and secondary	3. involuntary and voluntary
4. genetic and congregate	5. overlapping and disjunctive	6. social and antisocial

5.2.0 Classification by Kurle

Kurle has classified group into two parts

5.2.1. Primary Group - in this group the interaction between the members of the group is facing each other. The relation between the members is very close and they co-operate with each other. And such groups include family, players, students, managers, doctors, scientists etc.

5.2.2.Secondary Group - this group is not closely bonded to each other and they do not have personal relations. We can put the political parties or the organization of workers under this group.

Summner has divided the group into two parts

(A) Inner Group-- the members of the group have similar goals. Their interests and benefits are the same and they have a strong us-feeling. The members of this group consider people from their group as their own while the outsiders are the other. We can cite religious groups, race group, or family group as examples. Apart from this people with the same economic interest also bond closely into a group.

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(B) Outer Group - this type of group consists of people with fundamentalist attitude and they consider every one else as outsiders. For instance for Muslims, all non-Muslims are outsiders and they criticize the others and call them infidels. Even the terrorists constitute this kind of a group.

We will now consider some features of collective life.

6.0.0 Some Features of Collective Life

The members of any group will have some particular feature which is the characteristic of the group. When a person gets associated with a group, becomes its members then he has to abide by the rules and regulations of that group. It means that some functions of his life are regulated by the group and that becomes the public life of the individual. We are giving you some features of public life

1. There is a mutual relation between the members of the group.
2. There is a feeling of unity between the members of the group.
3. There is a feeling of mutual co-operation between the members of the group.
4. There is uniformity in the behaviour of the members.
5. They also have a uniform purpose, interest, origin, and ideals.
6. The group controls the activities of its members.
7. The members of the group have a feeling of mutual responsibility.
8. They also have mutual expectations to attain a goal.

7.0.0 Functioning of the Group

For a healthy group it is extremely important to have a healthy functioning system. As we have said every group has a definite motive and the interests of the members are uniform. To fulfill the purpose of any work it is necessary that the functioning of the group must be carried out well. We must pay attention to the following points to manage the functioning of a group

1. For a healthy group the members must have a general, uniform and direct purpose.
2. The means to fulfill the purpose must be correct and effective.
3. Every one in the group must have the same acceptance and recognition.
4. Each and every member of the group must know that he is an important member.
5. The members must have the ability to contribute to the development of the group
6. To maintain the stability and unity of the group the members must contribute responsibly to the group.
7. The members of the group must have love, affection and renunciation.
8. To keep the group alive the interests of the group must be the most important.

Questions

1. Explain what we mean by a group.
2. Explain the norms of the group.
3. What is group mind? Elaborate.
4. Explain the classification given by Bogards
5. Explain primary and secondary groups
6. Explain the functioning of the group.

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Chapter-20 : Group Dynamics, Participation and Effectiveness

0.0.0 Objectives

1. The objective of this chapter is to give detailed information about group dynamics.
2. What is group participation? We will read in this chapter.
3. How do the members of the group function in a group? We will read about this in this chapter.
4. We will also read about how the group is constituted and about the importance of the construction of the group.
5. What is group effectiveness? What are its determiners? We will also talk about this in the chapter.
6. You will be able to answer all questions related to the topic in this chapter.

1.0.0 Introduction

Dear Students,

In the previous chapter you read about the nature of group and its functioning. In this chapter we will talk about group dynamics, participation and effectiveness.

2.0.0 Group Dynamics

Everyone in the world comes in contact with others. He is impressed by the presence of the other and impresses others with his presence and conduct. The closer a person is to other the more he is impressed by the other. Nobody spends his life in isolation. We all have to seek support from others and have to live with others. The ones we stay with and connects to are the ones with whom we form a group. This means a group is constituted for the individual. A social and psychological group is made of two or more than two members. Every member in such a group feels that he is a unit and interacts to attain a goal. The members of the group might be each other's confidant or motivation or could be supportive of each other to fulfill the needs of the group or of each other. Group dynamics works for the development of the group and to know the mutual relations of the group.

Group dynamics is an area that is studied with a special purpose. The motive is to know the nature of every group, the rules for its development and the mutual relations between the members of the group and also the relation with other groups. Its study is based on experimental research. Whether the individual is inside or outside, in school or in the office or in the management he works in small groups. It might be a group of five or ten people or it could be a group of fifteen to twenty people. Group dynamics studies the social and psychological forces that operate in the relation between the groups. The word gained coinage after the Second World War. The experimental research on its relation to collective life began in the 1930s where it was studied how groups are formed, how they function. The opinions on this were basically derived on insight and inferences.

Group dynamics does not confine its study to the characteristics of the group or to incidents related to the group rather it studies the theories of group life and collective activities. It also reads into the problems of the group. Some of

the problems that are studied relate to the transformations in the group which happens when the individuals in the group personally do not change. For instance if a person leaves a group, then the one who takes up the job and what changes are possible in the group becomes a problematic issue in group dynamics. Similarly the appointment of a new authority in an office brings its own set of changes. Another example that we can quote is that of a change of power in the government. When a new party comes into power there are changes in the government set -up which might affect the productivity in the industries. When the relations in the group changes that is when the inter-relativity increases or decreases the functioning of the group is affected.

The basic problems that we handle in group dynamics is change, nature of change, pressures of the members, pressures from outside, internal pressures and the structure of the group. These relate to the social and psychological forces that affect the group. The practical utility of these studies is very important. Every member is committed to increasing the functions of the group and provides satisfaction to the other members. For this many professionals take training in this and study human resources management, community health, education, marriage counseling, social group expertise etc.

Kurt Levin [1890-1947] first talked of group dynamics and popularized the term. He contributed in a major way to its theory and research. Levin and his associates did some major research in this area. They tried to find out the impact of group decision on the state of transformation and concluded that group pressure helps in the state of transformation and support.

Leavitt and White[1943] studied group dynamics in some children's clubs and tried to find out the impact of different social situations on collective life and individual behaviour. In their experiment they created three types of social situation- 1. democratic 2. authoritarian 3. laissez-faire. In the authoritarian group all the policy matters were decided by the leader and the leader gave his orders in parts and parcels so the members were always in a fix because they did not know the next step or stage. It was the leader who decided on the workers and the work to be allotted to them. He evaluated the work of each member and the evaluation was generally coloured by personal preferences and he kept himself away from active communal functions. The leader of the democratic group left policy matters to the group and decisions were taken after community participation and collective discussion. The group decided on the different stages of work and the members had the freedom to choose their associates. The leader adopted an objective stance and emotionally he would be like any other member in the group. In the third group every member had the freedom to work and the participation of the leader was minimal. He simply made the means available and if necessary made information available to the members. He did not have the responsibility to evaluate his work and organize it. In this experiment every six weeks the leaders were changed and every leader, according to the atmosphere in the new group in which he was re-located, would change his working style. All the groups gathered at one place and with equal amount of things participated in the same type of activities.

The results of the experiment showed that the laissez-faire group in comparison to the democratic group was less organized, less capable and definitely less satisfied. On the other hand the democratic group in comparison to the authoritarian group was more capable. The members of the democratic group attained their work goals and social goals whereas the authoritarian group only attained their social goals. This experiment also proved that authoritarianism created a feeling of aggression and animosity in the members and discontent and dependence on others. Also it lacked a definite personality. On the other hand the democratic situation created a feeling of collectivity and cordiality.

Group dynamics has some basic assumptions. According to Kurt Wright and Jaand [1968] the basic assumptions of most of the experts were the following

1. Group is necessary. Even the most aggressive of us according to his personal ideals forms a group.
2. The group can manage such powerful forces that have an important impact on the individual. The personal feeling of the member is translated by the group with which he has a deep relation and the group moulds his aspirations and self-respect.
3. The impact of the group can be good as well as bad and they can have a constructive or destructive impact on the members.
4. It is possible to focus on the creative forces of the group only through group dynamics

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Broderick [1956] has defined three convertibles related to group dynamics-

1. The nature of group organization.
2. Part of Management
3. Importance of area management
4. The number of management areas and its extension.

Some psychologists feel that those who are inducted as members or associates in the group have a similarity with the present condition of the group. When the relations between the members become close and attractive then the group is likely to last long. Group dynamics affects the behaviour and functions of the group.

Brendon in 1972 wrote about group dynamics," According to internal and external conditions the group is either an instrument for misure to gratify individual for social demands or else an admirable means to develop and maintain mature individual in beneficial interaction with society. Group dynamics is the essence of all problem solving interaction processes which are developed by individual conscious of relatively stable structures i.e norms, roles, attitudes, habits and relatively changing forces [e.g identified goals, cooperative actions, realization of drives and motives which may be subjective or standardized by society, the goal is to active continuous integrative development and the differentiation of social relationship.

3.0.0 Group Participation

When the members of a group participate then they have to discharge different types of work and fulfill motives. Every person who is the member of a group has to participate in the objectives and functions of the group. The member of the group has to function in such a way so that his ideals are preserved and the ideals of the group too are preserved and the desired functions and motives of the group too are fulfilled. We need some skill to participate with the group. For this we must pay special attention to the following points

1. Define your role in the group, determine its meaning imbibe it and demarcate it which means that one must have the skill to define one's role, in the group and determine its meaning and demarcate it.
2. We must have the skill to develop the cooperation of other members.
3. We must support in the choice of leadership and in other functions.
4. During cooperation the members must clarify their views, motives of functions, immediate goals.
5. They must know their limitations and abilities.
6. They must have the skill to determine the ability and interest of the group.
7. They must have the skill to control their feelings towards the group and express their feelings politely
8. They must have the skill to study the new situations of the group.
9. They must have the skill to express their negative and positive feelings towards the group.
10. The skill to navigate collective thinking so that interests and necessities are expressed.
11. The skill to develop such programs through which the necessities and motives of the group are fulfilled
12. The skill to analyze the collective and inter-group conflicts
13. The skill to contextualize the special services and needs of those members who cannot fulfill their needs   within the group and who require special services.
14. The skill to inform the members about those means that will be useful to attain their goals
15. The skill to analyze the development process and to note it down.
16. The skill to get his work affirmed by the group and establish a positive commercial relation
17. The skill to attain their goals and to help to accept each other.

4.0.0 Understanding and Working with the Group

A member of the group works with the group and he has to achieve a goal so he must know the working process of the group and its parts. A group has two or more than two members and they interact with each other, they are

interrelated and are part of the group. Any member will know his group well only when he is familiar with its parts.

Because the individual is a social animal and it is his disposition to live with other creatures hence he fulfills this need when he becomes a member of a group. By living with a group the individual from different situation, condition and age get varying experiences and fulfills their needs and attains their goals. There are reasons for becoming part of a group or acquiring its membership. By being part of a group he works according to his needs. There are some main reasons given below-

1. The human disposition compels the individual to live with others in a social context so he becomes part of a group.
2. For security and a domestic life he becomes part of a group.
3. The individual wants to fulfill all his needs but he cannot do this on his own and he has to seek the support of others so he becomes part of a group and fulfills his needs.
4. Everyone wants to move ahead in life. For this he has to horn his skills but he cannot do this on his own. For this he needs the help and support of others and to attain this he becomes part of a group and becomes his member. We see that many to fulfill their motives want to develop their skill and for this they become part of a group that will develop their skills. Once they are skilled then they use their skill to attain their goals.
5. The individual wants to be part of a group so that he gets the approval of others but for this he has to discharge certain responsibilities.
6. Every individual wants to move ahead in life and become powerful. He seeks more prestige from the society and so he becomes part of a group.
7. Sometimes he becomes part of a group to be free of parental control and dominance and to increase his knowledge.
8. For his individual development and to be free of parental dependence and authority he wants the help of other members, and to seek this help he becomes part of a group.
9. He becomes part of a group because he wants to be a participant of some community.
10. To fulfill his motives and goals he becomes part of a group.
11. It is human nature to seek to live a life of happiness, entertainment, leisure and fulfilling one's hobbies and these needs can be fulfilled only through some group.

5.0.0 Formation of a Group

Some parts function to construct a group. And this is built by some special people due to the three given powers

1. Being inspired by one's will
2. Inspired by the desire to be social
3. Inspired by the feelings of community.

1. Our wills might be self-inspired or it might be inspired for others. For building a group certain initial things must be done and the four things given below are important. The inner and outer inspiration of the one who builds must be concentrated psychosomatically.
2. To develop a commonly acceptable rule and to get all members bound to it.
3. To decide on future membership, to consider who might be included in the group in future.
4. To determine the form and nature of the group.

5.1.0 Importance of Group Construction

1. Through the group the personality of the members improves.
2. It is useful to attain goals and fulfill purposes in an organized way.
3. The members of a group through the group can extend their services and be benefited.
4. The possibilities of the members being benefited are greater because of a varied membership and individual variations in a group.

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6.0.0 Group Effectiveness

As we have already stated in the past we get associated with the group due to various reasons. Apart from this the members of a group fulfill different needs and objectives. Group effectiveness refers to the effective way in which the group functions and how effectively its members fulfill its motives. How satisfied are the members of the group are all part of group effectiveness. Group effectiveness might be member satisfaction or it might be to attain a special purpose. The collective production of an industrial or commercial organization or a professional area is also part of group effectiveness. Crèche and his associates [1962] had given two stages as the determiners of group effectiveness.

6.1.0 Structure of Group - this determiner includes that context in which the group functions. Apart from this,determiners relating to functions, variables etc. The structure also deals with the size of the group, the goals of the members etc.

6.2.0 Style of Leadership - this determiner deals with the participation of the members, their inspiration, their strengths, and other variables. Apart from this other things relating to productivity like the amount of material used, and what type, that is matters relating to amount and quality are dependent variables. The structure of the group is independent variables and the style of leadership is dependent variables that affect productivity. Generally smaller groups are better connected than bigger groups. The study on the interconnectivity of some industries has told us that that a group of five to twenty members works better than bigger groups. These studies have also proved that the connectivity of the group is also related to absence at some level. It means that if members are absent then the connectivity will sink and dip but if the absences are prominent and large then not only the connectivity gets affected there is dissatisfaction too. Some other studies have shown that that when the size of the group increases then collective discussions are not possible and this gives rise to discontent among the workers and affects their work efficiency too. It is also discovered about the individual characteristics that the efficiency of the members, their insight and cooperation is related to the productive functioning of the group. On the other hand exclusivity and aggressive behaviour reduces the connectivity of the group and also affects the cordiality. Their spirit also sinks. It is also seen that the similarity in the personal distinctions and work efficiency also gives satisfaction to the members and increases their spirits. Another big reason for the efficiency of a group is the uniformity in the inter-personal relationships of the people. Some studies have shown that a uniform group works better than a dissimilar one and there is a better coordination among its members. Another major reason for the effectiveness of the group is its leadership qualities. The leader plays an important role in the directing and in completing the work. For an effective organization an effective leader is required. An effective leader inspires the members, with satisfactory discussions enthuses the members. For democratic groups participatory leadership is considered better. Such a leader gives liberty to the members to reach a decision, gives suggestions in important things and plays an active role in all this. The work efficiency of the leader affects the satisfactory quotient and productivity of the group. The effectiveness of a group also depends on the commitment of the members towards the goals fixed by the group, the spirit of the members. If the members lack task motivation then the productivity also goes down. The environment of cooperation in the group and its decisiveness also goes down.

Questions

1. What is group dynamics? Explain.
2. What do you understand by group participation?
3. How is the group constructed? Explain.
4. Give reasons for group effectiveness.

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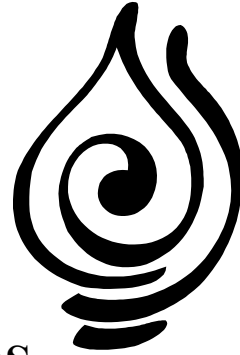
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M.A./M.Sc.
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PAPER-VI :
SCIENCE OF LIVING IN PERSONAL MANAGEMENT

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