

## 2. Self Awareness & Stress Management

*"Know thyself."*

– Socrates

### 2.1 Self Awareness

Self-awareness, as the name suggests, refers to a conscious and ongoing attention to oneself and one's inner states. Being aware of the self - what makes you unique as an individual as separate from others and the external world.

Sigmund Freud described this awareness as an "evenly hovering attention" that takes in whatever passes through our mind as an impartial observer, interested yet unreactive. In a wider sense, awareness of the self involves

- Metacognition, i.e., being aware of your thoughts and metamood, i.e., being aware of your feelings
- Objective self-assessment of your own strengths and weaknesses
- Accepting yourself and being confident

Awareness is about noticing stuff. Self awareness is nothing but noticing stuff about yourself - your feelings, your thoughts, your physical sensations, your passions,

your beliefs, your responses, your habits, your weaknesses etc. In short, paying attention to your inner world instead of getting carried away by emotions or getting lost in the constant chatter of your mind. Daniel Goleman, in his famous book "Emotional Intelligence" recounts a story.

A belligerent samurai, an old Japanese tale goes, once challenged a Zen master to explain the concept of heaven and hell. But the monk replied with scorn, "You're nothing but a lout - I can't waste my time with the likes of you!"

His very honor attacked, the samurai flew into a rage and, pulling his sword from its scabbard, yelled, "I could kill you for your impertinence."

"That," the monk calmly replied, "is hell."

Startled at seeing the truth in what the master pointed out about the fury that had him in its grip, the samurai calmed down, sheathed his sword, and bowed, thanking monk for the insight.

"And that," said the monk, "is heaven."

The sudden awakening of the samurai to his own agitated state illustrates the crucial difference between his own being caught up in a feeling and becoming aware that you are being swept away by it.

According to Daniel Goleman, emotional self-awareness means

- being able to recognize and name own emotions
- understanding the causes of feelings
- recognizing the difference between feelings and actions

### Why is it necessary?

Nobel Prize winner Daniel Kahneman says that our decision making process gets affected by the difference between "the experiencing self" and "the remembering self". When we have an experience, how we feel about it at the moment and how we remember it later can differ and may share a correlation of only 50 percent. This can have a great impact on the narrative we form about ourselves which in turn can affect our relation to self and others, impairing our decision making prowess.

This could have been avoided if we were self-aware in the first place, i.e., if we had an ongoing attention at the moment of experience. Needless to say, self-

Most of our response patterns and approaches are not conscious, but on auto-pilot. When we start being aware, there is freedom to think laterally or “out of the box” that can uncover newer and better ways to respond.

Being aware of your resources and your limits can take a burden off your shoulders. We will be open to criticism and we will understand that we need not be “right” at all times. This reduces unnecessary stress and anxiety.

### How to improve self-awareness?

Self-awareness can be improved by

- Asking reflective questions
- Keeping a journal
- Switching perspectives
- Practising mindfulness and meditation
- Getting honest feedback
- Taking personality and psychometric tests.

#### **Activity 2.1.1** The Myer-Briggs Type Indicator Test

**Directions:** *There are no “right” or “wrong” answers to the questions on this inventory. Your answers will help to show how you like to look at things and how you like to go about deciding things. Knowing your own preferences and learning about other people’s can help you understand whether your special strengths are, what kind of work you might enjoy and be successful doing, and how people with different preferences can relate to each other and be valuable to society.*

*Read each question carefully and select one of the two choices given, which applies to you, by circling to either “A” or “B”.*

**PART 1:** Which answer comes closer to telling how you usually feel or act?

1. When you go somewhere for the day, would you rather
  - a. plan what you will do and when, or
  - b. just go!!
2. If you were a teacher, would you rather teach
  - a. facts-based courses, or
  - b. courses involving opinion or theory?
3. Are you usually
  - a. a “good mixer” with groups of people, or
  - b. rather quiet and reserved?
4. Do you more often let
  - a. your heart rule your head. or
  - b. your head rule your heart?

5. In doing something that many other people do, would you rather
  - a. invent a way of your own, or
  - b. do it in the accepted way?
6. Among your friends are you
  - a. full of news about everybody, or
  - b. one of the last to hear what is going on?
7. Does the idea of making a list of what you should get done over a weekend
  - a. help you, or
  - b. stress you, or
  - c. positively depress you?
8. When you have a special job to do, do you like to
  - a. organize it carefully before you start, or
  - b. find out what is necessary as you go along?
9. Do you tend to have
  - a. broad friendships with many different people, or
  - b. deep friendship with very few people?
10. Do you admire more the people who are
  - a. normal-acting to never make themselves the center of attention, or
  - b. too original and individual to care whether they are the center of attention or not
11. Do you prefer to
  - a. arrange picnics, parties etc, well in advance, or
  - b. be free to do whatever to looks like fun when the time comes?
12. Do you usually get along better with
  - a. realistic people, or
  - b. imaginative people?
13. When you are with the group of people, would you usually rather
  - a. join in the talk of the group or
  - b. stand back and listen first?
14. Is it a higher compliment to be called
  - a. a person of real feeling, or
  - b. a consistently reasonable person?
15. In reading for pleasure, do you
  - a. enjoy odd or original ways of saying things, or
  - b. like writers to say exactly what they mean?
16. Do you
  - a. talk easily to almost anyone for as long as you have to, or
  - b. find a lot to say only to certain people or under certain conditions?

17. Does following a schedule
    - a. appeal to you, or
    - b. cramp you?
  18. When it is settled well in advance that you will do a certain thing at a certain time, do you find it
    - a. nice to be able to plan accordingly, or
    - b. a little unpleasant to be tied down?
  19. Are you more successful
    - a. at following a carefully worked out plan, or
    - b. at dealing with the unexpected and seeing quickly what should be done?
  20. Would you rather be considered
    - a. a practical person, or
    - b. an out-of-the-box-thinking person?
  21. In a large group, do you more often
    - a. introduce others, or
    - b. get introduced?
  22. Do you usually
    - a. value emotion more than logic, or
    - b. value logic more than feelings?
  23. Would you rather have as a friend
    - a. someone who is always coming up with new ideas, or
    - b. someone who has both feet on the ground?
  24. Can the new people you meet tell what you are interested in
    - a. right away,
    - b. only after they really get to know you?
  25. (On this question only, if two answers are true, circle both) In your daily work, do you
    - a. usually plan your work so you won't need to work under pressure, or
    - b. rather enjoy an emergency that makes you work against time, or
    - c. hate to work under pressure?
  26. Do you usually
    - a. show your feelings freely, or
    - b. keep your feelings to yourself?
- Part 2: Which word in each pair appeals to you more?**  
(Think what the word means, not how they look or how they sound)
27. a. scheduled b. unplanned
  28. a. facts b. ideas
  29. a. quiet b. hearty

30. a. convincing b. touching
31. a. imaginative b. matter-of-fact
32. a. benefits b. blessings
33. a. peacemaker b. judge
34. a. systematic b. spontaneous
35. a. statement b. concept
36. a. analyze b. sympathize
37. a. create b. make
38. a. determined b. devoted
39. a. gentle b. firm
40. a. systematic b. casual
41. a. certainty b. theory
42. a. calm b. lively
43. a. justice b. mercy
44. a. fascinating b. sensible
45. a. firm-minded b. warm hearted
46. a. feeling b. thinking
47. a. literal b. figurative
48. a. anticipation b. compassion
49. a. hard b. soft

#### M.B.T.I SCORING SHEET

See the scoring rubric below. Circle the question number with your corresponding choice. (For example: If you chose "A" for question 1., then circle "1A" under the J category. Note: the questions are listed under the letter category for which they correspond and are therefore out of order.)

After you have circled your choices to each of the questions, add up the points for each of your circled choices within each category. (For example: if you circled 3A, 9A, 13A, 16A, and 36B under the E category, your total points would be  $2+2+1+2+2=9$  points.) Compare your total points for E and I, S and N, T and F, and J and P. The letter with the greater points value is your personality type.

In case of a tie: 1) between E I, select I 2) between S N, select N 3) between T F, male will select 'T' females 'F' 4) between J P, select P.

#### Personality traits explained:

##### Mind:

**Introverted (I)** – prefer solitary activities, think before speaking, get exhausted by social interaction.

**Extroverted (E)** – prefer group activities, think while speaking, get energized by social interaction.

##### Energy:

**Intuitive (N)** – imaginative, rely on their intuition, absorbed in ideas, focus on what might happen.

**Sensing (S)** – down-to-earth, rely on their senses, absorbed in practical matters, focus on what has happened.

**Nature:**

**Thinking (T)** - tough, follow their minds, focus on objectivity and rationality.

**Feeling (F)** – sensitive, follow their hearts, focus on harmony and cooperation.

**Tactics:**

**Judging (J)** – decisive, prefer clear rules and guidelines, see deadlines as sacred, seek closure.

**Perceiving (P)** – very good at improvising, prefer keeping their options open, relaxed about their work, seek freedom.

E		I		S		N		T		F		J		P	
Q & C	P	Q & C	P	Q & C	P	Q & C	P	Q & C	P	Q & C	P	Q & C	P	Q & C	P
3A	2	3B	2	2A	2	2B	2	4B	2	4A	1	1A	2	1B	2
6A	2	6B	1	5B	1	5A	1	14B	2	14A	1	7A	1	7B	1
9A	2	9B	1	10A	1	10B	2	22B	2	22A	2			7C	1
13A	1	13B	2	12A	1	12B	2	30A	2	30B	1	8A	1	8B	2
16A	2	16B	2	15B	1	15A	0	32A	1	32B	1	11A	2	11B	1
21A	2	21B	2	20A	2	20B	2	33B	2	33A	0	17A	2	17B	2
24A	1	24B	1	23B	2	23A	1	37A	1	37B	2	18A	1	18B	1
26A	1	26B	0	28A	2	28B	1	39A	1	39B	1	19A	1	19B	1
29B	2	29A	2	31B	2	31A	0	40B	2	40A	1	25A	1	25B	1
36B	2	36A	1	35A	2	35B	1	44A	1	44B	2	25C	0		
43B	1	43A	1	38B	2	38A	0	46A	2	46B	0	27A	2	27B	2
				42A	1	42B	2	47B	2	47A	1	34A	2	34B	2
				45B	2	45A	0	49A	2	49B	1	41A	2	41B	2
				48A	1	48B	1	50A	2	50B	0				
TOTAL POINTS		TOTAL POINTS		TOTAL POINTS		TOTAL POINTS		TOTAL POINTS		TOTAL POINTS		TOTAL POINTS		TOTAL POINTS	

**LEGEND** Q & C = QUESTION & CHOICE  
P=POINTS

**Activity 2.1.2** There are several psychometric tests available online such as the Big 5 personality test, Predictive Index, Work Aptitude test and so on. Attempt to take one or two of these tests. Go through the results and discuss how the results can be used to benefit your life and career.

## 2.2 Stress Management

### What is Stress?

For early man, the biggest challenge was survival. The dangers they had to face were many – extreme weather, wild animals, hostile clansmen and so on. When faced with a given situation, the choice was either "fight" or "flight". A cocktail of hormones including adrenaline and cortisol are released into the blood stream, preparing the body to respond to the threat and take immediate action by increasing the blood pressure, heart rate, breathing speed, muscle tension, and sharpness of the senses. These bodily changes were vital to keep oneself alive in those harsh scenarios long ago.

Thousands of years of progress has made the world a much safer place to live in. The dangers that we face now are much milder in nature. However, the "fight or flight" response that enabled our ancestors to survive are so deeply ingrained in us that we find ourselves responding in the same manner to situations that we perceive as threatening. Our bodies react in the same primitive manner even though the challenges thrown at us are more emotional or cerebral in nature.

Thus, stress is the body's way of responding to any demand or threat that it faces. Even as this response is helpful in facing dangerous situations, when the body starts responding in such a manner repeatedly, stress becomes harmful and causes damage to your health, career, relationships, personality, and quality of life.

### Reasons for stress

Several factors – either external or internal – may cause stress. Such situations and pressures are called stressors. Some common stressors are listed below:

- Academic or workplace pressures
- Hectic schedules
- Major life changes
- Financial problems
- Family problems
- Pessimism
- Uncertainty
- Negative self-talk
- Perfectionism

### Identifying stress

Stress in itself is not easy to identify as the response to different stressors may seem quite natural. However, stress manifests itself in several forms. The symptoms of stress may be categorized as cognitive, emotional, physical, and behavioral symptoms.



Cognitive effects include problems with memory and concentration, anxious thoughts, and continuous worrying.

Emotional effects may include feeling unhappy or depressed, anxiety, irritable behavior, loneliness, isolation, and feeling overwhelmed.

Physical effects of stress may appear as unexplained pain, digestive problems, nausea, chest pain, increased heart rate, and frequent illness. Excess stress may also lead to behavioral issues such as disrupted appetite and sleep, reduced social interaction, procrastination, substance abuse, and repetitive behavior like nail biting.

### **Stress management**

While it is near impossible to completely avoid stressors in our lives, it is possible to regulate our response to these. Thus, we can ensure that the stress that we are subject to stays within tolerable limits.

There are several techniques that may be used for stress management, some of which are described in the coming sections.

### **Stress Diary**

The first step in stress management is recording and analyzing stressors and our response to them. It is often difficult to identify the triggers that cause stress responses. In this context, keeping a record of 'anxious moments' helps pinpoint stressful situations, key stressors, and the manner in which we react to these stresses.

Stress diaries are used to record information about stressful experiences on a regular basis either at regular intervals or when a stressor causes you to react accordingly. Although there are several formats available, a typical stress diary records the following details.

- Date and time.
- The most recent stressful experience you had
- How happy you feel now, on a scale of 0 (unhappiest) to 10 (happiest).
- Your current mood
- How effectively you are working now: from 0 (most ineffective) to 10 (most effective)
- Fundamental cause of the stress.
- The physical symptoms that you felt (for example, "butterflies in the stomach," anger, headache, raised pulse rate, sweaty palms, and so on.).
- How well you handled the event: did your reaction help to solve the problem, or did it make things worse?

After a stress diary is maintained for a few days, it can be analyzed. The different stresses experienced, assessment of the fundamental causes, and your responses will give an idea about the major issues that affect you in this regard. The most frequent

and most unpleasant stressors can be identified from a thorough examination of the diary. In addition, you may try to identify wrong responses to stressors as well as how exactly you felt at each instance. The focus of this analysis should be to identify the most potent stressors and modify your responses to them.

Stress diaries form an ideal starting point to good stress management. The key here is to remember the importance of analysis and reflection as simply identifying stressors in itself is not enough to avoid being stressed.

**Activity 2.2.1** Prepare and maintain a stress diary for a period of one week. Identify the different stressors that affect you, measures to reduce stress, and measures to manage stress more effectively. Discuss with your classmates and identify the top five stressors that affect your class.

### 2.3 The four A's of stress management

One of the most comprehensive approaches to dealing with stress can be summarized using the four A's of stress management. These are four distinct yet related strategies that can be put to good practical use.

1. Avoid
2. Alter
3. Accept
4. Adapt

#### Avoid

The first strategy for stress reduction is to avoid situations and people who cause you to become stressed. This can be done by modifying your circumstances, avoiding people who cause you to become tensed, learning to say no politely, prioritizing, and planning. For example, if you need to take a busy route to college every day, you may plan to get ready a few minutes earlier so that you can avoid the traffic. Similarly, it would help to turn down a movie invitation if you know that it will not leave you enough time to work on an assignment. Prior planning and prioritization will help schedule tasks in such a manner that you can avoid becoming stressed about not being able to do important things.

#### Alter

The 'alter' strategy involves modifying situations in whatever manner possible to reduce stresses. Communicating clearly, politely, and openly with others, time management, planning, and having a realistic estimate of the situation will help immensely in changing a potentially stressful situation for the better.

### Accept

When a stressful situation cannot be avoided or altered, one often has no choice but to accept it. It is important to accept such situations with an open mind. This can be done by practicing forgiveness, acknowledging one's own feelings and emotions about the situation, and trying to maintain a positive outlook.

### Adapt

Most situations become stressful because of our high expectations. A very important skill required to navigate life without becoming overly stressed is to learn to adapt to circumstances. Today's world is extremely competitive and teaches us to have very stringent conditions to define success and failure. However, such high standards often lead to unhealthy amounts of stress. Other helpful strategies include stopping negative thought patterns, changing your way of looking at a particular situation by adopting a different viewpoint, and putting the situation in perspective. Asking oneself questions like "Will this matter five years from now?" and "How important is this in the larger scheme of things?" is very important.

## 2.4 Stress Management Techniques

There are several stress management techniques that can be applied depending on the situation. Some of these are:

- **Breathing Exercises** : These involve regulating breathing and shifting our focus to that rhythm. It works quickly and hence, is suitable for acute stress
- **Meditation** : meditation is a practice or technique by which an individual focuses their attention on a particular entity to attain a calm and clear mental state. The term meditation encompasses a wide range of practices, some of which have roots in religion. However, it is not always a religious practice and is extensively adopted across the world.
- **Cognitive reframing** : Simply put, cognitive reframing is the adoption of a 'different way' of looking at things. It is important to remember that the response of our body is to perceived threats rather than to actual ones. Thus, if we can perceive a particular threat as being less serious, we can minimize the stress response that we experience. This can be done by changing the way we look at a particular situation. It is well known that the point of view from which we view something can make a considerable difference in the way a situation is seen. For example, a tough examination can be seen either as a catastrophe or as a learning experience. We can create more positive experiences through cognitive reframing without making any actual changes to the circumstances.

- Regular exercise and appropriate diet : Physical activity and adequate nutrition help in eliminating stress to a large extent. Research has shown that exercise releases chemicals in the body that reduce stress and promote a feeling of wellbeing.
- Mindfulness : Mindfulness is the practice of being completely aware of and immersed in the present moment. This awareness should be nonjudgmental and complete, and is usually characterized by a heightened receptiveness to sensory stimuli. The focus is on being here 'in the now' without dwelling on the past or having anxious thoughts about the future.
- Better social relationships : 'No man is an island' is a very famous maxim. As human beings, we all need healthy social relationships to survive and thrive. Friends and family can offer support in many ways such as emotional support, giving confidence or encouragement, providing information, and taking on our responsibilities when we need time off.

## 2.5 Stress management : Approaches

Strategies to reduce stress fall in three categories based on their orientation. They are

1. Action oriented approach
2. Emotion oriented approach
3. Acceptance oriented approach

### Action oriented approach

In this approach, the stress is on taking appropriate action to change the stressful situation. Some of the strategies that fall under this category are

- Time management and planning
- Delegating/ Learning to say No
- Managing conflict with other people
- Modifying work/home environment

### Emotion oriented approach

A significant portion of the stress that we experience stems from internal factors, mostly from the manner in which we perceive a situation. By changing our viewpoints and paradigms, we can also reduce such stress. Some effective emotion-oriented strategies are

- Cognitive reframing
- Positive thinking

- Being aware of thoughts and thought patterns, thereby avoiding unsuitable thoughts
- Using affirmations and visualizations

### Acceptance oriented approach

When a given situation cannot be altered and is genuinely bad, it becomes essential to accept it gracefully. However, acceptance is not always easy. In this approach, the focus is on minimizing stress when changing the situation is beyond us. The following techniques can help in adopting an acceptance-oriented stance to stress relief.

- Meditation
- Physical exercise
- Interpersonal connections and social support
- Coping with change

## 2.6 Resilience

It is a fact that we cannot go through life without experiencing any setback. The very famous anecdote of Thomas Alva Edison failing over a thousand times before he could make the incandescent lamp stands as testimony to this. Resilience is the ease with which one recovers from the setbacks that life throws at them. Resilient people do not linger on the bad feelings that failure brings. Instead, they view failure as a learning opportunity, reevaluate, and move on. Research says that resilience has three essential components, viz.,

- **Challenge** – learning to see the adverse situation as an opportunity rather than as a catastrophe. The situation is not seen as a reflection of a person's abilities.
- **Commitment** – being resilient means being committed. This commitment may be to a cause, an ideal, an activity, a person or persons, or oneself. Commitment provides the motivation to overcome the current bad situation and move on.
- **Personal control** – resilient people have control over where they focus their thoughts. Typically, they try to dwell on their strengths and take action within their power to mitigate the situation.

In essence, resilient people maintain a positive, goal-oriented, and empathetic approach to life.

**Checkpoint 2.1** Identify five people from history who have shown amazing resilience in their personal and public life. Analyze how their attitudes helped.

Identify common traits that helped them do so. ■

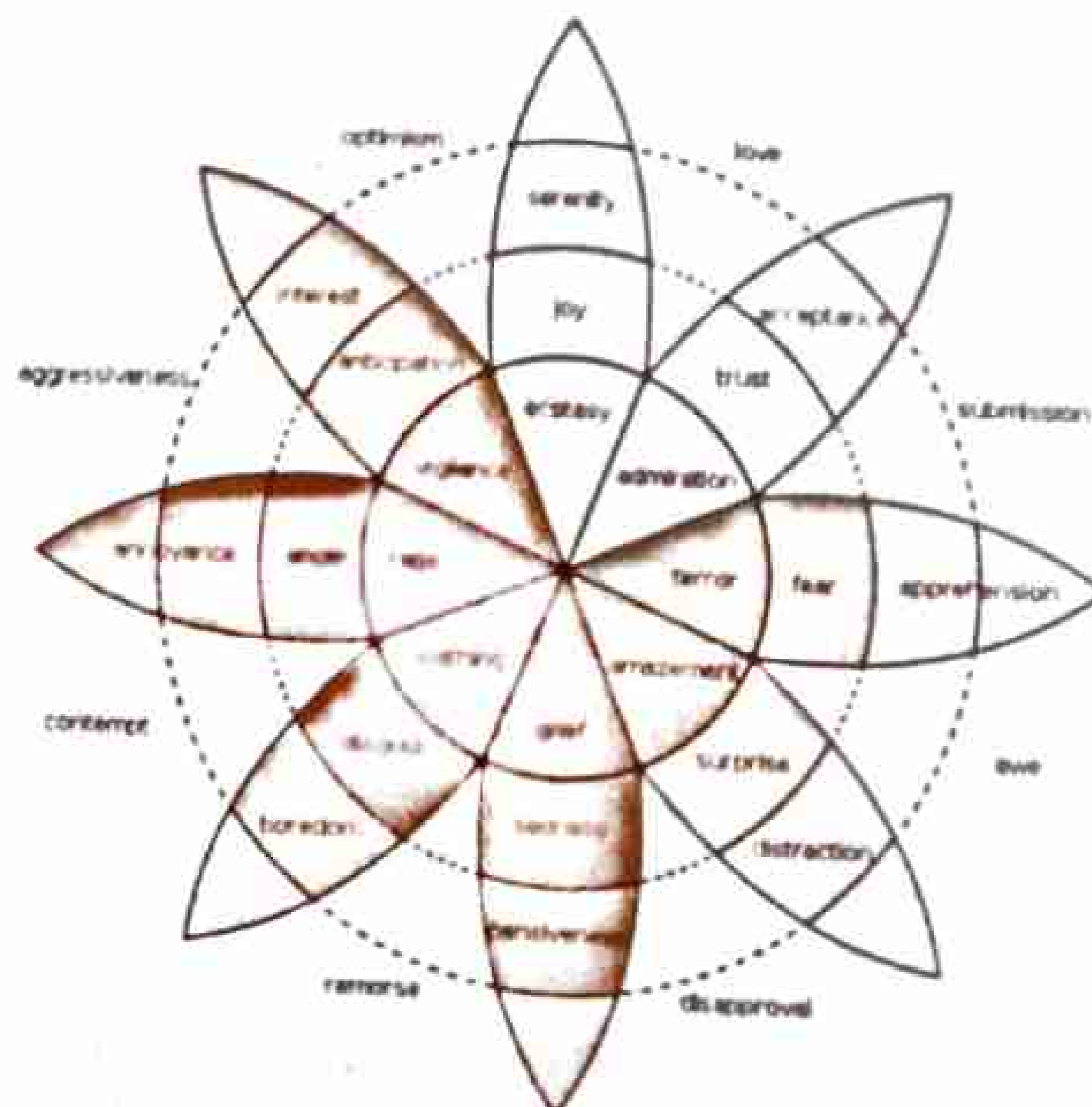
## 2.7 Gratitude Journaling

One of the most popular and seemingly effective methods to reduce stress is gratitude journaling. This simple strategy involves writing down the things for which we are thankful. When we are faced with adversity, we tend to forget that life has given us good things too. Writing these down forces us to pay attention and appreciate our blessings. A gratitude journal may be written daily or at regular intervals. Along with noting down persons, happenings, things, abilities, and so on that you are grateful for, it is beneficial to make a conscious decision to be happier and less stressed.

## 2.8 Emotions

Emotions are defined as strong feelings that are often beyond reasoning or knowledge, stemming from one's circumstances, mood, or interpersonal relationships. Emotions are generated by specific chemical activity in our nervous system. Emotions result in psychological and physiological changes that affect our behavior.

The various emotions that we experience are depicted in the emotion wheel given below:



## Recognising and Managing Emotions

Once we understand that we are all subject to emotions, the next step is to identify and understand these emotions by asking yourself conscious questions such as

- What am I feeling now?
- What are my senses telling me?
- What is it that I want?
- What judgments or conclusions have I made (and are they accurate)?
- What is this emotion trying to tell me?

In addition, the feelings and emotions of other people should also be considered. You may ask yourself

- How do others feel, and how do I know?

The answers will help us use our emotions positively rather than get carried away. In addition to our words, physiological (body) reactions give indications regarding your emotional state. Nonverbal clues also help identify emotional states to a large extent, as approximately 80 percent of communication is nonverbal.

## 2.9 Managing Emotions

Emotions are potent forces that can work for or against you. Understanding your emotions correctly is the first step in ensuring that they work for, rather than against, you. For instance, if you identify that you are feeling sad, you can actively take steps to make yourself happier. Identifying other emotions like anger or disappointment may also help in guarding yourself and others against any possible harm.

For example, imagine a situation where one of your friends carelessly tosses away a project idea that you have researched carefully and makes an insulting comment. Your feelings are hurt. Your heart rate increases, muscles stiffen. You feel like yelling at him – causing trouble in the class and probably losing his friendship. A better solution would be to suppress your outburst by actively managing your emotion, respectfully disagreeing with him, and later finding a safe outlet for your hurt.

An emotionally intelligent response would be as follows:

- First, from physiological signs, recognize that you are feeling anger.
- Next, by thinking about your goals with regard to your relationship with your friend (e.g. to maintain a healthy friendship). Although giving your friend a piece of your angry mind would make you feel better in the short term, doing so could ultimately create serious problems.
- Later, after the meeting is done, you can think about ways to handle your friend's tendency to put you down. You may ask other people for opinion. Alternatively, a private conversation with your friend might result in successful resolution of the problem. By actively managing your emotions,

you are taking steps towards becoming more emotionally resilient. You are also taking steps to avoid pitfalls and problems that strong emotions would otherwise push you towards.

Active management of emotions help in becoming more emotionally stable, as well as avoid the pitfalls and problems that strong emotions would push you towards.

## 2.10 Harmful ways of dealing with emotions

Dealing with negative emotions like fear, sadness, and anger are unavoidable and it is necessary to deal with them. Even though it is tempting to act on those emotions straightaway although this will, likely, not solve the problem.

Some of the harmful ways that people deal with negative emotions:

### Denial

When a person refuses to accept that anything is wrong or that help may be needed, they are said to be in denial. Denial often leads to the bottling up of problematic feelings that, beyond a certain point, may cause the person to “explode” or act out in a harmful way.

### Withdrawal

Withdrawal is when a person wants to spend time alone and does not want to participate in activities with other people. Some people may withdraw because being around others takes too much energy, or they feel overwhelmed. They may also avoid company because they feel they are disliked or if they have behaviors that they believe others will disapprove of. However, the harmful effects of withdrawal may include extreme loneliness, misunderstanding, anger, and distorted thinking. Interaction with other people is very important to keep us balanced.

### Bullying

Using force, threats, or ridicule to exert power over others is known as bullying. Bullies, counterintuitively, feel inferior and try to gain self esteem by making others feel bad.

### Self-harm

Self-harm includes errant behavior like cutting, abnormal eating habits, or engaging in undue risks. Self-harm is often used as a temporary means of relieving emotional pain. Such behavior is dangerous and can become addictive, giving rise to more out of control behavior and greater pain.



### Substance abuse

Substance use means using alcohol or other drugs to become numb about painful situations. However, alcohol and drug use can damage the brain, requiring higher amounts of substances to get the same effect. This can lead to addiction and more serious complications like suicidal thoughts.

## 2.11 PATH Method of Emotion Management

PATH stands for:

- Pause
- Acknowledge
- Think
- Help

**Step 1:** Pause.

Acting on feelings right away is not always advisable. Take a break from the situation so that you may take appropriate action

**Step 2:** Acknowledge what you are feeling.

Do not deny your feelings. Understand that they are legitimate

**Step 3:** Think.

Now that you have clarity on what is happening, think what you can do to improve the situation

**Step 4:** Help.

Based on the thoughts in the previous step take action to help yourself.

## 2.12 Relaxation Techniques

The following relaxation techniques are helpful to manage emotions.

1. Breath focus.
  - take long, slow, deep breaths
  - gently remove your mind from distracting thoughts and feelings.
2. Body scan.
  - Breathe deeply for a few minutes
  - focus on one part of the body or group of muscles at a time
  - mentally release any physical tension you feel
3. Guided imagery.
  - imagine soothing scenes, places, or experiences in your mind
  - helps you relax and focus.
4. Mindfulness meditation.
  - sit comfortably
  - focus on your breathing

- bring your attention to the present moment
5. Repetitive prayer.
  6. silently while practicing breath focus.

### **Activity 2.12.1 The Raisin Exercise**

Take a raisin. Pretend that you have never seen a raisin before. Pay careful attention to:

- The way the raisin looks;
- How it feels;
- How your skin responds when you handle it;
- Its smell;
- Its taste.

This is an exercise in mindfulness that you can do easily. When you follow these instructions and take notice, it is much easier to focus on what is in front of you. If your mind does wander, that is natural too. Gently guide it back to the exercise.

### **Activity 2.12.2 Five Senses Exercise**

This exercise helps practice mindfulness in any situation. All that is needed is to notice something you are experiencing with each of the five senses.

Follow this order to practice the Five Senses Exercise:

**Notice five things that you can see.**

Look around you and bring your attention to five things that you can see. Pick something that you don't normally notice, like a shadow or a small crack in the concrete.

**Notice four things that you can feel.**

Bring awareness to four things that you are currently feeling, like the texture of your pants, the feeling of the breeze on your skin, or the smooth surface of a table you are resting your hands on.

**Notice three things you can hear.**

Take a moment to listen, and note three things that you hear in the background. This can be the chirp of a bird, the hum of the refrigerator, or the faint sounds of traffic from a nearby road.

**Notice two things you can smell.**

Bring your awareness to smells that you usually filter out, whether they're pleasant or unpleasant. Perhaps the breeze is carrying a whiff of pine trees if you're

outside, or the smell of a fast food restaurant across the street.

**Notice one thing you can taste.**

Focus on one thing that you can taste right now, at this moment. You can take a sip of a drink, chew a piece of gum, eat something, notice the current taste in your mouth, or even open your mouth to search the air for a taste.

This is a quick and relatively easy exercise to bring you to a mindful state quickly.

## Review Questions

1. Define self awareness.
2. Explain how journaling can enhance self-awareness.
3. Why is self-awareness important?
4. What are psychometric tests? Give some examples.

## 3. Morals, Values & Ethics

*"The enlightened person sees everything in the world as his own self just as one views earthenware jars and pots as nothing but clay"*

– Adi Sankara

*"Keep me away from the wisdom which does not cry, the philosophy which does not laugh and the greatness which does not bow before children"*

– Kahlil Gibran

### 3.1 Morality

Concerns with principles of right and wrong in human behaviour mostly based on one's conscience and guided by values rather than legalities or custom.

A thought, word or deed is considered to be morally good if it agrees with the general perception of what is right and what is wrong. It is looked upon as something basic and is prescriptive in nature. eg. Lying for selfish ends is looked upon as immoral and is considered a flaw in character.

Most of the moral principles are teachings of wise men, religious leaders etc. and they have evolved differently in different geographical regions over time. These have collectively become the conscience of a modern man.

### **Moral Absolutism**

It is the belief that the criteria for determining what is morally right or wrong are universal. According to this belief, moral rules for a given situation can be applied to everyone across borders and cultures. It also takes the view that certain acts are immoral regardless of their consequences or the circumstances that prompted them in the first place.

United Nations declaration of fundamental human rights is an attempt in defining some absolute moral rules.

#### **Arguments against moral absolutism**

- Circumstances that prompt an act not considered.  
eg. A poor child stealing bread out of hunger will be considered immoral.
- Consequences of an act not taken into account  
eg. Lying to save an innocent life will be viewed as immoral.
- Cultural diversity and tradition not taken into account.  
eg. Some acts are good in certain cultures and bad in certain others.

### **Moral Relativism**

It is the idea of allowing for different sets of moral rules applied for different cultures and demographic groups. What is considered good among some people may not be acceptable to other groups. What was considered morally right a couple of centuries ago may be unacceptable now.

#### **Arguments against moral relativism**

- Has an in-built flexibility that can defeat its very purpose.
- No clear standard with which different moral perspectives can be judged.
- The argument that morality is relative with respect to culture can be extended to the view that morality is relative to each individual.
- The ethnic/cultural/social groupings tend to be arbitrary.

## **3.2 Values**

A value is an enduring belief that influences our choices in life to promote well-being. Values are principles that reflect one's judgment of what is important in life. Ethical values are those that govern virtuous behaviour which in turn will promote well-being. These are more concerned with what is morally right. Evidently, not all values are ethical values. For example, values like efficiency, competence, self

reliance, confidence, innovation etc. are not ethical in nature. Nevertheless, they promote well-being and therefore desirable.

Examples of ethical values are honesty, integrity, service, sharing, caring, empathy etc.

Since well-being is closely connected to the individual's needs, personal values differ in different individuals. Some values may assume priority over others depending upon the need levels of the same individual.

### 3.3 Maslow's Need Hierarchy

Abraham Maslow identified a set of human needs in a hierarchical order. Refer figure 3.1.



Figure 3.1: Maslow's need hierarchy pyramid

### 3.4 Ethics

Ethics is the set of codes or moral principles with which behaviour and beliefs are evaluated as right or wrong. Ethics provides well-defined standards that tell people how to act and respond in situations in which they find themselves in. Moreover it is an enquiry into the existing situations and offering of solutions aiming for the greater good of all concerned. It encompasses the study of universal values such as justice, equality and concern for fellow humans and environment.

Ethics is not religion. Religion is based on beliefs. Ethics is based on reason and logic. Ethics is not intuitive feelings or conscience. They are specific moral codes. Even though law is a promoter of ethics, the ethical framework is bigger than legal framework. A good legal framework should incorporate ethical standards but at times, laws can become unethical as we witness in corrupt and autocratic

regimes. Ethics basically provides reasons for how human beings ought to think and act and has assumed great significance in today's society in which interactions have become complex in nature.

### 3.5 Work Ethics

Work ethics can be defined as a set of standards of behaviour or codes of conduct based on a set of values in the workplace. eg. medical ethics, military ethics etc. A strong set of work ethics promotes the well-being of employees, organizational effectiveness as well as advancement of society

The basic elements of a well-formed code of work ethics in an organization are:

#### 1. Integrity & loyalty

Integrity at workplace essentially means the quality of being honest and morally upright, always willing to do the right thing reliably and adhering to company's code of ethics, policies and procedures. Fairness and diligence with consistency in thought, speech and action are the characteristics of a contributing member of high integrity in any organization.

Disclosing confidential or proprietary information or trade strategies of the company, disregarding employer's internet usage policy, misrepresenting hours worked, unauthorized absence etc are some of the instances where integrity and loyalty are compromised.

#### 2. Professionalism

Competence, good judgement and polite behaviour of a trained man who can deliver the same good quality each time, irrespective of how he feels, are combinedly referred to as professionalism. The performance of an amateur cannot be relied upon nor can his judgement be trusted always. But a professional is consistent and he takes responsibility, has the know-how, skill and the perseverance required for the completion of his job. He will have superior problem solving and leadership skills. A professional will not let his emotions come in the way of executing his task and is, in layman's parlance, *a cool hand*.

#### 3. Respect and care

Today's workplace is characterized by diversity of work force. There is an increasing need to recognize the uniqueness of each individual and appreciate the differences. The basis for diversity are ethnic, racial, gender, religious, socio-economic, age, nationality etc. Stereotyping, favouritism, sexual discrimination, forming of ethnocentric groups or cliques are some of the hurdles in dealing with diversity at workplace. Respecting people and valuing the differences they bring to the workplace go a long way in promoting the work ethics.

Caring is showing genuine compassion and concern for others, helping them when needed, being kind, considerate and grateful.

#### 4. Cooperation

It is necessary for everyone to cooperate in order to meet deadlines. Good work ethics include achieving the organisational objectives through coordination of individuals tasks.

#### 5. Fairness

The top management should make sure that performance does not go unrewarded. Unethical behaviour should be punished. Different treatment meted out to people for the same behaviour must be avoided at all costs. A sense of justice should be one of the guiding principles while formulating company policies.

#### 6. Trustworthiness

It is the extent to which someones actions can be relied on in the absence of control. It is a prerequisite for effective delegation. Trust is a matter of character and is built and sustained by small actions over time. Albert Einstein said *Whoever is careless with truth in small matters cannot be trusted with important matters*

### Why is work ethics needed?

- To act as a psychological restraint from indulging in undesirable or illegal conduct
- To keep employee morale high and ensure good interpersonal relations
- To ensure productivity and fulfil the obligation of quality to stakeholders and customers respectively
- To act as an internally enforced social control
- To avoid accidents and exposure
- To avoid misuse of resources
- To ensure sustainability

### Factors influencing work ethics

1. **Organizational culture** - It is a pattern of shared values, assumptions and beliefs that guide the standard practices and behaviour in an organization. Attitude of management has a major role in setting the organizational culture.
2. **Individual factors** - The level of awareness and education, family, cultural background and attitude of the employee are some of the individual factors.
3. **Published code of conduct and policies** - A published code of conduct which is communicated to everyone and on the basis of which newly hired employees are trained, and the policies adopted by the organization from



time to time greatly influence the work culture.

### **Causes & common forms of unethical behaviour**

*Probable causes* of unethical behaviour include lack of awareness, undue emphasis on organizational/individual performance, peer pressure, absence of a written code of conduct, disregard for co-workers, customers, society & environment and a general dearth of values.

*Common forms* of unethical behaviour include sycophancy, misusing company time and resources, employee theft, lying to employees, abusive behaviour, harassment, taking credit for other's work, nepotism etc.

### **Steps to promote good work ethics**

1. Publish a written code of conduct that gives well-defined expectation and desired behaviour. It should espouse the values that are cherished and mark out the boundaries.
2. The expected standards of behaviour and espoused values should be frequently communicated.
3. Training on workplace ethics should be given to fresh recruits as part of induction programme.
4. Senior officials should set the example.
5. Appreciate good behaviour. Honour people with high ethical standards.
6. Involve people at all levels.

### **Work ethics vs. Work ethic**

Even though we often hear these two words used interchangeably, work ethics and work ethic have distinct meanings.

*Work ethic* is the belief in the moral value of work and its inherent ability to strengthen character. It is closely linked with religious beliefs. This is quite different from the work ethics that we discussed in the previous section.

## **3.6 Integrity**

*Guard your integrity as a sacred thing*

*- Emerson*

Integrity is a character trait that reflects a person's degree of honesty, adherence to moral principles and a complete harmony of one's thought, speech and action.

A person with integrity will be guided by a moral compass and possesses consistency in character. He or she will do what is right every time. It is a quality

expected of any responsible professional and any responsible member of society. People with integrity will be held in high esteem and others look up to them for guidance and leadership.

Integrity is forfeit if a person does something that should not be done or refrains from doing something that should be done, for personal advantage.

### **Professional integrity**

Willingness to do the right thing in one's profession. Someone without professional integrity may commit or turn a blind eye to actions that are against the ethics of his profession. For example, government officials who make decisions out of favouritism/nepotism are indirectly denying justice to scores of other people. Medical practitioners who prescribe drugs to patients who do not need them in order to favour drug companies are said to be lacking in integrity.

### **Political integrity**

Politicians are holders of elected office and are expected to have high integrity. People expect that the values they espouse and their actions must be consistent in a seamless integrated whole. Politicians who have tall claims about certain beliefs and act in a way that contradicts those beliefs lack in integrity.

### **Academic integrity**

Any academic endeavour must be devoid of plagiarism and false information. People in academic community are expected to stick to truthful information because each contribution to the body of knowledge will be a measure of human progress and therefore likely to have long-term ramifications. A student who copies his assignments, a researcher who cooks up data, a writer who does not acknowledge his sources etc are said to be lacking academic integrity. Chances are any such person will be *persona non grata* in the academic community.

### **Integrity in daily transactions**

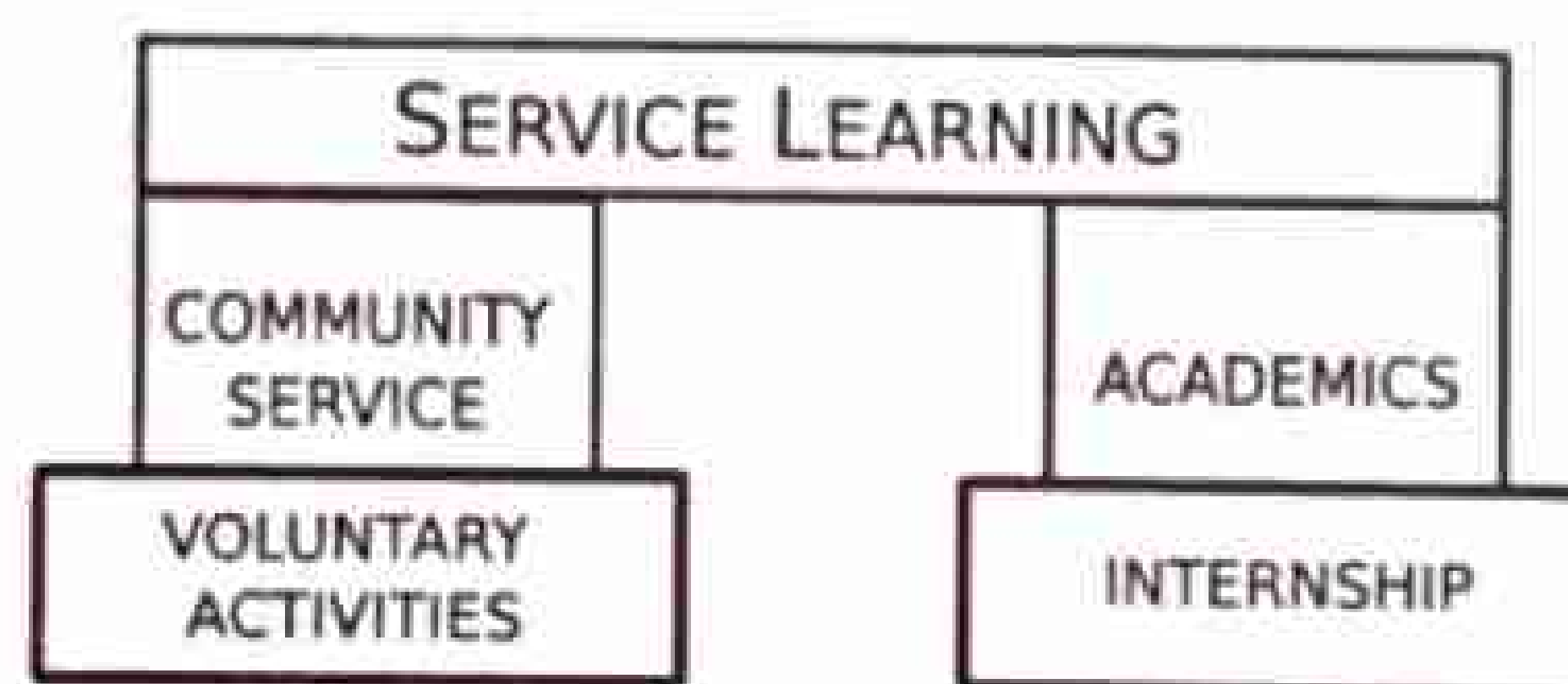
There will be incidents in our lives in which there is an option to do the right thing or to do what benefits us. As a responsible member of society, we should always do what is right regardless of our take on it. A cab driver who returns a wallet forgotten by the traveller, a customer who points out that the bill amount is lesser than the price of the item he bought, a person who pays his tax without manipulating his income statement - all display personal integrity.

### 3.7 Service Learning

Service Learning is a structured learning approach that incorporates community service along with formal instruction, reflection and explicit learning objectives. It is a non-profit activity included as part of teaching-learning process. It involves identifying the concerns of the community, addressing them using the technical knowledge and finally reflecting on the experience. Service learning is in fact a part of experiential learning.

Through service learning, a student is able to

- understand the relevance and the context in which service is provided
- reflect on the experience their service offers and its impact in connection with academics
- develop civic skills and social awareness
- address the concerns of the society



#### Examples of service learning

- In a course on community health, students can initiate programmes to create awareness among women about child malnourishment.
- In a course on town planning, students can do projects on better waste disposal and try to get them implemented.

### 3.8 Civic Virtues

Civic virtues are moral duties or standards of righteous behavior of an individual as a responsible member of the community and an integral part of the environment. They are habits of citizens that contribute to the welfare of society.

Volunteering for community initiatives, voting in elections, attending important meetings etc are some of the activities a person with civic virtues may do.

Examples of civic virtues

1. Paying taxes on time
2. Taking care not to cause disturbances to other people
3. Keeping the surroundings and public places clean

4. Following road safety rules
5. Contributing to a just cause like a charity-run hospital
6. Protecting greenery and nature
7. Having a healthy interest in what is happening in the world
8. Having genuine concern for the poor and downtrodden

According to George Washington, civic virtues are indispensable for a self-governing republic. These civic virtues are categorized as follows

#### 1. Civic Knowledge

A citizen must be aware of his rights as well as duties and responsibilities. He should be knowledgeable about the constitution. He should be aware of the responsibilities of his government. He should know it if someone or the state itself infringes upon his rights. In short, participation of enlightened citizens is absolutely essential for the preservation of a republican government.

#### 2. Self-restraint

In a dictatorship, state has unlimited power and it relies on force to maintain order. But in the case of a democracy, we have limited government and it ensures equal rights and freedom for all of us. It is upto us, the citizens, to restrain or control ourselves in order to maintain safety, law and order. Self-restraint and happiness go hand in hand.

#### 3. Self-assertion

Self-assertion comes from self-esteem. We must first respect ourselves and our rights. A citizen must assert himself while defending his rights. If a government or any state authority usurps the rights of citizens, then it becomes the responsibility of the citizens to alter or abolish the government.

#### 4. Self-reliance

It is a virtue to support oneself. A citizen should be able to provide for himself without becoming a burden to society. He should work and enjoy the fruits of labour. Thereby he will be able to take care of his family and contribute to the society.

### 3.9 Respect for Others

A man who cannot respect himself cannot respect others nor can he expect respect from others. So self-respect is a necessary precursor of respect for others.

Respect is deference and acknowledgement of the importance of another person, his view points and his rights. It is a positive feeling of appreciation for other people as human beings. One can also be respectful towards animals, nature etc.



A good example is Mahatma Gandhi's relation with the British. While defending the rights of his fellow human beings and carrying on various protests against British rule Gandhiji never showed contempt or disrespect towards them. Instead he respected them as human beings and occasionally was hurt when his own people disrespected British people. But he never compromised in his fight for freedom and justice. The British opposed him vehemently, but they also respected him. Gandhiji showed that it is possible to stand up for one's rights and oppose injustice, all the while giving due respect to the oppressor.

1. While making business decisions, make sure that they respect the values of other people.
2. While taking part in a discussion, always give respect to other's argument even if you don't happen to agree with them.  
As Evelyn Hall put it, *"I disapprove of what you say, but I will defend to the death your right to say it."*
3. Respect to parents, peers and colleagues.
4. If you criticize a subordinate, make it a point that you never show disrespect.
5. In today's diverse workplace, it has become even more important to have respect for people of other ethnicity /races, religions and cultures. It is important to respect women in workplace, family and community. Veneration towards elderly is seen as a mark of maturity in any society.

### 3.10 Living Peacefully

An evolved society is a peaceful society where wars and conflicts are minimal or non-existent. Peaceful living enhances quality of life.

Principles of peaceful living includes

1. Respecting others and appreciating differences
2. Forgiving others by giving them the benefit of doubt or thinking in their shoes
3. Not interfering in others' affairs unless it is absolutely essential or asked for
4. Giving credit for others' work
5. Adapting to circumstances you cannot change
6. Engage yourself constantly in pursuit of worthwhile goals. Remember, an idle mind is the devil's workshop
7. Ensuring the basic needs of everyone without mindlessly exploiting the resources of our planet
8. Nurture a genuine love for all living beings in this world

### 3.11 Caring and Sharing

**Caring** is having and expressing concern about others and their feelings and well-being. Caring should not be limited for one's family and friends. People with high ethical and moral standards nurture this quality, and their care and concern embraces the whole of humanity. Highly evolved spirits care for all kinds of living things.

Care for our family, neighbours, friends, colleagues whom we deal with on a day-to-day basis can be a good starting point.

Caring for the environment has become a necessity.

**Sharing** of knowledge, facilities, goods, experience etc. leads to collective growth of society.

Sharing something to curry favour does not amount to genuine sharing. The act of sharing should come voluntarily and without compulsion. Adherence to ethical principles certainly motivate sharing. Enmity, divide, fear etc vapourize instantly through sharing. Sharing tends to maximize the overall happiness of human beings. All religions of the world encourage sharing. Children who are encouraged to share their toys are likely to cooperate with others as adults. The internet itself is an example of sharing information digitally. Most welfare schemes of the government aimed at sharing of resources.

Sharing, in short, is an important aspect of human interaction that drives businesses, strengthen social ties and leads to peaceful living.

### 3.12 Honesty

It is often said that honesty is the best policy.

Honesty is the trait of adhering to truth even when it is inconvenient and unpopular. Honesty is upheld as one of the most revered virtues across cultures and nationalities.

In a workplace context, honesty amounts to

1. Stating facts clearly without dilution, distortion or exaggeration in all written and non-written communication
2. Not withholding fact or relevant information intentionally for selfish reasons
3. Refraining from deceiving customers through false advertisement
4. Not taking bribes or resorting to nepotism
5. Maintaining confidentiality with regard to crucial information of the company while discussing with rival companies
6. Being straightforward, trustworthy and loyal in all relationships
7. Maintaining intellectual honesty
8. Seeking truth before deciding and acting

### 3.13 Courage

Contrary to popular conception, courage is not the absence of fear. Courage is the ability to face the fear and do something in spite of being afraid. It is the willingness to confront pain, agony and uncertainty for something that we believe in.

#### 1. Courage as part of duty

A fire fighter who rescues people from a building on fire shows courage as part of duty, a police officer who goes after a criminal, a soldier at the line of fire, a pilot or flight attendant who puts the safety of the travellers before their own safety - all show courage.

#### 2. Courage to face physical challenges

Some people indulge in death-defying stunts and extreme sports, go for adventure trips, take risks because of the thrill they get. Though this requires courage, it is not courage in its true sense. It borders on recklessness. On the other hand, the physical courage displayed by Bhagat Singh, Mahathma Gandhi and Chandra Sekhar Azad while fighting the wrath of the British is something that came from moral courage. Their convictions and beliefs made their minds strong and their bodies ready to face the British.

#### 3. Courage in a social context

To challenge injustice, to stand up against discrimination, to protest against ill-treatment, to raise voice for freedom, to change the order without resorting to violence - the courage that is exemplified through Gandhiji. The courage to go against prevailing thinking and abolish slavery - the courage exemplified through Abraham Lincoln. The courage to exhort an entire nation to wake up and fight economic depression by saying "*Fear is the only thing that we must fear*" - the courage exemplified through Franklin D. Roosevelt

#### 4. Intellectual Courage

This amounts to the courage to seek and speak the truth even if it upsets prevailing beliefs and usurps existing conventions.

Consider the example of Copernicus who defied the Church by saying that it is the earth that revolves around the sun and not *vice versa*. He was ready to face death in defence of the truth. Galileo (after a century or so) again had to face the wrath of the church and was jailed. Darwin had the courage to say that human beings descended from apes, thereby shaking the foundations of existing belief.

In a workplace context, often people are limited by their beliefs. As long as they are trapped in these beliefs, they will not think creatively. They undermine their own growth. Only when they gather the courage to question their own self-limiting beliefs will they be able to widen their horizons and tap into their true potential.

**Activity 3.13.1 Gandhi**

This is a comprehensive exercise that touches upon a lot of areas in this book, and one that every young Indian should necessarily do. You can space this over a few weeks if required. Arrange to screen the movie "Gandhi" in the college. Students may then have group discussions or be asked to prepare write-ups on

1. Gandhi's evolution as a leader
2. Gandhi's moral development
3. The ethical philosophies and values that he stood for
4. Gandhi's attitude about work
5. Gandhi's attitude to religion

Is there any way you can apply Gandhiji's thoughts and ideas to your life and career? Brainstorm how.

**3.14 Cooperation**

Cooperation is the process of individuals or individual organizations working together synergistically towards the accomplishment of common objectives without surrendering individual autonomy.

It can be a joint action or a process of working together consciously for common benefit. It's a continuous process. The benefits of cooperation are obvious - pooling of diverse and or complementary skills, gathering more ideas, enhanced manpower, greater resources, minimized time etc.

Cooperation between different sections of a company ensures better output, quality and efficiency.

Lack of cooperation leads to delay, lack of coordination, insufficient communication, low morale - all of which lead to the possible collapse of the company.

Reasons for the lack of cooperation includes absence of effective leadership, lack of awareness among employees, differential treatment, ethnic, linguistic or socio-cultural bias, ego-conflicts, lack of professionalism etc.

**3.15 Valuing Time**

Unlike old days, when life was simpler and slower, people today find it increasingly difficult to manage their time. If someone is not able to manage their time. If someone is not able to manage their time, he cannot be trusted with keeping his word or valuing other people's time.

Executives struggle to balance their family and professional lives due to apparent lack of time. Even in the workplace, people often fail to turn up in time for meeting, fail to meet deadlines, fail to complete important tasks by the end of the day and consequently waste others' time.



### 3.16 Ways to utilize time effectively

- Becoming aware that time is a perishable resource.
- Getting your priorities right.
- Be punctual.
- Avoid re-inventing the wheel.
- Plan in advance (Batch similar tasks together.)
- Get rid of procrastination.

#### Become aware that time is perishable resource

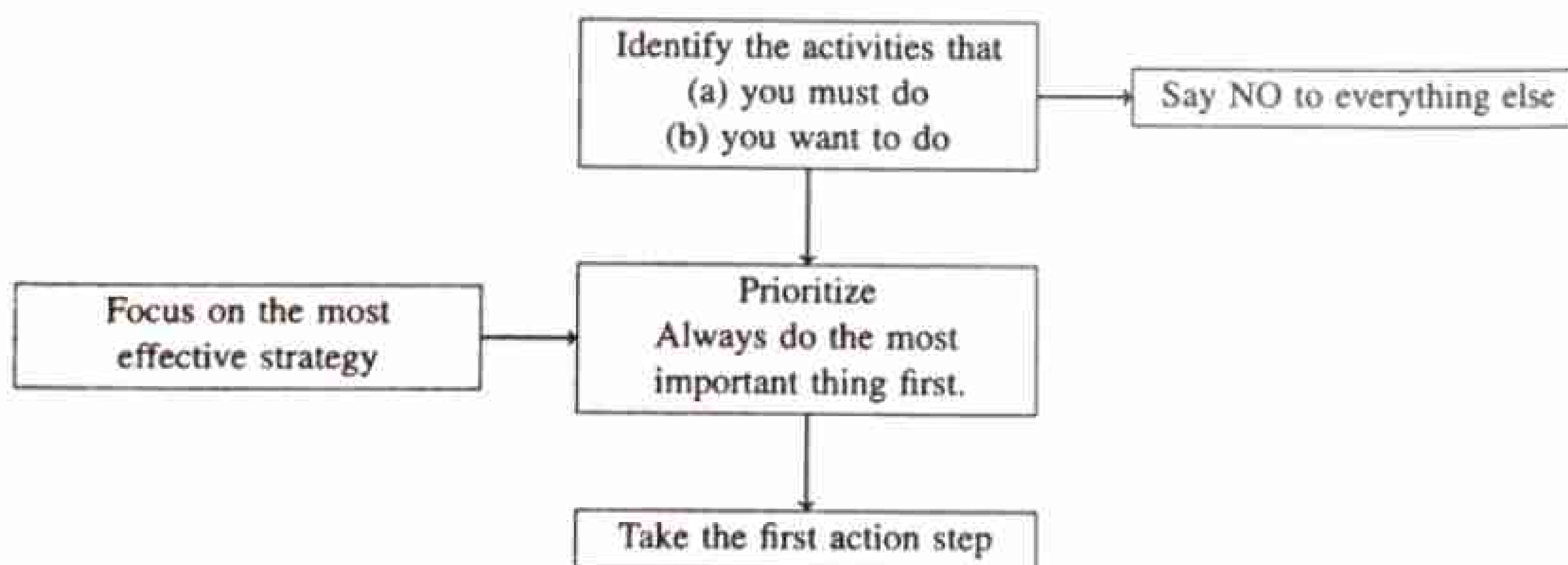
*Dost thou love life? Then do not squander time, for that is the stuff life is made of.*

*- Benjamin Franklin*

Time once lost can never be found again. Valuing time means valuing life. All have 24 hours in a day and it is up to each one to decide how to spend them.

#### Get your priorities right

People tend to scurry from one task to another, trying to multi-task, checking e-mails and updates constantly, making phone calls and so on. In general, they identify success with "staying busy all the time."



*Activities that you must do* refer to those that are required of you as a responsible human being and citizen, as a family person, as a professional, as a friend etc. These activities arise out of the necessities, obligations and values that you have and hence cannot be compromised.

*Activities that you want to do* can be identified only after you identify your real passion and mission in life. There should be clarity about what you really want from life. Never lose focus from your most rewarding activities and set them as your priorities. Real satisfaction can come only if you have sufficient time to do what you want.

*Saying NO to everything else* means not allowing yourself to be at the mercy of other things and people around you. It is better to engage in fewer activities that create more value than to engage in more activities of low value.

*Prioritizing* is to arrange the activities in order of their importance and zeroing in on the single most important task which is to be done first.

*Figure out the most effective strategy* of "What works best to complete this task?"

*Taking the first action step* means once decided, you must immediately do the first thing needed to get the job done and set the ball rolling.

### **Be punctual**

*I never could've done what I have done, without the habits of punctuality, order and diligence, without the determination to concentrate myself on one object at a time.*

*- Charles Dickens*

Being punctual is showing respect. If a person is not on time, it means he has no respect for other people's time. If the chairman of a committee shows up one hour after the appointed time

1. He sets a bad example
2. He shows that he doesn't value his colleagues
3. Colleagues who wait lose productive time

### **Avoid re-inventing the wheel**

If someone has done something previously it makes good sense to learn from them and take it forward rather than starting from scratch. The advantages are manifold.

1. A lot of time is saved
2. Available time can be effectively used to develop from where others have stopped, thus creating more value
3. Unsuccessful strategies can be avoided

Attending a seminar by experts, brainstorming, reading reviews, listening to peers etc can save a lot of time.

### **Planning in advance**

1. Annual / weekly plans must contain all the high value activities you should be doing that year/week. It should be ensured that they are aligned to your most important goals.
2. Projects that come with a pre-set deadline quickly qualify as urgent. Set aside sufficient time to deal with it.
3. Allot time for your most important task, ideally when you are most alert and productive

4. Stick with scheduled appointments
5. Figure out the strategies beforehand
6. Batch similar activities together

### Get rid of procrastination

*"Never put off until tomorrow, what you can do today."*

Procrastination is the act or habit of putting off or delaying some activity often because it appears unpleasant. As is often said, the best way to get something done is to begin. Some things can be delayed if and only if there is a strategic advantage in doing so. In all other cases, it is always better not to delay. Dividing the activity into a number of small action steps and then starting with the first action step *promptly* will help to defeat procrastination.

### 3.17 Commitment

The quality of holding on to a cause that one believes in, in spite of difficulties and setbacks with fervent attitude and sustained interest is called *commitment*.

In an organizational context, commitment often refers to the dedication of an employee to his job and to the organizational goals while adhering to ethical principles.

Allen and Meyer proposed a 3-component model for organizational commitment, namely

1. Affective commitment
2. Continuance commitment
3. Normative commitment

#### Affective commitment

Affective commitment happens when the employee loves his job and is aligned with the organisational goals and values, frequently out of an emotional attachment. Affective commitment, in short, means commitment due to affection. This will contribute to job satisfaction.

#### Continuance commitment

Continuance commitment happens when the employee is driven by the fear of the possible losses he could incur by leaving the company. The perceived losses may be financial, pertaining to career or social. The pressure due to this makes the employee stay committed.

### **Normative commitment**

Normative commitment happens when the employee feels obligated or duty bound to stay with the organization even if they are unhappy, simply because it seems the right thing to do. This moral obligation and consequent commitment can arise out of

1. a feeling of indebtedness to the company eg. - investment by the company for training the employee.
2. a feeling of indebtedness to the employer or coworkers
3. personal beliefs about loyalty

According to Gary Dessler, there are 5 rules to enhance organizational commitment. They are

1. Commit to people-first values
2. Clarify and communicate the organization's mission
3. Guarantee organizational justice
4. Create a sense of community
5. Support employee development

### **3.18 Empathy**

Empathy is the ability and willingness to imagine oneself in another's place and see things through their perspective. It's about "putting oneself in the other person's shoes." A person who empathizes with others will feel, understand and accept their emotions, motives and concerns. Empathy is found to enhance prosocial(helping) and altruistic behavior.

Empathy in the workplace leads to

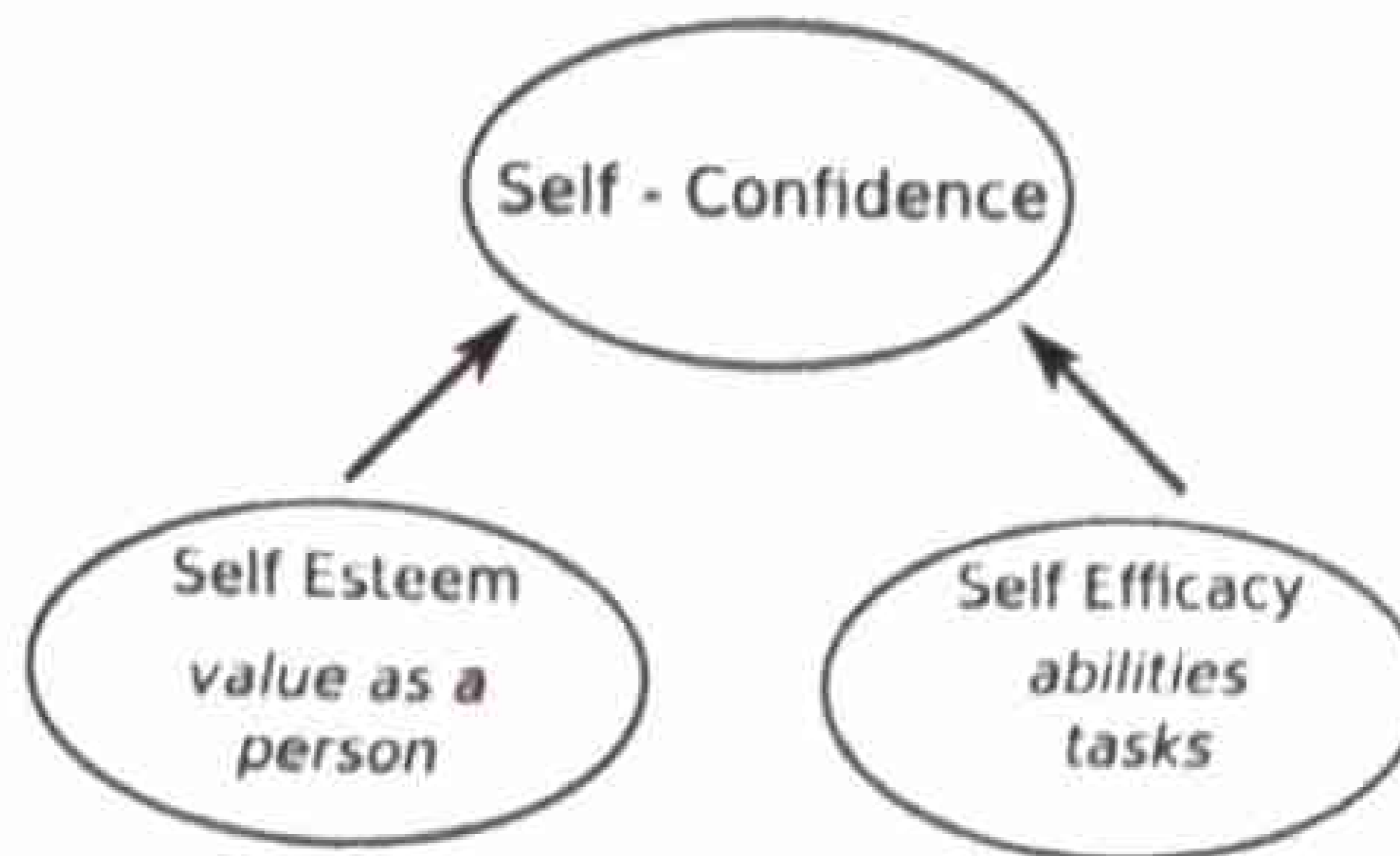
1. better teamwork
2. better understanding of what motivates others
3. better appreciation of customer needs
4. better understanding of public perception of the company

### **3.19 Self-confidence**

Self confidence is the quality of believing in oneself and one's abilities. Self-confidence encompasses two separate traits viz. self esteem and self efficacy.

Self-esteem is one's innate sense of self-worth. It reflects the individual's evaluation of his or her value. It is essentially a psychological trait arising out of a belief that one has a right to be happy, deserving and loved.

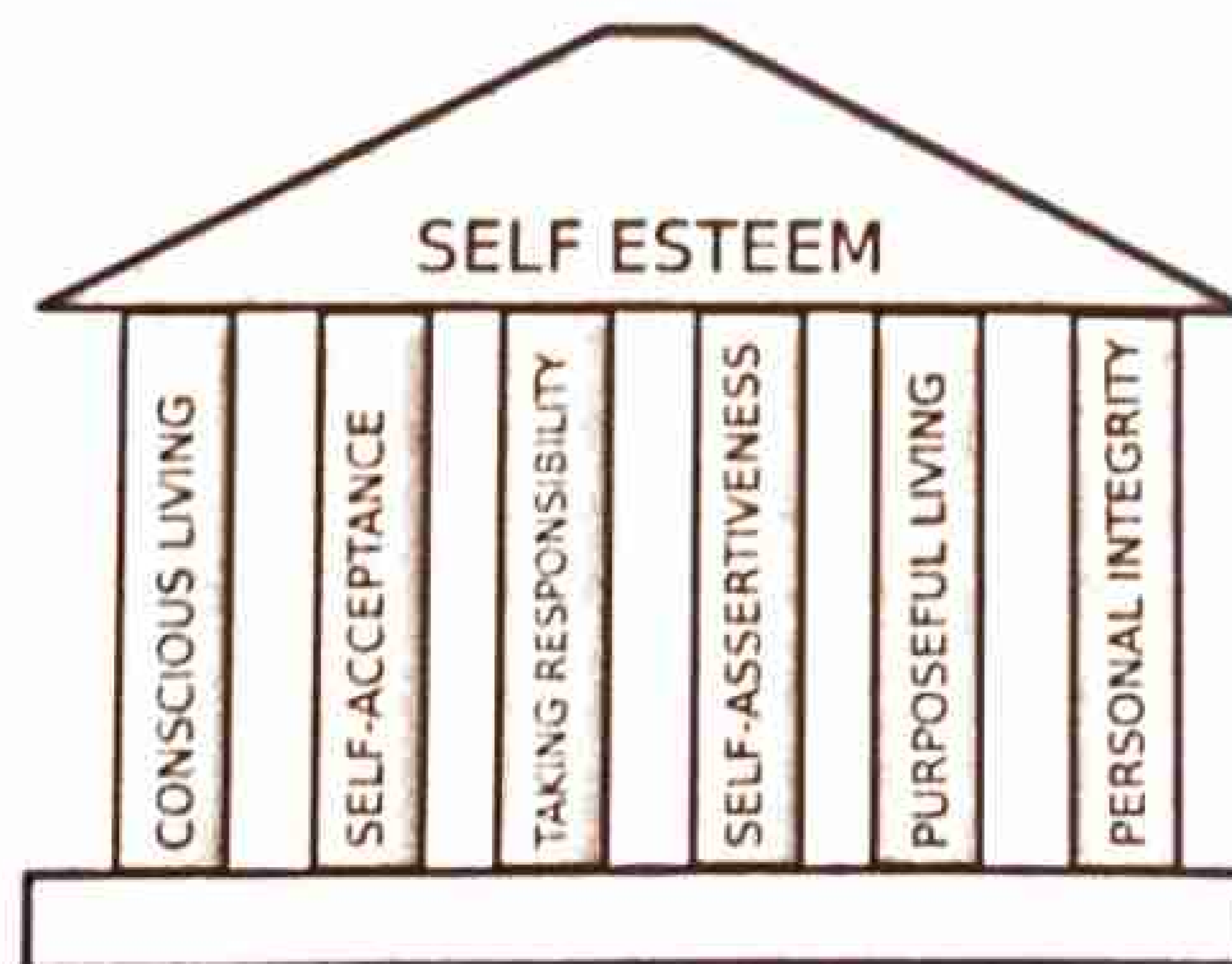
Self-efficacy is the belief in one's own capacity to perform, accomplish specific tasks and reach goals. Taking on difficult tasks persevering in spite of challenges etc are indicators of self-efficacy.



Having self-confident employees in the workplace leads to

- employees airing their views openly
- setting of higher goals for themselves and the organization
- better appreciation of others and their efforts
- lesser tendency to complain
- openness to change
- better overall organizational performance

#### Six Pillars of Self-esteem according to Nathaniel Brandon



#### Ways to improve self-confidence

- Be conscious about the present moment without losing the wider context
- Know that you always have a choice and make conscious decisions rather than being fatalistic

- Accept yourself and your ability to change for the better
- Do not get bogged down by others' opinions about you
- Commit to constant learning as a way of life
- Accept new challenges
- Practice resilience
- Understand that material possessions do not determine one's worth
- Learn to say NO to bad things
- Accept compliments gracefully
- Appreciate others, treat them with respect and be grateful for what they do for you.
- Practice positive self-talk
- Don't hesitate to ask for help, if needed
- Conquer fear by doing what you dread
- Use social media to connect with others, not to compete with them
- Dress for success - It is not necessary to wear expensive things. But it is absolutely necessary to be neat, clean and well-groomed
- Practice good posture - Straighten up your back from shoulders to hip, keep your spine erect, do not slouch your shoulders, keep your chest and chin up. According to Swami Vivekananda, it is simply impossible to think great thoughts with a bent spine.
- Speak up. Don't shy away from airing your opinions.
- Communicate effectively.
  1. Be sincere
  2. Maintain eye-contact
  3. Be courteous
  4. Don't fidget
  5. Don't talk too fast
  6. Speak clearly
  7. Listen to others
- Be ready and comfortable to apologize if you make a mistake.

### 3.20 Spirituality

Spirituality is a broad concept involving a sense of connection to a higher transcendental reality and a quest for ultimate truth and meaning of life. Not all spiritual theories discard the existence of the material world. However most of them suggest that ultimate truth cannot be perceived by human senses and therefore one should direct his search inward. Spiritual practices like meditation and prayer are intended to focus on one's inner life rather than going after material possessions and sensual pleasures.

Consider some questions like

1. Why we are here
2. What happens to us after death?
3. Do things happen for a reason?
4. Do things happen at all?
5. Is there a boundary to this universe? If not, what is meant by infinity?
6. How am I connected to other beings?
7. What is the beginning of time?
8. How am I connected the cosmos?
9. Why do we get moved by selfless love?

Philosophy tries to find the answers to such questions by reasoning and theorizing. Spirituality assumes that since such questions cannot be answered by usual methods of intellect, one has to attain a higher level of consciousness or existence. Existence of this higher level of consciousness is proposed by many religions, eastern religions in particular. Indian religions call it *Brahman*, Buddhists call it a state of *Nirvana* and the Chinese call it *Tao*. Practice of meditation or *yoga* is said to elevate one's inner sense and merge it with the Universal self.

This sense of harmony and inter-connectedness and the experience of being "one" with the universe naturally prevents a person from competing with others, expecting unethical gains and involving in anything that is morally undesirable. So spirituality has its social benefits too.

Thus, the meaning of spirituality is not confined to narrow religious beliefs or even a belief in the existence of a supernatural reality. But it encompasses humanistic values like compassion, love, tolerance, contentment, search for meaning, awareness and harmony.

### 3.21 Senses of Engineering Ethics

Engineering Ethics has different senses (meanings) - each one referring to a different aspect.

1. Engineering Ethics as synonymous with morality in engineering. (Normative sense)
2. As an enquiry into desirable ethical practices in engineering. (Normative sense)
3. Engineering ethics as followed by specific individuals or groups without recommending right action. (Descriptive sense)

In the first normative sense, engineering ethics is about understanding the moral values as well as responsibilities and rights that ought to be espoused by engineers. The second normative sense involves examining specific moral problems as well as morally correct decisions and policies in an engineering context. In the descriptive

sense engineering ethics refers to an empirical research into what specific individuals or groups believe as moral, without dwelling on questions like "Is it right?" It is more of an investigation into what engineers or engineering firms think is right and what morals they follow. For example, Microsoft's ethics or the Ethical practices at Google Inc.

### 3.22 Variety of Moral Issues

Potential moral issues faced by an engineer can be broadly classified into

#### Micro Issues

This refers to the moral implications of decisions and practices by individual engineers as well as organizations in pursuance of their objectives. For example, the harmful radiation emission of a particular model of cellphone introduced by a company poses a micro issue.

#### Macro Issues

These are global in scale and tend to affect humanity as a whole. It is more concerned with the direction in which technology grows and large scale social problems that may surface as a result of it. eg. Ozone layer depletion and consequent global warming is a macro issue that affects all of humanity. Though it's an engineering problem, it has assumed macro proportions.

Some moral issues related to engineering are given below.

- **Problems concerning safety**
  - probable reasons being not adhering to standards, erroneous analysis, use of cheap components, insufficient testing, lack of maintenance, incompetence, corruption.
- **Problems concerning the environment**
  - not adhering to standards, lack of awareness, inadequate or weakly enforced laws, lack of proper disposal methods, corruption.
- **Problems concerning product safety**
  - profit motive without morals, unreliable suppliers, insufficient testing, bad design, corruption
- **Problems concerning transparency about possible hazards**
  - profit motive without morals, not adhering to standards, need to protect public image, inadvertent miscommunication, fear of taking responsibility
- **Problems concerning exploitation of scarce resources**
  - callousness to needs of the community, profit motive, inadequate or laxly enforced laws



### 3.23 Types of enquiry

Inquiries in engineering ethics can fall under three heads

1. Normative
2. Conceptual
3. Factual

#### Normative Inquiries

Normative questions deal with what ought to be done. It is about identifying the values and practices that are morally right and ought to guide the decision makers. Examples of normative questions include

*“What are the values that should guide a person working in genetic engineering?”*

*“At what point should an engineer alert the management regarding hazardous practices?”*

*“When is the state justified in interfering with a company’s practices on moral grounds?”*

#### Conceptual Inquiries

Conceptual Inquiries try to throw light into the meaning of concepts, values, principles and issues encountered in engineering ethics.

*“How do you define risk?”*

*“What do you mean by welfare of the public?”*

*“What differentiates a bribe from an acceptable gift?”*

#### Factual Inquiries

Factual or descriptive inquiries provide information regarding the moral practices of an engineer, an organization or even a society without judging their ‘moral rightness’. This can also apply to questions regarding the facts pertaining to a moral problem related to engineering.

*“Where the crew of the Challenger informed about the failure risk?”*

*“How much does a household refrigerator contribute to the carbon footprint?”*

*“What caused the first Tesla Model S (self-drive car) crash in May 2016 ?”*

#### Activity 3.23.1 Different perspectives

In this activity, we will approach a topic from the conceptual, normative and factual angles.

**Offsetting in Carbon Trading** - Offsetting in Carbon trading is a concept you