



Free eBook

Leadership and Management

For Gen-Z Seafarers



Elstan A. Fernandez | Lorraine Fernandez | Akash Deep Jana | Divyam Verma

Leadership and Management for Gen – Z Seafarers

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Compiled and Edited by

Elstan A. Fernandez, Lorraine Fernandez

Akash Deep Jena, Divyam Verma

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*To All Young Seafarers
Leaders of the Future*

Preface

The challenges faced by a seafarer are multifarious and can be demanding at times. However well the machinery on-board works, what matters most is the Leadership, Management and Teamwork of the men who are responsible for millions of dollars of cargo and assets at any given time and also for the psychological and physical well-being of each other.

This book contains a new vision and some lessons that would keep a Gen Z Seafarer energised and help him / her to be both effective and efficient at sea.

The chapter on Quiet Leadership is more for seniors on board who lead the younger team. It is a powerful insight to time-tested leadership lessons and will stand in good stead when the going gets tough!

Acknowledgements

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It was because of our teamwork and unity that we could complete this project successfully.

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Chapter 1 Introduction

1.1 The Global Commercial Shipping Industry

This chapter is compiled by Akash Deep Jena based on his research of leadership in the global maritime industry

1.1.1 General Background

A good leader inspires, motivates, excites, and engages us. In the merchant navy – as we all commonly know it, management, leadership and team building play a crucial role.

The Merchant Navy is a specialized industry which is engaged in commerce, involving the transportation of cargo and passengers through sea routes. Also termed as the “Merchant Marine ” in some countries, this field is an important part of the global logistics sector. As an integral component of any nation’s critical supply chain, its efficient functioning leads to economic development; a majority of the world’s commercial activities (approximately 90%) are carried out via sea routes. Even during the pandemic, when the world stood still, and during wars, merchant ships kept the world going at the cost of a huge effort by seafarers worldwide.

However, maritime trade operations are faced with many risks: The officers and crew working in merchant vessels often battle with piracy and sometimes lose their lives, and there is the danger of extreme changes in temperature; they face the risk of hypothermia at one end and dehydration at the other. As vast as the oceans are and as huge as the ships sailing on them are, the probability of accidents occurring due to many reasons is also great.

Maritime accidents can occur due to natural factors also, such as a ship being caught in an unexpected storm, unfavourable tides, strong winds etc., which are totally beyond human control. But there are other major causes of accidents too... collisions, fires, explosions, etc., which are results of human error in one way or the other. There have been studies conducted to look into maritime accidents and their causes in a bid to improve the maritime security. The results indicated that in most cases (almost 96%) the reasons for accidents were human error. Human error can occur in many forms and can often lead to fatal situations. From small fires that can lead to major explosions. The scale of accidents that can result from human error is uncomfortably large. The classic example of this would be the grounding of Torrey Canyon that occurred in broad daylight with seemingly no other reason for meeting that fate but that the captain had decided to take an unconventional path.

**Number of Vessels Involved in Marine Accidents in 2021
as of April 30, 2021**

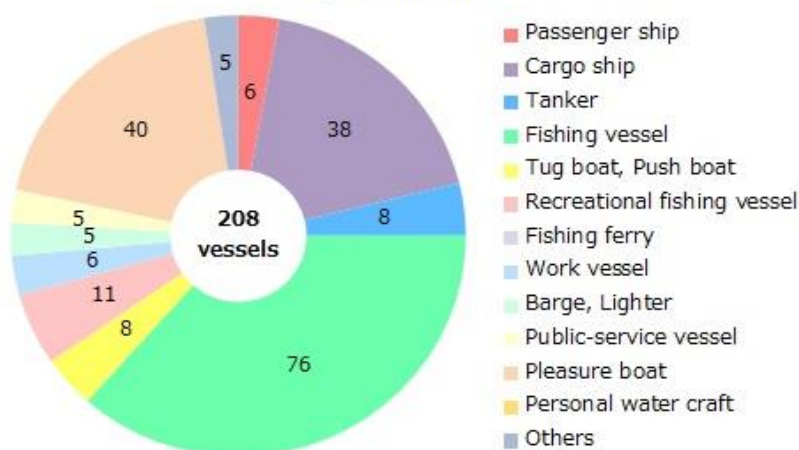


Figure 1 - Number of Vessels Involved in Marine Accidents in 2021

Image courtesy: JTSCB

The reason why human errors play such a vital role in the marine industry despite excessive mechanization / automation and technical advancement is that despite everything, the marine industry remains a people's industry. There are machines running – sometimes on software that is programmed into a computer but you need a person at that computer to be looking into it. Error on part of that person means the entire chain reaction of errors ultimately leads to a not-so-good and more often than not, catastrophic outcome. Even in the case of a natural calamity, there is sometimes a human hand somewhere that faltered to some extent. For example, the unprecedented flooding in Europe most recently, could be attributed to global warming and traced back to decades of abuse of our environment. May it be the environment or the technology or the entire system of a ship, it all comes down to their interaction with the human element involved. However, such issues are debatable and are beyond the scope of this book.

Some obvious reasons for failure include improper hazard management training, faulty managerial decisions, insufficient knowledge, lack of maintenance of standards, lack of good positive attitude, etc. Each can result in a mistake being made somewhere. But whatever the reason maybe, the fact remains that there is a human hand in each major accident. Thus, training in effective leadership and teamwork skills can improve various key aspects like decision making, conflict management, communication, situational awareness and team building.

Chapter 2 Managing Your Dear Self

This chapter is compiled by Elstan A. Fernandez, Akash Deep Jena and Divyam Verma, and Edited by Lorraine Fernandez

2.1 Introduction

Before, we go further, we must all remember that we live in a global village, which is a melting pot of cultures, beliefs and truths. Survivability is all about being able to adapt and not just being the fittest. Achieving our dreams may look easy. In our quest for success, achieving our goals could be an uphill task, if we are not well prepared – mentally and physically. Our lessons therefore have no geographical boundaries or language barriers anymore.

The first questions to ask your dear self are:

What am I working toward?



Having worked with Japanese leaders and some wonderful folks at the international level, and knowing fully well how effective and organized they are, I request you to ask yourself either of these questions:

2.2 What Are the Core Values That Drive Your Life? Or What Is Your Ikigai?

‘Ikigai’ is a Japanese concept that, simply put, means ‘your reason to get out of bed in the morning’. In French, it is called ‘raison d’être’. Ikigai is a combination of the words ‘**iki**’, which means life or living, and the word ‘**kai**’ (pronounced as gai), which represents value, effect, result or usefulness. What is ‘ikigai’ exactly? It is that place where your passion, mission, calling and career intersect. This is best illustrated by the overlapping circles of the Venn diagram on the previous page.

Chapter 2

The place where the four circles meet, is where you find your 'ikigai'. The four circles represent:

1. What you love
2. What you are good at
3. What the world needs
4. What you are/could be paid for



You can only apply your 'ikigai' once you know what it is for you. For many people there is a dire need for an extensive search of the self, first of all. But if you want to make a start at understanding your 'ikigai', you could start by making your own Venn diagram. Fill the circles with words, ideas, pictures or sentences that fall under the 'You like it', 'You are good at it,' 'The world needs it,' and 'You are paid for it'.

Try to answer questions like:

- ✓ What makes you tick?
- ✓ What touches you?
- ✓ What are you good at?
- ✓ Which unique talents do you have and which can you further develop?
- ✓ What can you do that is of use to others?
- ✓ Is there something you can contribute to the world?
- ✓ What change would you like to bring about in the world?

Search for the (natural) overlap of the various circles. Look at the complete picture and try to find connections. If you are going to do it, take your time. Give ideas and impulses a chance and keep an open mind. That way, your ‘ikigai’ will eventually become clear.

2.2.1 Advantages of Having an Ikigai

The advantages of this Japanese concept seem clear. It gives you a reason to get up in the morning. Enjoying in your work, loving what you do, giving meaning to your existence. Combined with healthy eating and a nice living environment, your ‘ikigai’ is an important ingredient for healthy ageing.

2.2.2 Ikigai Example

In a rapidly changing world, more and more people are looking for a way to combine their passion and talents in order to contribute to society. That is basically what ‘ikigai’ is.

An appealing example of people who practice their ‘ikigai’ every day are David de Kock and Arjan Vergeer from 365 days successful. They aim to make the Netherlands the happiest country in the world, and they want to achieve that by helping others get the best out of themselves. As they say on their website: ‘One thing we learned in recent years: If you really want something and you choose a method to get there, everything is possible. Not only in your mind, but especially in reality.’

2.2.3 In Summary

‘Ikigai’ is a Japanese concept that is about having (of finding) a goal in life, a reason for getting out of bed in the morning. Your ‘ikigai’ is the point where a number of aspects come together, namely what you love, what you are good at, what the world needs and what you can be paid for. It is where your passion, mission, craft and calling intersect. The basis for finding your ‘ikigai’ is usually an extensive search for yourself.

Chapter 2

2.3 5 S Principles

The next important aspect of my own life has been, is to practice another basic Japanese concept, which is the 5 S principles. If we notice, our dear mothers have in the past and currently also practice the 5s principles automatically. So why can't we practice it and make it a habit – whether it be in our homes or at our work places? It leads to an organised and trouble-free life as we go forward from managing ourselves to managing others and the property of others – as well as or even better than we would do for our own.

As toolshero.com quotes, “the history of 5S System seems to go back as far as the 16th Century and shipbuilders in Venice. In an effort to streamline the assembly process, workers used quality process production to build ships in hours instead of days or weeks.

In the 1970s it was Sakichi Toyoda who developed the 5S System within the broader Total Production System (TPS). Over the years the 5S System has spread and can be found within Total Productive Maintenance (TPM), the visual workplace, the Just-In-Time (JIT) process, and LEAN Manufacturing. Basically, all with the same aim: improving processes to better improve production. The 5S System is not complex and straightforward to implement. However, every execution needs a proper plan. At the end of this article some tips and tricks.

What is 5S?

There are five 5S System phases: Translated from Japanese:

Seiri = sort. Sort out needed and not needed items (remove not needed)

Seiton = straighten. Structurize; assign place and amount to needed items

Seiso = shine. Clean to inspect and maintain

Seiketsu = standardize. Set standards, agreements and visualize

Shitsuke = sustain. Secure for the future”



Image Courtesy: Toolshero.com

The following information on 5S is with reference to <https://www.5stoday.com/what-is-5s/>

Quote

2.3.1 Sort

The first step of 5S, Sort, involves going through all the tools, furniture, materials, equipment, etc. in a work area to determine what needs to be present and what can be removed. Some questions to ask during this phase include:

1. What is the purpose of this item?
2. When was this item last used?
3. How frequently is it used?
4. Who uses it?
5. Does it really need to be here?

These questions help determine the value of each item. A workspace might be better off without unnecessary items or items used infrequently. These things can get in the way or take up space.

Keep in mind the best people to assess the items in a space are the people who work in that space. They are the ones who can answer the above questions.

When a group has determined that some items aren't necessary, consider the following options:

Give the items to a different department

Recycle/throw away / sell the items

Chapter 2

Put items into storage



For cases when an item's value is uncertain—for example, a tool hasn't been used recently, but someone thinks it might be needed in the future—use the red tag method. Red tags are usually cardboard tags or stickers that can be attached to the items in question. Users fill out information about the item such as:

1. Location
2. Description
3. Name of person applying the tag
4. Date of application

Then the item is placed in a “red tag area” with other questionable items. If after a designated amount of time (perhaps a month or two) the item hasn't been used, it's time to remove it from the workspace. It's not worth hanging onto things that never get used since they just take up space.

Tip: Set a reminder—on your phone or computer, or posted somewhere in the workspace—to check back in with the red tag area so it doesn't get forgotten.

2.3.2 Set in Order

Once the extra clutter is gone, it's easier to see what's what. Now work groups can come up with their own strategies for sorting through the remaining items. Things to consider:

1. Which people (or workstations) use which items?
2. When are items used?
3. Which items are used most frequently?
4. Should items be grouped by type?

5. Where would it be most logical to place items?
6. Would some placements be more ergonomic for workers than others?
7. Would some placements cut down on unnecessary motion?
8. Are more storage containers necessary to keep things organized?

During this phase, everyone should determine what arrangements are most logical. That will require thinking through tasks, the frequency of those tasks, the paths people take through the space, etc.

Businesses may want to stop and think about the relationship between organization and larger Lean efforts. What arrangement will cause the least amount of waste?

1. In Lean manufacturing, waste can take the form of:
2. Defects
3. Waiting time
4. Extra motion
5. Excess inventory
6. Overproduction
7. Extra processing
8. Unnecessary transportation
9. Unutilized talents

Tip: For the purposes of 5S, specifically consider how the layout and organization of an area could increase/decrease waiting time, motion, and unnecessary transportation.

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2.3.3 Shine



Everyone thinks they know what housekeeping is, but it's one of the easiest things to overlook, especially when work gets busy. The Shine stage of 5S focuses on cleaning up the work area, which means sweeping, mopping, dusting, wiping down surfaces, putting tools and materials away, etc. In addition to basic cleaning, Shine also involves performing regular maintenance on equipment and machinery. Planning for maintenance ahead of time means businesses can catch problems and prevent breakdowns. That means less wasted time and no loss of profits related to work stoppages.

Shining the workplace might not sound exciting, but it's important. And it shouldn't just be left up to the janitorial staff. In 5S, everyone takes responsibility for cleaning up their workspace, ideally on a daily basis. Doing so makes people take ownership of the space, which in the long run means people will be more invested in their work and in the company.

***Tip:** How to clean may seem obvious, but make sure people know how to properly Shine their spaces. Show employees—especially new employees—which cleaners to use, where cleaning materials are stored, and how to clean equipment, particularly if it's equipment that could be easily damaged.*

2.3.4 Standardize

Once the first three steps of 5S are completed, things should look pretty good. All the extra stuff is gone, everything is organized, spaces are cleaned, and equipment is in good working order. The problem is, when 5S is new at a company, it's easy to clean and get organized...and then slowly let things slide back to the way they were. Standardize makes 5S different from the typical spring-cleaning project. Standardize systematizes everything that just happened and turns one-time efforts into habits. Standardize assigns regular tasks, creates schedules, and posts instructions so these activities become routines. It makes standard operating procedures for 5S so that orderliness doesn't fall by the wayside.



Depending on the workspace, a daily 5S checklist or a chart might be useful. A posted schedule indicating how frequently certain cleaning tasks must occur and who is responsible for them is another helpful tool.

Initially, people will probably need reminders about 5S. Small amounts of time may need to be set aside daily for 5S tasks. But over time, tasks will become routine and 5S organizing and cleaning will become a part of regular work.

Tip: Visual cues such as signs, labels, posters, floor marking tape, and tool organizers also play an important role in 5S. They can provide directions and keep items in place, in many cases without words.

2.3.5 Sustain

Once standard procedures for 5S are in place, businesses must perform the ongoing work of maintaining those procedures and updating them as necessary. Sustain refers to the process of keeping 5S running smoothly, but also of keeping everyone in the organization involved. Managers need to participate, as do employees out on the manufacturing floor, in the warehouse, or in the office. Sustain is about making 5S a long-term program, not just an event or short-term project. Ideally, 5S becomes a part of an organization's culture. And when 5S is sustained over time, that's when businesses will start to notice continuous positive results.

Tip #1: To help sustain 5S practices, make sure all new employees (or employees who switch departments) receive training about their area's 5S procedures.

Tip #2: Keep things interesting. Look at what other companies are doing with 5S. New ideas for organization can keep things improving and keep employees engaged.

Chapter 2

2.3.6 Safety – The 6th S



It is marked in red because it is a vital link in any chain of actions. Some companies like to include a sixth “S” “Safety” in their 5S program and it is of primary importance in the maritime industry! When safety is included, the system is often called 6S. The Safety step involves focusing on what can be done to eliminate risks in work processes by arranging things in certain ways. This might involve setting up workstations so they're more ergonomic, marking intersections - such as the places where forklifts and pedestrians cross paths - with signs, and labeling the storage cabinet for cleaning chemicals so people are aware of potential hazards. If the layout of the workplace or the tasks people perform are dangerous, those dangers should be reduced as much as possible. That's what the sixth S focuses on.

Some people consider safety an outcome of performing the other five S's appropriately, and as a result say a sixth S isn't necessary. They think if the workspace is properly organized and cleaned and uses helpful visual safety cues, a separate safety step is unnecessary.

Neither approach to safety is right or wrong. But however a business wants to approach safety, it should be aware that paying attention to safety is important.

Tip: *If mishaps and accidents do happen, stop to consider whether a 5S improvement could have prevented it. Could less clutter, cleaner walking surfaces, or better signs and labels have made a difference?*

Unquote

2.4 Risk Management

Now that we have discussed the 5 S principles, with a bonus “S”, it is worthwhile to remember the simple but very important aspects of risk management in the figure below:



2.5 Some Quickfire Tips on Time Management

The Basic Structure of this topic is Created by Barbaranne Benjamin, Ph.D. and edited here, for the relevance of our seafarers

There are basically two types of people:



The Organised and the Disorganised

2.5.1 Myths about Time Management

- ✖ Time management is nothing but common sense. I do well on board and ashore too, so I must be managing my time effectively. Of course, occasionally, I slip up a bit... Oops!
- ✖ It takes all the fun out of life!!!
- ✖ Time management? I work better under pressure.
- ✖ No matter what I do, I won't have enough time!

Chapter 2



"I'd like to schedule a time-management seminar on my calendar...as soon as I can find time to buy a calendar!"

2.5.2 The Truth About Time Management

- ✓ Increases productivity.
- ✓ Reduces stress.
- ✓ Improves self-esteem.
- ✓ Helps achieve balance in life.
- ✓ Increases self-confidence
- ✓ Helps you reach your goals!



Image Courtesy: unsplash.com

2.5.3 There are 168 hours in a Week

	Urgent	Not Urgent
Important	Do Now	Plan to Do
Not Important	Reject Trivial requests from others Apparent emergencies Interruptions and distractions Scrutinize and probe demands. Help originators to re-assess. Wherever possible reject and avoid these tasks.	Resist 'Comfort' activities, computer games, net surfing Chat, gossip, text, social communications Daydreaming, doodling over long breaks Unnecessary adjusting equipment Habitual 'comforters' not true tasks. Non-productive, de-motivational. Minimize or cease altogether. Plan to avoid them.

2.5.4 Steps to Managing Your Time

- ✓ Set SMART goals
- ✓ Set reasonable expectations *(and remember that no one's perfect)*
- ✓ Make a schedule
- ✓ Revisit and revise your plan
- ✓ Revisit Your Values
- ✓ Know what is most valuable to you gives direction to your life. Your energy should be oriented first toward things that reflect the values that are most important.
- ✓ Examine your values to help you make time management decisions



Chapter 2

2.5.5 Where do you start? Set SMART Goals!

What is Important?

- ✓ Make your goals Specific, Measurable, Achievable, Realistic and Time Bound. Don't be vague.
- ✓ Set both long-term goals and short-term ones to support them.
- ✓ Set a deadline for your goals.
- ✓ Integrate your personal and career goals.
- ✓ Realize that goals change, but know which goals to stick to!



2.5.6 From your SMART Goals...Set Priorities

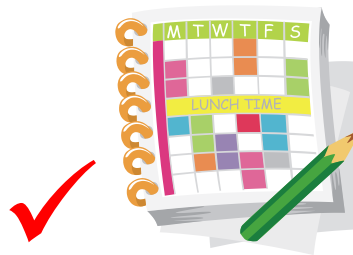
What's important and what isn't?

- ✓ What order do things need to be done in?
- ✓ Once you know what your priorities are, you need to plan out a schedule for the semester, the week and the day.
- ✓ Acknowledge the realities of college schedules.
- ✓ Planning may seem hard at first, but the more you do it, the easier and more natural it gets.



2.5.7 Make a Schedule

- ✓ Set time obligations like those for Watchkeeping, maintenance routines, etc.
- ✓ Note the weight of the activities.
- ✓ Highlight all *probable port stay* and inspection *dates*, examination *dates*.
- ✓ Work backwards from exams and papers if you have them pending
- ✓ Save some time for study and recreation and call that “Me Time”.
- ✓ Allocate time to call your loved ones.
- ✓ Set aside some time for contingencies and to help others. You may be at the receiving end someday.



Try your best to create a Yearly, Monthly and Weekly Calendar – at least with the most important dates and gradually update it as you go along

SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September 15-21, 2013						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
15	16	17	18	19	20	21

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"It's a new time management app.
When you click the icon, your
calendar disappears!"

Chapter 2

On a regular basis, try it and evaluate your plan; review your effort by asking the following questions:

- How are you actually using your time?
- Which tasks were you able to do? What didn't get done?
- Was your energy level appropriate? How was your ability to cope?
- What changes need to be made to your weekly schedule?
- What are persistent time wasters?
- Was procrastination an issue?

2.5.8 Procrastination

Simply said, procrastination is “Never do today, what you can put off ‘til tomorrow”

Procrastination is my sin.

It brings me naught but sorrow.

I know that I should stop it.

In fact, I will – tomorrow!

2.5.8.1 *Forms of Procrastination*

- ✖ Ignoring the task, hoping it will go away
- ✖ Underestimating how long it will take/overestimating your abilities and resources
- ✖ Telling yourself that poor performance is okay/insisting on perfection
- ✖ Doing something else that isn't very important
- ✖ Believing that repeated "minor" delays won't hurt you
- ✖ Talking about it rather than doing it



- ✖ Putting all your work on only one part of the task
- ✖ Becoming paralyzed when having to make choices

2.5.8.2 *How to Overcome Procrastination*

- ✓ Win the mental battle by committing to being on time.
- ✓ Set and keep deadlines.
- ✓ Organize, schedule & plan.
- ✓ Divide a big job into smaller ones.
- ✓ Find a way to make a game of your work or make it fun.
- ✓ Reward yourself when you're done.
- ✓ Tell your friends and roommates to remind you of priorities and deadlines.
- ✓ Learn to say "no" to time wasters.



2.5.8.3 *Tackle Time Wasters*

- ☛ Learn to recognize when you're wasting time.
- ☛ Decide what you need to do and can realistically do.
- ☛ Learn how to say "NO" when you don't have time.
- ☛ Return calls at your convenience. The phone is a major time killer.
- ☛ Learn to say "I can't talk right now. I'll get back to you."
- ☛ Wasting time is often linked to a lack of self-discipline.
- ☛ Ask yourself, "Do I really need to do this or not?"



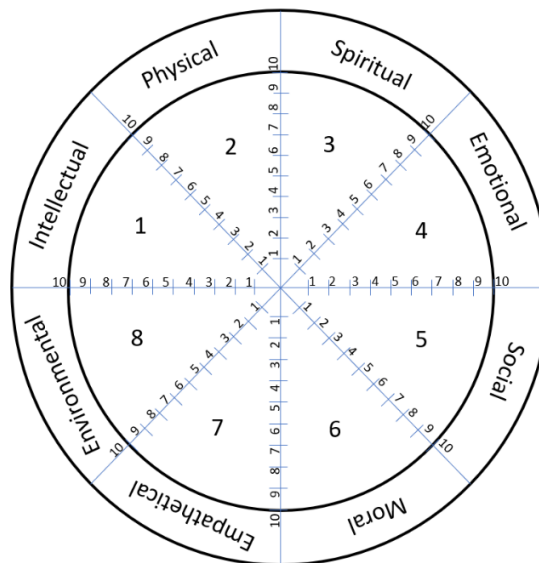
Chapter 2

2.6 The Wheel of My Life – Resetting My Future

Often, we tend to stress on one aspect of life, ignoring so many others.

The following exercise helps you to balance your day-to-day life in more ways than one.

Here is a wheel with eight spokes for you to evaluate yourself, with each spoke divided into 10 parts as shown below. Each spoke is assigned one aspect of daily life. Mark the weightage according to how you focus on these aspects on a day-to-day basis. Join the dots and see if you get a perfectly round wheel. Remember that no one is perfect. If you too don't, its time you gradually re-align your life starting from today – you can, if you want to. 😊



1. Intellectual – Care of the mind
2. Physical – Care of the body
3. Spiritual – Care of the soul
4. Emotional – Care of the heart (forgiveness and hurt)
5. Social – Care of family
6. Moral – Accepting self and personal choices
7. Empathetical – Understanding and sharing the feelings of another
8. Environmental – Care for Mother Earth

Chapter 3 Managing Others

This chapter is compiled by Elstan A. Fernandez and Edited by Lorraine Fernandez

3.1 What is Management?

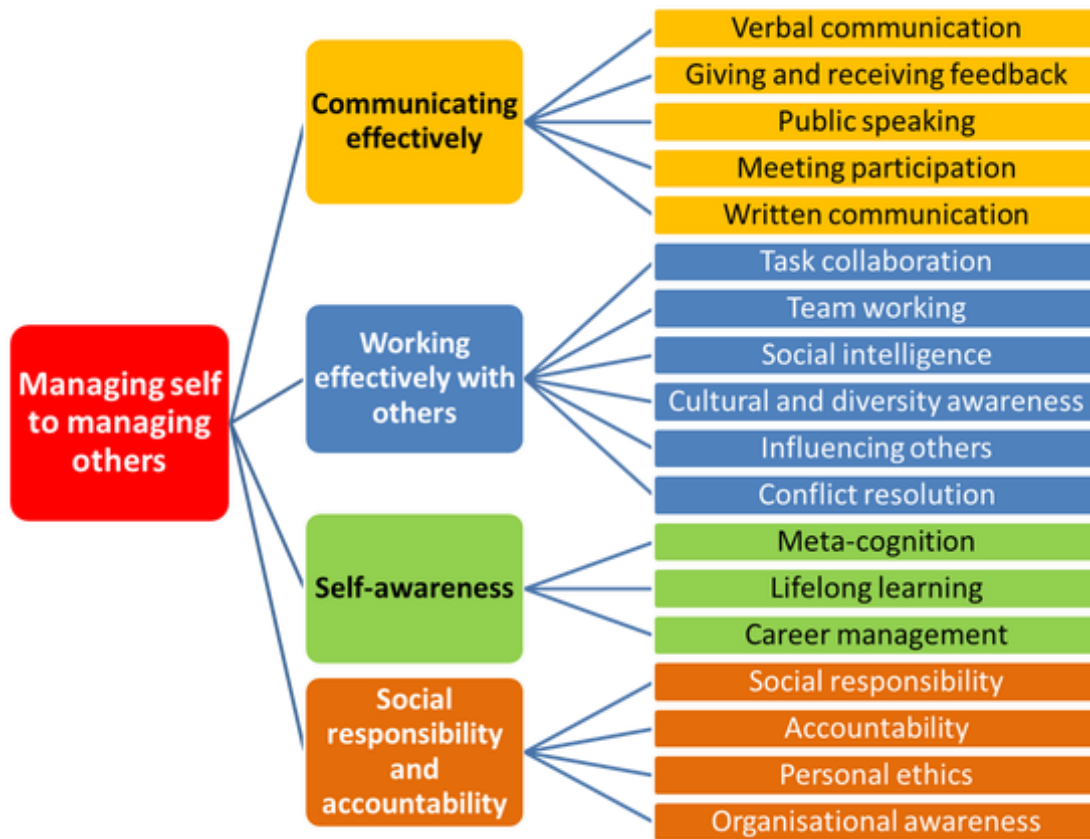
The call to lead an organised life is important to one and all... we need organisation at all stages and levels. Management is important and necessary for an organized life. What is true for the individual is also true for groups and organisations.

Good management is thus the backbone of successful groups and organizations. Managing life is doing things to achieve life's objectives and managing an organization is doing things with and through other people to achieve the objectives of the organisation

We thus need some form of formal academic management background to help us in managing successfully. Whether management is an art or science, will continue to be a subject of debate. Practically, all CEOs are university graduates. Hence, the reason for including business degree studies and programs in all academic institutions.

In short, Management is a process of planning, decision making, organizing, leading, motivation and controlling the human resources, financial, physical, and information resources of an organization to reach its goals efficiently and effectively.

The basic managerial functions or activities are planning, organizing, leading, and controlling. These activities are undertaken by the managers to combine all resources (human, financial, physical, information) efficiently and effectively to work toward achieving the goals of the organization.



3.2 Features of Management

The Management process has some qualities or features;

3.2.1 *Management is Associated with Group Efforts*

It is usual to associate management with a group.

Although people as individuals manage many personal affairs, the group emphasis on management is universal.

Every enterprise entails the existence of a group to achieve goals. It is now established that goals are achieved more readily by a group than by any one person alone.

3.2.2 *Management is Purposeful*

Wherever there is management, there is a purpose. Management deals with the achievement of something definite expressed as a goal or objective.

Management success is commonly measured by the extent to which objectives are achieved. Management exists because it is an effective means of getting the necessary work accomplished.

3.2.3 Management is Accomplished Through the Efforts of Others

Management is sometimes defined as “getting things done through others’ efforts.”

Besides the manager of a firm, there may be accountants, engineers, system analysts, salesmen and a host of other employees working but it is the manager’s job to integrate all their activities.

Thus, it can well be said that participation in management necessitates relinquishing the normal tendency to perform all things oneself and getting tasks accomplished through group efforts.

3.2.4 Management is Goal-oriented

Managers focus their attention and efforts on bringing about successful action. Successful managers have an urge for accomplishment.

They know when and where to start, what to do with keeping things moving, and how to follow a goal-oriented approach.

3.2.5 Management is Indispensable

Management can neither be replaced nor substituted by anything else.

Even the computer - the wonderful invention of the twentieth century is an extremely powerful tool for management. But it can only aid, not replace management.

The manager plays his/her role by providing judgment and imagination as well as interpreting and evaluating what the information/data provided by the computer mean in each case.

3.2.6 Management is Intangible

Management is often called the unseen force; its presence is evidenced by the results of its efforts – motivation among employees, discipline in the group, high productivity, adequate surplus, etc. Conversely, the identity of management may also be felt by its absence or by the presence of its direct opposite mismanagement. The consequence of mismanagement is anybody’s guess.

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3.2.7 Management can Ensure a Better Life

A manager can do much to improve the work environment, stimulate people to perform better, achieve progress, bring hope and accomplish better things in life.

The study of management has evolved into more than just the use of means to achieve ends; today it includes moral and ethical questions concerning the selection of the right ends towards which managers should strive.

Management is the science and art of getting people together to accomplish desired goals and objectives by coordinating and integrating all available resources efficiently and effectively.

3.3 The Five Primary Functions of Management

3.3.1 Planning

Planning is future-oriented and determines an organization's direction. It is a rational and systematic way of making decisions today that will affect the future of the company. It is a kind of organized foresight as well as corrective hindsight. It involves predicting of the future as well as attempting to control the events. It involves the ability to foresee the effects of current actions in the long run in the future.

An effective planning program incorporates the effect of both external as well as internal factors. The external factors are shortages of resources; both capital and material, general economic trend as far as interest rates and inflation are concerned, dynamic technological advancements, increased governmental regulation regarding community interests, unstable international political environments, etc.

The internal factors that affect planning are limited growth opportunities due to saturation requiring diversification, changing patterns of the workforce, more complex organizational structures, decentralization, etc

3.3.2 Organizing

Organizing requires a formal structure of authority and the direction and flow of such authority through which work subdivisions are defined, arranged, and coordinated so that each part relates to the other part in a united and coherent manner so as to attain the prescribed objectives.

The function of organizing is concerned with:

- Identifying the tasks that must be performed and grouping them whenever necessary
- Assigning these tasks to the personnel while defining their authority and responsibility.
- Delegating this authority to these employees
- Establishing a relationship between authority and responsibility
- Coordinating these activities

3.3.3 Staffing

Staffing is the function of hiring and retaining a suitable work-force for the enterprise both at managerial as well as non-managerial levels. It involves the process of recruiting, training, developing, compensating, and evaluating employees and maintaining this workforce with proper incentives and motivations. Since the human element is the most vital factor in the process of management, it is important to recruit the right personnel.

This function is even more critically important since people differ in their intelligence, knowledge, skills, experience, physical condition, age, and attitudes, and this complicates the function. Hence, management must understand, in addition to the technical and operational competence, the sociological and psychological structure of the workforce.

3.3.4 Directing

The directing function is concerned with leadership, communication, motivation, and supervision so that the employees perform their activities in the most efficient manner possible, in order to achieve the desired goals.

The leadership element involves issuing instructions and guiding the subordinates about procedures and methods.

The communication must be open both ways so that the information can be passed on to the subordinates and the feedback received from them.

Motivation is very important since highly motivated people show excellent performance with less direction from superiors.

Supervising subordinates would lead to continuous progress reports as well as assure the superiors that the directions are being properly carried out.

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3.3.5 Controlling

The function of control consists of those activities that are undertaken to ensure that the events do not deviate from the pre-arranged plans. The activities consist of establishing standards for work performance, measuring performance and comparing it to these set standards, and taking corrective actions as and when needed, to correct any deviations.

The controlling function thus involves:

- a. Establishment of standard performance.
- b. Measurement of actual performance.
- c. Measuring actual performance with the predetermined standard and finding out the deviations.
- d. Taking corrective action.

3.4 Good Qualities of a Manager

3.4.1 The Ability to Execute a Vision

Managers build a strategic vision and break it down into a roadmap for their team to follow.

3.4.2 The Ability to Direct

Managers are responsible for day-to-day efforts while reviewing necessary resources, and anticipating needs to make changes along the way.

3.4.3 Process Management

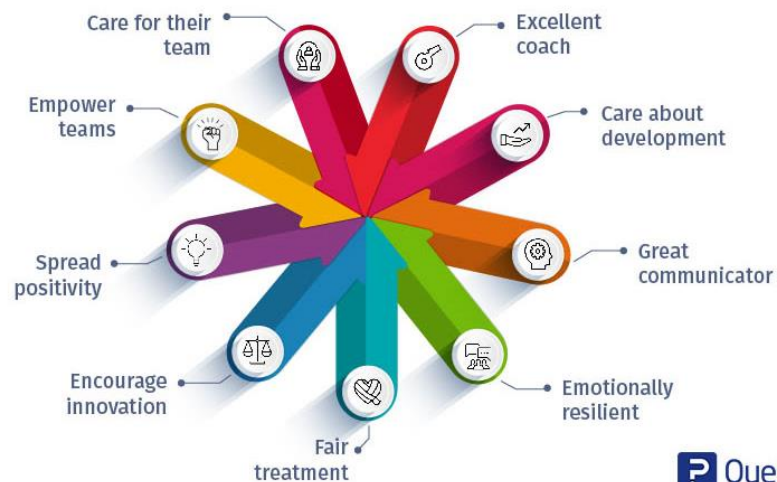
Managers have the authority to establish work rules, processes, standards, and operating procedures.

3.4.4 People Focused

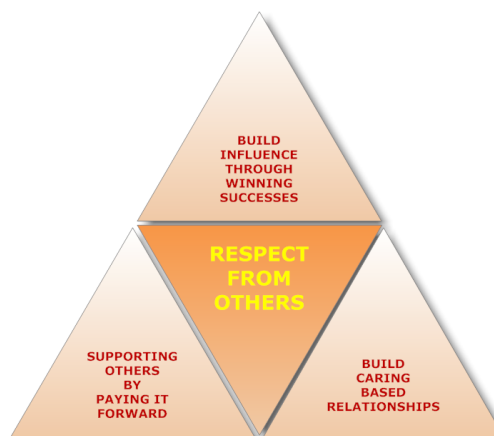
Managers are known to look after and cater to the needs of the people they are responsible for: listening to them, involving them in certain key decisions, and accommodating reasonable requests for change to contribute to increased productivity.



Great Qualities of a Manager



QuestionPro



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3.5 Conclusion

All these five functions of management are closely interrelated. However, these functions are highly indistinguishable and virtually unrecognizable on the job. It is necessary, though, to put each function separately into focus and deal with it.



Chapter 4 Leadership and Teamwork

This chapter is compiled by Elstan A. Fernandez, Akash Deep Jena and Divyam Verma

4.1 Introduction

Being a seafarer is of course physically as well as mentally demanding. Seafarers are required to stay extremely disciplined and professional not only during working hours but also during their spare time on ships. However, studies generally show that in the maritime industry there was not much focus on teaching about important skills of team building and leadership in the past and new norms stress on better knowledge, skills and attitude. In some cases, there has been a gap in the amount of research done on how new crew members joining a ship approach teamwork and leadership. Now, in accordance with the Manila Amendments in 2010, to the STCW Convention 1978, it is mandatory for seafarers to train in leadership and teambuilding skills which are aimed at improving awareness and safety of life at sea. Most countries focus on just mandatory compliance with the requirements of the STCW Convention 1978. However, different countries approach the training differently as there are no legal requirements.

4.1.1 Top-down Versus Bottom-up Approach

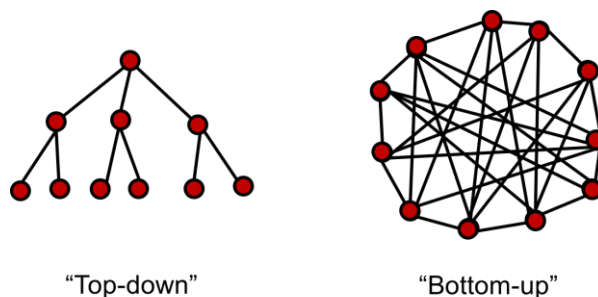


Figure 4.1 - Top-Down Approach versus Bottom-Up Approach

Image courtesy: Organizational Physics

A top-down approach, also called an autocratic leadership is the most common form of management. It is a hierarchical structure where the top head executive sets the course for the entire company. Their leadership is carried out through a succession of middle management and finally down to the bottom.

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The idea that “two heads are better than one” is the primary reason for some to go for a bottom-up approach. There could be a lot of talent in the ranks, which would be wasted in a top-down environment. In these cases, bottom-up management is recommended.

4.2 Basic Objectives

New crew joining a ship must be familiarized with their duties and important information about the ship. This is to ensure that the new personnel onboard a ship understand their responsibilities thoroughly before commencing their duties. Often, new seafarers are not well-versed with adequate leadership and team building skills. The objective here is to identify the problems faced by a new seafarer on board and address them in simple terms. Here, we explore various leadership and teamwork practices and identify the notions of effective leadership and teamwork skills from the perspective of the seafarers. The objectives are:

- 1 - To find out how seafarers tend to approach teamwork and leadership skills
- 2 - To investigate the various models of teamwork and leadership
- 3 - To find out how to train seafarers to develop the teamwork and leadership
- 4 - To question if the seafarers are aware of the teamwork and leadership training provided to them
- 5 - To duplicate the effective methods to further develop teamwork and leadership skills in the seafaring profession

4.3 Development of Skills

There is no one-size-fits-all leadership style, and this should be good news to anyone afraid of completely changing their personality to become an effective leader. However, many people have tried to focus on some qualities that every good leader should have. Forbes identifies eight qualities a great leader should have:

- Charisma
- Decisiveness
- Empowerment
- Excellent communication skills
- Integrity
- Loyalty

- Managerial competence
- Sincere enthusiasm

On the other hand, a survey of maritime professionals revealed the most desired characteristic mariners seek from their leaders. According to this research, mariners want leaders who are:

- Good communicators
- Inspirational
- Motivated
- Open-minded
- Visionary
- Willing to listen



Figure 4.2



Figure 4.3

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4.4 The Way Forward

When you understand how crucial good leadership is to a successful maritime career, your mind should turn to action. So, how can you take steps to develop the leadership skills you need, to succeed? Let's look at **five ways** you can become a **stronger leader** yourself and do your part to help other mariners realize their leadership potential:

1. *Seek Out Leadership Mentors*

The role of a Captain (Master) and Chief Engineer highlight the importance of mentorship for developing leadership skills in the maritime industry. A mentor should be someone who displays skills that you want to develop and is in a position you hope to attain in the future. In addition to displaying leadership skills, a mentor can also provide coaching to help you work through challenges and opportunities you face in your career.

2. *Independently Study Leadership*

You can also do more of what you're doing right now - reading about leadership skills. There is an overwhelming amount of information out there on the topic of leadership. You can listen to podcasts, watch videos and read books and articles. You'll find many perspectives on leadership, but each perspective can help you develop your personal view of what a stronger leader should look like and seek to model yourself after that.

3. *Learn from Your Successes and Failures*

It is also meaningful to learn from your own experience. Many philosophers have said that if you learn from others mistakes, you are wise, if you learn from your own, you are less wise and if you never learn, you are a fool!

You are likely to engage in experiential learning when it comes to sharpening your hard skills, using both your successes and failures to get better at what you do.

However, when it comes to soft skills like leadership, you may not think of doing the same. Use each triumph and misstep in leadership as a learning opportunity to help you in the future.

You can also learn from the strengths and weaknesses you see in other leaders.

4. Attend Leadership Courses

One of the most proactive ways you can invest in your own development as a leader is to attend and learn well during leadership courses, and then practice what you have learnt.

You can attend general leadership seminars, but to learn more specifically about how you can exhibit leadership skills at sea, you should seek out leadership courses from a maritime institution.

These courses will directly contribute to your professional growth as a mariner and will help you learn how to apply leadership skills in a maritime context.

5. Model Leadership Skills for Others

Part of being a strong leader is helping others develop strong leadership skills, as well. Just as you should seek out mentors to help you grow professionally, you should also seek to mentor others who possess less experience. It is not necessary to have a formal mentor-mentee relationship, to share your skills, though.

Anyone can help other mariners develop their leadership skills by modelling these skills for them. As you gain more authority over other crew members, show them what it looks like to lead well.

Across industries, demonstrating leadership skills is key to thriving in an existing role as well as to being promoted to new roles. Strong leadership skills can be the determining factor that causes one employee to rise up the ranks while other employees who lack these skills stagnate in their careers. Those who are committed to a long-term maritime career should have an eye toward how they can progress to new levels. The hierarchical structure of the maritime industry makes leadership skills that much more critical. It's true that any company, regardless of the industry, will have hierarchical structures, but these structures don't tend to be as clear as they are for mariners. Save for a few top executives, other employees may fall within the same general level in terms of their authority.

On a vessel, however, the hierarchy is undeniable. Each mariner must know how to properly take orders from above and exercise authority over lower ranks. With such a clear ranking system, it's easy to see how the majority of mariners must exercise some form of leadership to be effective in their current role. There is a popular saying, "In a disciplined organisation, a senior must always remember that he is a senior and junior must never forget that he is a junior".

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As mariners gain more years of experience and additional training, they may be able to advance in their careers, but to be ready to take on new roles, they must sharpen their leadership skills in addition to their technical skills. If you can demonstrate that you have the proper experience, training and leadership abilities, you'll have no trouble rising up the ranks.

Source - mitags

4.5 Rules of Effective Leadership

Source-Defining leadership code, Harvard business press

4.5.1 The 6 W and H formula

The seven key questions any journalist asks to uncover the full story have been uncovered by various sources over the last few decades: who, where, when, why, how and for whom? We will now understand the concept works and how it applies to be a good leader in the marine field.

- **Physical trait:** Who is a leader? Remember the gladiator days, when all leaders were meant to be tall and authoritative, with a firm handshake and a steady gaze. Leadership theorists sought a core set of leadership traits according to height, gender, heritage, and speaking style-to no avail. Successful leaders could have a variety of backgrounds as well as physical and personality traits.
- **Style:** How do you behave as a leader? "Take care" or "take charge"? Leadership theorists sought to characterize a leader by style, often a trade-off between people and tasks. Generally, leaders exhibited a preferred style, but the best leaders could be both soft and hard, caring about people and managing tasks.
- **Situation:** When and where do you focus on the person or the task? At this stage, the answer to the leadership question is: "It depends." Leadership theorists realized that the appropriate leadership style depended on understanding the particulars of the situation.
- **Competencies:** What exactly do leaders know and do? Leadership theorists attempted to identify the core competencies, or knowledge, skills, and values of successful leaders.' Competencies were identified by what leaders said and did and were often tailored to not only the situation but to the business strategy. The world is awash in competency models.
- **Results:** Why does leadership matter? More recently, the focus has shifted to the truth that without results, competencies don't matter. Leadership is about getting the right results in the right way. Leaders who can achieve a balanced scorecard of employee, customer, investor, and organization results will more likely succeed.

4.6 The Leadership Code

The diagram illustrates the five roles of HRM, centered around 'Personal proficiency'.

- Human capital developer** (Top Left): Rule 4: Build the next generation
- Strategist** (Top Right): Rule 1: Shape the future
- Talent manager** (Bottom Left): Rule 3: Engage today's talent
- Executor** (Bottom Right): Rule 2: Make things happen
- Personal proficiency** (Center): Rule 5: Invest in yourself

The diagram is divided into four quadrants by a vertical line labeled 'Long-term strategic' at the top and 'Near-term operational' at the bottom, and a horizontal line labeled 'Individual' on the left and 'Organization' on the right.

Image Courtesy - Defining Leadership Code, Harvard Business Press

Deliberate leaders answer the question “Where are we going?” and mull over multiple time frames. They institute a great enough sense of urgency and remove impediments to the new vision. They anticipate the future and work with others to determine how to advance from the present to the desired future. Shape the future.

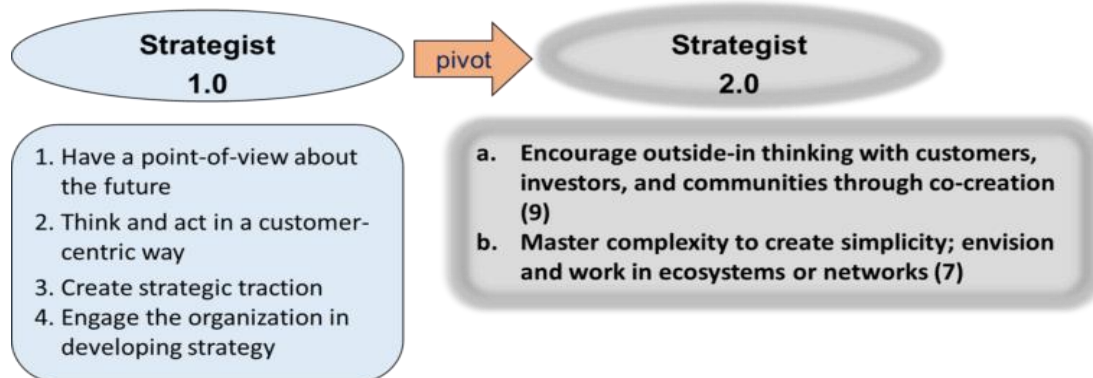


Figure 4.5

Rule 2: Be an Executor

The “executor” aspect of leadership focuses on the question, “How will we make sure we get to where we are going?” Effective leaders understand how to make change happen, assign accountability, assess plans, coordinate efforts, and share information that should be incorporated into strategies. Make things happen.

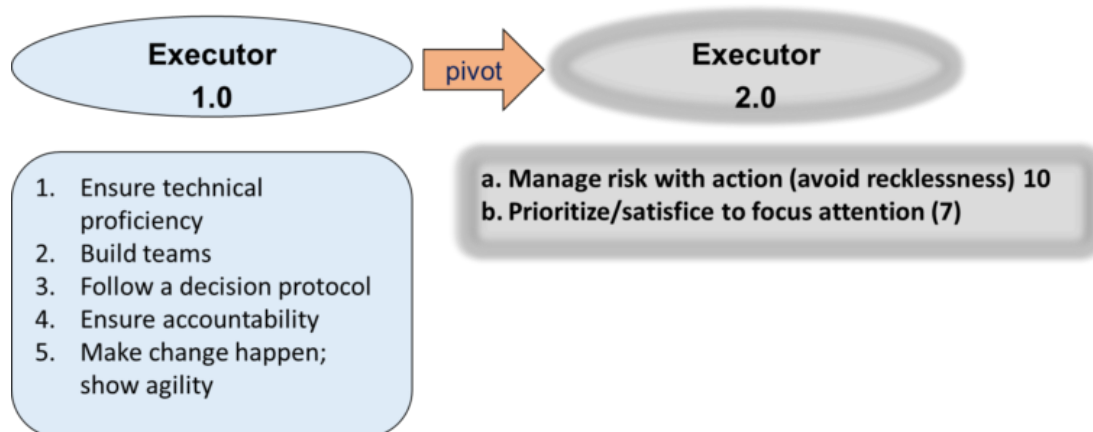


Figure 4.6

Rule 3: Be a Talent Manager

Leaders who engage talent now answer the question, “Who goes with us on our business journey?” They select the right people for the right job and ensure that people have the right tools and autonomy to succeed. Leaders foster an inviting organization, create a high level of performance and passion, and continuously monitor problems that need to be fixed. Engage today’s talent.

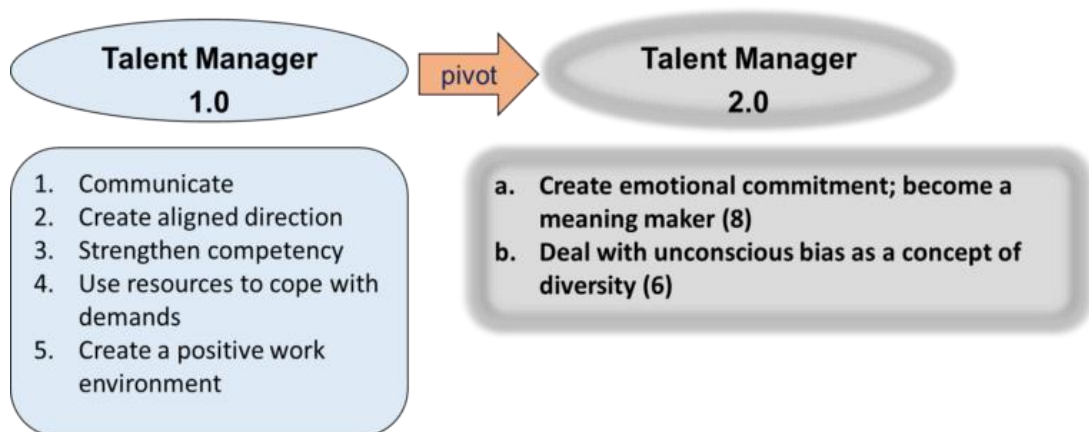


Figure 4.7

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Rule 4: Be a Human Capital Developer

Leaders who are talent developers answer the question, “Who stays and sustains the organization for the next generation?” Leaders take the time to become aware of how future trends could affect their organizations. They position their teams to win by bearing in mind the longer-term competencies required for future strategic success. Build the next generation.

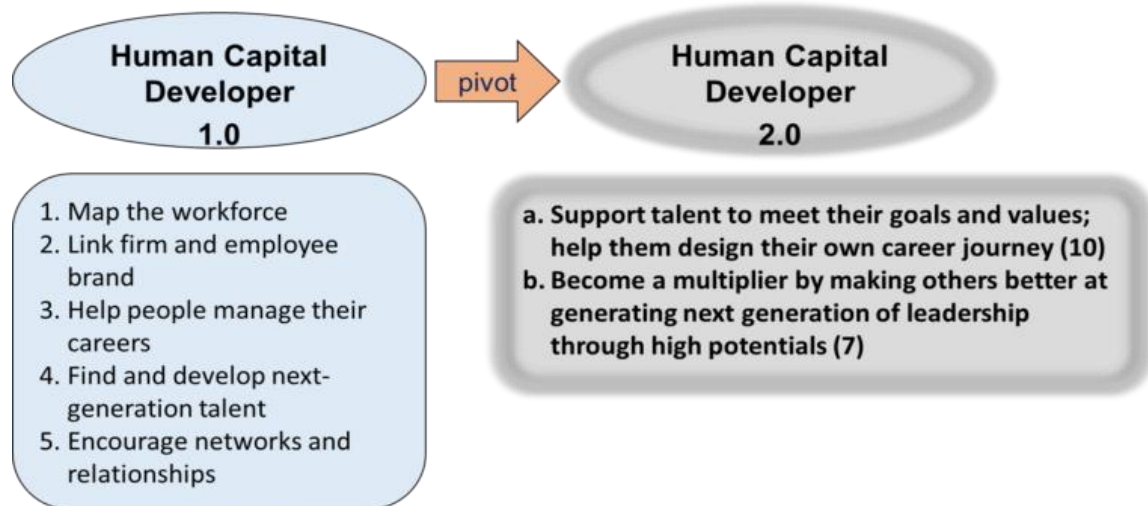


Figure 4.8

Rule 5: Be Proficient

Leadership demands are more daunting than ever, and the pressure to perform is relentless. Create regular timeouts to review where you invest your time and energy to ensure that you remain capable of self-managing your personal strengths and weaknesses and generating new behaviours to deal with new challenges. Invest in yourself.

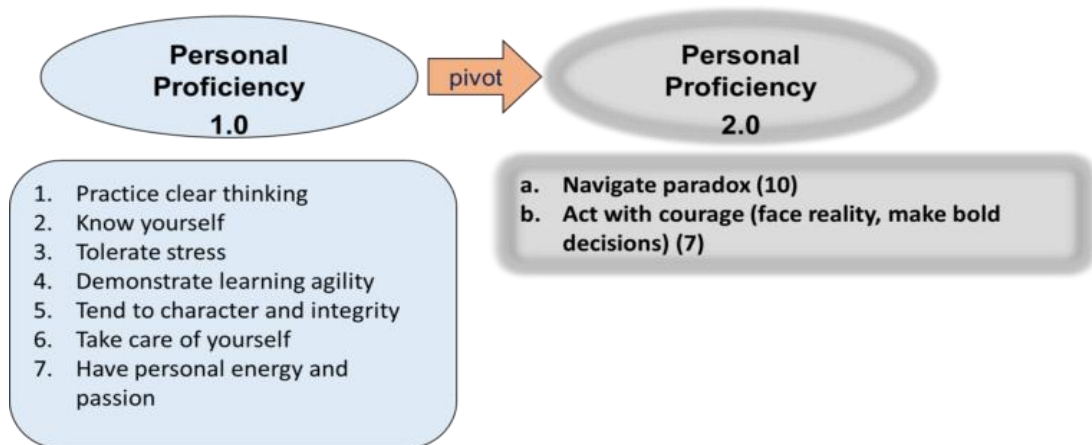


Figure 4.9

Images courtesy: hrdconnect

4.7 Implications of the Leadership Code 2.0

Now we are confident that what it takes to be an effective leader needs to pivot and evolve. We are not certain that we have perfectly defined the emerging leadership requirements, but we believe the evolving competencies in each of the five domains are at least part of today's leadership success. We suggest the following actions in responding to this research.

Application 1: Make Personal Leadership Improvements

Ultimately, each individual leader is accountable for his or her improvement. Using the competencies in the Leadership Code 2.0, each leader can create a personal improvement plan. Which of the five code domains is a strength or weakness for you? What can you do to improve in each of the code domains?

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Application 2: Update your organization's leadership model

We have found that over 90 percent of companies already have a leadership competency model. It is helpful to update the specific competencies from the Leadership Code into your organization's model.

Application 3: Develop leaders by coaching

In coaching other leaders, it is important to help them recognize their personal strengths and areas to improve based on the Leadership Code 2.0.

Application 4: Build leadership capability throughout your organization

We have identified that these Leadership Code 2.0 competencies are a foundation for enacting leadership capability.

The rules are simple, but they aren't easy. They are sensible and practicable. They're what you can focus your effort on for maximum return.

4.8 Leadership Styles

There are many different styles of leadership that can be effective in achieving goals and motivating team members. Here are some common effective leadership styles:

1. Democratic Leadership

A democratic leadership style (also known as a participative leadership style) involves the leader soliciting input from each of the team members, considering each person's opinion before settling on a final decision. This leadership style engages each person in the decision-making process, which can boost group morale, job satisfaction, and engagement.

2. Autocratic Leadership

In an autocratic leadership style, the leader makes decisions unilaterally, without consulting any of the other group members. Known also as an authoritarian style of leadership, the autocratic style can be helpful when quick decisions must be made.

3. Laissez-Faire Leadership

The laissez-faire leadership style is a "hands-off" approach to leadership, which involves the manager delegating responsibility and decision-making to team members with minimal interference and supervision. This leadership model can encourage innovation by empowering self-motivated employees to engage with their own passions and interests.

4. Transactional Leadership

A transactional leadership approach involves offering incentives for effective performance and penalties or disciplinary action for poor performance. A transactional management style can be a particularly strategic leadership approach when you want to achieve specific performance-related benchmarks.

5. Charismatic Leadership

Charismatic leaders rely on charm and personality to communicate goals and encourage performance. These leaders are particularly adept at inspiring team members to accomplish a shared objective, often through a rallying speech or their infectious enthusiasm.

6. Transformational Leadership

The transformational leadership style is defined by the leader's desire to improve upon or "transform" the business or company they work for. Great leaders who employ the transformational style seek to empower their team members in order to streamline or upgrade company conventions. This approach privileges organizational growth above all else, and transformational leadership types often spend a lot of time focusing on "big picture" goals rather than the minutiae of management.

7. Servant Leadership

Servant leaders place the satisfaction of their employees above all else. They believe that the professional and personal fulfilment of their team members will result in a higher quality of work, and servant leaders place the needs of others above their own.

8. Bureaucratic Leadership

A bureaucratic leader is a "by the books" leader. They adhere strictly to company policy and tradition, and set clearly-defined expectations for their team members to follow. This is a stable, systematized approach to leadership that can be an effective style in highly regulated departments.

4.9 Findings and Analysis

The seafarers were questioned and the replies and interviews were analysed. The online forms were automatically compiled to pie-charts and graphs. The data was also converted to spreadsheets for easier analysis. A detailed analysis of the responses is presented below.

This is a total of 90 valid responses were received from seafarers and trainee seafarers from different regions across the globe as categorised in the Manpower Report. The number of responses from different regions.

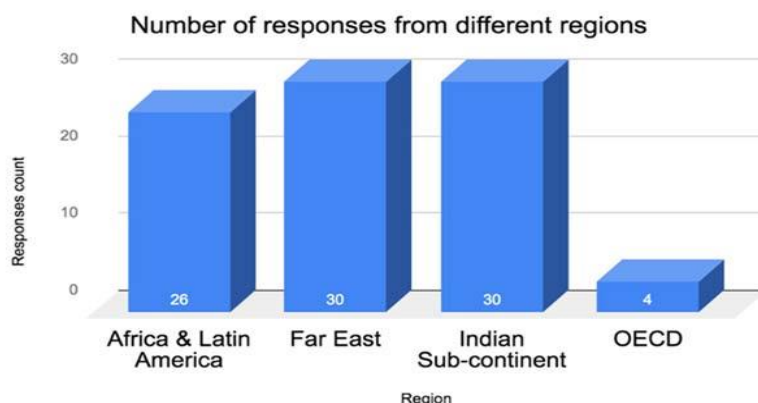


Figure 4.10 - Responses Count from Different Regions

A total of 60 responses were obtained from the Far East and Indian sub-continent regions, followed by 26 responses from the Africa / Latin America region. However, only 4 responses were obtained from the OECD region and no responses were obtained from the East European region. Given that there were only 4 responses from the OECD region (no external validity of the study to that population), an in-depth analysis was done only for the responses from the Africa/Latin American, Far East, and Indian sub-continent regions.

One interviewee each from African and Latin American region, Far East region and Indian sub-continent region participated in the semi-structured interviews. All the three interviewees have a seafaring background and are teaching at METIs in their respective regions.

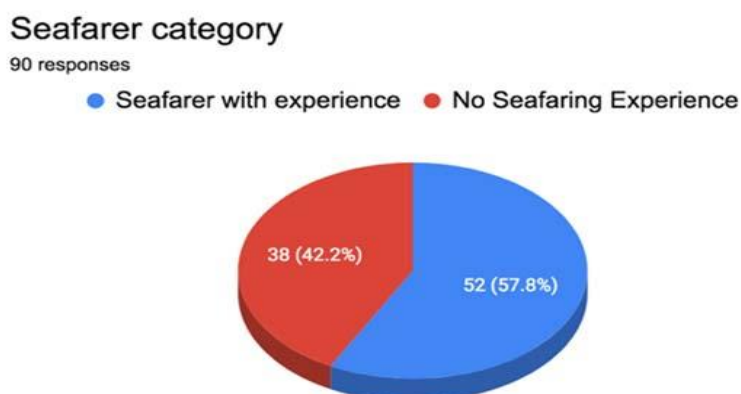


Figure 4.11 - Category of Seafarers

From the previous figure, it is indicated that 57.8% of the respondents have seagoing experience. The seagoing experience of the seafarers across various regions is indicated in Figure 12

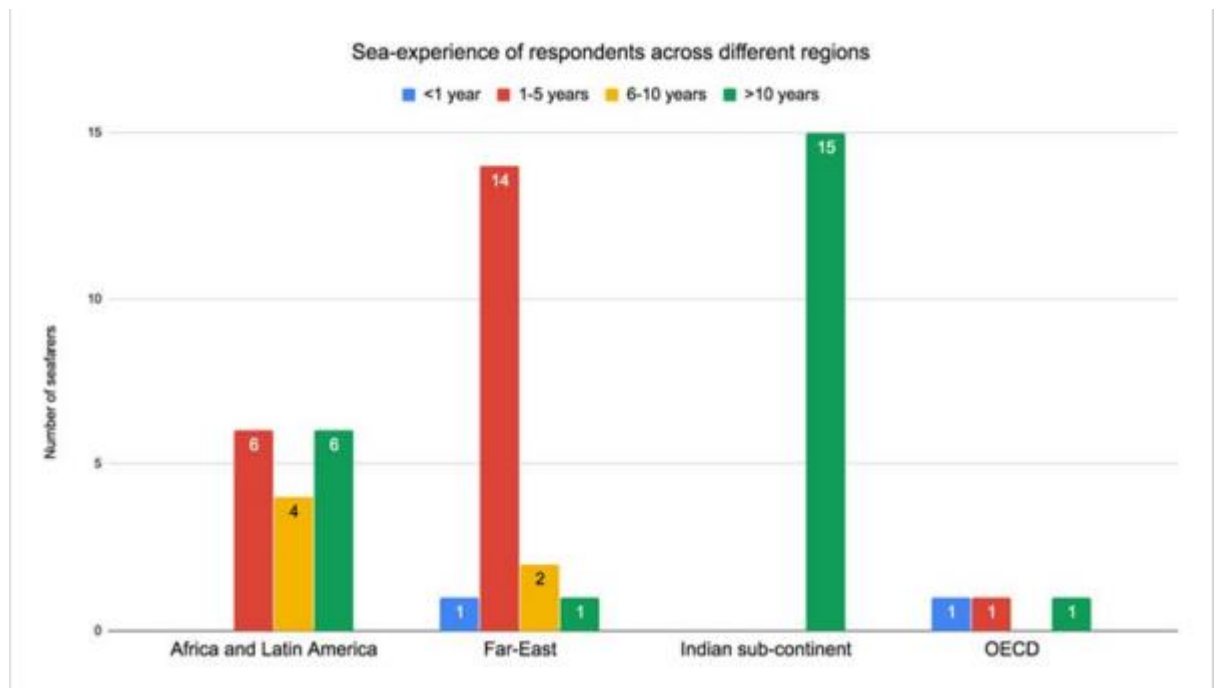


Figure 4.12 - Sea-experience of Respondents Across Different Regions

In the questionnaire, various questions based on the perceptions of leadership and teamwork skills, and the training at METIs were posed. First, the respondents had to choose the leadership style they thought was ideal for operations on board a vessel.

The responses for the regions Africa and Latin America, Far-East and Indian subcontinents are indicated in the latter, Figure 12.

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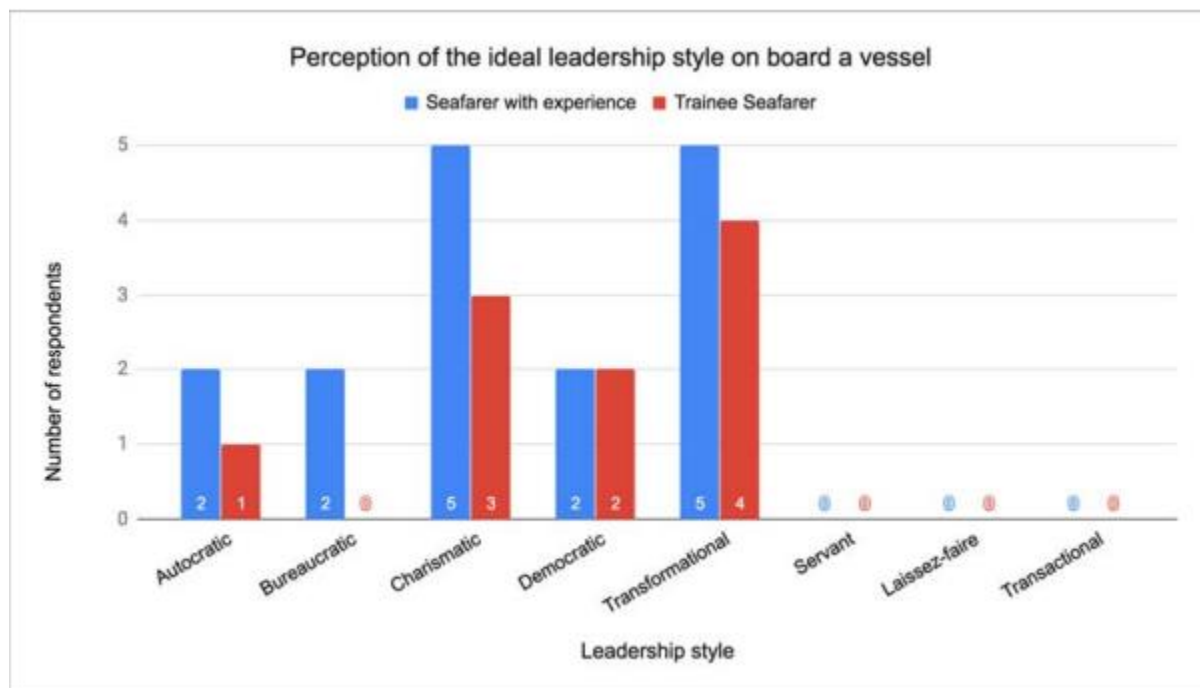


Figure 4.13 - Ideal Leadership Style for The Africa and Latin America Region

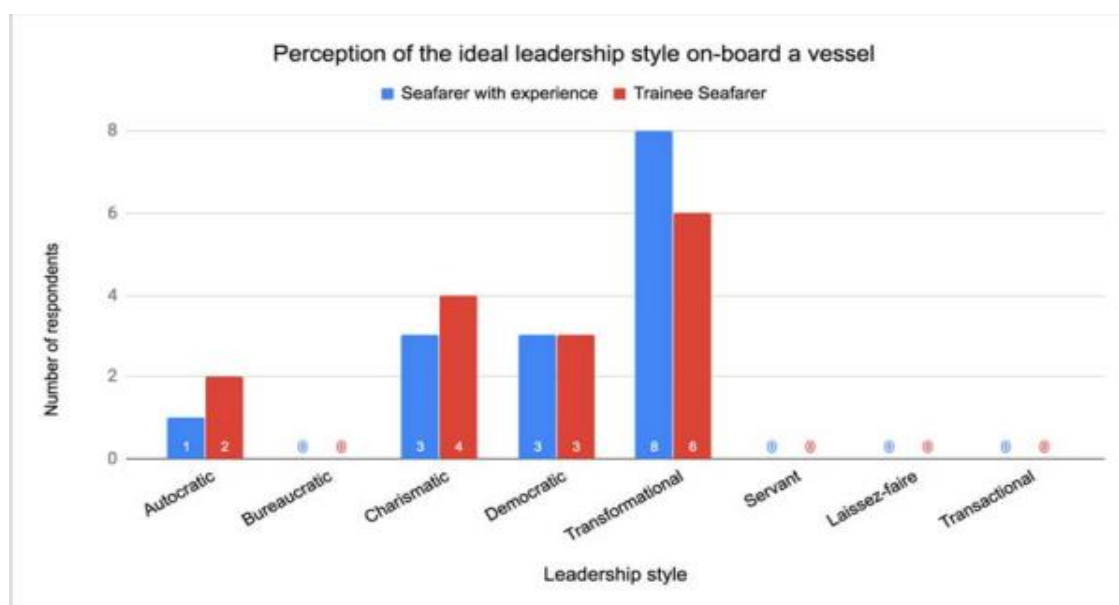


Figure 4.14 - Ideal leadership style for the Indian Sub-Continent Region

Leadership and Teamwork

From the above data, it can be observed that 90.9% of the experienced seafarers and 70% of the trainee seafarers in the Africa and Latin America regions perceive TfL and CL styles to be the ideal leadership styles on board a vessel. In the Far-East region, 61.1% of the experienced seafarers perceive DL to be the ideal leadership style whereas 66.6% of the trainee seafarers perceive TfL and CL as ideal leadership styles.

In the Indian subcontinent region, 53.3% of the experienced seafarers, and 40% of the trainee seafarers perceive TfL as an ideal leadership style on board a vessel. The three regions- Africa and Latin America, Far-East and Indian sub-continent account for 72% of global seafarer supply (BIMCO & ICS, 2015). From the above data, it can be observed that a huge number of the trainee seafarers from the 3 regions perceive TfL to be the ideal leadership style, followed by CL. As discussed in chapter 2, TfL style also has elements of charisma in it. It was opined in Chapter 2 that LfL, SL and TxL are not preferred styles in a high-risk environment like maritime operations.

The data presented above suggest that – in agreement with this opinion - these leadership styles are also not perceived by the respondents to be ideal for onboard ship operations. The respondents were presented with various leadership and teamwork characteristics; their responses to the questions would indicate how they perceive teamwork and leadership.

Next two figures show their aggregate responses to leadership and teamwork characteristics respectively.

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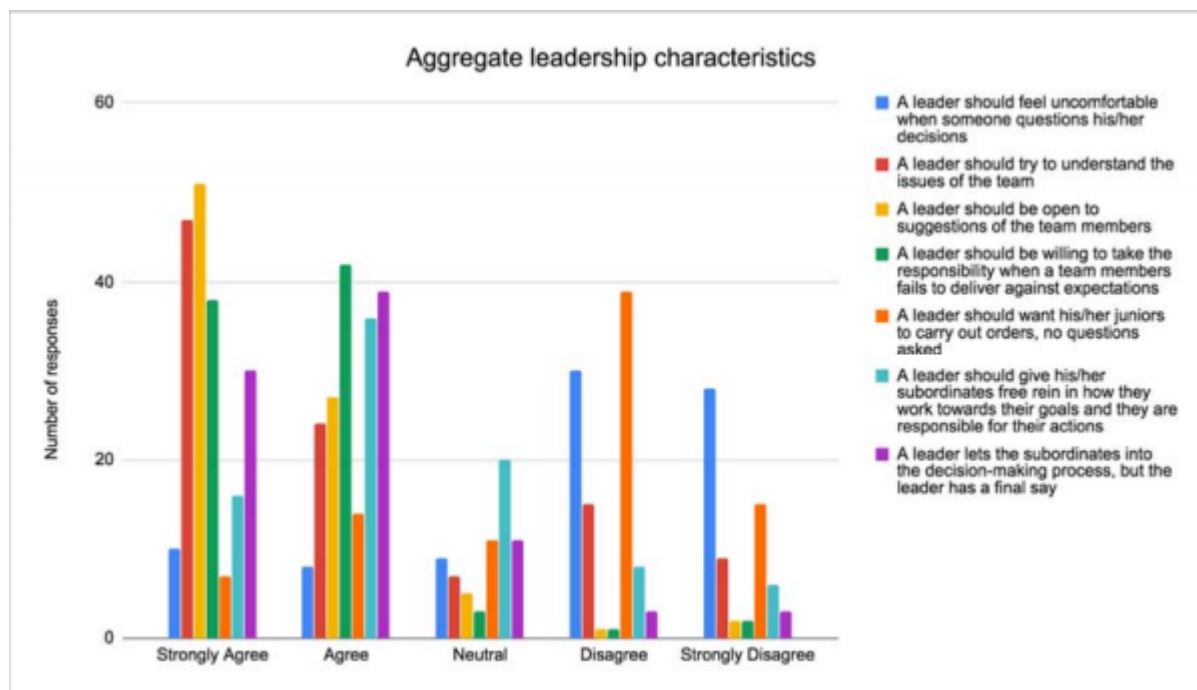


Figure 4.15 - Leadership Characteristics Across the Regions

Figure 15 is an indication of the respondents' perceptions to various characteristics of a leader. 59.3% of the trainee and experienced seafarers strongly agree that a leader should be open-minded about receiving suggestions from the team members. 54.65% of the respondents also strongly believe that a leader should understand the issues of the team.

Also, 45.3% of the respondents disagree with the comment of a leader wanting his/her team members to carry out the tasks without any questions whereas 34.8% of the respondents disagree that a leader should feel uncomfortable when their decisions are questioned.

From the above figure, it is reflected that a majority of trainee and experienced seafarers across various regions perceive leadership styles like TfL, CL, and DL to be more desirable whereas leadership styles like AL is seen as a negative leadership style.

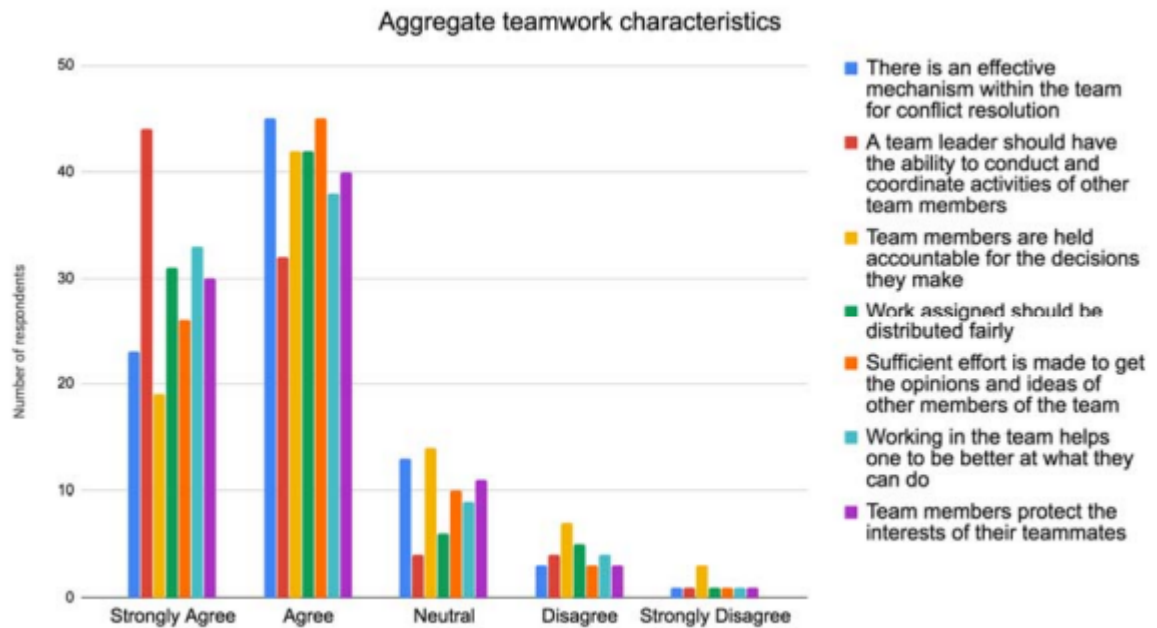


Figure 4.16 - Teamwork Characteristics Across the Regions

The perspectives of trainee and experienced seafarers towards teamwork characteristics are indicated in Figure 16. 51.16% of the respondents strongly agree that a team leader should be able to conduct and coordinate activities of the team members, which is a core element of teamwork as discussed. 52.32% of the respondents agree with the statement of having an effective mechanism for conflict resolution within a team, which is a sign of teamwork.

A similar percentage of respondents also agree that all the team members have the freedom to give ideas within a team. 48.8% of the respondents agree that team members are held accountable for their decisions whereas 8.1% of the respondents disagree and 3.4% of the respondents strongly disagree to that statement.

A comparative analysis of teamwork and leadership characteristics between trainee seafarers and seafarers with SE was done to understand the generational shift in the perceptions towards teamwork and leadership skills.

No significant difference appears between the perception of younger respondents (with no SE) and older experienced respondents in the perceptions of teamwork and leadership training.

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4.10 Participation-Based Model of Ship Crew Management

4.10.1 Introduction

The pyramidal structure with the master on top can be clearly noticed when analysing the ship organization throughout history. The master's power throughout history is still present in the title of the "master" which is still used as the official name for this position on board the ship.

However, contemporary trends in the development of technological systems of ships require new organizational working frames of the crew. Traditional working hierarchy and management have been converted into new working and communicational relations based on the teamwork and synergy of all the crew members. The master's role now has become more and more indirect whereas some of their traditional duties have been redirected to the shipping companies on shore.

Authoritarian hierarchy has lost its vertical component and has become a horizontal one based on consultations and coordination within teamwork.

The officers and crew members have to change the existing traditional relations onboard the ship in order to optimize the organization of the work through team work. Through increased initiative they have to express the possible disagreement with the master's decision. Precisely the change of communicational relations and the acceptance of the master as a team leader who coordinates and maximizes crew resources are the conditions of effective application of the "leader participation" model.

4.10.2 Team Organization

Team organization enables a level of decentralization of non-flexible organizations as such. Even though thorough elimination of the hierarchy on board ship is not possible, it is essential to include elements of the team organization in the existing hierarchical structure on board the ship.

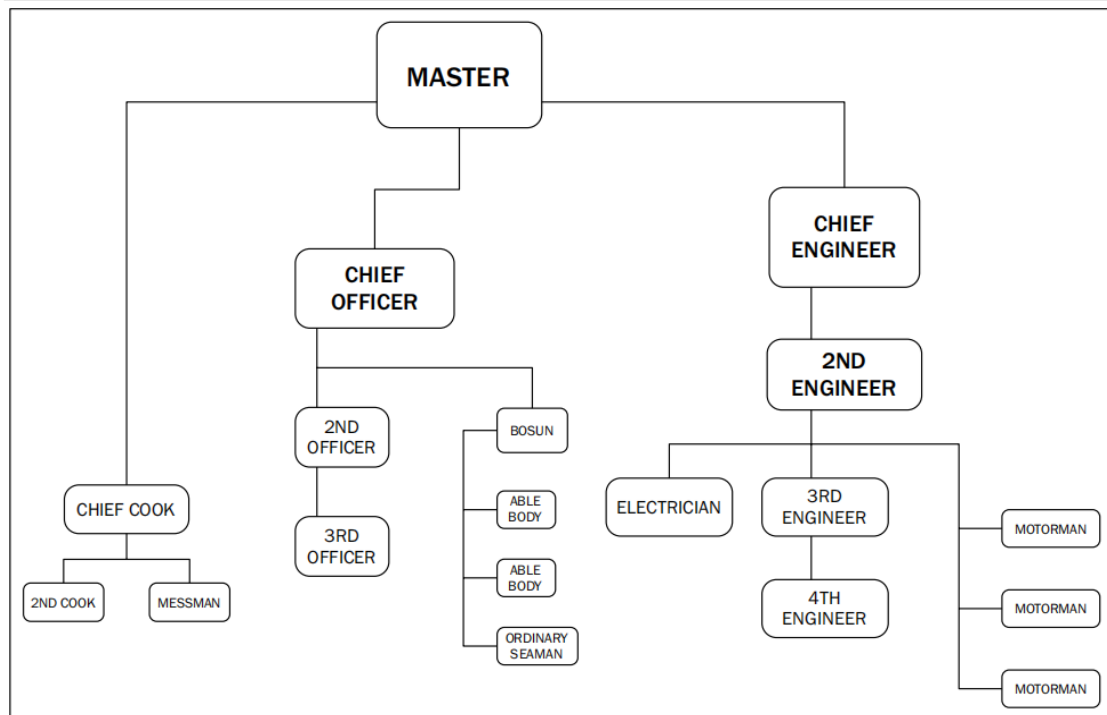


Figure 4.17- Ship's Crew Organisation

The team brings dynamics and team organization eliminates rigidity of the classical organizations. The elements of the team organization should eliminate communication barriers, whereas members of the team should be more competent and more prepared for changes and actions under standard and emergency circumstances.

In order to achieve the maximum of expectations, a team needs a period of time to adjust itself. A highly efficient team needs three to five years to adjust itself. However, when taking into consideration a specific working environment, a ship team needs less time to adjust. Team organization on board the ship can be noticed in the division of working tasks when deck or engine-room crew solve tasks as a team, which has clear goals and precise duties.

The ship's master manages the officers as a team (within a team organization) and faces consequences for their work. At the same time, he enables the optimal control of a situation and of all the conditions during the navigation and ship exploitation. Thus, teamwork and the role of the master as a formal and true leader of a team are mutually conditioned. Even though the master's formal leadership is clear by the law, his real component as a leader is far more important for the team.

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In order to achieve more efficient realization and decision-making within a team it is necessary to apply a certain style of management. When taking into consideration a demanding communication whose realization is the basis of teamwork, the style of management is crucial for the efficient use of communication postulates. Although the formal leadership of a master is defined by his role itself, the only way to get and keep the authority as a team leader is through his knowledge, experience and capability in managing the vessel.

4.10.3 Ship Organizations by Introducing Teamwork

Organization of ship's crew based on teamwork ensures the efficiency of the crew, thus significantly reducing the possibility of the conditions for the development of emergency situations. In order for this organizational model to function it is necessary to develop teamwork in everyday practice. It is a process that requires the change of certain acquired habits of seafarers and the introduction of young officers in the ship organization so as to fit the principles of teamwork.

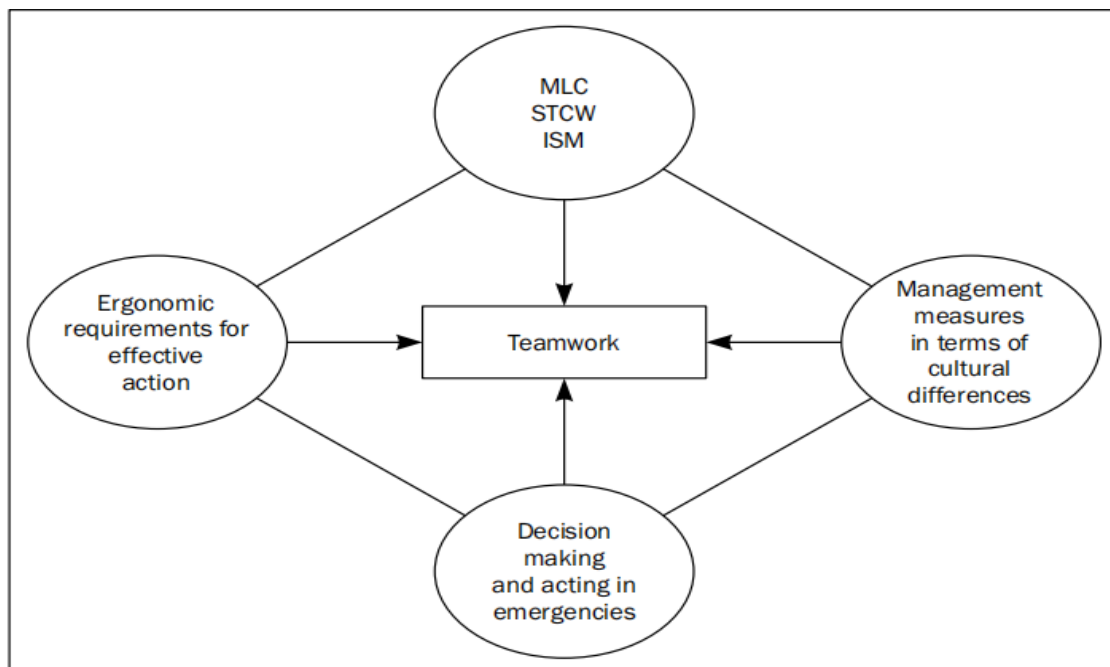


Figure 4.18 - Optimal Organizational Model of Ship's Crew Management

In a system like this, positive motivation of team members, in this case, officers and crew on board the ship, is an important factor. The level of motivation of team members can be a key factor to success and effectiveness of the team.

Teamwork assumes that individual skills in every team have to be recognized as well as weaknesses and areas of excellence of every member of the team. Thus, the organization and task planning can take advantage of their full potential.

In order to obtain optimum possibilities in managing the vessel, the following conditions must be met: (*Figure 18*)

- Standards of Maritime Labour Convention, 2006 (MLC), the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW) and the International Safety Management Code (ISM) which define professional qualifications, authority, standard operational procedures, communication, owner's liability based on safety of the ship and duties on board the ship;
- Procedures and management measures in terms of cultural differences;
- Decision-making and acting in emergencies which imply organizational, communication and psychological measures and procedures for acting in emergencies;
- Ergonomic requirements for effective actions which define relationships between machines and team members who use them.

All the relevant factors that form the functional organization of teamwork are contained within these four components that enable effective prediction and prevention of possible emergency situations, and in the case of their occurrence, the optimal operation of the ship and return to the normal situation.

4.10.4 Participative Leadership Model

Participative leadership behaviour assumes the application of style in which the leader consults his subordinates and uses their suggestions before making a decision. "Leader-participation" model provides more alternatives in the direction of selecting an effective management style of the master or team leader. In fact, the advantage of this model is reflected in the possibility of defining certain behaviours of a ship's master or a team leader in relation to the variety of circumstances.

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Furthermore, the model suggests a way to analyze the problem by using eight contingency questions, on the basis of which the master can predict the most desirable behaviour when making a decision. In this sense, the model defines five possible behaviours in relation to various circumstances:

- AI – You solve the problem on your own or you make a decision by using all the information available at some point.
- AII – You receive all the necessary information from your subordinate employees and then you decide for yourself how to solve the problem. You may or may not tell your subordinates about the problem when asking for the information. The role played by your subordinates in decision-making is clear: to provide all the necessary information, rather than to initiate or evaluate the alternative solutions.
- CI – You share your problem with the appropriate subordinate employees separately by asking for their ideas and suggestions without bringing them together as a group. Then you make a decision that may or may not reflect the influence of your subordinate employees.
- CII – You share your problem with your subordinate employees as a group, searching for their ideas and suggestions within the group. Then you make a decision that may or may not reflect their influence.
- GII – You share your problem with your subordinate employees as a group. Then you initiate and evaluate alternatives together trying to reach a consensus about a decision.

The leader can choose one of five models of behaviour when making a decision by answering, positively or negatively, the following questions:

- A – If a decision is accepted, is it important to know which course of action is applied?
- B – Do I have enough information to make a high-quality decision?
- C – Do the subordinate employees have enough background information to make a high-quality decision?
- D – Do I know exactly which information I need, where and how to collect it?
- E – Is accepting a decision by subordinate employees crucial for effective task realization?
- F – If I have to make a decision on my own, will it be accepted by my subordinate employees?
- G – Can the subordinate employees be entrusted with giving the basis for the solution of the organizational issues?

H – Is the conflict between the subordinate employees, regarding the most desirable solution, possible?

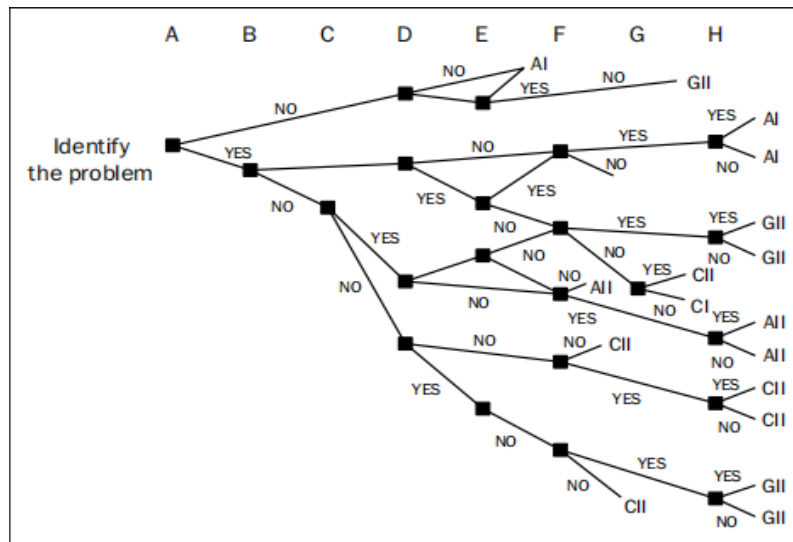


Figure 4.19 - Leadership Participation Model

The model below is suitable for use both in everyday and in ordinary circumstances as well as in emergency situations and a variety of emergency situations, provided that the team has reached maturity in cooperation and communication. The model gives the possibility of transition from one management style to another, e.g., from autocratic to participative, depending on the circumstances. Three situations in which the lack of coordination and cooperation between team members led to maritime accidents will be studied further below by using the algorithmic “leader-participation” model.

4.11 The Human Element in Shipping

4.11.1 Introduction

In the maritime context, the term *human element* embraces anything that influences the interaction between a human and any other *human* or *system* or *machine* aboard ship. The *human element* has been with us since time immemorial. It is the *humans*, *systems* and *machines* that have changed, not only through the increase in technology, but also because of the need for operators to maintain the competitive edge by reducing running costs, which has resulted in a reduction in manning scales and the employment of multinational, multicultural and multilingual crews.

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There is no such thing as ‘the perfect ship’, because the end product is inevitably a compromise between what is needed to satisfy the regulations, what is absolutely necessary to fulfil the operational role, and what is affordable.

4.11.2 The Importance of People

People are important and ships need good, qualified, and motivated seafarers to operate well. They need to be provided with the proper tools and be adequately trained to be able to conduct their business in a safe and efficient manner. Hitherto, little emphasis has been placed on honing the personal attributes of the seafarer, yet the quality of the end product depends not only on the standard of education and training provided, but also on the basic human needs of the Mind, the Body and the Spirit. The term ‘Garbage In, Garbage Out’ (GIGO) is one of the great proverbs of the computer age, which says that if invalid, inaccurate or inappropriate data is entered into a system, the resulting output will be invalid, inaccurate or inappropriate. In other words, the quality of the output is directly dependent on the quality of the input. In terms of the Mind, the Body and the Spirit, therefore, the personal output of the mariner is dependent on 7 needs

4.11.2.1 Competence

The seafarer’s level of competence will depend not only on good and effective education and training and realistic competencies, but also on aptitude – the ability to absorb knowledge and to understand the subject – and on his own skill and proficiency.

4.11.2.2 Attitude

The seafarer’s attitude towards education and training will be driven by his mental ability, intelligence, personality, character and sensitivity. Self-awareness and self-evaluation are the key drivers.

4.11.2.3 Motivation

Motivation is driven by good communication, direction, teamwork, empowerment and character building in order to provide the seafarer with a sense of leadership, interoperability and adaptability.

4.11.2.4 Happy and Healthy Lifestyle

A happy and healthy lifestyle through the encouragement of a balanced diet, good hygiene, exercise, rest and recreation, together with acceptable standards of habitability and regular medical screening, including drug and alcohol testing, will ensure that the seafarer has the energy, physical fitness, physical strength, stamina and a sense of wellbeing to enable him to do the job.

• Safe and Secure Working Environment

Good ergonomics, safe working practices, the provision of protective equipment, together with proper physical security will lead to an improved safety culture and greater security awareness.

• Self-actualisation

Personal ethics, conscience, cultural integration and leadership, together with proper supervision and adequate remuneration can generate a sense of pride and purpose, identity, conviction, trust, expectation, realisation, belonging, loyalty, esteem, fellowship and personal security.

• Moral Values

Moral values are equally important; an awareness of the various religious beliefs, together with one's personal faith and self-discipline are drivers towards cultural awareness.

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Figure 4.20 - The 7 Needs of The Mariner

Some of these attributes can be taught, and some are developed through self-education, while others fall to the shipowner or ship manager who has a duty to provide a safe and secure working environment, decent working and living conditions and fair terms of employment. Some employers, however, show little interest in the health, safety, wellbeing, training and motivation of their people such that they are prepared to employ poor quality and under qualified seafarers. Sadly, there are some administrations, owners, ship managers and crewing agencies whose compliance with such conventions as STCW, and the ISM Code, aspires only to the acceptable, particularly in respect of crew working and living conditions, safety of life at sea and accident prevention. But, in fairness there are many owners, ship managers and crewing agencies that do invest in training beyond minimum mandatory international standards.

4.11.3 The Human Influence

It is often stated that around 80% of all accidents at sea are attributable to *human error* (or more correctly *operator error*) while the remaining 20% may result from hull or equipment failure due to unrecognised faults or lack of expert maintenance. The causes of maritime incidents can be linked to a number of contributory factors:

- Poor ship or system design;
- Equipment failure through poor maintenance;
- Fatigue;
- Ineffective communication;
- Lack of attention to rules, regulations and procedures;
- Inadequate training in the operation of equipment;
- Unawareness of the vulnerabilities of electronic systems;
- Complacency.

Crew competence does not feature in this list; indeed, rarely does an accident investigation report cite *crew incompetence* as a cause. More to the point, every one of these causes can be linked to inadequacies or failings in the education and/or training not only of the seafarer, but also on the part of the various stakeholders involved in the maritime sector. Figure 21 tells the story of the life of a modern ship in terms of the human element; it identifies the various responsible stakeholders and their linkage, at each stage of the lifecycle from conception to disposal.

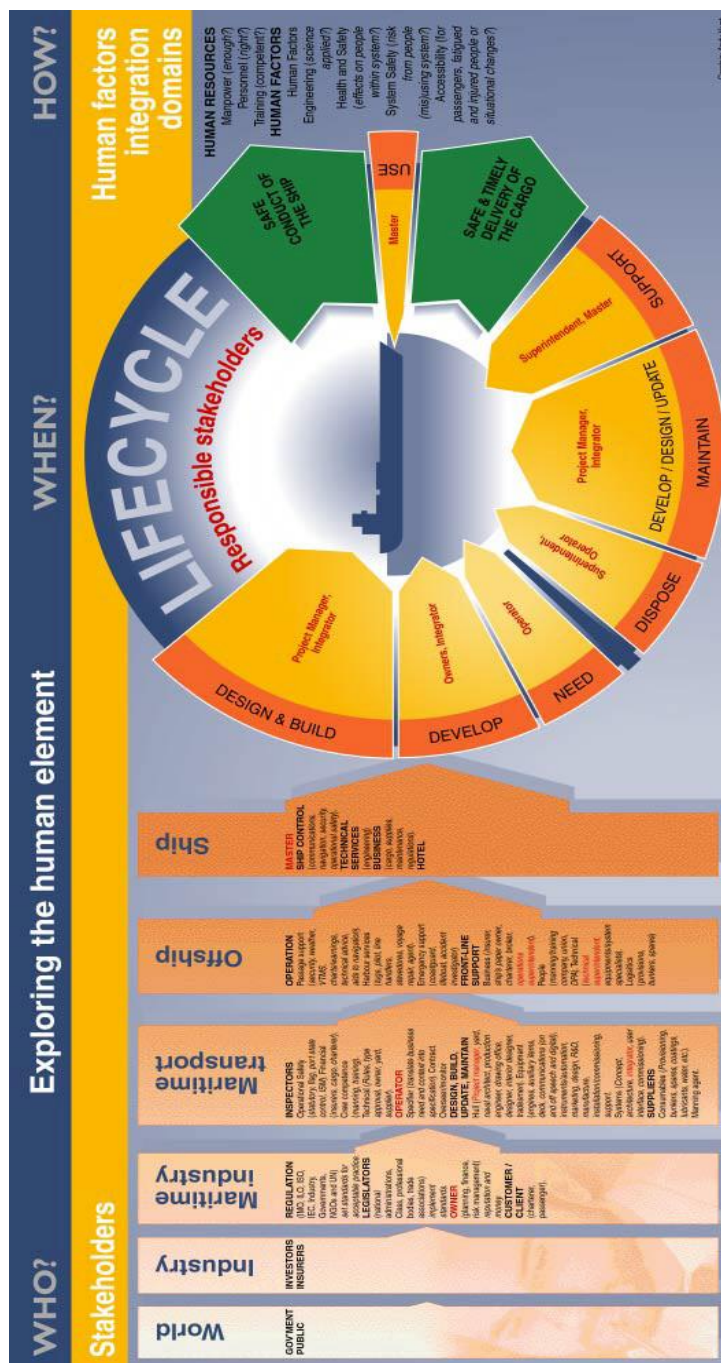


Figure 4.21 - Exploring the Human Element

While every one of these stakeholders has an influence on the human-system integration on the ship, the degree of influence can be more, or less, direct. For example, someone on a ship who does not take account of health and safety issues will have a very direct influence on the operation of that particular ship, whereas a Government, which takes an interest in the health and safety of seafarers generally, could have a small but significant effect on all seafarers sailing under that country's flag.

4.11.4 Human Factors

Human Factors, or *The Human Factor*, are terms that are often misinterpreted and are used as covers for the human element or even human error. Human Factors are defined as *the body of scientific knowledge relating about people and how they interact with their environment, especially when working*.

Applying human factors to the design and operation of a ship or its systems means taking account of human capabilities, skills, limitations and needs. Human Factors should not be confused with the term Human Resources, which is a closely related activity that addresses the supply of suitably qualified and experienced staff.

But when considering the operation or design of any ship and its systems both of these domains should be considered – Human Resources for the selection and preparation of staff able to do the required work and Human Factors to account for the use of people as a component of the system. Both domains contain a number of sub-domains:

4.11.4.1 Human Factors (Fitting the Job to The Person)

- Human Factors Engineering – The comprehensive integration of human characteristics into the definition, design development, and evaluation of a system to optimise Human-Machine performance under specified conditions.
- Health Hazards - The identification, assessment and the removal or reduction of short or long-term hazards to health occurring as a result of normal operation of a system.
- System Safety - The human contribution to risk when the system is functioning in a normal or abnormal manner.

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4.11.4.2 Human Resources (*Fitting the Person to The Job*)

- Manpower - the number of personnel required, and potentially available, to operate, maintain, sustain and provide training for a system.
- Personnel - The cognitive (trainability and mental aptitude) and physical (fitness levels, physical size, gender) capabilities required of a person to train for, operate, maintain and sustain a system, and to provide optimum quality and quantity of the crews to man the ship.
- Training - The instruction or the education, and on-the-job or part-task or full mission training required to provide personnel with their essential job skills, knowledge, values and attitudes.

4.11.5 Communication

In the maritime world, the ability to *communicate* at all levels by a variety of means is essential. *communication* is about the transmission of information through a common system of symbols, signs, behaviour, speech, writing, or signals – in its various forms it can be described as:

- The activity of conveying information;
- An exchange of information between parties;
- An act of sharing, and coming together.

4.11.6 Conveying Information

The ability to properly convey information by word of mouth, whether directly or indirectly (by the use of technology) is important to the safety of ships' crews, visitors and passengers. Multinational crews are a common feature aboard more than 65% of the ships of the world's merchant fleet, of which some 10% of crews are made up of five or more nationalities. The commonly used language onboard may not be the native language of the majority of the crew. This can lead to communication problems, which may be exacerbated by the unwillingness of individuals to admit their difficulty in understanding and communicating. Furthermore, misunderstandings can occur when communicating externally by use of the VHF radio, or internally through the ship's public address system, if the native language of the intended recipients is not the same as that of the person who is delivering the message.

The ergonomics of communication systems need also to be carefully considered, not least:

- The siting of VHF units on the bridge, so that they are easily accessible to the bridge team - including the pilot - without detriment to the safe navigation of the ship;
- The provision and positioning of 'talk-back' units to permit the relay of information between such stations as the bridge wings and the central control position, machinery control room/bridge, fore/aft mooring stations/bridge and cargo control room/machinery control room/bridge;
- Siting of sufficient public address loudspeakers to permit full and clear coverage throughout the ship. 10 *Transnational Seafarer Communities*, Seafarers' International Research Centre, 2001
- Adequate signage, in a language appropriate to the native languages of all onboard.

4.11.7 Information Exchange

Increasing paperwork can side-track the mariner (especially the master and the chief engineer) from his primary purpose of working the ship. '*Routine clerical or administrative work*' is one dictionary's definition, but it would seem that in the maritime world it is becoming far more than simply *routine*.

Electronic paperwork (especially e-mail correspondence) seems to have increased the burden on the ship's master. For example, the master of a 15000gt LPG tanker (managed by a very reputable company) reports that he spends on average 3 to 4 hours a day on sending and receiving information by email. He adds that on the tankers there are plenty of inspections, where the inspectors are looking for checklists. On his ship there are some checklists for assorted bridge, deck and cargo operations, which begs the question whether there is now a need for a checklist to check the checklists. On a more positive note, he suggests that the use of software programs for activities such as routine administration, recording ISM non-conformances, the management of spare parts and routine planned maintenance, can cut down the amount of paperwork, but only if it is used wisely and if proper IT training is provided. Some manufacturers' handbooks and operating procedures can be technically complicated and difficult to understand, even if they are written in the native language of the reader.

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It is therefore incumbent upon the various manufacturers to ensure that the level and amount of information provided in their handbooks is appropriate to the required technical skills of the user; and the shipowner or ship manager to ensure that such handbooks are written in the native language of the user.

4.11.8 Education and Training

Education is the gradual process of acquiring knowledge through learning and instruction. It is as much about the development of personal attributes through upbringing and observation as it is about gaining knowledge through textbooks. It is a lifelong process; we never stop learning, whether through formal education (degree courses, Continuous Professional Development, etc) or through the 'University of Life' (observation and experience).

Training is the development of skills or knowledge through instruction or practice. If correctly applied, it is a planned systematic development of the aptitude, knowledge, understanding, skill, attitude and behaviour pattern required by an individual so that he/she can adequately carry out a given task or perform in a particular job. Together, education and training are about the development and maintenance of the human component of ship systems: the mariner.

However, the education and training of designers, surveyors, trainers etc is equally important, not least knowing how to specify and deliver the human component of ship systems, and having an up-to-date knowledge of 'the ways of the sea'.

The competence of a mariner will depend not only on good and effective education and training, but also on his aptitude, knowledge and understanding of the subject, on the availability of opportunities to develop his skills and, ultimately, his experience.

The International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW) recognises the importance of establishing detailed mandatory standards of competence necessary to ensure that all mariners are properly educated and trained, adequately experienced, skilled and competent to perform their duties. However, in the way of all international Codes, the standards of competency set out in STCW are a minimum set. Furthermore, the maritime workforce is now multinational and multicultural. This may allow differing interpretations of international guidelines and inconsistent standards in training and education.

Indeed, there are still numerous reports, mainly anecdotal, of poor standards of education and training in the maritime sector. In fairness, there are owners, managers and manning agents who invest in the education and training of their mariners to beyond the minimum criteria set out within the STCW Code - but they are in the minority. Learning is important, particularly in this global maritime industry in which standards of education and training vary and where technology is revolutionising the way in which we do our business. It would appear that awareness, effective communication, common sense and basic seamanship and engineering skills are taking a back seat to increased automation and electronic decision support systems etc.

4.11.9 The Effects of Modern Technology

Modern technology has revolutionised the way in which the seafarer can conduct his business.

He can now be presented with a plethora of information, from a variety of standalone systems having differing user interfaces, with the potential for confusion and information overload, particularly if he is not properly acquainted with the operational parameters of any one of those systems.

Although in principle the more information that can be made available to the seafarer the better should be his understanding of the situation and the better informed his decision making, this is not entirely the case in practice. It is probable that technology is having an adverse effect on the way in which some seafarers conduct their business. There are various reasons for this, not least the universal problem of a generation that is being brought up to rely on technology to solve problems without having to process information for themselves.

Decisions are made using knowledge rather than information alone, and it is the management and processing of data and information, which needs to be designed and trained for. Accident investigation reports suggest that some junior bridge watchkeepers are so absorbed in technology that their awareness of the situation around them is confined to the display rather than looking out of the window.

Furthermore, there is an increasing tendency for some seafarers to become over reliant on electronic systems with scant regard for the vulnerability of those systems in terms of their accuracy, reliability, availability, and integrity.

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Although most equipment is required to be type approved to an IMO specification, there is a natural tendency for manufacturers to add their own features, in an attempt to make their equipment ‘user-friendly’ or made distinct within the market. For example, the seafarer can be faced with either joystick, trackball or menu-driven controls, depending on the equipment fit in the vessel in which he is serving. Very advanced technology and integrated systems are being put onto a ship with the risk of over-saturating the untrained mariner with information that may be replicated through different means. The different nationalities and cultures of today’s mariners (and of those of the future) dictate a need for commonality of symbols, switches and control keys, together with appropriate education in the basic principles of new technology.

Today’s seafarers need to be trained on new technology and equipment; they should not be expected to pick it up after they have joined the vessel, or to undergo familiarisation by other staff onboard, who themselves have no formal training or qualifications in the use of such equipment. In fairness, the more responsible companies do invest in the training of their key staff in the use of integrated systems, before they join a vessel that is so fitted, and then allow them some time for familiarisation onboard before they are permitted to work with those systems.

But this may be the exception rather than the rule, and the tendency for seafarers to move from one ship type to another, where each has different equipment fits, makes it impractical for them to be properly trained in the use of a variety of different manufacturers’ equipment. This makes it all the more important for manufacturers to strive towards a basic and common standard so as to allow for a generic training programme for all the different systems. This is particularly the case with Pilots, who may need to rely on these systems for critical information and who may only have minutes to familiarise themselves with the equipment.

Two years ago, The Nautical Institute held an international conference on Integrated Bridge Systems and the Human Element.

The aim of this conference was to examine how mariners use integrated bridge and navigation systems to support their tasks, and to determine best practice and learn how to improve the effectiveness of these and other systems through the processes of design, procedures for their use and training. The conference focused on the human element and looked at how mariners and pilots interact as part of the total system to achieve the safe navigation and operation of ships.

It was concluded that there is a need to raise awareness across the industry – designers, engineers, owners/managers, trainers / educators, insurers, regulators etc - of human element issues related to the use of technology and automation, particularly in regard to training. Further to the conference, a paper was submitted to the IMO's Maritime Safety Committee (MSC) articulating the training issues for seafarers resulting from the implementation of onboard technology. The paper has subsequently been adopted and issued as MSC Circular 1091 entitled *Issues to Be Considered When Introducing New Technology On Board Ship 19*, and is currently being used by such bodies as the IMO Human Element Working Group. However, it should also be essential reading for all of those who are involved in the design and operation of ships and of their systems. Training must be an integral part of the introduction of new technology and equipment and it must be defined in advance and by statute.

4.12 Conclusion

For any ship or system to operate safely and effectively, not only must it be designed to support the people who work it, without detriment to their health, safety and overall performance, but also those people must be sufficiently educated and trained to be able to operate it.

A ship is unique in that it is not only a place of work, within which there are a number of workstations, each of which may have different operational criteria, but also it is a 'home' to those who work onboard.

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It is also a floating platform which can be affected by external and internal environmental conditions such as weather, temperature, humidity, noise, vibration and ship motion (pitching, rolling and slamming), any of which can also be detrimental to the safety and performance of those who work and live onboard.

All responsible stakeholders need to work together to ensure that ultimately the master and his crew have the right tools in place, and are properly trained, to ensure the safe conduct of the ship, and the safe and timely delivery of its cargo.

Ergonomic and human factors considerations do not just start at the design stage of a ship and finish at build – they must be applied throughout its lifecycle, especially when updating its role or its manning philosophies or when retro-fitting new systems or equipment. If the seafarer is not competent, healthy, happy, well trained and motivated then the commercial efficiency of the ship will be compromised.

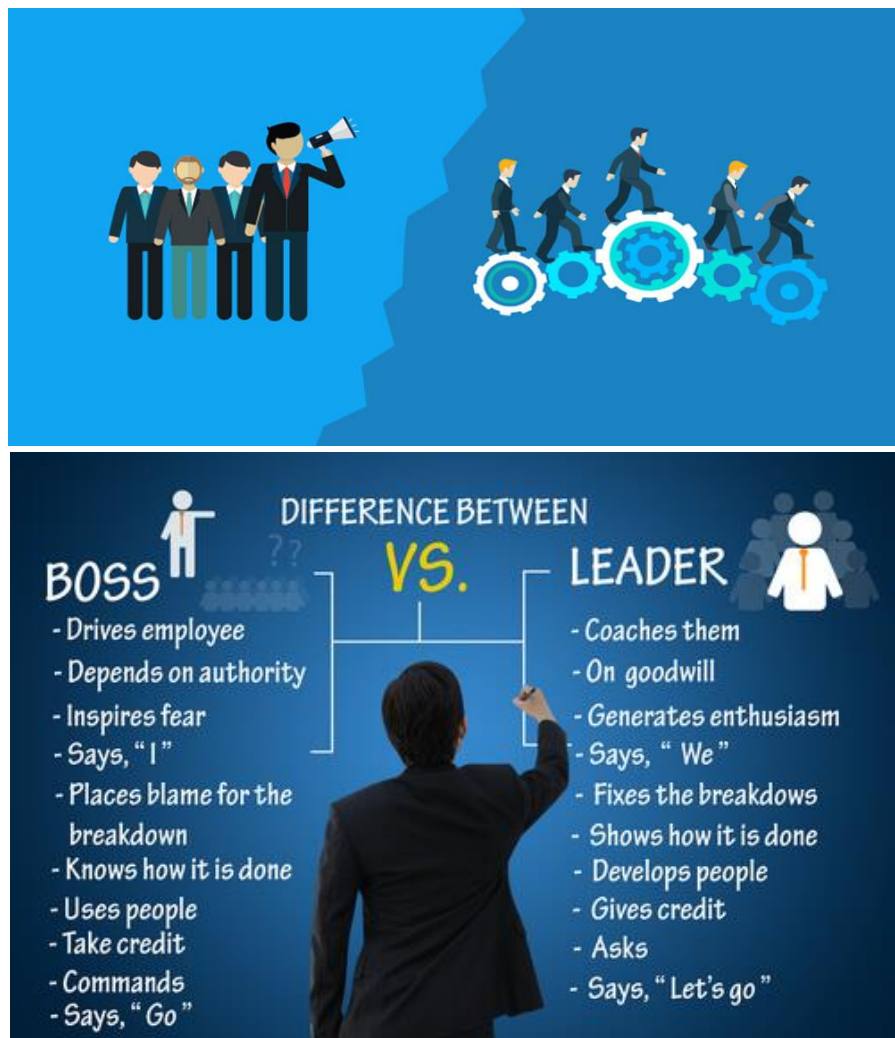
Chapter 5

Differences Between Management & Leadership

This chapter is compiled by Elstan A. Fernandez, Akash Deep Jena and Divyam Verma

5.1 Differences Between Leadership and Management

The words “leader” and “manager” are among the most commonly used words in business and are often used interchangeably. But have you ever wondered what the terms actually mean?



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Many people wonder about the differences between leadership and management. Are they mutually exclusive? Do professionals have both qualities - or do they learn one or the other over a long period of time? These questions are just the tip of the iceberg.

LEADERSHIP	MANAGEMENT
DEFINITION	
Leadership means "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members."	Management comprises directing and controlling a group of one or more people or entities for the purpose of coordinating and harmonizing that group towards accomplishing a goal.
PERSONALITY STYLES	
Are often called brilliant and mercurial, with great charisma. Yet, they are also often seen as loners and private people. They are comfortable taking risks, sometimes seemingly wild and crazy risks. Almost all leaders have high levels of imagination	Tend to be rational, under control problem solvers. They often focus on goals, structures, personnel, and availability of resources. Managers' personalities lean toward persistence, strong will, analysis, and intelligence.
ORIENTATION	
People-oriented	Task-oriented
FOCUS	
Leading people	Managing work

Differences Between Management and Leadership

OUTCOMES	
Achievements	Results
APPROACH TO TASKS	
Simply look at problems and devise new, creative solutions. Using their charisma and commitment, they excite, motivate, and focus others to solve problems and excel.	Create strategies, policies, and methods to create teams and ideas that combine to operate smoothly. They empower people by soliciting their views, values, and principles. They believe that this combination reduces inherent risk and generates success
APPROACH TO RISKS	
Risk-taking	Risk-averse
ROLE IN DECISION MAKING	
Facilitative	Involved
STYLES	
Transformational, Consultative & Participative	Dictatorial, Authoritative, Transactional, Autocratic, Consultative and Democratic
POWER THROUGH	
Charisma & Influence	Formal authority & Position
ORGANIZATION	
Leaders have followers	Manager have subordinates
Data credits: diffen.com	

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5.2 What Do Managers Do?

A manager is a member of an organization with the responsibility of carrying out the four important functions of management: planning, organizing, leading, and controlling. But are all managers leaders?

Most managers also tend to be leaders, but only IF they also adequately carry out the leadership responsibilities of management, which include communication, motivation, providing inspiration and guidance, and encouraging employees to rise to a higher level of productivity. Unfortunately, not all managers are leaders. Some managers have poor leadership qualities, and employees follow orders from their managers because they are obligated to do so—not necessarily because they are influenced or inspired by the leader.

Managerial duties are usually a formal part of a job description; subordinates follow as a result of the professional title or designation. A manager's chief focus is to meet organizational goals and objectives; they typically do not take much else into consideration. Managers are held responsible for their actions, as well as for the actions of their subordinates. With the title comes the authority and the privilege to promote, hire, fire, discipline, or reward employees based on their performance and behaviour.

5.3 What Do Leaders Do?

The primary difference between management and leadership is that leaders don't necessarily hold or occupy a management position. Simply put, a leader doesn't have to be an authority figure in the organization; a leader can be anyone.

Unlike managers, leaders are followed because of their personality, behaviour, and beliefs. A leader personally invests in tasks and projects and demonstrates a high level of passion for work. Leaders take a great deal of interest in the success of their followers, enabling them to reach their goals to satisfaction—these are not necessarily organizational goals. There isn't always tangible or formal power that a leader possesses over his followers. Temporary power is awarded to a leader and can be conditional based on the ability of the leader to continually inspire and motivate their followers.

Subordinates of a manager are required to obey orders while following is optional when it comes to leadership. Leadership works on inspiration and trust among employees; those who do wish to follow their leader may stop at any time. Generally, leaders are people who challenge the status quo. Leadership is change-savvy, visionary, agile, creative, and adaptive.

Differences Between Management and Leadership

What Are the Traits A Manager Possesses?



Below are four important traits of a manager:

1. The ability to execute a Vision

Managers build a strategic vision and break it down into a roadmap for their team to follow.

2. The Ability to Direct

Managers are responsible for day-to-day efforts while reviewing necessary resources, and anticipating needs to make changes along the way.

3. Process Management

Managers have the authority to establish work rules, processes, standards, and operating procedures.

4. People Focused

Managers are known to look after and cater to the needs of the people they are responsible for: listening to them, involving them in certain key decisions, and accommodating reasonable requests for change to contribute to increased productivity.

Chapter 5

What Are the Traits A Leader Possesses?



Below are five important traits of a leader:

1. *Vision*

A leader knows where they stand, where they want to go and tend to involve the team in charting a future path and direction.

2. *Honesty and Integrity*

Leaders have people who believe them and walk by their side down the path the leader sets.

3. *Inspiration*

Leaders are usually inspirational—and help their team understand their own roles in a bigger context.

4. *Communication Skills*

Leaders always keep their team informed about what's happening, both present and the future—along with any obstacles that stand in their way.

5. *Ability to Challenge*

Leaders are those that challenge the status quo. They have their style of doing things and problem-solving and are usually the ones who think outside the box.

Differences Between Management and Leadership

5.4 The Three Important Differences Between a Manager and A Leader

Being a manager and a leader at the same time is a viable concept. But remember, just because someone is a phenomenal leader, it does not necessarily guarantee that the person will be an exceptional manager as well, and vice versa. So, what are the standout differences between the two roles?

1. A leader invents or innovates while a manager organizes

The leader of the team comes up with new ideas and kickstarts the organization's shift or transition to a forward-thinking phase. A leader always has his or her eyes set on the horizon, developing new techniques and strategies for the organization. A leader has immense knowledge of all the current trends, advancements, and skillsets and has a clarity of purpose and vision. By contrast, a manager is someone who generally only maintains what is already established. A manager needs to watch the bottom line while controlling employees and workflow in the organization and preventing any chaos.

In his book, *The Wall Street Journal Essential Guide to Management: Lasting Lessons from the Best Leadership Minds of Our Time*, Alan Murray cites that *a manager is someone who “establishes appropriate targets and yardsticks, and analyses, appraises and interprets performance.”* Managers understand the people they work with and know which person is the best fit for a specific task.

2. A manager relies on control, whereas a leader inspires trust:

A leader is a person who pushes employees to do their best and knows how to set an appropriate pace and tempo for the rest of the group.

Managers, on the other hand, are required by their job description to establish control over employees, which, in turn, helps them develop their assets to bring out their best. Thus, managers have to understand their subordinates well to do their job effectively.

3. A leader asks the questions “what” and “why”, whereas a manager leans more towards the questions “how” and “when”:

To be able to do justice to their role as a leader, some may question and challenge authority to modify or even reverse decisions that may not have the team's best interests in mind.

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Good leadership requires a great deal of good judgment, especially when it comes to the ability to stand up to senior management over a point of concern or if there is an aspect in need of improvement.

If a company goes through a rough patch, a leader will be the one who will stand up and ask the question: “What did we learn from this?” Managers, however, are not required to assess and analyse failures. Their job description emphasizes asking the questions “how” and “when,” which usually helps them make sure that plans are properly executed. They tend to accept the status quo exactly the way it is and do not attempt a change.

5.5 The Three Tests

1. *Counting Value vs. Creating Value:*

Managers are the only ones who count value, he says. There are some who cut down on the value by disabling or otherwise countering ideas and people who add value. Leaders, however, focus instead on working to generate a certain value that is over and above that which the team creates—and is as much a creator of value as their followers. Leading by example and leading by enabling people are the hallmarks of action-based leadership.

2. *Circles of Influence vs. Circles of Power:*

As mentioned previously, managers have subordinates and leaders gain followers, which implies that managers create a circle of power while leaders create a circle of influence. The quickest way to figure out which of the two you’re doing is to count the number of people outside your reporting hierarchy who come to you for advice. The more that do, the more likely it is that you are perceived to be a leader.

3. *Leading People vs. Managing People:*

One responsibility of a manager is controlling a group in order to accomplish a specific goal. Leadership, on the other hand, is the ability of an individual to motivate, influence, and enable other employees to make a contribution to the success of an organization. Inspiration and influence separate leaders from managers—not control and power.

Differences Between Management and Leadership

5.6 Top Qualities of a Good Manager and a Good Leader



To briefly put it, people follow managers because they must. People follow leaders by choice - and, it's ideal for one person to have both qualities.

5.6.1 Top 8 Qualities of a Good Manager

1. Expect Excellence

It is important for a manager to set high yet realistic standards, and expect employees to meet them. Ultimately, the best managers are not those who are the nicest or the toughest, but those who get things done and demonstrate tangible results. Once employees understand that a manager expects excellence—not only their own but that of others—they will likely begin to up their game and perform better, and this is considered to be one of the best qualities of a good manager.

2. Communicate Regularly by Providing Meaningful Feedback in Real-Time

At first, communicating effectively may sound a bit trite, but it is fundamental to sound management. The best and strongest managers are those who are excellent communicators. The ability to provide both positive and negative feedback is a core skill and competency for managers.

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3. Don't Avoid Conflict, but Deal with It Directly and Fairly

Every professional knows that the workplace is a breeding ground for conflict. Issues like compensation, interpersonal problems, cost-cutting, recognition, management-employee relations, layoffs, and many other points of conflict are bound to arise. There is never a shortage of molehills to create mountains out of.

Though it is tempting to turn a deaf ear, the best managers do not avoid conflict and instead address any issues that arise fairly. Employees observe responsibility, and who doesn't. They are likely to show more respect to those managers who resolve issues immediately than those who ignore the problem or don't act quickly.

4. Be Open to New Ways of Looking at Things

Adaptability, flexibility, and being attuned to their environment are some of the qualities of a good manager. They always look for new opportunities by listening to what others have to say. It is important to be a good listener, no matter your role. That said, it's quite common for the best process improvement ideas to come from employees who are relatively low in the organizational hierarchy. A good manager is never afraid to shift from the usual "This is the way we've always done it here."

5. Accept That You Still Have a Lot to Learn

Once they have attained a management position, managers sometimes forget that they are in the process of learning, too. You may have expertise in their field with years of experience, but keeping your mind open to new ideas is important. A constant learning process fuels professional advancement—and once a manager accepts this and sets continuous improvement as a standard, they become a better manager than before.

6. Set a Good Example

If a manager has an insular mentality, they may struggle to understand subordinates and face difficulty in making them abide by the rules. The same professionalism, commitment, and dedication that the manager demands from his juniors need to be upheld by him, as well.

Differences Between Management and Leadership

7. Be Decisive

It is important for a manager to make decisions and stick to them. Employees are generally not comfortable with someone who constantly changes their mind on issues. A confident manager is one who does not fear to be wrong.

The best managers use bad situations as learning curves and as examples of what not to do. Employees are generally repelled by those employers who are in denial of the repercussions of the decisions that have been made by them.

8. Be Patient with Yourself

Being able to develop strong skills in leading and managing takes time. Keep in mind all of the above tips. Talk to more people who have been in the role and learn from them. This will improve your skills as a manager.

After learning the top qualities of a good manager, let's move ahead and learn some qualities of a good leader.

5.6.2 Top 8 Qualities of a Good Leader

1. Be Humble

There is a huge difference between being a leader and being a boss. A leader is someone who usually shares the spotlight and credits followers for the work that they have done as a team. It takes more confidence to be humble than in basking in the glory of accomplishment. Clients and employees appreciate humility and leaders who give credit where credit's due!

2. Lead by Example

It is important for leaders to lead by example. They cannot be hypocrites. If a leader wants subordinates to be punctual, they will need to establish the habit of being punctual. Leaders need to set the tone, and the followers will be inspired to follow automatically.

3. Communicate Effectively

As with managers, leaders need to be able to communicate as well—both on and off the job effectively. Along with being heard and understood, great leaders also know the importance of listening. Leaders understand that communication is a two-way street.

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4. Know Your Limits

It is important for leaders to set limits for themselves. Leaders need to know what and how much they can tolerate, saving the entire office bucket loads of frustration. Keeping clear boundaries helps prevent any sort of confusion.

5. Keep Meetings Productive

Time is money! Avoid tangential discussions and other sources of unproductivity during meetings. Leaders need to trust their team to do their job right—with no need for micromanagement.

6. Be Emotionally Aware

It's a common piece of advice to keep all kinds of emotions out of the office. However, it is forgotten that business is more about the relationships between people. And to build and nurture lasting relationships, a good leader has to be emotionally intelligent.

7. Learn from The Past

It's human nature, we all learn from our past. It is one of the biggest qualities of a good leader to never forget their past and always tend to learn from the past, be it a mistake or a wise decision.

8. Never Stop Improving

Great leaders are constantly learning and updating their knowledge. They never stop. They continually work to improve themselves and be better. There is always a new skill to master or a new project to work on. Great leaders keep their minds open for new possibilities and fresh ideas.

Chapter 6 Quiet Leadership

Excerpts from a Review of David Rock's book on Quiet Leadership by Frumi Rachel Barr, MBA, PhD

Compiled by Elstan A. Fernandez and edited by Lorraine Fernandez

6.1 Introduction

Quiet Leaders are masters at bringing out the best performance in others. They improve their employees' thinking – literally improving the way their brains process information – without telling anyone what to do. Given how many people in today's companies are being paid to think, improving thinking is one of the fastest ways to improve performance.

Quiet Leadership is a practical, six-step guide to a new way of having conversations, based on recent discoveries about how the brain works. The central part of this book, the Six Steps to Transforming Performance, points to a new way of thinking, a new way of listening, a new way of speaking, a new approach to every conversation a leader has with their people.

The Six Steps are useful at every organizational level. The Six Steps have helped leaders from many industry sectors, including financial services, information technology, manufacturing, airlines, maritime industries, health care, and also the government.

6.2 Why Should Leaders Care About Improving Things?

A lot of people in companies are now being paid to think. Yet the management models we're applying to our workforces are still those of the process era. We have not yet taught our leaders and managers how to improve thinking.

Not only do leaders now need to improve thinking, they need to do so with extremely knowledgeable individuals. The increasing education and independence of employees is an important issue. Yet we have not significantly reinvented our management models.

The new generations coming into management positions have different needs from their predecessors. They need leaders, who help them fulfil their potential at work. Leaders who improve their thinking. If you focus on just improving thinking, rather than trying to understand or unravel it, the conversations are surprisingly quick and simple. It's time leaders learned how to improve people's thinking. Thinking is what many employees are being paid to do, after all.

Many employees are highly capable individuals who will thrive on this approach. They want to work smarter; they want to be smarter, and they are crying out for help.

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6.3 Part 1: Recent Discoveries About the Brain That Change Everything

The Brain is a Connection Machine Scientists have discovered that our brain is a connection machine. Our thoughts, memories, skills, and attributes are vast sets of connections or “maps” joined together via complex chemical and physical pathways.

When we process any new idea we create a map of that idea in our mind, and then compare it subconsciously in a fraction of a second to our existing maps. If we can find solid enough links between the new idea and our current maps, if we can find the connections, we create a new map that becomes a part of the layout of our brain; this new map literally becomes part of who we are.

Maps help us predict the outcome of situations more easily.

When we are processing complex ideas, we tap into our visual centre: we see ideas as flashes in our mind’s eye.

We’ve all had that feeling of that sudden “aha” moment. It’s a moment when various ideas that were not linked before come together to form a new idea. It feels like we’ve seen something new. This is the moment of creation of a new map.

When we create a new map, we feel motivated to do something, and our face and voice change. This is the moment of breakthrough, a moment when we see an answer to a challenge or problem.

6.3.1 Summary:

1. To take any kind of committed action, people need to think things through for themselves;
2. People experience a degree of inertia around thinking for themselves due to the energy required;
3. The act of having an aha moment gives off the kind of energy needed for people to become motivated and willing to take action.

If we are trying to help other people think, we might develop a whole new set of skills.

Up Close, No two Brains are Alike. As scientists have begun to understand the mechanics of the brain, they have discovered a world of almost unimaginable complexity. The brain has around 100 billion neurons.

There are unlimited different ways that brains can store information, unlimited options for how experience, learning, and information might be encoded in the brain.

So, while your brain looks similar to mine at a distance, the way we store, organize, manage and retrieve information is as different between you and me as two laptops would be after forty years of use.

It is a rare person indeed who doesn't try to help another human being on the assumption that their brains are basically the same.

Our mental maps are so remarkably different, yet we live as if this is not the case.

6.3.2 The Brain Hardwires Everything It Can

Recent findings from neuroscience are showing that when we learn, the universe changes too. The connections between our neurons reconfigure, and the world is a tiny bit different as a result.

The way we talk, walk, interact, read emails, and manage our staff is, for the most part, deeply hardwired and therefore habitual.

Given how deeply hardwired we all are, if we want to help others change any type of habit, it's going to take more effort than we are currently applying, and possibly a whole new approach.

6.3.3 Our Hard Wiring Drives Automatic Perception

We see the world as we are, not as the world is. Any piece of information that comes along is compared to our existing mental maps, to see where the connections are. We then try to fit the data into our existing frameworks. If any data doesn't fit, we try harder to make the connections- we literally try to make the connections fit.

While our brain likes to fit every piece of new information into an existing map, it's dealing with a massive volume of information.

What does this phrase below, from a famous Disney movie, say to you?

When you wish upon a star...

We expect the sentence to say "when you wish upon a star" because we've heard this phrase before, yet most people won't see that there are two a's in the sentence. We see the sentence according to our expectations, not based on what is in front of us. As a consequence, we get a lot of things wrong. Our brain tries to make whatever we are sensing or thinking fit into our existing mental models. It does so through guesswork that's based on past experience, which has been hardwired in our brain. If we think the world is a dangerous place, we look around for evidence of this and find it.

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Whatever filter we hold in mind, the brain will look for evidence to confirm this filter, and it does this extremely efficiently, second to second, without our conscious mind being aware of what we are doing.

If our world is defined by the mental frames we hold in mind, it means it's possible to tangibly improve people's performance simply by helping them shift their thinking.

As a leader who wants to improve other people's performance, it's going to be useful to be able to influence the way people perceive the world.

6.3.4 *Downsides...*

1. Changing the way people think is one of the tougher challenges of leadership, as people tend to fight hard to hold on to their view of the world.
2. When external realities change, people's internal realities often don't change as quickly. When experiencing a big change at work, employees literally need time to rewire their minds. And they have to make their own connections, according to their own wiring. We can make the space for this to happen, and encourage it, but then we need to take a step back and allow the process to unfold.
3. Given that our wiring is all so different, any group of people will see the same situation from substantially different perspectives. Rather than fighting this fact, the best leaders harness this reality by bringing together a balanced team of people who think in different ways. When two people think too much alike, they get in each other's way.
4. Some people's maps could be out of date. Someone may perceive others at work as a threat, as a result of difficulties in a previous job. Helping people identify and then let go of mental frames that are holding them back from performing at their peak is another important skill for leaders to develop.

6.3.5 *It's Practically Impossible to Deconstruct our Wiring*

It's almost impossible to change any hard wiring that's been embedded in the brain. Our default mode for trying to change our habits is to try to "unwire" what is already there, to deconstruct it somehow.

So, when we want to change something about ourselves, we first look down into our memory and search for the roots of our habits. We look for the links.

What usually happens is we fail to stop the habit, and then become upset with ourselves for failing. This provides further links and energy to the original wiring we wanted to get rid of, further embedding the habit.

Science is showing that we can change the way we think, and that's not as hard as we've been assuming. Changing a habit, now that's hard, but leaving it where it is and creating a whole new habit – that turns out to be far more achievable.

In a workplace context this insight means that if you're trying to improve people's performance, then working out what's wrong with their thinking is not going to be very productive. Again, we need a whole new approach.

6.3.6 It's Easy to Create New Wiring

An exciting new domain within neuroscience called neuroplasticity found that the brain had a remarkable ability to repair itself when things went wrong.

Scientists noticed that the brain was capable of creating new connections on a massive scale, at any stage of life, and did this in response to anything new that was learned, such as learning to play an instrument.

Every day we create enormous sets of new maps that change the chemical and physical connections in our brain.

If we want to hardwire a new behaviour, we just need to give our new mental map enough attention, over enough time, to ensure it becomes embedded in our brain. We do this by making links to different parts of the brain so that the web of links thickens and spreads out.

If we want to improve people's performance, our job is to help them find new ways to approach situations that leave their existing wiring where it is, and allow for the development and ultimately the hard wiring of new habits. A less technical way of saying this is we need to help people focus on solutions instead of problems. We need to give up our desire to find behaviours to fix, and become fascinated with identifying and growing people's strengths, an entirely other discipline.

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6.3.7 Summarizing the Recent Discoveries about the Brain

To maximize our effectiveness as leaders, it's time to give up second guessing what people's brains need, and become masters of helping others think for themselves. The best way to do that is by defining solutions rather than problems and helping people identify for themselves new habits they could develop to bring those solutions closer.

Pivotal to all this is the art of enabling other people to have their own insights. Once people have had new insights for themselves, our job as quiet leaders is to provide the encouragement, ongoing support and belief in people, over time, to ensure they develop the new habits that are possible. Then we will be truly bringing out the best in others. As it turns out, this new approach saves a tremendous amount of time and energy for everyone involved.

6.4 Part 2: The Six Steps to Transforming Performance

The Six Steps describe a new way for leaders to have conversations when they truly want to make a difference in another person's performance. These steps describe a new way to interact, a new way to give feedback, a new way to influence, a new way to stretch and grow people, a new way to bring out the best in others.

The great news is that this new way saves time and creates energy. The Six Steps describe the path of least resistance when you want to help someone learn or change.

When a person is struggling to perform at their best at anything, it means they have not yet been able to "think their way out of a situation." There is something they want to achieve, yet there is a "but" in the way; they have a dilemma or mental impasse.

The Six Steps are signposts that point to a new path to follow whenever we enter a conversation with the intent of helping another person change in any way. Whether we want others to sell more, manage better, or be more thorough, motivated, organized, focused, or self-aware, the Six Steps show us a new way to improve performance without telling anyone what to do. This new way- the way of the Quiet Leader – saves time, creates energy and transforms performance.

Step 1: Thinking about Thinking

The first step to being a Quiet Leader is to think about people's thinking. In other words, to become passionate about improving not what people are thinking about, but the way they think.

There are five elements to this step.

- 1) The first element is to let the other person think through their own issue, rather than telling them what to do. This is the underlying and most important principle in the whole book; without this approach, nothing that comes after it will help.
- 2) Once you've got people doing the thinking, you need to keep them focused on solutions, so that conversations are as useful as possible.
- 3) Next, if you want to bring out people's best you need to stretch and challenge them, to open up their thinking, not just be supportive.
- 4) At the same time as stretching, you also need to focus on the positive, on what people are doing well, so that you grow people's strengths.
- 5) And finally, you need to do everything you can to make it easy for people to think, by having a clear process behind every conversation.

Let Them Do All the Thinking

If we want to improve the quality of their thinking, our best option is to help them process ideas better: things like helping people make their ideas clearer, or find relationships between concepts, or prioritize their thoughts.

When people make deep, new connections in their mind, there is a tangible release of energy, a discernible “aha” moment that fills us with a desire to take action. On a physical level, this aha moment releases chemicals in the body to prime it for movement. The energy created by insight is an important energy source to be harnessed.

Here's a marker that points to situations when a self-directed approach is going to be useful: any time you feel yourself about to give advice, or about to tell a person what you would do, or wanting to share your experience or opinion. If it seems appropriate to do this, it's generally going to be appropriate to use a self-directed approach.

There are instances when a pure self-directed approach is not going to work. There is a ladder of approaches here, from 100 percent self-directed, through to partially self-directed. Always start at the pure self-directed level first before resorting to telling anyone what to do in any form.

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➤ *Approach 1: Help Someone Make New Connections on the Spot*

The first priority is always to help people come up with their own answer by making new connections themselves.

➤ *Approach 2: Help Someone Make New Connections Later*

Sometimes people can't find an answer to their dilemma on the spot. In this instance, help them work out how to find the answer themselves later on, rather than just give them your answer.

➤ *Approach 3: If Neither of These Approaches Is Possible, Provide an Answer in a Way That's Most Useful to the Person's Thinking*

If you're not 100 percent sure you have the right answer, you might pose your idea as just a possibility. If you are clear, you have specific information someone needs, you can still use a self-directed approach, by seeing how someone wants the information presented.

Focus on Solutions

Focusing on problems leads us to the past. This doesn't mean we don't address problems – far from it; it means we address them by analysing the way forward, instead of their causes.

Being conscious of removing the word “why” from our conversations can be a great way to remember to focus on solutions.

When you take a “solutions focus”, you end up having very different conversations than when you focus on the problem.

We have the ability to consciously choose the mental filter we see through at any moment, and this choice of filters significantly affects how the world appears to us.

Focusing on solutions is a choice we make in the moment.

We need to decide on the new habits we'd like to develop, and build a realistic plan to make these habits a part of our lives.

Quiet Leaders know that problems are interesting to discuss, but that focusing on solutions is more useful. And they have developed the discipline of catching themselves when they get problem-focused and refocusing their energy on the way ahead.

Remember to Stretch

Quiet Leaders know that transforming performance means stretching people. They recognize that their job involves taking people to the edge of their comfort zone, so they've had to learn to be comfortable with making people uncomfortable. Change is a stretch, in both senses of the word. Bringing about change isn't easy, and it requires stretching people.

Improving performance requires getting people to change, and that change can bring with it strong emotions. There are two things we can do here to help.

- The first is to be aware that people often give up easily when they try something new, so it helps to let them know that their frustration is normal. The technical term for this is “normalizing” someone's experience.
- Second, given all the fear and uncertainty involved in creating any kind of new wiring, providing lots of positive feedback and encouragement can be a big help.

It's no wonder it's hard for leaders to improve performance, given this requires making people feel uncomfortable.

One of the difficulties of stretching ourselves is that we tend to see ourselves as our limitations, not as our potential.

It's hard to stretch ourselves, and most people spend their lives operating well within the bounds of what they are capable of achieving.

Having others stretch us is a way to grow faster than we would on our own.

Stretch is about giving people a chance to use the knowledge they have in different ways, to develop their thinking along new lines, both figuratively and literally.

From what we learned about how different our brains all are, the right amount of stretch will be different for everyone. The best way to find out? Just ask.

Quiet Leaders don't just quietly putter around in the background trying not to upset anyone. They are comfortable making people uncomfortable – in fact, they're keen to do so. They know that stretching can be challenging; however, they have learned to support people through the journey. Above all they know that the right kind of stretch brings growth, and in growth there is aliveness, engagement, and passion, qualities that are necessary for achieving great performance in any role.

Chapter 6

Accentuate the Positive

Quiet Leaders have a deep understanding of the absolute necessity of positive feedback to every human being.

Research shows that employees reacted positively to criticism just once out of thirteen times. People get, on average, a couple of minutes of positive feedback each year versus thousands of hours of negative feedback.

Acknowledging that this is a reality for just about every human being you'll ever meet is a key step in learning to transform other people's performance. It's certainly something that all Quiet Leaders know, deep in their bones.

So our thinking is at the core of our performance. Yet we all have a lot of thoughts going on that are not supporting the performance we want. We are constantly criticizing, worrying, and imagining the worst. If we can help other people quiet this inner little

voice, we should be able to make a big difference to their thinking and therefore the results they produce.

Given that we have a strong tendency to criticize ourselves, it's highly likely that these thoughts will be getting in the way of our performance much of the time. Therefore, acknowledgement and encouragement from others will help calm our mind, and allow us to focus on what we are trying to achieve. Or in the language of the brain, positive feedback leaves our neurons free to focus where they're needed most.

If we want to transform people's performance, we need to master the skill of acknowledgement. This means building new mental wiring around seeing what people are doing well. It means watching out for how people are challenging themselves, growing, learning, and developing. And it means noticing the new wiring others are developing, and being able to feedback what we see in ways that make a difference.

Another implication of the whole principle of Accentuate the Positive is that we need to learn a new model for giving feedback in the workplace. If people are their own worst critics – giving themselves too much criticism as it is – maybe they don't need anyone else jumping on the bandwagon. Currently the main way of giving feedback is to explore “what you did well, and what you could do better.” To people who are tough on themselves, which is basically everyone, all they hear is what they did wrong.

If we want to transform people's performance, we need a new model for feedback that's not just new packaging of the same thing. A new approach would follow these types of questions:

- ★ What did you do well, and what did you discover about yourself as a result?
- ★ What were the highlights of this project and what did you learn?
- ★ What went well and would you like to talk about how to do more of this?
- ★ What did you do well and what impact do you think this had on everyone else?

The author is proposing that because people are so tough on themselves, and because it works better to focus on creating new wiring than solving problems, that overall, we will be better at improving performance if we accentuate the positive and let people handle the negative on their own. Quiet Leaders know that transforming performance requires providing continuous positive feedback, in many forms, over time. To validate, confirm, encourage, support, and believe in people's potential. As people begin to see themselves in a new light, reality starts to change as well.

Put Process Before Content

At the macro level, having "good process" means having clear objectives each year to focus on. At the micro level, good process means that every time you have a conversation to improve a person's performance, you plan for the success of the dialogue itself. This includes establishing clear expectations so that at every moment you both know exactly what you are talking about, and why, and where you are trying to get to.

By establishing good process for dialogues, before getting lost in the details of a conversation, you are more likely to have discussions that are useful rather than just interesting. It's important to make people feel safe.

Choose Your Focus

The simplicity of this model allows us to remember it more easily, which makes it even more useful. The Choose Your Focus model helps people orient their thought processes. It helps us identify the type of thinking we are doing at any moment, and provides an opportunity to then choose where to put our focus. This tool can be useful before any type of difficult conversation, for team meetings, or any time you are tackling a difficult thinking task.

The Choose Your Focus model says there are five different ways we can think about, or communicate about, any project, whether the project is a merger, a cultural change process, a sales target at work, or just a one-on-one meeting.

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The model helps us recognize which gear we are thinking from, and then allows us to actively choose another way to think. *The five levels are:*

- 1. Vision:** Vision thinking is about “why” or “what.” Why do you want to do this project?
What are you trying to achieve? What’s your goal here? Having a clear vision is about knowing what your goal or objective is in any given conversation or project.
- 2. Planning:** Once you know where you are heading, planning thinking is about how you’re going to get there. Putting in place good planning, without worrying about the details yet, is an excellent way of ensuring the success of any idea.
- 3. Detail:** Once we know where we’re going, and how we’re going to get there, we need to take action. Detail thinking is simply that – the detail of doing. Detail is where people tend to naturally put most of their energy unless they step back and think about how they are approaching what they are doing.
- 4. Problem:** Problem thinking is the territory of events going wrong. Focusing on problems is unfortunately a common experience in business, as there are lots of them. However, it’s possible to focus on problems without coming from a problem-focus. For example, you could tackle a problem from a vision perspective, or from a planning perspective.
- 5. Drama:** Drama thinking is the place where the vision, planning, detail, and problems have fallen apart and all that is left is emotional charge. Sometimes it’s unavoidable that you spend time in this mental state – for example, in a grieving process you might be unable to do much as your emotions have taken over. Unfortunately, drama is a place where many people in organizations are stuck and find it hard to get out of on their own.

This model is so simple you can easily reproduce the concepts in any conversation. The author does this by writing it down on paper or putting it up on a whiteboard so people can see the concept for themselves. The most common impact of this model is that people notice themselves lost in details, not clear on what they are trying to achieve, or how.

Step 2: Listen for Potential

Scientific research supports the idea that we literally only hear what we are listening for. We pay special attention to what we are expecting to see, hear, feel, or taste.

The first thing people tend to notice is that they really only listen a small percentage of the time, with the rest of their attention being put to judging, assessing, trying to sound smart, listening to distractions, trying to size other people up, or being self-conscious to the point that they are only in fact listening to themselves.

Quiet Leaders do far more than just see the bright side to every dark cloud. A Quiet Leader does a critical thing – they listen for people’s potential. When a Quiet Leader listens, they listen to people and believe others completely. They encourage and support others in being the best they can be, just in how they listen, without saying a word. They listen to people as though they have all the tools, they need to be successful, and could simply benefit from exploring their thoughts and ideas out loud.

If you were listening for potential, you might say something like the following:

- How can I best help you think this through?
- Do you want to use me as a sounding board?
- Do you have a sense of what you want to do, and want to explore that with me?

The assumption we make behind these questions is that people have the answers and we’re just here to help them think.

There’s no one cookie-cutter approach for exactly what to say when you’re listening this way. When you listen for potential, you’re assuming that others have the capacity to answer the question for themselves; you then respectfully see how you can best make yourself useful.

Quiet Leaders listen for potential. They understand that if we’re not measuring and monitoring how people are growing, we can easily fall into the trap of focusing on their problems. They know that the first step to seeing positive change in others is to expect it.

The Clarity of Distance

The four mental frames that seem to get in the way of natural clarity, the author summarized as a) details, b) filters, c) agendas, and d) hot spots.

The Clarity of Distance model helps us to identify what’s getting in the way of our natural intelligence, so that we can then go back to listening for potential. It’s a model with broad application that can make a big difference to our self-awareness and therefore our ability to impact others.

a) Lost in the Details

Many people spend a lot of time during the day lost in the details, unclear about which direction they should be going at any moment.

Listening to people as their potential requires that we stay above the details; otherwise, we get lost in the tangled forest of information and can’t see what’s going on.

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Wouldn't it better to say something such as "I'd like to be a useful sounding board for you. How can I best help you learn from last week, without getting into the details?" Usually just realizing we are lost in the details is enough to help us to get back on track.

b) Misled by our Filters

Filters are the unconscious mental frames through which we see, the sum of our assumptions, expectations, predictions, and decisions about anything.

Filters help us predict situations without having to process enormous amounts of data.

The challenge with filters is we tend to be unconscious of them, and as we learned early on, we then do our best to make the world fit into the way we think it is.

Being misled by our filters is the second most common trap when we listen to others.

When we listen through filters, we are fitting people into our predetermined boxes, rather than helping them be all they could be. Like with the other elements of the Clarity of Distance model, the fastest way to step back into a more effective way to listen is to identify the filter you have, and actively choose to listen in a new way.

c) Having an agenda

When you manage someone, you naturally have lots of agendas going on. You might want them to succeed so that you look good as the manager.

Identifying an agenda is the key to being able to put it to one side.

d) Hot Spots

A hot spot is a charged issue for us, an issue that we're lost in the emotions of. Going back to the Choose Your Focus model, when we have a hot spot we tend to be lost in the drama of a situation – we're engaged emotionally. It's beyond just a problem.

When you're trying to listen to someone as their potential and the conversation results in either of you tripping over a hot spot, there's not much you can do the best course of action could be to head home for the day. Once our emotions are engaged it takes several hours to settle down and be able to think straight again. Broaching a charged issue another time may be of better use of resources.

In summary, we all have the ability to listen to other people to their potential.

However, it's also easy to get lost in the details, misled by our filters and agendas or side-tracked by our hot spot. It's a matter of understanding these frames and being aware of where you're coming from when you are listening to others. Once we become aware of what is clouding our natural clarity, we are on the way to listening to people in a whole new way.

Having the clarity of distance mean having a state of mind where nothing is in the way of improving people's performance. Quiet leaders know that listening for people's potential takes effort at times, and are conscious of what takes them off this course.

Step 3: Speak with Intent

Our ideas are being received by the other person in the way they are intended about 2/3 of the time. The impact of our conversation is in some way different from our intent.

Having poor conversational skills will get you by day to day, but a whole other level of skills is required if you want to transform people's performance.

In this delicate and very human conversation called transforming performance, with strong emotions working just beneath the surface, if what we're trying to say is even slightly misunderstood, our conversations can go off the rails fast. To the author it's clear why many managers don't give a lot of feedback-they're afraid of causing accidents.

There were three core patterns that got in the way. The first was that people took much longer than necessary to describe their ideas. As a result, the listener often "checked out" of the conversation. They'd be waiting so long to speak that the result was a series of monologues rather than a dialogue. The second was the listener not understanding exactly what the speaker was saying. So, conversations would go off on side-tracks, resulting in the intent of a conversation not being achieved. The third pattern was that the speaker didn't speak in language and concepts the listener could immediately grasp. As a result, the conversation became a debate about the meaning of words and ideas, instead of focusing on the real issues.

Be Succinct

To create real change in others we first must capture and keep people's attention. We need to be in a focused dialogue, not speaking while the other person mentally wanders off. Being succinct engages people in the conversation, you'd like to have. There are two reasons for this. First, focusing on being succinct makes the speaker get clearer about their core message, before they speak. This in itself means their conversations will be more focused. They might complete a message in a couple of sentences instead of a few minutes.

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Second, being succinct provides the listener with a chance to process bite sized pieces of information, rather than having to digest several minutes of ideas. We want people to feel confidence inside any difficult dialogs, but our working memory isn't very big. Being succinct saves significant time and mental energy. When we're succinct we use less time to get across our ideas and the other person understands our ideas more quickly, and there is less debate about any points that were not clear. This leaves us the time and mental energy to go deeper into topics, or to move into a new issue. While it might take a bit of additional energy up front, the benefits of being succinct are immediate and tangible.

The Power of Visuals

An easy way to be more succinct is to picture in your own mind what you were trying to say, and then use visual words and metaphor to get across what you see.

Being succinct requires you to think, to decide quickly on the essence of what you want to say, and to say it in as few words as possible, focusing on using visuals, works by cutting to the heart of the issue, and keeping people's attention and interest. This allows people to make their own mental models that correlate to the ideas you are trying to share. When we're trying to transform performance, given that we know all this will only happen if people have insights for themselves, giving people the space to create their own mental maps of our ideas is an essential first step to change.

Be Specific

We need to provide just enough information to illustrate the point we are making.

When someone is succinct and specific, a definite, observable event occurs.

If you're paying attention when you communicate, it's easy to tell when you've been specific-just watch people's head movements.

Being specific requires that we pay close attention to what other people say, to make an extra effort to mentally note the key points so we can be accurate and detailed in our responses.

Being succinct builds trust between you and the person you are trying to develop. Being succinct and specific together means including everything that's relevant in a dialog, and nothing irrelevant.

Being Generous

The final component of speaking with intent is to use words that will have the biggest positive impact on the other person. We want to be "generous" within our conversations.

Put succinctly and specifically, being generous is about speaking so that the other person relates to what you're saying, by using words they will connect with, and doing everything you can to ensure they fully understand where you're coming from.

Being generous is about being committed to the other person getting your message. Here are some things to be aware of when being generous:

- ★ Choosing your words - Being generous is about using the best language possible in each conversation. It means slowing down a little so that you have a chance to choose your words carefully, so that people understand exactly what you're trying to say.
- ★ Being sensitive - Being generous means caring enough to be sensitive on how you come across.
- ★ Paying attention - Being generous means giving people all of your focus, rather than speaking to them while emailing or thinking about other issues-the set such as what you are going to say next.
- ★ Acknowledging people - Being generous is also about giving people lots of encouragement, validation, and acknowledgement. It's an attitude. If you want people to think big thoughts, you need them to feel safe.
- ★ Being human - Being generous is all about being personal, being real. It means sharing your humanity, being open about what's important to you. Being generous as a way of showing you care about the other person. It helps build the level of trust required for doing the work of improving thinking.

Being generous invites the other person to take the conversation to a deeper level, away from the surface facts and details, into vision and planning, into higher thoughts. Being generous opens up the possibility of learning and changing.

Speak with Intent is not a model you can integrate logically by trying to keep each piece in mind at once. As everyone is different, you may need to find your own way to integrate these ideas.

Quiet Leaders speak with intent. They are succinct, specific, and generous a lot of the time, especially when they are trying to transform performance. Speaking this way provides a foundation for real change to occur.

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A Word on Digital Communications

The ideas within *Speak with Intent* are extremely relevant when it comes to using our most common form of business communication: e-mail. The amount of anxiety the e-mail is generating in organizations is something we need to take more seriously. Many workers claim this is the most stressful part of their job.

Anything that reduces the quantity of emails is a positive thing. Anything that makes an e-mail as clear as humanly possible is great too. Try using as few words as you can so that when people skim through your email, which is one out of a hundred, they can comprehend what you're saying at a glance.

A rule the author tries to keep is if an email takes up no more than one screen then he doesn't send it. Instead, he emails an agenda and schedules a time to have a phone call.

This can save an immense amount of time and energy, firstly because people simply don't read long emails, and secondly if they do, a response to a long e-mail is often just as long and tends to be not very productive. With the cost of telecommunications plummeting, in some cases to 1¢ a minute or less, there's no excuse not to pick up the phone now.

The author has developed a set of guidelines for email that he finds he can stick to almost the whole time. Here is the author's full list of guidelines for how to apply the principles of this chapter to e-mail communication

- Email should contain as few words as possible.
- Make it easy to see your central point at a glance, in one screen.
- Never send an email that could emotionally affect the other person unless it's pure positive feedback.
- Emotional issues must be discussed by phone; Email should be used only to book a time for a call.
- If you accidentally break rule number four, phone the person immediately, apologize, and discuss the issue by phone.

Step 4: Dance toward Insight

Step four, the Dance toward insight, is the central step in this book. Much of this step is about creating an environment in which people have insight for themselves.

When we have not been able to think our way through a situation, we're missing key insights that will help us move toward our goal. Quiet Leaders are catalysts for insight.

They know there's tremendous power and motivation in other people coming to their own insights.

Four faces of insight:

- a) Awareness of the dilemma
- b) Reflection
- c) Illumination
- d) Motivation

a) Awareness of Dilemma

What's exciting about this model is we now have visual and audible clues to watch for when we're trying to help other people have their own insights, which makes the whole process more tangible.

The first part of having an insight is the identification of some kind of problem to be solved. When we first become aware of a dilemma, our face looks a little unhappy, perplexed. Our eyes might be squinting slightly, we recognize we have a problem, we feel stuck.

The conversations leaders have with their employees that will make the most substantial difference to their performance, involve resolving a dilemma. The most effective way to resolve their dilemma is to help the other person have an insight for

themselves. The first step for this is to identify the dilemma itself.

From a neuroscientific perspective, a dilemma means we have various mental maps in conflict. They have competing values, competing demands for resources, and the brain

has not yet worked out how to resolve this conflict by creating a new map or by reconfiguring our existing maps.

b) Reflection

You can clearly tell when someone is reflecting on an issue: his or her face changes. Most people look up, or slightly up and across, and get a dazed look on their face. Nearly everyone becomes very silent for a moment.

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There's a certain type of internal reflection that brings about insights. Studies have shown that during reflection we're not thinking logically or analysing data; we're using a part of our brain used for making links across the whole brain. We're thinking in an unusual way, allowing our unconscious brain to work.

It seems that to help people have insights, we need to encourage them to reflect more, and think less-or at least less logically.

c) Illumination

Being in the illumination phase brings on a rush of energy. This rush is being driven by nothing more than a new set of connections in our brain. And we get the same rush when we solve the dilemma at work for ourselves, too.

Right at the moment of insight neurotransmitters, such as adrenaline, are released, giving us that well known rush. Having an insight is one of life's most pleasant moments.

Gamma bands and brain waves signify various parts of the brain forming a new map.

When we have an illumination experience, we are creating a super map that links many parts of the brain. The creation of this new map gives off substantial energy, energy that can be tapped as a valuable resource.

d) Motivation

When people are in the motivation phase, their eyes are racing ahead, ready to take action. However, the intense motivation we feel passes quickly.

If you can get people to take tangible actions while the illumination is close at hand, even just to commit to doing something later, this will be a big help in ensuring new ideas become reality.

The Dance of Insight

The Four Faces of Insight model describes what happens when someone has an aha.

The Dance of Insight model tells you how to actually make these ahas happen.

The Dance of Insight is a way of keeping people fully engaged with you in the delicate dance of making new connections. This model helps people develop a deeper awareness of their dilemma, puts them into a reflective phase, and then encourages those aha moments to come through.

This model has proven to be very useful anytime we want another person to engage more deeply into a thinking process and come up with insights for themselves.

When we use that the Dance of Insight model, we're helping the other person stay on track, but we're also staying out of the way - we're their invisible dance partner.

The Dance of Insight is in four parts. It starts with the concept of establishing permission, and then there are three elements that go in a circular pattern: placement, questioning, and clarifying.

1. The Permission: When we want people to think more deeply than usual: we need their explicit permission to get personal; otherwise, we could be fighting a losing battle. Permission comes in levels - The territories we're comfortable talking about vary with different people we talk to.

It's interesting to note that we come back to the place where we leave off: if two best friends don't see each other for years, the levels of permissions are likely to remain intact.

Different situations where you might use this concept of establishing permission before having a dialogue:

- Starting a new conversation - Try establishing permission anytime you want someone to stop what he or she is doing and speak with you about an issue that will require them to think differently.
- Anytime you get more personal in a conversation - Permission has different levels. There are quite obvious boundaries between each level. Any time you move up a level, ask permission, or people can become defensive. Then they stop listening to you and start listening to their internal dialogue. If you do ask permission to enough, people will feel safe, acknowledged, and respected.

Here are some examples of words you might use to establish permission:

- ★ "I get a sense you have more to say about that, could I probe a little further?"
- ★ "I'd like to have a more open conversation than we've had before, would it be OK if I asked you some more specific questions right now?"
- ★ "Can we spend a few minutes brainstorming ideas around this?"
- ★ "I'd like to understand more about your thinking in an area, would you be OK talking more about that?"

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★ “I’d like to discuss some more personal matters... Would that be OK with you?”

When you have a position of power and establish permission anyway, it can give a big positive impact on work relationships. It builds trust, and because people feel safer around you they are likely to open up more.

Asking permission significantly increases our chance of having a great dance with someone, a dance involving a high-level conversation that improves people’s thinking.

2. **Placement** - Placement is about anchoring any conversation: defining exactly where you are and what’s about to happen next, so that the people are thinking about exactly the same issues from similar perspectives.

The more subtle or emotionally charged a conversation is, the easier it is to get lost in the details or problems, and the more that placement helps the conversation stay on track and be useful.

Many people naturally use placement before an unusually difficult conversation. The author finds it can make a big difference in the vast majority of dialogs we have it work, not just the tough ones.

When you place people in a conversation, you take care of issues like:

- Setting the scene
- How long you like to speak for
- Where you’re coming from
- What your goal for the conversation is
- What you would like them to do in the conversation
- How you would like them to listen
- What’s going to happen in the conversation
- What you’re looking to achieve from the dialog

When you place someone well, the conversation unfolds better than when you don’t.

There are many instances you can use placement: at the start of the meeting, in a difficult conversation with someone, or when you’re short on time and have a lot to discuss. Placement is a helpful resource anytime you have a conversation you’d like to go well.

Placement is something you can use every minute or so, sometimes even more, to guide a complex conversation and keep it on track. When we use placement, we're not displacing the other person, we are also placing ourselves in the purpose of the dialog, we are anchoring our own thoughts in the direction we want to go.

Placement becomes a summary of the points you have covered so far in the dialog, to remind you both about where you are, and identify the best path to follow next.

Placement is a discipline which once you learn it, can dramatically impact how quickly the conversation achieves its intent.

Placement may be one of the best tools for staying on track with the goal of transforming performance and avoiding a lot of unnecessary conversations lost in details, problems, or worse, drama.

3. ***Questioning*** - If we want the other person to be doing all the thinking, asking questions is the only way forward. Learning to ask powerful questions is the most central skill in this book. When we ask the right questions, people move into phase two of the Faces of Insight: they reflect and their brains go into the alpha state. If we ask enough of the right questions, people often have their own aha.

The most common response to a dilemma is to give some kind of advice, phrased as a question. Unfortunately, our most common approach is also the one that's least likely to help, for several reasons. First the chances of having an idea that's truly useful to someone are slim. Our advice is drawn from our own experiences, which are very different from other people's.

The second reason advice is rarely helpful is that people are far more likely to act on ideas that they've come up with themselves, whereas other people's ideas tend to be automatically ignored or argued against. This is especially the case with intelligent, independent thinkers, the people who make up our corporate ranks today. The author proposes that if you have the exact idea that someone needs to hear, definitely don't tell them. If you do, you could be doing them a disservice.

The third reason advice is rarely useful is that the dilemma people first put forward is almost always not their main issue, once you drill down a little. This goes back to the very nature of dilemmas: if people were clear about the central challenge inside their dilemma, they probably would have solved the dilemma already.

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There are big upsides to not having to have the answers all the time: you can't be blamed for giving wrong advice; you don't have to think as hard; and most important, over time people will stop coming to you for answers and learn to think better for themselves.

Quiet leaders, while they respect that people have problems, aren't all that interested in discussing them.

A broad question will tend to be more useful than giving advice; however, for some reason we all seem to go straight to asking questions about the problem.

Asking about the source of the problem in a dialogue will probably result in someone having a good vent at you.

Quiet leaders stay out of the details - They let the other person do all the thinking about the dilemma, while they think about something else entirely.

Quiet leaders don't rush people into action. They focus on allowing people's thinking to take its natural course.

Quiet leaders don't tell people how to think differently-not even if it's a great idea, such as focusing on their goals, becoming more relaxed, or being more positive. They know there is an easier way.

What Quiet Leaders Do

How better to help people make new connections, than to identify the patterns in their minds? To put this simply, it means asking questions with the word "thinking" in it. A great question to start might be "how long have you been thinking about this?" then you might ask something like "how often do you think this each day?" followed by "how important do you think this thought is?" Then "how satisfied are you with the amount of thinking you have given this issue so far?"

The author calls these types of questions "thinking questions." These are one of the most useful tools he has found for improving performance.

Asking thinking questions means you are now focused on one thing: people's thinking. If people are being paid to think, isn't it about time we help them improve their thinking?

Thinking questions don't focus on the details or problems, nor do they tell people how to think. They get people to notice their own thinking. Something exciting happens when we ask these types of questions: people start to really think-in different ways, more clearly, and at a higher level. They become aware of the background of their thinking, and start to

make new connections. Their eyes glaze over as they focus internally. Often, they look up. In other words, they moved to the reflection stage of the four faces of insight. As a result, they can quickly move into the illumination phase, after just a few questions.

Once you get used to this concept, asking thinking questions is significantly easier than trying to work up the answers for people. This approach is not just easier, it's more fun, inspires people into action, generates commitment, and transforms performance.

There's one thing that's common to the ahas: the other person has improved their thinking.

They've done this through one or more of the following mental processes:

- Noticing patterns in their thinking
- Lifting their thinking to a higher perspective
- Noticing qualities of their thinking itself, such as its core quality, or it and need for more focus on an issue
- Clarifying the importance of issues
- Reordering priorities
- Scheduling time more intelligently
- Paying more attention to certain thoughts
- Making firmer commitment
- Opening up their thinking

Learning to ask thinking questions is a powerful resource for transforming performance. If your measurement is whether people take action, compared to telling people what to do, this approach saves a lot of time. And it doesn't just save energy, it creates energy.

- 4. *Clarifying*** - Clarifying is the final element in the Dance of Insight. Once we have permission for conversation, and place the other person, and ask a thinking question, we then clarify the answer to our question. When we clarify, we get to the bottom line in a conversation. We voice the essence of what's being said.

Clarifying provides a missing link, an idea that completes a set of connections, so that the brain is ready for the next idea.

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Given that our working memory is small, simplifying complex ideas allows us to make connections to other ideas more easily. So the best clarifying involves a short, clear sentence of fewer than 10 words.

Clarifying requires listening to people intently-though at a high level-listening for patterns rather than to every detail. You're well above the forest, trying to see which country the forest is in, and even which season. When you clarify, listen for:

- What is the person trying to say?
- What are they not saying?
- What is the emotional context inside what they're saying?
- What's behind their words-what do they really feel?
- With the essence of what they're saying?
- What are they saying that they can't hear for themselves?

Great clarifying is more like poetry than PowerPoint. You're capturing the essence of an idea and feeding it back in a way that makes people nod in agreement.

To clarify effectively, focus on the other person and what they might be learning. Thinking too much about what they're saying it gets in the way, as does worrying about getting it perfect.

Take time to fully consider their words, let them sink in, and trust your gut. If this sounds a lot like listening for potential, you're right: that's exactly what's needed to clarify well.

If you want to know when you've clarified well, just look at people's heads. They will nod when you get it right! Even if what you say is not wholly accurate, people will then clarify what you say. Either way, the conversation can then move forward.

Clarifying requires being prepared to take a risk and trusting your intuition. It's a high-level skill that requires some practice.

Let's take a moment to recap on the Dance of Insight, to help crystallize what we've covered so far. The Dance of Insight is a framework for having conversations that help people think better, without telling them what to do. The elements within this model can improve the effectiveness of many types of conversations. We've seen that the Dance of Insight is cyclical in nature.

A dilemma comes up. You get permission for a new conversation. You place the person so you're both thinking from the same perspective, then you ask a thinking question to get their mind noticing their own thinking patterns.

Then you clarify their answers, and you're back to placement again (or permission if you're getting more personal). Then you're back to a thinking question, then clarifying, etc...

Here are a couple of high-level insights that came to the author through watching people learn the skills.

- When people feel lost in a conversation, it's usually a result of a lack of placement. If placement feels annoying somehow, remember you're telling people about themselves, something which is rarely boring.
- When people are lost in the details or problems, the author can pinpoint the exact question the leader asked that sent the conversation off the rails. People answer the question we ask.
- When people are not clear what the central issue is, the leader has almost always failed to do in a clarifying.

In summary, the Dance of Insight is central to being a Quiet Leader. It's about getting permission before getting personal, and then making sure you're both on the same page before asking a question, then asking questions that create new maps in people's minds.

As you quietly facilitate this Dance, you'll see people's faces changing as they move from the awareness of the dilemma, reflecting, to having an illumination, and then being ready to take action. Having these dance steps in your repertoire as a leader will make a tremendous difference in the quality of your people's thinking, and therefore their performance.

Step 5: Create New Thinking

The first element of the CREATE model is to explore the Current Reality for someone, the reality of their thinking itself. At this point, people become aware of their dilemma and they reflect, and then if you ask the right questions, have an insight of some kind.

We then move to the second element, Explore Alternatives. By this point people have had an insight and want to do something with the insight but are not sure what. So we throw around different ideas. We might make gentle suggestions or give clues to other perspectives or approaches here. This stage helps ensure people don't take the easiest path when they have an insight, but rather that they find the best option for moving an insight into action.

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The third element of the CREATE model is Tap their Energy. People are now in the motivation state of the Four Faces of the Insight: they are energized about doing something, but we know this energy won't last. So, we help people take tangible actions to move their insights from delicate new connections to something more likely to become part of their thinking. Or in plain English, we're helping people turn their insights into habits.

a) Current Reality

When you want to improve someone's thinking, the best place to start is at the current reality. Starting at this point enables people to reflect on their own thinking, which as we've seen is a fast way to generate insights.

When we ask about the current reality, we ask people to step back from their own thinking and notice its nature: to become scientists of their own thinking. This is also similar to the Buddhist notion of mindfulness, the concept of the observer noticing what's going on without being attached to any of it.

Helping someone identify the current reality of their thinking, without any value judgments, allows them to make new maps to self-correct this thinking. As a result, people make their own decisions about what to do next. Their thinking has literally been improved, and they quite possibly developed useful new wiring to call on again.

Sample Questions for Exploring the Current Reality

The author finds we need to ask at least five questions in this phase before people have any insights, though the range is usually 6 to 10. The author has created a list of the common questions to ask.

- How long have you been thinking about this, in days, weeks, months, or years?
- How often do you think about this, how many times each hour, day, or week?
- How long do you think about it, when do you think about it, in 10 minutes or hours?
- How important is this issue to you, on a scale of 1 to 10?
- Is this in your top three, five, or 10 priorities right now?
- How committed to changing this issue are you, on a scale of 1 to 10?
- How do you feel about the thinking time you've given this so far?
- What are your main insights about this issue up to now?

- On a scale of 1 to 10, how confident are you that you have all the information you need to act?
- What are the insights brewing at the back of your mind?

If you can recall these types of questions, you might find it easier to focus on the person you're speaking too, so some people like to cut out or copy this list and put it on the wall or memorize it. With these questions in mind, here are a few nuances to be aware of around this process: the importance of metrics; not to give up too quickly; to watch people's faces; and above all, to trust your gut.

Numbers do count - When we want people to have an aha, simplifying their ideas is a big help. A great way to do this is by defining the strength of any concept in number form.

There are two main reasons for this.

- First, defining our thoughts and feelings in numbers makes us think more deeply.
- Second, because numbers are simple, our working memory can hold them more easily in our conscious mind, and therefore we more easily see connections to other concepts.

Don't be afraid to dig around a bit - ask at least five questions.

You can watch and listen for clues as to why they're getting warmer or colder with your questions. When people get close to an insight, they go quiet, which they need to do to come up with new connections. Give them space to do this. When they have an aha you can see it written all over their face, or you'll hear their voice shift to a higher pitch.

The CREATE model is a guide. It will only work if you listen to your natural curiosity and ask questions about where you sense the person's energy is going. If you trust your gut you might find yourself coming up with great questions such as "Do you have the answer already and just want to check it with me?" Sometimes this is exactly what's going on for people, and just by speaking an idea out loud they're able to move forward quickly.

b) Explore Alternatives

It's clear when it's time to explore alternatives. It's when someone's had an illumination and is full of energy. When people have an aha, they are energized, they feel inspired to take action. However, the first actions that they come up with are often what they are most comfortable with, not necessarily the best ideas. When we explore alternatives, we open people up to possibilities. We stretch them a little.

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Moving to the explore alternatives phase means asking people to think more deeply, so we need to make sure we establish permission to do this.

Once we've got permission, again we use a bit of placement.

Questions to ask in this phase include:

- What are some possible paths we could take from here?
- Do you want to explore a few different ideas for how to move this forward?
- How can I best help you from here?
- How do you think we might move this insight forward?
- What are some different ways we could tackle this?
- Can you see some different angles we could look at this from?

When we start to help people think through alternatives, we need to be aware of our own filters and agendas. There's nothing wrong with this; our agendas at times are important. Just disclose them, and then discuss what's best.

If you put ideas forward as possibilities and allow people to make the decision about what works for them, you can throw in lots of great tools, approaches, resources, and suggestions. Then you can help people decide which would be the most useful approach, not just the easiest. Exploring alternative ways to take action after having an insight, instead of just going with first ideas, can be a big help in transforming performance. Just remember not to be too attached to any ideas, as all our brains are different.

c) Tap Their Energy

The "tap their energy" phase has a life of its own. The energy released by making big sets of new connections spurs people into action and all the leader has to do is gently nudge people to keep them on the right track.

We're busy; without a structure to ensure an action is done, our important but not so urgent insights may get parked behind other priorities.

There are four main issues to be aware of here: helping people be more specific; setting deadlines; reporting back; and doing something tangible.

Get specific while their energy is still flowing.

Get people to flesh out their ideas while they are fresh. It will increase the chances of real change.

Create deadlines while people are more likely to commit - Asking people that “by when” question while they’re still energized by their idea means you’re more likely to get a firm commitment. And once people have made a promise to themselves or others, they are far more likely to carry out the action.

Reporting back raises the odds substantially -The act of having to report to someone increases the amount of energy we give an idea in our mind; and makes us take an idea more seriously.

Doing any kind of tangible activity linked to the insight - Writing an action down makes that action more likely to happen.

Applying any kind of physical activity to an insight strengthens the circuits holding the insight in place. Physical activities include talking, writing, reading, drawing, and filing; anything that focuses our attention on an insight for an amount of time.

Attention creates new circuits.

Example Questions for Tapping their Energy

- Shall we focus on X and get more detailed on that?
- How can I best help you think through how to make this work?
- Do you want to think through how to make this happen?
- What specifically would you do in this situation?
- When do you think you might do this by?
- How can I best support you to turn this insight into a habit?
- Do you want to take some kind of specific action around this?

Putting the CREATE Model Together

While the CREATE model describes three distinct phases in a dialogue, in real conversations it’s not as linear as that. We usually start with the current reality, but may then move up and down between other phases. Once we’ve tapped the energy for one insight, we might go back to the current reality on another aspect of an issue.

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Although it's not perfectly linear, the author's experience is that when people understand these three phases, they can more easily sense which phase to move to next.

The conversation gets slightly less structured as you move through the phases. While permission and placement are still being used, it's not quite as cyclical as we move up into the latter parts of the dialogue. Second, we do get a bit detailed as we go on, but it's detailed about alternative solutions, about actions to take.

Quiet Leaders create new thinking in the people they manage. They do this by following all the five steps we've covered so far: By thinking about thinking, by listening for potential, by speaking with intent, and by dancing toward insight. They do this by starting conversations by identifying the landscape of a person's thinking, then widely exploring alternatives for action, and tapping into people's energy and motivation.

Step 6: Follow-up

Using the CREATE model with someone whose thinking is unclear helps them have useful insights, and then commit to undertaking specific actions to bring these insights into reality. However, if we don't follow up, these actions may not have the long-term impact on performance that's possible.

Making sure an action is done is only a small part of the value of the following up. The big reason to follow-up after creating new thinking is to support the creation of new long-term habits that will improve people's performance.

As leaders our job is to give people's new maps attention and positive feedback, whatever has happened since they had their initial insight.

The way we do this is described in the final big idea in the book: the FEELING model.

Feeling stands for Facts, Emotions, Encouragement, Learning, Implications, and New Goals.

Facts

Try to remain emotionally neutral in this phase and just get the information about what was done compared to what has been planned. Get people to be specific here. One upside to getting the facts is that people see what they've done, which is often more than they give themselves credit for.

So, the first part of the feeling model is to get the facts, focusing on the facts of what can be observed: what was done, not what wasn't. Doing this takes a little awareness and practice; for many people it's a completely new habit.

Emotions

Once you got the facts about how far someone went with an action, the next step is to see how they feel about what they've achieved.

Another reason for taking on people's emotions early in the conversation is to address any strong emotions that might get in the way of useful conversations.

The second part of the feeling model is to check in on people's emotions. If they had a good experience completing the action, you deepen their wiring by focusing attention on these positive feelings. If they had a difficult time, you can help them put their emotions aside to allow more useful conversation to follow.

Encourage

When you use the CREATE model, you're helping people think differently, and then getting them to do things they hadn't thought of immediately by themselves. Therefore, you're stretching people, getting them to use different parts of their brain.

Given that people are being stretched, it's important to encourage them generously, to help make the experience a positive one. You might acknowledge their efforts, appreciate what they had to do differently, or identify the challenges they faced and

surmount and validate these.

Yet it's even more important to encourage all others when they don't complete something.

To encourage people who didn't achieve an action in full-or at all-focus on what they did do, not what they didn't. Find out about their thinking time, the energy they put into the action in other ways, and encourage them for this. When you follow up, find ways to encourage people and you will be helping them turn their delicate new circuits into long-term habits.

Learning

Finding out what people are learning is the central element of follow-up. We want to help identify any new wiring people are developing and new habits in the early stages of formation. And not just identify new wiring, but name it, understand it, hold it in our hands, see it from many angles. We want to give it lots of attention.

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By focusing your attention on new habits rather than details, you're focusing other people's attention more sharply on these new circuits.

Questions you could ask to deepen people's learning include:

- What was your big insight this week?
- What did you find out about yourself?
- What other insight did that then open up?
- What did you discover about your thinking or habits?
- What new habit did you notice starting to emerge?

Focus on the learning when you follow up. It's the best way to improve people's thinking.

Implications

Once you have the facts, checked in on emotions, encouraged them, and identified what the big learning was, next you want to explore the implications of what someone has learned.

Asking about the implications of what someone has learned means you are giving their new wiring even more attention, more focus, and making links to other parts of their brain. It's further embedding these new circuits.

New goal

The final part of the FEELING model is to identify the next goal to focus on.

The final step to transforming performance is following up with people to help them recognize and therefore further embed the habits they're developing. By doing this in a positive and supportive way, we give people the encouragement they need to turn their delicate new circuits into full blown hard wiring. It's not a difficult process, it takes just a few minutes- but it can make a world of difference.

A Summary of the Six Steps

The six steps to transforming performance are a new set of tools for improving people's thinking and dramatically improving their performance. These six steps are the core of being a Quiet Leader, and define a whole new way of communicating in the workplace.

The first step is to think about thinking; to let people do all the thinking, keep them focused on solutions, stretch their thinking, accentuate the positive, and follow good process.

The second step is to listen for potential, and to not get too close.

The third step is to speak with intent, and be succinct, specific, and generous.

Step four is about conversation: we danced toward insight by getting permission for harder conversations,

placing people so they know where we're coming from, using thinking questions so that others do the thinking, and then clarifying their responses.

Once we know how to dance this way, in step five we create new thinking. We get people to become aware of the mental dilemmas and reflect more deeply on them by asking questions about their current reality. Once they have had an insight, we explore alternatives for how to move their insight into action, and then we tap into the energy given off by the new connections being made. Finally, we know that following up can make a big difference to the emergence of new wiring, so we focus on the facts and people's feelings. We encourage, listen for learning, look for implications, and then look for the next goal to focus on.

There have been two main themes running through the six steps.

The first theme is how to have a conversation to resolve any type of dilemma. This covers the majority of interactions leaders have day to day with the people. The second theme is how you might use the various models inside the six steps more widely. For example, permission, placement, and clarifying can be very useful tools in many situations.

Part three: Putting the six steps to use

The Six Steps to Transforming Performance can be applied to many types of activities in many different ways. In the third section of the book, the author focuses on three of the more challenging ones: how to help others solve problems; how to support people to make better decisions; and how to give feedback in various situations.

Recommendation:

Quiet Leadership is an inspiring, clear, step-by-step approach to changing people, rather than processes. By reading this book you will gain a comprehensive set of conversational tools that support leaders in having powerful, results-oriented conversations with their employees around change, performance, and career development. It's a must read and well worth buying the book.

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Contact Dr. Frumi at 949-729-1577

DrFrumi@TheWhyInstitute.com

www.frumi.com

www.100mustreads.com

www.thewhyinstitute.com

About the reviewer: Frumi Rachel Barr, MBA, PhD

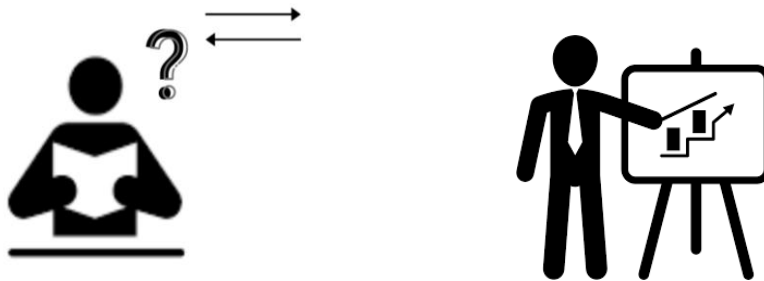
Chapter 7

Be the Solution

This chapter is based on real-life experiences by Elstan A. Fernandez during the course of his career in the Indian Navy, Merchant Navy and in a US-based Start-up.

7.1 Introduction

When you are faced with challenges, aim at being the solution, rather than being part of the problem. As you choose to step to the other side, you become the driver rather than the driven. You automatically move from a negative mindset to a positive one. Positivism doesn't happen overnight. You have to accept it, learn it, practice it, spread it.



So, cope with challenges and not problems! We often try to address problems by reacting to them. In reality, there is no problem in the world that doesn't have a solution hidden behind it. We just need to change our perspective and look for solutions instead of concentrating on "problems".

So, this is how you address your "problem" in three basic steps:

1. Be creative and look at every "difficult situation" or "problem" as a *challenge* and turn it into an *opportunity* to make things better.
2. By being creative, you can then meet the challenge through *inspiration* and definitely not through *perspiration* and thus quell it with a short-term solution.
3. Once the *challenge* is in hand, move on to finding a *long-term solution that is proactive and promotes growth too*.

This is so important for start-ups, businesses and in any other workplace too.

I have heard some managers pressurising employees to think "out of the box" and be smarter and "to push the pedal to the metal." Some employees just shut down in such situations.

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Imagine riding a bike at 100 kmph; your eyes are focussed on the road; your vision is narrowed down to the road alone; you are blind to everything else.

However, if you ride at a lower and manageable speed, you have better vision, a clearer mind, you enjoy the ride and are sure to reach your destination in better shape. Think about it!

7.2 The 7 Steps to Help You Be Part of The Solution

Here is a gist of the 7 steps; it will be explained in detail later in this chapter:

Step 1 – Introspect first then go to 30,000 feet and see the bigger picture

- The hierarchy of Human Intelligence plays a big role here; there are four major levels. And then there is a Creativity Quotient that falls in-between PQ and IQ and also Adversity Quotient that falls in-between IQ and EQ.
 - ♦ Practical or Physical Quotient - Body awareness and skillful use.
Creativity Quotient – Use of skill and imagination to produce something new or to produce art.
 - ♦ Intelligence Quotient - Math and verbal abilities - involving the left brain.
Adversity Quotient – Understanding and measurement of human resilience and the capacity to live.
 - ♦ Emotional Quotient - Managing ourselves and our relationships - involving the right brain.
 - ♦ CQ – Compassion Quotient - Acting with inner wisdom that is guided by compassion (may be known as spiritual quotient - SQ too) – involving the whole brain.

Step 2 - Be the Source of Energy for Others, Exude Positivism!

- You can stretch your mind and body beyond its limits, if you just say “Yes” to yourself. There are three short real-life and relevant narratives that will be elaborated in this chapter namely:
 - ♦ The Courageous and Resilient Ants
 - ♦ A Trek Through a Tiger and Elephant Reserve
 - ♦ The Benefits of Being a Submariner Whilst at Bloom Energy

Step 3 - Your Future Is Decided by How You Behave Today

- Challenge the present circumstances; be very observant, be innovative and most of all, be a visionary.
- Survival and prosperity are not about just being the fittest; it is about being adaptable.
- The Secret of Success is also hidden in your daily routine.

Step 4 – Attain Excellence Through Peace and Composure

- Practice patience by concentrating on your breathing
- Zero panic is the key to facing adversity
- Don't worry about things you cannot control
- Walk away from an argument
- Present yourself like a swan

Step 5 - Look for an opportunity even in the slightest difficulty

- Watch your progress; be fearless, resilient and resourceful
- Have REAL qualities, which are Resilience, Empathy, Attitude and Love
- Set SMART Goals; goals which are Specific, Measurable, Achievable, Realistic and Time-bound

Step 6 - Reach Out to Like-Minded People – Form A Kitchen Cabinet At Least

- Lead the way; be influential, articulate and persuasive.

Step 7 - Milestones are Important and So is Happiness

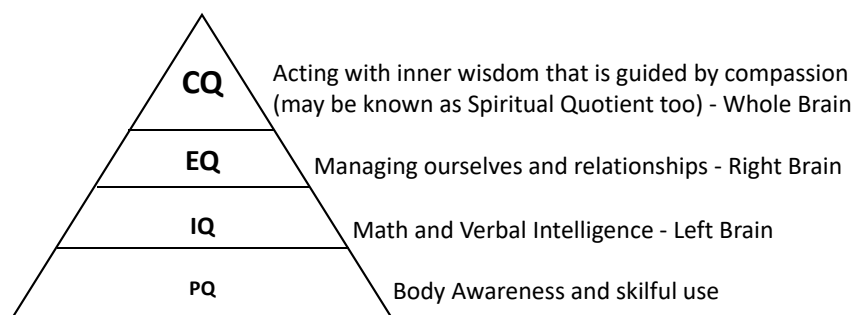
- Every Milestone Is an Affirmation of An Accomplishment
- Be Passionate, Proactive and Confident
- Be the Solution in a World Full of Challenges
- Practice Happiness
- Accept, Respect and Love Others as You Would Do to Yourself

***It does not matter what you do;
what matters most is the impact that you've made!***

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7.2.1 Step 1 - Introspect First; Go to 30 K Feet Next & See the Bigger Picture

At this point, it is good to understand the hierarchy of human intelligences:



We all normally start from the bottom of the pyramid and move upwards.

PQ – Practical or Physical Quotient - Body Awareness and Skilful Use

This is at the base of the pyramid and is the basis of all capabilities for a human. Being skilled is the first stepping stone to success.

The practical or physical Quotient (PQ) thus indicates the capacity to work through a situation applying your physical capabilities. That means of course, the effective and efficient use of your hands and coordination with your eyes. It is the skill and flawless fluidity demonstrated by sportsmen, warriors, fighters, performers, athletes, dancers and artists of every genre.

Skill often scores higher than knowledge and understanding in many debates as in real life too. I once attended a debate on Skill v/s Degree. There were only three out of 50 who were in favour of having a degree; they were the three speakers who were speaking in favour of Degrees. The irony is that once the debate was over, one of those three confessed that he was asked to speak in favour of obtaining a Degree as there were too many vying for the Skills spot. Think about it!

CQ (Creativity Quotient) *

Creativity is sometimes considered to be the use of skill and imagination to produce something new or to produce art. Creativity and originality can be considered to be more important than plain technical skill.

** This is not indicated in the pyramid as it lies between PQ and IQ. There is a thin line and hence more of a cusp.*

People with creativity are:

- a) fluent thinkers, able to generate possibilities, foresee consequences, or relate to ideas.
- b) flexible thinkers who use many different alternatives and approaches to problem solving.
- c) original as thinkers, seeking new, unusual or unconventional associations and combinations among items of information.
- d) often intellectually playful and like to fantasize and imagine.
- e) sensitive to beauty and are attracted to aesthetic values.
- f) versatile and use their multiple senses; they harmonize these senses into a unique synthesis and come up with valuable solutions.

IQ - Intelligence Quotient - Math and Verbal Abilities Involving the Left Brain

Intelligence quotient (IQ) can be obtained by the equation $MA/CA = IQ$, where MA is mental age and CA is chronological age. For IQ to remain stable, MA must increase with CA over time. This is true until around the age of 18, when intellectual abilities are usually fully developed.

As stated above, it was erroneously thought that intellectual ability started to decline after young adulthood. It now appears that although fluid intelligence may start to decrease, crystallized intelligence continues to develop throughout the lifespan.

People with high IQ exhibit the following characteristics:

- a) Logical and analytical ability
- b) Inquisitiveness
- c) Problem-solving skills
- d) Interest in reading and using language effectively
- e) Extraordinary memory with numbers and words.
- f) Perfectionism
- g) Long attention span.

Just because some may have a low IQ score, it does not mean that they will not grow up to become some of the most successful people ever. It only means that they still have a great deal of things that they need to learn about in society. Instead of weeding people out, I believe that we should start to incorporate these people into activities that can help raise their IQ's.

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AQ (Adversity Quotient)*

Adversity Quotient (AQ) is the understanding and measurement of human resilience and the capacity to live, work and deal with unavoidable and undesirable circumstances, like stress, adversity, trauma or tragedy.

AQ entails remaining stable and maintaining a cool, harmonious yet human composure. It means maintaining a healthy level of physical and psychological functions even in the face of chaos.

** This is not indicated in the pyramid as EQ is closer and more elaborate than AQ.*

EQ – Emotional Quotient - Managing Ourselves and Our Relationships Involving the Right Brain

Emotional intelligence (EI), emotional leadership (EL), emotional quotient (EQ) and emotional intelligence quotient (EIQ) are the capabilities of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behaviour, manage and / or adjust emotions to adapt to environments or achieve one's goal(s).

Understanding the Five Categories of Emotional Quotient (EQ)

1. Self-awareness

The ability to recognize an emotion as it “happens” is the key to your EQ. Developing self-awareness requires tuning in to your true feelings. If you can evaluate your emotions, you can manage them.

The major elements of self-awareness are:

- a) Emotional awareness - Your ability to recognize your own emotions and their effects.
- b) Self-confidence - Awareness about your self-worth and capabilities.

2. Self-regulation

You often have little control over the emotions you experience. You can, however, have some control as to how long an emotion will last by using a number of techniques to alleviate negative emotions such as anger, anxiety or depression. A few of these techniques include recasting a situation in a more positive light, taking a long walk, breathing exercises and meditation or prayer.

Self-regulation involves the following traits:

- a) Self-control - Managing disruptive impulses.
- b) Trustworthiness - Maintaining standards of honesty and integrity.
- c) Conscientiousness - Taking responsibility for your own performance.
- d) Adaptability - Handling change with flexibility.
- e) Innovation - Being open to new ideas.

3. Motivation

To motivate yourself for any achievement requires clear goals and a positive attitude. Although you may have either a positive or a negative attitude, you can with effort and practice learn to think more positively.

If you catch negative thoughts as they occur, you can reframe them in more positive terms - which will help you achieve your goals.

Motivation is made up of:

- a) Achievement drive - Your constant striving to improve or to meet a standard of excellence.
- b) Commitment - Aligning with the goals of the group or organization.
- c) Initiative - Ready yourself to act on opportunities.
- d) Optimism - Pursuing goals persistently despite obstacles and setbacks.

4. Empathy

The ability to understand another person's feelings, experience, etc.

The more skilful you are at discerning the feelings behind the signals of others, the better you can control the signals you send them. There is more in this world that the eye cannot see but the heart can feel.

An empathetic person excels at:

- a) Service orientation - Anticipating, recognizing and meeting clients' needs.
- b) Developing others - Sensing what others need to progress and bolstering their abilities.
- c) Leveraging diversity - Cultivating opportunities through diverse people.
- d) Political awareness - Reading a group's emotional currents and power relationships.
- e) Understanding others - Discerning the feelings behind the needs and wants of others.

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5. Social Skills

The development of good interpersonal skills is tantamount to success in your life and career. In today's always-connected world, everyone has immediate access to technical knowledge. Thus, "people skills" are even more important now because you must possess a high EQ to better understand, empathize and negotiate with others in a global economy.

Among the most useful social skills are:

- a) Influence -Wielding effective persuasion tactics.
- b) Communication - Sending clear messages.
- c) Leadership - Inspiring and guiding groups and people.
- d) Change catalyst - Initiating or managing change.
- e) Conflict management - Understanding, negotiating and resolving disagreements.
- f) Building bonds - Nurturing instrumental relationships.
- g) Collaboration and cooperation - Working with others toward shared goals.
- h) Team capabilities - Creating group synergy in pursuing collective goals.

People with high IQ (> 115) could fail while those of modest IQ of 85 to 115 could succeed (85 to 100 is average and 100 to 115 is above average)

How well you do in your life and career is determined by both. IQ alone is not enough; EQ also matters.

In fact, psychologists generally agree that among the ingredients for success, IQ counts for roughly 10% (at best 25%); the rest depends on everything else - including EQ.

Isn't it surprising? But it's true and should be kept in mind.

Of course, it is essential to understand where we stand and how much we know our Qs.

People with high EQ:

- a) exhibit and express their feelings clearly and directly.
- b) are not dominated by negative emotions such as fear, worry, guilt, shame, embarrassment, obligation, disappointment and hopelessness.
- c) are able to read non-verbal communication.
- d) balance feelings with reason, logic and reality.
- e) are independent, self-reliant, morally autonomous and can work and thrive with interdependence very effectively.

- f) are internally self-motivated.
- g) are not motivated by power and wealth, but are more influenced by fame, relationships and approval of others.
- h) always work well in groups, teams and are best in both creating and maintaining relationships.
- i) are emotionally expressive yet resilient.

CQ – Compassion Quotient - Acting with inner wisdom that is guided by compassion (may be known as Spiritual Quotient - SQ too) – Involving the Whole Brain

It is built on the foundation of the other three quotients (it will be referred to as SQ here in order to avoid confusion with Creativity Quotient). It helps us to stack our principles, values, and connects our soul with our beliefs and of course our purposes in life.

Spiritual Intelligence expands the horizon of human ego. It expands and harmonizes the horizon of human awareness and influence to the largest possible dimensions which are all inclusive. If you notice a spiritual person, he or she will without doubt be down to earth and unshaken. The aura and energy they exude are enough to bring peace to others.

In fact, SQ is the foundation for an effective use of the other quotients mentioned in this topic. People with high SQ exhibit the following characteristics:

- a) Self-awareness
- b) Flexibility
- c) Tolerance
- d) Broad inclusive approach.
- e) The ability to go through all challenges with poise and composure.
- f) The ability to understand situations easily and able to handle them well.
- g) The ability to inspire.
- h) The ability to see connections between diverse things and see everything comprehensively.
- i) A desire and capacity to cause as little harm as possible and promote well-being harmony for all.
- j) A tendency to probe and ask fundamental “why” questions about everything.
- k) The ability to go against conventions.

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In the wake of the Covid-19 Pandemic, many countries' economies crashed, many organisations failed, people lost their jobs and there is so much happening that countries and organisations have gone behind by years. Trillions of dollars have been lost worldwide. The following is a valuable lesson from my good friend, Intellectual Property Rights and Legal Advisor, Kunal Sarpal of WhiteCollarLegal.in. Kunal started White Collar Legal LLP after his training with City Corporation Group (Amanora) and a brief stint with DSK Legal (a premier law firm) in the year 2014.

Quote

Top 7 tips to risk-proof / future-proof your business against unforeseen events like Corona:

Since many businesses are now bearing the brunt of the recently emerged Corona pandemic, it makes sense to do the following to ensure that many such future black swans don't hamper your business in any way.

1. Have a 6 to 8-month reserve / cushion.

No matter how well you are doing or how beautiful your growth is, everyone will be impacted by some or the other unforeseen event. Not only a pandemic, but maybe a slowdown, or a big client or clients leaving...

In such scenarios, having the rent, salaries and basic running money for your business survival is super crucial. Not only will it give you immense peace of mind but also help in diversifying and considerably reducing your risk exposure.

2. Reduce physical presence dependencies.

Reducing it helps in myriad ways. Reduces need for space (rent), supplies (consumables) and shared economies of scale. An egoless office that does not mind contributions from remotely participating staff should not only be welcome but a norm.

3. Reduce / trim fixed financial commitments.

This is a major killer. Rent, salaries...kill a business when liabilities don't stop. I'm giving the solution/alternative to this in the next point.

4. Increase variable financial commitments.

Pay per use. Pay through contracts. Pay for performance. Pay on success. Keep stuff variable so that when demand reduces, pay reduces as a natural corollary. Even the staff benefit when things are good. Important to understand that the only real security in these times is consistent performers.

5. Remove dead weight / shackles / unproductive cost centres.

EMIs on depreciating assets, needless buys, stuff that you bought but don't use, that extra agency cost which is not delivering returns...

If you don't measure, you can't manage. Try to see and categorize activities into assets (which bring in money) and liabilities (which take out money) and reduce liabilities over time.

A debt / liability free business is one of the best blessings to any businessman. Especially, the peace of mind it brings.

6. Legally secure yourself = insertion of the right clauses.

Who is liable? Who will bear the brunt? What if the event is beyond the control of either party? Is Corona an act of God? Will the terms be relaxed? Will the costs be escalated? What about delivery timelines? A good contract will ensure that you risk-proof, against such events. Especially, with folks like Icertis coming in with an exceptional contract management tool, which can literally foresee such trends and accordingly add some strategical value-adding clauses to prevent even the slightest of any negative hit.

7. Have the necessary credit facilities ready for use.

Having a line of credit, an OD or any other similar product really helps. Even though you don't use it today, it might come in handy at such times. I, for example, have the CC from the bank and the Bajaj FinServ professional hybrid loan facility activated. I use them rarely but knowing that they are there to help, helps me to be mentally be at peace.

Be safe, be prepared, be future proof.

Unquote

7.2.2 Step 2 - Be the Source of Energy for others, Exude Positivism!

You can stretch your mind and body beyond its limits, if you just say "Yes" to yourself.

Remember that when your mind is stretched to a new idea, it will never go back to its original dimensions. I have a few real-life examples of willpower and resilience to share in the paragraphs that follow.

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The Courageous and Resilient Ants



Image

Courtesy: <https://www.quantamagazine.org/>



Image Courtesy:

Leaf-Cutter Ants, Braulio Carrillo N.P., Costa Rica on Pinterest

As I grew up, I was always fascinated by the resilience and courage of the ant community. What they lack in size, they make up for, in numbers. They are also very organised and have a clear chain of command, excellent communication skills and great foresight.

If anyone were to notice, they would be amazed by the way these little creatures use pheromone signals, deposit food through acts of foraging and develop a shared understanding of their environment. In addition, they are always future-ready.

Collective intelligence is not held by any single ant and neither is it simply held by the ants as a whole. It is an emergent intelligence that is part-ant and part pheromone-covered environment. It is as if the ants embed intelligence right into their environment. In this way, ants are quite similar to us in the way we too embed intelligence. The workers forage for food and go to great lengths to carry even the heaviest objects like large cockroaches many 1000 times their weight.

A Trek Through a Tiger and Elephant Reserve

I remember an incident that occurred during the Leadership course that I attended in 1985. I was at the doorstep of my next promotion and hence had to complete this course in order to wear those coveted epaulettes on my shoulders the following year. We were about a hundred candidates. Amongst us were older, heavier men, wider at the waist and in the twilight years of their service in the Navy, hoping to get a promotion before retiring. Being in a different cadre, with accelerated promotions, I was of course in my prime, about 23 years old and preparing to get married a month later.

As part of the program, we were camped in tents for three days at the foot of a hill range between Tamil Nadu and Karnataka; it was also teeming with wild life.

One day at 4:45 AM, it was announced that we would go for a trek up the Dhimbam Ghat road in the beautiful hills of Sathyamangalam and have breakfast at the top. It was a wild-life sanctuary too. It was to be the exciting highlight of our training! Then came the twist:

We had to don our battle rigs minus weapons. That meant only a small bottle of water and a small trenching tool besides the other battle gear. In order to avoid any snake bites, we had boots and anklets. Our good old helmets and haversacks were also part and parcel of our outdoor lives.

The next thing we knew was that we would be divided into teams of six that contained a mix of people based on our fitness, age and specialisation. Every team was to move in unison, which meant that if someone was tired or injured, we had to carry him along.

The team that came in last would be punished. Well that was normally the case, to prevent people from shirking their responsibilities and taking orders lightly. It was necessary in many ways.

The Officer in-charge announced that we had to follow the road up the hill and stop for breakfast when we see our trucks that had gone ahead of us.

Walking wasn't allowed; we had to run as fast as we could. We had hardly covered a few kilometres up the steep hill when a heavily-built middle-aged man in our team started to fall behind without complaining.

He had injured his foot earlier and that had been nagging him; besides that, his stamina was all but gone. Luckily, we found a rubber industrial motor belt on the way side and put it around his waist; one pulled from the front while I pushed him from behind. We had to make it to the top.

The enthusiasm was high as we imagined that we would all stop for breakfast in this scenic place and return to base camp by midday. We also never knew the distance to be covered so we just went on and on. The road turned out to be an unforgiving steep climb of 27 hairpin bends. You can scan these QR codes to get a view of the forest and road as it is now.



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When we reached the top, many were already relaxing and enjoying a hot meal, but there were stragglers behind us too. We were exhausted and felt happy that our team accomplished the task, but our Officer In-charge was not happy at all. He was wild at our “poor performance”.

As soon as we had our breakfast, our teams were mustered again. Being used to surprises by now, we knew the next task was at hand.

As cool as a cucumber, our Officer In-charge announced that he will meet us at the bottom. But this time around, we had to go back through the forest, which happened to be a wild-life sanctuary. So, he gave us very brief instructions, “Follow the telephone line and posts down the hill, if you don’t want to be lost or attacked by wild animals”. There was another high-tension power supply line going down too and he advised us against following it. There was no alternative; we had to do as ordered.

With our bellies full and adrenalin pumping, we thought it would be a shorter route on the way down and a once in a lifetime experience.

Now, this is where inexperience plays a role and this is how over confidence kills the cat too. Some smart men surveyed the hill side for as far the eye could see and defied his order by deciding to follow the power line, imagining that it was a shorter route and it could be that the officer just wanted us to take a longer route. We had a weak link and never took a chance. The way down was treacherous; there wasn’t a path, we had to chop our way through the undergrowth and rarely got glimpses of the road as we crossed it at some points.

It was challenging and our team mate found it even more difficult now, but bore the pain and trudged along. We never left him and stuck together as a team; we knew that the worst-case scenario was that we would all be punished but we were used to that by now. On the way down, one of us would go ahead to scout for a clearer path through the undergrowth and guide the others.

Since it was a competition again, it was each team for itself. Fitter teams whizzed-past us and scaled down rocky faces much more easily. One-group even laughed at us at one point when we met at an intersection of the power and telephone lines; they took the power line route. They felt they were moving faster. It was a hare and the tortoise story in real life.

We finally reached the bottom with ripped hands and a lot of sweat from the encounter but safe and satisfied. It was exhilarating to know that we were still alive and stuck together as a team! At one point, there was a lone guide in uniform to tell us that the truck had gone ahead and would pick us up as we reached.

All we had to do was go as fast as possible through the foothills, to the other side and report to our instructors and Officer In-charge. That was the only reward. There were no prizes for finishing in one piece or reaching first but punishment for sure if we reached last.

Another twist came our way. In the distance we could see nothing but a dam and so we started as fast as we could, oblivious to the teams that passed us. It was our team that mattered.

Our meagre amount of water was long over, there was nothing but the blazing sun above and uneven ground beneath our feet. This third leg turned out to be almost a thirteen-kilometre run through fields, along the Bhavani Sagar dam that we had to scale up and then down back to the fields; there was no other route.

The saving grace was that we could now see our trucks in the distance. Finally, sweating but happy, we reached the finishing point only to realise that there were two teams yet to arrive. Please scan the QR code to see how it looks today.



One hour went by, two hours and sometime later, they arrived. They were the “swift ones” who did not follow instructions or try to keep up with the others and who had laughed at us. The tortoises had won!

I felt at that moment that if you have the will power, anything is possible. This man never gave up and we never gave up on each other. Our bond became stronger.

The team that followed the power line, drifted into an area where there were wild elephants; a couple of the men fainted out of the fear of being killed, they had to be revived, carried for a while and rangers helped them get back on track.

Will Power is a hidden weapon that everyone is blessed with.

Why is it hidden? It is because we do not realise its significance in normal situations.

***It comes into play when motivation ends, when we lose all hope,
when our goals and success turn into a utopian dream.***

***It is at this time when you have every reason to stop, to quit
that a voice from within will tell you “don’t quit”!***

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The Impact of The Trek

Many lessons were learned that day. What stood out was to achieve our goals, we had to be disciplined, united, focussed and to never give up. In a trek like this, if you think a person can run on stamina alone, then you are mistaken. It is sheer will power and composure. The human brain is much stronger than we think it is and it needs special situations like these to unleash its full potential. Whenever I remember that trek of 1985, I love to quote the last stanza of a beautiful poem by Robert Frost:

*The woods are lovely, dark and deep,
But I have promises to keep,
And miles to go before I sleep,
And miles to go before I sleep.*

Everyone who starts on a journey to accomplish his / her dreams starts with some motivation. But all that motivation and spirit sometimes vanishes as soon as some seemingly unsurmountable challenges are encountered, leaving the person bruised, broken and hopeless. It is at that time when one's will power comes into play.

This incident gave me the confidence to attempt long-distance running and skating too. Later in my career, I participated in marathons and very strenuous tasks and missions, knowing that I can endure much more.

Even as I near 60, I am happy to say that I strive to push the limits further and have recently participated in half marathons and cyclothon, cycled over 225 km between the Tahmini mountain pass on the crest of the Western Ghats and Lonavala between Pune and Mumbai, swam three kilometres non-stop and normally work very long hours – sometimes as much as 18 to 21 hours too. Life is what you make it. I share this only to make one realise that age is just a number. Here are a few pictures below to let you know you too can!



50 k Cyclothon



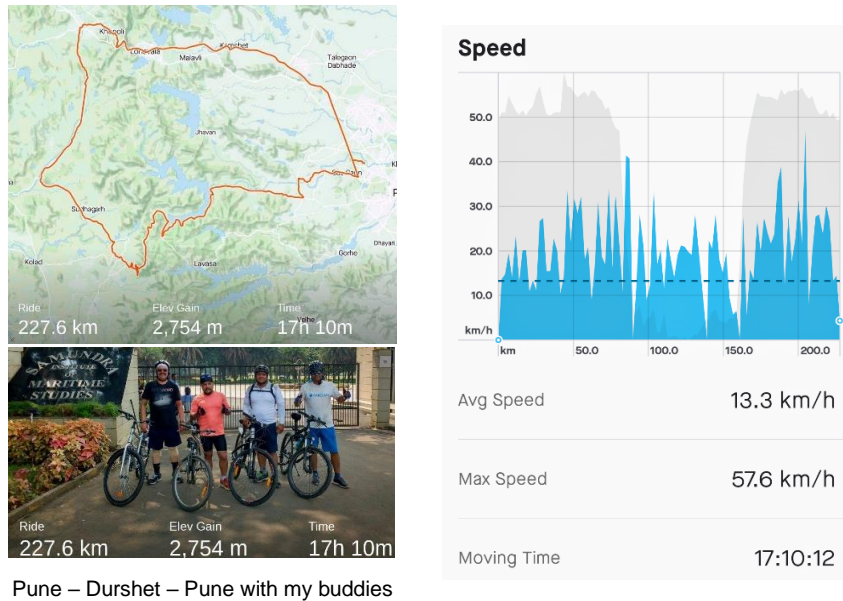
3 Km non-stop swim



21k Half Marathon



75 Kgs on my belly!



Look at the bright side and get into that White Moment*!

* The white moment is the strongest emotional driver for a performer. Once you have reached this point, all physical and emotional pain are no longer significant and you will discover you can push through things you never imagined.

The Benefits of My Submarine Experience Whilst at Bloom Energy

My experiences onboard a submarine and later in a US corporate, taught me that we can stretch our minds and bodies to great limits if we just say “yes” to ourselves.

When I was being interviewed for a job at Bloom Energy Corporation, USA, I wondered why I had been invited to join them. I later learned that a dignitary in the organisation and a former US Navy Nuclear Submarine Officer, who later turned out to be a mentor for me, had asked for a submariner with a good academic and leadership profile, for the role that I was to take on.

He justified it by stating that there would be ‘stretch goals’ and challenging situations sometimes, that demanded a great deal of discipline and dedication to work fearlessly, focused and without supervision and he knew a submariner could live up to that.

I had highly intelligent and committed managers above me who led by example. When I first joined the organisation, I had to travel to Sunnyvale to learn about the product.

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In the course of conversation one day, I asked my manager as to how he managed to work 18 to 20 hours a day, attend meetings, keep track of the performance of each unit, work with R and D teams and still be cheerful and ever ready to do just about anything for the organisation. His brief reply was enough to help me push the envelope of my own capabilities even further. He said, ***“our minds and bodies are like an elastic band that has the capabilities to stretch beyond what we think we are capable of. We just have to do it the right way”***. It motivated me a great deal.

I went on to learn the engineering and operational details from multiple departments and people who were authorities in their fields but yet so humble. It was a life-changing experience at Sunnyvale and thereafter. The end result was sweet.

I am happy to say, that I led a team that started the world’s first overseas command centre for solid oxide fuel cells, in India, within three months of joining the organisation. My small team of two other engineers and I began operating a 100 kW Energy Server at a customer’s campus, in the Silicon Valley from our Command Centre in India.

The team grew and, in a few years, comprised of experienced Chemical Engineers and several freshers who took between three and six months to be independent. It meant entrusting to them, our company’s reputation, about Two Billion USD worth of assets generating about 3.5 million units of energy a day and other intangible assets that we couldn’t really calculate.

We finally had capabilities to handle the systems from the testing phase to full-blown operations including analytics for reliability improvements in product development. All in all, the reputation of Bloom Energy was our priority.

The whole team lived up to expectations and went beyond the call of duty to innovate too. Yes, we did it as a team, come rain or sunshine, even when there were agitations and floods, festivals, celebrations and hardships.

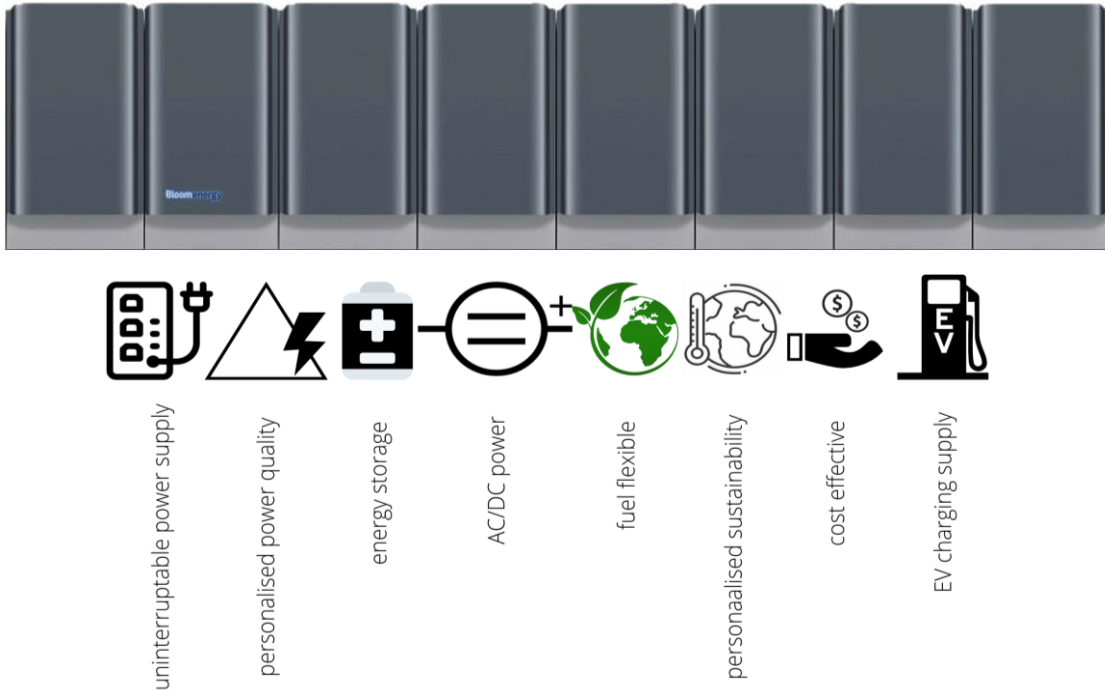
If the engineers were ill or had emergencies, we substituted for them but never stopped. The Engineers on watch were expected to remain for just six hours a day, but invariably, they would continue beyond their hours even when told to go home. Their simple answers were that this was “ours” and we had to give it our best and see that our customers are not let down.

Our team eventually grew to double digits while the customer fleet capacity grew to hundreds of MW, with Energy Servers installed at over a hundred sites. We even operated the plant that was installed in Japan after the Fukushima Nuclear disaster. The brave hearts of Bloom Energy demonstrated to the whole world that Team BE had a solution that could deliver clean energy and also not put lives at risk by having operators to locally manage them. We did it from the US and India. In terms of team strength, we grew nearly 5 times, but the fleet grew over 1500 times in five years and kept growing. It was exponential growth.

Be the Solution

An Energy Server that is designed to run 24 x 7, is depicted below. Hot swapping of modules makes this possible. It is the future of clean energy that will light up homes and power just about anything.

Image Courtesy: <https://www.bloomenergy.com/solutions/energy-server-platform>





7.2.3 Step 3 - Your Future Is Decided by How You Behave Today

Challenge the present circumstances; be very observant; be innovative and most of all a visionary. Very often we find ourselves in situations that may not be conducive, but like water that takes the shape of the vessel that holds it, we must make every attempt to fit in. It is not easy for a tree to survive too. But it finds a way of standing up to the elements, surviving and providing shade at least with the barest of resources. The lockdown due to the Covid 19 pandemic is something the world wasn't prepared for. Many things happened besides the poor unfortunate victims getting ill, and hundreds of thousands losing their lives.

People have reacted differently and many have also been affected very badly, which is really sad. Many individuals, groups and societies besides the brave doctors, nurses, hospital staff, police, administrators and supply chain staff have come out to help the poor, the suffering and the needy. In the world of today with rapidly changing technologies, climate changes, societal pressures and demands at work, it is a primary need for one to happily adapt and thus survive - if not thrive. Never give up!

Finally Remember:

The Secret of Success is also hidden in your daily routine.

7.2.4 Step 4 - Attain Excellence Through Peace and Composure

Practice Patience by Concentrating on Your Breathing

Volumes can be written on this, but yes, we must practice the art of breathing patiently by concentrating on your breathing. Here is a lesson from my days on the submarine. We had to assume the ‘ultra-quiet state’ in adverse conditions. It is not practiced much generally, but soldiers in combat and animals do so when they are about to attack or are being pursued by an attacker. This is resorted to, in a situation when we know that the enemy is lurking nearby.

One wrong move, one sound, one flash of light, one reflection could result in you or your mates being killed. As submariners, we had to become ‘invisible’ under water.

Now it is very well understood by most people that sound travels faster in water than in air. Sound travels in the range of 1500 meters per second in seawater and depends mostly upon the temperature, density, seasons and depth. In comparison, sound travels at about 330 meters per second in air.

So, we would shut down almost everything, dim the lights, stop moving and go into a ‘zero trim’, condition if need be (a condition where the submarine would be perfectly horizontal and neither light nor heavy and so remains almost in one place). Even movements between compartments would be stopped. The reason being if people moved, they would require more oxygen and expel more carbon dioxide, making it more difficult for others. So, we would sit in one place and breathe slowly, concentrating on the panel or equipment in front of us. Nothing else. It is because we were successful in such situations, that I am able to share this with you today.

Every submariner is (practically) taught to escape too. That means if we escaped from a depth of 100 metres, and were exposed to that pressure for as much as 15 minutes, it would take nearly 6 hours to decompress our body, before we could reach the surface, using a buoy-rope. The only clock we could then rely on, is our breath; i.e., calmly breathing at 16 times a minute. Free ascents were allowed from about 30 metres or less but we had to decompress fast as we would rise at a rate of about 1 metre per second.

So, remember if there is a difficult situation, assume the ‘ultra-quiet state’ and breathe calmly.

Zero Panic Is the Key to Facing Adversity

I am satisfied to say that there was no situation too grim that we couldn’t handle on all the four submarines that I served on.

Now, every submariner, before he sailed, would have his next of kin’s details registered with the Squadron and Ship’s office ashore. We always (cheerfully) believed that a submariner, like any other human being, could die only once, so why fear the unknown?

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I have spent more than ten thousand hours underwater and it wasn't easily achieved. We did have challenging situations when we had to muster that last ounce of courage or when we witnessed things seemingly beyond our control, but never gave up hope.

We operated at challenging depths of a few hundred metres when the need arose; these were depths beyond which human life could not be sustained in the event that we may have had to escape. It was clear that 'zero panic' was the answer. Later at Bloom Energy, this helped me to ensure that even in challenging situations there was absolute peace in the Command Centre and most of all, 'zero panic'.

Also remember, as I mentioned earlier, when you are calm, you are like a rider on a bike who has everything in control and also the privilege of enjoying the scenery around rather than riding at break-neck speed and only concentrating on the white line. A bike-lover, I tried both myself!

Don't Worry About Things You Cannot Control – Surrender and Be Still

I had a manager who was able to smile even when he encountered a difficult situation. He would always remind me that we should not worry about things beyond our control.

Walk Away from an Argument

Again, the same manager taught me to walk away if there was a disagreement that led or could lead to a heated argument. In an argument, both parties feel they are right. Most often, your vision and thoughts get narrowed down. My own children taught me anger management. As a younger man, I was short-tempered and being a man of principles and with a defence background, I never tolerated wrong doings, breaking of rules, disobedience, lying, cheating, and being late. I would lose my temper easily.

As I grew older and met this manager, listened to my children who are now adults and parents themselves, and did a lot of introspection, I have mended my ways to a great extent. Yes, my wife and I have studied to be counsellors under highly-educated and vastly-experienced professionals who have decades of hands-on experience. We are now part of a group that hopes to help families and children lead better lives.

Key Takeaway

Anger is a good emotion, but reacting in anger or using anger as an excuse to hurt someone, is bad.

Present Yourself Like a Swan

We could spend hours watching a graceful swan as it moves on a lake. There is elegance in its motion. What we really don't see is the flurry of activity going on beneath the water's surface. Its webbed feet propel it and aid its graceful motion that we are always in awe of. This graceful motion is an ideal example of diligence. The world always looks up to the experts and the ones who shine in their fields because they make whatever they do, look so easy, also like a trapeze artist or a ballet dancer who goes through the motions so gracefully.

At the base of their pyramid of success is a lot of hard work, dedication and sacrifices that they have made while the rest of the world slept. Before we envy other successful people or icons we must pause and realise that it takes years of burning midnight oil, perfecting the skill or thinking creatively, to give the best to the world and live up to expectations.

7.2.5 Step 5 - Look for An Opportunity Even in The Slightest Difficulty

Watch Your Progress; Be Fearless, Resilient and Resourceful

Why are signs promoting Bata appear all over Africa, even in the remotest of spots? Here's why Bata's shoes are known as the shoes of Africa:

To quote Ken Burnett in his blog, "At the end of the nineteenth century, just as colonial Africa was opening up as a market, all the manufacturers of shoes in Victorian England sent their representatives to Africa to see if there might be an opportunity there for their wares. All duly came back in time with the same answer. 'Nobody in Africa wears shoes.' So, was there no market for such products there?"

All, that is, save for the Bata representative. He came back saying, 'Nobody in Africa wears shoes. So, there's a huge market for our products in Africa!'



Images Courtesy: <http://www.kenburnett.com/BlogTheBataShoesStory.html>

Chapter 7

Have REAL* Qualities and Set SMART* Goals

This is where I would like to explain what it is to have REAL qualities.

R – Resilience

Resilience is the ability to bounce back from whatever life throws at you.

It is an important attribute for a person's or an organisation's success. It is vital for survival in today's world. No matter how many times one may fall, get up and take on the challenge.

E – Empathy

“Empathy is the capacity to understand or feel what another person is experiencing from within their frame of reference, that is, the capacity to place oneself in another's position.”

It is the most important aspect in families, corporates, on the streets, everywhere. Once we empathise, everything else follows. Life blooms, families will be more peaceful and happier and organisations are more conducive to work in. Life in public places – on the streets, in public transport, in stores and queues would be much better when we empathise. Think about it!

For example, if everyone is empathetic, just imagine how pleasant it would be to take a flight these days, without pushing and shoving to get to our seats or hearing the pleading voices of air hostesses to stay seated till it is safe to deplane.

I learned a good lesson in the airport at New York:

I was second in line in a souvenir shop – behind a lady, and the queue was as long as the two of us. While the lady in front of me was about to leave the counter and there was absolutely no one else, trying to be as polite as ever, I enquired from behind her, about the price of a souvenir.

The cashier didn't hesitate to admonish me immediately saying that I'd better wait for my turn or she would not be able to do her job well. “Can't you see I am busy and tending to another customer? Can't you be patient?” I promptly apologised. I woke up to reality and I knew clearly that I was wrong.

Ever after that I do my best to never ever hassle anyone - at any counter especially, because I realised it is not easy dealing with numerous strangers each day and still managing to smile or in the least, do the job well enough.

A – Attitude

On the lighter side, attitude scores a 100% when it is compared to skill, ambition, knowledge and hard work. This simple exercise proves it:

Take the 26 letters of the alphabet and give the letters a weightage of 1 to 26 going from A to Z (A = 1, B = 2, C = 3...Z = 26).

Now assign these values or weightages to the letters of the words below:

$$\text{SKILL} = 19 + 11 + 9 + 12 + 12 = 53$$

$$\text{AMBITION} = 1 + 13 + 2 + 9 + 20 + 9 + 15 + 14 = 83$$

$$\text{KNOWLEDGE} = 11 + 14 + 15 + 23 + 12 + 5 + 4 + 7 + 5 = 96$$

$$\text{HARDWORK} = 8 + 1 + 18 + 4 + 23 + 15 + 18 + 11 = 98$$

$$\text{ATTITUDE} = 1 + 20 + 20 + 9 + 20 + 21 + 4 + 5 = 100$$

A positive attitude is the best attribute a person could possess. This is what stands by you in adversity, in trials and tribulations, in sickness and health and just about anywhere. With all due respect, the right attitude has taken even physically challenged people to the top of Mount Everest.

L – Love

Begin by loving yourself then go a step further and love and respect others the way you love yourself. Do what you love and love what you do. Love your job because that is what brings you almost all comforts in life. While doing your job, introspect. Is this what you want to do? If so, you would love it and do everything effortlessly. You would also receive wonderful results! On the other hand, if you do not love what you do, you would keep complaining and struggling in vain. So, choose for yourself what you love.

There could be moments of frustration in a job, in marriage, in a relationship, in your hobbies and even in recreation but trying just a little harder, smarter and being a little more tolerant could bear good fruit.

During my training sessions to be a Youth Animator and Counsellor, I learned this beautiful story “The Turn of the Tide”, written by Arthur Gordon and have shared it with over 2000 young people through discussions. It has made me to feel better on many occasions too.

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Here it is:

Gordon describes a time when he found his world stale and flat. His enthusiasm for life waned, and he was getting worse daily.

A doctor found nothing physically wrong with him, but said he might be able to help if Gordon could follow his instructions for one day.

He was to spend the next day in the place where he'd been happiest as a child. He was not to talk to anyone, nor to read, write, or listen to the radio. The doctor then wrote out four prescriptions and told him to open them one at a time – starting from 9.00 a.m., and every three hours thereafter.

The next morning, Gordon went to the beach. His first prescription said only this: "Listen carefully." It seemed insane to listen to waves for three hours. But he did it – and began to hear many more beautiful and soothing sounds that weren't obvious at first. He calmed down a great deal.

He also began to think of the lessons he'd learned as a child from the sea: patience and respect for the interdependence of things; he felt a growing peace as time passed by.

The noon prescription read, "Try reaching back." To what? He then thought of the joyful times of his childhood, and felt a growing warmth inside. The 3:00 p.m. message jolted him awake: "Examine your motives." At first, he was defensive. Of course, he wanted success, fame and security – he could justify them all. But then it occurred to him that these motives weren't good enough, and that fact was making him stagnant.

"It makes no difference," he wrote later, "whether you are a mailman, a hairdresser, a housewife – whatever; as long as you feel you are serving others, you do the job well. When you are concerned only with helping yourself you do it less well – a law as inexorable as gravity."

When 6:00 p.m. came, the final prescription didn't take long to fill: "Write your worries on the sand." He knelt and wrote several words with a piece of drift wood; then he turned and walked away. He didn't look back; he knew the tide would come in.

And now coming to SMART Goals...

Our goals should always be:

Specific – State what you will do and use action words.

Measurable – Provide ways to evaluate your goals using metrics or data targets

Achievable – The goals should be attainable and within one's scope

Realistic – They should be within one's job function and also improve business or your profitability in some way.

Time-bound – Set a time-frame and be time-bound. Discipline is the key.

When I was 15, my Late Aunt Judith M^CCoy, wrote a quote by Miguel de Cervantes in my autograph:

“Three things too much and three things too little, are pernicious to man:

- 1. To speak much and know little*
- 2. To spend much and have little*
- 3. To presume much and be worth little”*

It is a well-known fact that only those who can manage themselves well, can manage others.

Note: *The first five steps focussed more on you being a part of a team and now the next two steps focus on you as a leader of a team.*

7.2.6 Step 6 – Reach Out to Like-Minded People

The criteria for like-minded people is different for everyone. For me, people who enjoy exercise, like to talk about new ideas, are technologically inclined, enjoy reading, social work and strive to be positive and kind are the ones I want in my team. For you, like-minded people might be involved at your church or place of worship, interested in sports, or avid supporters of a particular music group or sports team, etc.

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It takes thought and action to form a group of people in your life that you can rely on no matter what. You have to actively seek them out. The key to surrounding yourself with like-minded people is knowing what kind of people make you feel most secure, inspired, and confident. The people who fill your life with joy and push you to be the best person you can be are the ones you should count in this group.

With these people around you the following basic but important benefits are:

- You feel safe being yourself – you can let your hair down at any time of the day.
- You can talk openly about your thoughts, dreams, and problems without fear of judgement or misunderstanding.
- You have people to inspire and motivate you.
- You have a shoulder to lean on and that is so important in challenging times – to be accepted and loved unconditionally.

At the workplace or in a business or with start-up, there is something to learn from everyone; when you are a team, there is no one big or small; **T**ogether, **E**veryone **A**chieves **M**ore. Yes, all are equal from a humanitarian perspective and you can learn from each one of them. Ideas lead to new beginnings and you never know who has the greatest idea. So, cherish your team.



Here is a unique beehive of the Tetragonula Carbonaria bee in Australia. “Social bees include honey bees and stingless bees, among others. They are responsible for a large part of the pollination performance worldwide.” phys.org

Image Courtesy: Dr. Sara Leonhardt; phys.org

“Your personality is a combination of the five personalities you are in close contact with. So, choose your circle wisely” Chanakya

7.2.7 Step 7 – Milestones are Important and So is Happiness

Every Milestone Is an Affirmation of An Accomplishment; Be Passionate, Proactive and Confident

Going back to my experiences at Bloom Energy, our team celebrated every milestone! It gave us a sense of purpose and we grew from strength to strength. Similarly, whilst in the submarine arm, it was passion that kept us alive and made us look at the brighter side of life. Here are few reasons why we need to be passionate, why we must celebrate each milestone:

1. As humans we are called to grow. We normally suffer when we don't grow.
2. Celebrate even the baby steps because big things arise from smaller ones. We can guide others toward greatness through encouragement.
3. Acknowledging milestones gives us a reason to reflect on where we have been, where we are now and what we can learn from this leg of the journey.
4. Celebration signifies that an accomplishment really matters. It reminds us to give thanks for those special moments each day.
5. When we celebrate something that is noteworthy, the act of slowing down invites us to notice everything else.
6. Passion and confidence are great drivers. They egg you on – no matter what!

Be the Solution in a World Full of Challenges

You may see the world differently. There is every possibility that you may be ridiculed, because you think differently. Yes, it is possible that you will be misunderstood because your ideas and thinking vary from others. One day you will find yourself shining and people accepting you the way you are. With my reputation at the Submarine School, of even making simulators to train people for the new fleet, I was earmarked and sent to study computer architecture and programming.

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I subsequently introduced desk top computers in the Eastern Naval Command. There was a time when we were just three of us who were considered as experts – two of whom were my seniors and we had a huge following but found the time to share this newly acquired knowledge with as many colleagues and friends as possible. It was a new beginning, a new era for the Navy and our country. I was so happy!

Practice Happiness

To continue from above, being happy go lucky, creative and hardworking, our team independently transferred our knowledge to hundreds of civilian and defence staff and trainees, managed three crucial Electronic Data Processing centres, automated systems and I even made simulation packages using 2-D automation techniques for my systems on the submarine. I went on to become an author and released two books – one the supporting theory and design of Submarine Automatic and Remotely Controlled Systems and another on their maintenance and repair. That was almost 30 years ago. These days there are numerous articles and documents, laughter clubs and teachers, associations and micro groups of people promoting happiness.

“Happiness finally comes from within” as my wife says.

Accept, Respect and Love Others as You Would Do to Yourself

First of all, according to many including me, it has to start with loving yourself and being happy the way you are; there is no perfect human being. Now at my current workplace, every morning, when I get off the bus at work, there are two things that make me feel really good!

The air is so clean in a pristine setting of trees and manicured gardens. And as I walk in, there is this smiling janitor who waits for me, to shake my hand and wish me. In rare circumstances when he would have probably been busy elsewhere, he would search for me or come to my place of work, just to wish me. A truly amazing human being – always calm and smiling. I can be with the worst of headaches or unwell too, but he makes my day! We should also do our best to exude happiness.

Be the Solution

Especially in the workplace, it is essential to be happy, as most of us spend a great deal of our lives at work. I have a senior colleague who, even on a sultry day, would be humming even while working at his computer. It feels so good to see a cheerful person. Happiness is infectious! It is your job that brings the bread and butter to your table.

There are two songs that I love and thus want to share with you. “Happy” by Pharrell Williams and “Don’t Worry Be Happy” by Bob Marley. Please scan this QR codes to listen to them on YouTube.



Chapter 8 Mandatory Rules for Seafarers

This chapter is based on an article by MarineInsight.com and compiled by Elstan A. Fernandez

8.1 Punctuality

Punctuality is probably one of the primary bastions of professionalism in any field and needless to say, seafarers are required to be punctual in every aspect of their life on board ships; vis-a-vis shore-leave or reporting for watch-keeping duties, seafarers must value time on board ships. Delay of any kind of operation can lead to the delay of the whole ship, resulting in loss of both time and money.

Additionally, punctuality considers that outgoing officers are relieved of their duties in a timely manner, ensuring that interpersonal relations and operations onboard are carried forth without hindrance.



8.2 Drinking

Sobriety is essential to the basic functioning of manpower onboard a merchant ship. With the value of the ship and her cargo running into millions of dollars, navigating the vessel under the influence of alcohol seems ridiculous in every way. Most ship owners have prohibited the consumption of liquor onboard, i.e., enforced a ‘no alcohol’ policy. In the case where such a policy is in effect, it is mandatory to adhere to it.



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8.3 Drugs

As with any other workplace, narcotics are a complete no-no onboard (as well as ashore, while on shore leave). It is unlawful to consume, possess, or distribute drugs on board ships. A seafarer found guilty of consuming or possessing drugs, is liable to dismissal from his or her job and also subject to legal proceedings



It is to be noted that certain countries have very strict rules against drugs which involve capital punishment. The act of transporting it is a guaranteed route to really long/lifelong imprisonment; it is therefore advisable to every seafarer to steer completely clear off of any such activity or habits. Not to forget, the risk posed to the safety of the vessel when narcotics are in question, whether it pertains to consumption or transportation, is immense

8.4 Weapons

Any kind of offensive weapons which can be fatal are not allowed on board ships. A seafarer found guilty of such acts is liable to legal proceedings and suspension. It is possible that the country one is in has lax gun laws enabling easy purchase and use of weapons; as with the contrabands mentioned above, it is best to steer clear. Certain flags might allow the Master to have a gun for the safety of the vessel but under no circumstances is the individual carriage of any weapon allowed onboard. Punishment for this is also extremely harsh, and rightfully so.



8.5 Carrying Out Duties

Every seafarer is required to perform duties to the best of his or her abilities. It is necessary that seafarers properly understand their duties and obey all the commands and instructions which are within their scope. The precise allocation of duties can be found in the SMS Manual as per the ISM Code and so as far as possible, be adhered to. Obviously, there arise circumstances in which it is not practicable to stick to a job description; emergencies and exceptions notwithstanding, seafarers should diligently carry out the duties that they are assigned. Seafarers should also know whom to report to and what to do in case of emergency situations.



8.6 Smoking

Most of the ship owners follow No-Smoking policy onboard their ships, especially on tankers and those carrying dangerous flammable cargo. No smoking rules should be strictly followed on board ships to prevent fire accidents. Designated smoking rooms are the only places where a smoker should smoke. Smoking poses a threat to the safety of the vessel when done on deck, owing to the flammable nature of the cargo. Smoking in cabins should also be prohibited for the chances of a mishap due to human error can be devastating.



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8.7 Behavior Towards Colleagues Onboard

Misbehavior and anti-social attitude are not tolerated on board ships. Seafarers who are involved in actions such as abusive language including racism, sexual harassment, aggressive attitude, and offensive personal habits can face suspension or discontinuation of their job contracts. Owing to the multicultural nature of shipboard work, it is important for every seafarer to adapt to the various needs and customs of different individuals and imbibe the positive aspects to further the efficiency of work. Do unto others as you would want others to do unto you!



8.8 Bringing Unauthorized Persons On Board

Seafarers are not allowed to bring any unauthorized persons on board ships. Ship and port authority rules should be strictly followed regarding bringing of unauthorized persons on board to prevent legal actions. Standing rules prohibit the entry of unauthorized persons into the port facility or the ship itself. If the need arises, proper permits shall be obtained to facilitate any such entry. One must not skirt the existing security laws to allow anybody to enter the ship.



Mandatory Rules for Seafarers

8.9 Treatment of Ship's Property and Accommodation Area

When seafarers are on ships, the ship is not just their place of work but also their place of living. It is therefore important that seafarers treat ship's property and accommodation area with respect and take proper care of the same.

Not to sound pedantic but treat the ship like you would treat your own home. The property and everything else contained within is bound to be part of one's daily usage in some form and it must all be treated with a level of respect.



8.10 Unlawful Activities

Apart from the practices mentioned, there are certain unlawful activities and misconducts seafarers should avoid. Any seafarer found guilty of actions such as assault, willful damage to ship's property, persistent disobedience, actions endangering ship or person on board, continuous failure in performing duties, normal or cargo theft, actions compromising safety of the ship, and ill-treatment towards onboard personnel can face suspension of the contract or other severe actions against him or her.



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8.11 5 Reasons for Cancellation or Suspension of Seafarer's Certificate of Competency (COC)

The certificate of competency (COC) is a form of license every mariner is granted to work on ships. The certificate ensures that the concerned person has the sufficient knowledge and skills to sail on ocean going vessels. However, the COC is not something that once awarded cannot be taken back, cancelled, or suspended. Its validity is directly proportional to the conduct and performance of a seafarer.

If the concerned authority is not satisfied or receives complaints about any kind of wrongdoing by a seafarer, his or her COC can be cancelled or suspended for an indefinite period. It is therefore important that every seafarer should know all the important points related to cancellation or suspension of the certificate of competency (COC).

1. Incompetency: A seafarer's COC can be suspended if any action resulting from incompetency has led to a shipping accident involving injury, death of a person, or damage to ship's property.

2. Misconduct: If a seafarer is found guilty of acts of misconduct which has led to any kind of damage to the ship (collision, stranding, or abandonment), the concerned person's COC can be temporarily or permanently suspended until proper investigation is not carried out.

3. Providing Misleading Information: COC of a seafarer can also be suspended if the person is found of intentionally providing misleading information which has led to a shipping casualty, injury, or death of a person.

4. Drunkenness: If a seafarer under the effect of alcohol has led to a major shipping accident involving loss of life and property, his or her COC can be cancelled.

5. Tyranny / Misbehaviour: In case a seafarer is found guilty of actions involving violence, misbehavior with fellow seafarers, or physical harassment which has led to serious injury, death of a person or damage to the ship, his or her COC may be suspended or permanently cancelled.

8.12 Important Points to Note

However, it is to note that cancellation or suspension of a seafarer's COC will be done only after proper investigation and inquiry has been made by the concerned authority.

An order for cancellation of COC will be passed only after the guilty person has been given a reasonable opportunity to provide an explanation for his or her wrongdoing. This can be done through an appropriate show cause notice. A seafarer, whose COC has been cancelled or suspended can appeal to the concerned authority against such an order. This has to be done only within a certain number of days after the order of suspension of COC has been given (for e.g., in India it is 30 days).

A mariner should always keep a check on his actions while on ship and ensure that no action of his is resulting harmful to the ship or its crew members.

Chapter 9 The Success Matrix

This chapter is written by A Elstan Fernandez based on real-life experiences during the course of his career in the Indian Navy, Merchant Navy and in a US-based Start-up and also as a Youth Animator.

The road to success is not to be run by seven-leagued boots. Step by step, little by little, bit by bit – that is the way to wealth, that is the way to wisdom, that is the way to glory.

Pounds are not the sons of pounds but of pence.

Cousin Jean Sinclair in my Autograph Book

14th Sep 1978

This chapter comprises of 16 practical aspects of life that I call the Success Matrix and which a young person or a millennial should focus upon; it ultimately leads to success i.e., happiness!



1 Pursue Education



“The illiterate of the 21st Century are those who cannot learn, unlearn and re-learn”.

Alvin Toffler

Parents often play a major role in a child’s education. My parents too played their own roles in my basic education. In addition, my father made one thing clear. I had to be able to use my hands and brains technically, as a man should do. On the other hand, my mother taught me to cook, do the dishes, even sewing. I had to be skilled at almost everything! They taught me early on, that if I did something, I had to do it properly or not do it at all and that pertains to everything I do to this day.

I fell in love with books even before I went to school. Mama used to read a book to me every day. She then taught me to read and somehow bought me or brought home from libraries, adequate books; that made me a voracious reader and a student for life.

Being denied what I deemed to be the right education in the higher secondary was in fact a blessing in disguise! That took me on a different journey from there on. It catapulted me into the right avenues in my life. My maternal uncle came along and showed me the way. I went on to study 110 subjects whilst in the Navy and 40+ subjects after that; I am truly blessed!

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In return, I have contributed and am still contributing by way of my books and teaching, to the education of 10s of 1000s of maritime students and professionals worldwide besides being a mentor for start-ups too.

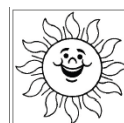
I see education as a basic human right rather than a privilege and hence, we, educated people, must give back not just money but as much in every way possible as we can and enable our future generations to be better than us. Only then can the world progress. To take this one step further, my good friend Mahesh, my wife Lorraine and I launched KUAILZ.com (KUAILZ Education and Training System). Hopefully, being a Rotarian, I will join hands with Rotary International to participate in their TEACH program RotaryTeach.org, to help in their nation-wide literacy program.

Key Takeaways

- ✓ *Education and / or skill development are the bedrocks of success. Knowledge is power.*
- ✓ *Information is liberating. Education is thus the premise of progress, in every society, in every family.*
- ✓ *Evolve, be educated and educate others. In our quest for knowledge, we also have to keep in mind, where it would lead us decades from now. Would we be still in love with our chosen path?*
- ✓ *What about you? Will you too pursue education and be a student for life?*



2 Be Passionate!



Passion moves freely across borders, speaks every language, and flourishes in every culture. Passion comes from an outpouring of the interests and ideas that make a difference in your life. Finding and pursuing your passion allows you to see your destiny clearly. It's contagious! Don't miss the opportunity to pursue your passions and continue to look for new adventures.

Only when you are passionate, will you deliver well enough and derive any pleasure from what you do! There will be times in your life, when you do things with all your heart and soul and yet face a stumbling block. It is okay if this happens. Take a step back, breathe and figure out a way to use it as a stepping stone. I did and succeeded. Whenever you say passion, you think positive, bright, alive, charming, productive and a host of only good things.

I remember attending an entrepreneurship competition. There were over 10 participating teams in the final round, the prize money was very attractive and so the teams were really charged up! As the presentations started, it was very clear that the ones who were passionate, focused, well-prepared, had a vision, had SMART goals and finances in place, had already created a market base that was growing; they were the ones who shone right through the presentations. They clearly exuded positivism and walked the talk too.



3 Be Yourself



We wear masks at every stage of our life, which most of us are aware of today. We are children, students, teenagers, young persons, middle-aged persons, old people and then we at last enter our dotage But many a time, men love to be boys and likewise women love to be girls once again. As we grow, we learn to protect ourselves. As part of our coping mechanism, we sometimes wear a different mask to fit into a community or situation that we are in and also to keep from getting hurt. Do we wear unnecessary masks? Are we the cool person or the humourist? The introvert or the extrovert? The people pleaser or the bully?... the list is endless. However, in doing so, we close ourselves off from our true self and stay stuck in our own shortcomings, our own fears, our own sorrows. If we can identify these extra masks that we wear, we can then set out to overcome the hurt and fear of the past that has caused us to wear a particular mask. We can then heal ourselves and be happier, love and be loved. For example, in the corporate world and likewise in society, one must behave according to the prevailing circumstances. There are several occasions in the corporate world and in our diverse day-to-day life too – addresses by dignitaries to team meetings, parties and deaths. Adequate behaviour brings mutual respect.

You can fool some people all the time, all people some of the time but not all people all the time. Ask yourself, which mask do you wear and which you should get rid of?

***“All the world’s a stage,
All the men and women merely players;
They have their exits and their entrances,
And one man in his time plays many parts...”***
William Shakespeare in As You Like It Act II Scene VII

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4 Value Time



Time is beyond our control, and the clock keeps ticking regardless of how we spend our time. Priority management is the answer to making the best use of our precious time.

As I learned from my seniors and colleagues in management circles, ***if it is urgent and important, just do it!*** e.g., it could be a crisis situation.

If it is ***not an urgent task but is an important one, make a plan to achieve it and address it.*** It is considered to be in the quadrant of quality. Some of them can be strategic planning, personal care, relationship and team building.

Urgent but not important then delegate them. They may be phone calls and emails, reports, others minor demands and some meetings.

Not urgent not important, eliminate it. This includes social media that takes up so much of our lives today, aimless web browsing, gossip, negative-minded discussions. A person complained of having no time at all no matter what he did. He just couldn't manage his time – day in and day out.

So, another asked, if there were a couple of rats in your room or perhaps a snake crawled in or the room was flooded would you rush out saying you have no time? It is often seen that the busiest people find the most time to do many things.

My mantra is to focus on one thing at a time. There is no such thing as multitasking. It is a myth and an illusion that qualitative work can be done when we multitask; however, it is debatable. I suggest that when one job or task or person is being addressed or dealt with, shut everything else out.

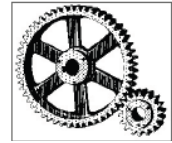
Similarly, discipline and vice don't mix. Vices pull you down and take away not just quality time but money, health, family and just everything.

Key Takeaway

The most important thing is to plan your work and work according to your plan. Wake up each day and decide what you have to do. Keep some time for exigencies, some time to help others; one day you may need help too.



5 Progress Constantly



Very often we are hard on ourselves and think that we haven't progressed the way we should have. We may also find that our goal is nowhere in sight.

What do we do? Do we just give up? The wheels of progress somehow turned in the right direction for me, by just maintaining my unstoppable spirit. My advice is that if we set our eyes on our goals, we can go from one stepping stone to another, however far apart they may be. From my experiences of facing and overcoming speed breakers, despite the pain, the short-term losses, one should never give up!

As you grow older, you may feel that you aren't progressing "the way you should". You may have a mid-career crisis too. Anytime you feel like that, introspect. Yes, no matter what, look back, introspect at how much you have done so far and what you have achieved.

Don't look in the rear-view mirror for regrets but look for lessons and achievements. Be happy for the good things you have done and don't feel guilty for what you haven't achieved. Build on those strengths and take the plunge if you must!

According to my plans and aspirations, I progressed rapidly after the age of 45. I finally met with the success I dreamed of and found even more happiness in being able to give more to others besides my own loving family! For some people, at this age, it is a mid-career crisis. I was apprehensive, but my wife and children stood with me and gave me the courage to take the plunge and it paid off – all in a matter of a few years! I was debt free, with a positive growth rate by the middle of 2014. I consider it a miracle given the circumstances we were in.

"Your story may not have such a happy beginning but that does not make you who you are, it is the rest of it - who you choose to be"

Adapted from the movie Kung Fu Panda2

Here are a few tips:

- ✓ If you have watched The Lion King, you may remember words like this... "look inside yourself, you are more than what you have become". Look ahead!
- ✓ Listen to yourself, seek expert advice if needed, but finally you must make your own decision.

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- ✓ Face reality with a brave heart and a clear mind. Be rational. Don't fear to start over again. There are many success stories of people who started *later than others did*. This could even imply to your relationship, hobbies, career... My mother loved art and pursued it to the point that she went to art school at 43 and became a certified teacher in pencil and water-colour art.
- ✓ Do not forget that you are more talented than you think; all you need is the will to break free of your inhibitions and to be hungry for success. If everyone were to be the best, who would come in second? Eventually you could be the beacon for others.
- ✓ Get better at what you are already; sports, art, your job at hand, anything.

I also see a lot of young people venturing into business that they are passionate about but not really qualified to venture into. It isn't bad to follow your heart. For example, before the lockdown I regularly visited a couple of restaurants run by young couples that had radically different cuisines to offer. They were continually improving, so passionate and made any guest feel wanted. From the fact that the restaurants were always occupied and sometimes had customers waiting in a queue, is an indication of their devotion and happiness at what they ventured out to do. I am just waiting for the good old dining-out days to come back once again, when my wife and I could savour their delicious cuisine.

Re-invent yourself by seeking new avenues. It can be a turn for the better. I have a friend who quit a senior leadership role in a world-famous IT company to start his own LED and Solar business, to cater to the poorer sections of society. He had no skilled employees to start with and so trained the son of his chauffeur to assist him. It was at that time when I met him on LinkedIn and introduced him to a professional who could take him forward. His business has grown in leaps and bounds, his company exports LED lights and solar products today and he is extremely happy with what he does!

Another good friend quit his flourishing career as a Talent Acquisition Expert for 25 years in a leading organisation to start his own NGO and take care of battered women, the homeless, disabled and the blind too. Please visit Goodsam.in to know more. In return for the kindness, he showed to me when I made a career change, I am a benefactor of the NGO now.

Key Takeaways

- ✓ *One of the most basic needs of anything that lives, is progress – especially for humans.*
- ✓ *There are no constraints on the human mind, no walls around the human spirit, no barriers to our progress except those we ourselves erect.*
- ✓ *Education gives us knowledge; travel give us wisdom; progress leads to more positive emotions and satisfaction. It enhances our well-being.*
- ✓ *Positive emotions contribute to our motivation to act. It is a win-win if we can just get started.*



6 Manage Loneliness



If you have has seen the movie Papillon, you would understand the energy and positivism it takes for a man, to overcome loneliness. He fought his way to freedom while overcoming loneliness, humiliation and hunger.

For me, the pain of feeling unwanted and lonely as a teenager in school was cruel. I was an introvert and despite trying to be a good human being, boys who were my age, shunned me out of peer pressure.

I went into a shell. Fighting the pains of puberty / adolescence and loneliness was difficult but I managed to hold on. I sought new friends and that is when I met Kabir (in a striped shirt, in the picture on the right) and Mohan who turned out to be good friends. Sadly, Kabir passed away a few years ago.



Mohan, the son of a senior Police Officer who, was new to the school as well. We clicked well and since we lived a very short distance apart, the three of us were good company. We played table tennis, cricket or simple card games; we also chatted a lot and just hung out at times. In time to come, Mohan's father became one of my role models whom I silently observed and learned from. Mohan and I are friends even to this day.

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However, most of the time I was swamped with work. I was a victim of circumstances and due to the responsibility of household chores, lost out on playing with my good friends or even meeting them as much as I desired to. By then, I also became a loner. I finally had a bicycle which was a great relief! There were times when I would just ride around aimlessly until I was exhausted.

Now during the first semester at college, in the Navy, I missed my family a great deal but the hectic life and adaptation to a new world kept me busy.

Language was a major barrier and I felt totally isolated. I realised everyone mingled with their own types and people from their states and I couldn't communicate well-enough with them as they spoke Hindi and I spoke for English and Tamil. I soon realised that it was my fault. I should have been more proactive and went on to learn Hindi (the main medium of communication outside our classrooms), through songs and movies and of course my classmates.

Realising my strength was electricity and electronics, I right away volunteered to participate in any activity involving them, which earned the appreciation of many.

Besides other things, I made a Quiz Board of my own design for the Reading Room of our vast Campus. It was completed at the time of our annual inspection and the visiting dignitaries also applauded the effort! The Officer In-charge expressed his appreciation as it worked well and created a good impression - rather than just having books displayed in the room. He took a great liking to me as I worked very hard there and I felt I had a saviour in him and the books that I had access to. I also realised that he was a rational man; if we were good, he was kind to us and when we needed chiding, that came too. I gradually came out of my shell.

One book changed my life forever; Dale Carnegie's book "How to win Friends and Influence People" fell into my hands as if by a miracle at the right time and place. I was in the 6th semester and just back from my tough but well-needed, and educative training at sea. I was the only one in my class to have crossed the equator and had something different to share with my classmates and others. The book had a gripping effect on me and I made it a point to practice what I read. The foremost thing was empathy and reaching out to others. How could I expect to be treated well if I did not treat others well and care for them? I was a decent, caring, hardworking person but an introvert till then. I stepped out of my skin, took a few bold steps and started getting involved in a bigger way. From then on there was no looking back and I progressed very well and went on to be one of the four to be selected leaders in the 7th semester.

Now it is a different feeling when you are older and lonely. I have experienced bouts of loneliness – away from my family – especially my wife and children as they grew. The yearning for a loved one is beyond compare at times. I found solace in meditation, in reading positive literature, non-fiction, writing, visiting new places and trying to make new friends. Here are some tips to deal with loneliness:

Realize that loneliness is a feeling, not a fact

Most often, when you are feeling lonely, it could be because something has triggered a memory of that feeling, not because you are in fact, isolated and alone. But then the brain tries to make sense of the feeling. *Why am I feeling this way? Is it because nobody loves me? Because I am a loser? Because they are all mean?* So just realize that you are having this feeling and accept it without over reacting.

Reach out and cultivate friendships

This is the healthiest thing to do if you are sad and alone. When you were a child, and your sadness caused you to cry, you may have evoked a comforting response from others. If you're an adult do not expect much.

Notice your self-deflating thoughts

We often create self-centred stories to explain our feelings when we are young, it is not unusual for children to assume that there is something wrong with them if they are not happy. Victims of bullying may well have fans and friends, but they often aren't aware of it because the shame and loneliness can probably get more attention. Assumptions continue into adulthood; if you are looking for evidence that the world is bad, you can always find it.

Make a plan to fight the mental and emotional habits of loneliness

If you realize you are dealing with an emotional habit, you can make a plan to deal with loneliness. Healthy interaction with friends is good; initiate conversation and face time even when your loneliness is telling you not to. Yes, it requires a lot of hard work, but it is worthwhile, just like exercising is worthwhile even when you are feeling tired or lazy.

Focus on the needs and feelings of others

Try to volunteer for social causes, outreach programs to homes for the aged, the mentally and physically challenged, orphanages; try fund-raising programs, or anything that would have a positive impact on the lives of others. Once I started focussing on the less fortunate, the aged and the youth, I forgot my own worries.

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Find others like you

Participate in meetups of your interest. Socialise with positive-minded folks. Nowadays there are more tools than ever before to get together with those who share your interests. This makes it easier to begin a friendship.

Be curious, but don't expect perfection or applause

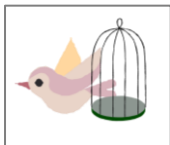
Curiosity about others takes your focus away from those painful feelings that tend to make you hide and sulk.

Kindness goes a long way

You have the power to offer loving kindness and generosity of spirit to all you come into contact with. It is a matter of choice. It is a winning choice that many great people used intentionally and then made it a habit.

Key Takeaways

- ✓ *Loneliness and the feeling of being unwanted can be overcome.*
- ✓ *Courage is destiny.*



7 Handling Freedom and Burden



Freedom and burden go hand in hand in the modern world today. To briefly explain it, you may be free of your school studies but have the burden of getting the degree of your choice; you may have the degree of your choice but not be sure about getting the job of your choice.

One many feel burdened or oppressed by work, family, the government or even just the responsibility of living as a member of society. On the other hand, some strive for freedom, independence and the opportunity to control their destiny.

Entrepreneurs for example, are known for having a free spirit. They break their bonds to stretch beyond what society dictates. Not everyone has that rebel instinct or capability, but anyone can be inspired to gain freedom and independence through small, deliberate actions.

Some Tips for Handling Freedom and Burden

1. Decide what you don't want to do

Give yourself permission to seek a different path towards the success you really want in your life.

2. Set clear goals for yourself

Allow yourself the power and freedom to chart your course, rather than letting others burden you with their expectations.

3. Invest in your learning

Constant learning is the best way to unlock new ideas and expand your opportunities. The more you learn and grow, the more control you will be able to exert in your professional and personal development.

4. Inspire others to join your movement

Inspire others to join your movement and work alongside you. Let the collective be stronger than the individual, and feel the burden lifted onto the shoulders of others too.

5. Say "No" in a positive way

Saying "No" when you need to is highly liberating. Stand strong and proud when you deny unreasonable requests.

6. Disconnect from negative people in your life

Fill your circle with people that inspire you to seek out new horizons.

7. Seek out feedback early

Turn to others for feedback to help you develop and grow before it's too late. The truth will set you free.

8. Carve out "Me" time

A busy life leaves little time for useful reflection. Contemplate your life, think through your next steps, exert a greater sense of control over your life allowing you to be proactive rather than reactive.

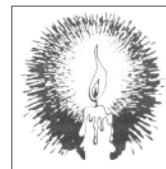
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Key Takeaways

✓ *One who wants to live in peace and freedom must live by toil, demonstration of high levels of discipline and tolerance for one another.*



8 Be the Light



A city set on a hill cannot be hidden. Nor do people light a lamp and put it under a basket, but on a stand, and it gives light to all in the house.

The path of the righteous is like the first gleam of dawn, shining brighter and brighter until midday. You are the light of the world. Let your light shine before others, so that they may see your good works and give glory to God in Heaven.

Key Takeaways

✓ *Darkness cannot drive out darkness; only light can do that.*

✓ *Hate cannot drive out hate; only love can do that.*



9 Love Your Family



Peace is the beauty of life. It is sunshine. It is the smile of a child, the love of a mother, the joy of a father, the togetherness of a family. It is the advancement of man, the victory of a just cause, the triumph of truth.

The image to represent this aspect of life is the tree and more so represents the family tree. My mother to this day is my best friend who despite all my shortcomings, loves me unconditionally. Similarly, are my wife and children.

My wife has supported every endeavour and crazy idea that I had! It is important to stay connected with family. In our interaction with children and young people, my wife and I ask them one common question that leads to a few more. Do you know your first cousins, then second and so on? Most of them get lost in thought after asking them about their siblings and first cousins.

I have a beautiful true to life example of family unity. There is a temple in Kerala, that was built by the forefathers of a family. Every year, no matter where he or she is, members of the entire family make it a point to come for the deity's festival.

This also ensures that they meet their loved ones and that the bond is maintained and even strengthened. They have even gone a step further to create a family trust to financially support their kith and kin for higher education and for marriages too.

Having come from a large joint family myself with 36 cousins on my side and an equal number on my wife's side, the family has grown really large and it is virtually impossible for all to meet up for any single occasion. But then we do have family reunions and occasions like marriages, for us to come together. The elders play the role of mentors for the younger generations in the family and status or competition are something we don't care about. Love is all that matters.

There were, and there will be shaky moments in every family, days and nights of deliberation and adjustment, respect and understanding, sacrifice, sadness and success, happiness and sorrow, sickness and health but the essence of it all is love. Unconditional love and support for one another – especially by the parents towards the children and grandchildren, towards siblings and close ones and likewise towards friends and others too.



10 Foster Friendships



A short story on winning friends

There was a certain king who wanted to decide who would be his heir to the throne and so sent his sons who were twins, out of the palace, to live for a hundred days and challenged them to find one friend each day. At the end of the 100 days, one son believing that he needed to make one new friend every day, came back with 100 so-called friends who be-friended him for his status and money.

The other chose to live like a commoner among the people and travelled far and wide. During this period, he found that there was only one person who really stood by him in good times and in bad. It was a gentle and sensible young lady who knew the ways of the world and was yet so humble.

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At the end of the 100 days, the king met them. The first son said, “Father you are a strict and great leader and want to have many followers so here are the hundred friends for you to appoint at will. The second one said, “Father forgive me, for in the past 100 days, I chose to live in disguise to see who would actually stand by me as a friend. Here is a young lady, a commoner – not only is she beautiful outside but inside too! She is strong-willed and brave, sensitive and sensible. She stood by me in good times and in bad and hence forgive me for not finding 99 more”. The king was amazed at the wisdom of the young couple and immediately decided to make them the next king and queen.

I too have been away from home for over four decades and realised that when you laugh, the world will laugh with you but when you cry, you may have just one shoulder to cry on but that would be more than enough to take you through troubled waters. Genuine friends have stood the test of time. However, with changing times and satellite families, you can find your best friend within the four walls of your family home too! Cherish family and friends who have stood the test of time – whether old or young. It is they who will shed tears of joy and sorrow when you need it most.

But again, life is like a train that travels from one destination to another while people get on and off incessantly. It is you who has to change, to adapt, to adopt, to be amicable. Do as you would be done by.

Key Takeaways

- ✓ *One of the most beautiful qualities of true friendship is to understand and to be understood.*
- ✓ *Friendship should be respected, honoured, cherished, reciprocated and most of all never abused.*



11 Cherish Relationships



God created men and women equal in status but different in function and perspective so that we would complement and not compete with one another.

Relationships can be sacred and can go awry too. The few basic requirements of any relationship are trust, empathy, mutual respect and non-egotistical behaviour.

In a true relationship, you don't need to explain yourself. The person who loves you doesn't need it and the person who doesn't love you, won't believe you. A tried and tested relationship works. It is all about trust and adjustment.

Some Tips to Foster Friendship and Camaraderie with Your Life Partner:

Share Your Vision and Purpose of Life Together

Camaraderie is fostered when there is a common goal and a reason to stay and work together. Often a vision comes from knowing your shared values as a couple. In my case, we love making children and others happy!

Yes, the joy we derive from making others happy is beyond compare! We focused on our children's happiness and education, their freedom of thought and choice right from the time they were toddlers, parenting was fun to the point that their peers called us "cool parents".

Spend Quality Time Together

Yes, it has been a while, since we gave up watching dish TV, but yes, we do find time to watch a movie of mutual choice together, we are foodies to the point that we have tried most restaurants and hotels wherever we went, we socialise together, volunteer together and travel together too, and this has been noticed by many in our social circles.

Yes, there are occasions when we have our time and space so that life is not suffocating. We also see that she has her "Kitchen Holidays" and I cook or we just eat out or eat anything that is available for that matter.

A woman definitely deserves quality time and space for the mountain of work she has. And "a man has got to do what a man's got to do" but he can find time to help in the chores, to beautify the home too. Thanks to the lockdown of 2020! Many hubbies have started to create a great work-life balance, with his sweetheart in mind 😊

Communicate Freely

Most people jokingly say that in a home, there are two people – the husband and the other who is always right! Make your point heard but not your voice is what a good friend taught me. I have learned to calm down and respect another's point of view.

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Yes, sometimes people agree to disagree. It is okay to be angry but acting in anger is bad – the end result is never good. I have learnt it the hard way. Thanks to my wife and children who helped me.

Give Each Other Their Space and Independence

Camaraderie happens when two accomplished people come together. Everyone has their own strengths and weakness. Marriage is no exception; in today's world, people are much more aware and independent, much more worldly wise and tech savvy.

Gone are the days of expecting the wife to be the submissive gender and weaker sex. When people don't realise this, marriages fall apart. Love is patient, love is kind, so be patient and kind – give each other their due respect and space. Trust each other even when you are apart.

Experience Life Together as You Eat

Yes, try to have at least one meal a day together – whether it is at a park, restaurant or at your table but not mutely in front of the TV or on the go.

The tradition in our families - both my wife's and mine was that we all sat down for dinner together; we just left everything aside and came to the table.

My father went to great lengths to see that even if he scolded us, he would come pacify us and take us to the table. Bonds become stronger, we share our thoughts, find comfort in each other when we practice this. We still make it a point to at least have dinner together.

One classic story of enjoying a meal together is that of a newly married couple. The husband's mother had visited them and the newly wed wife cooked the dinner. Sadly, she had burnt the toast a bit but the husband ate it happily. His mother remarked, "Son would you have eaten this at our home?" He promptly replied, "Mother, my wife makes the best burnt toast you could ever find and this is how we love eating it!" Now, that is love 😊

Never Assume

Assumption is the mother of all failures, fights, unpleasantness. Be open and discuss about activities, family issues, choices, finances and desired outcomes.

We both had a very busy life, and did our best to make common decisions and choices when it came to our family. Use your shared values to make decisions. The husband and wife team are like beacons for their offspring who learn from their parents, to manage their own lives and families later on.

Help Each Other at Home and Everywhere Else

I would never have been a world-famous writer or achieved so much in life had it not been for the love and support of my wife. I also played my part in bringing up our babies. It would have been impossible for her, a working woman to bring up two growing boys, less than two years apart, who were more like identical twins. I remember the days of them demanding to use the shower at the same time and me getting drenched in the bargain! Both wanted the same thing at the same time, the same attention at the same time at home and likewise at any other place. Imagine on a running train, both insisting on using the water closet at the same time – each of them literally clinging to my legs in a rocking compartment of a train hurtling down the tracks at a high speed. However, it was true joy and a pure blessing to have happy kids 😊

While you respect the independence of your spouse, camaraderie is built when you respond to each other's needs, make up for each other's weaknesses and when you stand beside each other in success and failure.

No special recognition is needed – you're a team. Yes, we had our share of responsibilities and gradually the children also took on their responsibilities, as we made it our duty to let them know what exactly was going on and also let them know what we could afford and what we couldn't.

They also worked extremely hard, taking up tiring jobs after their degree programs, and kept away from all vices from very early on. This reduced our financial and mental burden as parents and they were able to get a really good higher education of their choice and start their careers debt free. the fruit of all our toil is sweet! We are happy and blessed (young) grandparents today 😊

Be Transparent and Honest with Your Finances

Yes, money makes and money breaks. Just as we were brought up, we maintained a very transparent, honest and selfless understanding of our finances. At no time in our lives, did we hide our money from each other or our children or refuse to keep everything in a common kitty.

Our children also grew up knowing exactly how much we had at any given time. So much so, we always bore every challenge and equally enjoyed every happy moment together. They follow the same today. We know each other's financial status and are also content with a great family support system that is unconditional. "Mine and yours" according to me is selfishness. But yes, husbands please note that you must give your wife the freedom of choice to manage the home purchases.

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Be supportive, suggest, discuss, request, do anything but do it amicably. Wives, please remember that you can also win a man's heart through his stomach. So, remember to buy or cook or help him to cook his favourite food if he is not a gourmet chef.

Finally, encourage each other and appreciate each other's talents and hobbies, likes and dislikes.

Key Takeaway

✓ *Love and infatuation are not to be mixed up. Love is patient, love is kind; it never hurts, it calms the mind.*



12 Practice Forgiveness



How often do we hurt people and how often are we hurt by others? Do we say that we are sorry and do we accept others' apologies?

This five-letter word, "sorry" is simple but yet one of the most powerful words in our lives; however, for many, it is the least-used and the hardest word to say easily.

Once, in a department store, I got into a heated argument with the man behind the counter. I stormed out without purchasing anything. But as I sat in my car and cooled down, I tried to recall the chain of events and realized that I was wrong and that I should go back and apologise but all the same, I was egoistic and drove away.

But my conscience did not permit me to stay like that when I knew I was wrong, I went back to the store later in the day and the same man calmly asked me, "Yes sir, what do you want" I said, "I came back to say I am sorry for what I said this morning". To my surprise, he smiled and said, "Oh! I forgot about it as I had other important things to do and anyway, people do get rude with me at times, but if I am to behave like them, I will lose all my customers and hence I stay calm and occupy my mind with better thoughts rather than try to retaliate." What a man! He taught me a lesson that day and my anger management has become so much easier since then.

Here are some tips to resolve unpleasant issues:

- Do it in person (or over the phone if you cannot meet in person); be genuine and make eye contact as it tells the other person how you really feel.

- Let tempers die down before apologizing.
- Accept full responsibility for the events.
- Do not make excuses when apologizing; empathize.
- Be 100% honest when apologizing to anyone; it mends family feuds, breakups and is true just about anywhere else.
- Let the person know that their friendship is more important than your pride and ego.
- Find a way to make it up by doing something mutually agreeable or just let things settle down.
- Once you have apologized, give the person some time to think about it. Time is a great healer.

Key Takeaways

- ✓ *There is no love without forgiveness, and there is no forgiveness without love.*
- ✓ *To err is human, to forgive is divine.*



13 Respect Religion



Living in a secular nation and with the world turning into one large global village, it is getting hard to find one isolated community or religion.

I am a Christian and grew up next to loving and caring Hindu neighbours who even took care of us in the absence of our parents.

Our families also celebrated festivals together, ate together, played together and never fought or had differences for the 17 years that we were neighbours. I thus grew up to love and respect all religions.

Then came the Indian Navy. Like any other wing of the armed forces, humanity and brotherhood comes first. Religion is always respected but never creates a barrier and should never ever do so.

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I am happy to have visited Jewish Synagogues, mosques and great monuments like the Taj Mahal, temples in sacred Hindu towns steeped in mythology and history, Gurudwaras including the Golden Temple, Dharamshala – the place of the holy Dalai Lama and Chinese temples, to name a few.

Religions have a lot in common and there are similar codes of ethics. To experience the power of the Supreme One, we have to follow the path of goodness, peace and love.

However, many people of today believe that maybe in a few decades from now, there could be more spiritual and ethical people than religious ones. Our main focus must therefore be our commitment to a balanced life, promotion of human values, affection, compassion and religious harmony.

Key Takeaway

- ✓ *As long as you respect humanity, be and do good, that is wonderful! Let us work together to make this world a better place.*



14 Be Grateful



Wake up each day giving thanks to God for a beautiful life, for a new day for everything you are and what you can do. My brain is hardwired now to do the same every day. Be grateful even if it was a bad day; be grateful that you had the courage and the will to face or overcome your challenges. This will give you the strength to carry on. When one door closes, many open somehow.

Look at the numerous physically challenged, super-star motivational speakers who live what they preach. If we can walk and if we can talk, we should sing and thank our maker for everything!

Key Takeaway

- ✓ *Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow.*



15 Leave a Legacy



“Carve your name on hearts, not tombstones. A legacy is etched into the minds of others and the stories they share about you.” -- Shannon L. Alder

A few simple steps are mentioned below:

1. Support the People and Causes That are Important to You

One of my childhood friends, Kabir, asked me decades ago what I thought was the most important attribute of friendship. I replied that support for one another was the major reason of our friendship.

Having lost his mother early on, he grew up in the care of his father who had many businesses and was a quiet man who doted on his son. We got on well together once I went to the school in the city, in the 8th Standard. But for a few decent common friends, both of us were loners and I already had enough to handle every day.

We shared a lot in common – stamp collecting, the love for cricket, and just sitting around quietly and talking. It was a big support system outside our families.

Regarding the causes closest to my heart, from my early days, I was determined to alleviate poverty and illiteracy as much as I could.

I remember standing under a shelter at a bus stop opposite school, that was built by Rotary International; and then I heard about their anti-polio campaign. I tucked away those thoughts, to be acted upon in the future...I am extremely happy to have been invited to join Rotary International in August 2019; to make things better, I am now on the Board of Directors for the Rotary Club of Pune Smart City.

Remembering the child at Mother Teresa’s Home for the Dying Destitute, 30 years ago and the settlement of the poorest workers behind my grandma’s home more than half a century ago, made me think seriously as to what my purpose in life was; definitely not to be a millionaire, but a philanthropist and social worker. I want to win a million hearts and save or enrich as many lives as possible.

I published my first book for Marine Engineering education in 2002 and then I decided that a percentage of my royalty would go to charity – to educate needy children irrespective of caste or creed. It was a way of saying “thank you” to God and the wonderful people who gave me without expecting back!

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Key Takeaways

- ✓ *There isn't any more wonderful feeling in life than making the choice to sustain loyalty to a friend by lovingly supporting everything that is good and right about that person's life.*
- ✓ *The more you give, the more will you get*

2. Reflect and Decide What is Most Important in Your Life

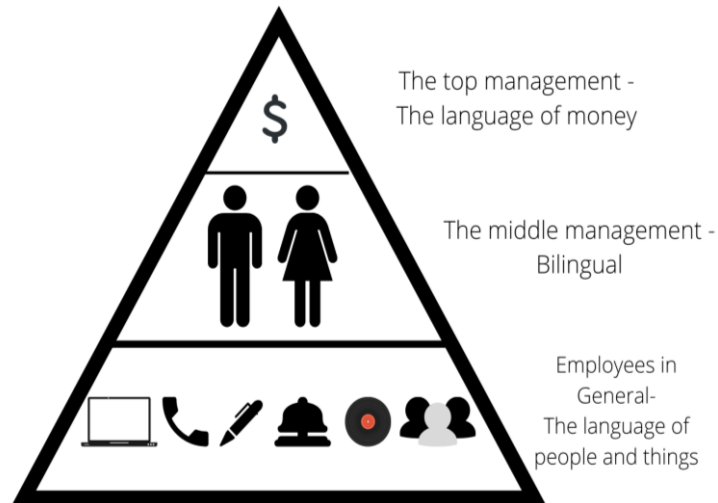
When you review your life's journey, several thoughts may come to mind: Did you grow and perhaps transform your life, make changes when you needed to, find your truth, inspire others, become a leader or influence others?

There was a time when I was highly ambitious and obsessed with earning more money and owning more worldly possessions until I realised that there are many other things that can lead you to happiness.

A friend and senior of mine whom I knew ever since I was married, was the reason why we settled in Pune. He was a brilliant engineer and my mentor too. He was very successful and travelled a great deal. As I remember, he rose from a Site Engineer to a Senior General Manager in about seven years and finally represented the same MNC in the US and Canada and is a Canadian Citizen now.

I wanted to grow fast too until he sat me down and explained in just a few words, "*Money is not everything in this world. Write down the priorities in your life. See what matters most; keep money as just one of those priorities and not at the top.*" I realise that if I had kept money at the top, I could have become greedy, unethical and unempathetic. I shudder to think of it.

Similarly, an organisation is always as good as its top leadership and often, cultures are based on the ideals of the top people. Also, in most organisations, the top management always talks about money, while the employees in general are more concerned about the work on the ground. It is the middle level that struggles most of the time. If they are in favour of the top all the time, the lower sections are not happy and vice versa. They have to be bilingual, understand the business needs and empathise with the employees too. Team work is important.



The above concept is adapted from a book on Quality by Joseph M. Juran

Key Takeaways

- ✓ *Touching lives and exemplifying a truthful path is paramount to living a joyful and purposeful life. Your legacy will live on.*
- ✓ *If you want to go far, take others along*

3. Share Your Blessings with Others

Long ago my little son told me something that woke us up. He said, “dada we were poor but now we are rich”. I thought for a while and replied, “let us consider ourselves blessed and satisfied rather than rich”. He thought for a while, said “yes” and smiled! To me as to many others also, richness or being wealthy is only a relative term. From early on, my mother taught me to be contented – even when I had just one pair of pants for every occasion. If we are not happy and satisfied, we will never stop chasing rainbows.

Happiness didn’t come to me in one day. Bit by bit we all (my well-wishers and I, with the help of God above) worked towards putting each block in place and of course I remember my grandfather’s lessons to me.

When I was a little boy, he told me, “be good and do good because if you cheat or steal, you will be punished seventy times seven”. I grew up to respect his words.

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It's been 17 years now since I received my first royalty of Rs 35000/-. It has greatly increased year on year, and with the help of my mother and childhood friends, we have helped numerous children live their dream of being educated, senior citizens be treated well, and the less fortunate see the light.

With just the royalty, my wife and I have been able to become benefactors for a few charitable organisations who do so much for the less fortunate. With the blessings of God and the good wishes of friends, we have now started our own registered publishing company to help other authors grow (please visit zedkuailz.com for more information).

4. Be a Mentor to Others

A mentor by definition is a more experienced or a more knowledgeable person with an area of expertise. Everyone has some significant truth to impart to others that will guide less experienced people in life.

The mentor / mentee relationship involves personal development and support. This process involves an exchange of knowledge complimented by psychological and / or social support that is crucial to sustaining new mindsets. Sometimes these relationships last a lifetime.

Considering the fact that I grew up with the help of many mentors, I sought a way to give back to society and dreamed of being a youth counsellor and mentor.

The dream came true about three years ago when my wife and I were chosen to attend a Youth Animator's Program under the great leadership of Fr. Glenford Lowe, SDB and his team from Saint Don Bosco's Youth Centre. Fr. Glen, as we affectionately call him, has spent about 20 years in Africa caring for the youth and over the years has interacted with about 40,000 youth.

We have been able to reach out to about 2,000 young people after that program. It has been a wonderful journey! It also makes me feel young at heart as there is so much that we can do and share with the younger generation, that needs freedom but also looks for that umbrella of love and guidance. The youth of today are the future of this universe; it is the duty of the older generations to understand and cater to their ever-changing needs in a fast-paced world.



16 Live Your Life To the fullest!



You only live once, if you live right, once is enough! Mae West.

It's easy to look at people who are happy and assume they don't understand your pain. The older you get, the more you realize that happiness is from within.

If you see people smiling in public, realise that they too have been through everything in life as much as other people who cry, frown and scream too. They just have the courage and strength to smile through it anyway.

Here are some tips to help you live life to the fullest!

Decide what's important to you

It doesn't matter what it is. It doesn't always have to be what other people want you to do. Your parents, friends, community, and society in general all have their opinions, but at the end of the day, you're the only person who will be around you for every moment of your life.

Do what makes you happy but don't forget to empathise and think of how your actions could impact others. Everything else will fall into place.

Take calculated risks... a lot of them. Every reward carries a certain amount of risk with it.

Do things in a way that decades from now you don't regret not having done.

Live in the present. Your past is important to learn from. Your future is important to work towards.

We should always remember that every winner loses, but not every loser wins. Successful people don't start out successful. What makes people successful is that they keep pushing through failure.

If you see a successful person, it is quite possible that he has been working towards his goal for probably decades. I know it for sure, having worked with and under refugees who turned millionaires, ordinary people turned into world leaders and then, me a poor, small-town boy who lost his father at a young age... very happy now with what I have been blessed with in life!

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Rebels either become kings or go to jail

Don't ever compromise your values. A person of principles must always stand up for the truth. You may be labelled a rebel but remember be one with a cause. Don't compromise on your internal code of ethics.

Accept life and do good – no matter what!

Life doesn't work like a movie. It's filled with grey areas. Trust your instincts. Each day I wake up and work on those inspirations and positive thoughts, phrases, lines for my books, guidance to approach some difficult task... My inspirations and intuitions have never ever let me down. Do whatever you want so long as you can look yourself in the mirror. The difference between good and bad is, as one person shared with me not long ago. "Good is something that you could tell everyone about and bad is something that you would rather hide and probably feel guilty about too."

Do charitable acts for others

Every day, you'll see someone who needs help. It's easy to look at a homeless person on the street and think, "I wish I could help him." What will happen if you do? If you gave something to that homeless person every day?

It doesn't take much. Most of us see people on the street or elsewhere, feel sorry and move on and in today's world may take video shots and post them on social media. Yes, it may help that person in need but needless publicity for oneself may not be ethical.

Keep your mind open

Just because you think you are right about something it doesn't mean there aren't other ways to look at it. Listening to ideas you don't agree with or understand keeps your brain active and healthy.

Speak through your actions – Actions in fact speak louder than words.

You'll hear people say, "I had that idea," every time you see someone create something great.

My friend Kunal, an Intellectual Property Rights Lawyer has this to say, "an idea comes knocking; if you ignore it, it will go to someone else."

I also learned this the very hard way. I had so many ideas. 20 years ago, my younger son wrote down 175 of them including video chatting on phones, electric bikes, voice-activated devices and jet skis.

But I, at that time was busy focussing on other things and today they are part of a billion-dollar industry. Ideas are useless if you don't act on them.

Finally, what is success? A bird flying high, its wings spread apart magnificently?

Success is neither magical nor mysterious; it is the natural consequence of good habits.

Some relate success to happiness.

Some take it a step further; an abundance of money is related to success and then on to happiness!

To me, success is all about achieving self-realisation and from that, happiness is derived – from within your own being. Sleep well, wake up happy, stay happy and let the cycle go on. Many ask me why I am so energised and happy most of the time. It's all about managing your pain and ironing out the creases of life and being satisfied. I am definitely better off than yesterday, better off than yester year because I have learned more, gained more in more ways than one!

In a lighter vein, someone explained success at each stage of our lives as follows:

At 1 – Success is if you can walk without assistance.

At 4 – Success is if you do not wet your pants.

At 8 – Success is if you can walk back home without getting lost.

At 12 and to your early teens – Success is if you can have true friends.

At 18 – Success is to be able to vote, to drive, to watch movies you couldn't see before.

At 21 – Success is to get a degree and go to a PG or Grad school as they call it.

At 23 or 25 – Success is beginning to spend your own earning without being questioned.

At 30 or a little here n there – Success is finding the love of your life who says “Yes, I promise to love and cherish you all my life”.

At 35 or so – Success is to make money and start raising a decent family.

At 45 – Success is to maintain the appearance of a 20 something – or maybe a little more.

At 50 – Success is to give your children the best education.

At 55 – Success is to have saved well and be able to prepare for the road ahead.

At 60 – Success is to keep the waist under control and keep your driving licence.

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At 65 – Success is to live without a disease.

At 70 – Success is to not be a burden on anyone.

At 75 – Success is to still have old friends around

At 80 – Success is to find your way back home independently.

At 85 – Success is again not to wet your pants again.

At 90 – Success is again to be able to walk without support again.

Ah Life is a cycle! And Success is too!

I have numerous stories of success. Most people say success means being happy and contented. So, there was this business tycoon who used to take a walk each morning. Months and years went by and he always noticed the same peanut vendor on the pavement at the same spot, pleasant as ever and chatting away to people who stopped by.

Most people patronised him because he remembered them and enquired of their well-being if they didn't come by for a few days or so.

One day, the tycoon was tempted and hesitantly looking around, he spoke to the vendor. He said, "for years I have seen you, and as I got grey, you grew grey too and now look at you. You have so many friends and I often wonder why do you do such a lowly job with such good PR." The vendor replied "Sir, I don't know you but I have seen you every day and you stay to yourself but I am poor and uneducated and this is my livelihood."

The vendor continued, "My children studied in government schools and are now well educated and settled too. My motivation and reward are the number of friends that I have."

So, the tycoon asked him, "don't you know who I am?" he said "no sir" and the man mentioned that he was a big industrialist and worth a fortune.

The industrialist gradually told the vendor how hard he worked for it and how hard he still does, day in and day out.

So, the poor vendor asked him as to what kept him going. The tycoon mentioned, "when I retire, I want to come here and sit peacefully and enjoy the morning breeze and make a lot of friends and just relax". The vendor replied, "oh sir I have been doing that all my life! You should have told me! I would have shared my spot with you. You have lost so many years and soon you will be too old to sit here."

I have spent most of my life here, my family is settled and happy and I will also retire soon, and stay in the home that my children built for my wife and me.”

Sometimes we chase rainbows and then realise that there is no pot of gold at the end of it. We also hoard and save and sacrifice for an unknown tomorrow or unknown emergency, rather than living in the moment and enjoying life a little more. We need not be one-day millionaires too, as is the case in some cultures where people spend more than they earn. There should be a good work-life balance. Time and tide wait for no man.

Some Great Quotes and Thoughts about Success

Success isn't just about money, power, and fame. Personal fulfilment and making an impact count for something, too. We tend to underestimate ourselves. We look at CEOs, or people with billions of dollars in the bank, and see them as way more successful than we are. But if you're pursuing your passions, if you're learning, and if you're forging solid relationships, you're probably on track to do great things.

You're always looking for a better way to do things

John S Culley said success is largely about the willingness “to solve a problem in a way that's never been solved before.”

Successful people in the digital age are those who go to work every day, not dreading the net change, but asking: 'What if we did it this way?'"

You have a vision for the kind of life you want. The point is not to take a job exclusively for the short-term benefits — like compensation

Your signature strengths are simply the skills you're uniquely good at.

As Eric Barker, author of “Barking Up the Wrong Tree,” previously told Business Insider, research suggests that “the more often you use those skills, the more you're happier, you're respected, you feel good about your job.” What's more, “if you're using those skills in your job, you're going to achieve more.”

You're open to failure and willing to take calculated risks

Jeff Bezos explained how he decided to found Amazon:

“I knew that when I was 80, I was not going to regret having tried this. I was not going to regret trying to participate in this thing called the Internet that I thought was going to be a really big deal. I knew that if I failed, I wouldn't regret that. “But I knew the one thing I might regret is not ever having tried. I knew that that would haunt me every day.”

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You're nice to people - even if they're not your superiors

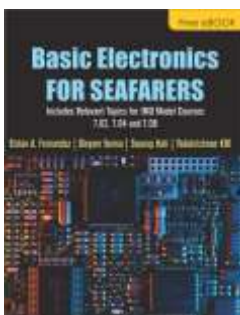
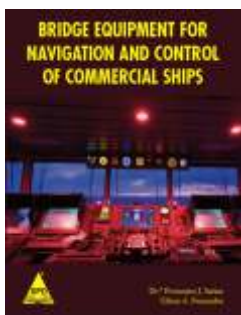
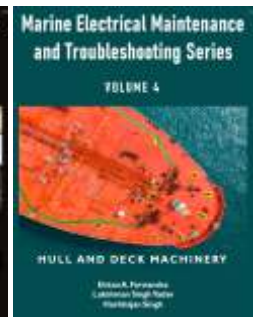
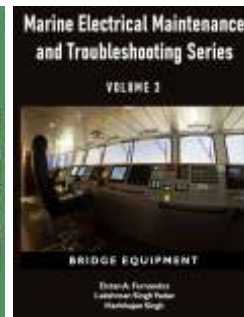
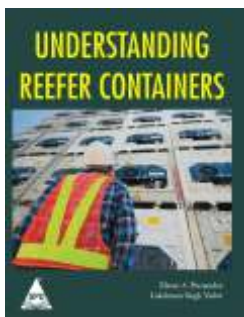
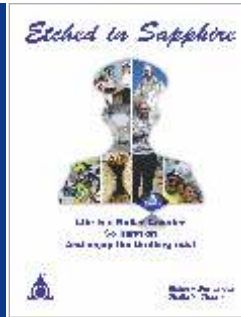
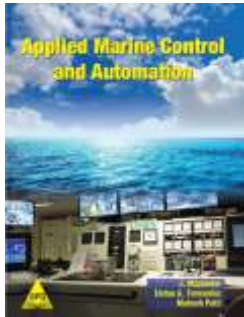
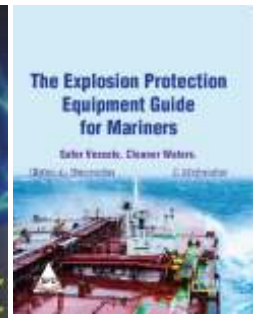
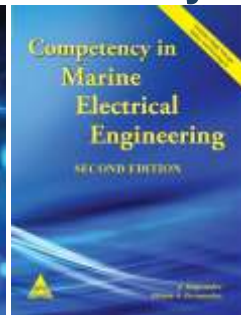
You exhibit a 'beginner's mind' is a concept from Zen Buddhism, and it describes constantly seeing the world anew, as if you didn't know anything about it. It's a big advantage in business.

You make time every day to learn. “The first thing you have to say to people is: Make room for discovery. If I manage myself, I manage a team, I manage a division, there's a certain amount of your budget, your time, your people that need to be focused on what's next. “And it could be 10% - you know for yourself. I think usually 10% is a pretty good way to think about it. “Think about how you manage your own time. Can I spend 10% of my time a week reading, going to sites like Singularity, TED, talking to people, going to industry events, asking people: What trends are you seeing? What are you nervous about? What are you excited about?”

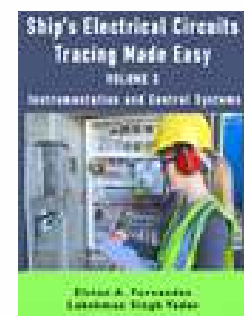
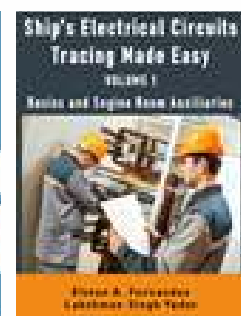
You're self-aware - most people don't know how others really see them. Those who have a more accurate picture of how they're coming off tend to be more successful. “If we can stop, listen, and think about what others are seeing in us, we have a great opportunity. We can compare the self that we want to be with the self that we are presenting to the rest of the world. We can then begin to make the real changes that are needed to close the gap between our stated values and our actual behaviour.”

You show gratitude and are self-compassionate. Self-compassion doesn't make you weak or unambitious. Instead, scientists say it can make you more successful. Research on self-compassion suggests that it has three components: engaging in a positive internal dialogue, understanding that everyone makes mistakes, and being aware of your thoughts and feelings without succumbing to them. In “The Happiness Track,” Emma Seppala, science director of Stanford's Center for Compassion and Altruism Research and Education, recommends one strategy for practicing self-compassion: Treat yourself as you would treat a colleague or friend who has failed.

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ABOUT THE BOOK

This book is compiled to help both pre-sea cadets and officers of post sea courses get a clear understanding of modern-day management trends in the shipping industry and what needs to be addressed when it comes to working with and empowering Gen Z seafarers.

This beautiful world is our oyster and those who can happily adapt to the changes in circumstances at work onboard and ashore too, would be the most successful in their chosen careers!

The chapters within are:

Chapter No.	Title
1	Introduction
2	Managing Your Dear Self
3	Managing Others
4	Introduction to Leadership
5	Differences Between Leadership and Management
6	Quiet Leadership
7	Be the Solution
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