

PERSONALITY DEVELOPMENT¹

1. What is Personality?

The sum total of a bundle of habits, physical appearance, confidence from self-belief, ability to adjust in different situations, the core quality of a person, mannerism and competent behaviour. Self-monitoring and self-efficacy make a person powerful because they are consistent about their core quality of belief in self. Personality development integrates social, emotional, intellectual, psychological and spiritual oneness of subjective dimensions.

2. **What is personality development?** It is the strengthening of the capacity of subjective dimensions of personality, to interact more and more effectively and efficiently, in the objective levels of excellence, and transcending from one level to another.
3. Levels of personality development include (1) Individual (2) Family (3) Organization.
4. In this development process, at the stage of inner growth, the best should come out and get expressed in qualitative improvement in work and activities. The resultant excellence in efficiency as the Input - Output ratio, is subjective, and is improved through self-actualization and self-belief.
5. Negative thoughts can be prevented by raising an opposing wave of positive thoughts. Through Yoga and daily exercises, internal and external 'shuddhi' is possible, which in turn prevents illness and other negativities. The '*panch mahavrat*' are ideal for internal purity. These include (1) TRUTH - never telling an untruth - (2) AHIMSA - Non violence against all forms of life including plant life - (3) ASTEAYA - not taking or desiring things that belong to another person - (4) - Forgiving others for wrong they had done against oneself - (5)
6. **FACING A CHANGE** can make us unleash ourselves - We win if we stay calm, and lose if we are bold.

A. Ways to make others like you

1. Show interest in other people, by remembering their names.
2. Smile.
3. Be a good listener, and encourage others to talk about themselves.

4. Talk in terms of other person's interests, and make them feel important.
5. Avoid any argument, and never say "You are wrong". Give respect to other person's opinion.
6. Begin in a friendly way, and let others do the talking. Admit whenever you are in the wrong.
7. Get others to say 'yes, yes' by empathizing / sympathizing with others feelings.
8. Appeal to the nobler motives of others, and throw down a challenge. Dramatize your ideas.

B. For Group Behaviour in Work Place

1. Visible part of behaviour is one-tenth of the invisible part
2. Visible part is easier to change than the invisible part
3. Dialogue is also a responsibility for members of the Group. Develop the ability to see the larger picture.
4. A group needs emotional energy to sustain, a Mission. Prove it with shared values and create fire in the belly with 'x' resources.
5. Openness and Trust are two sides of the same coin

C. Eight Pillars of Openness in a person

1. **Openness:** spontaneous expression of views and being open to views of others.
2. **Authenticity:** Begin by saying and then **follow it up by doing**. In Indian philosophy it is believed that action should come before speaking about the action. One should do before one speaks about it.
3. **Trust:** others or the group on the commitment made by them. Where needed, have a written Memorandum of Understanding or a contract. Proverb: Believe in God but tie your camel.
4. **Calibration:** Giving help and asking for help when required. Reaching out to others
5. **Constructive confrontation:** Organizational Climate provides the constraints of the structures and systems, along with internal elements of autonomy to do the job, or to get the job done. By differing on issues and by analysing the problem deeper, to reach

alternate multiple solutions, through inter-personal discussion and relations, one can offer constructive resistance or confrontation.

6. **Compliance** : Authority and Responsibility go together with Accountability, and accountability cannot be delegated
7. Experimentation: try out alternate solutions for reaching the optimal level
8. **Pro-Action** : encouraging new ideas and innovation in doing the jobs

D. Analysing your Worry to reduce Anxiety

1. Write down 'what is the problem' that is causing the worry?
2. What are the 'causes' of that problem?
3. What are the possible 'solutions' to the worry problem
4. Get all the facts , weigh and consider them, and then decide on the best solution in the given circumstances
5. Act on the solution so decided.
6. For stopping to worry, keep busy, don't fuss, cooperate where required, understand the source of your anxiety. Cultivate the art of being creative in finding new ways . Being creative means thinking of new alternatives and ideas; thinking outside the lateral or linear mode of habit based action.

E. Drivers of Culture

1. Eight sides : Support, Learning , Stretch, Commitment, Trust, Confidence, Discipline, Initiative
2. 'Can Do' mind set, Transparency, Customer focus, Cohesion through shared values, Joy in working in the organization, adaptable to change.
3. 'Decentralized Entrepreneurship' is the future trend in delivery of public services, while ' Social Entrepreneurship' is replacing NGOs.

ⁱ Based on class notes taken during a lecture in ISTM on 14.06.2012 by Dr. M Venkatesh, Associate Professor IIFT