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MIT WORLD PEACE UNIVERSITY | PUNE

TECHNOLOGY, RESEARCH, SOCIAL INNOVATION & PARTNERSHIPS

Four Decades of Educational Excellence

FACULTY OF PEACE STUDIES
Study Material (WPC302A)
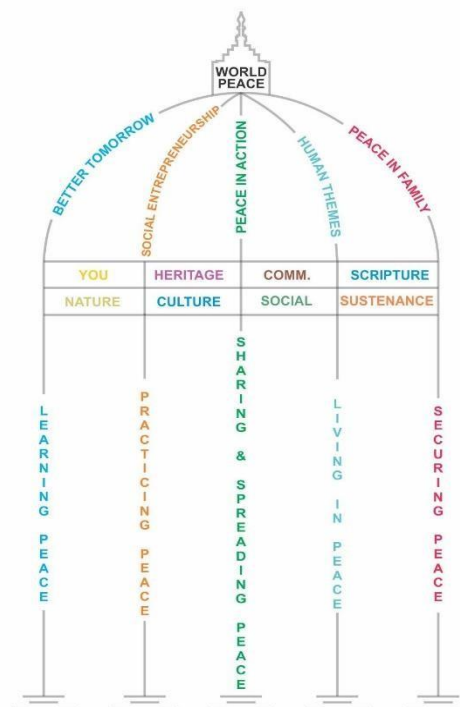## Study of Languages, Peace in Communications and Human Dynamics

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Peace in Communications

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Communication

Chapter 1

Introduction

Welcome to the Peace Programme. It's the one of its kind programme that rewires young adults and puts them on a path to be torch bearers of hope in a world that is soon becoming devoid of hope.

You may ask, why do I need to learn about peace, why will it help me. You inhabit this world, it belongs to you. It is our duty to open our eyes, our hearts and minds to be leaders of a better tomorrow.

We are on a mission....... And that is to inculcate beyond a shred of doubt peace at the core of

our life time interactions.

Our first interaction is really our interaction with ourselves. The things we say to ourselves and or the way in which we perceive what others have said to us. This forms what is known as our '*frame of reference*'.

Whether our 'Frame of Reference' is positive or negative or even neutral depends on all our exposure thus far, inclusive of genes and conditioning. Remember that we are conditioned everyday so really we cannot say 'kya kare, main aisa/aise he hu' . You have the power at every point to change the way you operate. You have the power to change the way you listen. And you have the power to change the way you feel.

Lets have a look at our immediate thoughts/reaction, both positive and negative. Be brutally honest, as this is only for you.

Activity:

Segregation of Consistent Thoughts

Positive	Negative

The art of listening is truly the greatest skill in the world. Once we learn that, we begin to respond and then develop our own skills of communication based on verbal and enhanced cognitive abilities. At first we use it to describe our needs, then moving into ideas and thoughts.

There are many different applications of speech. It can be used to build consensus, allow for coalition, build direction, allow for mutual growth, communicate intention, respect etc. The one thing that I will repeat time and time again is that your nonverbal and verbal cues have to match and communicate the same story.

Decoding of the message takes into account the body language, facial expressions and voice to support your words. A handshake and a smile convey a friendly message. Frowning or using a loud voice and may intimidate your listener. Lean close for an intimate conversation, but stay back in formal situations. Use eye contact and a warm approach to encourage rapport as you begin to speak.

Find out how your listener thinks. According to Joseph O'Connor in "Introducing NLP, " the listener gives you clues with her eyes. If you notice that she often looks up, she may think in pictures. She prefers sound if she usually looks to the side and feelings if she glances down.

Match your language to her preferences, perhaps by saying, "I see what you mean," if she is a visual person. "I hear what you're saying," may work for an auditory approach. "I feel uncomfortable," means more to a tactile person.

Keep an open mind and avoid making or expressing assumptions about your listener. You cannot know whether he will be angry, bored, or interested before he has replied.

Listening

Active listening makes the communication process easier. Give your attention to the speaker, watch his face, and make eye contact. Let him finish before you respond, and check that you understand by paraphrasing or questioning, suggests experts at Edinburgh University.
Notice his non-verbal behavior to see whether it matches his words.

Take time to frame your response, especially if the conversation is an emotional one. Experts at Northeastern University advise you to refer to what he said and respond to the message, not to any emotion you notice.

Tell him how you feel, through words rather than by acting out your feelings. Be aware that your emotions are your own, and take responsibility for them. Instead of saying, "You make me angry," say, "I feel angry when you…. "

Non Verbal Communication

Nonverbal as the name suggests is communication without words. Most of the signals reach the recipient before you even open your mouth. If there was a competition between the nonverbal communication and the verbal communication, the NVC would win hands down since it is louder than words. This is the most powerful form of communication. More than voice or even words, nonverbal communication helps to create your image in others mind and even you can express your emotions and feelings in front of others, which you are unable to express in words.

It includes the use of visual cues such as body language (kinesics), distance (proxemics) and physical environments/appearance, of voice (paralanguage) and of touch (haptics). It can also include chronemics (the use of time) and oculesics (eye contact and the actions of looking while talking and listening, frequency of glances, patterns of fixation, pupil dilation, and blink rate).

Now-a-days nonverbal has moved on to things like snapchat, instagram, tumblr etc….
And most people prefer this communication over verbose communication.

According to research, most of our communication has become texting, therefore we have to focus on interpersonal communication. The fact is that our lack of face to face we are losing the ability to listen effectively. Our ideas and communication with each other have become very limited, therefore the greatest skill in the 21st century is the ability to sustain mutually beneficial conversation. A conversation requires a balance between talking and listening, and somewhere along the way, we lost that balance.

Chapter 2

What is Communication?

Exchanging Information

Language was created to make lives easier, to share an emotion, to convey thoughts in an articulate manner, which eventually became a system of interacting with each other. It became a medium which enables humans to express themselves in the best way possible. But what's the point of communication if it's not bringing out desired results or creating a world that believes in an ardent problem-solving approach through the means of dialogue. How many times have you communicated something to someone and the receiver of the message didn't respond as expected. The way the person responds speaks volumes about our skills as a **communicator**. Hence it must be a constant effort to hone our speaking skills which in turn cuts down chances of misinterpretations.

While the objective of communication is clear expression, one must give oneself the leeway to make mistakes as well. As Sir Ken Robinson, a renowned author and a speaker of education, says that if you're not prepared to be wrong, you will never come up with anything original. Therefore, while good language is soothing music to the ears, it does not always guarantee an exciting idea, and while a message with errors (grammatical or vocabulary) might be someone's fodder for laughter, it might have some great ideas hidden inside the words as gems.

Therefore it's great if one has reached a stage where one's language is refined and polished par excellence, but one must not forget it is a powerful tool at the end of the day, which has some magnificent benefits. Be it individuals or countries or various groups, it is an instrument which one must wield for conflict resolution. Communication must be brought about as a means of attaining co-existence. Most of the problems arise, because people have forgotten to co-exist peacefully, without disturbing each other's harmony.

Hence the idea of communication is to be understood and to understand. Misunderstandings create a lot of unnecessary sorrow in one's life.

One must recognize communication as the boon that it has always been, and kindle positivity and change, which primarily comes around with good intentions and a perseverant attitude.

Use it to become role models.

In this peace program we are focused on communication towards a peaceful end, therefore this workbook will work towards that.

As Calvin and Hobbes discuss, there aren't enough role models.

Verbal communication entails the use of words in delivering the intended message. The two major forms of verbal communication include written and oral communication.

Written communication includes traditional pen and paper letters and documents, typed electronic documents, e-mails, text chats, SMS and anything else conveyed through written symbols such as language. This type of communication is indispensable for formal business communications and issuing legal instruction

Oral Communication

The other form of verbal communication is the spoken word, either face-to-face or through phone, voice chat, video conferencing or any other medium. Various forms of informal communications such as the grapevine or informal rumor mill, and formal communications such as lectures, conferences are forms of oral communication. Oral communication finds use in discussions and causal and informal conversations. The effectiveness of oral conversations depends on the clarity of speech, voice modulation, pitch, volume, speed, and even non-verbal communications such as body language and visual cues.

Nonverbal Communication

Nonverbal communication entails communicating by sending and receiving wordless messages. These messages usually reinforce verbal communication, but they can also convey thoughts and feelings on their own. Physical nonverbal communication, or body language, includes facial expressions, eye contact, body posture, gestures such as a wave, pointed finger and the like, overall body movements, tone of voice, touch, and others.

Facial expressions are the most common among all nonverbal communication. For instance, a smile or a frown conveys distinct emotions hard to express through verbal communication. Research estimates that body language, including facial expressions, account for 55 percent of all communication.

Paralanguage

The way something is said, rather than what is actually said, is an important component of nonverbal communication. This includes voice quality, intonation, pitch, stress, emotion, tone, and style of speaking, and communicates approval, interest or the lack of it. Research estimates that tone of the voice accounts for 38 percent of all communications.

Other forms of nonverbal communication usually communicate one's personality. These include:

- Aesthetic communication or creative expressions such as dancing, painting, and the like.

- Appearance or the style of dressing and grooming, which communicates one's personality.

- Space language such as paintings and landscapes communicate social status and taste.

- Symbols such as religious, status, or ego-building symbols.

Visual Communication

Communication is a key component to living a successful life. Possessing effective communication skills can improve your career, your relationships, and increase your people skills. There are seven stages to basic communication. By knowing and understanding these stages you will be able to better communicate in your personal and professional life.

Sender – Know the message you want to communicate and make sure that message contain useful and correct information.

Encoding – Encoding is the process where the information you would like to communicate gets transferred into a form to be sent and decoded by the receiver. The ability to deliver the message clearly as well as be able to discard any confusing or potentially offensive themes such as cultural issues, or missing information is imperative in this stage.

Channel – Channels are the way you convey your message. These channels include verbal such as telephone, and face-to-face conversations as well as non-verbal such as e-mail and text messaging. Each individual channel has its strengths and weaknesses in terms of communicating. For example, it is better to give instructions non-verbally rather than expecting the person you are communicating with will remember everything you tell them. You would also never critique or criticize anyone through a non-verbal channel at the risk of having a misunderstanding.

Decoding – Decoding is on the receiving end of communication. This stage is just as important as encoding. Communication can go downhill at this stage if the receiver is not practicing active listening skills or if they do not possess enough information to accurately decode the message.

Receiver – Know your audience. Each individual person on the receiving end of your message already has their own ideas and thoughts that will absolutely influence the way they translate your message. By getting to know your audience better you will be able to have a better understanding of how they will react to what you are trying to communicate.

Feedback – As you are communicating your message your audience will provide you with non- verbal and verbal reactions. You will be able to asses while communicating your message if it is being conveyed accurately by paying close attention to non-verbal cues first such as returning eye contact, head nodding etc.

Context –Context is the environment in which your message is being delivered. For example, If you're making a work presentation chances are you will be speaking more professionally, than if you were conversing casually with Types of Communication

Formal Communication

Formal communications are the one which flows through the official channels designed in the organizational chart. It may take place between a superior and a subordinate, a subordinate and a superior or among the same cadre employees or managers. These communications can be oral or in writing and are generally recorded and filed in the office.

Formal communication may be further classified as Vertical communication and Horizontal communication.

Vertical Communication

Vertical Communications as the name suggests flows vertically upwards or downwards through formal channels. Upward communication refers to the flow of communication from a subordinate to a superior whereas downward communication flows from a superior to a subordinate.

Application for grant of leave, submission of a progress report, request for loans etc. are some of the examples of upward communication. Sending notice to employees to attend a meeting, delegating work

to the subordinates, informing them about the company policies, etc. are some examples of downward communication.

Horizontal Communication

Horizontal or lateral communication takes place between one division and another. For example, a production manager may contact the finance manager to discuss the delivery of raw material or its purchase.

Types of communication networks in formal communication:

Single chain: In this type of network communications flows from every superior to his subordinate through a single chain.

Wheel: In this network, all subordinates under one superior communicate through him only. They are not allowed to talk among themselves.

Circular: In this type of network, the communication moves in a circle. Each person is able to communicate with his adjoining two persons only.

Free flow: In this network, each person can communicate with any other person freely. There is no restriction.

Inverted V: In this type of network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior also. However, in the latter case, only ordained communication takes place.

Informal Communication

Any communication that takes place without following the formal channels of communication is said to be informal communication. The Informal communication is often referred to as the 'grapevine' as it spreads throughout the organization and in all directions without any regard to the levels of authority.

The informal communication spreads rapidly, often gets distorted and it is very difficult to detect the source of such communication. It also leads to rumors which are not true. People's behavior is often affected by the rumors and informal discussions which sometimes may hamper the work environment.

However, sometimes these channels may be helpful as they carry information rapidly and, therefore, may be useful to the manager at times. Informal channels are also used by the managers to transmit information in order to know the reactions of his/her subordinates.

Types of Grapevine Network:

Single Strand: In this network, each person communicates with the other in a sequence.

Gossip Network: In this type of network, each person communicates with all other personson a non-selective basis.

Probability Network: In this network, the individual communicates randomly with other individuals.

Cluster Network: In this network, the individual communicates with only those people whom he trusts. Out of these four types of networks, the Cluster network is the most popular in organizations.

"Peace does not mean an absence of conflicts; differences will always be there. Peace means solving these differences through peaceful means; through dialogue, education, knowledge; and through humane ways."
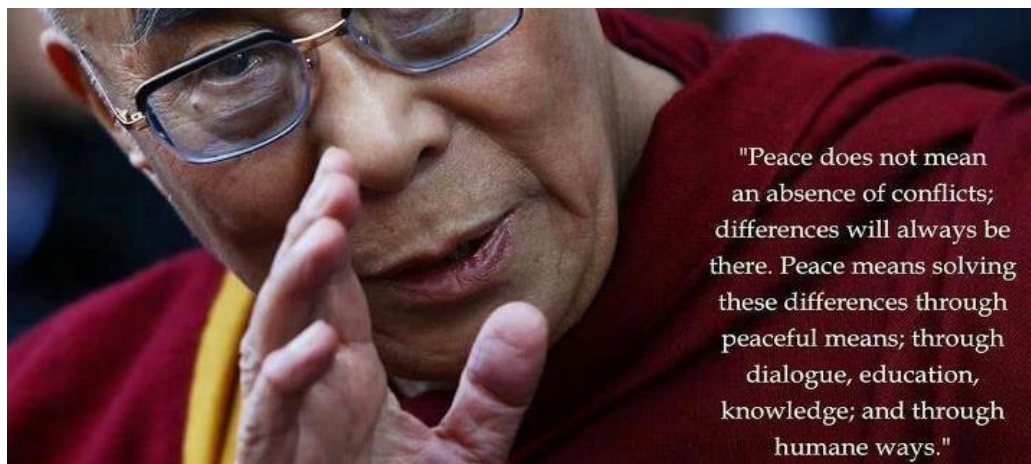
Measures to improve communication effectiveness are as follows:

- Communication or Clarification of the idea.

- Communication should be according to the needs of the receiver.

- Consulting others before communication.

- Awareness about the language, tone, body postures and gestures.

- Convey information useful to the receiver.

- Ensure proper feedback.

- Follow up communication.

- Be a good listener.

Important C's of Communication

Control: This word has the potential to the either wreck or make a conversation/speech. The way one uses their voice, body language, pitch etc. enables them to garner their listener or the audience's attention. One must learn when to digress from the issue and when to stay in the conversation. It's all about maintaining that fine balance, which obviously requires control.

Conversation: Have you ever debated with someone? Ever noticed how sometimes people tend to get a little too carried away by their emotions. When someone is talking about something they believe in, any opposition sounds like a sign of disapproval. The art of conversation is to know to not get too offended, and holding your horses. Don't let your emotions get the better of you and always try and let the conversation take a pleasant and healthy route towards 'agreeing to disagree'.

Confidence: Confidence has its own charm. One might be well acquainted with all the facts and statistics of their topics, but if you present that with slumped shoulders and an awkward posture, combined with absolutely no eye-contact, your presentation is doomed to failure. The idea is to talk with conviction in what you believe in, and make sure to correct those 'movements and mannerisms' while talking, which support your conversation rather than hindering it.

Competence: While confidence has its strengths, it also falls flat if one's topic has absolutely no substance. One must make sure that their content reflects the skills, experience and knowledge they possess.

Calmness: Being calm before the storm only helps one stay more proactive rather than just being reactive. Anticipating what the person might say and preparing accordingly can only be done by a mind that's observant and calm. Try meditation and a good night's sleep for compartmentalizing all that clutter in the head.

Clarity: Not everyone's a mind reader. One must adopt to deliver clear messages. A haphazard way of communication will only yield substandard results.

Concise: The best form of communication is simple and easy to process. The objective is to make the message easily comprehendible. Do you like someone harping about the same thing over and over again? Once it is understood by the person, there's absolutely no need for pointless repetitions. 'Short and sweet' is the way to go.

Verbal communication

Verbal Communication is the use of sounds and words to express yourself, especially in contrast to using gestures or mannerisms (non-verbal communication).

In the communication process, a medium is a channel or system of communication—the means by which information (the message) is transmitted between a speaker or writer (the sender) and an audience (the receiver).

The Seven C's of Communication:

C for Completeness

Your communication should be complete. Simple! Never leave your sentences incomplete. The audience should be able to receive the complete message so that they will be able to take the appropriate action. On the other side, incomplete messages require more clarification. It takes time and effort.

C for Clarity

Put your message clearly in your communication. So that the recipient or listener won't get confused. Let them be clear about what you want to convey.

Adding to it, emphasize on one message at a time. When you try to put multiple ideas at once, it may get confusing.

C for Conciseness

Conciseness means wordiness. The choice of words should be chosen as per relevance of the content. You need to communicate your message in the least possible words, so that you can save time. Avoid repetition and make it shorter. Using excessive words do not make much sense, as the reader may get carried away.

C for Concreteness

Concreteness means putting facts and figures. Majorly, concreteness helps in avoiding misinterpretations. Especially, when you're working on a marketing or a related presentation, being concrete in your thoughts and language holds great importance.

C for Correction

Correctness refers to grammatical or structural errors. When the communication is correct and precise, it improves your confidence level. It helps to enhance the impact you wanted to create through the communication.

C for Courtesy

Obviously, the receiver needs to be respected. So make sure your communication is polite, positive and focused on the audience. Avoid biased opinions or impolite conversations.

C for Consideration

Consider your audience while you communicate. Consider their educational background, mindset, etc. so that you can become an effective communicator. It is not acceptable to hurt someone's emotions. So empathize with the receiver of the message. And try to use more positive words.

Communication Secrets

From the list given above, please identify the areas you float past and the areas where you need a little help.

Communication Improvement chart

Activity:

Form teams of three. One the Speaker, One the Listener and One the observer. The speaker will pick a topic and start the dialog. The observer will watch and rate the dialog as the conversation continues. Rating is on the scale of 0 - 10, zero being the most challenging and 10 being extremely successful at it.

	Speaker	Listener	Observer
Clear			
Concrete/ Specify			
Concise			
Control			
Confidence			
Conversation			
Calmness			
Interesting			
Tone of Voice			
Pausing			
Questioning Understanding			
Being Patient			
Eye Contact			
Encouraging / Open Minded			
Body Language			
Facial Expression			
Ability to maintain trust			
Egoless conversation			
Empathy			
Total Points			

Do three rounds so that all of you have had a go in every position.

Once you have done this activity in class and are cognizant of what it takes to talk well I need you to remain in these teams and observe each other for the rest of the week. For example: If I am observing person X's communication skills, I will refer to the checklist and see where he falls – in 'good' or 'needs improvement' after gauging his skills. If he's good at empathizing or earning trust, I'll give him 8. At the end each skill will be measured and improvements will be visible.

Barriers to Communication:

The communication barriers may prevent communication or carry incorrect meaning due to which misunderstandings may be created. Therefore, it is essential for a manager to identify such barriers and take appropriate measures to overcome them. The barriers to communication in organizations can be broadly grouped as follows:

1.   Semantic Barriers

These are concerned with the problems and obstructions in the process of encoding and decoding of a message into words or impressions. Normally, such barriers result due to use of wrong words, faulty translations, different interpretations etc.

For example, a manager has to communicate with workers who have no knowledge of the English language and on the other side, he is not well conversant with the Hindi language. Here, language is a barrier to communication as the manager may not be able to communicate properly with the workers.

2.   Psychological Barriers

Emotional or psychological factors also act as barriers to communication. The state of mind of both sender and receiver of communication reflects in effective communication. A worried person cannot communicate properly and an angry recipient cannot understand the message properly.

Thus, at the time of communication, both the sender and the receiver need to be psychologically sound. Also, they should trust each other. If they do not believe each other, they cannot understand each other's message in its original sense.

3. Organizational Barriers

The factors related to organizational structure, rules and regulations authority relationships, etc. may sometimes act as barriers to effective communication. In an organization with a highly centralized pattern, people may not be encouraged to have free communication. Also, rigid rules and regulations and cumbersome procedures may also become a hurdle to communication.

4. Personal Barriers

The personal factors of both sender and receiver may act as a barrier to effective communication. If a superior thinks that a particular communication may adversely affect his authority, he may suppress such communication.

Also, if the superiors do not have confidence in the competency of their subordinates, they may not ask for their advice. The subordinates may not be willing to offer useful suggestions in the absence of any reward or appreciation for a good suggestion.

Chapter 3

Why Peaceful Communication?

Peaceful communication allows to maintain a tranquil, calm and cool atmosphere inside and outside. It has the ability to maintain lifelong relationships. It has the ability to build strong nations as well as to maintain balance in your professional and personal relationships

Why we communicate?

- To make sure our needs are met
- To co-exist and help each other
- Basic human urge
- Human race will come to a standstill if communication is ceased
- Man is social animal
- Man is a product of environment

Is stress or pressure making you a poor communicator?

The world is fraught with conflicts. Hence, while facing problematic situations, stress can be quite an obstacle that ruins the scope for good communication. The idea of communication must be to appease tension and conflict or banish it altogether, rather than fueling it.

Stress can cause people to stammer, speak too fast, shout or shutdown. All these being major barriers to conversation. And communication is mainly about bringing people together.
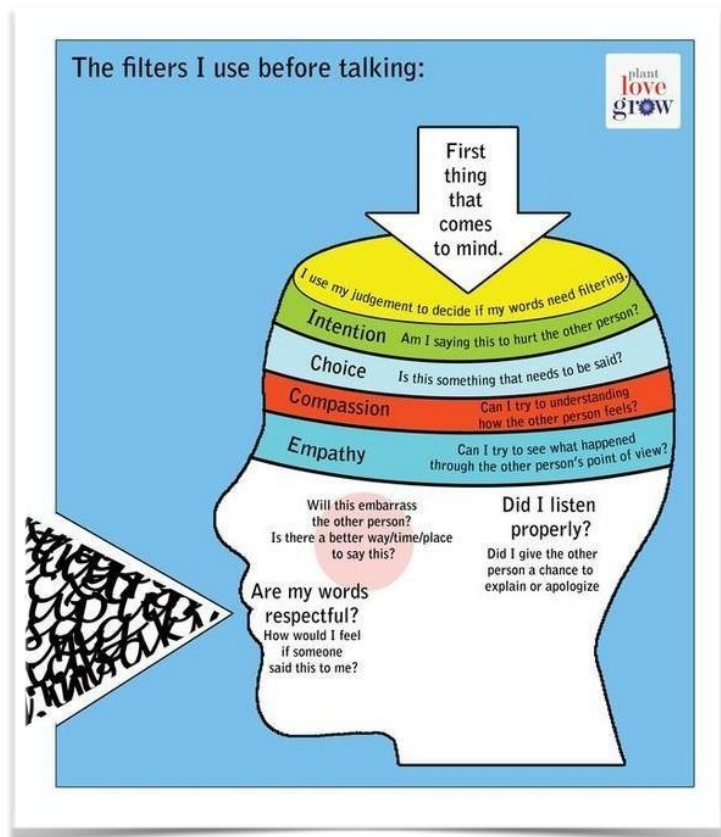
A few pointers to not get burdened by pressure or sound unpleasant:

Careful choice of words

Now this doesn't mean, one has to literally measure and talk, but using prudence while dealing with any topic is required. The objective must always be to have a healthy discussion without hurting someone's sentiments. One of the best things to do is to resort to silence if one is tired of talking. It's also advisable to stay away from unnecessary exaggeration which doesn't add much value to any discussion.

Focus is the keyword

Digressing from the topic abruptly might confound the person one is talking to. Think of points related to the topic and let the conversation flow organically.

Decrease the usage of 'I'

If your sentences are dotted with 'I' extensively, it definitely is a sure shot red flag. If one is not showing much interest in the other person, it sounds more like a monologue rather than an exchange of ideas.

Listen Attentively

Make an effort to understand the other person's perspective. Listening helps learn something new or introduces one to captivating ideas. Interrupting the other person is a bad idea; something one does out of over excitement or the desperate need to prove a point.

Bid goodbye to unsolicited advice

While it's great to show concern, but if one can sense discomfort in the person, they are talking to, it's time to stop. Nobody appreciates intrusion, and an advice that's not asked for is one of the biggest ways to kill the conversation and strain the relationship.

Influence vs Manipulate

The way we communicate with others has a great impact on the result. One needs to ask themselves if they want their connections with people to be authentic or superficial, to be meaningful and a trustworthy association or just a quick and forgettable encounter. The communication choices we make have a great deal of effect in either creating, or abolishing conflicts and misinterpretations. Hence one must know the basic difference between 'influencing' and 'manipulating' – which are psychological tools that aid persuasion while interacting with others.

Since these two components play such an integral role in forming relationships, one must be aware of what is the fundamental idea of 'influencing' and 'manipulating'.

Influencer	Manipulator
• Influencers try and gauge, both the strengths and weaknesses of a given situation.	• Manipulators are more likely to consider only the strengths or only the weaknesses of a given situation.
• They always try and get an insight on the other person's point of view.	• They are quick at pointing out the adverse consequences one might face if their suggestions are not paid heed to.
• Influencers are likely to make an effort to get to know your problems.	• They assume what your problems are, without giving the other person a chance to talk about their difficulties.
• They usually look for or work on an arrangement that's mutually beneficial	• Manipulators are most liksely to think of their own profits
• An influencer needs to know that all the parties involved are satisfied and happy with the results.	• They are known for hurting people's feelings, if that's what is needed for the completion of a task/action.

"Influence is the ability to move a person into action. You don't do it by pushing someone. You pull! Great influencers attract people."-Bob Burg

Learning to make informed decisions in life is extremely crucial. The ability to do that strengthens us as individuals and also gives us the motivation to empower people in a positive way. When one develops the habit of not letting people step on their toes, one can easily dodge various manipulations wielded by others. The power of persuasion; when used to end war, riots, fights, pointless arguments and let peace prevail, is the key to not just the development of the world but also to improve ourselves and become better humans.

Chapter 4

Non-Verbal Communication

Nonverbal communication (NVC) is the non-linguistic transmission of information through visual, auditory, tactile, and kinesthetic (physical) channels. It is the art of communicating, expressing our thoughts, feelings, emotions through nonverbal cues. It includes all the communication that is wordless. It is more visible and creates deeper impact than visual communication. Studies say that 93% is nonverbal communication and it can really make or break you. Be careful, impression once created, is difficult to change. This form of interacting includes the use of visual cues such as body language (kinesics), distance (proxemics) and physical environments/appearance, of voice (paralanguage) and of touch (haptics). It can also include chronemics (the use of time) and oculesics (eye contact and the actions of looking while talking and listening, frequency of glances, patterns of fixation, pupil dilation, and blink rate). It's also used along with verbal communication, and comprises of a various hand and eye movements, actions, gestures and body-language.

Gestures:

Use of hands, arms or body, movements of face, head and eyes such as nodding, winking, rolling eyes, shaking hands, waving. Other movements-scratching, fidgeting, tapping, nail biting, touching people.

Proxemics:

Study of cultural, behavioral and sociological aspects of spatial distances between individuals, Sensible use of space while communicating with others, People in Canada and US usually stand about 5 feet apart during a business conversation.

Haptics/Touch:

This distance uncomfortably close for people from Germany or Japan and uncomfortably far for Arabs and Latin Americans because of their differing concepts of personal space. It has a powerful effect on your communication. The touch behavior may mean touching your own body such as head, hair, eyes, nose etc. Touching the person you are communicating with in the form of shaking hands, patting shoulders, tapping head, pecking cheek, hugging or kissing.

Handshake is commonest and most acceptable norm which refers to intonation, accent, pitch, pace, pause of your spoken language.

For Example:

People tend to switch over to their regional language immediately after speaking in English even during formal conversation. (it leads to confusion among formal groups)

Chronemics:

It deals with study of use of time. Cultural aspect of time differs from country to country. In Germany and US, time is viewed as limited and hence tasks are scheduled in a manner that the business day can be used effectively and very rigidly. Latin Americans and Asians see time as more flexible so they have more lenient & relaxed approach towards meetings and deadlines.

Nonverbal communication= Communication without words

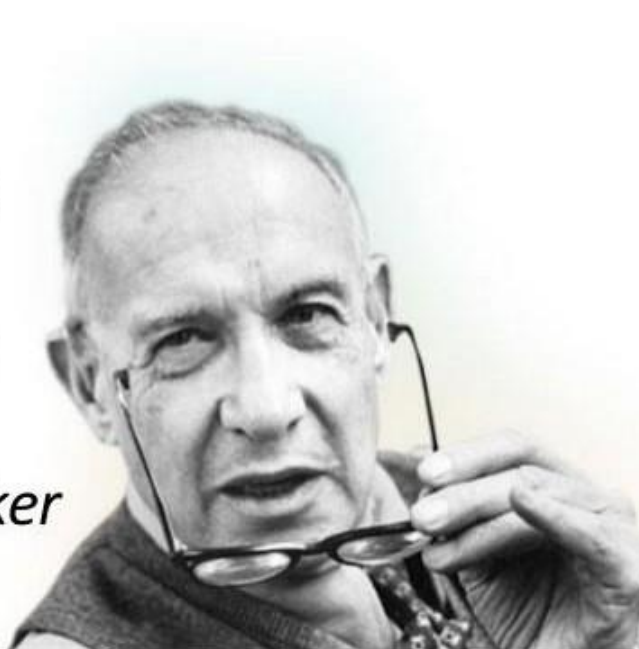"The most important thing in communication is hearing what isn't said."
– Dr. Peter F. Drucker

One learns to comprehend non-verbal communication as they grow up. A lot of actions and gestures do have a cultural context too, hence if one is traveling to a specific country, a thorough research on what those gestures stand for is a must. For example, the thumbs-up gesture maybe a way to signal a sign of approval in certain English speaking nations, but it's considered offensive in a few countries.

Non-verbal communication plays an integral role in understanding the other person. There are teachers traveling to places where English is not the first language and where children have hardly been exposed to the dialect, but they are still able to communicate thoughts and ideas to them, all with the help of gestures and props. Language is only a barrier, when there's no effort.

Silent street theatre and miming are a few creative tools used by a lot of passionate people, who have the urge to bring about a reform in the conformist attitudes created by the society. This is a perfect scenario of how non-verbal aesthetics and social causes can be integrated to pass on an important message to people, and let peace be the driving force in the midst of all the chaos and clamour.

Activity:

The participants form a group of 5 and create a skit, which involves only the usage of gestures, actions, expressions and flashcards, or whatever props you think could enhance the quality of your performance. This can either be performed in college or at a public space.
One must garner the response received after the show which would give you a fair idea of the potential this form of communication has.

A few topic suggestions for the central theme of the play

a)   Abusive behavior on social networking sites

b)   Peer pressure – how does one refrain from getting influenced by destructive habits?

c)   The art of arguing

Body Language:

Impact of body language

Our body language contributes to a great extent to what 'impressions' people create about us. But as much as it helps others form opinions about us, it also governs the way we think about ourselves. There's a great deal of work done around this topic which proves that this is the most essential kind of non-verbal tool which helps us perform and shape our mindsets. For example: Try entering the washroom before any kind of interview, stand in front of the mirror, and create your own power pose, an action that makes you feel more confident.

Notice the difference it has on the quality of the conversation. When one pretends to be more confident, there are chances that they might also feel more confident. Thoughts are powerful, and hence they reflect so strongly in the way our body mirrors our mindset.

BODY LANGUAGE AROUND THE WORLD

HEAD
Nodding your head generally means agreement or approval.

But Bulgarians and Greeks, for example, are known for their unusual manner of saying yes and no: Nodding up and down signifies a negative.

EYES
Good eye contact is expected in the West. Strong eye contact is most notable in Spain, Greece, and Arab countries.

Finns and Japanese are embarrassed by another's stare, and seek eye contact only at the beginning of a conversation.

EARS
The Portuguese tug their earlobes to indicate tasty food, but in Italy this gesture has sexual connotations,

...and in Spain it means someone is not paying for their drinks.

NOSE
A hearty nose blow into a handkerchief is typical in the West, while public nose blowing is frowned upon by the Japanese.

Tapping your nose means "confidential" in England, but "watch out" in Italy.

LIPS
In some cultures – Filipino, Native American, Puerto Rican, and many Latin American cultures – people use their lips to point, instead of a finger. In the West, people often kiss when they meet or when they say goodbye; in many Asian countries, it is considered too intimate of an action to be displayed in public.

ARMS
Many cultures use their arms freely, as in Italy, where they often wave their arms around when talking, or the US. But northern Europeans find it hard to tolerate gesturing with the arms,

associating it with insincerity and over-dramatization. In Japan, gesturing with broad arm movements is considered impolite.

HANDS
The American "goodbye" wave can be interpreted as the signal for "no" in many parts of Europe and Latin America.

The Italian goodbye wave can be interpreted by Americans as "come here." The American "come here" gesture can be seen as an insult in most Asian countries.

In Malaysia it is taboo to point with your index finger, but you can point with your thumb. "Thumbs up" is used in many cultures, none more so than Brazil however,

...where the signal is used everywhere. However, it's a rude sexual signal in some Islamic countries, Sardinia, and Greece, and can signify the number "1" in France.

LEGS
Sitting crosslegged is common in North America and some European countries,

...but it's viewed as disrespectful to show the sole of your shoe to another person in Asia and the Middle East.

BUSINESS INSIDER

GOOD BODY LANGUAGE = SIGNIFICANT OUTCOMES

To acquire knowledge, one must study; but to acquire wisdom, one must observe. --Marilyn vos Savant

To the more basic parts of body language:

Each of us gives and responds to literally thousands of nonverbal messages daily in our personal and professional lives--and while commuting back and forth between the two.

We notice the minutia of nonverbal behavior because their details reveal

a.   How we relate to one another, and

b.   Who we think we are.

A frequently asked question is, "What percent of our communication is nonverbal?"

According to psychologist Albert Mehrabian, 93% of our communication is non-verbal.

Tips on the four types of Body Language cues:

Please do understand this in detail as it is extremely powerful during negotiations and consensus and coalition.

RESPONSIVE	REFLECTIVE	FUGITIVE	COMBATIVE
ENGAGED leaning forward open body open arms open hands	LISTENING head tilted lots of eye contact nodding high blink rate	BORED staring into space slumped posture doodling foot tapping	LET ME SPEAK finger tapping foot tapping staring
EAGER (sprint position) open legs feet under chair on toes leaning forward	EVALUATING sucks glasses/pencil strokes chin looks up and right legs crossed in 4 pos. (ankle on knee)	LET ME GO feet towards door looking around buttoning jacket	AGGRESSIVE leaning forwards finger pointing fists clenched
READY TO AGREE closes papers pen down hands flat on table	ATTENTIVE (standing) arms behind back smile open feet	REJECTION sitting/moving back arms folded legs crossed 11 pos (thigh on knee) head down frown	DEFIANT (standing) hands on hips frown
		DEFENSIVE (standing) feet pointing in hands clenched	LYING touches face hand over mouth pulls ear eyes down glances at you shifts in seat looks down and to left

Voice quality

1. The manner in which a verbal statement is presented, e.g., its rhythm, breathiness, hoarseness, or loudness.

2. Those qualities of speaking and vocalizing not usually included in the study of languages and linguistics.

Tone of voice reflects psychological arousal, emotion, and mood. It may also carry social information, as in a sarcastic, superior, or submissive manner of speaking.

Dominance

1. "The more threatened or aggressive one becomes, the lower and harsher the voice turns--thus, the bigger one seems"

2. People unconsciously adapt to each other's voice tones. This is called "communication accommodation theory".

Our own vocalizations while speaking and apart from speech), reflect these basic three sound modes, as in using a <u>low-pitched, low and loud, or high-pitched</u> voice to argue a discussion point.

Notice how adults use higher pitched voices to speak to infants and young children. The softer pitch is innately "friendly," and suggests a non-aggressive, non-hostile pose.

In almost every language, speakers use a rising intonation to ask a question. The higher register appeases the request for information, and is often accompanied by diffident palm-up gestures and by submissive shoulder-shrugs.

Palms

Uplifted palms suggest a vulnerable or non-aggressive pose, which appeals to listeners as allies, rather than as rivals or foes. Throughout the world, palm-up cues reflect moods of congeniality, humility, and uncertainty.

Figure 17   *Submissive palm position*

Palm-up gestures contrast with palm-down cues, which are more domineering and assertive-like in tone. To lift, raise, or flex-forward one or both shoulders in response to another person's statement, question, or physical presence; or to one's own inner thoughts, feelings, and moods.

Figure 18   *Dominant palm position*

Shoulder-shrug

The shoulder-shrug is a universal sign of resignation, uncertainty, and submissiveness. Shrug cues may modify, counteract, or contradict verbal remarks.

With the statement, "Yes, I'm sure," e.g., a lifted shoulder suggests, "I'm not so sure."
A shrug reveals misleading, ambiguous, or uncertain areas in dialogue and oral testimony, and thus may provide a probing point, i.e., an opportunity to examine an *un-verbalized* belief or opinion.

Figure 1   *The shoulder shrug gesture*

Ways to improve body language

A little gesticulation hasn't harmed anyone. Use your hands if that helps you express and think better.

People love signals of approval while conversing. If you agree with the person and you like someone's point of view, nod and smile from time to time. Such gestures also fosters a great deal of positivity.

To show a sense of interest, make sure you are genuinely listening, rather than giving a feeling of being 'spaced out'.

Eye contact can be a tricky thing. The idea of maintaining good contact is making sure you look at the person from time to time, in between the conversation, indicating that you are interested. One must not stare to the point of intimidating or annoying the person.

Shoulders and spine – slumped shoulders and a spine that's not erect, especially in a formal environment, hinders people from taking you seriously. Shoulders that aren't too stiff and not too relaxed either and a straight back helps a great deal in making one look presentable.

The restless leg syndrome: Ever notice yourself shaking one your legs constantly, slap it right away. A surefire sign of anxious behavior, this one is a huge dampener if you are trying to impress someone with your conversational skills.

Allan Pease in his book, 'The Definitive Book on Body Language', throws light on the non-verbal cues and signals in human beings. Folding arms while talking to someone is considered a sign of resistance or defensiveness. It's also considered an arrogant posture at times, signaling rigidity or an unwillingness to accept someone's opinions.

Figure 70 *Standard arm-cross*

The above gesture signifies defensive or negative attitude, commonly seen when a person is among strangers in public meetings, queues, cafeterias, elevators or anywhere that people feel uncertain or insecure.

If you are planning to collaborate with someone, try and eliminate expressions of doubts from your face. Always be a keen listener of what the other person has to offer, even if the association doesn't culminate into anything.

Thin-slicing

Thin slicing is a psychological term used for forming quick impressions about the person, on the basis of verbal and non-verbal cues. Slicing doesn't take more than 5 minutes, and just a brief interaction makes us draw conclusions about the people we are interacting with.

Common nonverbal mistakes made at a job interview

From a survey of 2000 bosses

In a survey of 2000 bosses **33%** claimed that they know within the first **90 seconds** of an interview whether **they will hire someone**

The average length of an interview is **approximately 40 minutes**

21%
Playing with **hair** or touching face

47%
Having little or **no knowledge** of the company is the most **common mistake** job seekers make during interviews

Failure to make **eye contact** **67%**

Lack of smile **38%**

Bad posture **33%**

21%
Crossing arms over their chest

9%
Using too many **hand gestures**

Handshake that is too weak **26%**

33%
Fidgeting too much

Statistics show that when meeting new people the impact is:

7% From what we **actually say**

38% The quality of our **voice grammar** and overall **confidence**

55% The **way we dress, act** and **walk** through the door

Clothes

Bright colors are a turnoff

70% Employers claiming they don't want applicants to be **fashionable or trendy**.

65% Of bosses said **clothes could** be the **deciding factor** between two similar candidates.

Chapter 5

Listening Skills

Listening gives perspective

Effective listening is the most important communication skill. While a lot of us struggle to differentiate between 'noise' and 'good sounds', in surroundings as well as in conversations, sound expert Julian Treasure mentions in his TED talk, the importance of listening well in order to maintain harmony in relationships in all spheres of lives. The acronym RASA (derived from a Sanskrit word, which also means juice or essence) could be the mantra to simplify the process of hearing someone out. Receive – the information we get, Appreciate – make sounds of approval if you agree, Summarize - create a synopsis of what you have been able to comprehend, Ask- questions, even if they are downright silly. He also talks about how we have forgotten to pay heed to subtle messages, which could be a dangerous situation in the future. Why have we developed a tendency to only respond to blatantly highlighted loud messages on our TV sets and large billboards? That's a question one must introspect about.

"A **world** where we don't **listen** to each other at all is a very **scary place** indeter." – Julian Treasure.

Steven Spielberg, an acclaimed American director, has a very different take on the whole idea of listening. The filmmaker, known for creating some fabulous films like Jurassic Park and Schindler's List, emphasizes the importance of listening to one's internal voice. Opinions will always be a dime a dozen, and people will try to thrust their beliefs, but if one feels the need to question it, one must do it without any reluctance.

Listening is also an important skill, because if one doesn't do that, the ability to differentiate between things that are rooted in reality and make-believe hogwash might not be developed. Because listening involves asking questions, it also boosts one's capacity to think unconventionally, which is a quality every individual must have if we are looking forward to develop in areas of innovation and peace building skills.

What do you mean by Listening?

- Listening is an art, a skill, a discipline and like other skills, it needs self-control
- Hearing becomes listening only when you pay attention to what is said and follow it very closely
- Effective listening gives perspective and maintains harmony in relationships

Few objectives of listening:

- To comprehend

- To listen and to infer meaning

- To react

- To identify sounds

Activity:

Lie detection

Duration: 10

mins

Objective: To establish the importance of listening while trying to gauge important information.

Procedure: Form teams. Every team must create 4 sentences about a contemporary issue or a public personality that inspires you, and then present it in front of the class, and make sure one of the sentences is a lie. The task is to identify the false statement. The team that does that the most wins.

Example:

1) Brad Pitt is a superstar

2) Brad Pitt has acted in many movies

3) Brad Pitt is not a part of a single Netflix film

4) Brad Pitt was married to Angelina Jolie

You know the false one.

Signs of a Good Listener:

- Maintain eye contact with the speaker

- Focus on content, not delivery

- Avoid emotional involvement

- Avoid Distractions

- Treat listening as a challenging mental task

- Stay active by asking mental questions

- Use the gap between the rate of speech and your rate of thought

Finding the right kind of listener has following outcomes:

- Good Awareness – a ladder towards growth

- Eliminating the fear of confrontation

- An honest exchange of ideas

Habit 5 from the book 'The 7 Habits Of Highly Effective People', By Stephen R. Covey, highlights the importance of Listening and Principles of Empathic Communication.

HABIT 5: SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

Reading, Writing, Speaking, Listening are the various forms of Interpersonal Communication Skills. Out of these, Listening is an especially important skill, and when done empathically, it radiates a character of Openness and Trust.

Empathic Listening

The process of Empathic Listening becomes effective only when we first 'Seek to Understand'. This process should involve putting ourselves in the other's shoes, rather than always having the intent to reply. Numerous examples include the communication gap between parents and children, where parents are always in a complaining mode about their children not ready to accept/listen anything. Here, the parent fails in seeking to understand the child's opinion first, therein giving rise to a communication gap.

Empathic Listening differs from Active Listening, in the sense that in Empathic Listening, we listen to understand, not with an intent to correct/manipulate/take action. We see the world as the other person sees, we try to feel as the other person feels. It is an entirely different paradigm shift, where we may not agree with that person, but we deeply understand that person emotionally as well as intellectually. As per Covey, only 10% of our communication is represented by words, 30% by sound and 60% by body language. It is this 60% of body language that mainly involves listening with the eyes and heart, along with the ears! In this process, we listen behavior, we listen the mind, the heart, we listen for feeling and meaning. In fact, we are having deep communication with the other person's soul and we are dealing with the reality of their head and heart.

There are three words that contain the essence of seeking first to understand:

(Ref:https://resources.franklincovey.com/the-7-habits-of-highly-effective-people/habit-5-seek-first-to-understand-then-to-be-understood)

Ethos - Your personal credibility, the trust you inspire.

Pathos - Your empathetic side, showing you are in alignment with the emotional thrust of another person's communication.

Logos - The reasoning part of the presentation.

The following link depicts the concept of 'SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD':

https://youtu.be/i98FAsHydlE.

We are too much limited when we try to understand another person based on words alone. When we tend to listen autobiographically, especially when we are looking at that person through our own glasses, we fail to understand a person who is genuinely trying to get us to understand his autobiography.

At this point, we respond in either of the four ways:

We evaluate (We either agree or disagree)

We probe (We ask questions from our own frame of reference)

We advise (We give counsel based on our own experience)

We interpret (We try to figure people out, to explain their motives, their behavior, based on our own motives and behavior)

In order that empathic listening should be successful, following four developmental stages are suggested:

1. Mimic Content, which is used in 'Active' or 'Reflective' Listening. (Though causes a close-up of conversation, it at least makes the person listen)

2. Rephrase Content, putting meaning in the response through logic and reasoning (Left side of the Brain)

3. Reflect Feeling, which involves feeling the words of the speaker (Right Side of the Brain)

4. Rephrase Content and Reflect Feeling, using both sides of the brain to understand and respond in better way.

'Psychological Air' is created which instills confidence and trust in the speaker, about the listener's desire to listen, understand and remove any barrier in communication. A perfect synchronism is achieved between what is thought and what is said.

In this manner, by setting aside our own autobiography and seeking to understand from the other person's point of view, we empower the other person to open gradually towards real issues. It is at this point when the problems are unraveled, and solutions are clearly seen in the process. This is often seen in a parent-child relationship, where children can open-up fast when they trust that their parents will not be judgmental and ridicule them.

Understanding and Perception

The paradigm of perception undergoes incredible differences as we learn to listen deeply to other people. This has an appreciable impact, especially for people trying to work together in interdependent situations.

Knowing how to be understood is the other half of Habit 5. This is critical in reaching win-win solutions. Seeking to understand necessitates consideration, whereas, seeking to be understood necessitates courage. When consideration and courage are perfectly balanced, maturity evolves. Bothe the parameters, consideration and courage have a pivotal role to play in Win-win situations. So, in interdependent situations it becomes important for us to be understood.

Then to be Understood

A person can increase the credibility of his own ideas by making the idea more clear, specific, visually appealing, and most important, contextually presented in the framework of deep understanding of paradigms and concerns. A genuine idea leads towards learning, as, in our effort to understand, we learn. Inculcating and executing Habit 5 leads to greater accuracy and integrity in presentations, as the ideas are embedded with all known facts and perceptions that will benefit everyone.

One on One

Seeking first to understand, is within your control, as you focus on our Circle of Influence. People automatically get the psychological air they need to work together effectively.

Faithfulness in listening, makes one influenceable, wherein the circle begins to expand. We increase our ability to influence many of the things in our Circle of Concern towards other people. The more deeply we understand other people, the more we will appreciate them, giving rise to a soul-to-soul dialogue.

Sometimes, it may so happen that people do not open up about their problems. Inspite of this, we can be empathic, we can sense their heart, we can still show understanding and respect, by being patient and respectful. It is not necessary for people to open up verbally before we can empathize. We can empathize all the time with their behavior and can be sensitive and aware.

If we are highly proactive, we can create opportunities for preventive work, by spending time with

children, one-on-one, listening to them, understanding them and the challenges and problems they are facing, through their eyes.

Thus, seeking first to understand is a powerful habit which leads to effective interdependence. Deep understanding of one another opens the door to creative solutions. There is a healthy exchange of dialogues and opinions, leading towards mutual progress. This is then the steppingstone to synergy.

What kind of a listener are you?

Some people describe listening as an act of compassion, an act of love. It is the strongest indicator of the fact that one respects the other person and is keen to hear them out. But why one of the most basic rules of conversation, so difficult to implement; especially when it's needed in almost every sphere of life – be it in leadership, resolving community issues, political arenas, team work et al. We belong to a time where technology can be a serious distraction, and the inclination to listen can be seriously lost. Some people can also lose the will to resolve conflicts and let fear dominate the mind in such cases. Courage is also the underlying factors, that makes one a good listener. Eliminating the fear of confrontation, an honest exchange of ideas or the fear of simply losing one's peace of mind could be one the reasons why people avoid listening.

Finding out about the kind of listener one is can help in creating an awareness, and any kind of awareness is good awareness – a ladder towards growth.

Distracted listener

A distracted listener has a tough time focusing on the details of the conversation. They have a short attention span, and wants everything presented to them in a nutshell. If you belong to this category, drop the 'tendency to assume' right away. Develop a 'beginner's attitude' towards listening and don't rule out the fact that you can discover something new too, while conversing with someone. If one is dealing with such a listener, it's important to give a clear disclaimer that their undivided attention is of utmost importance, which will help them control their mind from wandering.

The Engrossed One

This is the kind of listener who are absolutely generous with their attention. They want to listen, they want to absorb, they want to learn and they want to help. 'Empathizing' comes naturally to them. They love to engage in a conversation and act as a fuel to your ideas. If one is lucky to have such a listener in their life, take some time to show gratitude and appreciate the interest they take in you.

The Interrupters

These are the perfect example of the kind of listeners who listen primarily, so that they can grab a chance to chime in and quickly give out their views. If interrupting on a regular basis is becoming a habit, then it must be checked and rectified instantly. Being conscious of your habit is only going to improve the quality of the conversation.

The dead pan face kind of a listener

Talking to such a listener is like talking to a wall. They have a tough time showing some sort of connection with the talker. The conversationalist could take some real interest on what mentally stimulates this kind of listener and keep them interested with a lot of questions. It would also be advisable if the dead pan listener is given a low-down on why they are the chosen ones for the conversation.

The Conflict Seekers

These kind of listeners are always ready with a sword, eagerly waiting to lash out. They love the idea of arguing for the heck of it. The talker must ideally maintain a patient composure while talking to such listeners and not get too affected, and maybe they could show them how a real conversation is done, by having healthy arguments rather than playing 'blame games' or 'mudslinging wars'.

The self-proclaimed mentors

These kind of listeners assume that everyone is in need of dire help and are forever showering people with unsolicited advice and suggestions on how to go about life. Although they love to help, and they don't have bad intentions, but they must be made to understand that not everyone is looking for a solution, some people just want to be heard.

Modes of listening:

1. Competitive or Combative Listening:

Interested in promoting our own point of view

2. Passive or Attentive Listening:

Hearing + Understanding

3. Active or Reflective Listening:

Understanding: Thinking, Feeling, Wanting

Meaning: Checking understanding before responding

Active listening:

- Avoid or Minimize Conflict

- Increases confidence in promoting due to correct understanding

- Need to be heard - person is willing to consider an alternative

- Person X will listen to Y's position if person Y was listening

- Spotting flaws in reasoning when it is played back without criticism

- Helps identify areas of agreement

- Disagreement are put in perspective and are diminished

- Reflection helps us become aware of the different levels that are going on below the surface

- Bring things into the open where they can be more readily resolved

Speaker's Difficulties:

- Voice volume

- Message too complex-unnecessary details or too many issues

- Getting lost, forgetting your point or the purpose of the interaction

- Body Language or nonverbal elements contradicting or interfering with the verbal message

- Paying too much attention to how the other person is taking the message

Listener's Difficulties:

- Preoccupied and not listening

- Being so interested in what you have to say that you listen mainly to find an opening to get the floor

- Formulating and listening to your own rebuttal to what the speaker is saying

- Listening to your own personal beliefs about what is being said

- Evaluating and making judgements about the speaker or the message

- Not asking for clarification when you know that you do not understand

Listening Tips:

- No Parroting

- Account of the Facts

- Thoughts and Beliefs

- Feelings and Emotions

- Wants, Needs or Motivation

- Hopes and Expectations

- Paraphrase and use your own words in verbalizing your understanding of the message

- Inhibit your impulse to immediately answer questions

- The code may be in the form of a question

- Sometimes people ask questions when they really want to express themselves and are not open to hearing an answer

- Use eye contact and listen body language

The 12 Roadblocks to Communication:

- Making the speaker stop talking

- Making the speaker defensive

- Making the speaker argue, counterattack

- Making the speaker feel inadequate, inferior

- Making the speaker resentful, angry

- Making the speaker feel guilty or bad

- Making the speaker feel unaccepted as he/she is

- Making the speaker feel that he/she are not trusted to solve their own problems

- Making the speaker feel that he/she is not understood

- Making the speaker feel that his/her feelings are not justified

- Making the speaker feel interrupted, cutoff

- Making the speaker feel frustrated

Chapter 6

Cost of Communication

Violence, peer pressure and bullying are difficult topics to broach. Victims often find themselves unable to talk about the issue that's distressing them. But the bright side to the situation is, this is probably the best age to bring such issues to the fore. The digital age acts like such a strong support system, opening multiple channels of help. Intervening has become easier and making victims aware of the consequences of tolerating such behavior, is an initiative taken by many.

But what exactly are the reasons that stop people from communicating about the problems they are facing/have faced. We all know that aggressive behavior or constant bullying can have some serious effects on our mental and physical health, then why do some people still feel reluctant to come out in the open and talk about their problems.

Some of the reasons are:

- One of the general attitudes can be that it's going to create too much of trouble after the 'Pandora's box' is opened. One feels that resolving the issue might not be worth the time or it's going to land them in a problematic situation. They somehow can't bring themselves to accept that resolving it is the best solution rather than getting stuck in a vicious pattern.

- Sometimes the victim is so overwhelmed by emotions that a rational solution doesn't sound like a good enough answer to their ears. They view the problem as way too complex to be resolved.

- Fear of stigma: The fear of being ostracized by society, friends or family members is always bothering them. This usually happens when they are surrounded by conservative people who don't open the doors to an open minded way of communication that easily.

- Feeling of inadequacy: 'It is not the size of the dog in the fight that counts, but the size of the fight in the dog' – Barry McGuigan. Some people tend to underplay their potential at times, especially when they have the capacity to move mountains. They feel they are too inconsequential to do anything about an issue that's affecting them.

Bullying comes in a variety of forms:

- Cyber bullying
- Physical bullying
- Office bullying
- Written form of bullying (Example: though SMS or E-mail)

Cost of Poor Communication (A Professional Perspective):

1. **Lack of focus:**

   - In an organization where communication is not prioritized, meetings are inefficient and ineffective.

   - More meetings get scheduled due to inadequacy in work.

   - Every member of the team feels overbooked, under-informed and generally unhappy.

2. **Failure of purpose:**

   - Inability to communicate well on a day-to-day basis, is symptomatic of a larger communication disruption

   - If a company cannot communicate its vision and purpose, it has effectively lost them long term, in a loss of credibility and a drag on advancement

3. **Lack of innovation:**

- Company can stagnate due to lack of innovation in products and services, in spite of multiple meetings

- Imagine yourself in a meeting where a team is presenting a new project, product or process. The audience has clearly checked out: Half the room is checking a device and the other half is flipping through the PowerPoint deck to try to figure out the point of this meeting.

- Does anyone understand the new product or its benefits? Probably not, which means that it will likely be discarded.

4. Drop in morale:

- Lack of Focus, Failure of Purpose and Lack of Innovation affects the productivity of the employees leading to drop in morale

- Happiness Quotient of the people is affected, which leads to the employees leaving the company for a better job.

5. Loss of credibility:

- Loss of Credibility happens at both company and an individual level. An individual's ability to express confidently and persuasively has a direct effect on his/her ability to effectively accomplish goals.

- The way of representing Goals and Innovations has an immediate impact on business metrics.

- Without clear, effective communication, everything from sales growth to stock price will decline.

Effects of Vague Communication

- Vague instructions inevitably cause miscommunication

- Delivery of non-existent deadlines and vague instructions

- Instructions and Deadlines need to be clear, specific, and understood

- To streamline tasks, companies often make use of tools such as Teamwork: a platform that allows managers to set tasks, create step-by-step instructions, allocate time to be spent on a specific task, and give strict deadlines

Effects of Timely Feedback

Lack of timely feedback:

- Real-time feedback can result in improved workplace relationships, heightened employee engagement, increased retention, and improved productivity

- Without this efficient form of communication, employees can remain in the dark for long periods of time, and their work can suffer as a result.

Poor Communication leads to:

- Minor/Major Conflicts at personal or social level-Failed Relationships, Divorce

- Can invite troubles between teams/communities– Teams fall apart/Riots break out

- Can arouse clashes between religious paths—Crusades, Feeling of animosity toward other faiths

- Can breakdown unity among nations-French Revolution, India-Pakistan

- The examples of a failure to listen are endless….

- A common example is a failure to listen to your customer base. If a product or service has recurring negative feedback and you do not listen and solve the problem, a competitor will solve it while converting your customers to her business.

Example of Poor Communication:

A passenger train meets with an accident. Here is a conversation thread that goes from the first person who saw this first hand, to the subsequent people.

First Person: Passenger train 423 had a minor accident and just avoided being derailed, no one was injured.

Second Person: Passenger train 423 had an accident and almost derailed, someone may be injured.

Third Person: Passenger train 423 derailed not sure of injures.

Fourth Person: Train derailed, 423 passenger injured.

Moral of the story: Minor changes to the input completely distort the meaning

'HUMAN DYNAMICS'

OUR INTERACTION WITH THE WORLD AROUND US

Introduction to Human Dynamics

No Man Is An Island, Entire Of Itself;
Every Man Is A Piece Of The Continent,
A Part Of The Main.

- John Donne

Getting Started

The World Peace University is focused on giving you all the skills that you need to interact successfully with people and the environment around you. The endeavor is to make you a proactive citizen of your universe, to live an engaged and fulfilled life.

Chapter 1

Human Dynamics-What Is It And What Is Its Role In Bringing About Peace And Harmony?

For most of us, the quality of our lives is dependent on the quality of our relationships. Human Dynamics is that science which equips us with tools that help us value each other's usefulness and know how to utilize each other's potentials to the maximum. It also creates an awareness in us, in the way we deal with our families and friends.

Human Dynamics sees success in life more as 'Team Work' rather than 'An Individual Brilliance'. We have all heard this popular adage that 'success is a journey, not a destination'. The growth in science and technology may bring material abundance and physical comforts, which might make this journey more enjoyable. But success also includes good physical and mental health, fulfilling and meaningful relationships, unconditional love, freedom, emotional and psychological stability and most importantly - 'A Peaceful Mind'.

The quality of being productive is such an essential factor these days in every sphere of our lives. But the most pertinent question one must ask is that how can one attain productivity without learning how to quieten the disturbance that bothers the mind, which in turn affects our relationship with people and later the productivity. For churning out quality work, for leading a stress free life, for maintaining a balanced relationship with loved ones – one must learn to create pleasant experiences and that's where 'Human Dynamics' come into the picture, the way we deal with unpleasantness and transform a negative situation into a positive one. This approach has the potential to bring about a great level of maturity in the way we associate ourselves with people.

> **Insight.**
> **Intuition.**
> **Intelligence.**
> **Inner peace.**
> **All come from within.**
> **Pay attention** *inward***.**
>
> *- Anna Goldstein*

Few key hindrances while creating meaningful equations with people:

- Failing or not making an effort to recognize people's unique abilities
- Unrealistic expectations
- Lack of respect
- Not willing to lend someone a patient ear
- Condescending attitude
- Unwillingness to providesupport
- Not paying heed to someone's developmental needs.
- No sense ofcompassion

Self- knowledge

The best part about understanding human dynamics is that it gives an insight to who you are as a person, as opposed to labeling yourself. This essential sense of self-awareness ends up becoming a very strong weapon while coasting through the course of life. When one acquires self-knowledge, one also involuntarily makes an effort to understand people, and understanding is the key to forming better relationships.
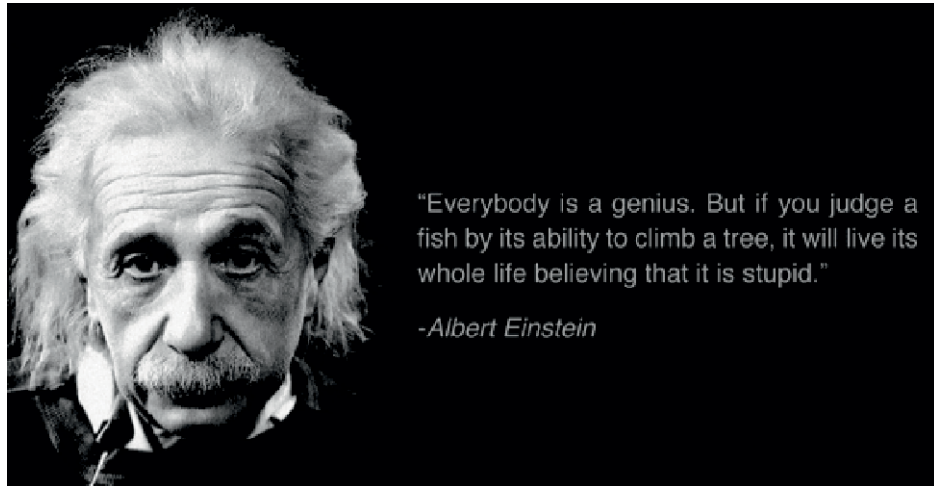
"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

-Albert Einstein

The best type of relationships happen when you allow for individual acceptance of yourself and of the other. The more accepting you are of yourself the more accepting you will be of the other. Therefore, first explore your traits, qualifies, pros and cons. Understand your true nature and the intermingling of your traits, the waves of your so called perception of 'good' or 'bad', accept it as part of your evolving nature and actively work on improving those areas that require improvement. This journey will allow your insight into the evolving nature of the people you interact with, thus giving you the ability to allow room for their growth.

Human Dynamics and Youth

While working individually has its set of advantages, but when one works in a group, the performance doubles. Brainstorming helps invent fresh ideas. The motto of the team becomes greater than the sum of its parts. Peace emerges from talking it out, it helps to have a problem-solving approach while dealing with conflicts. Working in a group also teaches one to be inclusive and influence one's teammates in a positive manner.

Human Dynamics in a Virtual Society

Social media has made life amazingly simpler, but research suggests that it has also made people less inclined to have face-to- face conversations. The advent of the Internet may have enabled to talk without barriers, and taught us a new form of communication. But it also has another side to it when 93% of the communications is through facial expression, eye contact, body language and tone of voice – how does one gauge all this in a brief Twitter or a Facebook post? While the response to these posts can provide instant gratification, in the longer run it can pave way for depression. Since too much information is available online, the urge to listen to someone or talk about things that matter is dwindling. Confrontation online is much simpler in the form of trolls and memes and hate messages, but wearing the heart on one's sleeve in a real life situation is becoming a tedious job. One must learn to nip the 'reluctant behavior of talking' in the bud if one wants peace in relationships and resolve some serious problems.

10 Negative Effects Of Social Media On Children And Teenagers

Article on the net

In the last few years, social media and networking sites like Facebook, Twitter and Instagram etc have become a part of our lives. Many believe that media is better than seeing someone face to face. That's the key findings from Deloitte survey from countries using social networking sites. This is not surprising given the pace of modern day living. Psychologists believe that social media helps us compartmentalize and streamline our time with family and friends, giving us a new level of control. However, as internet has opened the world to us it also its set of negatives too. Especially when we allow social networking sites to interfere with our daily aspects of life. When it comes in our way in important activities like school, work, going to play. It is hard to tell when a fondness for an activity becomes a dependency to constantly check Facebook updates or 'stalk' someone's profile for hours on end, for example. Below are a list of social media don'ts one should be aware of.

1. **Information Overwhelm:**

   With more and more people on social networking sites tweeting links, uploading pictures, sharing YouTube videos, it can get pretty noisy. Having too many Facebook friends or browsing through so many Instagram photos isn't that uncommon. Over time, we tend to add many friends and followers that leads to bloated newsfeeds and content that we are not interested in.

2. **Privacy Issues:**

With so much sharing going on, issues over privacy are going to be a concern. Whether its social sites owning your content after it is posted or becoming a target after sharing your geographical location online, or even getting into trouble after sharing something inappropriate. Sharing too much with the public can open all sorts of problems that cannot be undone.

3. **Social Distrust and Cyber Bullying:**

For people struggling to fit in with their peers- especially teens and young adults- the pressure to do certain things or act a certain way can be worse in social media than in school/college or any other offline setting. In some extreme cases, the overwhelming pressure to fit in with everyone posting on social media or becoming the target of cyber bullying attack can lead to serious stress, anxiety or even depression.

4. **Distraction and procrastination:**

How often do you see someone look at their phone? People get distracted by all the social apps and news and messages they receive, leading to all sorts of problems like distracted driving or the lack of gaining someone's full attention during a conversation or paying attention at work. Browsing social media can also feed procrastination habits and become something people turn to in order to avoid certain tasks or responsibilities.

5. **Sedentary lifestyle habits and sleep disruptions:**

Since social networking is all done on some sort of computer or mobile device, it can sometimes promote too much sitting down in one spot for too long. Likewise, staring into the artificial light from a computer or phone screen at night can negatively affect your ability to get a proper night's sleep. Electronic devices impact you and disrupts your sleep patterns.

6. **Lack of Interpersonal Skills:**

Since everyone is connected all the time, either through WhatsApp groups or finding your friends profile by the click of your mouse or your smart phone, it's easier to use online interactions as a substitute for face-to- face interaction. Some people argue that social media actually promotes anti-social human behavior.

Here's an interesting insight on social media users which might help get an understanding of dynamics in the virtual world.

Picture credit: http://www.mystechdynamics.com
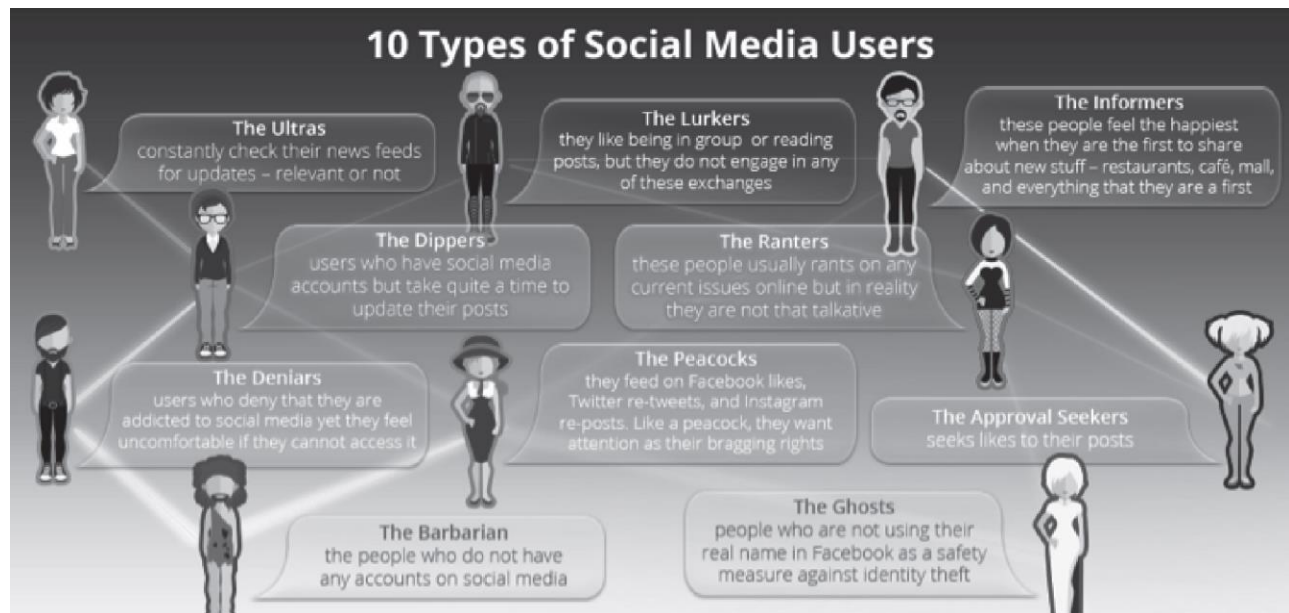
Three Universal Principles

There are three energy systems that acts as a barometer to the way we function in the world.

The mental principle:

This principle is all about the way we focus, use logic in the way we think and form a structure by using our cognitive skills.

The emotional principle:

This is based on the way we build our relationships. Communication, expressing feelings and the way we involve ourselves in a social environment ‑ it's all done with the help of this tool.

The physical principle:

We use our knowledge and try to create some substance out of it. It is how we apply our research, expertise and knowledge in our lives and implement it in the physical world.

Chapter 2

Physical Intelligence

You become what you eat. Your energy levels, your strength, your endurance, your anger management capabilities, your stress management abilities are all linked to the input. Hence eat judiciously, exercise restraint.

By nature, animal seems to have better 'Physical Intelligence' as they eat only when they are hungry. If they are not hungry, they forget about food.

Let us commit to take the following steps to enhance PQ.

(i) I will eat nutritious food.

(ii) I will give sufficient rest and relaxation to my body and mind every day.

(iii) I will exercise regularly.

(1) Endurance:

Endurance is also related to resilience, constitution, means the ability to exert yourself over a long period of time. The exercises usually meant for improving efficiency are running, swimming, speed walking, cycling, jogging, all types of aerobic exercises. Your muscles should be able to recover from fatigue as you continuously build and work on them.

(2) Flexibility:

Yoga asanas are extremely beneficial for improving flexibility of our body issues and muscles. It's a good body-weight exercise which helps perfect one's posture and improve bone health. One can take up the task of learning a new asana every week; that would help increase yogic knowledge and lead one towards better health.

(3) Strength:

Strength to your muscles and eventually whole body comes from various muscle resistant exercises like Surya Namaskara, push-ups, pull-ups and weight/strength training. One can also follow new regimes like 'Animal Flow' and 'Crossfit' which are challenging and high in intensity.

(4) Volume:

Physical intelligence is your ability to listen to your body as well as to understand and respond appropriately to those cues. Why is this important to us when we are talking about human dynamics or inter relationships?

Gut Reactions

Our body gives us cues for how to feel, how to behave, how to respond to decisions etc. It aids us during decision-making. For example the stress of exams. Or when you need to prove yourself? Where do you feel it? In the pit of your stomach. Somatics plays a huge part in understanding who you are. It presents a clear picture of how you react to the environment around you. Once you understand your body and its reactions you will quickly pick up on the somatic views of others. Science has developed new ways of assessing the physical body and the emotional body. It is important to understand that your Physical Quotient (PQ) is inextricably linked to your ability to perform to the best of your potential. You will notice that a successful leader takes his body and physical health extremely seriously. To manage ones work- life balance, health and wellbeing is the key to success. Tough times at work, personal issues, medical problems, etc., cause negativity in body reactions. Stress can cause various ailments too. Having a disciplined lifestyle contributes a great deal in burning off anxiety and fatigue and help one sleep better. The physical quotient sends out the largest message. So can you develop your PQ? Yes! You cannot only develop it but save it as well.

Chapter 3

Intellectual Intelligence
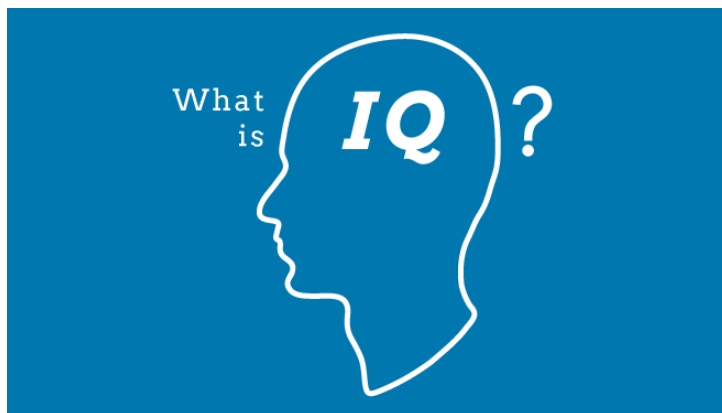
Our formal education and study discipline essentially contributes towards developing this very important area of modern life – IQ. In fact, higher IQ guarantees one a lot of unique opportunities. Abilities like reasoning, logic, thinking, mathematics, analyzing, deducing, inference etc. fall under the vast domain of IQ.

In fact, the growth in Artificial Intelligence (AI) is considered by many as refinement of and an extension of IQ . Hence, in academic terms, higher IQ is still a much sought after and valued skill.

In life, nothing exists independently and everything is an integral part of a grand design called 'life'. Hence, IQ is also affected positively as well as negatively by its association with much higher intelligences of human nature viz. EQ and SQ, which we will discuss later on.

Apart from formal education, we should intelligently involve ourselves in many other non-formal educational activities or liberal education activities, which are readily available in abundance in modern times. If one is wise and intelligent, he can figure out innumerable ways to educate himself. One of the best ways to train our minds is to expose ourselves to great minds, either living or from the past, through reading their books.
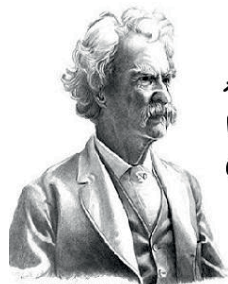
A person who won't read has no advantage over one who can't read.

quotespedia.info   Mark Twain

It is extremely important to get into the habit of reading good books and literature. Reading great minds is like communicating with them 'NOW', in the luxury and comfort of your chosen space.

USE IT OR LOSE IT !

Fluid intelligence is a major part of every IQ test, and relates to your working memory. Dr Susanne Jäggi at the University of Michigan used Dual N-Back games, where the player is asked to remember a sequence of geometric shapes and sounds, to boost this factor. Anything that requires abstract reasoning allows for development of fluid intelligence. Fluid Intelligence requires you to look at an activity, event, circumstances, and relationships with a broader perspective.

Chapter 4
Emotional Intelligence

EQ (Emotional Quotient) is a term used in psychometrics to identify Emotional Intelligence (EI).

Definition:

Emotional quotient, a (notional) measure of a person's adequacy in such areas as self-awareness, empathy, and dealing sensitively with other people Delving deeper to Emotional Quotient is questioning yourself what is it that you are not at ease with. Tackling your own emotions from within and then arriving at being non-judgmental of yourself.

Last few decades have seen an unparalleled burst of scientific studies on human emotions. Average IQ scores in all the developed countries in the world have risen significantly in the past 100 years or so.

The significant reasons for this growth in IQ are:

- Better nutrition

- Increased educational literacy

- Internet and computer games and puzzles which develop analytical mind skills in children

- Small size of the family allowing parents to give more attention to their kids.

However, from a massive survey of parents and teachers conducted across the globe, a worldwide trend for the present generation of students has revealed very disturbing realities; like, children have low levels of emotional intelligence, they are more lonely and depressed, more angry and unruly, more nervous and anxious, more aggressive and impulsive, lacking a sense of caring for others, can be enraged by a miniscule etc.

Interestingly, new advances in medical sciences and research have proven a close link between these toxic emotions and our corresponding physical health. Those who cannot exercise self-control and allow negative emotions to rule their life, are prone to many health hazards ranging from common cough-cold and fever to most advanced types of cancer, depression, eating disorders, drug abuse etc. In such a scenario, we cannot leave the Emotional Education of our children to chance, which will certainly lead to more disastrous results than ever before. We must acknowledge the growing need to prepare our young generation for all the important aspects of life, including higher emotional intelligence (EQ), and not only educating them for a job. One possible and immediate solution can be for providing wholesome education by schools and colleges worldwide , which will include some of the basics of emotional intelligence and social skills like self-awareness, self-control, conscience, responsibility, empathic communication, teamwork, conflict resolution and creative cooperation, zeal, persistence, the ability to motivate oneself etc.

One needs to explore the answers to these fundamental questions.

1. How do we bring intelligence to our emotions?

2. How were our essential emotional habits formed during childhood and adolescence? And why does this govern our present lives?

3. How can we create positive changes in this hard- wired neural network etched in our nervous system?
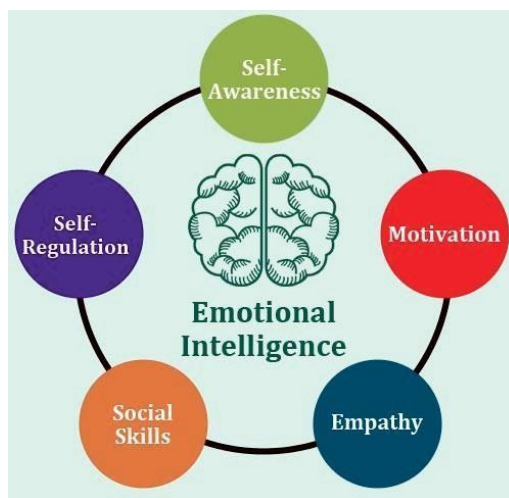
What are Emotions?

Emotions are, in essence, an inner urge to act based upon the involuntarily action plans inbuilt in our neural network as we continue to evolve. Scientific data suggests that we have essentially two minds – one that thinks and one that feels. For most part of our lives, these two minds, the rational and the emotional operate in perfect harmony with each other. However, when the feelings get intense, the emotional mind becomes very dominant rendering the rational mind ineffective.

The current research in neurosciences reveals that there was an emotional brain long before there was a rational one. It means, much later in human evolution, the thinking brain grew from the emotional one. Here, we need to understand that IQ and EQ i. e. Rational Intelligence and Emotional Intelligence are not opposing competencies, but rather separate ones. The emotional mind is far quicker than the rational/cognitive mind, springing into action impulsively without even pausing for a moment to ponder what it is doing. Obviously, because of this rapid perception, it sometimes compromises in accuracy and at times even gets sloppy in response. Because rational mind takes a moment or two longer than the emotional mind to register and to respond to an event, situation, people or circumstance, the first impulse in an emotional situation is the heart's and not the head's.

Let us now learn in detail how to use the four unique human capacities, or four unique birth gifts given to every human being in enhancing our ability to respond to life and its circumstances.

Stimulus – Response Theory:
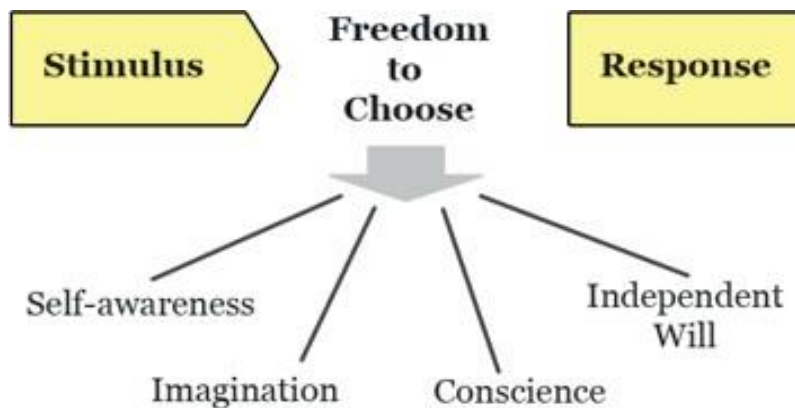
In our context, stimulus means the things which happen in our lives. Response means our attitude towards what happens in our lives. In life, things go on happening. Good and bad, pleasant and pitiful. A wise philosopher once said," There is nothing either good or bad; it is our attitude towards them which makes it so".

So, most of the things in life happens without asking our consent. For example, we are born, and nobody asked our permission, we didn't choose our parents and place of birth and many related factors. When death comes, it always comes without warning, unexpectedly; and we are not asked, whether we are ready for it or not, do we have some works unfinished or not. No. Death just comes when it has to come.

So, when we are born, we are not asked; when we die, we are not asked. And what is life? The river of life is flowing between these two banks of life and death. This understanding brings to our awareness one great truth that 'we were not asked when we were born and we will not be asked when death comes; it means there will be countless things in life between birth and death where we will not be asked. Things will simply happen'. It means, one thing is certain; stimulus is not in our hands. But don't be afraid. Don't take it as a negative aspect, because something even more substantial is in man's hand, and that is 'his power to choose his response in a given set of circumstances'. Man can choose his response to whatever happens to him in life. It is his ultimate power, the biggest power given to him by nature – 'The power to choose'.

In order to understand this truth/concept more clearly, let's go through a real life story during World War II in Nazi concentration camps.

We all know the horror stories of mass extermination of Jews during World War II by Nazi Germany forces. One report says that around six million Jews were killed in several death camps of Germany. Dr Viktor Frankl, a Jew and an Austrian Neurologist and Psychiatrist was imprisoned in Auschwitz death camp in Germany. His parents, his wife, his brother – his whole family perished in this holocaust. Dr Frankl himself suffered such torture and human indignation which cannot be even described in words.

Every day, trains full of Jews would arrive in Germany and the prisoners would be sent to one of the four big death camps located in Germany. Except for a few ones, the remaining would be sent to ovens or gas chambers within next few hours of arrival.

One day, naked, hungry, impoverished and alone in a small prison room, Dr Victor Frankl suddenly became aware of one of the greatest truth about the nature of man. Frankl observed that though the outer things in his life are happening without his conscious control over them like prison horror, family being killed etc. and that, though he could not ask this question of why Jews? Or why me? ; Yet, inside him, he could decide within himself how all of this was going to affect him. His Nazi captors had more liberty, more external powers; but Dr Frankl had more inner freedom, more internal powers to decide within him his response, even to such horrors.

Even during such inhuman and dreadful circumstances, when no prisoner would know whether or not he will be alive next day, Frankl would see in his imagination that he is delivering lectures to his students after his release from the death camp and teaching them from various experiences that he encountered in prison life.

How could Dr Frankl, whose whole family perished, every possession lost, every value destroyed, suffering from hunger, cold and brutality, hourly expecting extermination; and yet finding meaning in life in this very torture – this 'freedom of choice', this attitude towards life, this choice to respond to the situation, is one thing which no one can take away from us, even when everything is lost.

Frankl argued that we cannot avoid suffering but we can choose how to cope with it, find meaning in it. Soon, Frankl became a source of inspiration to prisoners in Auschwitz and even to some of his captors.

After his release from prison, Dr Frankl re-wrote what he actually lived in the holocaust experience.

1. There is a 'gap' or space between stimulus and response.

2. In that gap or space is our greatest power, 'freedom to choose' our response.

3. In those choices lies our growth, our happiness, our meaningful existence and our success in life.

How to create this 'gap':

In the scheme of nature, man is endowed with some magnificent qualities, say birth-gifts, as they are given to every human being born, irrespective of any barrier of cast, creed, race, religion etc. Animals live life out of their fixed instincts and conditioning. They are programmed by nature in a certain way, and they cannot change their programming. Animals are not even aware that they are programmed. They simply run the program handed over to them by nature.

So is the case with plants and trees, flora and fauna. They unfold a certain blueprint of nature etched into their seeds and cannot choose to be otherwise.

But, in the scheme of nature, you and I are a privileged species blessed with a discerning mind. Although we acknowledge the tremendous power of conditioning in our lives, man is not limited to this conditioning alone and his collective memory. Due to unique human capacity of self-awareness, we can become aware of our thoughts, feelings, emotions, and our programmed mind. Once we become aware of this, we can bring changes to any programming which isn't effective and in harmony with our value system. But sadly, many of us have become bundles of conditioned reflexes that are constantly being triggered by people and circumstances into predictable outcomes of behavior.

Henceforth in life, whatever happens, if before doing anything, we just step back for a moment and become self-aware and conscious, we have created a 'gap' in the automatic habit of reacting in a rigid set pattern. By creating this small but immensely powerful gap between stimulus and response, we have disconnected our previous reactive unconscious pattern of living, to which we may have become slave, and unconsciously reacting with compulsive impulse and instinct.

Once we bring a moment of discontinuity in this stream of reactive patterns, we activate some of the Divine qualities in this 'gap' viz. Self-awareness, Intuition, Consciousness and Will power. When these unique human competencies come into play, we begin to have a bigger accurate data of the given situation, we can find out what if I do this and what if I don't do this. We tap into the infinite realm of consciousness and human spirit and when we summon the indomitable will power, we can change almost anything from our past collective memory and for the first time, we begin to respond to life. The difference between this fresh original response based on values and conscience is far more qualitatively different than the old fixed habitual reaction we used to give, almost unconsciously, until now.

This process of conscious choice making is very empowering and is at the heart of developing higher Emotional Intelligence.

Emotional Intelligence (EQ or EI) can be defined as the ability to understand, manage, and effectively express one's own feelings, as well as engage and navigate successfully with those of others.

Below are keys to increasing your emotional intelligence:

1. The Ability to Reduce Negative Emotions

Perhaps no aspect of EQ is more important than our ability to effectively manage our own negative emotions, so they don't overwhelm us and affect our judgment. In order to change the way we feel about a situation, we must first change the way we think about it. Here are just two examples:

a. Reducing Negative Personalization**:** When you feel adversely about someone's behavior, avoid jumping to a negative conclusion right away. Instead, come up with multiple ways of viewing the situation before reacting. For example, I may be tempted to think my friend didn't return my call because she's ignoring me, or I can consider the possibility that she's been very busy. When we avoid personalizing other people's behaviors, we can perceive their expressions more objectively. People do what they do because of them more than because of us. Widening our perspective can reduce the possibility of misunderstanding.

b. Reducing the Fear of Rejection. One effective way to manage your fear of rejection is to provide yourself with multiple options in important situations, so that no matter what happens, you have strong alternatives going forward. Avoid putting all of your eggs in one basket (emotionally) by identifying a viable Plan B, and also a Plan C, should Plan A not work out. For example: Increased fear of rejection: "I'm applying for my dream job. I'll be devastated if they don't hire me." Decreased fear of rejection: "I'm applying for three exciting positions. If one doesn't pan out, there are two more I'm well qualified for."

2. The Ability to Stay Cool and Manage Stress

Most of us experience some level of stress in life. How we handle stressful situations can make the difference between being assertive versus reactive and poised versus frazzled. When under pressure, the most important thing to keep in mind is to keep our cool. Here are two quick tips:

a. If you feel nervous and anxious, put cold water on your face and get some fresh air. Take in deep breathes in and throw out all your negativity. Do this a couple of times. Avoid caffeinated beverages which can stimulate your nervousness.

b. If you feel fearful, depressed, or discouraged, try intense aerobic exercises. Energize yourself. The way we use our body affects greatly the way we feel. As the saying goes - motion dictates emotion. As you experience the vitality of your body, your confidence will also grow.

3. The Ability to Be Assertive and Express Difficult Emotions When Necessary

There are times in all of our lives when it's important to set our boundaries appropriately, so people know where we stand. These can include exercising our right to disagree (without being disagreeable), saying "no" without feeling guilty, setting our own priorities, getting what we paid for, and protecting ourselves from duress and harm.

One method to consider when needing to express difficult emotions is the XYZ technique - I feel X when you do Y in situation Z. Here are some examples:

- "I feel strongly that I should receive recognition from the company based on my contributions."

- "I feel uncomfortable that you expect me to help you over my own priorities."

- "I feel disappointed when you didn't follow through when you told me you would."

Avoid using sentences that begin with "you" and followed by accusation or judgment, such as "you are...," "you should...," or "you need to...." "You" language followed by such directives put the listener on the defensive, and make them less likely to be open to what you have to say.

Chapter 5

Spiritual Intelligence

Ever since the British introduced their system of education in our country, Indians in general, started developing a notion that what matters most in life is utility and not the spiritual substance. Consequently, it became a fashion to adore people who are active in the social and political planes and contemptuously look at spiritual personalities. It is unfortunate that this disturbing trend continues even today.

The reality, however, is that in the hierarchy of the human intelligences, Spiritual Intelligence is the highest, the core, the center and everything else evolves and grows around that center. It is supremely important dimension in life and people have many different ways of practicing spirituality in their personal lives.

Indian culture is spiritual, meaning that this culture has a spiritual direction. India respects intellectual greatness, military brilliance, political greatness etc. but the highest honour is reserved in India for the man of God. And this is true even today also. The universal honour and respect paid to Mahatma Gandhiji is not for his politics, or for his intellectual acumen, but for his saintliness.

This spiritual motivation of our nation's culture is derived from the glorious philosophical and spiritual contributions of our immortal Upanishads of over four thousand years ago. The Upanishads are considered 'apaurusheya' meaning impersonal; and hence they are universal. Upanishads proclaimed that man is not only flesh and bones, blood and mass, subject to birth and death; but, there is an eternal, immortal, ever-free dimension of purity and divinity in man, 'the Atman'. This discovery of the ancient sages and rishis was not any intellectual speculation, but the result of 'anubhava' meaning personal experience through penetrating investigation of the ultimate reality. Even though most people are ignorant about this, but ignorance about a truth does not abolish that truth.

Remember the words of the Great Noble son of India, Swami Vivekananda…

"Arise, awake and stop not till the goal is reached".

And which goal does Swami Vivekananda mean here?

'To realize this truth about ultimate reality of man through religion/spirituality'.

Meditate on the following words of Swami Vivekananda to get a clear idea of his core teaching.

"Each soul is potentially divine.

The goal is to manifest this Divinity within by controlling nature, external and internal.

Do this either by work, or worship, or psychic control, or philosophy – by one, or more, or all of these – and be free. This is the whole of religion/spirituality. Doctrines, or dogmas, or rituals, or books, or temples, or forms, are but secondary details". What we need is a 'Total Scientific Revolution' in this country, both in the outer physical world and in the inner spiritual world.

A spiritually strong and sound man will be strong in every other respect, if he so wishes. Hence, as per Vivekananda's ideals, helping man spiritually is the highest help that can be given to him; because spiritual knowledge is the only thing that can destroy our miseries forever.

When our body is sick, we are to take help of the physical science of medicine like modern allopathy, or homoeopathy, or ancient Ayurveda, or naturopathy etc. But, when the ailments are spiritual, arising from what the Hindu tradition characterizes as the 'Shad-ripus' or 'six enemies', namely kama (lust), krodha (anger), lobha (greed), moha (delusion), mada (pride) and matsara (jealousy); then it is advisable to turn to the science of spirituality for help.

For the production of physical food and clothing and shelter, man has to resort to the physical sciences. But, for the production of love and kindness, compassion and commitment, peace and fulfillment, man has to resort to the science of the inner life, which is the science of spirituality.

Today, most ancient civilizations like Greece, Rome, Egypt and Persia are to be found only in the showcases of world museums. It is only the Indian civilization that is living with a history of 5,000 years. And this could happen only because this civilization is rooted in the ethos of spiritual values which are nothing but 'Principles of Nature'.

What comes under the Domain of SQ?

Computers have IQ and even some higher mammals have EQ, but only humans have SQ. This means SQ separates us from the world of animals and the world of things. Gifts of life like wholeness, self-awareness, conscience, consciousness, flexibility, love, kindness, compassion, creativity, learning from past mistakes and failures, the ability to ask the ultimate questions of life – Who am I?, Why I am here?, Where am I to go? And the necessary wisdom and wherewithal's to find answers to these questions of life for realizing our true Self............all this constitutes the domain of SQ.

There are many many ways to practice spirituality in day to day life. One of the paths, loved by many, is 'meditation'.

Meditation:

Meditation is the unique technique of the Science of Spirituality.

One of the simplest definition of meditation is 'not doing anything', to just 'be'. When all our activities; physical, mental, psychological have come to a stop and we simply are, just 'being', then that is 'meditation'.

Another penetrating and profound definition is 'whatever you do with awareness is meditation'.

First become aware about your body, become alert about each body movement. Slowly-slowly, your body starts to feel more and more relaxed.

Next, become aware about the thoughts passing in your mind. Don't judge them, don't criticize anything; just be alert, aware, and watchful. Simply watch your thoughts running on the screen of your mind with detached awareness, as if they are not yours. When we get associated with thoughts, we give more energy to them. When we try to suppress thoughts, it is also giving more energy to them. But, just by observing them with detachment, the thoughts begin to fade away, and soon a deeper peace starts to pervade your body and mind.

Next, become aware of your feelings, moods and emotions. Again, remain detached. Don't judge. Even if you remember some past memory of insult, guilt etc., tell yourself that you are not the one who is insulted, you are simply a watcher, a passive spectator. Slowly-slowly, the emotions begin to settle and you experience still much deeper peace, and serenity and relaxation.

Scientific studies have demonstrated that meditating regularly for about a minimum of 20 to 30 minutes a day lowers stress, cholesterol and blood pressure levels, slows down the ageing process, faster recovery of illness, increased concentration and focus, higher productivity and creativity etc.


"The thing about meditation is: You become more and more you."

David Lynch
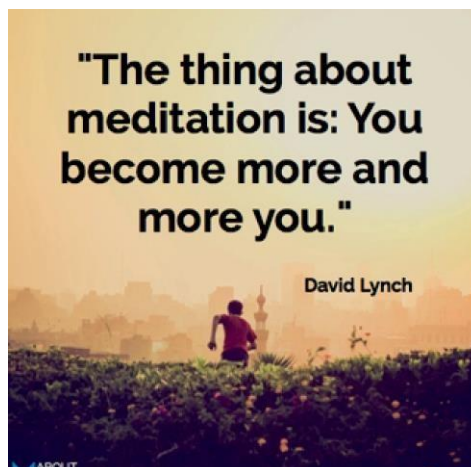
Here in MIT-WPU, we live and propagate 'Dynamic Spirituality' and not a static one, leading into inertia and slumber and idleness. Dynamic Spirituality is a synthesis of science and spirituality, synthesis of technology and transcendence, balance of money and meditation, harmony in activity and relaxation. Dynamic Spirituality says, whether it is physical science or the science of religion; faith and reason need to cooperate with each other.

Mindfulness expert Andy Puddicombe says, all it takes is 10 mindful minutes to bring about peace in your life. Being in the now is the mantra for good mental well-being.

Spiritual Intelligence is 'Curriculum of Being' that is most critical and needful element in today's educational experience. In the highest sense, Vedanta means knowledge of the Absolute Reality, as its stated in the Upanishads. Vedanta declares that it is the goal and birthright of every individual to obtain this knowledge through direct experience. As per Vivekananda's ideals, helping a man spiritually is the highest help that can be given to him; because spiritual knowledge is the only empowering tool to have while navigating through life.

We all begin by facing the same challenge: How do we make these ideals genuine forces in our lives? We feel the truth of the teachings and wish to build around them. However, as we encounter the demands of the world around us, we often find the gap between our ideal and how well we can apply it. Our responses are not the ones we are aiming toward. Learning to apply some of the principles of Vedanta or sages in our daily life is partly a function of our spiritual growth. The more we realize the Truths of the teachings, the more these serve as our frame of reference.

Spiritual Intelligence includes the process of Self-Renewal. Stephen Covey, the author of 'The 7 Habits of Highly Effective People' calls this "Sharpen the Saw"; it is his 7th habit. He says that sharpening the saw "means preserving and enhancing the greatest asset you have – you.
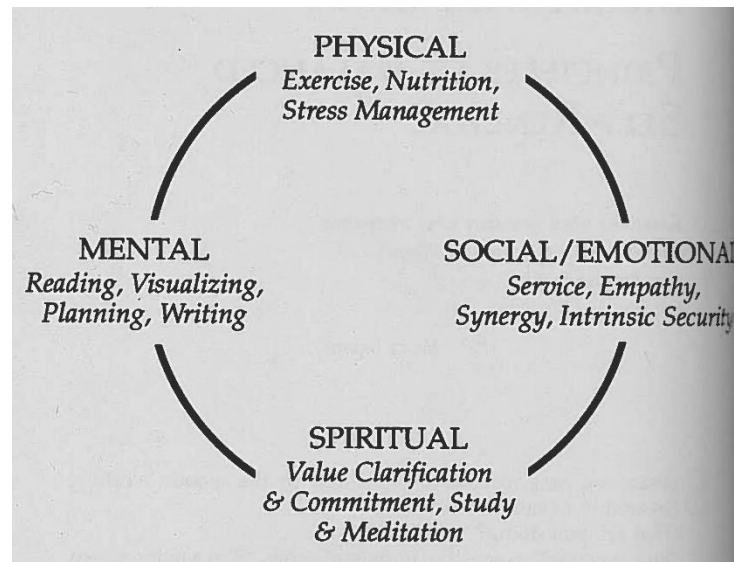
The figure above depicts the four dimensions of renewal, connected with the body, mind, heart and soul. As Abraham Lincoln has rightly said, "Give me six hours to chop down a tree and I will spend the first four sharpening the axe." Sharpening the Saw is about taking time to renew and refresh the four dimensions of our natures — physical, spiritual, mental, and social/emotional — so that we become more effective in our day-to-day life work. It is about regularly investing in ourselves so that we can reap dividends on a continual basis.

The physical dimension involves caring effectively for our physical body – eating the right kind of foods, getting sufficient rest and relaxation, and exercising on a regular basis. The spiritual dimension draws upon the sources that inspire and uplift us and tie us to the timeless truths of aa humanity. For example, daily prayerful mediation, immersion in great literature or great music, the way we communicate with nature. The Mental Dimension involves Education - continuing education, continually honing, and expanding the mind through reading, visualizing, planning, and writing. The social/emotional dimension is centered on the principles of interpersonal leadership, empathic communication, and creative cooperation.

Chapter 6
Group Dynamics

Family Dynamics

Relationships work when we take significant efforts towards making them harmonious. The relationship we share with our family can be tricky. Everyone plays a part. We create a safety net around the people who watch out for us but what we need to be watchful of is co-dependency, on our family and friends. This learned behavior and can be passed down through generations. But it does not serve us because with co-dependency the relationship is one- sided. You need not take on the responsibility of the other person's actions. Do not get confused with love and cover up for the other person's actions. Also one tends to do more than their share, all of the time. With that one tends to get hurt when people don't recognize your effort. This is an unhealthy dependence on relationships. The co-dependent will do anything to hold on to the relationship, to avoid the feeling of abandonment. This sets a whole set of negative emotions:

- The need for approval and recognition

- A sense of guilt when asserting themselves

- A compelling need to control others

- Lack of trust in self

- Problems with intimacy/boundaries

- Difficulty identifying feelings

- Difficulty adjusting to change

- Difficulty making decisions

- Poor communication

- Lying/dishonesty

Once again, it's very important to create a healthy relationship with yourself first if you want to create happy and healthy relationships with others. Make sure you create certain boundaries in every relationship, even if it's with family.

Characteristics of Co-dependency

Lack of trust — 7
Controlling — 6
Caretaking — 5
Repression — 4
Obsession — 3
Denial — 2
Disconnected self — 1

8 — Angry
9 — Dependant
10 — Relationship problems
11 — Weak boundaries
12 — Sex problems
13 — Poor communication
14 — Other characteristics

Skill

It's normal to feel a sense of anxiety when you are unable to decipher the other person's behavior, especially when that person is close to you. Hence, it's important to step into their shoes and take a moment to think as to what makes them behave in a certain way.

Mother

The parent-child relationship is one of the most long- lasting and emotionally intense social ties. Although often positive and supportive, this tie also includes feelings of irritation, tension, and ambivalence. Broadly defined, interpersonal tensions are irritations experienced in social ties. Tensions may therefore range from minor irritations to overt conflict. A mother is your first primary care giver. The one who has put her family before everything else, because she is the nurturer and pretty much the fulcrum of the family. She is always going to be in your corner. As you grow up there would be times when you have altercations with your mother or when you feel she can't understand you.

Sit her down and communicate with her because your mother knows you, she has watched you grow up. Let her be the partner to your thoughts as she brings with her wisdom. Even if she disagrees, she will always be your cheerleader.

Father

One doesn't need to refer to statistics to prove that most fathers have a tendency to be authoritative mainly since centuries of being the primary care providers. They have been busy earning the bread for their families. Father's might not have been actively participative in your lives as children but remember they are providing you security so they too are very keen in your overall well-being. If you feel your communication with your father is not smooth, try and engage in dialogue rather than treating it like a debate. The point is to arrive at a conclusion leading to a better understanding. If you have a problem with 'control', express yourself in a non-confrontational manner. There are possibilities that the justifications you get for it will simply give you a better insight about your parents concern.

Activity

Do a role play of how typically your parents would react to your current issues. Try and think of the communication style between you and your father. If there's a pattern, identify it. If there's usage of confrontational language, try and think of as many unpleasant exchanges between you and your dad. Once you are done playing them out, convert them into a non-confrontational line or try and allocate it a different approach.

Tips to improve your equation, with your dad

- Reassure him that you are always around to hear him out, if he feels stressed or feels the need to share something.
- They can get stuck in the roles of a protector, carrying the burden of everything.
- Assure him that he doesn't need to pressurize himself so much.

Siblings

Siblings are friends and foes at the same time. Most people have a love-hate relationship with their brothers or sisters. We have grown up with them. If you don't feel like agreeing with their views, we'd rather steer clear of any topic that causes a sense of discomfort. Try and cut the rivalry if things are getting really unpleasant.

Healthy arguments are cool, but if it leads to venomous brawls, just draw the line. We all like a little validation and approval from loved ones, especially from someone we've grown up with. Try the 'spoofing the strength' approach, where you bring their strengths to positive light. Learn to empower them rather than humiliating them. Learn the difference between bullying and teasing playfully and stop taking them for granted. Hostile behavior is a strict no-no. Relationships thrive in peaceful environments rather than negative atmospheres.

Some of you may love your sibling and have a fantastic relationship with them. What makes that relationship thrive? List out the pointers and incorporate these skills in your other relationships.

Siblings have strategies for maintaining relationships:
Confirmation, humor, social support, escape

Three dimensions of interaction:
- Affection, hostility and rivalry
- Affection usually reciprocated, but hostility & rivalry may not be.
- After separation & divorce, single-parent family siblings are higher in affection & hostility than siblings in two-parent families.

Important for older siblings to maintain relationships through behaviors:
- Sharing tasks, expressing positivity, and offering assurances (Myer, 2003)
- Sharing family stories w/ siblings validates feelings/life choices. (McGoldrick, 1999)

Activity

- Take a 10-day sibling challenge. Write down 10-15 things you would do to improve your relationship with your sibling (example: I will not bully him/her because it angers them).
- And if you feel your relationship is a fantastic success, please highlight those skills.
- Share it with the rest of the group and define 10 main strategies for growth.
- Implement that for 10 days, without cheating. Notice the difference it creates in the relationship.

Grandparents

Grandparents belong to a different generation. They have seen and experienced things differently. They can provide you with insight that's unique and unheard of. Along with this grandparents allow the peace and calm which is a different energy from parents who are pushing you along to be achievers. When you spend time with grandparents you experience unconditional love, peace, and total acceptance. You realize that spending time with your elders is more important today than ever before as they are at a risk of suffering from depression. In fact in India 47% of the elderly are depressed and a lot of it is due to the social isolation that takes place due to the lack of infrastructure. But since we are capable and able, we should find ways to get them involved in our lives. Our grandparents usually are the wisdom trees and we take no shade under that tree anymore.

Activity

You could conduct a Grandparent Day in college. Organize an event, assign a task to every team (example: the communications team could create an invite list and get in touch with the invitees). It could have the feel of an open mike night event, where grandparents could volunteer to talk about what kind of a communication they prefer from the youth. They could also talk about the nature of the relationship they shared with their own grandparents.

Duration: 1-2 hours

Objective: To get an insight into the minds of senior citizens and how communication can impact in bettering their lives.

Friendship Dynamics

Close friends

People tend to get stressed when they experience conflicts with close friends. But conflicts are good at times. It gives a perspective on the difference that exists between you and your friends, and if one has the inclination to make the friendship work, they will use those conflicts as a fulcrum to strengthen the bond. A lot of us are especially very guarded even with close friends, and one of the reasons of that could be that we are scared of exposing our vulnerabilities. But vulnerability is not necessarily a weakness, it can also be a strength as it gives way to honest conversations, and honest interactions lead to deeper bonds.

A very relevant example of friendship dynamics is how a group of students from SAI International school, Orissa created a 3D sensory wall storybook for their visually impaired friends. They collaborated with students of Winterbourne Academy, UK to help their friends experience the miraculous world of storytelling through their senses. After creating teams, they allocated responsibilities for the successful and quick completion of their project. When education, and different dynamics of friendships are explored, we get results like these.

Acquaintances:

Firstly one must learn to recognize the difference between friends and acquaintances. Friends are people we fall back on, share our deepest and darkest secrets with. We can also take the liberty to be completely ourselves with them. Acquaintances, on the other hand are people we meet only on certain occasions. They are people we are just cordial with and know very little about them. Acquaintances have a potential to transform into deep and intense friendships too sometimes. Hence if one is open to the possibility, you can always create an air of acceptance and openness in your conversations with acquaintances. You must also be careful how much information you share. Use your instincts before divulging too much about yourself.

Wisdom Dynamics

Gurus

A guru is someone who makes you think rather than instruct on how to go about things. In the gurukul system, for about 12 years a student stayed with a guru away from home, living simply and focusing on the development of mind, body and soul. The ancient gurukul system may not be relevant today but it did teach us some important lessons. They were practical teachings filled of Vedic wisdom. The young students would learn from hearing, seeing, smelling, tasting and feeling.

Teachers

A teacher is commonly someone who provides knowledge in a much more formalized environment, like in educational institutions. Education today is spread among the people. Everything that can be simplified has been made simpler. Topics are developed into subjects and you can learn whatever you like. However, education system has developed into mere schooling. It is confined to schools and colleges and become a process of spoon feeding. So much so that students after school are sent for tuitions. Our schools might create a path that makes us fit for finding jobs but it does not leave us with time to get educated. In today's day of communication one can have a dialogue with the teacher and get your required information. Being aware of building relationships even with a teacher you find difficult would empower you to move forward. In human dynamics one has to focus on the give and take and the collaboration between individuals for a common good. This common lens has to be established in the communication engagement and define a common language for providing support

for improving the quality of interactions.

Mentors

A mentor is someone you choose to improve your life by their knowledge, advice and resources. The concept of mentoring is simple, but successful implementation can be challenging. Effective mentoring needs to include the ability and willingness to value the mentee as a person. Developing mutual trust and respect. Listening to what and how it is said. Helping the mentee to solve his or her problem, rather than give a direction.

This useful example stated by a user on popular interactive forum Quora, where an example from a personal life story, might help you understand the difference between a mentor and a teacher. This ladies husband a pilot and a flight instructor whose work comprised of giving flight instructions and explaining flying rules to younger pilots. In his spare time, he used to mentor two boys who had lost their father. He used to take these two boys fishing, teach them how to work with tool boxes and have myriad kinds of conversations with them.

A mentor primarily acts as a support system and provides life lessons through experiences. He is someone who's experienced and takes a great amount of interest in the learner's progress and development by acquainting him with real life processes.

Companies have now started to provide mentor - mentee relationships. Successful people in their field help young adults such as yourself develop skills for entrepreneurship, skills for management and technology. Some such companies are Sodexo, Caterpillar, Intel, GE, Deloitte, KPMG etc.

Subordinate Dynamics

Ever walked into a restaurant with a friend and saw them creating a mountain out of a molehill because of a negligible mistake made by the waiter? One must understand a very simple concept – everyone's working hard, and everyone's bound to make mistakes at some point or the other. Our inability to practice patience and compassion just because one doesn't belong to the same class category or someone's economic condition must not give people the license to disrespect someone.

There have been cases reported where house helps have been abused or mistreated by their employers. They are usually asked to work overtime and given a peanut sized salary. Also, a lot of times, due to differences in the culture and backgrounds, your communication with your house help might go kaput. Try and use jargons and phrases that are easily comprehended by them before burdening them with the blame of miscommunication and keep the messages concise if they have trouble comprehending your language.

There was a beautiful public service advertisement doing the rounds of social media, created to bring to our attention the relationship between the employer and the house help. The owner of the house has a small daughter, who observes her mother's actions very minutely. Whenever she spoke to the house help rudely, she would pick those qualifies from her mother. There comes a day when she starts talking in the same tyrannical voice until the mother realizes where the problem was stemming from. Someone's always observing you or treating you like an example, so try and be a good one.

One must also pay heed to the fact that when we are trying to communicate with a subordinate, we have a tendency to impose our wants, needs and goals on them. The results of adopting such an approach can be disastrous, which leads to acquiescence or developing pent up emotions, resulting in an outburst later. One must encourage people to focus on their core values, dreams and passions, which lead to sustainable relationships

Chapter 7
Organizational Dynamics

Cross Functional Dynamics

A cross-functional team is a group of people who work towards a common goal but possess different functional expertise. This is considered a great dynamic while developing an idea or a product. If the teams are properly aligned and everyone is aware of their respective responsibilities, such dynamics play an integral role in taking their products/services to new heights. The life cycle of the idea/product is witnessed by all the team members, from inception, through execution to completion, and it provides a quicker means of resolution if something has disrupted the development.

Such dynamics teach us to co-exist with all the members of the department. There can often be hierarchy issues, responsibility confusions, ego clashes in such scenarios but if there's an efficient manager heading his respective team, who lets peace prevail with his efficient interpersonal bonding methods, then such a set up can work wonders for the success of the idea.

Team Dynamics

Team dynamics are created by the nature of the team's work, the personalities within the team and their working relationships with other people and the environment in which the team works.

Team dynamics can have positive results- when they improve overall team performance and/or get the best out of individual team members. They can also have negative impact- when they cause unproductive conflict, demotivation and prevent the team from achieving its goals.

**How does one strengthen team dynamics?**

- Get to know your team.

- Allocate responsibilities as per interests and capabilities

- Break down barriers

- Let communication be the focal point

- Be observant and pay attention

There are four types of teams:

1. Problem Solving
2. Self-Managed
3. Cross Functional
4. Virtual

In today's world you have a lot of virtual teams especially in the online gaming world. However, how do you work towards solving problems of the 21st century using the power of the diverse teams?

Before we get to this, one has to understand where the team players add the most value. Here is where your course so far will help you understand the people around you and gauge their abilities/capabilities.

Problem solving Self-managed   Cross-functional

Virtual
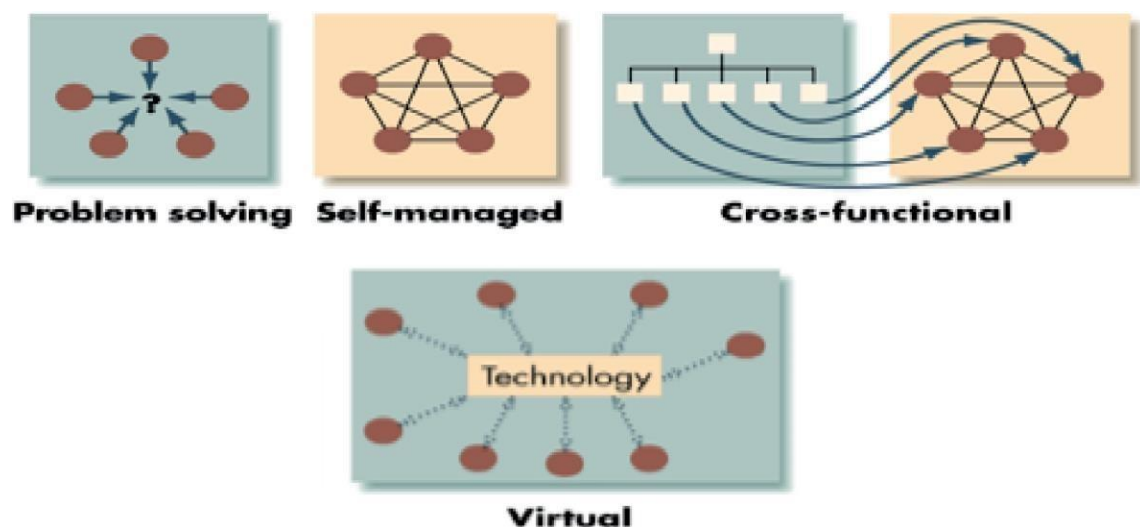
Leadership Dynamics

To be a leader- communication skills are critical, which actually means you have to have the ability to listen, understand and speak clearly. The popular belief of a leader is somebody who can bark out orders at a moment's notice, but it is the ability to carefully listen to what is being said, discern what is essential and not essential to the problem at hand and communicate the next steps.

Leaders also need to weigh in on various perspectives to an issue. Although the trick is not to get caught up in the phenomenon of 'paralysis by analysis'- frozen by the abundance of options. Instead, weigh the facts and act with conviction when the time comes.

Leaders have to be very mindful of the rapidly changing scenarios that arise from time to time. It isn't about making immediate decisions. It's laying the groundwork for the taking the right call when things get difficult.

Leadership Styles
What Are Different Leadership Styles?

We have covered 12 different styles in which people tend to lead organizations or other people. Not all of these styles would deem fit for all kind of situations, you can read them through to see which one fits right to your company or situation.

Autocratic Leadership

Autocratic leadership style is centered on the boss. The leader holds all authority and responsibility. They reach decisions, communicate them to subordinates and expect prompt implementation. Autocratic work environment does normally have little or no flexibility.

The guidelines, procedures and policies are all-natural additions by an autocratic leader. For a long term, adopting nothing but an autocratic leadership style can be more damaging than rewarding, as it is seen as cold and dictatorial. That said, there are benefits to using authoritarian leadership. Most effectively, if tasks have to be completed with great urgency and are time dependent, setting clear

tasks and expectations whilst making the decisions seems a logical step, as often there is no time for discussion.

Democratic Leadership

Here subordinates are involved in making decisions. The democratic leader holds final responsibility, but he or she is known to delegate authority to other people, who determine work projects.

The most unique feature of this leadership is that communication is active upward and downward. With respect to statistics, democratic leadership is one of the most preferred leadership, and it entails the following: fairness, competence, creativity, courage, intelligence and honesty.

Strategic Leadership Style

The leader must first understand their organization's mission in order to be strategic. This means fully grasping why company exists, who its customers are and how exactly it can provide value for them. Then strategic leaders will need to create a vision of what that mission will look like at a specified time in the future. And carving out that strategy to put that a vision into action.

It is about finding common ground and achieving buy-in among stakeholders who have disparate views and agendas. This requires active outreach and the success depends on proactive communication, trust building and frequent engagement.

Transformational Leadership

Transformational leadership inspires people to achieve unexpected or remarkable results. It gives workers autonomy over specific jobs, as well as the authority to make decisions once they have been trained. Some of the basic characteristics of transformational leadership are inspirational, where the leader can inspire workers to find better ways of achieving a goal, mobilization, because leadership can mobilize people into groups that can get work done.

Team Leadership

Team leadership involves the creation of a vivid picture of its future, where it is heading and what it will stand for. The vision inspires and provides a strong sense of purpose and direction.

Team leadership is about working with the hearts and minds of all those involved. It also recognizes that teamwork may not always involve trusting cooperative relationships. The most challenging aspect of this leadership is whether or not it will succeed. According to Harvard Business Review, team leadership may fail because of poor leadership qualifies.

Cross-Cultural Leadership

This form of leadership normally exists where there are various cultures in the society. This leadership has also industrialized as a way to recognize front runners who work in the contemporary globalized market.

Organizations, particularly international ones require leaders who can effectively adjust their leadership to work in different environs. Most of the leaderships observed in the United States are cross- cultural because of the different cultures that live and work there.

Facilitative Leadership

Facilitative leadership is too dependent on measurements and outcomes – not a skill, although it takes much skill to master. The effectiveness of a group is directly related to the efficacy of its process. If the group is high functioning, the facilitative leader uses a light hand on the process.

On the other hand, if the group is low functioning, the facilitative leader will be more directive in helping the group run its process. An effective facilitative leadership involves monitoring of group dynamics, offering process suggestions and interventions to help the group stay on track.

Laissez-faire Leadership

Laissez-faire leaders are hands-off, allowing group members to make their own decisions. In other words it is the non-authoritarian style of leadership. They believe that people excel when they are left alone to respond to their responsibilities and obligations in their ways. This works well with highly experienced and motivated self- starters, who feel a greater sense of freedom and responsibility. However, with too much delegation, employees can feel overwhelmed by their duties.

Transactional Leadership

This is a leadership that maintains or continues the status quo. It is also the leadership that involves an exchange process, whereby followers get immediate, tangible rewards for carrying out the leader's orders. Transactional leadership can sound rather basic, with its focus on exchange. According to Boundless.com, transactional leadership behaviors can include: clarifying what is expected of followers' performance; explaining how to meet such expectations; and allocating rewards that are contingent on meeting objectives.

Coaching Leadership

Coaching leadership involves teaching and supervising followers. A coaching leader is highly operational in setting where results/ performance require improvement. Basically, in this kind of leadership, followers are helped to improve their skills. Coaching leadership does the following: motivates followers, inspires followers and encourages followers.

Charismatic Leadership

In this leadership, the charismatic leader manifests his or her revolutionary power. Charisma does not mean sheer behavioral change. It actually involves a transformation of followers' values and beliefs.

Therefore, this distinguishes a charismatic leader from a simply populist leader who may affect attitudes towards specific objects, but who is not prepared as the charismatic leader is, to transform the underlying normative orientation that structures specific attitudes.

Visionary Leadership

This form of leadership involves leaders who recognize that the methods, steps and processes of leadership are all obtained with and through people.

However, those who are highly visionary are the ones considered to be exhibiting visionary leadership. Outstanding leaders will always transform their visions into realities.
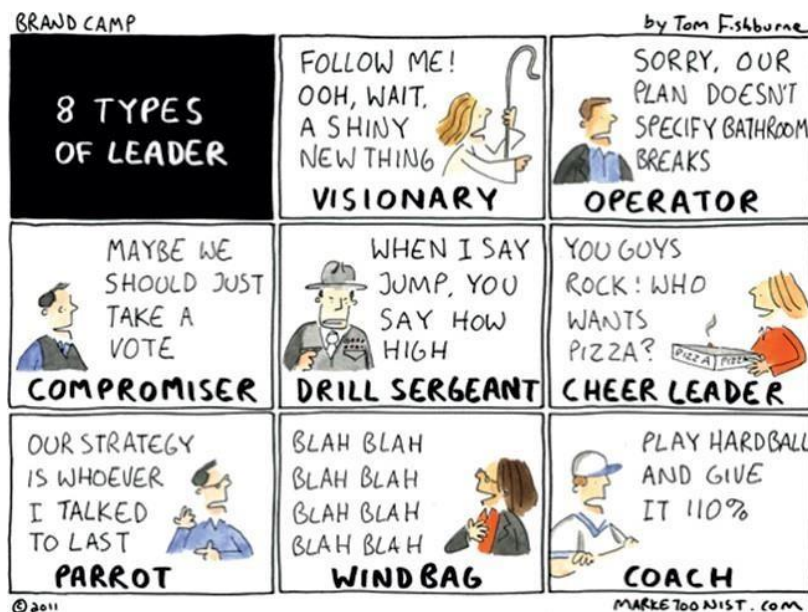
Conflict Resolution

We all experience conflict; whether we choose to master it or let it master us determines our destiny. Conflict resolution is the process by which two or more parties engaged in a disagreement, dispute, or debate reach an agreement resolving it.

Do understand that conflict is neither bad, wrong nor a sign of failure. Having conflicting views is a way to move forward and expand. Avoiding conflict doesn't reduce tension rather it escalates it. Issues become bigger, resentment grows, people become disengaged and feel powerless to solve their problems.

The biggest reason people avoid conflict is because they don't see a clear way to bring up an issue and resolve it peacefully. They doubt their ability to guide the conversation or put forth a compelling case. They assume it's going to be an argument. But disagreements don't mean the end of the world; they are just disagreements. You don't have to be afraid of them.

Accept conflicts as an inevitable part of your relationships; you will wind up with less of it. You will learn to resolve them.

We each have our own way of dealing with conflict. The techniques we use are based on many variables such as our basic underlying temperament, our personality, our environment and where we are in our professional career. However, by and large there are five major styles of conflict management techniques in our tool box. In order to address conflict we draw from a collaborating, competing, avoiding, accommodating or compromising style of conflict management.
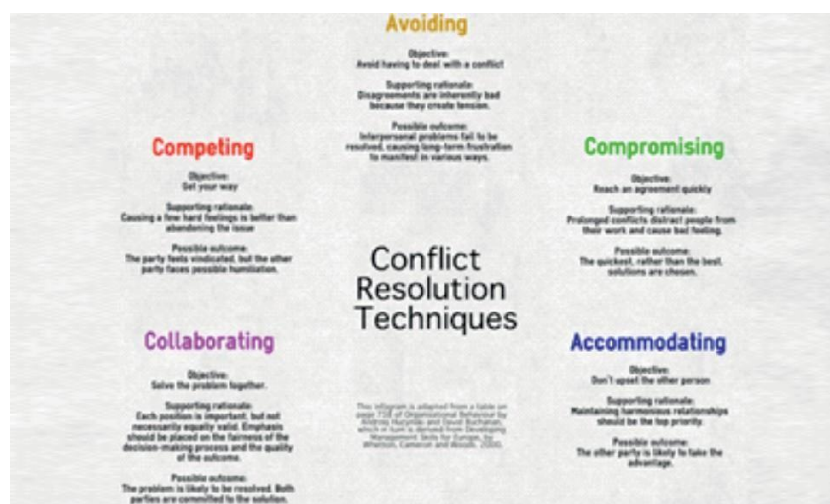
None of these strategies is superior in and of itself. How effective they are depends on the context in which they are used.

Activity

Each statement below provides a strategy for dealing with a conflict.

Rate each statement on a scale of 1 to 4 indicating how likely you are to use this strategy.

1 = Rarely, 2 = Sometimes, 3 = Often, 4 = Always

Be sure to answer the questions indicating how you would behave rather than how you think you should behave.

1. I explore issues with others so as to find solutions that meet everyone's needs.

2. I try to negotiate and adopt a give-and-take approach to problem situations.

3. I try to meet the expectations of others.

4. I would argue my case and insist on the merits of my point of view.

5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open.

6. When I find myself in an argument, I usually say very little and try to leave as soon as possible.

7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?

8. I prefer to compromise when solving problems and just move on.

9. I find conflicts challenging and exhilarating; I enjoy the battle of wits that usually follows.

10. Being at odds with other people makes me feel uncomfortable and anxious.

11. I try to accommodate the wishes of my friends and family.

12. I can figure out what needs to be done and I am usually right.

13. To break deadlocks, I would meet people halfway.

14. I may not get what I want but it's a small price to pay for keeping the peace

15. I avoid hard feelings by keeping my disagreements with others to myself.

How to Score The Conflict Management Assessment?

As stated, the 15 statements correspond to the five conflict resolution styles. To find your most preferred style, total the points in the respective categories.

The one with the highest score indicates your most commonly used strategy. The one with the lowest score indicates your least preferred strategy. However, if you are a leader who must deal with conflict on a regular basis, you may find your style to be a blend of styles.

Style Corresponding Statements:

Total: Collaborating: 1, 5, 7

Competing: 4, 9, 12

Avoiding: 6, 10, 15

Accommodating: 3, 11, 14

Compromising: 2, 8, 13

Brief Descriptions of the Five Conflict Management Styles

Collaborating Style: Problems are solved in ways in which an optimum result is provided for all involved. Both sides get what they want and negative feelings are minimized.

Pros: Creates mutual trust; maintains positive relationships; builds commitments.

Cons: Time consuming; energy consuming.

Competing Style: Authoritarian approach.

Pros: Goal oriented; quick.

Cons: May breed hostility.

Avoiding Style: The non-confrontational approach.

Pros: Does not escalate conflict; postpones difficulty.

Cons: Unaddressed problems; unresolved problems.

Accommodating Style: Giving in to maintain relationships.

Pros: Minimizes injury when we are outmatched; relafionships are maintained.

Cons: Breeds resentment; exploits the weak.

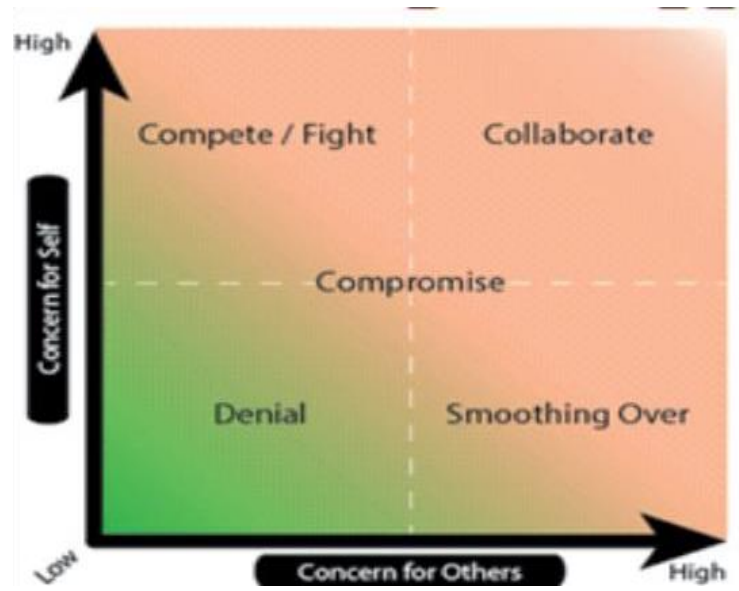**Compromising Style:** The middle ground approach.

Pros: Useful in complex issues without simple solutions; all parties are equal in power.

Cons: No one is ever really satisfied; less than optimal solutions get implemented.

Personal or relational conflicts are usually about identity or self-image, or important aspects of a relationship such as loyalty, breach of confidence, perceived betrayal or lack of respect.

Instrumental conflicts are about goals, structures, procedures and means: something fairly tangible and structural within the organization or for an individual.

Conflicts of interest concern the ways in which the means of achieving goals are distributed, such as time, money, space and staff. They may also be about factors related to these, such as relative importance, or knowledge and expertise. An example would be a couple disagreeing over whether to spend a bonus on a holiday or to repair the roof. Every situation has a different style of conflict management and resolution.

STUDY OF LANGUAGES

What Is A Classical Language?

A classical or traditional language is a language which has a vibrant body of ancient literature and is entirely independent in nature. It should not be an offshoot of another tradition. A classical language in India attains a valuable heritage only if it has a

recorded history over a period of 1500-2000 years.

Even though Tamil was announced as the first classical language of India, Sanskrit has been the most popular one and transcended the barriers of regions and boundaries.

The oldest and the most significant ancient languages in the world include Tamil, Sanskrit, Latin, Greek, Arabic, Chinese and Hebrew. Classical languages are usually thought of as 'dead languages', but these ancient texts are still widely in use. Tamil (traced back to 300 BC) is the longest surviving language, and 78 million people in the world speak Tamil. Greek, dates back to around 1500 BC, was once used by all the prominent philosophers' and scholars in the world. Chinese, traced back to 1250 BC, is one of the most widely spoken languages in the world. It is the first language of 1.2 billion people in the world. Latin is still spoken in Vatican City and Poland.

Interesting Facts About Sanskrit

- NASA scientist Rick Briggs once said that Sanskrit is the only unambiguous language in existence
- Sanskrit is the most computer friendly language
- 14 universities in Germany offer Sanskrit as a subject
- Sanskrit uses many synonyms for each subject. For instance, there are 100 synonyms for the word 'elephant.'
- Sanskrit is the state language of Uttarakhand
- Sanskrit is supposed to belong to the same family as Latin. That is why there are many words ending in 'um' in both languages

Why do people choose to learn ancient languages?

- Firstly, the most practical reason for learning a 'dead language' is that you can learn second, third and even fourth language quickly. For example, if you learn Sanskrit, it may help you learn languages including Urdu, Punjabi, Gujarati, Hindi, Marathi and more. And if you learn Latin, you can grasp Portuguese, English, French, and Italian quickly. For people who are multi-linguist, choosing to learn a classical language is a wise decision.

- Secondly, ancient texts were written years ago, and when you understand them through various translations, they give you an insight into the world you are already a part of; this is quite an incredible experience for a lot of people.

- Thirdly, languages and literature created in the past make people aware about their civilization and make them appreciate the richness and diversity of their culture.

Famous Writers of Classical Indian Languages

Ved Vyasa:

Maharishi Ved Vyasa, the author of the epic Mahabharata, was the great grandfather of Kauravas and Pandavas. His full name was Krishna Dvaipayana Veda Vyasa, and he was believed to be a part of Lord Vishnu. Vyasa Maharishi created Mahabharata with the help of Lord Ganesha, who requested him to narrate the story of this great epic in one go. Mahabharata is the longest poem ever written, and Vyasa played a significant role in it too. It was Ved Vyasa who gave the status of Veda to The Atharva Veda which talks about occult sciences or the science of manipulating energies to make things happen in the world. Ved Vyasa is known as the man behind compiling all four Vedas together.

Valmiki: Valmiki was a great sage and the creator of one of the greatest epics of Hindu mythology, Ramayana. His original name was Ratnakara, and the whole story of Ratnakara turning into a great sage, Maharishi Valmiki, is a fascinating tale in itself. Valmiki who changed from the sinner Ratnakar to the saintly Brahmarishi Valmiki was inspired to write the great epic of Ramayana after hearing it from Narada. He wrote the whole story in the form of couplets meaning slokas, which he taught first to the sons of Rama, Lava and Kusha.

Kalidasa:

Kalidasa was a classical Sanskrit writer and a widely regarded dramatist in the Sanskrit language. There isn't much known about Kalidasa's life and relationships, but his works portray that he was a Brahmin and the follower of Lord Shiva. His six most identified and lauded works include Abhijnanashakuntala (The Recognition of Shakuntala), Malavikagnimitra (Malavika and Agnimitra), Meghaduta (Cloud Messenger), Vikramorvashi (Urvashi Won by Valour), Raghuvansha (Dynasty of Raghu) , and Kumarasambhava (Birth of the War God).

Panini:

Considered as the father of Indian linguistics, Panini is a revered scholar in Hinduism, grammarian, and an ancient Sanskrit linguist. Most modern linguists all around the world consider Panini's treatise on grammar in 'Asthadhayi' as an ideal model of grammar. It also influenced the development of western grammatical theory at every stage. Well- known western scholar, L. Bloomfield described Panini' s grammar as ' one of the greatest monuments of human intelligence'. Forbes in one of its 1987 issues reported that the Sanskrit grammarian Panini' s treatise on grammar, 'Asthadhayi', is the most suited computer language.

Sanskrit

One of the oldest language's, Sanskrit is considered a root language and belongs to the Indo- Aryan branch of Indo-European family. The word Sanskrit literally translates 'refined' or 'perfected'. Believed to be the mother of many languages, Sanskrit is the most dominant classical language among the 22 official languages of India. Being the main language of Hinduism, Buddhism and Jainism, Sanskrit has been revered by scholars, philosophers and Brahmins.

The oldest form of Sanskrit is Vedic Sanskrit, which is slightly different from its descendant, Classical Sanskrit, in some points of grammar, vocabulary and phonology. Sanskrit literature features a wide variety of poetry and drama along with texts talking about science, technology, philosophy and religion. The two great Hindu epics, Ramayana and Mahabharata, are written in Sanskrit. Most Hindu and Buddhist rituals are performed in Sanskrit in the form of hymns and chants.

Status of Sanskrit

Sanskrit to India and Southeast Asia is what Latin and Greek are to the Western world. It is a vital part of Hindu tradition, philosophy and religious rituals.

Apart from having an enormous influence on Indian languages and culture, its impact goes beyond borders. It has enriched many European languages, including English. Sanskrit has many words in its vocabulary which are of common Indo-European origin. For example, matara-pitara is mother and father and dive-dive is 'day by day.'

'Sanskrit is the mother of European languages' says Professor Dean Brown, an eminent theoretical physicist, cosmologist, philosopher and Sanskrit scholar.

Why Is This Relevant for The Students at WPU?

Every country is proud of its mother tongue. Citizens in France look down even upon tourists who do not try to speak in French. The Spaniards will never abandon their mother tongue, as do the Japanese and Chinese etc. We INDIAN, should also be proud of our language and its heritage.

We would like to highlight to the students how deep our language is and how we must know about it. We need to bring our pride back. And if we can inspire even one of you to take the language up as an independent course to drive you to read some of our literature then we have accomplished our goal.

The vocabulary of the most prestigious Indian languages including Hindi, Bengali, Guajarati and Marathi can be traced back to Sanskrit. Sanskrit is also the official language of Uttarakhand. Panini's eight-chapter grammar, dating back to about 500 BC, systematizes Sanskrit grammar and is recognized as the oldest surviving Sanskrit Grammar.

Apart from English words having an origin in Sanskrit, many Vedic religious concepts are also found in Western culture. For example, the fundamental ideas of Upanishads or the principal of Brahman (universe) – that the Atman, the essence of each individual, is identical to the whole universe. Simply put, an individual soul is identical to the soul of the universe.

Sanskrit's Global Recognition – The Value of Sanskrit

The American Sanskrit Institute was founded in 1989 by Vyaas Houston with a vision to make people enjoy a personal experience of beauty and truth revealed in ancient sacred texts. Its aim is to help students discover the intriguing and valuable details of this ancient knowledge system. The insfitute believes, that Sanskrit has codified a vast body of knowledge, which will help grasp the knowledge attained by an unbroken lineage of rishis and sages, who delved deep into life to understand its meaning with precision and clarity. The idea of making students learn a sacred language like Sanskrit is to capture the essence of ancient times where there was no separation between words and their meanings. The institute doesn't filter out any parts of the knowledge; rather it provides an unabridged version of the lessons that the great sages envisioned to pass on through Sanskrit.

Global Universities recognizing Sanskrit:

The study of the language is prevalent in many other recognized universities of various nations including Finland, Austria, Denmark, Germany, Great Britain, Italy, The Netherlands, Norway, Russia, Sweden, Switzerland and Japan. Like The American Sanskrit Institute, Sanskrit is being taught in recognized universities around the world, including Harvard University, Indiana University, Australian National University, University of Sydney, and Berlin University. European universities have prestigious academic departments which are dedicated to Sanskrit studies.

Did You Know: Germany's Love for Sanskrit?

If there is any country, other than India, which is truly dedicated to learning and inculcating Sanskrit in its culture, that has to be Germany. In Germany, 14 top universities teach Sanskrit, classical and modern Indology (the study of Indian history, literature, philosophy, and culture). Every year, these universities receive thousands of applications from across the globe to participate in the sought-after Sanskrit learning courses. Scholars in Germany believe that it is important to read the original Sanskrit texts, which feature some of the earliest thoughts and discoveries, to get a better understanding and deeper insight into oriental philosophy, history, languages, sciences and cultures.

Germany has given many Sanskrit scholars to the world, as a majority of the Sanskrit scholars in Harvard, California Berkeley and the UK are from Germany. German Indologists are respected for their tremendous research and work on learning Sanskrit, which certainly creates a favorable impression of Indian culture and tradition in the minds of many Germans.

Kalidasa's Shakuntala was translated into German in 1791 and became quite a big hit among young intellectuals, who were first to read and write about it. Shakuntala obtained the status of a "rock star" in Germany in those days. Germany is finding it hard to meet the demand of people wanting to learn Sanskrit. Germany along with the USA and France is working on several projects to devise programmes that can drive devices based on Sanskrit.

Similarity Between Latin, Greek And Sanskrit

Did you know that there has been a regular pattern of similarities between Sanskrit and Western classical languages – Latin and Greek? Take a look at a few prominent examples:

The Greek word trias (three) is similar to tres and trayas in the above chart and pente (five) is similar to panca (Sanskrit). These and thousands of other parallels between Sanskrit, Greek and Latin have been charted out by the scholars of these classical languages. Scholars have also uncovered the existence of a lost mother tongue, which they have named Proto-Indo-European (PIE), a single ancient and prehistoric language which leads to the development of several classical languages in India, Russia, Europe and the Middle-East. A lot of work has been done in the reconstruction of PIE and it has been inferred that these languages share a common ancestor.

Amazing Facts About Sanskrit

- Sanskrit has the highest number of vocabularies than any other language in the world. For example, the word elephant has 100 synonyms in Sanskrit.
- Sudharma is a Sanskrit newspaper which has been in publication since 1970 and it is also available online.
- Sanskrit has the power to say a sentence in a minimum number of words as compared to other languages.
- NASA has a department dedicated to researching Sanskrit manuscripts.
- Sanskrit was a national language of Indian subcontinent until the Arab invasion.
- According to the NASA scientist Rick Briggs, Sanskrit is the only unambiguous language in existence.
- Sanskrit is proven to aid in speech therapy.
- Sanskrit influenced the culture of Cambodia and Laos without any invasion.
- Sanskrit is believed to have been orally preserved, unchanged for more than 2 millennia.
- Sanskrit is a highly regularized language and suitable for computer comprehension.
- Since alphabets used in Sanskrit language are scientific, it is the best language for translation purpose.

- According to a release from NASA, American scientists are creating a 6th and 7th generation super computers based on Sanskrit language.
- Americans, Japanese and Germans are actively reviewing epics written in Sanskrit.
- Sanskrit is the scholarly language of 3 major World religions – Hinduism, Buddhism, and Jainism.
- There is a village called Mattur in Karnataka, where 90% of people communicate in Sanskrit on a daily basis.
- The UK is presently researching on a defense system based on Hindu's 'shri chakra'.
- Sanskrit is not just a language; it's considered as the most fundamental and earliest channel between human thought and the soul, physics and metaphysics, culture and art, created and the creator.

The most renowned Sanskrit plays translated into Western Languages*:*

1. Abhijanam Shakuntalam - Kalidas

'Abhijanam Shauntalam' is taken from the famous epic Mahabharata and written by a great Indian poet, Kalidasa. It is the first Indian play ever translated into western languages. It was first translated into English by Sir William Jones and then into 12 different European languages.

Synopsis

The play unfolds a beautiful love story between King Dushayant and Shakuntala. King Dushayant comes across Shakuntala in a jungle while returning from a deer hunt. He falls for Shakuntala and secretly marries her with Mother Nature as witness. One day, the King has to leave Shakuntala's hermitage after hearing about unrest in his city. He gives a ring to her as a token of love while going back. However, one day Shakuntala is lost in her thoughts of her beloved and does not realize the presence of the sage Durvasa who has stopped by her hut for hospitality. The sage gets infuriated and curses her that the one she is thinking about will forget her. Shakuntala explains her situation to the sage and cries for help. On her plea, the sage relents and says that the king will remember her if she shows him any significant souvenir he has given her. Finally, she decides to go to the royal court of King Dushayant, but on her way to the king's court she loses the ring given to her by the king. And when she finally appears in front of the king, he fails to recognize her

because of the curse.

With a heavy heart, Shakuntala goes back to her hermitage. But one day, the ring is found by an angler and taken to the king who immediately recalls his love and Shakuntala. He goes back to Shakuntala's hermitage where they reunite and later give birth to a child named

Bharata, from where India begets her name Bharat.

2. Meghadoot or Meghadutam – Kalidas

Meghadoot is another beautiful and famous work of literary art by Kalidasa and popular among poets and scholars for its vivid and striking descriptions. It is also favorite as its stanzas are uniform in length of four sentences each. It has been translated into various Indian and other languages.

Synopsis

The play unfolds the exquisite beauty of nature through the love tale of a Yaksha and his wife, Alaka. Yakshas are a group of divine attendants working for Kubera, the god of wealth. One of these Yakshas was obsessed with Alaka and always lost in her thoughts. He got cursed one day for neglecfing his duties and banished into the woods on earth. He missed his wife a lot and kept thinking about her at all times. One day, Yaksha saw a rain cloud passing by as monsoons arrived on earth. He requests the cloud to be his messenger and convey his message to his wife. He asked the cloud to take a particular route. He describes the intricate details of the route beautifully and makes it captivating enough for the cloud messenger to keep following his words. The emotions expressed by the Yaksha are so strong and vivid that it kicks your imagination and takes you to a different world altogether.

3. Mricchakafika – Shudraka

Mricchakafika, meaning human life, is another masterpiece in the realm of ancient Sanskrit dramas and has been translated as 'The Little Clay Cart' in English. It was also enacted at various theatres of New York City and Los Angeles. Of all the Sanskrit dramas, Mricchakafika remains one of the most widely celebrated and oh-performed plays in the West. The work played a significant role in generating interest in Indian theatre among European audiences following several successful

nineteenth century translations and stage productions. From representing the political mayhem and a conflict between the rich and the poor, to a love story between a Brahmin and courtesan, the play beautifully narrates different aspects of life in the city of Ujjayini, a city-state in ancient India.

The play is believed to be both modern and radical in every way. Along with the main plot, there are subplots which acquaint the audience with the polifical, economic, and socio-cultural life of early India.

Synopsis

The protagonist of this play is a courtesan, named Vasantsena who does not fit into the traditional status of women as a wife, daughter and mother. She is an independent individual who likes to work and stand strong for her choices and desires. She has material wealth and economic power but fights to attain a status which a man easily gets in a society. Living a life of a courtesan puts her in the position of dual existence where she is both blessed and cursed.

Relevance in The Present Society

One can draw parallels between the life of Vasantsena and women in the present society, where women are still fighting for their rights and the status of equality. Despite having equal opportunities in today's world, most women are subjected to sexism and body-shaming on social media. Despite their success, talent and achievements, they are forced by their families and the society to fit themselves into the clichéd structure of women being a wife and a mother; else their lives are incomplete.

Vasantsena is a very strong and progressive character who goes out of her way to achieve her love for the Brahmin Charudatta, who is a merchant. She has everything that she wants but still chooses to follow her love for a man who was later handicapped by his lack of wealth. Along with the hurdles she comes across to achieve her love, Vasantsena also fights to attain a dignified position in the society. Her pursuit for love and fulfilment of her desires puts her into a lot of difficult circumstances. In the end, the new king in the city helps reunite Charudutta and Vasantsena, who needs the help of an external authority to get the position she demanded.

4. Arthashastra (Chanakya)

Written in Sanskrit, Arthashatra is a work of several authors over centuries but the primary credit has been given to Chanakya, the great teacher and trusted guardian of the emperor Chandragupta Maurya. Arthashastra is often translated to 'the science of finance' or economics but it has a broader scope. It includes books on the nature of government, law, civil and criminal court systems, ethics, politics, markets and trade, the methods for screening ministers, diplomacy, theories on war, nature of peace, and the duties and obligations of a king. The text incorporates Hindu philosophy, includes ancient economic and cultural details on agriculture, mineralogy, mining and metals, animal husbandry, medicine, forests and wildlife. Arthashastra explores issues of social welfare, the collective ethics that hold a society together, advising the king that in times and in areas devastated by famine, epidemic and such acts of nature, or by war, he should initiate public projects such as creating irrigation waterways and building forts around major strategic holdings and towns and exempt taxes on those affected.

How Sanskrit Improves Mental and Physical Health

Scientists believe that phonetics of this language is deeply rooted in various energy points of our body. Therefore, its correct pronunciation improves concentration, imagination, and memory retention. It also reduces stress and has resistance against illness. Sanskrit is the only language, which uses all the nerves of the tongue and its pronunciation can activate energy points in the body which in turn improves blood circulation. This enhances brain functions and the higher energy levels ensure better mental and physical health. It's believed Sanskrit enunciation helps to control blood pressure, diabetes, cholesterol and so on.

Why Sanskrit Is the Language Of The Future

Being a language popular among world scholars and a language that enjoys a status of mother language of most prominent languages in India and Western world, Sanskrit is considered to be a perfect fit for modern devices and programming methods.

Panini's "Ashtadhyayi" features a holistic scientific theory of grammar which has the ability to solve many mathematical problems. It's the world's first formal system that was written much before the modern mathematical theories.

The word Sanskrit means completely elaborated. In Sanskrit, two words can be joined through Sandhi. For example, the phrase 'Suryakotisamaprabha' means 'One whose brilliance is equivalent to that of a crore suns. It is not possible to form such compound words in English. The humanoid robot, C- 3PO, in Star Wars is fluent in over six million forms of communication. Using Sanskrit as a meta-language, it is possible to make such robots. Translations can be done fast and accurately with Sanskrit as a model of other languages. The brevity and simplicity of Sanskrit make it perfect for long distance communication. NASA might even use it for interplanetary and interstellar communications. Scientists are building on these concepts to make the language more consistent and error free. We may hear robots talking in Sanskrit in future. For example, instead of saying "I will be back", it will say 'Aham Pratyati