

1. When you convince others with strong arguments it is known as

Persuasion

2. You are stressed out as you have tons of work to be delivered. What will you do now? Select all that apply.

Set SMART.....

Calm Yourself.....

3. Structured problems typically have

Only one solution; many solutions

4. The objective of DevOps environment is to

Combine Development & Operations.

5. Which among the below reason is important for team cohesiveness?

Conflict and debate

6. Creativity requires challenging "business as usual".

True

7. An employee with good emotional intelligence would like to be observed engaging in some of the following behaviors.

Deal effect....

Recognise when a co-worker.....

8. Identify the behavioural reaction to anxiety.

Both Correct

9. A six-step version of Process Writing can be viewed as a strategy for accomplishing the task(solving the problem) of doing a writing project. If so, we need to follow the given steps in a particular order.

Brainstorming

Organizing the ideas

Developing a draft

Obtaining feedback

Revising

Publishing

10. What should you do when there is a misunderstanding with a customer? Select all that apply.

Ask them what you can do to help clarify.

Apologize for the misunderstanding even though it may not have been your mistake.

11. While trying to do persuasion, it is important to follow a process. Which of the following statements is TRUE in the process of persuasion? Select all that apply.

ALL

12. You have an important meeting with a prospective client later today. You know from your previous discussions that the prospect is impressed with your proposal, but does not believe that implementing your ideas at this particular time is a top priority. Which of the following approaches would provide you with the greatest chance of persuading the prospect to approve your proposal in the shortest period of time?

Emphasize what the prospect will lose if he does not implement your ideas at the present time (the Scarcity principle)

13. You are managing a project of launching a sales tool. However there is this one particular person who is one of the key influencer, did not like the tool as he felt that the tool is not at all user friendly. Be it in the lunch canteen or at the corridor, wherever he would meet you he would literally jeer at the project declaring it as a "shit" tool. You know that he is a critical internal stakeholder of yours and handling him is the key for your tool to be successful. How would you like to go about it? Choose the right option/s from the below options.

You will request him to use.....

14. Daydreaming is one of the most fundamental idea-generation techniques to trigger great ideas.

TRUE

15. Identify the steps of root cause analysis from options given below. Select all that apply.

Identify and describe the problem clearly.

Establish a timeline from the normal situation up to the time the problem occurred.

16. In which step of the problem-solving decision making process is the fishbone diagram used?

Second

17. You could not achieve the outcome as planned because _____ and _____

*You did not set SMART goals; you could not come up with an effective plan.

18. One of your team leads is known for his team management skills. His team talks highly about his "Happiness board" initiative. In this initiative, the team members are supposed to write any issues they are facing related to work and ask for help on a board kept in their team area. Entire team has a dedicated hour everyday to discuss the issues written at the board and help each other in solving the issues they are facing. The Lead himself participates regularly in this daily meeting and shares his experience with team and tries to help the team members in best possible way. Due to this, Lead earns lot of respect from his team members. Also, entire team is very supportive of each other and is one of the best performing teams in the project. What persuades the Lead to help and support his team members?

He believes in creating an environment of sharing and caring so as to ensure team performs to its best and continues to support each other through reciprocation.

18. What does this term indicates in relation to Growth Mindset - 'Think realistically about time and effort'. Select all that apply.

*Effort and time goes hand in hand

Don't expect to master every topic under the sun in one sitting

It takes time to learn

19. Since all members of a group are rarely equal in status, most groups suffer from

Minority domination

20. Given below are some of the tasks that you perform. Identify the one that stands as an example of streamlining your work in an effort to eliminate time wasting tasks.

Look for duplication of effort and waste; then, take action to eliminate them.

21. What are the five barriers to a sale according to Zig Ziglar?

no need, no money, no hurry, no trust and no desire

22. Match the following Storytelling Techniques with their TED presenters Storytelling Techniques

1. Bring characters to life - Malcom Gladwell
2. Immerse your audience in the story - Richard Turere
3. Create suspense - Zak Ebrahim
4. Tell a personal story - Leslie Morgan Steiner

23. What does Agile focus on?

Value Delivery

24. Robert Saxon is one of the most senior leaders in the organization. A board meeting was arranged where a few critical aspects were discussed, and crucial decisions were made from the business perspective. At his level, especially as an agent for shareholders, it is expected that Robert makes honest disclosure to the board members about the costs, benefits, and risks involved in some of the large accounts that come under his purview. The fact is Robert earns his full compensation when these projects run successfully, whereas he is expected to share responsibility for underperformance if the projects' productivity decreases. Taking this into account, Robert decides to underestimate the risks and costs while overstating benefits. In this case, Robert's act of providing information was based on his thinking that any judgments expressed may affect him personally. Which source of bias does this situation reveal?
Select all that apply.

This is an example of Motivational bias as Robert shows a natural tendency to highlight the positives in accordance with his motivations and incentives.

Personal Mastery – Working with Agility



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Introduction to Personal Mastery

Personal mastery is the reason why Oprah Winfrey commands millions of followership all over the world.

“It's not who you are underneath but what you do that defines you” — Peter Senge

Personal mastery is the reason why Steve Jobs is the most outstanding famous entrepreneur in the world



“There is nothing noble in being superior to your fellow man; true nobility is being superior to your former self” — Ernest Hemingway

Personal Mastery – A journey towards continuous improvement



- An essential ingredient for **super-happiness** in life is discovering personal mastery. Personal mastery is something that we all want to **achieve**, whether we know it or not. It is about our journey towards **continuous improvement** and seeing life from a different perspective.
- Personal mastery is about understanding exactly how you think, why you do things the way you do, having clarity around your **purpose** and **direction** in life and taking steps towards **continual learning** and development to evolve and enhance oneself. It is not something that is achieved overnight, but rather something that each and every one of us strive towards in our journey of life, fostering a more satisfying, **successful**, happier and fulfilling life.
- To summarize it, personal mastery guides you to develop being aware with your **beliefs**, **attitudes** and **behavior impacts**. It also enables you to accept yourself and be responsible with your own action, attitude, and thought.

Personal Mastery Principles

“You cannot dream yourself into a character; you must hammer and forge yourself one.”
—Henry David Thoreau

Personal Mastery Principles



To set goals for yourself

To prioritize what is more important to you

To develop self-confidence and self-esteem

To deepen your commitment

To adapt and work with change

To accept harsh realities of life

To let go of negativities like resentment and blame

To deal with the most difficult and challenging situations

7 pathways to Personal Mastery



Maybe you know where you are, and you know where you want to go, but you don't know how to get there. This crucial middle step can be bridged by laying a **road map towards your goal**. So how does this happen?

Check out the blog on **7 pathways to Personal Mastery** which has the power to transform your life!

- Article - [7 Pathways to Personal Mastery](#)

(Right click on the link and open in a new tab/window)

How do I Develop Personal Mastery

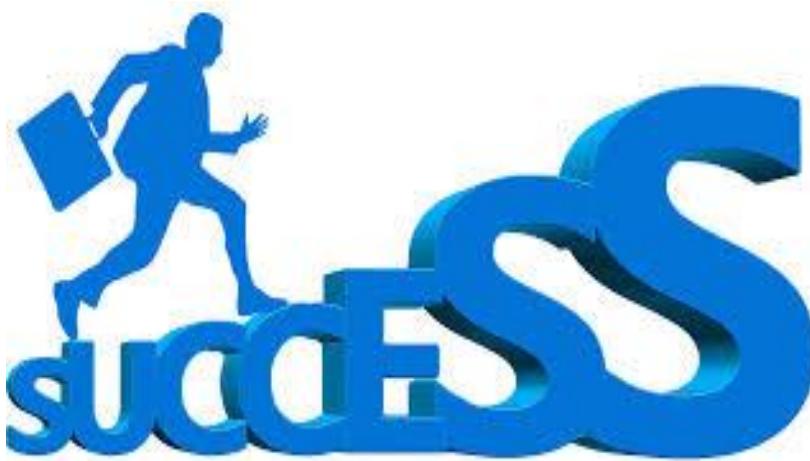


One of the first questions when it comes to personal mastery is ‘How do you develop it?’ The best approach to developing personal mastery is to take a few tips in mind and work on one at a time. You can develop exercises for figuring out each of these and then mark your progress as you go through them and figure out how you’re doing at making sure you keep up with your development over time. Here are a few examples for ways to develop yourself and tips for improving

- **Article:** ['Personal mastery' and how to develop it](#)

(Right click on the link and open in a new tab/window)

Self-improvement, the lifelong journey!



To be the best version of yourself, you need work on yourself. While crafting each aspect of you, you will come across to yourself; you understand your own flaws, scars and heal it on your own. Further, even the small improvement and achievements will strengthen your self-confidence and escalate your progress. The self improvement journey isn't just about you; it lays in each phase of life including social, personal and professional. The changed you, can inspire others to be a better one. **So be ready to meet the new you, be your own hero!**

Now let us work towards our self-improvement which has positive impacts on both personal and professional life. The course mentioned below will help you get at the heart of who you are and what you do best. The author shows you how to be unstoppable, find your flow, and create a more positive and successful future. Click on the link to learn more:

- **LinkedIn Course: [Being the Best You: Self-Improvement Modeling](#) – 38mins**

(Right click on the link and open in a new tab/window)

Developing Growth Mindset

"Growth mindset is based on the belief that your basic qualities are things you can cultivate through your efforts. Although people may differ in every which way in their initial talents and aptitudes, interests, or temperaments, everyone can change and grow through application and experience. This is important because it can actually change what you strive for and what you see as success" – **Carol Dweck**



A “growth mindset,” as Dweck calls it, is pretty much exactly what it sounds like: a tendency to believe that you can grow. She explains that while a “fixed mindset” assumes that our character, intelligence, and creative ability are static givens which we can’t change in any meaningful way, a growth mindset thrives on challenge and sees failure “not as evidence of unintelligence but as a heartening springboard for growth and for stretching our existing abilities.”

Reference: *25 Ways to Develop a Growth Mindset* by Saga Briggs

People with a growth mind-set achieve ever-higher levels of performance, and help their organizations thrive. In these videos, course and article you'll learn what constitutes a growth mind-set and how to cultivate, develop and embrace it.

- **LinkedIn Course:** [Cultivating a Growth Mindset](#) – 58mins
- **LinkedIn Video:** [Motivate and instill a growth mindset](#) – 4mins
- **Video:** [Developing Growth Mindset with Carol Dweck](#) – 10mins
- **Article:** [25 ways to Develop Growth Mindset](#)

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TATA TATA TATA

Result Orientation

Result oriented is a term used to describe an individual or organization that focuses on outcome rather than process used to produce a product or deliver a service.

As such, a number of processes are used where the most effective and economical process is identified. The primary goal of a result-oriented individual or organization is to meet objectives and realize positive growth. So how can this happen?

Check out the blog and course below to know how to deliver results effectively and become a Results Driven Worker in an organization.

- **Article:** [4 Ways to Become a Results Driven Worker](#)
- **LinkedIn Course:** [Delivering Results Effectively](#)
- 55mins

(Right click on the link and open in a new tab/window)



Personal Productivity - To understand how to manage our work



Plan & Prioritize

Prioritizing your work is not that easy. You have to identify which things need to be done first. It is a crucial process, but once you get used to it, organizing and planning will be less difficult. If you know how to effectively organize and prioritize your workload, you will learn how to be more efficient and productive. Let's get started!

- **LinkedIn Course : [Prioritizing Your Tasks](#) – 37mins**
- **LinkedIn Video : [Prioritize your tasks and time](#) – 2mins**

(Right click on the links and open in a new tab/window)

Delegation

Delegation involves providing the responsibility (and at times authority) to perform a task to a team member. While the task is originally assigned to us, delegation provides an excellent opportunity to develop the skills of team while ensuring better prioritization for ones tasks.

To learn more about fundamentals and styles of delegation, launch the below courses and reads.

- **LinkedIn Course:** [Delegating Tasks](#) – 35mins
- **LinkedIn Video:** [Learning to delegate](#) – 3mins
- **Article:** [An Introduction to the Delegating Leadership Style](#)



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Ownership & Accountability



Ownership & Accountability means individuals and teams taking accountability for the **quality** and **success** of both the output and outcomes of their work. Both of these are important, as ownership doesn't mean perfection. It means knowing why you are doing the work (the outcome) and making sure that what you produce (the output) is fit-for-purpose. It also means **understanding**, **learning**, and **challenging** rather than mindlessly following instructions.

Accountability is to be held to account for the fulfillment of your **duties** and **responsibilities**. Accountability requires answers and entails consequences. Accountability is not a feeling like ownership or responsibility, rather accountability is a process that is usually external. Someone holds you accountable, although a **sense of ownership** means that you will also hold yourself accountable as well.

To get more understanding please refer this short blog and video which gives a great insight into accountability and ownership

- **Article:** [Accountability vs. Ownership](#)

(Right click on the link and open in a new tab/window)

Professionalism in the workplace

The accountability for meeting your objectives and work targets, is an excellent indicator of your professionalism. While it can be challenging at times, being accountable for delivering on your objectives shows you are reliable, organized, and dedicated to your work.

The following course provides tips and guidance that can help you successfully navigate the start of your professional career. The author explains how to develop the right mindset for dealing with workplace challenges and getting ahead in your career focusing on your vision, mission, goals, and targets. The next course talks about how to hold each other accountable in order to succeed your goals.



- **LinkedIn Course:** [Developing Your Professional Image](#) – 56mins

- **LinkedIn Course:** [Fred Kofman on Accountability](#) -1hr10mins

(Right click on the links and open in a new tab/window)

How to become your own best boss?



Have you ever thought that you could be the best boss you've ever had? By developing attitudes and skills that empower you, you can manage from within and become your own best boss.

So here is the course which focuses on attitudes and behaviors that promote self-empowerment. It provides strategies like balance servant leadership with self-care, navigate politics at work, build a rapport with colleagues, how to thrive in meetings and more. All these leadership lessons will help lead you in the right direction. Applying these will also help you become a self-empowered contributor in your organization. Now let us learn how we can develop it.

- **LinkedIn Course:** [Lead Like a Boss](#) – 46mins

(Right click on the links and open in a new tab/window)

Creating a Culture of Ownership and Accountability



A good ownership culture definition or culture of accountability definition is being able to trust your employees to bring their best work to the table, so that promoting accountability and ownership in the workplace is essential and engrained in day-to-day work life. So here are five ways to encourage and instill ownership and accountability in the workplace.

- **Article:** [Creating a Culture of Ownership and Accountability](#)

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Collaborative Ways of Working



Collaboration is defined as the action of working with one or more people to produce an output or reach a goal. If used well collaboration brings in strong synergy in teams and helps achieve results much higher than what could be achieved by the individuals. Collaborating also makes employees more responsible, which goes a long way in raising their motivation levels, especially when teams work virtually.

**Coming together is a beginning. Keeping together is progress.
Working together is success. –*Henry Ford***



Building a Cohesive Team

Teamwork is the joint action of people working toward the same end goal. The strength of a team comes from open communication, cooperation and trust. Like the strands of a cord, these elements hold the team together and give it strength. Without these elements, team members will not participate fully in team activities and may not find true satisfaction in their work.

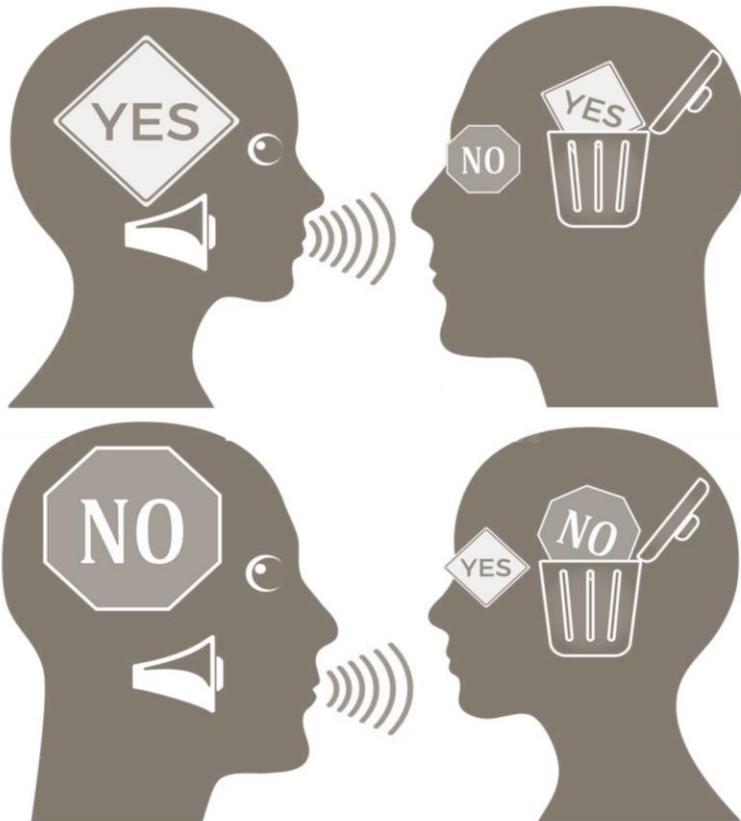
This course introduces techniques for building a cohesive team and highlights the foundations of successful teams. The author also talks about the essential elements for strong team communication in different settings.

- **LinkedIn Course:** [Communication within Teams](#) – 1hr8mins



(Right click on the links and open in a new tab/window)

Overcoming Barriers to Team Communication



With the growing trend of remote working and millennials striving for flexibility at work, teams must be able to collaborate seamlessly across geographies and networks. To enable this it is critical that communication is flawless and has minimal barriers.

In the following article, you'll learn about different verbal barriers to effective team communication and strategies for overcoming them.

- Article: [Overcoming the Ten Most Common Barriers to Effective Team Communication](#)

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How to be a Good Team Player

Team Player

— Vince Lombardi —

"Individual commitment to a group effort--that is what makes a team work, a company work, a society work, a civilization work."

Contribution as a Team Player



Have you worked for teams where everyone pitches in, and you all work together in perfect harmony? Do you always play to your strengths in a team, or are there times when the group you're in just doesn't gel? Either way, team working is such a vital way of completing projects. It's worth developing and refining the skills that will help you make a valuable contribution to whichever type of team you're in. So do you want to become a more effective and valued member of your team? Let's get started!

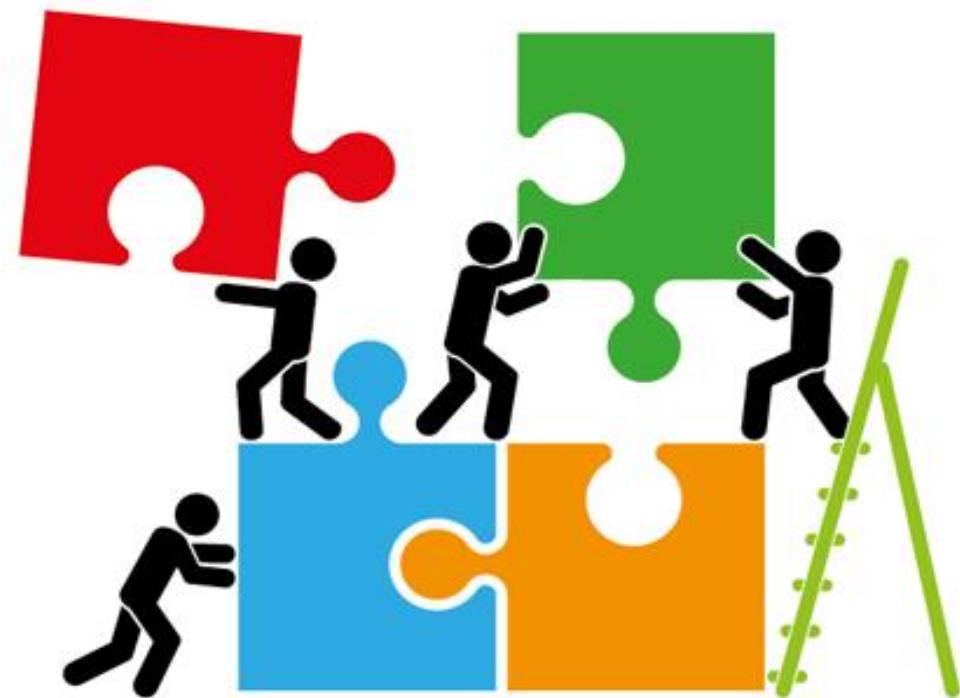
- **LinkedIn Course:** [Being an Effective Team Member](#) – 31mins
- **LinkedIn Course:** [Managing a diverse team](#) – 1hr21mins

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How do I manage multiple stakeholders and their priorities on large project teams ?

Throughout the project, it's important to communicate regularly with the stakeholders, to keep them informed of what's happening regarding the requirements. Always interact, communicate, and stay connected with them. For each stakeholder, draw up a list of their expectations and responsibilities, to ensure that they know exactly how much and what kind of "say" they'll have regarding the requirements process and the ultimate solution.

Strong project managers encourage active involvement to ensure the team has a clear understanding of the project requirements and stakeholder expectations. Are you clear enough with your stakeholder needs and expectations? In this course you'll learn about the importance of stakeholders and determine the elements of the stakeholder engagement process.

- **LinkedIn Course:** [Managing Project Stakeholders](#) – 23mins

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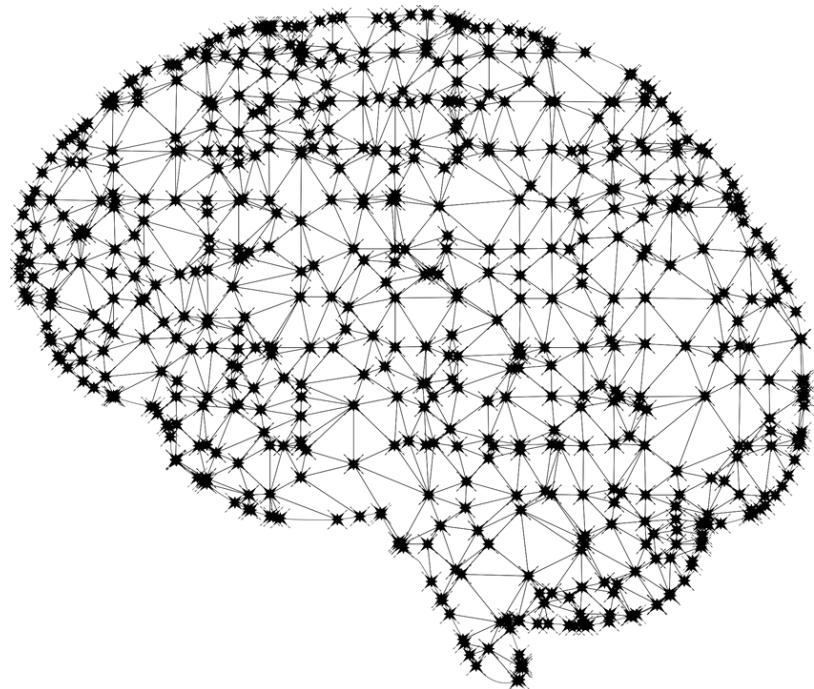


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What Is Mindset?

Mindset is a collection of thoughts and beliefs that shape thought habits. And your thought habits affect how one thinks, what one feels, and what one does.

So, it is a way of thinking about things that those in a group share or have in common to the point that it becomes a way of life.



Why does Mindset matter?

What do people that consistently perform at their peak have in common? It's not a certain ability, it's not a specific skill, it's not even knowledge. It's a mindset, and to be precise, a growth mindset.

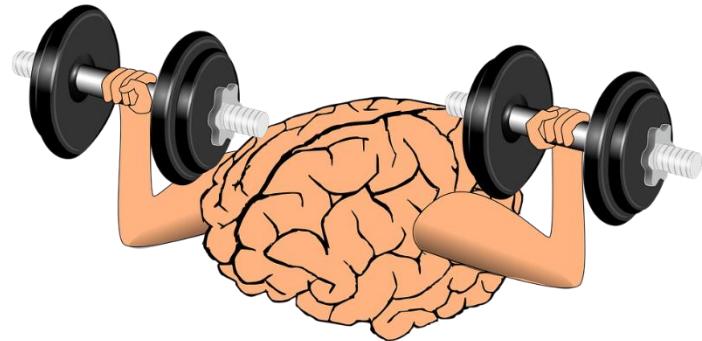
The idea of mindsets was discovered and popularized by [Carol Dweck](#), a world-renowned psychologist from Stanford University.

Those with a fixed mindset believe that their skills and abilities cannot change. Those with a growth mindset believe that their ability can be developed through effort. The belief that people hold influences behavior and success.

Here are a couple of videos to learn more about growth and fixed mindsets:

- [**Blog: The Mindset**](#)

It's all in the mind-set!



Develop a growth mindset for success

(Right click on the links and open in a new tab/window)

Mindset at work – Becoming agile

Now that you have learnt about fixed and growth mindsets and also how to rewire your brain, you may be wondering how does this apply to work.

In today's dynamic world the problems are complex, time is critical and mistakes are costly. It is not feasible to make elaborate plans or run multiple tests to design fool proof solutions.

- Article: [Agility: mindset makeovers are critical](#)

(Right click on the link and open in a new tab/window)

What Exactly is the Agile Mindset?

Learning how to consciously approach every task at hand with an agile mindset, gives individuals and organizations an ability to foresee problems and provide solutions in an incremental fashion.

Adopting agile way of thinking in today's dynamic, volatile work environment is expected. But what is agile? How do you adopt an agile mindset in order to pursue an agile career? Check out the articles and video to know more on how develop an Agile mindset.

Articles

- [What Is an Agile Mindset?](#)
- [Embracing Agile](#)
- [What Does It Mean to Have an Agile Mindset?](#)

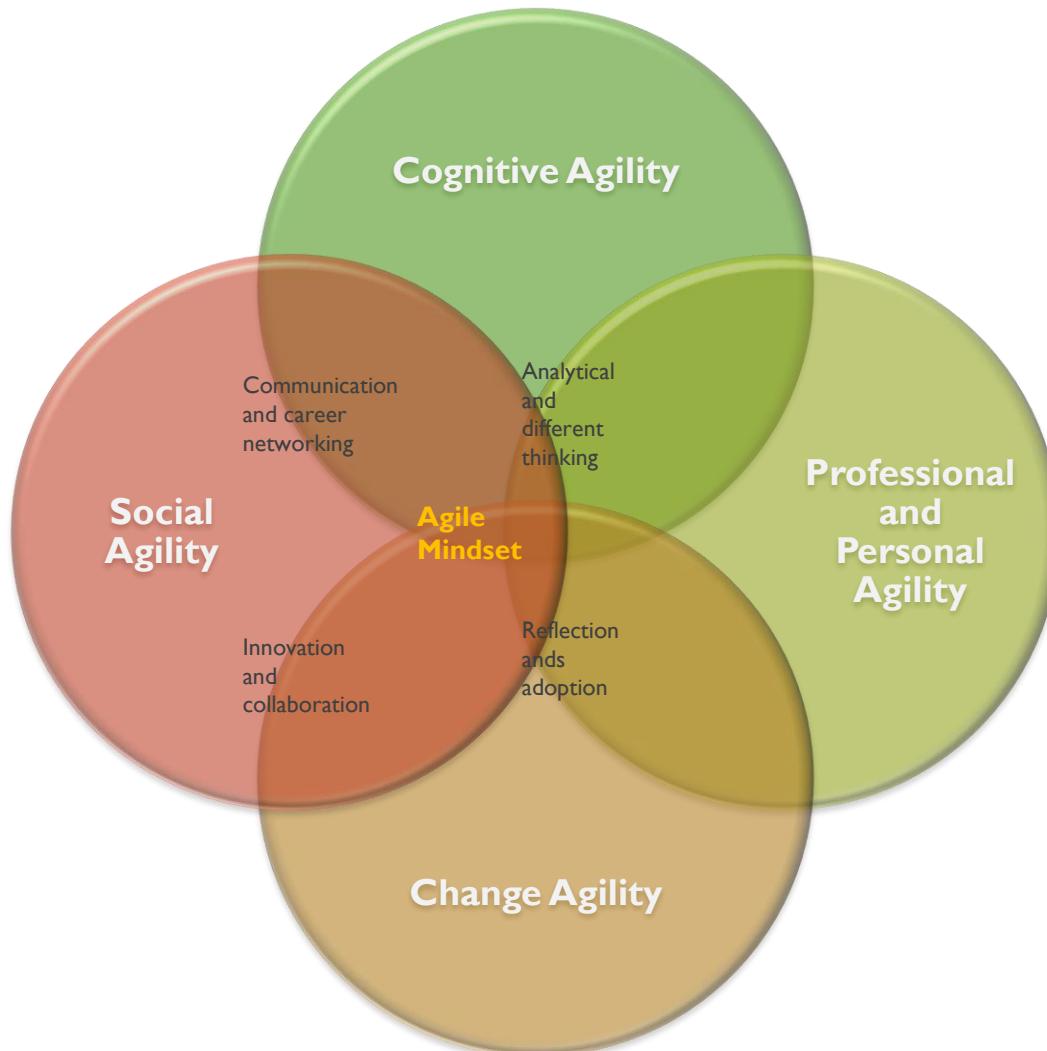
Video

- [Mental model for the agile mindset](#) - 3.5 minutes

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Attributes for developing an Agile Mindset



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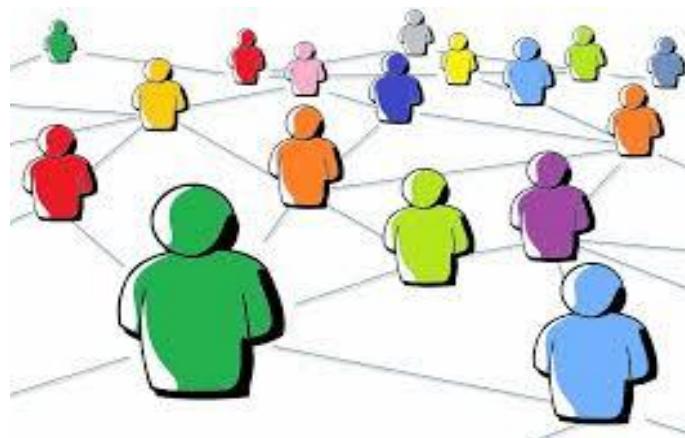
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DevOps Mindset

- The concept of DevOps is founded on building a culture of collaboration between teams that historically functioned in relative siloes. The promised benefits include increased trust, faster software releases, ability to solve critical issues quickly, and better manage unplanned work.
- DevOps is a firm handshake between development and operations that emphasizes a shift in mindset, better collaboration, and tighter integration. It unites agile, continuous delivery, automation, and much more, to help development and operations teams be more efficient, innovate faster, and deliver higher value to businesses and customers.
- Article: [10 tips for maintaining a DevOps mindset for distributed teams](#)



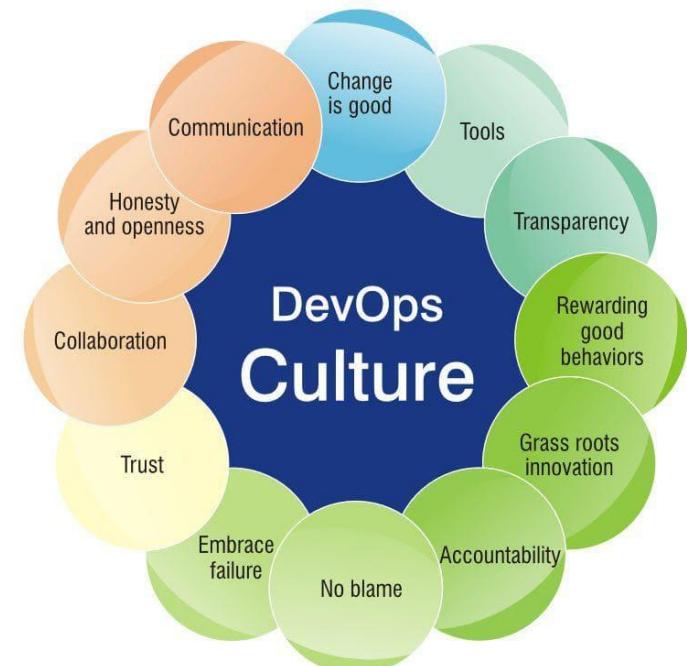
DevOps Culture

Are you trying to get a better handle on what is DevOps and how to adopt its culture? Here are few articles, videos and blogs which gives you an in depth understanding on DevOps.

- **TCS Video:** [Nano Video on DevOps](#)-
4.43mins
- **Article:** [DevOps Culture: A Huge Step for Mankind](#)

Articles:

- [The DevOps Mindset](#)
- [5 essential values for the DevOps mindset](#)
- [7 Key Principles for a Successful DevOps Culture](#)



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Developing the Consultative Mindset

Difficult situations with customers are often the result of a reactive rather than a consultative mindset. Would you like to eliminate many difficult client situations before they even happen? Would you like to be consultative and inculcate the mindset to build a trusted partnering relationship? Check out the articles to learn more.

Articles

- [Consulting Mindset: Shifting From The “What” To The “How”](#)
- [The Consultative Mindset: Do you have what it takes to Make a Difference in the new Era?](#)
- [Be A Strategic Partner By Adopting The Consultative Approach](#)
- [Imbibing a Consultative Mindset](#)



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Stress Management

In 'Occupational Stress,' Stephen Palmer wrote 'Stress is the psychological, physiological and behavioral response by an individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands, which, over a period of time, leads to ill-health.' Are you constantly adding items to your to-do list and it seems like your list never shrinks? Are you feeling overwhelmed at work and at home? Are you afraid that stress is starting to negatively impact your health and relationships? Stress is produced by your own feelings and reactions to certain external events, rather than by the events themselves. And while you may not always be able to control the external events that are causing you stress, you can control your reactions to them and how you handle them.

Read the blog and get an understanding on how to cope with stress at work

- **Article:** [Coping With Stress At Work](#)

(Right click on the link and open in a new tab/window)



Controlling and Managing Stress



The VUCA (Volatility, Uncertainty, Complexity and ambiguity) world we live and operate in, brings with it a typical health hazard of stress. Between juggling work, family, and other commitments, one can become too stressed out and busy. But its important to set time aside to unwind else our mental and physical health can suffer.

The simple realization that you're in control of your life is the foundation of managing stress. No matter how stressful your life seems, there are ways you can follow to relieve the pressure and regain control. Learning how to manage your stress takes practice, but you can -- and need to -- do it.

Check out the courses, you'll learn about stress and why it often occurs in the workplace, how to identify and assess your stress triggers, manage your responses more effectively, and make positive personal choices.

- **LinkedIn Course:** [Managing Stress](#) – 22mins
- **LinkedIn Course:** [Managing Stress for Positive Change](#) – 58mins
- **LinkedIn Video:** [Reduce Stress](#) – 3mins

(Right click on the links and open in a new tab/window)

Performing Under Pressure



LinkedIn Course: [Performing under Pressure](#) – 56mins

Video: [Performing Under Pressure by Hendrie Weisinger](#) – 7mins

(Right click on the link and open in a new tab/window)

Nobody performs well under pressure. A lot of us think we do, but we don't, or, at least, we don't perform as well as we could perform. It is very essential to stay focused during a pressure situation. Develop skills to recognize personal reactions to pressure and to know how it impacts relationships with others.

The course mentioned below will help you learn how to identify pressure situations and tackle them with confidence, explains how to approach them through preparation and planning, as well as what to do when the big moment arrives. All this helps to stay in control and make the right moves when performing with others under pressure.

Can the Anger be Managed?

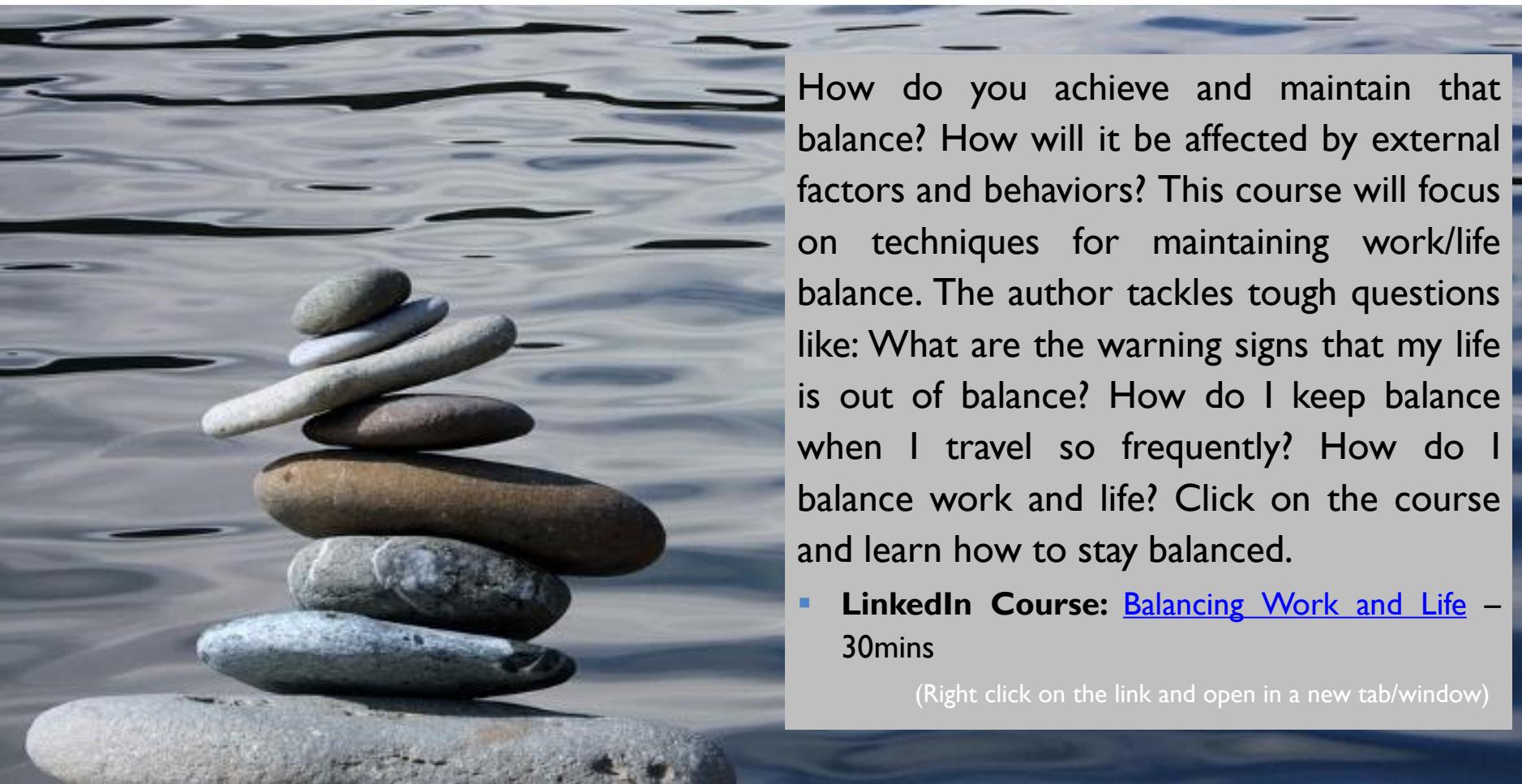


It's important to find healthy ways of owning and expressing your anger. This course, anger management helps you to explore how to manage your anger through emotional and intellectual responses, and how to respond properly to anger directed at you. You'll also explore the nature of anger including its root causes and how it can be a tool for improving your personal and professional growth.

- **LinkedIn Course:** [Anger Management](#) – 1hr

(Right click on the link and open in a new tab/window)

How to Stay Balanced?



How do you achieve and maintain that balance? How will it be affected by external factors and behaviors? This course will focus on techniques for maintaining work/life balance. The author tackles tough questions like: What are the warning signs that my life is out of balance? How do I keep balance when I travel so frequently? How do I balance work and life? Click on the course and learn how to stay balanced.

- **LinkedIn Course:** [Balancing Work and Life](#) – 30mins

(Right click on the link and open in a new tab/window)

Personal Mastery – Working with Agility

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- ✓ Personal Mastery – An Introduction
- ✓ Result Orientation
- ✓ Ownership and Accountability
- ✓ Collaborative Ways of Working
- ✓ How to be a Good Team Player
- ✓ Ability to Work with Various Stakeholders
- ✓ Agile Mindset
- ✓ DevOps Mindset
- ✓ Developing the Consultative Mindset
- ✓ Stress Management
- ✓ Continuous Learning Culture

Foster A Culture Of Continuous Learning

Continuous learning is like blood in veins of an engineering organization. Today's organizational leaders know that cultivating a learning culture means more than providing training sessions – it means sustaining an ongoing process of learning using various practices, all integrated with the operations and routines of the business. It means analyzing needs and planning strategically before launching a learning initiative. It means setting up diverse opportunities for acquiring, creating, and sharing knowledge. And it means ensuring that employees have the chance to practice and apply what they have learned in a way that makes a significant difference to the business.

Read the articles to know more:

Article: [5 steps to developing a continuous-learning culture](#)

Article: [How To Foster A Culture Of Continuous Learning](#)



3L – Life Long Learning!

If the learning stops, innovation stops. And if innovation stops, so does progress....



A learning culture is a collection of organizational conventions, values, practices and processes. These conventions encourage employees and organizations develop knowledge and competence.

Constant learning elevates an individual as a worker and as a person, it opens opportunities for the establishment to transform continuously for the better.

The following courses explains effective motivations for learning and factors that influence the need for lifelong learning. Also demonstrates how to empower through knowledge sharing and teaches methods for addressing opportunities.

- **LinkedIn Course:** [Creating a Culture of Learning](#) – 1hr
- **LinkedIn Course:** [Developing a Learning Mindset](#) – 32mins

(Right click on the links and open in a new tab/window)

Collaborative Decision Making



- ✓ Module Introduction
- ✓ **Building Blocks of Trust**
- ✓ Understanding Persuasive Techniques
- ✓ Principles of Influence
- ✓ Building Reciprocity
- ✓ Storytelling
- ✓ Negotiation Skills
- ✓ Handling Conflict
- ✓ Customer Conservations
- ✓ Interviewing Skills

Building Trust

- The first step to any successful conversation is the ability to build a sense of trust.
- Let's explore the key elements to building trust and its importance.
- The article below introduces some ideas about how you can work towards building or restoring trust.
- **Article : The Essential Importance Of Trust: How To Build It Or Restore It**

(Right click on the link and open in a new tab/window)



Building Trust at Workplace

Let us now take a deep dive into understanding Trust at workplace.

This course explains:

- How professionals build trust
 - How to build trust in challenging situations
 - How to integrate trust-building habits into our daily routine.
-
- **LinkedIn Course: [Building Trust](#) – 58mins**

(Right click on the link and open in a new tab/window)



Leveraging Trust

Once we have acquired the ability to quickly build trust with stakeholders, we can use it to:

- Persuade
- Influence
- Negotiate
- Manage Conflicts
- Overall – have an excellent communication with client and partners
- Let us now understand some of these concepts in more detail.



Collaborative Decision Making



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Persuasion Techniques



Aristotle's Modes of Persuasion

The Greek philosopher Aristotle introduced a concept called the three “modes of persuasion”

He coined the terms Ethos, Pathos and Logos referred to as the three modes of persuasion. They are means of persuading others to believe a certain point of view.

Aristotle's modes of persuasion should be at the heart of almost every speech. They build credibility, stir emotions, and prompt action.

Do you want to persuade people to do something? Let's take a closer look and learn how to sway the audience.

- Article : [Modes of Persuasion](#)
- Video : [The 3 Methods of Persuasion](#) – 6mins 30secs

(Right click on the link and open in a new tab/window)



The Art Of Persuasion

- Essentially, persuasion is the ability to get another person to act on your request or need.
- Persuasion is about making sure your ideas get a fair hearing and get acted upon.
- It is crucial to be persuasive in a subtle way that takes advantage of natural human psychology, and that doesn't make you feel manipulative.

Let us learn to harness this skill. Click on the links below to learn more:

- **Article:** [The Art Of Persuasion What It Is And How To Practice It](#)
- **LinkedIn Course:** [Persuading Others -33mins](#)

(Right click on the link and open in a new tab/window)

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Principles of Influence

influencer



Persuasion & Influence



- Persuasion is ethically winning the heart and mind of your target. Basically, you alter the behavior of someone through reasoning.
- Influence on the other hand, is the ability to affect the manner of thinking of another.
- If persuasion is an action, influence is a state or condition. 2mins

- [Joe Friedman highlights the difference in this video](#) -2mins

(Right click on the link and open in a new tab/window)

Influencing Styles

- Influence is the ability to personally affect the actions, decisions, opinions, or thinking of others.
- The ability to influence others is often a crucial factor that determines professional success.
- Understanding how you influence others is an important step as it identifies areas for potential improvement.
- However, being able to influence in your workplace may require a variety of styles, depending on the situation.



Research suggests that successful leaders typically use 5 influencing styles. The following article defines those and illustrates how and when to use them.

- **Article:** [5 influencing styles—and how to use them effectively](#)

(Right click on the link and open in a new tab/window)

The 6 Principles of Influence

- There are many factors that influence us to say yes to others.
- Researchers have concluded that there are psychological triggers to understand how we are influenced.
- Here are the six persuasion techniques which increase conversions and influence.
- If understood and used properly one can yield top notch results.
- Well, let's take a look at all of these. While the video gives an overview, Udemy course provides a deep understanding of the principles.



- **Article:** [The 6 Principles of Influence](#)
- **Video:** [Robert Cialdini | Six principles of influence –2mins](#)

(Right click on the link and open in a new tab/window)

How to Influence?

- Real influence is about forging deep connections quickly, stepping into someone's world authentically, and striving for consistent win/win outcomes.
- We all have encountered situations like getting worried when certain things go wrong. We blame, complain and decide nothing can be done. Instead, why don't we try and influence the situation or the person?

Master the art of 'How to Influence?' by going through the links below -

- Article : [7 Tips to develop your influencing skills](#)

(Right click on the link and open in a new tab/window)

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Reciprocity



One of the most crucial principles amongst those that we have seen so far is
- **Building Reciprocity.**

Let us read on to build a deeper understanding.

Principle of Reciprocity

1. Has an old-time friend called you suddenly to just check on how you are doing?
2. Did you receive a surprise gift from someone, unexpectedly?

These people did something nice for you and now you would like to return the favor by doing something nice for them too. However, do you feel almost obligated to return the favors? Think about it !

This is the basic **Principle of Reciprocity** - we try to repay, in kind, for the favors extended to us. Human's thrive on this give and take relationship.

Let us understand and explore more examples about reciprocity and its principles.

- **Video - What is Reciprocity?** – 2mins 30secs
- **Article: How the Norm of Reciprocity Works**
- **Video - Robert Cialdini on the importance of reciprocity** - 2mins



(Right click on the link and open in a new tab/window)

Reciprocity at Work

Reciprocity is a widespread practice in organizations because it permeates human exchange of every kind, thus promoting learning, improving productivity, and building a climate and culture of trust at workplace.

Reciprocity is an easy and powerful technique to implement at work because most people, enjoy the experience of helping others.

Check out the blog below to know various ways you can use reciprocity to positively influence your colleagues:

- **Article:** [Reciprocity at Work: How to Master Persuasion in Your Workplace](#)

(Right click on the link and open in a new tab/window)



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Storytelling for Influence

From time immemorial, stories have been used, to build nations and to destroy them, to guide and misguide, and thus in our journey, we must take a moment to build on our storytelling skills too.....

.....or else the story of influence and persuasion may probably remain incomplete.

The Art of Storytelling

- 
- Story telling is described as an art to communicate by introducing emotions into a situation.
 - The essence of a great story is its ability to make you forget your worries, your problems, even your pain. A story helps you stimulate your imagination and enter a new magical world that is extremely appealing.
 - Stories remain a way in which the storytellers create their own styles of behavior and thoughts are put into words, in which the audience can relate to the identity around their message.
 - Inculcate the art of storytelling! Develop skills become a good storyteller. Master storytelling skills by clicking the links below:
 - **Article: 10 steps to mastering the art of storytelling**
 - **Article: How to be a Good Storyteller**

(Right click on the link and open in a new tab/window)

Storytelling Techniques



Based on Chris Anderson's findings of what makes a story captivating, here are some different storytelling techniques. These are used by many TED presenters, who are some of the most inspirational speakers in the world.

Remember to:

1. Immerse your audience in the story.
 2. Tell a personal story.
 3. Create suspense.
 4. Bring characters to life.
 5. Show. Don't tell.
 6. Build up to S.T.A.R. moment.
 7. End with a positive takeaway.
- “A successful talk is a little miracle—people see the world differently afterward.” -Chris Anderson, TED curator

Check out this blog mentioned below to know more:

- **Video:** [The TED Talk Secrets – 8mins](#)
- **Article:** [7 Storytelling Techniques Used by the Most Inspiring TED Presenters](#)

(Right click on the link and open in a new tab/window)

Storytelling for Business

Story telling isn't just for fiction, it's vital for your business too. In these courses the authors walk you through the storytelling strategies, including, identifying your audience, brainstorming, nailing down details, and turning your story into a reality.

Be heard, be remembered and create the change you wish to see in your communication with dynamic and entertaining storytelling.



• **LinkedIn Course:** [Business Storytelling with C.C. Chapman](#) - 16mins (Optional)
• **LinkedIn Course:** [Storytelling by Shane Snow](#) – 1hr 13mins

(Right click on the link and open in a new tab/window)



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Negotiation Skills



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TATA TATA TATA

Negotiation Mindset

Negotiations are formal discussions between people reaching a common ground. They have different intentions during which they come to an agreement eliminating their differences.

Negotiating can be a challenging prospect for some people, especially if you go with a “Win the War” approach. A key method to help us in such situations is to develop a proper negotiation mindset.

Interestingly , while you may not realize it, you probably already have a lot of experience negotiating things in your everyday life. After all, negotiation is just another form of communication, a means of problem-solving.

This course helps you get an understanding of the mindset.

- **LinkedIn Course:**
Developing a negotiation mindset -60mins

(Right click on the link and open in a new tab/window)



Negotiation Skills & Types

When it comes to business, negotiation has become one of the most important skills and ability. There must be a meaningful give and take that should happen in negotiation. However, the most effective negotiator will be both competing as well as collaborating. Let us understand the negotiation skills and types through the following blogs and course:

- **LinkedIn Course – [Negotiation Skills](#) – 2hrs 12mins**
- **Blog - [15 Ways To Level Up Your Negotiation Skills](#)**
- **Blog - [Negotiation Types](#)**

There are many types of negotiation strategies and many circumstances under which you may find yourself needing to smartly and soundly negotiate for yourself or others. This course uses live cases to understand the nuances of negotiations

- **LinkedIn Course: [Negotiating your leadership success](#) -1hr 20mins (Optional)**

(Right click on the link and open in a new tab/window)

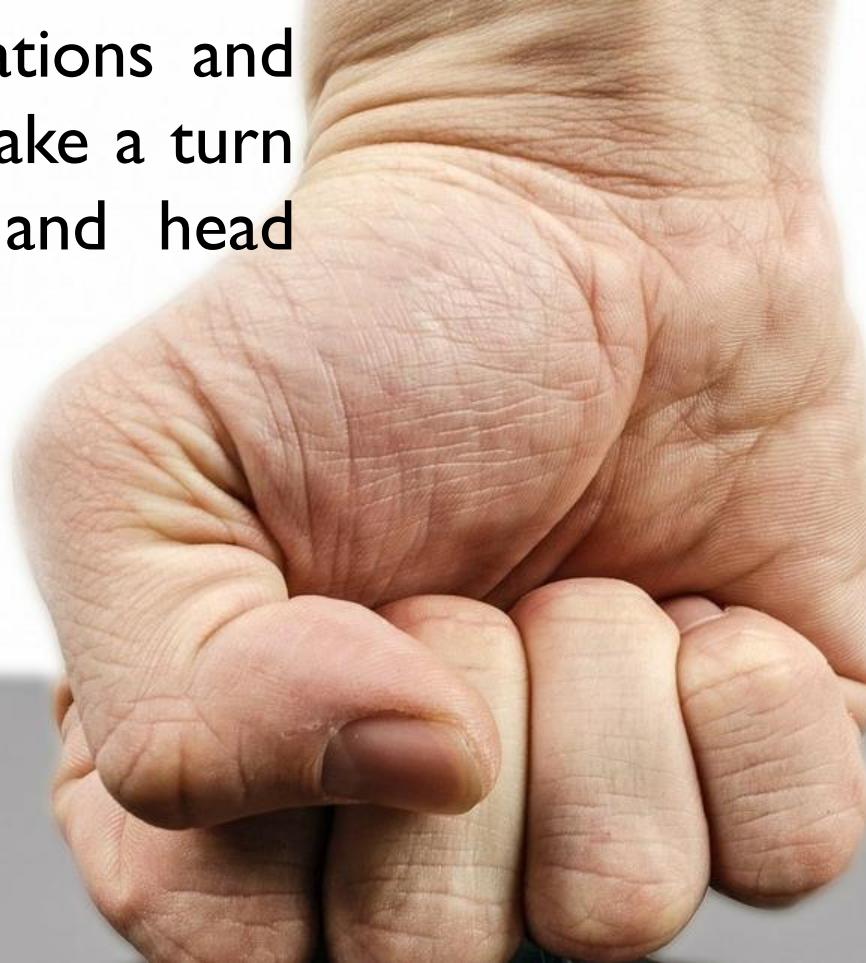
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Managing Conflict

At times negotiations and discussions can take a turn for the worse and head into conflict.



What should we do in such a scenario?

Managing Conflict

It's all around us. Most of us aren't comfortable dealing with conflict when it happens, especially if it is at work.

However, conflict is natural and happens, so we must learn to manage it.

Whatever be the disagreements and disputes, learning how to manage can keep your personal and professional relationships strong and growing.

Let us understand the basics of Conflict Resolution through the following course:

- **LinkedIn Course: [Conflict Resolution Foundations – 51 mins](#)**

(Right click on the link and open in a new tab/window)



Dealing with Conflict at Work

When conflict happens at work, do you jump to silence or violence? Neither are very good options.

Many of us don't always handle conflicts well. And by handling it "well" we mean handling conflict in an assertive, productive, respectful way.

It would help if you could use some new conflict management skills. Here are a few tips for you to practice and follow. Check out the blogs and course to understand and learn how to handle workplace conflict.

- Article: [5 Keys of Dealing with Workplace Conflict](#)
- Article: [10 Tips for Handling Conflict at Work](#)

(Right click on the link and open in a new tab/window)



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Customer Conversations

Communicating with Clients

- A key part of our role involves our interacting with the clients at various stages.
- While some may be transactional exchanges like sending a report, there are times when we need to have some **crucial conversations** with our clients like understanding a requirement better or getting an update or even a collaborative brainstorming session.
- Also, at different times the channel of communication would be different, like an email/ phone call/ face to face.
- We need to be prepared to ensure that we can leverage these situations to our maximum benefit.
- Let us focus on one of the most critical conversations – Customer Interviews

Effective Customer Interview

Focus on the problem

- The first thing to understand

Define customer archetypes

- Understand their role

Develop an agile mindset

- Agility will help keep the interview going to collect more relevant and meaningful information.

Be prepared to listen and learn

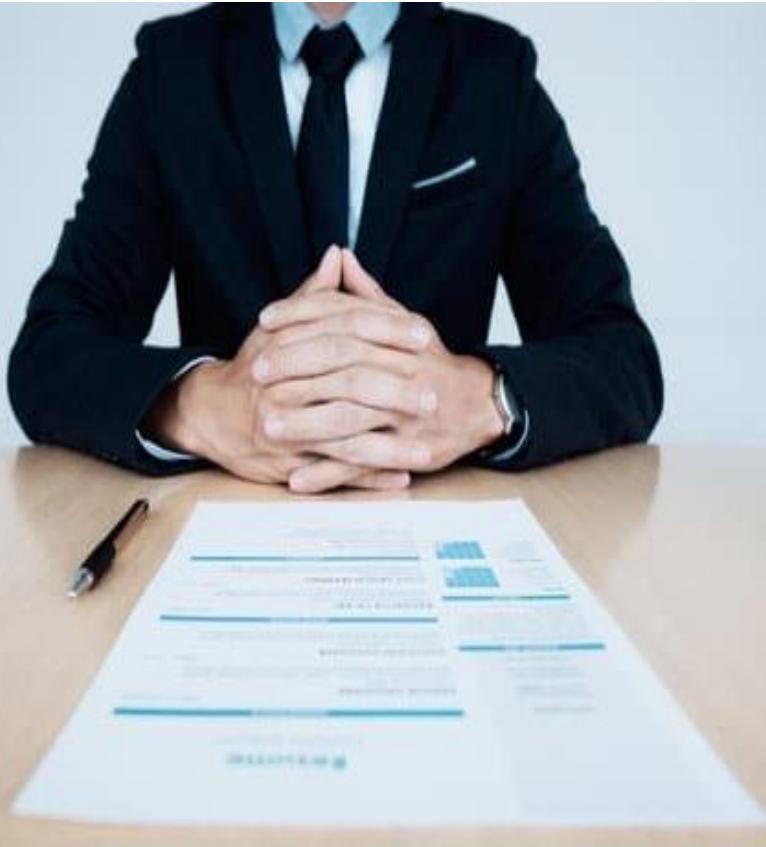
- Stay fully engaged in the conversation while ensuring you capture all the information

Preferably conduct in-person interviews

- Phone calls and video chats are convenient, but nothing replaces face-to-face interviews.



Do's @ Customer Interviews



During customer interviews, it's important to:

- **Focus on questions that allow you to validate the problem.** Who actually has the problem? How do they deal with it?
- **Develop questions that help you collect quantitative and relevant data that you can later test.** Avoid questions that lead to subjective or speculative answers.
- **Tailor questions to better understand a customer's habits.** You may uncover important information around how a customer thinks about a problem that you hadn't considered.
- **Finish each conversation with:**
 - **“What did I not ask?”** Always assume that you're asking the wrong questions, especially in the first interview. This allows you to capture what you missed.
 - **“Who else do you suggest I interview?”** This is an excellent way to capture more targeted contacts directly from individuals who work in the industry.

Asking the Right Questions

Asking the right questions and the questions in the right manner are both equally important.

While we are typically used to asking more of close-ended questions, it is the open-ended ones that are best to start off with.

Eventually, as we probe based on the information gathered in the open-ended questions, we can move to close-ended questions.

This is also referred to as the funnel technique.



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Interviewing Skills

A word cloud centered around the word **INTERVIEW**, composed of numerous other words related to interviewing skills and professional development. The words are arranged in a roughly circular pattern around the center word.

The most prominent words in the center include **INTERVIEW**, **TEAM**, **INITIATIVE**, **DREAMS**, **OBJECTIVE**, **SKILLS**, **AGENCY**, **BENEFITS**, **WEEKNESSES**, **TIE**, **WORK**, **SUCCESS**, **REFERENCES**, **MULTITASKING**, **EDUCATION**, **QUALIFICATIONS**, **LEADER**, **KNOWLEDGE**, **CREATED**, **CAREER**, **TEAM PLAYER**, **STRENGTHS**, **EXPERIENCED**, **CONFLICT**, **EXAMPLES**, **PROBLEMS**, **SOLVER**, **QUESTIONS**, **CANDIDATE**, **CHALLENGES**, **ABILITIES**, **IMPRESS**, **RESPONSIBILITY**, **FUTURE**, **RESULTS**, **DEGREE**, **CAN-DO**, and **TRAINING**.



How to Conduct Interviews



- If you want to find the best person for a job, then it is essential that your interviews are as thorough and well thought out as possible.
- Conducting an interview isn't as simple as it looks and there are several things that you must consider before meeting any candidate.
- Your judgment may be impacted by qualities or experiences that don't necessarily align with the role you are hiring for, or overlook a shortage of the required skills.
- The following course covers how to conduct an interview to ensure you get the right person for your project:
- **Article : [9 Tips on Conducting Great Interviews](#)**

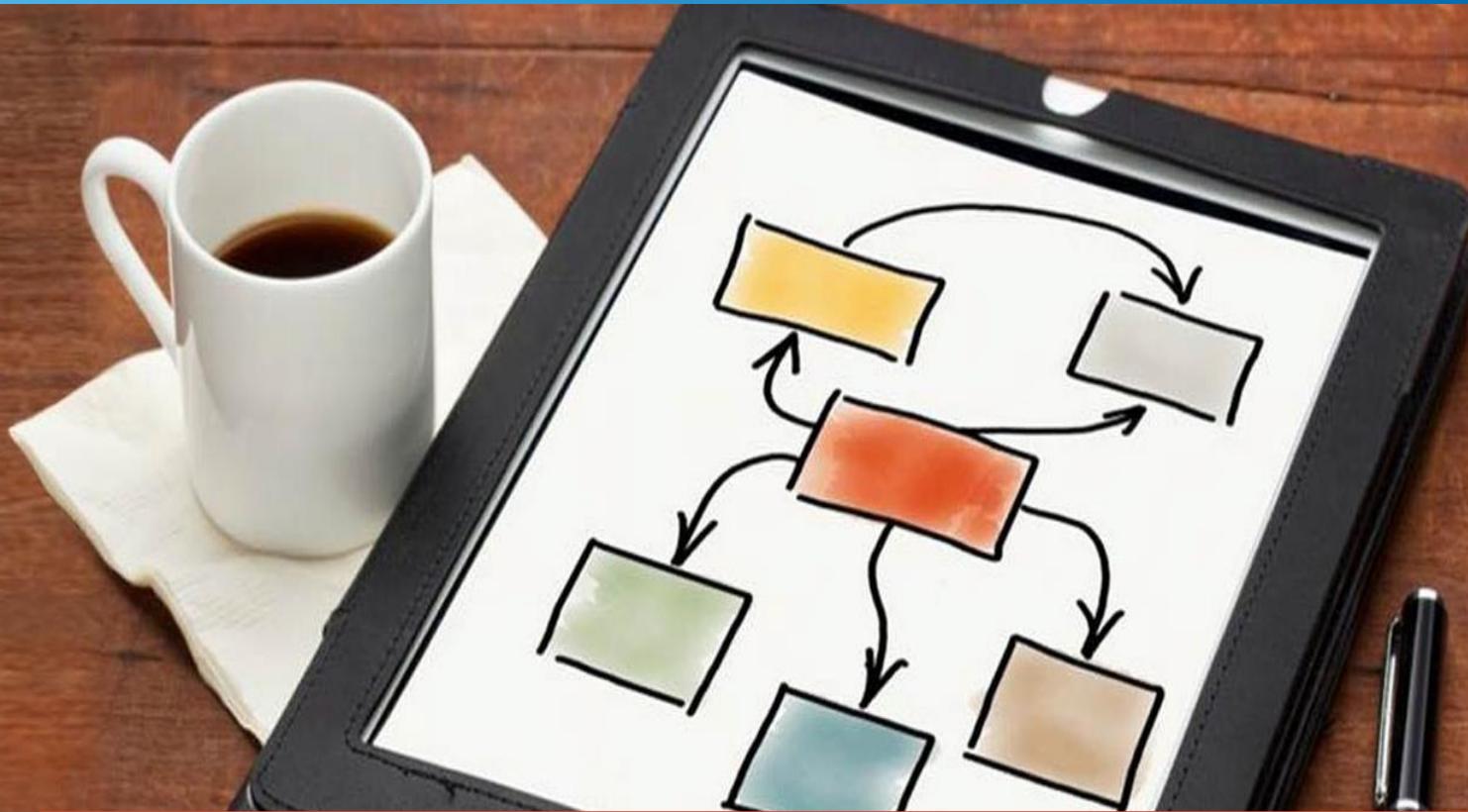
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Summary

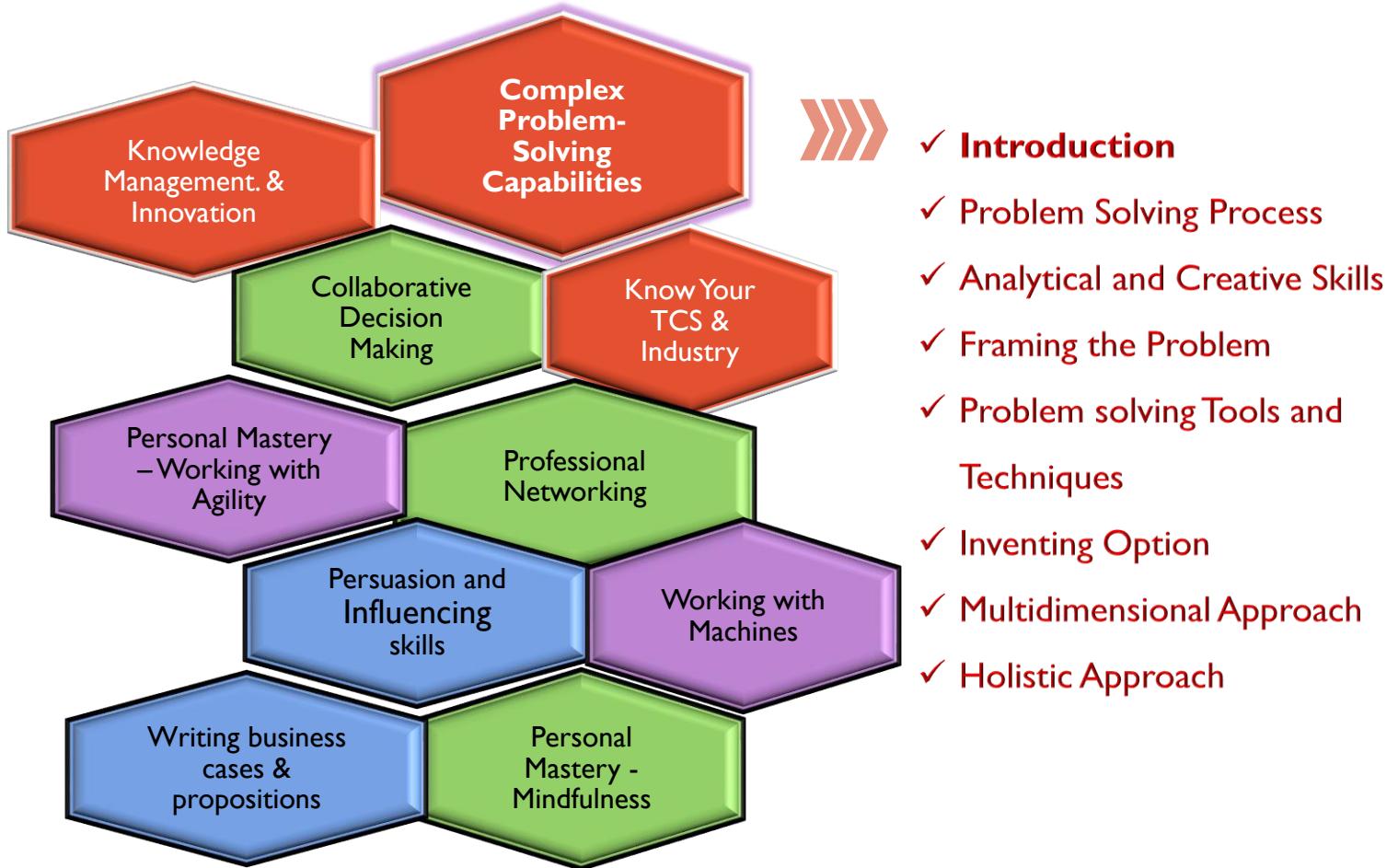
- Trust as a building block
- The power of persuasive techniques
- Principles of influence
- Reciprocity as a key tool
- Storytelling to influence
- Being fruitful at negotiating
- Managing conflict for success
- Client communication & questioning
- Interviewing skills



Thank You



COMPLEX PROBLEM SOLVING

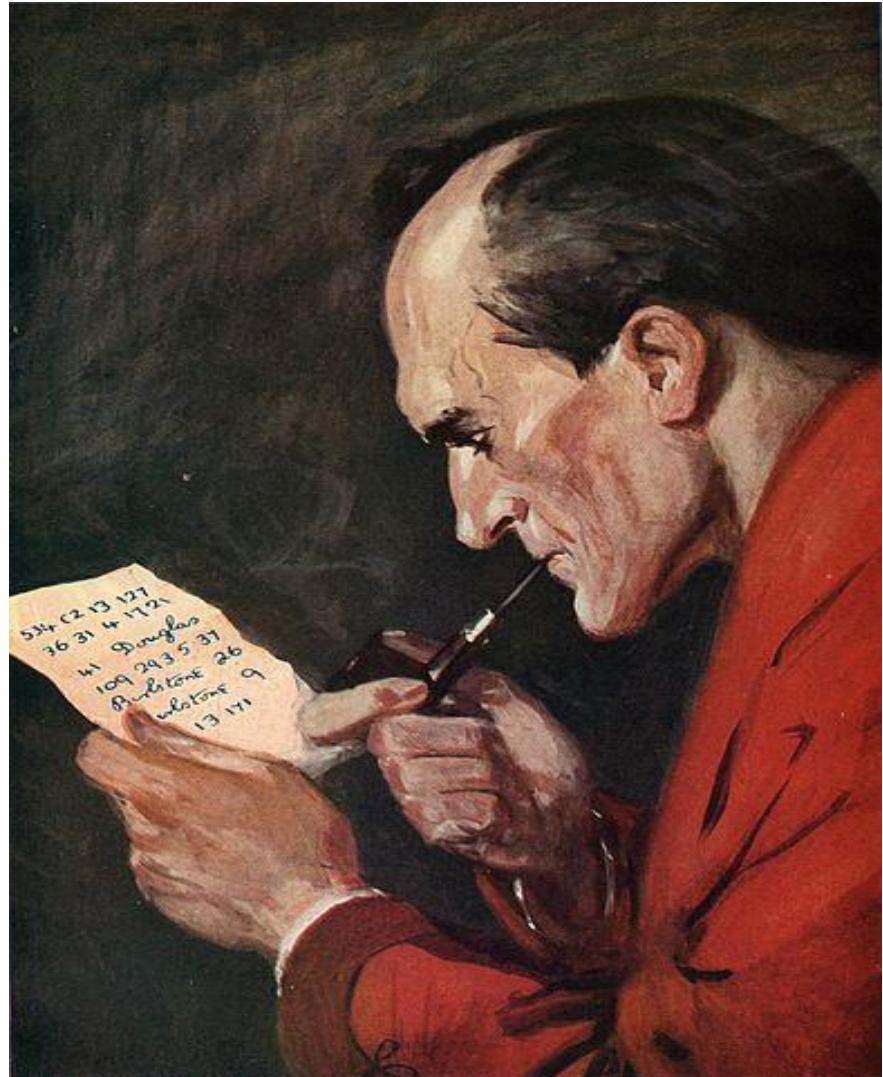


Elementary, my dear Watson!

Have you ever found yourself furiously turning the pages of a detective fiction novel or sitting at the edge of the seat watching a 'Whodunnit' movie trying to crack a murder mystery?

And were you able to solve the case? Did you experience the 'oh-I-knew-it' moment?

Doesn't it feel great to solve mysteries??



Solving Real World Problems

Whether it is a great detective story, puzzle, game, treasure hunt, riddle, brain-teaser etc.. surely, you have had your share of fun and joy in solving problems for *recreation*.

In *reality* as well, be it consciously or not, what you do almost all the time is, solve problems.

The difference is that the intention may not be entertainment but survival itself. You are solving problems at home, at work, in your personal life and beyond.

With shared economies, globalization and increased connectivity the world is becoming smaller and problems bigger. Further, the impact of these issues is far reaching and instant. An incident which happens in one small part of the world can disrupt life in another distant part of the planet.

Heard of the 'Butterfly effect'?



The Butterfly Effect

The “Butterfly effect” is an idea that says a small change can make much bigger changes happen. The idea started from weather prediction. The term ‘butterfly effect’ comes from an analogy where a butterfly flaps its wings in Chicago and a tornado occurs in Tokyo.



Nailing the war...

Benjamin Franklin offered a poetic perspective in his variation of a proverb that's been around since the 14th century in English and the 13th century in German, long before the identification of the butterfly effect:

*For want of a nail the shoe was lost,
For want of a shoe the horse was lost,
For want of a horse the rider was lost,
For want of a rider the battle was lost,
For want of a battle the kingdom was lost,
And all for the want of a horseshoe nail.*

The lack of a horseshoe nail could be inconsequential or may indirectly cause the loss of a war. In this context, let us delve into the subject beginning with understanding what a problem is. It is important to identify and diagnose the correct problem in order to lead to the most effective solution.

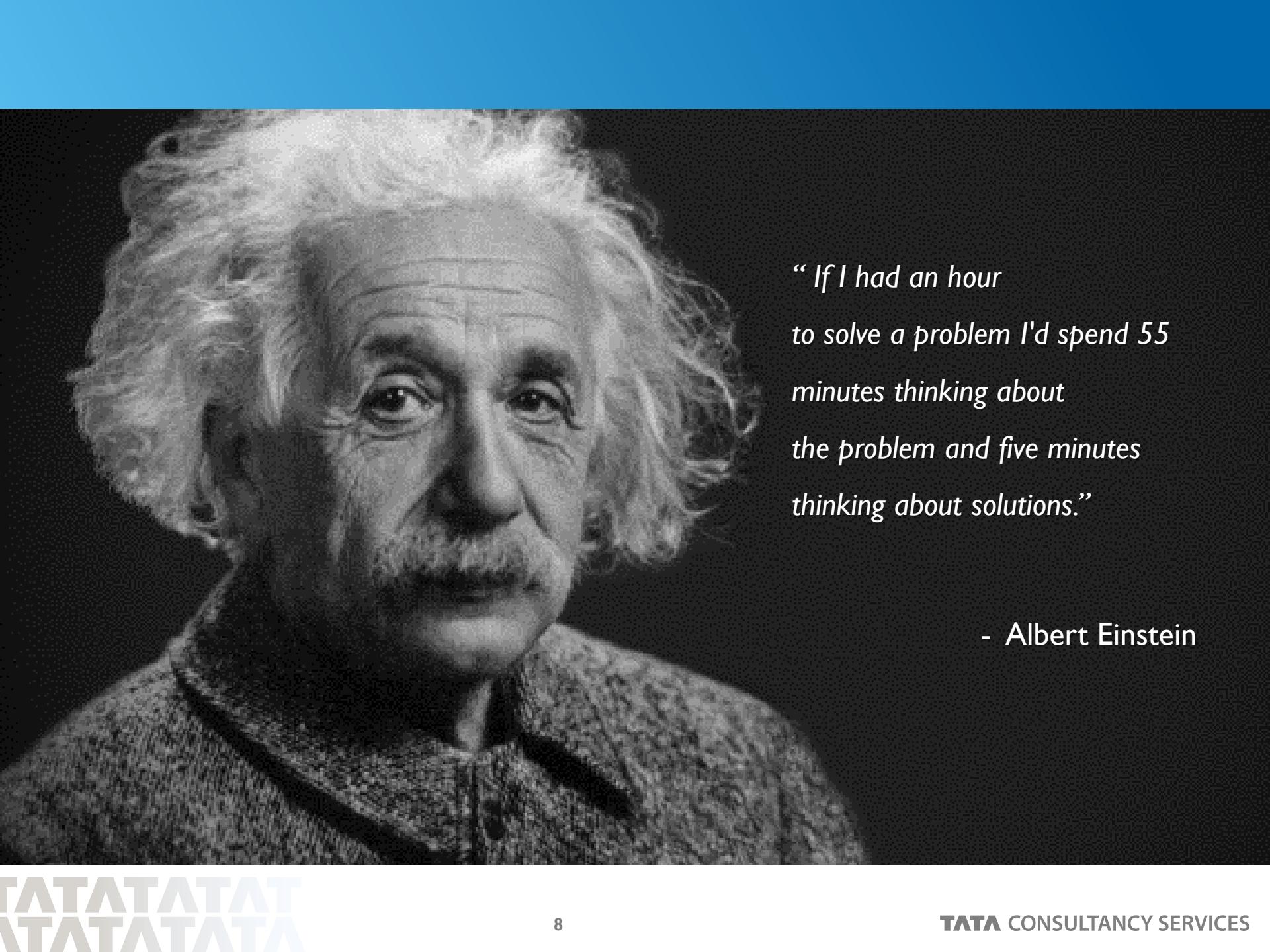


What is a problem?

Take a few moments and reflect on how would you define a problem. In this context what are the kind of problems that you come across? While you do this exercise, here are some more questions that you may consider. You can surely add your own!

- Can all problems be solved?
- How can problems be solved better?
- What are complex problems?
- What kinds of problems are there?
- What is the difference between solving and resolving?
- Why do we need to learn problem solving skills?
- Don't we already know how to solve problems?
- How to evaluate our own competency?
- Is there a process to solve problems?



A black and white portrait of Albert Einstein, showing him from the chest up. He has his characteristic wild, grey hair and a full, bushy grey beard. He is looking slightly to the right of the camera with a thoughtful expression. The background is dark and out of focus.

*“If I had an hour
to solve a problem I'd spend 55
minutes thinking about
the problem and five minutes
thinking about solutions.”*

- Albert Einstein

What is your ‘Personal’ Why?

Solving problems comes naturally to us and over the years we have all discovered and developed our own styles, methods and tactics to solve problems. Again, our skills may have been tested and perfected as well having been used on a variety of problems. So, if you are wondering what is the need to learn these skills, then your query is valid.

Well, while you may have learnt how to tackle many problems, is your way the best way to solve the problem? Further, do you encounter situations or issues you have dealt with but they keep recurring? If so, make a note of these issues. There may also be big problems which have somehow just been delayed, deferred, avoided or transferred but are beyond your capability of solving.

Before proceeding further into this module take a few minutes to *note what is your personal reason and specific requirement from this course*. Click on the link below and take the quiz for a self-check and make sure that you go through the results and analysis as well:

- [**How Good Is Your Problem Solving?**](#)

(Right click on the link to open it in a new tab)



Problem Solving: The Fundamentals

This article written by Wharton magazine covers the fundamentals of problem solving. Also, we have a LinkedIn video which talks about a step by step process that can be used effectively to solve problems of any type.

Article - [The Fundamentals of Problem Solving](#)

LinkedIn Video - [A framework for Problem Solving](#) -2hr 4mins

The learning objectives are:

- sequence key activities performed in the six-step problem-solving model
- recognize activities that demonstrate the type of skills best suited to resolve a given type of problem
- It will help you in any problem solving situation; moving you towards better solutions, less stress and greater confidence.

You can use the following article and video as a ready reckoner.

Article - [The Six Step Problem Solving Model](#)

YouTube Video - [Six Steps to Problem Solving](#) – 4mins 30secs

(Right click on the link to open it in a new tab)



Problem Solving Skills: Building Your Strengths

- We've learnt about the fundamentals of problem solving. Now it is time check our strengths and build upon them.
- Can you handle difficult or unexpected situations, business challenges in the workplace. Have you ever thought of yourself as a problem solver?
- Problem Solving is so important in life like relationship building and day-to-day decision making. Please go through the following articles to learn how to develop and enhance problem solving skills and styles:

Article - [Problem-Solving Skills: Definitions and Examples](#)

Article - [6 Ways to Enhance Your Problem Solving Skills Effectively](#)

Article - [Problem solving styles](#)

These articles will help you in:

- Determining Problem-solving Skills with examples
- Developing and enhancing Problem-solving skills effectively
- Assessing Your Problem-solving Styles

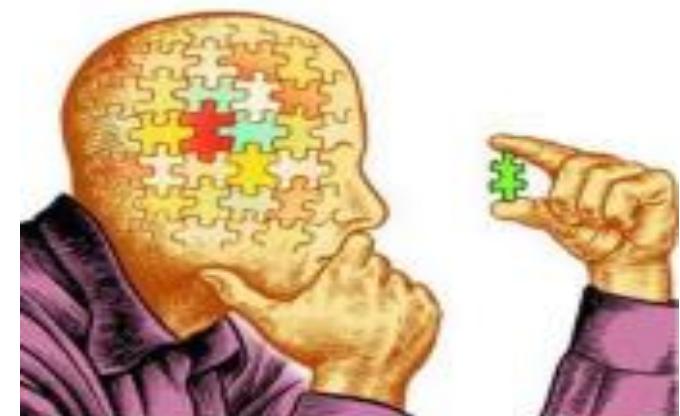
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Analytical Skills

Analytical skills or analytical thinking is an ability to collect, visualize, and analyze information to see the bigger picture or trend behind facts and help in finding solutions to common problems and make decisions in helping what to perform next.

- Analytical skills are essential for gathering data, solving complex problems, making rational decisions at workplace. These skills allows in evaluating simple and complex problems.
- In order to analyze a question or problem and reach a solution, need the below key aspects of analytical skills.
 - Attention to Detail
 - Critical Thinking
 - Decision – Making
 - Researching Skills



Analytical Skills

- These skills are fundamental to a job because they demonstrate the individual's capacity to be an employee who can resolve problems on the job.
- Do you know Warren Buffett considers analytical skills as an important skill to become successful?
- Do you know Analytical skills are among the top five skills frequently sought by companies around the world.

Ways To Master Analytical Thinking

- Video : [3 Ways To Master Analytical Thinking](#) – 2 mins (Not opening in this link)

Barriers to Problem Solving

- There are several common barriers and obstacles to successful complex problem solving. The articles and videos below will walk you through the barriers we have to solving problems and start to touch on how you can create a problem-solving strategies.
- Read about them using the links below:

Article - [Barriers to Problem Solving](#)

Article - [Problem-Solving Strategies and Obstacles](#)

YouTube Video - [Obstacles to Problem Solving](#) –

9mins –

- While it is useful to know what are the barriers it is more important to learn how to avoid and counter them.

YouTube Video - [Problem-Solving Mind Traps](#) –

12 mins

(Right click on the link to open it in a new tab)



Bias in Problem Solving

- Action
- Confirmation
- Association
- Sunk-Cost

Cognitive biases

- Framing
- Anchoring
- Availability
- Overconfidence

Motivational biases

- Self-enhancement
- Cooperation
- Need for closure
- Accountability

Use this article to remind you of the types of bias you may encounter during the problem-solving process.

Article - 3 Common Biases That Impede Problem Solving

(Right click on the link to open it in a new tab)

Critical Thinking Skills

Critical thinking is the ability to think clearly and rationally, understanding the logical connection between ideas. It includes the ability to engage in reflective and independent thinking.

I. This short video gives an idea about critical thinking.

[What is Critical Thinking?](#)

2. To know in detail what is Critical Thinking, what are the constituent elements and how to improve the quality of your thinking, please complete the Web based training from LinkedIn using the link below:

LinkedIn Course - [Critical Thinking](#) – 59 mins

3. Brian Oshiro, a teacher evaluator, shares what he has observed in the classrooms and offers three simple questions we can ask to encourage critical thinking of the children and ourselves in this TED talk.

Video: [Encourage critical thinking with 3 questions](#) |

[Brian Oshiro | TEDxXiguan](#)



Investigating Arguments

Debating an argument is part of reaching a logical conclusion and solving problems. One needs to use strategic thinking to identify and judge arguments, recognize logical fallacies and persuasion techniques, and make effective arguments of your own.

Do watch the insightful videos to critically think about critical thinking and learn how to apply and improve it in your life.

Video - Critical Thinking - Use Independent Thinking To Build A Powerful Life – 18mins

Video - 5 tips to improve your critical thinking - Samantha Agoos – 4mins 30 secs



Creative Thinking



Critical thinking and creative thinking go hand-in-hand

Your thinking can have a significant effect on the quality of your life – it determines how well you work through complex problems, make decisions, and accomplish your goals. That's why developing creative thinking skills is so important. To think creatively is a practical goal – you can apply to every question, issue, or problem you face.

This course explains describes the skills required for creative thinking and how to apply creativity thinking to decisions, problems, or issues in the workplace.

Please go through the courses below to learn more:

Linkedin Course - [Creative Thinking](#) – 41mins

Linkedin Course - [Creativity for All](#) – 3hr 4mins

Creativity and Ideas

Creative thinking is the ability to look at things with a fresh perspective to be able to generate new, unorthodox ideas which can help in solving problems. Creativity and the need for it is not limited only to artists, designers or those in a creative profession. Each of us can develop and benefit from it.

Do go through this course to learn more:

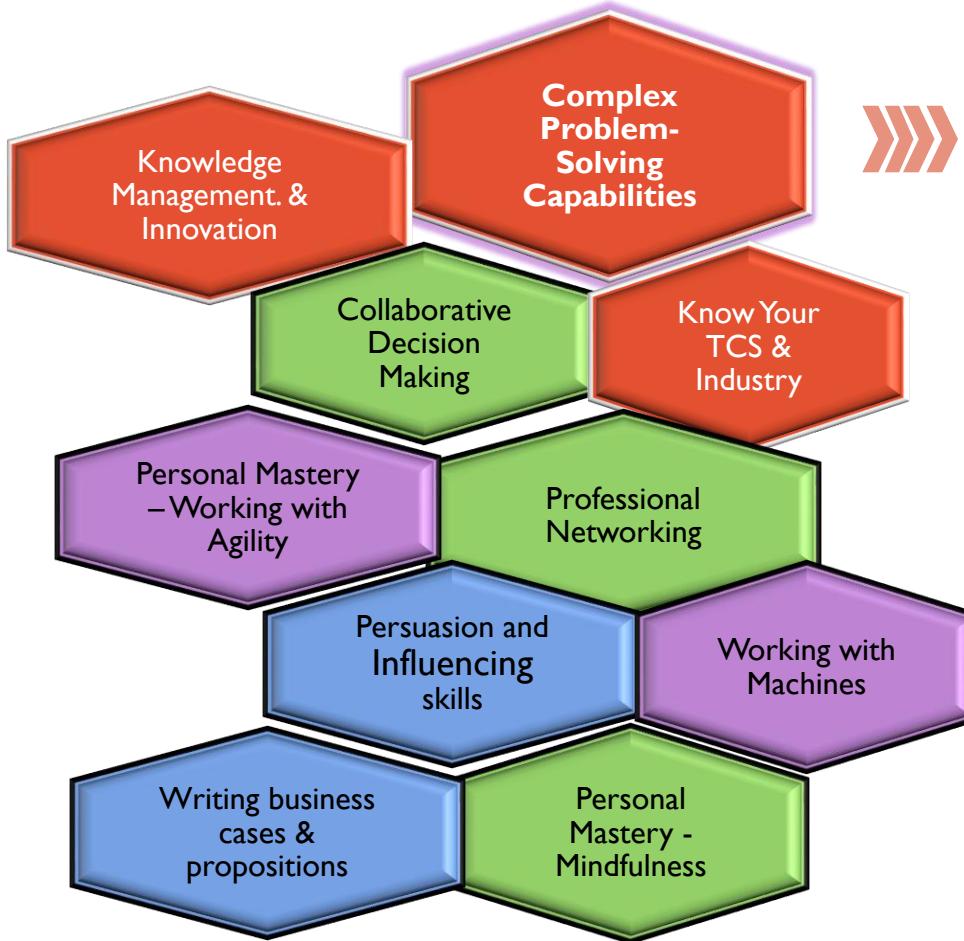
Linkedin Course - [Creativity: Generate Ideas in Greater Quantity and Quality](#) – 58 mins

Linkedin Course - [Take a More Creative Approach to Problem-Solving](#) - 27 mins

Additionally, check out these videos to enhance your learning:

- [7 steps of creative thinking: Raphael DiLuzio at TEDxDirigo](#)
- [Creative thinking - how to get out of the box and generate ideas: Giovanni Corazza at TEDxRoma](#)





- ✓ Introduction
- ✓ Problem Solving Process
- ✓ Analytical and Creative Skills
- ✓ Framing the Problem
- ✓ **Problem solving Tools and Techniques**
- ✓ Inventing Option
- ✓ Multidimensional Approach
- ✓ Holistic Approach

Problem solving Techniques

Norman Vincent Peale, who stressed the need for analysing a problem in detail, once said, 'When a problem appears, study it until you are completely knowledgeable. Then, find the spot, break the problem apart and the rest will be easy.' A fact-based, honest analysis happens at two main steps in the problem-solving process: first, when you analyse problems to identify the root causes and then, when you evaluate and analyse potential solutions to determine the one that has the maximum chance of success.

The first course helps you to boost your creativity and select the best solution that demonstrates how the application of a few tools greatly assists you when determining the root cause of a problem and the best solution. The second course explains how to solve business problems using logic maps and 2x2 matrix techniques.

[**Linkedin Course: Problem Solving Techniques**](#) – 1hr 32mins

[**Linkedin Course – Solving Business Problems**](#) – 36mins

Objectives

- Identifying the real problem
- Generating possible solutions
- Selecting the best solution
- Recall how to keep a problem well defined using logic maps.
- Recognize how to use a 2x2 matrix to prioritize solutions.



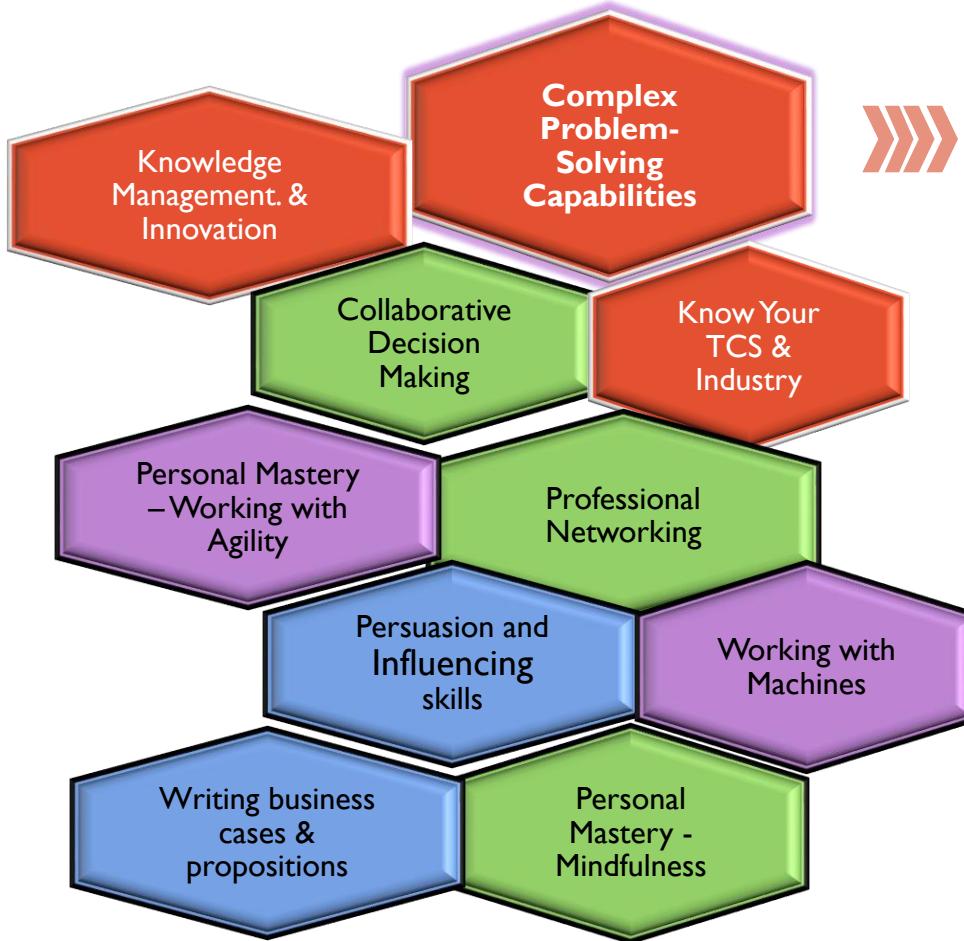
Tools to Use

Article - [Problem solving and Problem analysis tools](#)



The following links leads you to another comprehensive course which provides an array of tools to use to solve problems.

Take your time to go through it and ensure to note what you find most helpful for your current work. The best way to learn is to apply , so find avenues where these tools can be used and begin right away.



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Generating Options



Before generating alternative potential solutions to a problem, it's helpful to have a sense of the 'ideal state' – what the situation would look like if people had a magic wand. This provides some direction to those coming up with new ideas.

Once ideas and alternatives are on the table, evaluating which ones are the best to implement can be a daunting task.

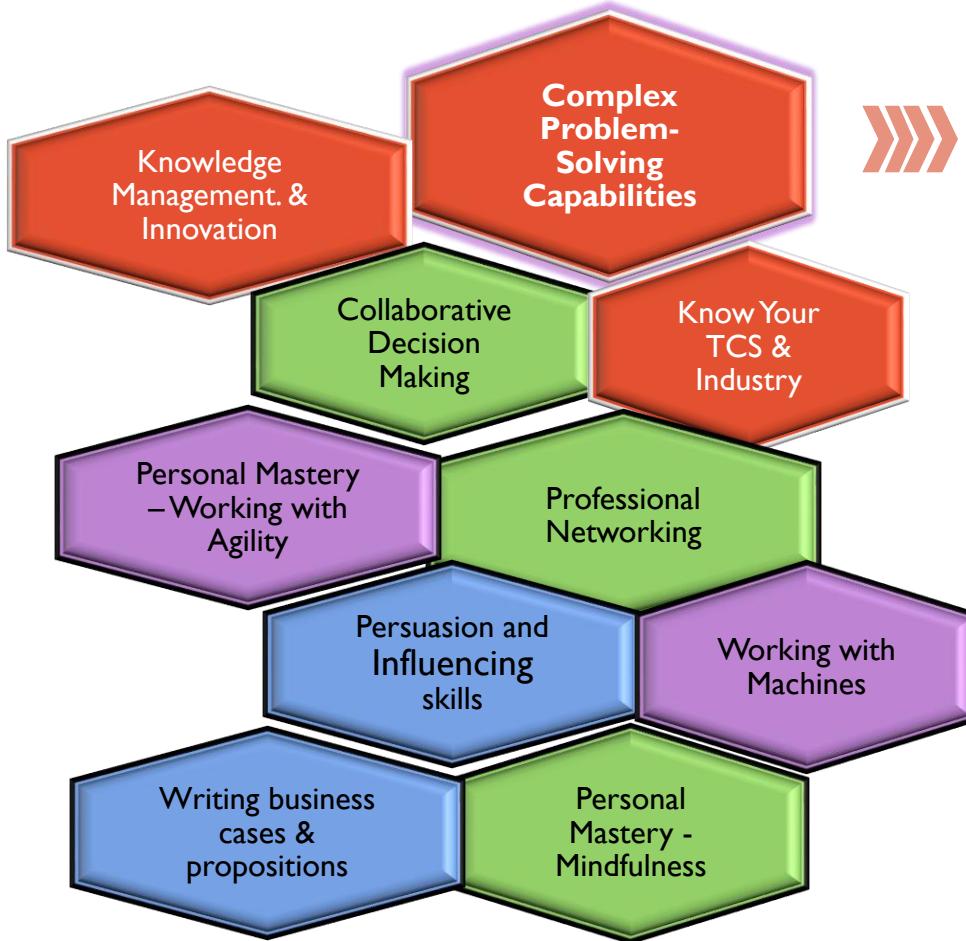
In this video and article, you'll first learn how to elicit descriptions of ideal states. Next, you'll find out how to use basic techniques for generating and evaluating alternative solutions to a problem. Finally, you'll learn to recognize and avoid common pitfalls that can occur while generating and evaluating alternatives.

Resources

Video: Jordan Peterson

[Solutions for Very Complex Problems –](#)

Article: [18 Best Idea Generation Techniques](#)



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Design Thinking

Design thinking is a creative approach to problem solving with a human centered core. The focus of this approach is on the user and it starts with asking the right questions. The five stages are to empathise, define the problem, ideate, prototype and test. Check out the course and videos below to learn and understand more about Design Thinking:

Linkedin Video – [Design Thinking](#) – 1 hr 31mins

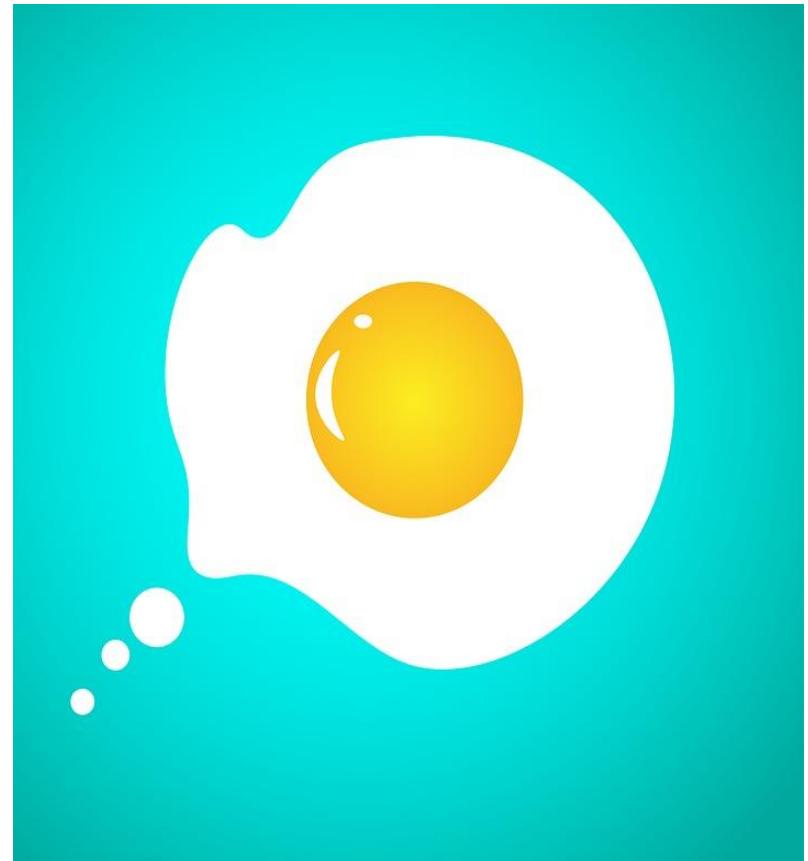
Linkedin Video – [What is Design Thinking](#) – 2 hr 8mins

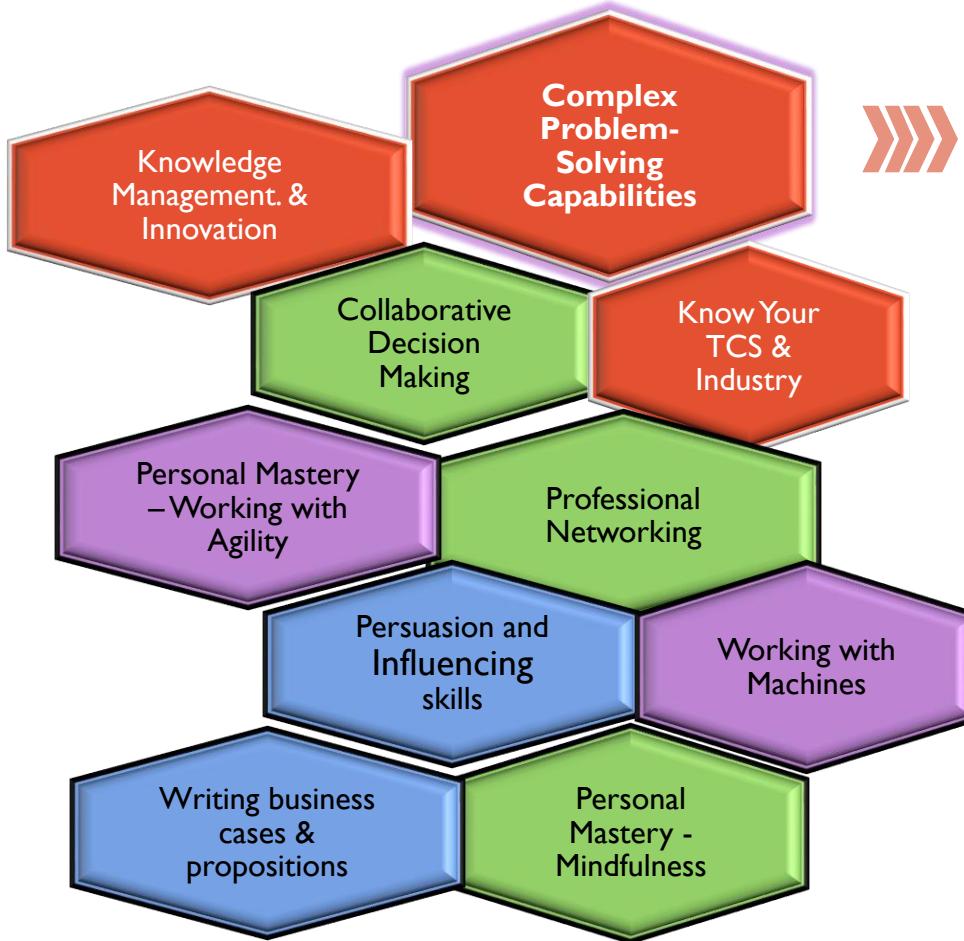
Video – [The Design Thinking process](#) – 4mins

Article - [An Introduction to Design Thinking process guide](#)

Linkedin Course -

[Design Thinking Understanding the Process](#) – 41 mins





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The Big Picture

Holistic means taking a comprehensive approach. It encompasses the whole of a thing, not just the part. An example of holistic is health care that focusses on the health of the entire body and mind and not just the parts of the body.

One way to consider a problem is to look at its constituent parts and get to the root of the issue. Once the root cause is identified, one can search and develop solutions. The holistic approach involves looking at the problem as a whole and viewing the big picture.

HBR Article - [A More Holistic Approach to Problem Solving](#)

Blog - [6 ways to approach problems holistically](#)



THANK YOU

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