

Group Discussions

Learning Objectives

After reading this chapter, you will be able to

- understand what group discussion is and how important it is in the selection process
- learn in detail about the various personality traits, namely awareness, initiation, body language, paralinguistic features, confidence, etc. that are assessed during group discussions
- familiarize yourself with the different types of group discussions
- understand how to have an effective opening and a proper conclusion for a group discussion
- learn how to perform as a team player and also emerge as a leader in a group

12.1 INTRODUCTION

Group discussions (GDs) are now being used as an important step in the selection of candidates both in private and government organizations. Regarded as an effective tool in the recruitment process besides job interviews, a GD plays a pivotal role in selecting the most suitable candidates from many who apply for the same post. It is also used as a tool to study the behavioural and attitudinal responses of the participants.

12.2 DEFINITION

A GD is a formal discussion which involves six to fifteen participants who sit in a group to discuss a topic or a case given for this purpose. It is a methodology used by an organization to gauge whether a candidate possesses certain personality traits and/or skills that are desired of him/her. It is like a football or hockey game where all the players pass the ball to their team players and aim for a common goal. In these games, the team which has better coordination and skills wins the game and so is the case with GDs. In GDs, the group members have to interpret, analyse, and argue, so as to discuss the topic or case threadbare as a team.

12.3 DIFFERENCE BETWEEN GD AND DEBATE

A GD is not the same as a formal debate. In a debate, you are supposed to speak either for or against a motion. In GDs, on the other hand, all the members of the



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group are expected to deliberate upon the issue extensively, and it is possible for any of them to change their stand if they find themselves convinced about the other side of the perspective. This kind of alteration in the stance does not find a place in debates where those who speak for the motion or against it prepare their argument well in advance, and the contestant is not supposed to argue for both the sides. Such is not the case in GDs, where the discussion just evolves naturally without anything to be proved, from the onset. The very nature of GD, therefore, demands flexibility on the part of the participants, and a lack of it, or a consequent stubbornness or rigidity is seen as a serious flaw in their personality.

12.4 NUMBER AND DURATION

In a formal GD, there are six to fifteen members in a group and they are asked to sit in a circular, semi-circular, or U-shaped seating style (senate room sitting). They may be familiar or unfamiliar to each other. They are given fifteen to forty-five minutes to discuss a topic or a case study depending on its nature.

12.5 PERSONALITY TRAITS TO BE EVALUATED

Following are the most important personality traits that a candidate should possess to do well in GDs:

- Reasoning ability
- Leadership
- Openness
- Assertiveness
- Initiative
- Motivation
- Attentive listening
- Awareness

12.5.1 Reasoning Ability

If you possess good reasoning skills, it helps you express your ideas and opinions in a convincing and rational manner. The golden rule is that when you present your ideas with proper reasoning and argument, you have a better score.

The following example serves to suggest how to rationally express your views on the topic *Democracy is the Best Form of Government.*

Friends, in my view, compared to any other form of governance, there is a greater possibility of peace, justice, and harmony in a democratic set-up. In democratic governments, people are connected with the system directly as well as indirectly at every level, and it provides maximum opportunity to people for development. Above all, the people in authority are answerable to the common people. I think that is why, a big portion of the world today happens to be under a democratic system of governance.

While participating in a discussion, use facts and figures to lend credence and conviction to your arguments, as is shown in the following example:

Friends, I think it is wrong to assume that terrorism and unrest in Jammu and Kashmir is the problem of the last one decade alone. If you take a look at the statistics from 1985 to 2001, you can easily observe that even during those years, tens of thousands of innocent people were killed in such incidents. In fact, Pakistan once claimed that over 75,000 Kashmiris had been killed between 1985 and 2001. India holds that the total number of casualties was around 30,000. In any case, such a large number of casualties conclusively proves that the problem is of a chronic nature.

As you can see in this situation, citing statistics lends credence to what the participant has said. It also shows the speaker's general awareness. So, supporting your arguments with facts and figures always helps.

12.5.2 Leadership

An effective leader discusses the topic assertively by touching on all its nuances and tries to help the group reach the objective of the GD. Leadership in GDs is never pre-defined. It is through the person's performance that he/she emerges as a leader in a GD. A person aspiring for that, however, must display leadership qualities such as clarity, objectivity, perception, poise, and communication skills. So, a leader would be someone who facilitates discussion on a GD topic in a constructive manner. A leader shows direction to the group whenever the group drifts away from the topic. He/she coordinates the efforts made by different team members in the GD. He/she also contributes to the GD at regular intervals with valuable insights. He/she continuously inspires and motivates his/her team members to express their views. Being a mere coordinator in a GD does not help, because it is a secondary role. So, a leader should not only contribute to the GD with his/her ideas and opinions, but also try and steer the conversation towards a goal.

12.5.3 Openness

In GDs, you must be open to the ideas of others as well as to the evaluation of your own ideas—that is what flexibility is all about. For example, presume that the topic of a GD is *Military Services are Not for Women*. While discussing a controversial topic such as this, some participants tend to get emotional about the topic and take a stand either in favour or against the topic, that is, announcing 'Yes, women are not meant for military services', or declaring 'No, women too can contribute significantly even in military services.' Whatever stand you might have taken, if you encounter an opposition with a very strong point, you end up in a typical *catch-22* situation. If you change your stand, you are seen as a fickle-minded or a whimsical person. If you do not change your stand, you are seen as an inflexible, stubborn, and obstinate person. However, if you maintain a stand that is open and not averse to either side of the view, it will reflect your openness. In fact, denying the possibility of a change is always suggestive of dogmatism.

12.5.4 Assertiveness

You must put forth your point to the group in a very emphatic, positive, and confident manner. Participants often confuse assertiveness with *aggressiveness*. Aggressiveness is all about forcing your point on the other person, which can be a threat to the group. An aggressive person uses negative body language while putting forth his/her point, whereas an assertive person displays positive body language, both while speaking and listening to others.

12.5.5 Initiative

Participants have a tendency to start a GD to get initial benefit of the points. But that is a high risk-high return strategy. You should initiate a GD only if you are well-versed with the topic. If you start and fail to contribute at regular intervals, it gives the impression that you started the GD just for the sake of the initial points. Also, if you fumble or stammer, it may work against you. Moreover, a choppy, cluttered, and prejudiced beginning is a definite spoilsport.

12.5.6 Motivation

In order to exhibit good leadership skills, always try to encourage the inert participants. This will reflect your positive trait. It is seen that in GDs, participants are more keen to speak rather than listen to others. Similarly, many of them try to speak for most of the time. This, however, is a negative trait of one's personality. Remember, a leader and good team member not only participates in the discussion but also encourages others to do so.

12.5.7 Attentive Listening

You should listen carefully to others when they present their views. This will help you in two ways. First, it will help you understand the ideas presented and second, you can get your ideas analysed by others, which in turn enables you to critically ascertain their validation. Remember, it is only a good listener who can present himself/herself as a good speaker in a GD.

12.5.8 Awareness

You must be aware of the things that are happening around you, be it a political, religious, financial, or social development. As an educated person, you are required to be aware of that. Your awareness helps you provide proper examples, adequate facts, and proper analysis in GDs. Moreover, it is not about just being aware but also about having a view. So, it is your perspective of the issue and not just your being vaguely aware of something which actually matters in GDs.

12.6 DYNAMICS OF GROUP BEHAVIOUR/GROUP ETIQUETTE AND MANNERISMS

In any group task—be it a project or presentation or discussion—the behaviour of the group really matters. At times, the group members tend to have difference of opinions and go off the track now and then. It is important to keep the purpose, goal, or task in mind, and bring the discussion back to the stated focus. This is the shared responsibility of all, because as a participant in a GD, every member has to ensure that the discussion takes place in a smooth and proper manner. Logical ideas, poised demeanour, supportive attitude, balanced view, and team spirit are some of the most important ingredients of a successful GD. Besides these, however well behaved, a group without a leader is a rudderless ship that moves about perpetually without ever arriving at the destination. Therefore, the following section highlights the importance of proper

group etiquette and leadership, both of which are crucial to the success of a GD. Following are some of the points you should keep in mind to exhibit your positive group etiquette:

Being friendly and approachable It is important that your co-participants find you approachable and easy to talk to. People who are grumpy, haughty, or impulsive are often left out in group activities. Take a look at the GD section in the CD accompanying the book, and learn how a friendly approach helps you in group situations.

Remember, even with your non-verbal language you can send out the message that you care for what others have to say; that you are friendly and approachable.

Encouraging participation from co-participants Only a cooperative and conducive environment will encourage healthy participation from the group members in a GD. What do you do when a participant does not contribute to the discussion at all or is dominated by other participants when he/she tries to say something? Would you ignore him/her or would you say something to encourage such a participant? Surely, one should try and encourage the silent participant to present his/her views.

Not hurting anyone Humility is a virtue that is always appreciated. Even if you disagree with what a co-participant is saying, you should never rebuff or belittle the other person. Since such behaviour finds takers neither in GDs nor in real life, it is best to be humble, though assertive. Remember that you may have a difference of opinion, but that does not give you the right to raise your voice or ridicule others. GDs are held not just to test your language skills and general knowledge, but also to see how you tackle the varied situations. Your presence of mind, humility, tranquility, tolerance, and ability to adapt and respond to impromptu situations are also under a scanner in such group exercises.

Not being dominative or dismissive Since a GD is meant to test your team skills and leadership qualities, apart from other qualities, it is good to support your ideas with facts, figures, data, and experiences. But do not try to dominate others or emphasize an idea beyond the point of tolerance. Also, don't dismiss another person's point of view to score points. Picture this situation where one person in the group tries to dominate another.

Participant: I don't think global warming is going to kill us all. Those who create rumours, always try to exaggerate the facts. Even in the past, predictions have been made about the end of life on this very earth. And what can you do to tackle global warming? Can you stop moving in cars, flying in planes, running industries, using mobiles, air conditioners, and all that we cannot survive without? I don't think what you are saying is practical. I don't think we need to create such a fuss about global warming.

Here, you can feel that the speaker was really dismissive in his/her attitude. Now look how the same argument can be said in a better way:

*Participant: Recently, I read an editorial in *The Times of India* that said that global warming may not be as disastrous as it is projected to be. The author had also quoted instances when such predictions were made in the past about bigger disasters but nothing of that sort happened. That, of course, is one point of view. There are others who have a completely different opinion. Therefore, we simply cannot brush aside all this concern in a whiff of over-confidence. I think we need to carefully analyse how drastically we have to change our lifestyle, in order to be able to live up to the demanding adjustments and sacrifices, if at all we have to stem the tide.*

As you can see, this participant speaks in a calm and collected manner and does not harp on his/her view. Neither does he/she ridicule or override any other participant's view, though it is clear that the position he/she has taken is different from others. Always remember, in a GD it is not about right or wrong arguments, it is about how convincing you sound and how well you are able to deliver your argument.

Avoiding emotions Emotions are common and natural to human nature. However, it is not desirable to overplay your emotions, particularly in a GD. A surfeit of emotions makes a person irrational. It is best, therefore, to stay calm even when provoked. Do not make any personal comments during GDs.

Read the following example to observe how the participant in this situation loses her cool and reacts to her co-participant's attitude:

Participant 1: You know, I agree with all this women's liberation thing, but you see, sometimes, women take this liberation thing a little too seriously. I mean, a baby needs her mother more than her father. So, a woman will have to compromise and may be even have to give up her job after she has a baby. Men can't be expected to give up their jobs and sit at home and take care of babies ... it doesn't help.

Here, another participant responds by saying the following in an intensely emotional and agitated tone. She responds thus:

Participant 2: You are such a chauvinist! Do you think children are only the responsibilities of the mother and not the father? Tell me, what is wrong if men sit at home and look after babies? You think a woman's professional career is not important to her? What if she too wants to become rich, famous, and important in life? Why should she alone put a break in her career because of the baby?

This lady here is completely overcome by emotions, and because of this, she is not able to convey her views clearly. Let us see how similar views can be expressed in a more graceful and composed manner:

Participant 3: I think just like men, women too crave for equality, economic independence, and recognition at the workplace. Their contribution in the workplace is as important as that of their male colleagues. And as far as babies are concerned, they are a huge responsibility of both the parents. Times have changed and there are a lot of cases where men have willingly agreed to be house-husbands and are taking care of the kids while the woman earns for the family. It is a decision which has to be taken by the couple as to who can afford to take a break from work or whether they could alternatively take a break from work, or whether help can be hired and both can continue to work. So, my friend, I would say that there is nothing like men can't take care of kids; and that it is only women who know how to do it. Times have changed and a lot of men around you are doing it already.

Avoiding peer discussion A GD is meant to test your team skills. Hence, whatever information you intend to share, it should be addressed to the entire group and not to one or two members. Don't start talking or arguing with one or two members ignoring others, something that the two participants are doing in the following GD:

Participant 1: No, I don't think India is spending too much on defence. After all, it is the question of our sovereignty. We need to protect our boundaries.

Participant 2: And that should be done at the cost of keeping our people hungry! Do you know that the billions of rupees we spend in protecting our border can give food to millions?

Participant 1: So, what should we do? Allow neighbouring countries to enter our territories and capture our land? Make us their slaves?

Participant 2: So, we should protect our borders but let our people die!

Participant 1: Is it only because of expenditure on defence that our people go hungry?

Participant 2: Yes, of course, what else?

A heated debate like this must be avoided. Otherwise, it can create a bad impression about you and your co-participant. But sometimes it so happens that two people are so much in appreciation of each other's views that they forget that they are in a GD and there are other participants as well. Such lopsided expressions of admiration and depreciation should both be avoided.

It is seen at times that members lose sight of the original purpose and may get sidetracked. Arriving at a decision can thus be a difficult process for a group. Sometimes, groups resort to voting to decide issues. When possible, it is useful to work towards achieving a consensus or conclusion. Group members should respect each other, and each person should recognize the potential contributions made by the others. The two most common types of people affecting a group's effectiveness are the persons who dominate and the persons who remain silent. Each person should realize how he/she can contribute to the solution. It can be as difficult to get the quiet person to speak as it is to get the talkative person to talk less. It is the group's responsibility to help manage the group's dynamics; for example, to help the shy person contribute, and to help the dominant person make time for others to speak. It is because of such peculiarities of group etiquette that a leader's space is naturally created in a group.

Leadership As suggested earlier, a group without a leader can be as wayward as a ship without a captain. Since in a GD no one walks in with a designated tag to be the leader of the group, anyone can emerge as the leader, provided he/she showcases some such qualities during the discussion. Now, what makes a leader? Of course, there can't be a defined formula to suggest what makes this magical concoction. However, there are certain attributes. Some of these are as follows:

- Clarity
- Objectivity
- Discernment
- Expression
- Composure
- Erudition
- Maturity
- Amiability
- Patience
- Motivation

12.7 TYPES

GDs are of two types:

1. Topic-based

Topic-based GDs can be divided into three types:

(i) Factual topics

(ii) Abstract topics

2. Case-based

(iii) Controversial topics

Factual topics Mostly groups are given topics which are factual in nature. These are related to day-to-day socio-economic facts or environmental issues. For example, *Growth of Tourism in India* and *Higher Education in India* are factual topics.

Abstract topics Abstract topics are given at the higher level. These are usually intangible in nature. You need to approach these topics with innovative and lateral thinking. For example, topics such as *Blue is Better than Green*, *All are Equal but Some are More Equal than Others*, *Money Makes You Poor*, etc. are some abstract topics.

Controversial topics These topics are controversial in nature. Participants are bound to have divided opinions. These topics are given so as to observe the maturity level of participants on such issues. You should not lose your temper or give a narrow interpretation of issues being discussed. For example, you may be asked to discuss debatable issues such as *Reservation should be Abolished in India* or *Women are Unfit for Defence Services*.

Case studies-based discussion These are real-life simulated situations. Usually, these involve some kind of problems which are to be resolved. The key to such topics is that there is no right or wrong answer, but your approach to the solution is highly important.

12.8 OPENING OF A GD

It is seen at times that some participants try to open the GD in a hurry. They think that the one who opens the discussion surely gets selected or gets better marks. This is a wrong notion. In fact, despite your zeal to start the discussion on a flyer, you should open the GD only when you have enough points to set it in motion. Any of the participants can initiate the discussion, but always try to speak and contribute as early as possible. Many GDs fail to develop because of poor beginnings or hasty endings. Many a time, a speaker initiates the discussion without realizing that he/she does not know enough about the topic. Take a look at how an opening sounds when the speaker begins without any preparation:

Participant 1: Good morning, we are here to discuss the topic *Cloning should be Banned*. In this regard, I feel that cloning as such is not bad. I don't think it needs to be banned.

Don't you think the discussion has ended before it began? Consider this as an alternative beginning for the same discussion.

Participant 2: Friends, good morning. We are here to discuss the topic *Cloning should be Banned*. As we all know, cloning is a technique of producing identical copies of cells or organisms from body cells. The first animal to be successfully cloned was Dolly, the sheep. In light of this we need to discuss points such as—Does cloning hold new promises for the future? If yes, what are they? If no, what are the major threats it may pose to humanity? Are the fears so great that cloning should be banned?

Here, the participant has not only introduced the topic by providing the background but also raised pertinent questions to steer the discussion. Given below is another such beginning that sets a GD moving appropriately:

Participant 1: Good morning friends! We have been asked to discuss the topic *Quality is a Myth in India*. In other words, it means that we are unable to sustain our products and services against global

competition. Is the change in quality really happening in India? Are we not quality conscious? Is the growth in our foreign trade not a reflection of our quality goods? What is our mindset towards quality? We also need to see how far our Indian attitude of 'chalta hai' lets people get away with substandard products and services. So friends! Today competition is forcing our industry to adhere to global standards, so we are getting there in terms of quality....

12.9 SUMMARIZING A DISCUSSION

Just as the beginning of a GD is crucial, so is its ending. If you plan to conclude the GD, keep it brief and concise. You should avoid raising new points. You should not state only your viewpoint. In fact, you should try to include the major points discussed by the whole group. Moreover, an abrupt ending in a GD is perplexing and annoying.

See how badly this discussion comes to an end:

Participant 1: So, we have covered all the points. (Looks around) Is there anything else? No? So, we can conclude that all of us here feel that women's lib is certainly a fib.

Don't you find the ending in this discussion to be choppy, unconvincing, and abrupt? Consider a better one:

Participant 2: Friends, I guess we have explored enough facts and instances which make us believe that though it is not easy to harmonize business and ethics together in modern times, the task is both possible and desirable with some efforts, sacrifice, and patience. On this note of optimism, I think we can bring the discussion to an end. Thank you!

While concluding, also remember not to reflect only on one aspect of the GD. It must incorporate all the important points that have come out during the GD. If the examiner asks you to summarize a GD, it means the GD has come to an end. Do not add anything once the GD has been summarized.

Take a look at this example on the topic *Formation of Telangana: A New State*.

Participant 1: Now it's time to sum up. At the outset of the group discussion we discussed the background of the problem. As we have discussed, way back in December 1953, the States Reorganization Commission was appointed to prepare for the creation of states on linguistic lines. The States Reorganization Commission (SRC) was not in favour of an immediate merger of the Telangana region with the Andhra state, despite the common language between the two. The Telangana people had a number of complaints. However, the Bharatiya Janata Party (BJP), promised a separate Telangana state if they came to power in 1990. The Congress party MLAs from the Telangana region, supported a separate Telangana state and formed the Telangana Congress Legislators Forum. In another development, a new party called Telangana Rashtra Samithi (or TRS) was formed with the single-point agenda of creating a separate Telangana state. While tracing the history, we have also found that there was pressure

(Contd)

on the Congress party to create a Telangana state in 2008. On 9 December 2009, Mr P. Chidambaram, Union Minister of Home Affairs, announced that the Indian government has started the process of forming a separate Telangana state, and that a resolution would be introduced in the Andhra Pradesh assembly for this soon. However, some of us were also of the view that rather than creating a separate state, the Telangana people can be given adequate opportunities to grow. Finally, a majority of us are of the opinion that earlier the states of Haryana, Jharkhand, Chhattisgarh, and Uttarkhand were created, and when the formation of these states have helped and contained the unnecessary tensions it is better that the government should do as promised.

Thanks!

You can observe that the above conclusion is quite apt, since it includes all the points that were discussed during the discussion. Moreover, the speaker has tried to talk about the point over which participants had a difference of opinion. The language used is also suitable for a formal occasion such as this.

Generally speaking, there are a few points which you should bear in mind while participating in a GD. We will look at these in the next section.

12.10 SOME TIPS FOR GROUP DISCUSSIONS

| Dos | Don'ts |
|---|---|
| <ul style="list-style-type: none"> • Sit comfortably • Keep track of time • Share time fairly • Encourage participation from others • Rope in the reticent/diffident ones • Listen to the topic • Organize ideas • Speak at the earliest • Exude ebullience and spark • Allow supporters to back your ideas • Sound cogent and convincing • Avoid reproach • If derailed, bring it back to the track • Look relaxed and comfortable • Be friendly and approachable • Identify supporters/opponents • Maintain eye contact • Connect to the ideas of others • Avoid skirmishes and heated debates • Aim for a conclusion in the absence of consensus • Reveal and induce camaraderie • Feel and reveal keenness to share • Transcend personal choices • Take mental notes • Provide vital points • Steer the discussion smoothly | <ul style="list-style-type: none"> • Be in a hurry • Be silent • Dominate vocally/physically • Assume the role of the chairperson • Be belligerent • Take extreme stance • Look at evaluators • Put up a lacklustre performance • Be curt and dismissive • Appear to be impatient/restless • Indulge in peer discussion • Look stubborn/snobbish • Move/shift excessively • Speak fast • Digress and deviate • Indulge in debate and altercation • Get emotional • Use slang • Thrust greatness upon yourself • Be overawed by bulldozers • Ever start your GD with a decisive, firm stand or a conclusion • Throw all ideas at one shot • Feel trapped or scared • Appear immune or nonchalant |

RECAPITULATION

- ✓ Many companies and institutes are making GD the first criterion for screening the candidates for face-to-face interviews.
- ✓ Essentially different from debates, GDs are more flexible, natural, and spontaneous in nature.
- ✓ A GD is used for mass elimination. GDs are the best tools for assessing a candidate's communication skills and other personality traits such

- as interpersonal skills, time management, and decision-making skills.
- ✓ While participating in a GD, you should also use effective body language to communicate your ideas. You should try to speak at the earliest and contribute significantly.
- ✓ To score well, always try to substantiate your stand with proper arguments and facts.

WISEWELL QUIPS



EXERCISES

Concept Review Questions

1. What do you mean by a group discussion (GD)? Why are these so important for university students and professionals?
2. What are the major differences between a debate and a GD? Also discuss the different types of GDs that are used in the selection procedure.
3. Discuss the personality traits of participants that are evaluated in a GD.
4. What do you mean by group dynamics? While participating in a GD, what aspects of group dynamics will you keep in mind? Discuss in detail.
5. What are the different leadership styles that may emerge during a GD? Discuss in detail.
6. Read and prepare arguments for the following topics:

- (a) To lead a successful life one should live in a hostel for at least a year.
 - (b) There is no right or wrong in life.
 - (c) Peace cannot be attained through violent means.
 - (d) Children of today are not the same as those of yesteryears.
 - (e) Corruption is a necessary evil in a democratic system.
 - (f) Television and computers are stealing the warmth and creativity of people.
7. Think and write the opening and closing for the following topics:
 - (a) In the present scenario, Gandhi and his principles have become irrelevant.
 - (b) What India requires is microchips and not potato chips.
 - (c) Art is better than science.

- (d) Working mothers are better than mothers who are just housewives.
 - (e) For leading a good quality life, one needs to have spiritual awakening too.
 - (f) Quality is a myth in India.
 - (g) Smoking advertisements should be banned first before banning smoking itself.
8. Participate in a GD based on a topic. You will be given a twenty-minute duration for this discussion. The topic will be provided to you on the spot. You will be given five minutes to organize your thoughts before the discussion commences. A pool of topics is given below; try to prepare your arguments, opening, and closing for these topics:
- (a) Sky is the limit.
 - (b) Laptops are better than computers.
 - (c) It is easier to speak than listen.
 - (d) Green is better than white.
 - (e) The importance of zero.
 - (f) World War III for water.
- (g) Encroachment of media in personal lives of celebrities.
 - (h) Aggression has become a way of life.
 - (i) History has no relevance in school studies.
 - (j) Classical music and dance are on the verge of extinction.
 - (k) A borderless world is the need of the hour.
 - (l) Teachers can easily be replaced by computers in higher education.
 - (m) Vegetarian food is better for both physical and mental health.
 - (n) The Twenty-Twenty matches have killed the spirit of cricket.
 - (o) Life is like a blank page.
 - (p) Mobile phones are necessary evils today.
 - (q) The Internet has increased crimes all over the globe.
 - (r) It is better to have the depth and grandeur of the sea than the heights of mountains in life.
 - (s) It is better to be happy than successful in life.