Learners' Journal

for

Imagineers' Program

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# Contents

Section 3- Two things you have learnt from your team member (the journaling assignment will be done in pairs)                                                                                         6

# Journal for Imagineers' Program

## Rubric / Scoring Criteria

| Modules | Section 1 (20 marks) | Section 2 (20 marks) | Section 3 (10 marks) |
|---|---|---|---|
| Professionalism & Culture Shift | | | |
| Learning & Growth Mindset | | | |
| Client Centricity | | | |
| Collaboration and Working with Teams | | | |
| Personal Productivity | | | |

# 1. Professionalism & Cultural Shift

## Section 1:

### 1- **Are Employees an Asset of Organization?**

**<u>GOOD Employees are asset of Organization</u>**

Good employees are undoubtedly valuable assets for any organization. They bring a multitude of benefits that contribute to an organization's success and growth. Their expertise, skills, and dedication enhance productivity and efficiency. They often serve as catalysts for innovation, driving the organization forward.

In the eyes of customers, these employees are a symbol of quality and reliability, directly influencing satisfaction and loyalty. Their impact on an organization's reputation is significant, attracting top talent and business opportunities.

Furthermore, good employees may possess leadership potential, contributing to succession planning and long-term sustainability. By creating employee engagement and recognizing their contributions, organizations can improve retention and ensure a stable, motivated workforce. In summary, good employees are not just assets but the backbone of an organization, driving its success, growth, and reputation. Recognizing their value and investing in their development is crucial for any forward-thinking organization.

### 2- **Get your PhD**

<u>PhD -  Passion to succeed, Hunger for learning , Discipline</u>

Here's how these qualities can be integrated into company culture:

1.  **Passion to Succeed:**
    ○  **Shared Vision:** creating a culture where employees are encouraged to be passionate about their work and the company's mission can help everyone align with a common vision.
    ○  **Recognition and Rewards:** Acknowledging and rewarding employees who demonstrate a passion for success can incentivize others to follow suit. Recognition programs can celebrate achievements and fuel motivation.
    ○  **Innovation and Intrapreneurship:** Encouraging employees to explore innovative ideas and take calculated risks within the company can help unleash their passion and drive for success. Provide a platform for employees to propose new initiatives and projects.
2.  **Hunger for Learning:**
    ○  **Continuous Learning Programs:** Companies can establish ongoing training and development programs that enable employees to acquire new skills and knowledge, promoting a culture of continuous learning.
    ○  **Mentorship and Knowledge Sharing:** Encourage senior employees to mentor and share knowledge with junior colleagues, creating a learning ecosystem within the organization.
    ○  **Learning from Mistakes:** Emphasize that learning from failures and mistakes is a valuable part of the learning process, reducing the fear of taking risks.
3.  **Discipline:**
    ○  **Clear Expectations:** Clearly communicate expectations, objectives, and key performance indicators (KPIs) to employees. This helps set the foundation for a disciplined work approach.
    ○  **Accountability:** Encourage accountability at all levels of the organization. Employees should be responsible for their tasks and outcomes.
    ○  **Efficient Processes:** Streamline and optimize processes to help employees work more efficiently and productively, reducing the risk of burnout due to excessive workloads.

Integrating these qualities into company culture can enhance employee engagement, productivity, and overall performance. It can also lead to a more innovative and adaptable organization that is better equipped to navigate the challenges of the ever-evolving business landscape. Recognizing and celebrating employees who embody these qualities can further reinforce the desired cultural values.

## 3-   Who is a Professional –

An individual possessing specific knowledge, abilities, and proficiency in a given sector is referred to as a professional. They respect the highest moral standards and conduct themselves with honesty and responsibility. Professionals are dedicated to lifelong learning, which keeps them up to date in their field. They frequently adhere to a code of behavior, keep an emphasis on the needs of the client, and give top priority to providing excellent services. A long-term outlook and a pursuit of quality and sustainability in

their jobs are characteristics of professionalism. Although industry-specific standards may differ, professionals are generally recognized for their skill, commitment to excellence, and dedication.

## 4 - What are traits & What is culture?

Qualities and culture are two particular ideas with regards to people and associations:

### Qualities:

**Individual Qualities**: Characteristics allude to the intrinsic characteristics, properties, or attributes of a person. These are much of the time thought about steady and getting through parts of an individual's character or conduct.

**Character Qualities**: In brain research, attributes are frequently connected with character qualities, like extroversion, honesty, transparency, pleasantness, and neuroticism (frequently alluded to as the "Enormous Five" character attributes).

**Abilities and Capacities**: Characteristics can likewise include an individual's abilities, capacities, and aptitudes. These can incorporate specialized abilities, relational abilities, critical abilities to think, from there, the sky's the limit.

**Actual Attributes**: In certain specific circumstances, actual qualities like level, hair tone, and eye tone are additionally alluded to as characteristics.

### Culture:

**Authoritative Climate**: Culture with regards to associations alludes to the common qualities, convictions, standards, customs, and ways of behaving that exist inside the work environment. It is the aggregate person and character of the association.

**Standards and Values**: Hierarchical culture establishes the vibe for how representatives cooperate, decide, and behave. It impacts the organization's qualities, morals, and how work is drawn closer.

**Customs and Customs**: Culture incorporates the customs, services, and customs that are essential for the organization's everyday existence. These can be formal or casual and shape the working environment experience.

**Administration and Correspondence**: Authority styles and correspondence designs in an association frequently mirror its way of life. For instance, a culture of open correspondence might prompt straightforward initiative practices.

**Effect on Conduct**: Culture enormously impacts how workers act and pursue choices inside the association. It can influence everything from cooperation and advancement to compromise.

In synopsis, attributes relate to individual attributes and characteristics, while culture connects with the aggregate climate, values, and ways of behaving inside an association. Qualities are innate to people, while culture is developed inside a gathering or substance, directing the manner in which individuals collaborate and work inside it.

## 5- Case study-

Sheena checked her time on the laptop. It was 6:53 pm. 'Few more minutes to dial in' she said to herself as she kept her presentation ready. She was all well prepared to take the half hour call and was hopeful that she could head out for her dinner date. She had called all the required colleagues with whom she would need to collaborate. She checked her invite. No one had accepted. With two more mins to go, Sheena dialed in and waited. Five minutes had passed and no one joined. Just as she dropped a mail, she heard a beep. 'Hello, who has joined?' 'Koko here. Sorry I joined late.' Koko was a new joinee. No one else turned up.

In response to her reminder email, two colleagues replied that they were busy and asked her to move the call to 9 or to the next day. Sheena blinked at the mail in front of her. There was no way that she could move the call for next day. She checked the calendar and moved it to 9 pm. 'Hey Koko. I have moved the call to 9. Will you be available?' 'Sure I will try,' replied Koko. 'Ok thanks 9 then' 'Ok bye.' Sheena heard the beep. She counted to 10 to cool herself down and let go off the frustration, before she made the next call. She dialed Varun. 'Hey I was just calling to check if you wanted to come mid way and I can pick you.' Varun sounded excited. 'Hey I'm sorry.. but I think we need to push this again.' She felt guilty doing it for the second time. There was a brief pause and a reluctant 'it's ok' from the other side. It was 8:55 pm. Sheena sighed as she dialed in once again. The evening had not turned out as per her plan.

Conclusion- Work life balance which is nowadays termed as Work life integration is very important.

**Work-life integration** is a modern approach to managing the intricate relationship between one's professional and personal life. It acknowledges that the boundaries between work and personal life are increasingly porous, and people seek a more flexible, adaptable, and harmonious way to address their responsibilities and aspirations.

This concept centers on the idea that employees should have the freedom to align their work commitments with their personal lives in a way that is meaningful to them. It emphasizes flexibility, recognizing that individuals have diverse obligations, such as family responsibilities, personal interests, and self-care. Work-life integration enables employees to design their work schedules and environments to suit their unique needs.

Technology has played a significant role in enabling work-life integration. Mobile devices, remote work, and digital communication tools empower individuals to work from various locations and times, breaking free from the traditional 9-to-5 constraints.

Efficiency and outcome-oriented thinking are key aspects of work-life integration, focusing on results rather than the number of hours worked. Well-being is a central concern, encouraging individuals to prioritize their physical and mental health. It also highlights the importance of clear communication and a supportive company culture that values employees' well-being.

Work-life integration seeks to create a balanced and fulfilling life that encompasses both professional and personal aspirations. By promoting a flexible and adaptive approach to work and life, it helps individuals navigate the complexities of today's fast-paced world while preserving their overall well-being.

### 6- Mode of communications –
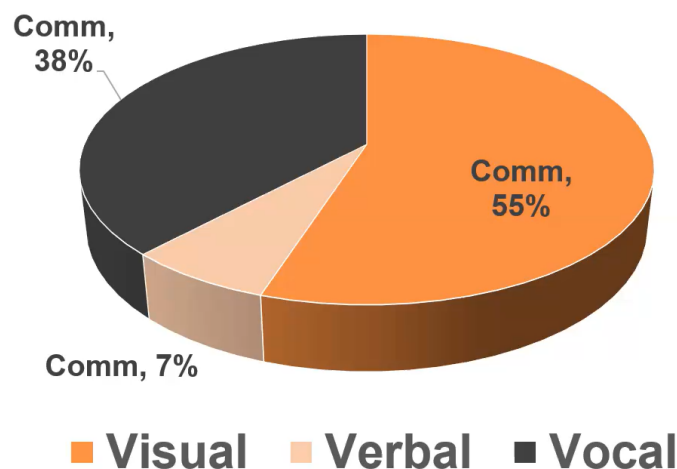


Vocal (38%):

- The "vocal" component refers to the non-verbal aspects of communication related to tone, pitch, and intonation in speech. It includes how a message is delivered vocally, such as the tone of voice, volume, and rhythm. The vocal aspect of communication can convey emotions, attitudes, and intentions. In some contexts, it's believed to contribute significantly to how a message is received and understood.

Visual (55%):

- The "visual" component encompasses non-verbal communication through body language, facial expressions, gestures, and other visual cues. Visual communication is often considered the most dominant aspect of conveying meaning in face-to-face interactions. It includes the use of eye contact, gestures, posture, and other physical expressions.

Verbal (7%):

- The "verbal" component refers to the actual words spoken or written in a communication. In the Mehrabian Communication Model, it is suggested that the specific words used contribute the least to the overall impact of a message, compared to vocal and visual elements. However, it's important to note that the importance of the verbal component can vary depending on the context and the nature of the communication.

It's essential to understand that these percentages are not universally applicable, and their significance can vary from one situation to another. The Mehrabian Communication Model itself has been a subject of debate, as it oversimplifies the complexities of human communication. In real-world communication, the effectiveness of each component depends on the context, the medium of communication, cultural factors, and individual preferences. Communication is a multifaceted process, and it's not always possible to assign specific percentages to its components with precision.

## 7- Barrier of communication-

Barriers to communication can impede the effective exchange of information and ideas between individuals or within an organization. The three types of barriers you mentioned—physical, psychological, and language—are indeed significant in this context:

### Physical Barriers:

- Physical barriers refer to obstructions or elements in the environment that hinder effective communication. These barriers can include:
    - Noise: Loud background noises, machinery, or other disruptive sounds can make it difficult to hear or understand spoken messages.
    - Distance: Physical separation between individuals, such as in large offices or across long distances, can make communication challenging.
    - Technology issues: Problems with communication tools and equipment, like malfunctioning phones or internet connectivity, can disrupt communication.
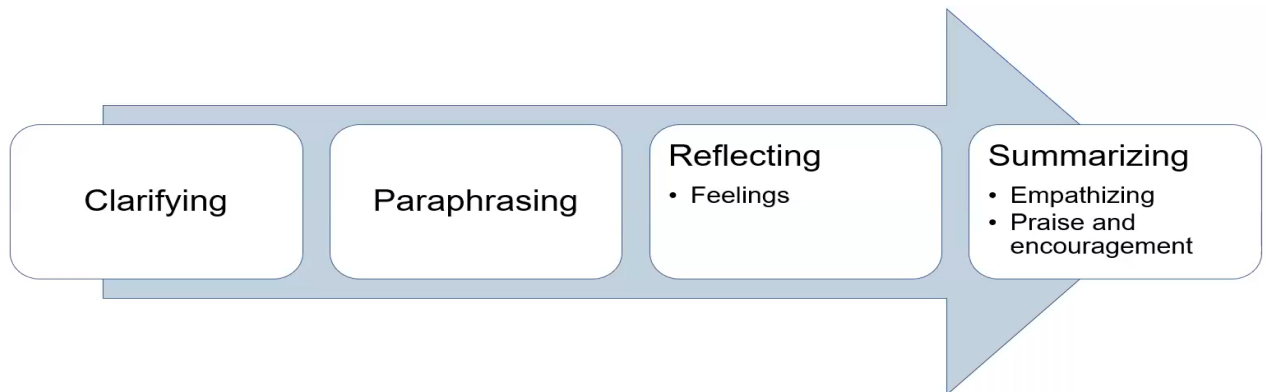
### Psychological Barriers:

- Psychological barriers are related to the emotional and mental states of individuals that can affect their ability to communicate effectively. These barriers include:
  - Emotional state: Stress, anxiety, anger, or fear can cloud judgment and impair effective communication.
  - Preconceptions and bias: Prejudices, stereotypes, or assumptions about others can lead to misinterpretation of messages.
  - Defensive attitudes: A person who feels threatened or defensive may not be receptive to constructive criticism or feedback, leading to communication breakdowns.

**Language Barriers:**

- Language barriers involve differences in language and communication styles between individuals. These barriers can include:
  - Language differences: When individuals do not share a common language, effective communication can be challenging. This can occur in multicultural or multilingual environments.
  - Jargon and technical language: Using specialized terminology or jargon that others do not understand can be a barrier to communication, especially when speaking to individuals outside one's field or profession.
  - Ambiguity and misinterpretation: Misunderstandings can arise when the meaning of words or phrases is not clear, leading to miscommunication.

Overcoming these barriers requires awareness, active effort, and effective communication strategies. This may include using simple and clear language, active listening, managing emotions, providing feedback, and utilizing appropriate communication technologies and tools to address physical barriers. In a diverse and globalized world, it's increasingly important to develop cultural sensitivity and the ability to adapt communication styles to accommodate different languages and backgrounds.

## 8- Steps of active listening

| Clarifying | Paraphrasing | Reflecting<br>• Feelings | Summarizing<br>• Empathizing<br>• Praise and<br>  encouragement |

**Ask Clarifying Questions:**
- Ask questions to seek clarification or further information. This shows your interest and encourages the speaker to provide more details or context.

**Paraphrase:**
- Periodically paraphrase or restate what the speaker has said in your own words. This not only shows that you are listening but also helps ensure you understand the message correctly. For example, you can say, "So, what I hear you saying is..."

**Reflect Feelings:**
- Acknowledge the speaker's emotions or feelings. For example, you can say, "It sounds like you're really frustrated about this situation." This helps the speaker feel understood.

**Summarize:**
- At the end of the conversation or during pauses, summarize the key points the speaker has made. This shows that you have been actively listening and helps ensure clarity.

## Section 2:

A few focuses that we will execute in our everyday life that we gain from this topics are:

- Organizations should recognize that good employees are invaluable assets due to their contribution to productivity, innovation, and reputation, and invest in their development. Employee engagement and retention strategies are essential for long-term success and a motivated workforce.

- To foster a culture of passion, learning, and discipline within your company, establish continuous learning programs and mentorship initiatives while setting clear expectations and promoting accountability among employees. Recognize and reward those who exhibit these qualities to reinforce the desired cultural values and enhance overall organizational performance.

- Implement a holistic approach that recognizes and values both individual traits, including personal attributes and skills, and organizational culture by fostering an environment where these aspects align, contributing to a harmonious and productive workplace. By acknowledging the importance of individual qualities within the framework of the established culture, you can create a cohesive and high-performing organization.

- To promote work-life integration, organizations can implement flexible work arrangements, such as remote work options and flexible hours, enabling employees to balance their personal and professional lives more effectively. Additionally, fostering a culture of open communication and promoting well-being programs can further support work-life integration by creating a supportive and accommodating work environment.

- Professionals are individuals who, through their expertise, commitment to ethical conduct, lifelong learning, and focus on client needs, embody a commitment to excellence and sustainability in their field, regardless of industry-specific standards.

- In effective communication, it's crucial to recognize that the vocal, visual, and verbal components play distinct roles, with visual cues being particularly dominant in face-to-face interactions. While the Mehrabian Communication Model's percentages offer a broad framework, real-world communication success depends on understanding the nuanced interplay of these components, adapting to context, and considering individual and cultural factors.

- To overcome communication barriers, individuals and organizations should prioritize clear and simple language, active listening, and emotional management, while also addressing physical obstacles with appropriate technology and tools. In today's diverse world, fostering cultural sensitivity and adaptability to accommodate different languages and backgrounds is essential for effective communication.

- In effective communication, it's essential to employ active listening techniques such as asking clarifying questions, paraphrasing the speaker's words, reflecting their feelings, and summarizing key points. By using these strategies, you can demonstrate your genuine interest, ensure mutual understanding, and maintain a productive and empathetic dialogue in various conversations.

## Section 3:

The topics of professionalism and cultural shift offer valuable insights and lessons. Here are two key things we learn from these topics:

**Effective Communication and Respect for Differences:**

- Professionalism and cultural shifts emphasize the importance of effective communication and respecting differences. You learn that clear and respectful communication is crucial in both professional and personal interactions. You understand that different cultures, backgrounds, and perspectives should be acknowledged and respected. By learning how to communicate effectively and with respect for diversity, you can build stronger relationships and work more cohesively with people from various backgrounds.

**Adaptability and Continuous Learning:**

- These topics underscore the need for adaptability and continuous learning. You discover that cultures and professional environments are dynamic and constantly evolving. To thrive in such contexts, you must be open to change, willing to adapt, and committed to ongoing learning. By embracing a growth mindset, you can stay relevant, responsive, and competitive in a world that is shaped by cultural shifts and changing professional norms.

In summary, professionalism and cultural shifts teach us the importance of effective communication, respect for differences, adaptability, and continuous learning. These lessons are valuable not only in professional settings but also in our broader interactions and relationships with others.

# 2. Personal Productivity

Section 1 –

### 1. Where does time go?

From the calculation made during the sessions we found out 60% of time in a week is wasted in activities that are neither helpful nor productive.

### 2. Why time management doesn't work:

a. Not having a clear plan: Without a clear plan, you may feel overwhelmed by the tasks you have to do and not know where to start or how to prioritize them.
b. Being unrealistic about time: Many people tend to underestimate how long a task will take or overestimate how much they can do in a given time. This can lead to missed deadlines, stress, and frustration.
c. Letting distractions interfere with work: Distractions are everywhere, especially in the digital age. They can be external (such as phone calls, emails, social media, etc.) or internal (such as boredom, fatigue, hunger, etc.). Distractions can reduce your focus, productivity, and quality of work.
d. Procrastinating: Procrastination is the act of delaying or avoiding doing something that needs to be done. It can be caused by various factors, such as fear of failure, lack of motivation, perfectionism, or low self-confidence. Procrastination can waste your time, lower your performance, and increase your stress levels.

Time management tools and techniques are only as good as the person using them.

The challenge is to manage ourselves.

Ex: you have a new idea and schedule some time to work on it. As time approaches you start procrastinating and self doubting whether it's a good idea or not.

## 3. Ways to manage time:

a. Different tools like daily reminders, to-do lists, alarms are commonly used
b. Several other ways can which include managing yourself is :
  i. Start your day with a plan: Make a to-do list of all the things you want and need to do for the day. This will help you organize your tasks and prioritize the most important ones
  ii. Break down large projects into smaller tasks: If you feel overwhelmed by a big project, divide it into smaller, more manageable chunks. This will make it easier to get started and track your progress
  iii. 80% of the results come from 20% of the efforts. Identify the 20% of tasks that have the most impact on your goals and focus on them
  iv. Do the most difficult or unpleasant task first thing in the morning. By getting it out of the way, you will feel more motivated and productive for the rest of the day
  v. Set deadlines and stick to them: Deadlines can help you stay focused and avoid procrastination. Set realistic and specific deadlines for yourself and try to meet them. If you finish a task before the deadline, reward yourself
  vi. Eliminate distractions: Distractions can waste your time and disrupt your flow. Try to minimize or avoid anything that can distract you from your work, such as phone notifications, social media, emails, or noise.
  vii. Take breaks, working for long hours without breaks can lead to fatigue, stress, and reduced performance. Taking regular breaks can help you refresh your mind, boost your energy, and improve your creativity

## 4. Why you should be a good time manager

a. When you are a good time manager you are social, analytical, driving, inspirational
b. A Perfect time manager does:
  i. Social (can work with others)– prefers team-based tasks. (to learn from each other)
  ii. Analytical - use established processes (proper plan to save time)
  iii. Driving - take multiple and challenging projects (try learning at the same time)
  iv. Inspirational - learn to take up tasks that can help in the future (long term solutions)

End goal is to enjoy work and not always be stressed.

## 5. Principles of time management

a. Two ways:
   - i. Managing time on the outside – Space and Time
   - ii. Managing Time on the Inside – Mind (as mentioned above in the section where why time management works)

b. These exist to help improve productivity, reduce stress, and balance work and personal life

Managing time on the inside:

Mind:

i. Multitasking VS Switch Tasking:
   1. Many people use the term multitasking to describe the ability to do more than one thing at a time, such as driving a car while talking on the phone. However, this is not the most accurate way to describe what is really happening in our brains
   2. What most people call multitasking is actually switch tasking. Switch tasking is when you switch your attention back and forth between two or more tasks that require your focus. For example, if you are working on a spreadsheet and then check your email, you are switch tasking.
   3. Switch tasking has a negative impact on your time management because it reduces your efficiency and quality of work. Every time you switch tasks, you lose some time and mental energy in the transition.
   4. The best way to improve your time management is to avoid switch tasking and focus on one task at a time. This is called single tasking or deep work.  Single tasking can help you increase your productivity, creativity, and satisfaction with your work.

To know if your multitasking or switch tasking use focus chaos scale

a. What is focus chaos scale:
   - i. If you think your mind is chaotic then you're switch tasking.
   - ii. If you don't know what you're doing then you're on the nomad scale.
   - iii. If you're able to focus then you're multitasking



FOCUS          NOMADS          CHAOS

Multi- tasking                    Switch- tasking

Managing time on the outside:

Time:

1. Eisenhower Matrix: The Eisenhower matrix is a tool for prioritizing tasks based on their urgency and importance. It can help you improve your productivity and time management by sorting out your tasks into four categories:
    a. Do: These are the tasks that are urgent and important. You should do them first and as soon as possible. For example, a project deadline or a medical emergency.
    b. Plan: These are the tasks that are important but not urgent. You should schedule them for later and allocate enough time for them. For example, a personal goal or a career development plan.
    c. Delegate: These are the tasks that are urgent but not important. You should delegate them to someone else who can handle them better or faster. For example, a routine report or a minor request.
    d. Eliminate: These are the tasks that are neither urgent nor important. You should eliminate them from your to-do list as they are just distractions or time wasters. For example, a spam email or a trivial favor.

| DO | PLAN |
|---|---|
| DELEGATE | ELIMINATE |
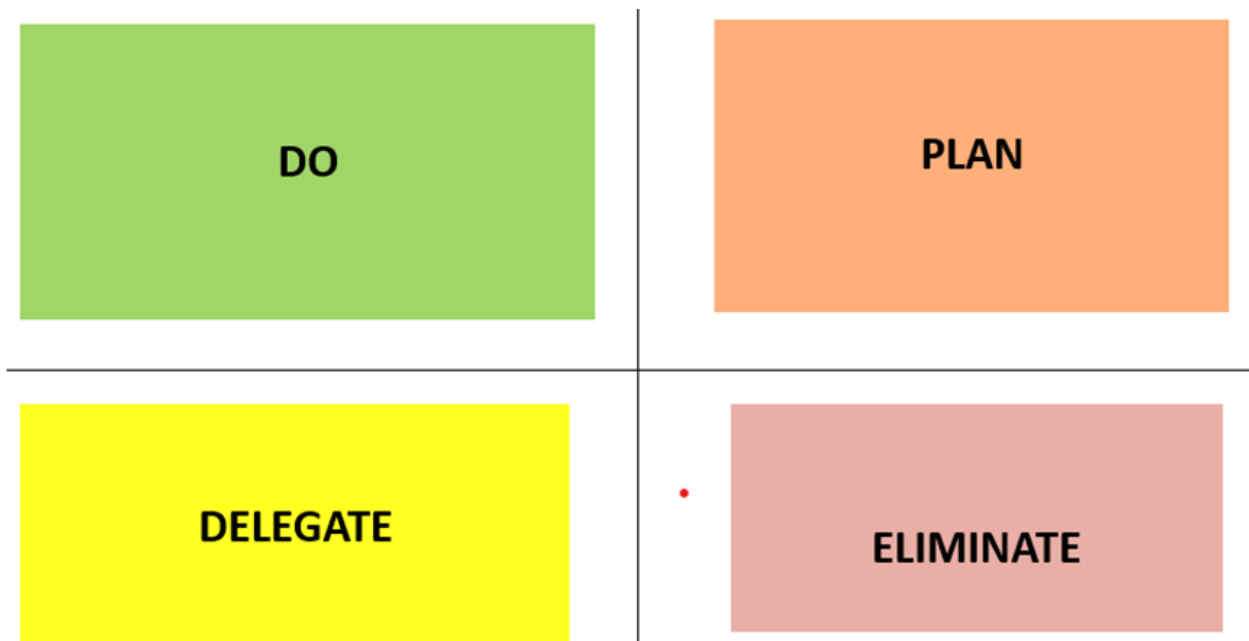
2. Prioritize ruthlessly
3. Use Time Management tools such as alarms, To-do lists etc.

Space:

1. Keep workspace free: Keeping your workspace free is a good time management technique because it can help you reduce clutter, distractions, and stress. A clean and organized workspace can also boost your productivity, creativity, and motivation.
2. Reduced clutter: Clutter can make it hard to find what you need, waste your time, and create a sense of chaos. By keeping your workspace free of unnecessary items, papers, or files, you can save time and energy and focus on your tasks.
3. Reduced distractions: Distractions can interrupt your flow, lower your concentration, and impair your performance. By keeping your workspace free of noise, notifications, or visual stimuli, you can minimize distractions and stay focused on your work.
4. Reduced stress: Stress can affect your mood, health, and productivity. By keeping your workspace free of mess, dirt, or germs, you can reduce stress and create a more pleasant and comfortable work environment.

## Section 2 –

1. Recognize that without a clear plan, it's easy to feel overwhelmed. Make sure to outline your tasks and prioritize them.
2. Be realistic about how long tasks will take and avoid overestimating what can be done in a given time.
3. Minimize distractions as much as possible and set boundaries to maintain focus.
4. Understand that procrastination can hinder your productivity and work on strategies to overcome it.
5. Start your day with a clear plan and break down large projects into smaller tasks.
6. Apply the 80/20 rule to focus on tasks that yield the most results.
7. Tackle the most challenging task first to boost productivity for the rest of the day.
8. Set realistic deadlines, eliminate distractions, and remember to take breaks to avoid burnout.
9. Being a good time manager allows you to work effectively with others, use established processes, take on multiple projects, and be forward-thinking.
10. The end goal is not just about getting things done, but also enjoying your work and maintaining a healthy work-life balance.
11. Understand that what is often referred to as multitasking is actually switch tasking, which can reduce efficiency and quality of work. Instead, focus on one task at a time (single tasking or deep work) to increase productivity, creativity, and satisfaction with your work.
12. Focus on tasks that yield the most results and align with your goals.
13. Utilize tools like calendars, to-do lists, or project management apps to organize your tasks and manage your time effectively.
14. A clean and organized workspace can reduce clutter and distractions, thereby boosting productivity, creativity, and motivation.

## Section 3 –
Learnings from teammate over the course of this journal

1. **Time Management:** Over the course of writing this journal we learnt how to effectively manage our time using various tools and techniques, such as the Eisenhower matrix, the 80/20 rule, the power of yet, and the KASH model. We practiced applying some of these techniques to prioritize our tasks, eliminate distractions, and achieve our goals. We shared our methods of time management and learnt something new!

2. **Learning and growth:** We also learnt how to enhance our learning and growth by understanding the concept of neuroplasticity and the stages of the learning pit. We learnt how our brain can change and adapt in response to new experiences and challenges, and how we can overcome confusion and struggle by embracing a growth mindset.

# 3. Client Centricity

## Section 1 –

## 1- Customer Vs Client Vs User

"Customer," "client," and "user" are terms often used in business and service-related contexts to refer to different types of individuals or entities who interact with a product, service, or organization. Each term carries specific connotations and is used in different contexts:

1.    **Customer:**

•        A "customer" typically refers to someone who purchases a product or service from a business. They are the end-users of the product or service and are directly involved in transactions where they exchange money for the goods or services they receive. Customers are crucial for businesses as they generate revenue and contribute to a company's profitability.

2.    **Client:**

•        A "client" is often used in professional services contexts, such as law, accounting, consulting, or other advisory roles. Clients are individuals or organizations that seek and engage the services of professionals or firms to address specific needs or problems. Clients have an ongoing relationship with the service provider and may receive customized solutions and advice tailored to their unique circumstances. They may pay for services on a retainer or a fee-for-service basis.

3.    **User:**

•        A "user" is a broader term that can refer to anyone who interacts with a product, system, or platform, whether they are paying customers or not. Users can encompass both customers and clients, but they can also include individuals who engage with a product or service without making a purchase or receiving specialized advice. For example, software users interact with a software application, and online platform users engage with websites or apps, regardless of whether they are paying customers or not.

In summary, the choice of terminology depends on the context and the specific relationship or interaction being described. "Customer" typically relates to financial transactions, "client" is often used

in professional services, and "user" is a more general term that encompasses all individuals who interact with a product or service.

## 2-      Internal customer and external customer

"Internal customer" and "external customer" are terms used to distinguish between different types of customers an organization interacts with. Both types are important, as they play distinct roles in the success of a business or organization.

**Internal Customer:**

•       An "internal customer" refers to individuals or departments within an organization who rely on the products, services, or information provided by other individuals or departments within the same organization. In essence, internal customers are employees or teams who serve as customers to one another. For example, the IT department might be an internal customer of the procurement department when they request new computer equipment.

•       Internal customers are important because they help maintain the smooth operation and efficiency of the organization's processes. When internal customers are satisfied with the support and services they receive from other departments, it can lead to better teamwork, productivity, and overall organizational performance.

**External Customer:**

•       An "external customer" refers to individuals, organizations, or consumers outside of the company who purchase or use the products or services offered by the organization. These are the end-users or clients who engage with the company for a direct business relationship. For example, a retail store's external customers are the consumers who buy its products.

•       External customers are vital to an organization's success as they provide revenue and financial stability. Satisfying external customers is critical for building and maintaining a positive reputation, increasing market share, and createing loyalty, which can lead to repeat business and recommendations.

**Which one is more important?**

Both internal and external customers are important because they contribute to the overall health and success of an organization. An organization that effectively serves the needs of its internal customers can often provide better service to its external customers. Therefore, a focus on both internal and external customer satisfaction is crucial for long-term success and sustainability.

## 3- Dissatisfied customer

Handling a dissatisfied customer is a critical aspect of customer service and can be a valuable

opportunity to resolve issues and build a positive relationship. Here are steps to effectively address a

dissatisfied customer:

**Stay Calm and Empathetic:**
- Maintain a calm and empathetic demeanor. Understand that the customer's frustration may be genuine, and empathize with their feelings and concerns. Express your genuine concern for their dissatisfaction.

**Listen Actively:**
- Allow the customer to express their concerns fully without interruption. Active listening involves giving them your full attention, asking clarifying questions, and paraphrasing their concerns to ensure you understand the issue.

**Apologize:**
- Apologize for the inconvenience or problem the customer has experienced, even if it wasn't your fault. A sincere apology can go a long way in diffusing tension and showing that you care about their experience.

**Take Responsibility:**
- Accept responsibility for the issue, whether it was your mistake or not. Avoid blaming others or making excuses. This demonstrates accountability and a commitment to resolving the problem.

**Resolve the Issue:**
- Work with the customer to find a solution to their problem. If possible, offer a quick and satisfactory resolution. Ask the customer for their input on what they believe would be a suitable resolution.

**Offer Alternatives:**
- If an immediate solution is not possible, present alternative options or temporary solutions to alleviate the customer's dissatisfaction while you work on a more permanent resolution.

**Follow Company Policies:**
- Adhere to your company's policies and procedures while addressing the issue. Ensure that your actions are consistent with your organization's guidelines.

**Escalate if Necessary:**
- If you are unable to resolve the issue at your level, escalate it to a higher authority or supervisor who can better assist the customer.

**Document the Interaction:**
- Keep a record of the customer's complaint, the steps you took to address it, and the agreed-upon solution. This documentation can be valuable for tracking and improving customer service.

**Follow Up:**
- After the issue is resolved, follow up with the customer to ensure their satisfaction and to check if the resolution met their expectations. This demonstrates your commitment to their well-being.

**Learn from the Experience:**
- Use the customer's feedback to identify areas for improvement. Analyze the root causes of the issue and work to prevent similar problems in the future.

**Maintain Professionalism:**
- Regardless of the customer's behavior or attitude, maintain a professional and courteous tone throughout the interaction. Avoid becoming defensive or argumentative.

**Thank the Customer:**
- Express gratitude for the customer's feedback and patience. A simple "Thank you for bringing this to our attention" can be a positive way to end the interaction.

Remember that dealing with dissatisfied customers is an opportunity to turn a negative experience into a positive one. By addressing their concerns effectively and showing empathy, you can often regain their trust and loyalty.

- "A dissatisfied customer will tell between 9 and 15 people about their experience."
  *Source*: *White House Office of Consumer Affairs, Washington, DC*

- "For every customer complaint, there are 26 other customers who have remained silent."
  *Source*: *Lee Resource Inc*

- "Every 1 per cent increase in customer satisfaction is associated with a 2.37% increase in a firm's return on investment (ROI)"
  *Source* : *University of Michigan*

- "It takes 12 positive service experiences to make up for one negative experience."
  *Source*: *"Understanding Customers" by Ruby Newell-Legner*

- "Attracting a new customer costs 5 times as much as keeping an existing one."
  *Source*: *Lee Resource Inc.*

- " 91% of customers don't always complain when they receive poor customer service with over 40% of them thinking it is not worth complaining as companies simply don't care!"
  *Source*: *Rapide,UK*

# Nielsen's Landmark Survey on why companies lose customers (1998)

— 1 per cent of customers die

— 3 per cent of customers move away

— 5 per cent are influenced by others

— 9 per cent are lured by competition

— 14 per cent are dissatisfied with quality

— 68 per cent feel rejected by an attitude of indifference on the part of an employee

## 4-     Who is the most dangerous customer?

It's a common business adage that "a satisfied customer is the most dangerous customer," but it's important to clarify the context and meaning behind this statement. The idea that a satisfied customer can be "dangerous" doesn't imply that they are a threat in a negative sense. Instead, it highlights a potential challenge that businesses and organizations face when dealing with satisfied customers.

Here's what this phrase typically means:

**High Expectations:** When a customer is satisfied with a product or service, they are likely to have high expectations for future interactions. They expect the same level of quality and service they received in the past, or even better.

**Elevated Standards:** Satisfied customers can become more discerning and demanding. They may notice even minor inconsistencies or imperfections that they wouldn't have paid as much attention to when they were less satisfied.

**Loyalty and Vocal Advocacy:** Satisfied customers often become loyal to a brand or business and can be its strongest advocates. However, if their expectations are not met, they might be more vocal about their disappointment, potentially tarnishing the company's reputation.

**Competitive Expectations:** In a competitive market, satisfied customers may compare their experience with other companies. If they perceive that another company offers a better product or service, they may switch allegiances.

**Higher Standards for Referral:** Satisfied customers are more likely to refer friends, family, or colleagues to your business. If their expectations are not met, they may hesitate to make referrals.

To address the "danger" of satisfied customers, businesses should continue to deliver consistent, high-quality products and services. They should actively seek feedback, monitor customer satisfaction, and work to exceed customer expectations whenever possible. This proactive approach can help maintain customer loyalty and prevent the potential downside of high customer expectations. Satisfied customers can be powerful assets for a business when managed effectively.

## 5-    Service concept

**a. Service Encounter:**

- A "service encounter" is a period of time during which a customer directly interacts with a service provider or an organization to receive a service. It is the moment when the customer and the service provider come into contact, and it represents a critical juncture in the customer's overall service experience. Service encounters can occur in various forms, including face-to-face interactions, phone calls, online chats, or any other touchpoints where the customer engages with the service.

**b. Service Recovery:**

- "Service recovery" refers to the systematic efforts made by a firm or service provider to correct a problem or issue that has arisen during the service delivery process. Service failures can happen in any service encounter, and service recovery is the process of addressing these failures to retain the customer's goodwill and trust. It involves acknowledging the problem, apologizing, finding a solution, and making amends to ensure customer satisfaction and loyalty.

Both service encounters and service recovery are essential components of customer service and can significantly impact an organization's reputation and customer relationships. Effective service recovery, in particular, can turn a dissatisfied customer into a loyal one if handled well.

## 6-    Moment of Truth

Expectations can be

Disappointed

Met

Exceeded

**MOMENT OF TRUTH**

**POSITIVE**         **NEGATIVE**
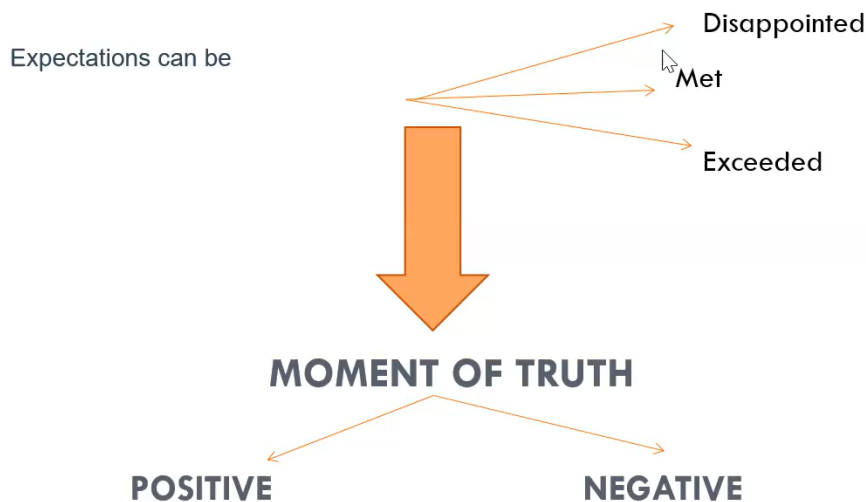
The terms "moment of truth," "moment of misery," and "positive impression" refer to critical points in a customer's journey or interaction with a business or service provider. They are often used in customer service and experience management to describe the impact of specific interactions on a customer's perception of a company. Here are their definitions:

Moment of Truth:
- A "moment of truth" refers to any point in a customer's interaction with a business where they form an impression of the company based on their experience. These moments can be positive, neutral, or negative, and they significantly influence a customer's perception of the brand. Businesses aim to make these moments of truth as positive as possible to build and maintain customer loyalty.

Positive Impression:
- A "positive impression" is the result of a successful moment of truth where a customer's experience with a business or service provider leaves them satisfied, happy, and with a favorable view of the company. Positive impressions are critical in building customer trust, loyalty, and advocacy.

Moment of Misery:
- A "moment of misery" is a negative moment of truth where a customer's experience with a business or service provider leads to dissatisfaction, frustration, or disappointment. It can result from service failures, product issues, or any other aspect of the customer journey that falls short of expectations. These moments can harm a company's reputation and lead to customer churn if not effectively addressed.

Companies strive to identify and manage moments of truth to minimize moments of misery and maximize positive impressions. Effective customer service, problem resolution, and ongoing efforts to

meet or exceed customer expectations are key in achieving this goal. By delivering consistent positive moments of truth, businesses can enhance their relationships with customers and build a strong brand image.

# 7-    Nordstrom Rule

**Rule 1- Use your good judgment in all situation**

This rule reflects Nordstrom's long-standing commitment to empowering its employees to make decisions based on their best judgment when dealing with customers. It signifies trust in the employees' ability to do what's right for the customer and the company.

Nordstrom, a high-end department store, has been known for its exceptional customer service. The company's approach is to encourage its employees to provide outstanding service, even if it means going above and beyond traditional policies or procedures. The "Nordstrom Rule" serves as a reminder that employees should prioritize the customer's needs and use their discretion to resolve issues and create positive experiences.

This guiding principle has become iconic in the world of customer service and employee empowerment, and it highlights the value of trust and autonomy in creating a customer-centric culture within an organization. It's a testament to Nordstrom's commitment to delivering exceptional service and building customer loyalty.

# 8-    Ritz carlton rule

**Any employee who receives a customer complaint  owns the complaint**

This rule emphasizes the importance of taking ownership and responsibility for addressing customer complaints or issues promptly and effectively. It encourages all employees, regardless of their position or department, to view customer complaints as an opportunity to provide exceptional service and resolve any problems to the customer's satisfaction.

The idea behind this rule is to ensure that customers' concerns are not passed around or ignored but are addressed with a sense of urgency and care. When an employee "owns" a complaint, they take the necessary actions to investigate, resolve, and follow up on the issue to ensure the customer is satisfied. This approach helps in building trust, creating customer loyalty, and maintaining a reputation for exceptional service.

The Ritz-Carlton is often cited as a model for exemplary customer service, and the "Ritz-Carlton Rule" is an integral part of their service culture, emphasizing that every employee has a role in delivering the highest level of service and ensuring a positive experience for guests.

## 9-      Do customers expect 100% in-service delivery ?

Customers typically do not expect 100% perfection in service delivery, and their expectations can vary based on factors such as the type of service, industry, and their own past experiences. While customers do expect high-quality and consistent service, it's important to understand that:

Realistic Expectations: Customers generally understand that no service or organization is perfect, and they do not expect flawless performance on every occasion.
Variation in Service: Service delivery can be influenced by various factors, including the skills and attitudes of service personnel, external circumstances, and the complexity of the service itself. As a result, customers may anticipate occasional hiccups or service imperfections.
Importance of Recovery: What customers often value most is not perfection but the ability of the service provider to recover effectively when issues arise. This includes prompt problem resolution, clear communication, and a commitment to addressing customer concerns.
Consistency: Customers typically expect a high level of consistency in service quality. They want to know that their overall experiences with a business will be consistently positive.
Managing Expectations: Effective communication by the service provider is essential in managing customer expectations. Being transparent about service limitations and potential challenges can help set realistic expectations.
Understanding Customer Segments: Customer expectations can also vary among different customer segments. Some customers may have higher expectations due to past experiences, while others may have more modest expectations.

Overall, while customers do not expect 100% perfection in service delivery, they do expect reliability, consistency, and a commitment to addressing issues when they arise. Meeting these expectations is essential for building and maintaining strong customer relationships and loyalty. It's important for businesses to continuously monitor customer feedback, make improvements, and provide excellent customer service to meet or exceed customer expectations.

## 10-    Customer delight and the sixer

➡ "When service exceeds your expectations..."

➡ The **Sixer** of 'customer delight':
1. It appears spontaneous or unexpected!
2. It's the personal touch!
3. It makes the customer feel valued!
4. It creates a 'talking point'!
5. It's genuine... and...
6. It produces a wow reaction!

## 11- Desired customer experience

**Earn My Trust**
Be transparent
Be balanced
Be forthcoming and straightforward
Be reliable
Have MY interests at heart

**Understand Me**
Listen to me and Know me
Remember our previous interactions
Respect me
Act on what you know
Tailor your approach

**Customer Experience**

**Help Me**
Help me....
deliver better care
be a more effective/ efficient in services
make a difference
Bring me your expertise & innovations
Collaborate with me

**Connect with me**
Build a warm and professional relationship
Be real and genuine
Make it easy & uncomplicated
Make me want to interact with you

## 12- Difficult/Specific customer styles

The DISC Approach outlines 4 types of Customers :

**DEMANDING**

**INFLUENTIAL**

**STEADY**

**COMPLIANT**

Certainly, here are DISC approach outlines for four types of customers: Demanding, Influential, Steady, and Complaint:

**Demanding (D) Customer:**
- **Characteristics:** Assertive, goal-oriented, and focused on results.
- **Approach:**
  - Be direct, concise, and efficient in your communication.
  - Acknowledge their desire for quick solutions and results.
  - Offer clear explanations and options for resolving issues.
  - Show confidence and competence in handling their demands.
  - Maintain a professional and business-like demeanor to gain their respect.

**Influential (I) Customer:**
- **Characteristics:** Sociable, enthusiastic, and people-oriented.
- **Approach:**
  - Build a personal connection and engage in friendly conversation.
  - Show enthusiasm and be a good listener.
  - Highlight the social aspects and benefits of your product or service.
  - Provide options and recommendations while involving them in the decision-making process.
  - Be patient and open to discussing their needs and preferences.

**Steady (S) Customer:**

- **Characteristics:** Patient, loyal, and focused on building relationships.
- **Approach:**
  - Create a warm and friendly atmosphere.
  - Use a calm and reassuring tone to address their concerns.
  - Focus on building trust and long-term relationships.
  - Address their complaints with empathy and understanding.
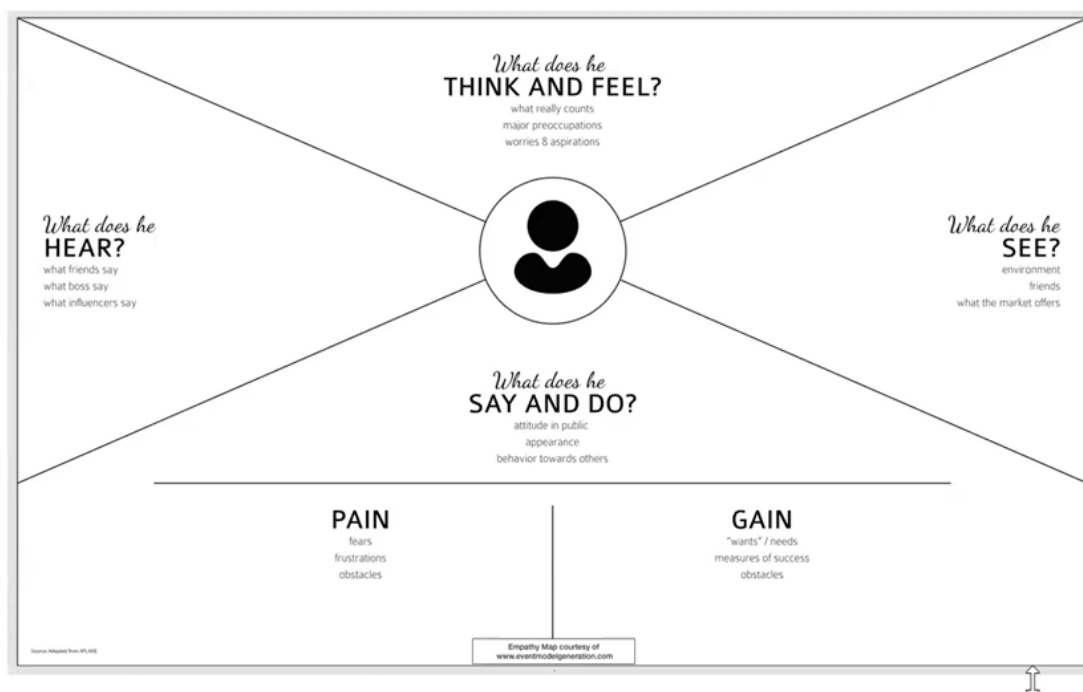  - Provide clear explanations and follow up to ensure satisfaction.

**Complaint (C) Customer:**
- **Characteristics:** Detail-oriented, analytical, and focused on accuracy.
- **Approach:**
  - Provide thorough and accurate information to address their complaints.
  - Use a logical and systematic communication style.
  - Offer data, evidence, and documentation to support your responses.
  - Be patient and willing to answer technical questions.
  - Acknowledge their need for precision and assurance in resolving issues.

Remember that customers can exhibit a combination of these traits, and it's essential to be flexible in your approach, adapting to their specific needs and preferences. Tailoring your interactions to their dominant traits can help improve customer satisfaction and resolve complaints effectively.

## 13- Empathy Map

**Empathy Map**

*What does he* **THINK AND FEEL?**
what really counts
major preoccupations
worries & aspirations

*What does he* **HEAR?**
what friends say
what boss say
what influencers say

*What does he* **SEE?**
environment
friends
what the market offers

*What does he* **SAY AND DO?**
attitude in public
appearance
behavior towards others

**PAIN**
fears
frustrations
obstacles

**GAIN**
"wants" / needs
measures of success
obstacles

Source: Adapted from XPLANE

Empathy Map courtesy of
www.eventmodelgeneration.com

An empathy map is a visual representation and tool used in design thinking and customer-centric approaches to understand and empathize with a particular target audience or user. It helps teams gain insights into the thoughts, emotions, behaviors, and needs of the people they are designing products or services for. Empathy maps are commonly used in fields like product design, marketing, and user experience (UX) design.

An empathy map typically includes the following sections:

1.      **Says:** This section captures what the user or target audience says. It may include direct quotes or statements that reflect their thoughts, concerns, and verbalized needs.

2.      **Thinks:** In this section, you outline what the user is likely thinking or feeling. These are internal thoughts and emotions that may not be directly expressed but can be inferred from their actions and words.

3.      **Does:** This part describes the observable behaviors and actions of the user. It includes their physical actions, gestures, and the things they do in response to a particular situation or challenge.

4.      **Feels:** Here, you explore the emotions and feelings the user is experiencing. This could range from happiness and frustration to excitement and anxiety, depending on the context.

5.      **Pains:** This section focuses on the user's pain points, challenges, and obstacles. It helps identify the difficulties or frustrations they may encounter in their current situation.

6.      **Gains:** In contrast to pains, gains represent the positive outcomes or benefits the user hopes to achieve or experiences as a result of a particular solution or intervention.

By creating an empathy map, teams can develop a deeper understanding of the user's perspective and use it as a basis for making informed design decisions. It helps in human-centered design by ensuring that products and services are tailored to meet the real needs and emotions of the people they are intended for.

Section 2 –

A few focuses that we will execute in our everyday life that we gain from this topics are-

- To improve communication and clarity in business and service-related interactions, it's important to use the terms "customer," "client," and "user" accurately and contextually. Select the appropriate term based on the nature of the relationship and interaction, considering whether it involves transactions, professional services, or general engagement with a product or service.

- Implementing a balanced approach that recognizes the importance of both internal and external customers, ensuring that internal processes and communication are efficient to support the

delivery of quality products and services to external customers. This dual focus promotes organizational efficiency, customer satisfaction, and long-term success.

- When handling dissatisfied customers, implement a customer-centric approach by staying calm, listening actively, apologizing, and taking responsibility for the issue. Prioritize resolution, follow-up, and learning from the experience to turn negative situations into opportunities for building positive relationships and customer loyalty.

- Businesses can implement a proactive strategy to consistently meet and exceed the high expectations of satisfied customers, ensuring they remain loyal and vocal advocates. By actively seeking feedback, monitoring satisfaction, and continuously improving their products and services, businesses can maintain and harness the positive potential of satisfied customers while minimizing the risks associated with heightened expectations.

- Organizations should focus on delivering exceptional service during service encounters to create positive customer experiences. Additionally, implementing a robust service recovery process is vital to address and rectify service failures promptly, thereby preserving customer trust and loyalty.

- To enhance customer satisfaction and loyalty, businesses should identify and prioritize moments of truth in their customer journey and actively work to ensure positive impressions while addressing and minimizing moments of misery through effective problem resolution and service improvements. By consistently delivering positive experiences, companies can strengthen their brand image and build enduring customer relationships.

- Implementing the Nordstrom Rule by fostering a culture of trust and empowerment within your organization, allowing employees to use their good judgment to prioritize customer needs and provide exceptional service, even if it requires going beyond standard policies or procedures.

- By instilling a culture of ownership and responsibility among all employees to promptly and effectively address customer complaints, ensuring that every concern is treated with care and resolved to the customer's satisfaction, ultimately fostering trust and customer loyalty.

- To enhance user-centered design and create products or services that better meet customer needs, implement empathy maps to gain a holistic understanding of the target audience's thoughts, emotions, behaviors, pain points, and desired gains, which can serve as a valuable

foundation for informed design and decision-making. By incorporating empathy mapping into the design process, you can create more user-centric and effective solutions.

- A desired customer experience, businesses should first clearly define their ideal customer journey and identify key touchpoints. Then, they can align their products, services, and interactions with customer needs and expectations, continuously gather feedback, and make adjustments to ensure a consistent and satisfying experience that fosters loyalty and positive brand perception.

## Section 3-

The concept of client centricity focuses on placing the client or customer at the center of an organization's strategy and decision-making. Here are two key things we learnt from the topic of client centricity:

**Customer Empathy and Understanding:**
- Client centricity encourages organizations to deeply understand their customers' needs, preferences, and pain points. By doing so, they can better empathize with their customers' experiences. This learning enables organizations to tailor their products, services, and interactions to address those needs effectively. Understanding the customer's perspective and journey is critical to building stronger, more meaningful relationships and delivering value.

**Business Success through Customer Satisfaction and Loyalty:**
- Client centricity emphasizes that satisfied and loyal customers are the foundation of long-term business success. By prioritizing the client's experience and consistently exceeding their expectations, organizations can drive customer loyalty, repeat business, and positive word-of-mouth referrals. Customer satisfaction and loyalty not only contribute to financial success but also enhance the company's reputation and competitive position.

# 4. Learning & Growth Mindset

Section 1 –

## 1. Unlearning:

a. Unlearning is the process of discarding or modifying prior knowledge that is no longer useful or accurate. Unlearning something can be difficult because it frequently requires changing your habits, beliefs, or behaviors. Unlearning can be demonstrated by: i. learning a new and better technique to unlearn a skill, such as playing guitar in a certain way.

b. b. Unlearning can assist you in adapting to changing situations, improving your performance, and achieving your objectives. Unlearning, on the other hand, necessitates recognition, release, and replacement. You must acknowledge that what you have learned is no longer valid or beneficial, remove it from your memory or practice, and replace it with new knowledge that will benefit you and others.

## 2. Mindset to learn and grow:

a. A growth mindset is characterized by a desire to learn and grow. It is the belief that one's abilities and intelligence can be enhanced through hard work, feedback, and the acquisition of new strategies. People who have a growth mindset are more likely to accept challenges, persevere in the face of adversity, seek feedback, and learn from their mistakes. They also have a positive attitude towards learning and their ability to succeed.

b. A growth mindset differs from a fixed mindset, which is the belief that one's abilities and intelligence are fixed and cannot be changed. People with a fixed mindset avoid challenges, give up easily, ignore feedback, and are threatened by other people's success. They also have a pessimistic attitude towards learning and their own limitations.

c. Adopting certain practices and attitudes can help to develop and nurture a growth mindset. Some examples are:

   i. Recognising that learning is a process that requires effort and time.
   ii. Establishing realistic and specific goals that emphasize improvement rather than performance.
   iii. Seeking feedback and using it to improve one's skills and strategies.
   iv. Celebrating one's own and others' progress and achievements.
   v. Viewing mistakes and failures as opportunities to learn and grow.
   vi. Accepting challenges and difficulties as ways to stretch one's abilities.
   vii. Developing a positive self-talk that encourages oneself to keep trying and learning.

    d.  A growth mindset can help one to achieve more in various domains of life, such as education, work, sports, arts, and relationships. It can also enhance one's well-being, motivation, creativity, and resilience. A growth mindset is not only beneficial for oneself, but also for others, as it can foster a culture of collaboration, innovation, and mutual support.

## 3. Neuroplasticity:

    a.  Neuroplasticity is a term that describes the ability of the brain to change and adapt in response to different experiences, stimuli, and challenges. It means that the brain is not fixed or rigid, but rather flexible and dynamic. Neuroplasticity allows the brain to form new connections between neurons, create new neurons, and reorganize its structure and function.

    b.  Neuroplasticity is important for many aspects of human life, such as learning, memory, recovery from brain injury, and resilience to stress. Neuroplasticity can also be influenced by various factors, such as age, environment, behavior, and genetics.

    c.  Some examples of neuroplasticity are:
        i.  Learning a new skill or language can increase the size and activity of certain brain regions.
        ii.  Practicing meditation can enhance the connectivity and function of brain networks related to attention, emotion regulation, and self-awareness.

    d.  Neuroplasticity is a fascinating topic that shows how amazing and adaptable the human brain is.

## 4. AGES learning model:

The AGES model is a framework for designing and delivering effective learning programs based on neuroscience research. It stands for Attention, Generation, Emotion, and Spacing, which are the four key elements that influence how well we learn and remember information.

        i.  Attention: This means focusing on one topic at a time, without distractions or multitasking. Attention helps us activate the hippocampus, which is the brain region responsible for encoding new memories.

        ii.  Generation: This means actively creating connections between new and existing knowledge, rather than passively absorbing information. Generation helps us strengthen the web of memories in our brain, making them easier to recall later.

        iii.  Emotion: This means engaging with the material in a way that evokes positive emotions, such as curiosity, joy, or excitement. Emotion helps us increase our attention and alert the brain that the information is important and worth remembering.

        iv.  Spacing: This means revisiting the material after some time has passed, rather than cramming it all at once. Spacing helps us consolidate the memories in our brain and enhance our ability to retrieve them when needed.

## 5. Power of YET:

a. The power of yet is a concept that encourages a growth mindset, which is the belief that we can improve our abilities and skills through effort and learning.

b. The power of yet means that we add the word "yet" to the end of statements that express our current limitations or challenges, such as "I can't do this" or "I don't understand that" to become "I can't do this **yet**" and "I don't understand that **yet**"

c. By doing this, we acknowledge that we are not there yet, but we can get there with time and practice. The power of yet helps us to overcome fixed mindsets, which are the belief that our abilities and skills are fixed and cannot be changed. Fixed mindsets can lead to fear of failure, avoiding  challenges, and loss of motivation.

d. The power of yet helps us to embrace challenges, learn from feedback, and persist in difficulty.

## 6. KASH Model:

a. The KASH model is a performance coaching tool that divides the characteristics of individual and organizational performance into four categories: Knowledge, Attitudes, Skills, and Habits.

b. These four categories are further divided into two groups: Knowledge and Skills, which are the learning and training components of performance, and Attitudes and Habits, which are the performance attributes of a person.

c. The purpose of the KASH model is to illustrate that poor performance is not just a lack of knowledge and skills, but also poor attitudes and bad habits. The KASH model also helps to identify the appropriate solutions for different types of performance gaps.

d. For example, if a person lacks knowledge or skills, they need training or experience to close the gap. If a person has attitude or habit issues, they need coaching or mentoring to improve their performance.

## 7. Learning Pit:

a. A learning pit is a metaphor for the process of learning something new or challenging. It is based on the idea that learning involves going through stages of confusion, struggle, and uncertainty before reaching a deeper understanding and mastery of the topic.

b. The learning pit has four stages:

   i. - Concept: This is the starting point of the learning journey, where the learner has a basic or surface-level understanding of the topic or issue. The learner may feel confident or comfortable at this stage, but they are not yet challenged or curious enough to explore further.

   ii. - Conflict: This is the stage where the learner encounters a problem, question, or contradiction that challenges their existing understanding.

The learner may feel confused, frustrated, or anxious at this stage, as they enter the pit of uncertainty and struggle. This is where the learning happens, as the learner tries to make sense of the new information and perspectives.

    iii. Construct: This is the stage where the learner begins to construct a new and deeper understanding of the topic or issue. The learner may use various strategies to help them out of the pit, such as asking questions, seeking feedback, collaborating with others, or applying their knowledge to different contexts. The learner may feel curious, motivated, or excited at this stage, as they discover new insights and connections.

    iv. Consider: This is the final stage of the learning journey, where the learner reflects on their learning process and outcomes. The learner may evaluate their progress, identify their strengths and weaknesses, and set new goals for further learning. The learner may feel proud, satisfied, or confident at this stage, as they have achieved a higher level of understanding and mastery.

c. The learning pit is not a linear or fixed process, but rather a dynamic and flexible one. The learner may go through different stages at different times, depending on the topic, task, and context. The learner may also revisit previous stages or cycle through them multiple times, as they encounter new challenges or opportunities for learning.

## 8. How to develop a growth mindset:

a. Self-awareness: By recognizing fixed mindset thoughts
b. Positive self-talk: By challenging negative thoughts and beliefs
c. Embracing challenges: Stepping out of the comfort zone and learning and trying new things
d. Persistence: till you learn it don't leave it
e. Effort is the path to mastery
f. Learning from criticism: Extracting lessons and moving forward
g. Take inspiration from the success of others and not have negative feelings like jealousy

## 9. 10000 hour rule:

a. The 10,000 hour rule of learning is a concept that claims that the best way to master a skill is to practice it for at least 10,000 hours.
b. However, the 10,000 hour rule is not a scientific fact, but rather a generalization based on the research of psychologists
c. Therefore, the 10,000 hour rule of learning is not a simple or universal formula for achieving excellence. It may take more or less time depending on the nature of the skill, the person's aptitude, and the conditions of practice. The key is to engage in deliberate practice, which involves focused efforts to improve specific aspects of a skill and pushing yourself beyond your comfort zone.

10. **Power of feedback**
    a. The power of feedback is the ability of feedback to influence learning and performance, both positively and negatively. Feedback is any information that helps learners or performers to understand their current level of achievement and how to improve it. Feedback can come from various sources, such as teachers, peers, self, or external agents
    b. Feedback can have a powerful impact on learning and achievement, but only if it is delivered and received effectively. Effective feedback should be specific, timely, actionable, and supportive. It should also be aligned with the goals and criteria of the task, and focus on the process rather than the outcome[2]. Effective feedback can help learners or performers to :
        i. - Increase their motivation and engagement
        ii. Clarify their strengths and areas for improvement
        iii. Identify and correct errors and misconceptions
        iv. Enhance their self-regulation and metacognition
        v. Develop their skills and strategies
        vi. Achieve their desired outcomes
    c. However, feedback can also have a negative impact on learning and performance, if it is delivered or received poorly. Poor feedback can be vague, delayed, irrelevant, or harsh. It can also be misaligned with the goals and criteria of the task, or focus on the person rather than the process[2]. Poor feedback can cause learners or performers to:
        i. Decrease their motivation and engagement
        ii. Confuse their strengths and areas for improvement
        iii. Reinforce errors and misconceptions
        iv. Impair their self-regulation and metacognition
        v. Hinder their skills and strategies
        vi. Fail to achieve their desired outcomes

11. **Reasons why we need a growth mindset:**
    a. Foster resilience
    b. Keeps us humble
    c. Embracing challenges
    d. Continuous improvement
    e. Greater motivation
    f. Allows us to move into new fields and explore

Section 2 –

- Recognize when a skill or piece of knowledge is no longer serving you. This could be a technique, a habit, or even a mindset.
- Actively work to discard or modify this. It might involve learning a new technique, changing a habit, or shifting your perspective.
- Remember that unlearning is not a sign of failure, but rather an opportunity for growth and improvement.
- Cultivate a growth mindset by embracing challenges, persisting in the face of setbacks, and seeing effort as the path to mastery.
- Understand that feedback is valuable for learning and view it as constructive, not critical.
- Celebrate not just the results, but also the effort and progress made.
- Remember that everyone's abilities and intelligence can be developed.
- Embrace the concept of neuroplasticity and understand that your brain is capable of learning and adapting at any age.
- Engage in activities that challenge your brain, such as learning a new skill or language, or practicing mindfulness and meditation.
- Remember that making mistakes is part of the learning process and is key to brain development and growth.

**AGES Learning Model**:
- **Attention**: Focus on one task at a time, eliminating distractions to help encode new memories.
- **Generation**: Actively create connections between new and existing knowledge to strengthen memory recall.
- **Emotion**: Engage with your work in a way that evokes positive emotions, signaling to your brain that the information is important.
- **Spacing**: Revisit material after some time has passed to help consolidate memories and enhance retrieval when needed.

**Power of Yet**:
- Use the word "yet" to transform statements of limitation into statements of potential. For example, change "I can't do this" to "I can't do this yet".
- This simple linguistic shift can help foster a growth mindset, encouraging you to embrace challenges and learn from feedback.

**KASH Model**:
- **Knowledge and Skills**: Identify any gaps in your knowledge or skills and seek out training or experiences to fill them.
- **Attitudes and Habits**: Reflect on your attitudes and habits. If they're hindering your performance, consider seeking coaching or mentoring for improvement.

**Learning Pit**:
- Understand that learning is a process and it's okay to feel confused or frustrated when you're trying to learn something new. This is a normal part of the learning journey.
- Use strategies such as asking questions, seeking feedback, collaborating with others, or applying your knowledge to different contexts to help you out of the "pit".
- Reflect on your learning process and outcomes, evaluate your progress, identify your strengths and weaknesses, and set new goals for further learning.

**Developing a Growth Mindset**:

- ○ Cultivate self-awareness and recognize when you're having fixed mindset thoughts.
- ○ Practice positive self-talk and challenge negative thoughts and beliefs.
- ○ Embrace challenges and step out of your comfort zone.
- ○ Persist in the face of difficulty and remember that effort is the path to mastery.
- ○ Learn from criticism and use it as a tool for improvement.
- ○ Take inspiration from the success of others.

**10,000 Hour Rule**:

- ○ Understand that mastery takes time and practice. While the "10,000 Hour Rule" is a generalization, the key takeaway is that deliberate practice is crucial for skill development.
- ○ Engage in focused efforts to improve specific aspects of a skill and push yourself beyond your comfort zone.

**Power of Feedback**:

- ○ Recognize the value of feedback in influencing learning and performance.
- ○ Seek out feedback from various sources and use it as a tool for improvement.
- ○ Ensure that feedback is specific, timely, actionable, and supportive.

Section 3-

Learnings from teammate:

1. We learned that it is important to recognize when a skill or piece of knowledge is no longer serving us. This could be a technique, a habit, or even a mindset. Once we have identified an outdated skill or belief, we can actively work to discard or modify it. This may involve learning a new technique, changing a habit, or shifting your perspective. It is important to remember that unlearning is not a sign of failure, but rather an opportunity for growth and improvement.
2. A good feedback mechanism can influence our learning greatly. Using feedback as a tool for improvement is very important. Especially while collaborating in a team as experienced during the creation of this journal we experienced moments where feedback was necessary to make this journal the way it is as presented!

# 5. Collaboration and Working with Teams

Section 1 –

## 1. Team vs group

Team is a group of people who are interdependent with respect to information, resources and skills and seek to combine their efforts to achieve a common goal.

A group is a collection of individuals who coordinate their efforts. In a work group, group members are independent from one another and have individual accountability. They have individual goals that they work toward collectively. While groups work toward separate goals, they have a related interest or identity that brings them together. Groups are great for efficiency as they focus on individual efficiency.

## 2. What is Nordstorm rule:

"Use good judgment in all situation"

This rule is given to all employees, regardless of their role, and it encourages them to take initiative, make decisions, and work together to provide outstanding customer service. It empowers employees to solve problems and make decisions that are in the best interest of the customer

In terms of collaboration and teamwork, this rule creates a culture where employees feel supported and empowered. It encourages them to collaborate effectively, use their best judgment, and work towards the common goal of providing excellent customer service.

## 3. Different phases of a team (Tuckman's model for stages of team development)

The Tuckman model suggests that every team goes through five distinct stages of development:

a. Forming: This is the initial stage where team members are introduced to each other. They focus on establishing roles, responsibilities, and goals. Team members are usually polite and positive during this stage

b. Storming: In this stage, group members become comfortable enough to voice concerns, which might lead to conflict within the group. This phase can be contentious as group members might attempt to establish powerful positions and unseat the group leader.

c. Norming: Once the initial conflicts are resolved and team members learn how to collaborate effectively, they begin to rebuild during the norming phase. Team members start to notice and appreciate the unique strengths of their colleagues.

d. Performing: This is the fourth stage where high efficiency is achieved. The team operates with maximum efficiency and effectiveness, focusing on achieving the common goal.

e. Adjourning: This is the final stage that occurs once a project concludes. It involves wrapping up tasks, celebrating achievements, and parting ways or moving on to new projects.

## 4. What is small talk?

Small talk is casual conversation about non-work related topics. It can include discussions about hobbies, hopes, dreams, or even the weather. It helps break silos and get connected.

In terms of collaboration and teamwork, small talk plays a crucial role by

a. Builds Rapport: Small talk helps build rapport among team members. Discussing shared interests or experiences can create a sense of mutual understanding

b. Promotes Understanding: Teams with strong personal relationships tend to produce better results. Understanding each other on a personal level can lead to more effective collaboration.

c. Creates a Sense of Belonging: Small talk allows team members to express their own selves, creating a sense of belonging and security. This is particularly important in remote or hybrid teams where physical interactions are limited

d. Boosts Creativity and Innovation: When team members feel emotionally connected, it boosts collaboration and creativity. Small talk can serve as a catalyst for innovative ideas and solutions.

e. Enhances Productivity: Teams that communicate effectively on both professional and personal levels tend to be more productive.

## 5. Difference between regular and high performance teams

A team comprises two or more people grouped to achieve a common objective or a goal. On the other hand, High-Performance Teams are objectively more focused in approach and better than the usual work teams. Here are some key differences between regular teams and high-performance teams:

a. Commitment: High-performance teams have a greater sense of commitment towards the purpose or goals. They aim for extraordinary goals and are more committed.

b. Role Expectations: In a High-Performance Team, each member of the team plays the role of a partner in achieving outstanding outcomes. Role expectations are clearly defined and the members can share ideas creatively.

c. Trust: The foundation for any team is trust. In high-performing teams, members interact unafraid of conflict, and they challenge each other all the time.

d. Accountability: In High-Performance Teams, all the members of the team are individually and jointly accountable for the fulfillment of the common goal or the purpose.

e. Communication: High-Performance Teams have a transparent and more open kind of a communication framework. The members engage in frequent communication for discovering new or improved ways of reaching the goals, resolving differences by participating in collaborative problem-solving and sharing experiences informally.

## 6. What are the traits of a team player:
a. Coordination/Effective Communication: A team player knows how to coordinate tasks and communicate effectively. They ensure that everyone is on the same page and understands the team's goals.

b. Supportive: Team players are supportive of their colleagues. They help others when they're struggling and celebrate their successes.

c. Empathetic: Empathy is key in a team setting. Team players understand and share the feelings of others, which helps to build strong relationships.

d. Seeking/Providing Help: Team players aren't afraid to ask for help when they need it, and they're always ready to lend a hand to others. e. Motivating: A good team player

knows how to keep morale high. They encourage their teammates and keep them motivated towards the goal.

e.  Listener: Listening is an important trait of a team player. They pay attention to others' ideas and feedback, and make sure everyone feels heard.

f.  Constructive Criticism: Team players know how to give and receive constructive criticism. They use criticism as a tool for improvement, not as a means to put others down.

g.  Responsible: A team player takes responsibility for their tasks. They make sure their work is done on time and to the best of their ability.

h.  Trust: Trust is crucial in a team setting. Team players are reliable and trustworthy, which helps to build a strong, cohesive team.

i.  Discipline: Discipline is key for a team player. They adhere to rules and guidelines, respect deadlines, and maintain a high standard of work.

## 7.  Responsibility vs accountability

a.  Responsibility is usually shared among team members. It's a task-oriented trait that keeps teams together under a common goal. Responsibility happens on the front end in the active portion of a project or initiative. It can be divided among team members, with each person responsible for their specific task. While responsibility focuses on the action or task itself.

b.  Accountability, on the other hand, concerns only one person. It's a result-oriented quality that enables success with precision through clearly defined roles. Accountability entails your actions and their effects, while responsibility includes efficiently completing tasks that your role requires. Accountability is when a team member, organization or company experiences consequences for their actions or decisions.

## 8.  Good team provides psychological safety:

A team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves

## 9.  5 dysfunctions of a team by Patrick Lencioni

a.  Absence of Trust: This is the foundation of the five dysfunctions model. When team members are unwilling to be vulnerable within the group and openly express their mistakes and weaknesses, it creates an absence of trust. Trust is crucial for teams to function effectively.

b.  Fear of Conflict: Teams that lack trust are incapable of engaging in unfiltered, passionate debate about key issues, causing team members to avoid conflict and seek artificial harmony. This can create a lack of honest conversations about the issues at hand and prevent the team from reaching a consensus.

c. Lack of Commitment: Without conflict, it is difficult for team members to commit and buy-in to decisions, leading to ambiguity throughout the organization. The lack of clarity and buy-in creates an environment where ambiguity prevails over clear direction and commitment.

d. Avoidance of Accountability: Without commitment, team members often hesitate to call out peers on actions and behaviors that seem counterproductive to the overall good of the team. This dysfunction hampers performance as it allows mediocrity to endure within the team.

e. Inattention to Results: The ultimate dysfunction of a team is the tendency of members to care about something other than the collective goals of the group. An excessive focus on personal status and ego can distract team members from achieving success as a team.

## Section 2 –

What I plan to implement in this

1. Understand that a team is a group of people who are interdependent and work together to achieve a common goal, while a group is a collection of individuals who coordinate their efforts towards individual goals. Teams are great for collaboration and synergy, while groups are great for efficiency.

2. Embrace the Nordstrom Rule, which encourages you to use good judgment in all situations. This rule empowers employees to solve problems and make decisions that are in the best interest of the customer, creating a culture of collaboration and teamwork.

3. Recognize that every team goes through five distinct stages of development: Forming, Storming, Norming, Performing, and Adjourning. Understanding these stages can help you navigate the dynamics of your team more effectively.

4. Engage in small talk to build rapport among team members, promote understanding, create a sense of belonging, boost creativity and innovation, and enhance productivity. Small talk allows team members to express their authentic selves and creates emotional connection, which is particularly important in remote or hybrid teams.

5. Understand that high-performance teams are more focused, committed, and efficient than regular teams. They have clearly defined roles, high levels of trust, individual and joint accountability, and transparent communication.

6. Coordination/Effective Communication: Ensure everyone understands the team's goals.

7. Supportive: Help colleagues when they're struggling and celebrate their successes.

8. Empathetic: Understand and share the feelings of others to build strong relationships.

9. Seeking/Providing Help: Don't be afraid to ask for help and always be ready to lend a hand.

10. Motivating: Encourage teammates and keep them motivated towards the goal.

11. Listener: Pay attention to others' ideas and feedback, making sure everyone feels heard.

12. Constructive Criticism: Use criticism as a tool for improvement, not as a means to put others down.

13. Responsible: Take responsibility for tasks, ensuring work is done on time and to the best ability.

14. Trust: Be reliable and trustworthy to build a strong, cohesive team.
15. Discipline: Adhere to rules and guidelines, respect deadlines, and maintain a high standard of work.
16. Understand that responsibility is usually shared among team members and focuses on the action or task itself, while accountability concerns only one person and entails your actions and their effects.

Section 3-

1. **Team Roles and Responsibilities:**

   We learnt how to identify and assign different roles and responsibilities within a team, such as leader, facilitator, contributor, and supporter. We also learnt how to balance our own and others' strengths and weaknesses to optimize team performance.

2. **Team Communication and Conflict Resolution:**

   We learnt how to communicate effectively and constructively within a team, using techniques such as active listening, feedback, and assertiveness. We also learnt how to manage and resolve conflicts that may arise within a team. We learnt how to handle different types of conflicts, such as tasks, processes, and how to turn them into opportunities for learning and improvement. Creating the journal was indeed a team effort which required the use of a lot of the learnings from above.