

SECTION-IV

PERSONALITY DEVELOPMENT

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Time Management



Time Management skills are essential for successful people - these are the practical techniques which have helped the leading people in business, sport and public service reach the peaks of their careers.

The 80:20 Rule

This is neatly summed up in the Pareto Principle, or the "80:20 Rule". This argues that typically 80% of unfocussed effort generates only 20% of results. *The remaining 80% of results are achieved with only 20% of the effort.*

If you work for an organization, calculate how much you cost it each year. Include your salary, payroll taxes, the cost of office space you occupy, equipment and facilities you use, expenses, administrative support, etc. If you are self-employed, work the annual running costs of your business.

If you work normal hours, you will have approximately 200 productive days each year. If you work 7½ hours each day, this equates to 1,500 hours in a year.

From these figures, calculate an hourly rate. This should give a reasonable estimate of how much your time is worth - this may be a surprisingly large amount.

When you are deciding whether or not to take a task on, think about this value - are you wasting your or your organization's resources on a low yield task?

Importance of Time Management

Time management is a set of principles, practices, skills, tools, and systems that help you use your time to accomplish what you want.

Time = life; therefore, waste your time and waste of your life, or master your time and master your life

Why Is Time Management Important?

Here are the top reasons why time management is of great importance to your personal and career success:

1. Time is limited. Time is a very special resource in that you cannot store it or save it for later. Everyone gets the exact same amount of time each and every day. If you don't use your time wisely, you can never get it back.

2. Time is scarce. Most people feel like they have too much to do and not enough time. Lack of time is blamed for everything from not getting enough exercise, poor finances, unachieved goals, too much stress, bad relationships, and even an unfulfilled life. Time management helps you use the time that you do have in better ways.

3. You need time to get what you want out of life. You need time to do almost anything worthwhile in life. Waiting for more free time is a losing game that almost never results in getting time for what you want. You need to learn how to make time for the things that are important to you. Even if you can only afford to give a small amount of time each week to your goals, you'd be surprised at how much progress you can make.

4. You can accomplish more with less effort. When you become more productive using improved time management skills and tools, you can accomplish more with less effort. Reducing wasted time and effort gives you even more productive time throughout the day. Both of these allow you to make time for a wide range of activities that bring more balance and fulfillment to your life.

5. Too many choices. In this day and age, there are so many ways you can spend your time that you need some sort of plan to make intelligent choices.

Time management helps you make conscious choices so you can spend *more* of your time doing things that are important and valuable to you.

Remember: *Ordinary people think merely of spending time. Great people think of using it.*

What is Personal Time Management?

Personal Time Management is about controlling the use of your most valuable (and undervalued) resource. Consider these two questions: what would happen if you spent company money with as few safeguards as you spend company time, when was the last time *you* scheduled a review of your time allocation?

The absence of Personal Time Management is characterized by last minute rushes to meet deadlines, meetings which are either double booked or achieve nothing, days which seem somehow to slip unproductively by, crises which loom unexpected from nowhere. This sort of environment leads to inordinate stress and degradation of performance: it must be stopped.

Poor time management is often a symptom of over confidence: techniques which used to work with small projects and workloads are simply reused with large ones. You can not drive a motor bike like a bicycle, nor can you manage a supermarket-chain like a market stall. The demands, the problems and the payoffs for increased efficiency are all larger as your responsibility grows; you must learn to

apply proper techniques or be bettered by those who do. Possibly, the reason Time Management is poorly practiced is that it so seldom forms a measured part of appraisal and performance review; what many fail to foresee, however, is how intimately it is connected to aspects which do.

Personal Time Management is a set of tools which allow you to: eliminate wastage of time and helps you to plan each day efficiently plan each week effectively and to do so simply with a little self-discipline.

Since Personal Time Management is a management process just like any other, it must be planned, monitored and regularly reviewed. In the following sections, we will examine the basic methods and functions of Personal Time Management. Since true understanding depends upon experience, you will be asked to take part by looking at aspects of your own work. If you do not have time to this right now - ask yourself: why not?

Time Management Tips:

Do you feel the need to be more organized and/or more productive? Do you spend your day in a rage of activity and then wonder why you haven't accomplished much?

Time management skills are especially important for small business people, who often find themselves performing many different jobs during the course of a single day. These time management tips will help you increase your productivity and stay cool and collected.

1) Realize that time management is a myth.

No matter how organized we are, there are always only 24 hours in a day. Time doesn't change. All we can actually manage is ourselves and what we do with the time that we have.

2) Find out where you're wasting time.

Many of us are prey to time-wasters that steal time we could be using much more productively. What are your time-bandits? Do you spend too much time 'Net surfing, reading email, or making personal calls? Tracking dialing activities explains how to track your activities so you can form an accurate picture of what you actually do.

3) Create time management goals.

Remember, the focus of time management is actually changing your behaviors, not changing time. A good place to start is by eliminating your personal time-wasters. For one week, for example, set a goal that you're not going to take personal phone calls while you're working. For a fun look at behaviors that can interfere with successful time management,

4) Implement a time management plan.

Think of this as an extension of time management tip # 3. The objective is to change your behaviors over time to achieve whatever general goal you've set for yourself, such as increasing your

productivity or decreasing your stress. So you need to not only set your specific goals, but track them over time to see whether or not you're accomplishing them.

5) *Get in the habit of setting time limits for tasks.*

For instance, reading and answering email can consume your whole day if you let it. Instead, set a limit of one hour a day for this task and stick to it.

6) *Be sure your systems are organized.*

Are you wasting a lot of time looking for files on your computer? Take the time to organize a file management system. Is your filing system slowing you down? Redo it, so it's organized to the point that you can quickly lay your hands on what you need.

7) *Don't waste time waiting.*

From client meetings to dentist appointments, it's impossible to avoid waiting for someone or something. But you don't need to just sit there and twiddle your thumbs. Always take something to do with you, such as a report you need to read, a checkbook that needs to be balanced, or just a blank pad of paper that you can use to plan your next marketing campaign. Technology makes it easy to work wherever you are; your PDA and/or cell phone will help you stay connected.

You CAN be in control and accomplish what you want to accomplish - once you've come to grips with the time management myth and taken control of your time.

Time Management Tips for High School Students

Does it seem like there's never enough time in the day to get everything done? Feel like you're always running late? Here are some tips for taking control of your time and organizing your life.

1. *Make a "To Do" List Every Day.*

Put things that are most important at the top and do them first. If it's easier, use a planner to track all of your tasks. And don't forget to reward yourself for your accomplishments.

2. *Use Spare Minutes Wisely.*

Get some reading done on the bus ride home from school, for example, and you'll kill two birds with one stone.

3. *Its Okay to Say "No."*

If your boss asks you to work on a Thursday night and you have a final exam the next morning, realize that it's okay to say no. Keep your short- and long-term priorities in mind.

4. *Find the Right Time.*

You'll work more efficiently if you figure out when you do your best work. For example, if your brain handles math better in the afternoon, don't wait to do it until late at night.

5. *Review Your Notes Every Day.*

You'll reinforce what you've learned, so you need less time to study. You'll also be ready if your teacher calls on you or gives a pop quiz.

6. *Become a Taskmaster.*

Figure out how much free time you have each week. Give yourself a time budget and plan your activities accordingly.

7. *Keep Things in Perspective.*

Setting goals that are unrealistic sets you up for failure. While it's good to set high goals for yourself, be sure not to overdo it. Set goals that are difficult yet reachable.

Consider these tips, but personalize your habits so that they suit you. If you set priorities that fit your lifestyle, you'll have a better chance of achieving your goals.

You will never "find" time for anything. If you want time, you must make it.

Goal Setting

Personal Goal Setting

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of the future into reality.

The process of setting goals helps you choose where you want to go in life. By knowing precisely what you want to achieve, you know where you have to concentrate your efforts. You'll also quickly spot the distractions that would otherwise lure you from your course.

More than this, properly-set goals can be incredibly motivating, and as you get into the habit of setting and achieving goals, you'll find that your self-confidence builds fast.

Achieving More With Focus

Goal setting techniques are used by top-level athletes, successful business-people and achievers in all fields. They give you long-term vision and short-term motivation. They focus your achievement of knowledge and help you to organize your time and your resources so that you can make the very

By setting sharp, clearly defined goals, you can measure and take pride in the achievement of those goals. You can see forward progress in what might previously have seemed a long pointless grind. By setting goals, you will also raise your self-confidence, as you recognize your ability and competence in achieving the goals that you have set.

Starting to Set Personal Goals

Goals are set on a number of different levels: First you create your "big picture" of what you want to do with your life, and decide what large-scale goals you want to achieve. Second, you break these down into the smaller and smaller targets that you must hit so that you reach your lifetime goals. Finally, once you have your plan, you start working to achieve it.

We start this process with your Lifetime Goals, and work down to the things you can do today to start moving towards them.

Your Lifetime Goals

The first step in setting personal goals is to consider what you want to achieve in your lifetime (or by a time at least, say, 10 years in the future) as setting Lifetime Goals gives you the overall perspective that shapes all other aspects of your decision making.

Goal Setting Tips

The following broad guidelines will help you to set effective goals:

- *State each goal as a positive statement:* Express your goals positively - 'Execute this technique well' is a much better goal than 'Don't make this stupid mistake.'
- *Be precise:* Set a precise goal, putting in dates, times and amounts so that you can measure achievement. If you do this, you will know exactly when you have achieved the goal, and can take complete satisfaction from having achieved it.
- *Set priorities:* When you have several goals, give each a priority. This helps you to avoid feeling overwhelmed by too many goals, and helps to direct your attention to the most important ones.
- *Write goals down:* This shape up you goals and gives them more force.
- *Keep operational goals small:* Keep the low-level goals you are working towards small and achievable. If a goal is too large, then it can seem that you are not making progress towards it. Keeping goals small and incremental gives more opportunities for reward. Derive today's goals from larger ones.
- *Set performance goals, not outcome goals:* You should take care to set goals over which you have as much control as possible. There is nothing more dispiriting than failing to achieve a personal goal for reasons beyond your control. In business, these could be bad business environments or unexpected effects of government policy. In sport, for example, these reasons

could include poor judging, bad weather, injury, or just plain bad luck. If you base your goals on personal performance, then you can keep control over the achievement of your goals and draw satisfaction from them.

- *Set realistic goals:* It is important to set goals that you can achieve. You will often do this in ignorance of your own desires and ambitions. Alternatively you may set goals that are too high, because you may not appreciate either the obstacles in the way or understand quite how much skill you need to develop to achieve a particular level of performance.

Goal Setting in 6 Easy Steps

What is the difference between a dream and a goal? Once again, the written word.

Goal setting however is more than simply scribbling down some ideas on a piece of paper. Our goals need to be complete and focused, much like a road map, and that is the purpose behind the rest of this module.

If you follow the 6 goal setting steps I've outlined in this module you will be well on your way to becoming an expert in building the road maps to your goals.

1. *Make sure the goal you are working for is something you really want, not just something that sounds good.*

When setting goals it is very important to remember that your goals must be consistent with your values.

2. *A goal can not contradict any of your other goals.*

For example, you can't buy a house worth Rs: 750,000 if your income goal is only Rs: 50,000 per year. This is called non-integrated thinking and will damage all of the hard work you put into your goals. Non-integrated thinking can also hamper your everyday thoughts as well. We should continually strive to eliminate contradictory ideas from our thinking.

3. *Develop goals in the 6 areas of life:*

Family and Home	Financial and Career
Spiritual and Ethical	Physical and Health
Social and Cultural	Mental and Educational

Setting goals in each area of life will ensure a more balanced life as you begin to examine and change the fundamentals of everyday living. Setting goals in each area of life also helps in eliminating the non-integrated thinking we talked about in the 2nd step.

4. *Write your goal in the positive instead of the negative.*

Work for what you want, not for what you want to leave behind. Part of the reason why we write down and examine our goals is to create a set of instructions for our subconscious mind to carry out. Your subconscious mind is a very efficient tool, it can not determine right from wrong and it does not judge. It's only function is to carry out its instructions. The more positive instructions you give it, the more positive results you will get.

Thinking positively in everyday life will also help in your growth as a human being. Don't limit it to goal setting.

5. *Write your goal out in complete detail.*

Instead of writing "A new home," write "A 4,000 square feet contemporary with 4 bedrooms and 3 baths and a view of the mountain on 20 acres of land."

Once again we are giving the subconscious mind a detailed set of instructions to work on. The more information you give it, the more clear the final outcome becomes. The more precise the outcome, the more efficient the subconscious mind can become.

Can you close your eyes and visualize the home I described above? Walk around the house. Stand on the porch off the master bedroom and see the fog lifting off the mountain. Look down at the garden full of tomatoes, green beans and cucumbers. And off to the right is the other garden full of carnations and roses. Can you see it? So can your subconscious mind.

6. *This is the most important, write down your goals.*

Writing down your goals creates the roadmap to your success. Although just the act of writing them down can set the process in motion, it is also extremely important to review your goals frequently. Remember, the more focused you are on your goals the more likely you are to accomplish them.

Sometimes we realize we have to revise a goal as circumstances and other goals change, much like I did with my umpiring. If you need to change a goal do not consider it a failure, consider it a victory as you had the insight to realize something was different.

So your goals are written down.

Now what?

First of all, unless someone is critical to helping you achieve your goal(s), do not freely share your goals with others. The negative attitude from friends, family and neighbors can drag you down quickly. It's very important that your self-talk (the thoughts in your head) are positive.

Reviewing your goals daily is a crucial part of your success and must become part of your routine. Each morning when you wake up read your list of goals that are written in the positive. Visualize the completed goal, see the new home, smell the leather seats in your new car, feel the cold hard cash in your hands. Then each night, right before you go to bed, repeat the process. This process will start both your subconscious and conscious mind on working towards the goal. This will also begin to replace any of the negative self-talk you may have and replace it with positive self-talk.

Every time you make a decision during the day, ask yourself this question, "Does it take me closer to, or further from my goal." If the answer is "closer to," then you've made the right decision. If the answer is "further from," well, you know what to do.

If you follow this process everyday you will be on your way to achieving unlimited success in every aspect of your life.

Achieving Goals

When you have achieved a goal, take the time to enjoy the satisfaction of having done so. Absorb the implications of the goal achievement, and observe the progress you have made towards other goals. If the goal was a significant one, reward yourself appropriately. All of this helps you build the self confidence you deserve!

With the experience of having achieved this goal, review the rest of your goal plans:

- If you achieved the goal too easily, make your next goals harder.
- If the goal took a very long time to achieve, make the next goals a little easier.
- If you learned something that would lead you to change other goals, do so.
- If you noticed a deficit in your skills despite achieving the goal, decide whether to set goals to fix this.

Failure to meet goals does not matter much, as long as you learn from it. Feed lessons learned back into your goal setting program.

Remember too that your goals will change as time goes on. Adjust them regularly to reflect growth in your knowledge and experience, and if goals do not hold any attraction any longer, then let them go.

Key points:

Goal setting is an important method of:

- Deciding what is important for you to achieve in your life;
- Separating what is important from what is irrelevant, or a distraction;
- Motivating yourself; and
- Building your self-confidence, based on successful achievement of goals.

If you haven't already set goals, do so, starting now. As you make this technique part of your life, you'll find your career accelerating, and you'll wonder how you did without it!

Success

What is success?

Success? What is it? What is the way to it? What are the rewards? Do you have a right to succeed? The answers to these questions are in this brief topic on "SUCCESS. It is about you and how you can succeed and, in particular, in the professional life.

All too often we hear others people saying, "Get in line and wait your turn." This idea is all too common. It isn't the road to success, but rather failure. It turns our hopes into forgotten dreams. So, we must be on the look out for such statements, particularly if they are designed to keep us from recognizing "what is success".

Yes, being successful can spoil some people. They begin to think everything revolves around them. They become egotistical and, unfortunately, believe only they have the right answers to every question. The dangers of success have been written about for years, but that is not the purpose of this chapter.

This chapter is about "What is success, the way to it, and your right to be successful?" It is about you and how you can become a success.

Success begins, first with your instincts to follow logical thinking. Then, the best way to succeed is to begin with a reasonable plan for realizing your hopes and expectations. The process is a journey if not an adventure with surprises on every front (step). It begins with the first step, however small even if your goals should change along the way.

I do not personally think it is necessary to be mean or unethical to be successful. Certainly, many successful people are mean, closed-minded, and unethical. To be successful, to do something that will help others, and to keep a sound mind in the process, you must be motivated to succeed regardless of the consequences. To achieve success in your each and every step of your personal or professional life you must be willing to work hard when you have to. You must be willing to take risks? Don't think that you don't have what it takes. If you have the desire and determination to make a difference, then you have the qualities needed for success. "A successful man is one who can lay a firm foundation with the bricks others have thrown at him."

Remember: Successful people want to take on professional (related to career) and personal (related to family) responsibilities and enjoy making endless decisions to help others.

- They are not troubled by insecurities.
- They are convinced of their own worth and self-realization.
- They know that responsibility is the key to becoming independent.
- They expose themselves to risk.
- They are curious.
- They ask questions.
- They listen to other people's problems.
- They deliver what they promise.
- They are ready to grasp the opportunity.
- They are able to concentrate on what is important.
- They have a passion for winning.

The problem is that too often even successful people make major mistakes. They ask for less than they could get! It would have been better (from the beginning) to have requested for far more than we thought we deserved, and surprisingly we would have gotten more (and, in particular, respect).

"Do not be afraid to fail." Failure provides increased opportunities for success. Why not dare to try, to take a risk, and to grow. The road to success, to grow, and to start being an autonomous professional lies within you. Do not lose courage thinking about what others think is the right thing for you to do, but instead decide for yourself. "There is no elevator to success. You have to take the stairs."

How to Win Friends and Influence People?

Fundamental Techniques in Handling People

1. Don't criticize, condemn or complain.
2. Give honest and sincere appreciation.
3. Arouse in the other person an eager want.

Six ways to make people like you

1. Become genuinely interested in other people.
2. Smile.
3. Remember that a person's name is to that person the sweetest and most important sound in any language.
4. Be a good listener. Encourage others to talk about themselves.
5. Talk in terms of the other person's interests.
6. Make the other person feel important - and do it sincerely.

Win people to your way of thinking

1. The only way to get the best of an argument is to avoid it.
2. Show respect for the other person's opinions. Never say, "You're wrong."
3. If you are wrong, admit it quickly and emphatically.
4. Begin in a friendly way.
5. Get the other person saying "yes, yes" immediately.
6. Let the other person do a great deal of the talking.
7. Let the other person feel that the idea is his or hers.
8. Try honestly to see things from the other person's point of view.
9. Be sympathetic with the other person's ideas and desires.

Be a Leader

A leader's job often includes changing your people's attitudes and behavior. Some suggestions to accomplish this:

1. Begin with praise and honest appreciation.
2. Call attention to people's mistakes indirectly.
3. Talk about your own mistakes before criticizing the other person.

4. Ask questions instead of giving direct orders.
5. Praise the slightest improvement and praise every improvement. Be "heartily in your approval and lavish in your praise."
6. Use encouragement. Make the fault seem easy to correct.
7. Make the other person happy about doing the thing you suggest.

How to Stop Worrying and Start Living?

Fundamental facts you should know about worry

1. Ask yourself, "What is the worst that can possibly happen if I can't solve my problem?"
2. Prepare yourself mentally to accept the worst--if necessary.
3. Then calmly try to improve upon the worst--which you have already mentally agreed to accept.
4. Remind yourself of the exorbitant price you can pay for worry in terms of your health. "Those who do not know how to fight worry die young."

Basic techniques in analyzing worry

1. Get the facts. Remember that half the worry in the world is caused by people trying to make decisions before they have sufficient knowledge on which to base a decision."
2. After carefully weighing all the facts, come to a decision.
3. Once a decision is carefully reached, act! Get busy carrying out your decision--and dismiss all anxiety about the outcome.
4. When you, or any of your associates, are tempted to worry about a problem, write out and answer the following questions:
 - a. What is the problem?
 - b. What is the cause of the problem?
 - c. What are all possible solutions?
 - d. What is the best solution?

How to break the worry habit before it breaks you?

1. Crowd worry out of your mind by keeping yourself busy. Plenty of action is one of the best therapies ever devised for curing "wibber gibbers."
2. Don't get tensed about trifles (small issues in life). Don't permit little things--the mere termites of life--to ruin your happiness.
3. Use the law of averages to outlaw your worries. Ask yourself: "What are the odds against this thing's happening at all?"
4. Put a "stop-less" order on your worries. Decide just how much anxiety a thing may be worth--and refuse to give it anymore.

Eight ways to cultivate a mental attitude that will bring you peace and happiness:

1. Let's fill our minds with thoughts of peace, courage, health, and hope, for "our life is what our thoughts make it."

2. Let's never try to get even with our enemies, because if we do we will hurt ourselves far more than we hurt them. Let's never waste a minute thinking about people we don't like.
3. Instead of worrying about ingratitude, let's expect it.
4. Let's remember that the only way to find happiness is not to expect gratitude--but to give for the joy of giving.
5. Let's remember that gratitude is a "cultivated" trait; so if we want our children to be grateful, we must train them to be grateful.
6. Count your blessings--not your troubles!
7. Let's not imitate others. Let's find ourselves and be ourselves, for "envy is ignorance" and "imitation is suicide."
8. Let's forget our own unhappiness--by trying to create a little happiness for others. "When you are good to others, you are best to yourself."

Six ways to prevent fatigue and worry and keep your energy and spirits high

1. Rest before you get tired.
2. Learn to relax at your work.
3. Learn to relax at home.
4. Apply these four good workings habits:
 - a. Clear your desk of all papers except those relating to the immediate problem at hand.
 - b. Do things in the order of their importance.
 - c. When you face a problem, solve it then and there if you have the facts to make a decision.
 - d. Learn to organize, deputize, and supervise.
5. To prevent worry and fatigue, put enthusiasm into your work.
6. Remember, no one was ever killed by lack of sleep. It is worrying about insomnia that does the damage--not the insomnia.