

HOW TO BE A WINNER

PRAKASH J. SHAH

JULIAN CHAND & SONS

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Preface

This book contains fifteen essays on personality development, self-improvement, optimism and cheerfulness have goals, increase your personal efficiency, time management develop winner's psychology etc. Our target group of readers is between 17 and 25 years. This book is meant for young men and women who are either undergoing their education in colleges or who have just entered wider areas of life to start their earning career. The language used is simple, paragraphs are small and thoughts are supported with suitable examples.

These fifteen essays incorporate the ideas which have benefited me most. I trust our young readers will find them useful. Will you kindly let me have your frank FEEDBACK through my publishers? Suggestions towards its improvement are most welcome.

Wherever you are, whatever good are you doing in your life, you have our best wishes with you.

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PRAKASH J. SHAH

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1

Prepare Your Mind for Success

WHEN I am about to start this essay, a very nice quotation comes to my mind spontaneously:

Yesterday is like a cancelled (paid) cheque. Tomorrow is like a promissory note. None of them are useful in the present. Present time is like currency notes. Use it wisely.

You are young, between the age-group of 17 and 25 years. Many of you have just left high schools or colleges. It is likely that many others among you may have just embarked on your earning career. You have now entered wider circles of people. We have designed this small book specially for you. This small book contains 9 essays. We have a feeling that they would be of considerable help to you. *Read slowly. Preferably one essay at a time.*

This is a very nice period of your life. This is a very nice ‘Time’ of your life. You are optimistic. You are energetic. You can work long-long hours in a day. Work for coming ten years with best of your capacities in any area of human activity. You will be moving up—moving up—up—up. Prepare your mind in the right manner, the scientific manner.

'A genius is 99% perspiration and 1% inspiration.' If you have correct inspiration and if you are prepared to *work hard*, success is yours!

There is keen competition at the bottom, but there is always vacancy at the top. Have faith in this sterling truth which has been proved right countless times by countless people at countless places.

Read good biographies and autobiographies and you will be convinced of that.

I don't say that your path is always going to be easy. No—on your path to ultimate progress and happiness there would be difficulties, hardships, and heartaches. But with right type of thinking—with right type of preparation, you are bound to overcome them.

In your long march to better yourselves, it is not likely that people at large will be very soft and very co-operative with you. It is just possible that many people will laugh at you—they will cut harsh 'jokes' on your aspirations, dreams and goals. Many people will try to discourage you. But amidst all these, keep on—keep on—keep on.

A genius is called a rack pot, till he hits a jackpot.

Understand this universal, psychological stand taken by ordinary people. Many people don't work and they don't wish that others should work. Naturally, such people will try to discourage you. Please don't walk into such deadly traps.



Cultivate *positive approach* right from this moment. *Think positive. Talk positive. Act positive.*

Read a very nice book by Dr. Norman Vincent Peale. It will help you think on correct lines. The book is, *The Power of Positive Thinking*. Read other books by Dr. Peale like *A Guide to Confident Living*, *Tough Minded Optimist*, *Amazing Results of Positive Thinking*. These will be of great help to you..... Let us not forget even for a mo-

ment that our human existence is highly uncertain. Today is ours but tomorrow may not be ours.

So we must strive our best to take up maximum benefits of ‘present’ time only. We must give best out of us to our human society without any delay, without any *IFs* and *BUTs*.

To discharge our duties in the best possible ways, we must build up our mental, physical and spiritual capacities on sound lines.

‘The smallest good deed is better than the grandest good intention.’ So start doing small works—small good works in your daily life ! It will help you to build up self-confidence. When you are successful in doing small good works in fine manner, you will be inspired to do *big*—noble works.



Do Not Hate Any One: Make it a firm rule in your life, not to hate anyone. Hatred will have adverse effect on your mind and body. It will poison your body cells and make you sick.

If you find yourself hating some person who has wronged you, try to forgive that person. Give your best love and charity to others.

Release the person who hates you to God for his reward or punishment. This process will reduce many of your burdens. When you hate someone, your face also undergoes a major change. Study your face in a mirror and you will be able to see that for yourself.

One American authoress observed : *‘Love is more than a mere biological urge.’* Love is a many-sided thing. Love lifts you from normal to abnormal heights.’

When you love some person—something—some object—your face glows up with radiance. In one way *Love* is a super hit cosmetic!

If you are wise, you will not even hate your disagreeable job, your tough place of posting away from home, lack of money or your hard circumstances in life.

Sri Aurobindo said in his fine book *Bases of Yoga*: “*However hard the fight, the only thing is to fight it out now and here, to the end.*”

When you express love in your personality, you will have a quality of the Divine level, which will make everyone—who knows you—admire you and respect you.

Nobel Prize Winner Holy Mother Teresa's blessings were received by us on 30th December 1983. She has suggested in one of her writings that, *if you love someone—show it...show it...by your words, by your actions and by your feelings.* Don't hide this great gift of God given to you.

Three attributes of love are *Understanding, Compassion* and *Forgiveness*. When we love people or projects, we try to bear with them. We don't see their weaknesses. We look for their plus points only.



Do what your instinct tells you that it is good for you. If you feel something is bad for you—even if your best acquaintances try to persuade you to do that, please give them a polite but firm 'NO'.

Say positively, for example, if you don't eat non-vegetarian dishes, if you don't smoke or if you don't take drinks and if these are offered to you by others say 'NO'. Have an assertive personality.

If you like to visit temples, churches, mosques, Jain Derasars or any other religious places, do so and if people laugh at you for that, let them do so. Please continue to visits places of worship. You will get peace of mind." At such places bad thoughts or bodily desires are less likely to disturb you.

If you like picnic spots, make it a point to visit them as and when it is possible. Such visits will cheer you up. They will contribute a lot to develop your mind on sound lines.

When any bad event takes place in your family—like someone's death—don't remain in that gloomy and depressing atmosphere. Try to come 'out of the four-closed walls of your house.



Overcome Animalism, Greed and Selfishness. It is very rightly said, 'A man's needs have some limits, but a man's greed has no limits. Don't be very greedy. Help others. Be good to others. Be charitable to others.

Control your emotions if you wish to have greater power, over others. When you are very angry or some great injustice is being done to you—maintain dignified silence. Walk away from the ugly atmosphere created by other people.

Walk in natural surroundings for long-long hours...walk walk...walk ! Try to find out constructive ways and means to combat the cruel blows which are given to you by other powerful people.

Refuse to take 'NO' for an answer. Many people win out in life, because they refuse to admit even to their own selves that they are defeated.

One famous boxer even when he was very tired and severely injured, declared to the world, "*I will fight one round more.*" This attitude helped him to remain a winner.



Every time you spend a rupee or money passes through your hands, silently affirm to yourself, "This money will multiply and grow manifold and will come back to me."

No matter what obstacles stand in your way, let nothing dim the bright dream in your creative mind and move ahead to attain your goals.

Remember what Swami Vivekananda said, *Arise, Awake: and Stop not till Your Goals are Attained.*

Please be assured, if you are right—if you are honest— if you are working hard—and if you are trying with best capacities—God will be so kind in sending you help from known and unknown sides.

Please start from this very moment, and prepare your mind for success. *In other essays of this small book you will get many—many more keys, suggestions, titles of books that are likely to help you.* Please act on them.

March Ahead. Don't postpone your well organised efforts till circumstances become more favourable. Start now.....now.....now.....



2

Your Real Wealth

WHEN people think of Wealth they mostly think of something outside themselves—a pot of gold, money in a bank or a kindly, fatherly government which takes care of you from the cradle to the grave, etc.

But history of mankind has tested and proved false the theory, that the wealth is to be found outside us. The only real wealth worth having is inside you.

If we have too much material security we will not strive our best. When we are having ‘king’ size problems in our life then only our best capacities will come out of us.

Accept challenges to do your best. *One of the greatest challenges faced by mankind is the reduction of human miseries on the one hand and to increase human happiness on the other. It is a collective challenge. It is a collective goal for all of us. We must chase that goal.*

We all can contribute significantly in chasing that goal in view. Please think as to how you can help in that mighty work. Apply creative imagination and many good ideas will come to your mind.

Whether you have Rs. 1,000 or just 25 paise coin in your pocket, never make the mistake of deciding that it is your wealth.

It is the goose that lays golden eggs—not the eggs themselves—that is really valuable. Your own goose that lays the golden eggs is the

power within you—your attitudes, your ideas, your ideals, your goal....You can think of enough ways to acquire real wealth.

It is not that you need more brains or personality or ability so much as that you learn to use effectively what you already have with you.

Have a Mental House Cleaning. Sweep out all those negative ideas that hold you back—negative thoughts that hold you back. These negative ideas and thoughts give you a perpetual ‘I CANT’ attitude. Give a swift kick in the pants to that negative thinking that holds you back. ‘Dare’ to do new things. ‘Dare’ to come out of the routines which you are following for long times.

You may not have special privileges. You may not have enough liquid cash to start a small business—like selling good, inspiring, thought-provoking books on commission basis.

You may be living in a poor house in a far away suburb of a big city. Never mind these obstacles when you begin your life’s work. Have trust in God’s Grace! With well-planned efforts you will be able to come up.

Accept your adverse circumstances as challenges to develop your personal powers. Deep down inside all of us is the desire to do something worthwhile—to win something we can be proud of—to feel that we have won out, over keen and trying competition. Work strongly on that desire of yours...!

Take pleasure in your routine assignments. If you are a typist, please don’t type out letters mechanically. Read the letters, reports, notes, etc., critically before typing these. By becoming a keen reader of your organisation’s outgoing letters, you will be able to acquire much knowledge.

Taking pleasure in your work, thinking out novel ways to do your work in better ways will not make your work merely a routine, boring job. *Try to be an Artist.* Don’t remain an artisan.

Work with such enthusiasm—with such joy that when closing time comes in the evening—you feel pleasantly surprised that how time passed off so nicely... !

John D. Rockefeller Jr. said that one of his regrets was that the day did not have more than 24 hours, so that he could have had more satisfaction in working even more than 16 hours a day.

Turn over any really successful man or woman and underneath you will find the *WILL TO WORK* born out of the idea that work is fun.

Remember that the only difference between work and play is one of attitude. Play is what we enjoy doing. Work is what we have to do. The difference is a matter of motivation.

Elmer Wheeler has written a very nice book entitled 'The Wealth Within You'. Please buy one copy of this book. It is published by M/s. Wilco Publishing House, 33, Ropewalk Lane, Rampart Row, Bombay-23. The price of the book is Rs. 10.00.

Do Anything. Climb mountains, play cricket, run UCO Bank Branches—strive for more deposits, help small borrowers with small loans—because you get fun and satisfaction out of these works. These things can be very charming. All you need to do is to turn your work into play.

Build it better and sell it to more and more people, can be kept in mind by all of us to improve our customer services and to attract more and more customers to patronise our bank's various services in different areas of Bills, Remittances, Deposits, Safe deposit lockers, Travellers' cheques, etc., etc.

Start inspiring libraries in your neighbourhood. Start wall papers in your buildings. Establish cultural organisations in your friends' circles to start many-many good activities. Encourage others to bring out best qualities in themselves. If you are playing cricket, take best inspiration from *Sunil Gavaskar* and try to set fresh records.

Sincere desire to do more for people, can make you successful. Always manage to stay either one step ahead of competition or offer public something that competition cannot offer at all.

Study of good books can fire your imagination. Read *Roses in December*—the autobiography of late Justice M. C. Chagla. It is published by Bhartiya Vidya Bhavan and is priced at Rs. 20.00.

Read the autobiography of Swami Sivanandji, published by The Divine Life Society, Sivananda Nagar, Dist. Tehri Garhwal, U.P. Swami Sivanadaji's some other very good books are *Bliss Divine*, *Sure Ways for Success in Life and God Realisation*, *Mysteries of Mind Control*, etc., which I have enjoyed greatly.

Swami Sivanandji was a very successful doctor before he became a Sanyasi. He gave very good suggestions to help others by providing inspirational, soul lifting literature. He said, "*When you come across good literature, take out 100-200-300 cyclostyled or printed copies and distribute in your circles.*"

Meet successful people. Listen to their experiences. They will lift you up from ordinary to extraordinary levels.

Someone said, "We cannot command success but we can do more—we can deserve it." Let us do that.



3

Have Goals... Have Plans....

MANY times in our class-room teaching, we give 20 minutes to our participant friends *at UCO Bank's Regional Staff-College, Bombay*, to attempt the answer to a question, "What I propose to do in 5 years to come?"

To answer this question we have to think deeply on life. Many of our friends candidly tell us that till that time they had not applied their minds seriously to this important area of Personnel Management.

It is not the case only with young students, but many times even adults are living life without fixing up definite goals...

And if you have not set fixed goals before your mind's eye, how is it possible for you to formulate definite plans?

It has been rightly observed by one American author, who is an expert in Management subjects, that 'Goals and Plans are the magic key to success and happiness.'

Without goals and plans we would not be able to do much in our personal life—in our job assignments and in our family and social life.

It is said by an expert, **Mr. Glean Blend**, author of a very nice book that only 3 per cent of all people have goals and plans and they try to achieve their goals. Other 10 per cent have goals and plans but they keep them in their heads only. They do not write them down. The rest 87 per cent drift through life without definite goals and plans. They do not know where they are going and others dictate them.

Success is a very nice book on the subject by Glean Blend. It is priced at Rs. 10.00. It is published in our country by 'Better Yourself Books'. You can secure a copy of it from M/s. Examiners' Press Book Shop, 35, Dalal Street, Bombay-23. If you happen to be in Bombay, visit and see their many other titles. See the books and decide which to buy after personal perusal. They are keeping many books which are available at low prices. These are really very nice books that should be purchased by more people.

Let us examine previous statistics further. The 3 per cent who have goals and plans that are written down, accomplish 50 to 100 times more during their life time than 10 per cent who have goals and plans but keep in their heads.

These statistics alone should motivate you to set definite personal goals, establish a plan of action for their fulfilment and then commit both your goals and plans to writing.

Goals and plans made within the framework of natural law take the worry out of living. When unexpected things develop you can make necessary changes in your plans. Your productivity will go up. When you make your daily plans and when you are living your life in *Day tight Compartment*, your capacity to enjoy life is enhanced considerably.

In spite of all these advantages, it is so strange but it is true that most people don't set goals and establish plans. *Four* reasons have been given by experts for this phenomenon :

- (1) They do not know how to do that.
- (2) People feel that it would be troublesome (although it is not so in reality).
- (3) They don't have full faith in their goals and plans after they are developed.

- (4) They begin on a long-range basis and this prevents them from seeing immediate results. So they become discouraged.

You can very gainfully take help of your friends, parents, teachers and experts to fix up your goals and plans. When you get more experience and insight, your goals and plans will become more sharp—they will become more effective.

You will encounter temporary difficulties and defeats also—but by sticking to your plans in a firm manner, you will be able to come out of all adverse situations.

Remember this principle, ‘out of every adversity comes an equal or greater amount of opportunity’. This principle never fails.

As you begin to formulate goals in your mind, *dare to think big*. A wise man once said, “It is better to aim your arrow at a star and hit an eagle, than to aim your arrow at an eagle and hit a stone.”

Dare to Aim High—Shoot for the moon as long as you sincerely believe that you can reach your goal sometime in future.

Don’t worry too much about how you are going to attain your goals. Leave that completely to a power greater than yourself. Some supernatural power is sure to help you to come up!

Your life is made up of four major areas—(i) Spiritual (ii) Financial (iii) Educational and (iv) Recreational. If you want happiness to radiate around you, you must learn to set goals and make plans in these areas.

Your goals will be personal goals, family goals, organisation goals (where you are working) and community goals. All these goals can be further sub-divided in money goals and non-money goals. Think deeply on all these points, when you are setting your goals.

Establish a faith period—set aside 30 golden minutes each morning to engage yourself in meditation and daily planning. Write down important things you are planning to do on that day. See that every day you make some progress towards attainment of your goals.

Develop a burning desire for the things you want in life. It will

motivate you to action. You have God-given talents and abilities. Use them in the best manner.

NEVER—NEVER—NEVER GIVE UP!

Success cannot remain away from a WILL that stays in existence in spite of the pressure of adversity. *Success comes to persistent people.*

Development of right thinking is not easy because it involves establishment of new habits; which take days, weeks, months and often years before they become fixed part of our new life. *If you want to replace a bad habit with new good one you will have to exercise firm will power.*

Many students with weak eyesight desire to shift their late night reading hours to early morning hours. In that case they will have to retire to bed early at night. Otherwise the changeover to new morning hours will not be possible.

Read W. Somerset Maugham's famous Novel *The Razor's Edge*. In this novel all the principal characters have different goals.

Keep a detailed daily diary to record your efforts. Be honest with yourself. Write your weaknesses—failures and frustrations fully. Try to understand how they have come up : Many people see a number of movies just to 'kill' time. If such people think about alternative uses of time—they can find out many ways and means to use their time in profitable ways. Review your diary periodically and bring over necessary changes. By remaining eternally vigilant—you are sure to attain your goals.

You can write me in detail about your experiences at my residential address given in the preface, so that others can also draw useful lessons from your valued experiences. Please feel free to get in touch with me.



4

How to be Prosperous

I HAVE greatly enjoyed building up this essay for past many months from various sources and reference books. Please believe me—it has given me much mental strength, peace of mind and satisfaction. Read slowly. *Read repeatedly to enjoy this essay and absorb its principles in your mind.*

When you get up in the morning, *start on a Positive Note*. You deserve to be rich in all respects. By making right type of efforts you can be rich.

You can have a life of abundance, filled with love and charity and incidentally all the cash you want. Thinking poor will keep you poor. Thinking rich will make you rich.

Your money is an extension of your personality. Love your self more, the more money you will attract. And the more you will enjoy that money.

The strongest single factor in prosperity-consciousness is *self-esteem*. *Believe strongly you can do it. Believe strongly you deserve it. Believe strongly you will get it.*

As long as you have a clear vision of what you want and have the inner determination to get it, the money will come.

Ralph Waldo Emerson, a great thinker, once wrote: ‘*Man was*

born to be rich or inevitably to grow rich through the use of faculties’.

Some one said, ‘I have never been poor. I am only broke at times.’ Being poor is a frame of mind. Being broke is a temporary condition. Please avoid poverty of mind at all costs.

Make it a point to go out on a short vacation for say 2-3 days after you have worked for 2-3 months. Such vacation will go a long way to build up your mental powers.

Secondly, enjoy good food in good restaurants at least once in a week. Listen to good music. Visit good picture galleries. Such pleasures will be of tremendous help to you.

In big cities you get *fine* opportunities to listen to nice lectures given by gifted speakers like Shri Nani Palkhiwalla, Atalbihari Bajpayee, Com. Tarkeshwar Chakravarty, J. Krishna Murtiji, Dr. Bholabhai Patel, Niranjambhai Bhagat, Shri Barkat Virani, Dr. Uma Shankar Joshi etc., etc. Generally, such lectures are organised in evening hours at central places. So even when you are working on full time jobs you can go and listen to them.

Don’t always say ‘NO’, “I CAN’T AFFORD IT” or “I DON’T HAVE THE TIME TO GO THERE.”

Some time back, I was reading a very nice book on life of *Shri J. N. Tata* entitled ‘The Creation Of Wealth’ written by Shri R. N. Lala. It is published by Indian Book House. The House of TATAS has created lots and lots of wealth for social upliftment. If you come across a copy, read it intensively, You will get many good ideas.



Most of us dream of a day, when we can lean back and relax. But that day is here and now. You don’t have to be a wealthy man to take a day off and move into natural surroundings.

Go sometimes to seashore. Watch the sea in different moods. Watch the ‘Unknown-Unsung’ artists making different pictures on the shores with the help of sand, water colours, etc. Stand quietly in or near a church, or temple or a Jain Derasara for some time.

If you are living in the city of Bombay, sometimes do go out and sit down on green grass of John Baptista Terrace Garden, near Dock Yard Road Railway Station, Mumbai-10. You will feel very happy in that sitting.

Forget about passing time...Forget about your routine problems. Close your eyes for some time. On your mental screen recall your happy times. Remember, how some Unknown, Divine Power came to your rescue and pulled you out of depression.

Allow thoughts to come to your mind naturally. Don't force your mind to concentrate on one topic only. Trust your sub-conscious mind and its powers. *You are bound to come up—you can't go down.*

Experience this confidence and its superb results when you go up in your life. Don't doubt your latent capacities. They will come to your help. Allow Divine Force to work for you.

Life is not a bed of roses at all times. Some period of our life can be very tough. At such times, life may look like a long, dark tunnel.

Even at such critical times—trying times, please keep on—please march on. Pray for help from Divine Force. You shall get help. Once you come out of such periods—when your bad times are over you will be more prosperous—surpassing your own expectations.

Remember, “Our darkest hour is just before the Dawn.” Pray for new Dawn in your life. With God's blessing you will be able to enjoy ‘Bliss Divine’.



Trust Your Brain Power. Always have faith that you have an unlimited number of valuable ideas in your own consciousness.

Don't make others unhappy or pained to earn your personal happiness. If you can please others, if you can make others happy, they shall be willing to help you in many ways.

Be humble. Don't have vanity or superiority complex. Meet even the perfect strangers as you are meeting your own loving brothers

and sisters. The results would be marvellous.

Right type of HUMAN RELATIONS will take you up—and up on higher peaks of prosperity.

Rev. J. Maurus has written an important book on human relations. The title of the book is “It is Human Relations that Count”. The book is priced at just Rs. 5.00. It is published in ‘Better Yourself Books’ series by the Allahabad Saint Paul Society, Allahabad-211002. The author Rev J. Maurus has written many other good books too. These are printed in clear types on good paper having attractive title designs. They are published with a noble mission to serve our brothers and sisters. They are remarkably low priced books. You can extend them as gift-copies in your circles on auspicious occasions.

Buy such books. Bring them to the notice of your friends. They will be benefited also. In our country per capita reading per year is much low—much low on account of a variety of reasons. You can lend your valued support to make good reading more popular—more widely accepted as a gainful hobby. Such efforts will help you also. ‘Hands that give roses are automatically perfumed.’

When you are in a creative mood, take up sheets of paper and fountain-pen to note down ideas. Some good ideas will be of much help to you.

I love what I do and that love brings me all the money I want. Love your job. Love your hobbies. Put your best capacities in them and best will come back to you.



Give yourself *success experiences*. When you are looking for new ideas in your career, ask the people who know the things. If you sincerely ask others for advice, they will be willing to share the information with you. Successful people will be happy to help you.

Many times important and successful people may not meet you in person. At such times they write encouraging letters and cheer you up. In past 5 years for our small work *Bharati Prakashan Monthly Essays*, we have received a number of such encouraging letters. They

have given us strength—inspiration—power etc. to improve our efforts.

Trust Law of Increase—which states that things will always get better. You will always ride an upward earning pattern. Your assets will go up in their value.

This sense of upward momentum, the law of increase, is part of the basic prosperity cycle. We are all a part of that cycle.

If you recognise it, and allow it to become a part of your awareness, you will see that you will experience that things are always going to be better....and better

Prosperity consciousness is a positive belief system—

Poverty consciousness is a negative belief system—

Have 3 things repeated countless times to your mind daily—“I WANT...I DESERVE...I CAN...”

My young friends, have courage to ask good things of life, beautiful things of life, and you are bound to get what you want.

Be happy. Make others happy! Be cheerful and make others cheerful! Help others who are struggling hard to come up in the battle of life. When you get powers—when you get surplus money—when you have spare time at your disposal—when your mind is in an upward trend.....use them for others.....your resources will not be diminished. Far from it they will be multiplied.

This beautiful world is overflowing with all types of wealth and prosperity. Ask for them and they will be given to you.



5

Start From Where You Are.....

THE life of Dr. George Washington Carver was very noble. It is quite likely that you might have read something about this outstanding agricultural scientist from Tuskegee Institute of America.

He came up—up—up from slavery. He saw dire poverty. He cultivated an out and out optimistic outlook on life—even in the most trying circumstances.

He was just like a ‘*noble visitor*’ in this materialistic world. He never attached much importance to money or things that could be bought with money....

When *Henry Ford* and *Thomas Alva Edison* offered him staggering salaries to work with them—with folded hands he said, “NO” and added, “*What I will do with big amounts of money ? Tuskegee Institute needs me, I can’t leave company of our founder Booker T. Washington.*”

He was very, very keen to serve his poor, black brothers and sisters till the last day of his life.....

Once he was teaching in a classroom. Tuskegee Institute had de-

posited \$ 17,000 in his account with Alaska Bank. Someone came rushing in the classroom to tell the bad news that Alaska Bank had failed and the depositors had lost money.

Ordinary people thought Dr. Carver would get a bad jolt. Dr. Carver very lightly told, 'I was not going to use that money anyhow. It is good that some people will be able to use them.' *He was like our ancient Sadhus who had a completely detached attitude on worldly matters.*

Many times I am called upon to speak before young people on this remarkable man's life and works of permanent nature. On such occasions, I am overjoyed. We all can draw lots and lots of inspiration from his noble life!

His guideline was—

'Start from where you are, With what you have, Do something and never be Satisfied.....'

I propose to devote this essay on this subject 'START. FROM WHERE YOU ARE'. Ideas presented here can be of much help to us throughout our life. *Good ideas need wider circulation.*

We need your 'feed back'... We invite you to write about your experiences. Let us work as a strong team to serve our country and our brothers and sisters with best of our capacities..... *Please write to us.*



Let us accept the realities of life. You might have observed by this time that some people in your neighbourhood have surplus resources—money—clothes—spare space, etc. If you can take initiative, if you can convince them, if you can appeal to their noble motives—you can win their worthy support for good causes. Please try on these lines.

Don't get disheartened if you are passing through tight money condition. Don't suffer from chronic depressions. Change your outlook. This small story told in our religious books is worth reproduction here in brief. I am doing that in my own manner.

It was a very hot afternoon. One poor, young man was walking from one village to another distant village. He had no chappals to wear. His feet had become like hot—very hot biscuits!

In desperation he cried aloud and cursed God, ‘Oh God! why have you not given me a pair of chappals to protect my feet in this hot season! Why have you become such a miser.....’!!

He continued to walk for some more time. He came near a very big, shady tree. He was greatly perspiring by this time. He had two ROTIS and some vegetable with him. He thought it would be good to break his journey for mid-day food and take some rest.

When he was about to sit under the tree, he saw that one poor man was singing very happily. He saw him more carefully and noted that the man in question had no legs at all. He was a crippled man.

At the sight of the other man, he understood the life in proper perspective: He immediately offered the prayers to thank God for giving him two strong legs! Now he was not feeling ‘sorry’ any more because he had no chappals. He shared his food with the crippled man. He was very happy to do that.

Strive hard to cultivate this type of mental approach. You will be able to look at personal miseries—pains—and pathos in a different light.



Count your blessings, Count your strong points. If you are able to sleep soundly for 7-8 hours every night like a small, sweet, innocent child it is a plus point of yours.

Many people who have crossed 35-40 years have many worldly worries, as a result of which they have to take help of sleeping tablets to cure insomnia.

In big cities like Mumbai, Kolkata, Delhi, Chennai, middle class and lower-middle class people have acute housing problems. Houses are very small. If in your family besides you, there are 2-3 younger brothers and sisters of school-going age, at times you might be feeling

mentally depressed. You may not be getting sufficient space to read and write.

Yes, this is one of the realities of life which we have to face bravely. Ordinary type of students give up their studies half-way down... But this will not be a very difficult problem for you.

Try to come on extraordinary levels. Develop a firm “Will” to overcome this obstacle. You can go in open gardens and read there. You can use terrace of your building. You can request principals of schools and colleges to keep some rooms open—besides the library and reading room—and such people can read.

Determine to study well and get yourself well-equipped for the battle of life. Life is not only bed of roses—It has thorns also. Let us accept both of them. Don't be depressed with your present limitations. In our human life, difficulties are there—difficulties will be there. Let us face them cheerfully. Cheerful disposition will give us enough courage and power to suffer with a joyful heart.

Cultivate good friends right from now. Value your friends more than any worldly possessions. Make sacrifices for them. Help them in times of their distress. ‘A friend in need is a friend indeed.’ About Abraham Lincoln it was said, ‘He is poor in purse but he is very rich in friends.’

One person said, ‘I love my friends more than a miser loves his gold’.

One more quotation comes to my mind—‘*Death of a friend is less sorrowful than death of a friendship.*’

So please cultivate friendships and keep them in constant repairs. Visit your friends regularly. Take interest in their problems. These types of active and well-thought out plans—and positive actions taken in these regards will give you immense joy. They will add rainbow-like colours in your life!

Without valued support of our friends, parents, teachers, employers, co-workers, family friends and other people of the society, we alone can't do any significant ‘goals chasing’.

Respected Shri R.N. Agarwalji has written a very nice small book

entitled 'A Practical Guide to Successful Living'. It is published by M/s Sultan Chand & Sons, 23 Darya ganj, New Delhi-2. I like to read this book over and over again. One specific point I wish to reproduce here—

On Co-operation, Shri Agarwalji says that, “you should be able to co-operate and win co-operation. You can accomplish mighty little all by yourself.....”

... Alone you cannot kill a rat, but with co-operation you can move mountains. The makers of Amul Products at Anand, Gujarat, is a flaming example of co-operative effort.



There is an old saying that you must travel the road of success by moving one step ahead at a time: Sometimes you can't even see very far ahead. But you can always see one step ahead, and if you take that step the chances are you will see your way to take another.

Most of us insist the *opportunity* must be found in some far-off setting. Like grass, opportunities across the fence, look greener. But it is an illusion.

Anything *good* that you want to do—go ahead and start it: you are not likely to get response, help, recognition in the beginning from others but when you are able to show good results, other people will go out of their way to help you.

Many times we go to the social service organisation like Mother Teresa's "Asha Daan", Sankli Street, Near Byculla Fire Station, Mumbai-8...; "THE SHELTER" (A home for homeless girls) on 61, Clare Road, Mumbai-8; 'Acworth Leprosy Hospital', Wadala, Mumbai-31, 'Shradhan and Mahilashram', Near King's Circle Garden, Mumbai-19, etc. to distribute clothes, good books, and periodicals, eatables, other durable items within our small capacities. We have seen that slowly and slowly, more and more people in our own circles have joined us.

We draw strength from Holy Mother Teresa's inspiring words

that, “*Good works will not suffer for want of money resources.*” Money resources for good works will come to you. Work on self-less lines and you will get more and more support from more and more people.

Don’t expect perfect conditions in life. If you wait until everything is just ‘right’, you will never begin at all. You have got to make an humble but firm *start*.

Launch Out. Make a break. Take a cold plunge. The Chinese have a saying ‘A ten thousand mile journey begins with a single step only—and is completed by taking one step at a time’.

You must begin, You must begin not from where you would like to be—but you must begin from where you are.

You must not only start from where you are, but you must use what you have.

There is as much *Success Secret* in accepting ourselves as in improving ourselves. There are certain things about us— the colour of our eyes, our bony skeleton, our height and many more things that we cannot change.

You may be disappointed in your physique, your brain, your face, some marks or scars on your face, even your ‘family background’— but they are the body, brain, face and background you have to work with. If you are going to do anything ‘*Concrete*’ in your life, you might as well accept them and get on with them.

While we cannot change these things about ourselves, we can turn them into our ASSETS instead of our LIABILITIES: by accepting them as they are. When we stop apologizing for any of our weaknesses, they nearly become our plus points. They become our assets

To sell effectively you must stand out as a distinct individual. Don’t try to be carbon copies of any ‘*filmy*’ personalities or others. *Carbon copies are carbon copies. They can never compete with originals. So be yourself.* Live your own life in noble—charitable—purposeful ways in your own manner without following blindly the set ‘Types’, ‘Trends’ or ‘Fashions’.

...*The Human Mind Is Real Philosopher's Stone (Paras-mani)*. It cannot turn lead into gold; but it can do something much more miraculous. It can turn ordinary circumstances, which come in our way, even our blunders and accidents, into sterling assets.

Please follow noble ways pointed out by remarkable people like Dr. George Washington Carver, Abraham Lincoln, Sri Ramakrishna Parama Hamsa, Swami Vivekananda, Swami Sivanandaji, Mother Teresa, Helen Keller, Ravi Shankar Maharaj, Pujya Shri Mota. Thakur Shri Anukulchandraji of Satsang, etc.



6

Increase Your Personal Efficiency

EFFICIENCY means controlling yourself, your family and your work—instead of your being controlled by them. It means making use of your time and talent so that you live to full and rich levels in all the fields of your personal and social life

It is very essential that anyone who wants to be efficient must know what exactly he expects in his life and career. Once he knows this, he can drop all superfluities and move on a straight line to his goal—target—ambition. Moving around in small circles is not living. Yet this is what most people do most of the time.

Once our main goals are set up, rest of the work is comparatively easy. To attain our goals, qualities of *perseverance*, *cheerfulness* and *single-mindedness* can be of much help.

Let us not be discouraged by failures or temporary setbacks. 'Our greatest glory does not lie in never falling. It lies in rising every time we fall.'

Let us look at everything from its best side. Even from prison bars, let us see the STARS and not the MUD. Have firm faith in God's Grace that with the Divine help, you will come out successfully in the longrun.

When you get good things of life in plentiful, your efficiency is likely to increase. Say, for example, if you get more love from fellow beings, your efficiency is bound to go up :

For sublime love someone wrote as under :

'LOVE is patient. Love is kind and it envies no one. Love is never boastful, nor rude and selfish.'

When you love someone, you become very soft to his limitations. Love is blind to weaknesses of others. Love helps us to bring out the best from others. There is nothing love cannot face. There is no limit to Love's faith, love's hope and love's endurance.

Each man has an inner desire and need for love. He wants to receive affection which makes him feel important and valuable for others. So give out love to everyone in whose contact you come.

Feelings of love towards others can help us to make significant contribution in *Human Resources Development*. For such type of development '*sky is the limit*'. We all can make meaningful contribution in that wider field by taking suitable steps.

We all are craving for opportunities to express ourselves in various creative ways. We cannot be happy if we are not constructive in our work and in our leisure hours.

Keep yourself creatively busy in your leisure hours. Build up good hobbies. Say, for example, you may not become a professional photographer but if you learn photography as a hobby, it can bring you many joys.

In the same way you may not become a professional teacher but do teach your junior co-workers, or students, in your neighbourhood in your spare hours.

Teaching as a hobby—writing as a hobby—publishing as a hobby have given me much satisfaction, joy and a deep sense of fulfilment. In my school days I used to play cricket. When I entered college life I wanted to pay more attention to social service opportunities, so I dropped cricket from my hobby list.

Our college, R.A. Podar College of Commerce and Economics, Matunga (C. Rly) Mumbai-19, our late principal Shri L. N. Wellingkar

and late Prof. U.U. Bhatt organised various social work camps in fifties. I took active part in them. These provided me valuable opportunity to live in rural setting from my college days. These attracted my attention towards developmental problems, difficulties and methods to work in these areas.

In my college days, I had the good fortune to be selected from my college to work in rural areas of Gujarat under the Ford Foundation Scheme, executed by University of Mumbai (known earlier as University of Bombay) for six weeks.

I am not writing this to enlarge my ego. I wish to tell my young readers that if you are willing and if you are on the look-out, 'Good opportunities will keep on coming to you. They will contribute towards your personal efficiency.'

Here I am reminded of one very nice tip given by our former Test cricketer and now a great social worker *Shri Vijaybhai Merchant*, 'Remain at the wicket and runs will come automatically.' What is true in cricket is equally true in our human life!



Please don't keep your mind idle. Please don't keep your body without work. Work efficiently. Have one pointed concentration of your mental, physical and spiritual capacities. When you are doing one work, forget your entire existence. Be mixed up with work—just as sugar mixes up with milk. Get yourself completely saturated in one work at one time. This will help you considerably to go on higher levels of efficiency.

We all feel a need for *recognition*. Psychologists confirm that just approbation and sincere praise are essential to progress, well being and efficiency of every man.

All of us expect credit for the good we do and yearn for the recognition of our merits. It is just human. We feel dejected when these are denied us. A feeling of bitterness and emptiness overcomes us. In despair someone may take drastic steps.....

So be quick to praise and be slow to censure!



Let us not be afraid of dreaming big. Once our visions are so big—our achievements will also assume big shapes in due course of time. There is a very nice book on this subject by Dr. David Schwartz. It is entitled *Magic of Thinking Big*. If you come across this book, read it repeatedly and make your own notes from that book.

Go through, your life in a little-bit relaxed way. Avoid superhuman urge to do everything by your ownself. Learn to know and respect your own limitations. Take interest in other people and their problems. Avoid long periods of loneliness.

An old proverb says:

'You cannot prevent birds from flying over your head, but you can prevent them from nesting in your hair.'

This type of constructive approach can help you to avoid worrying. Dale Carnegie's very nice book, *How to Stop Worrying and Start Living*, can be of great help to you. It will be a permanent asset to have your personality development on more scientific basis.



7

Make the Best Use of Today... Today... Today...

CHARLES M. SCHWAB has earned very good reputation in American steel industry for his capacity to motivate others to do their best. He had long-long association with steel king Andrew Carnegie.

Andrew Carnegie was one step ahead in matters of human relations in comparison to Schwab. Carnegie once pointed out a very important lesson to Schwab, about which I wish to talk here.

But before doing that, I will take up some important points about Carnegie. It will inspire you in your work areas and hobby areas to improve the quality of your outturn.

Andrew Carnegie was born to give—give—and give. It is estimated that in his life time and after his passing away, he had donated about 3,750 lakh dollars in charities.....

He helped to build 1,200 public libraries at different places not only in America but throughout the world. From these libraries countless people have drawn strength, power and inspiration to live their lives in noble ways.....

Carnegie attached great importance to working in 'living present' only. Any good work he wanted to do, he did it on the spot. He did not postpone good thoughts that were passing through his noble mind. So in one life, he could do much.

One day Schwab and his team mates had been exceptionally successful in their work. So Schwab wired Carnegie, 'BROKE ALL THE RECORDS YESTERDAY'.

Carnegie was expecting still higher output from Schwab. So he fired a telegram back, 'WHAT HAVE YOU DONE TODAY ?'

We all can ask this question constantly to our own selves in our various fields of life. We can improve our productive output. We can attain higher and higher standards of happiness, satisfaction and prosperity.

One author gives us a sound piece of advice: 'TOMORROW IS TOO LATE—LIVE TODAY'.

An emotionally mature person keeps his emotions under reasonable control. By daily practice, he learns to live with adverse emotional situations without falling apart.....

He deals with problems of routine nature in an objective manner. He can accept adverse criticism without feeling deeply hurt. He can face and do unpleasant things, without running away from them.

Such type of 'balanced' personality cannot be built up overnight. Daily strive to build up your personality on these lines.

Just for today strive hard to keep your emotions under control. Don't get provoked on small matters.

Just for today, be more charitable to others. Give food to the hungry. "ANNA DAAN" (feeding the hungry) is considered to be the best charity.

Just for today, don't postpone any incoming letters. Answer all your incoming letters on 'NOW ONLY' basis. If you have to cut down your lunch hour, do that. Set your today's goals slightly higher than your normal output.

It is observed by many experts on the subject that the average

person put only 25% of his energy and ability into his routine work and life every day.

The world takes off its hat to those who put in more than 50% of their capacity in routine life and stands on its head for those few and far better souls who devote 100% of their energies.

Today you can think out and plan some concrete steps to improve your output.



A lot of trouble and suffering for ourselves and others could be avoided if our thoughts were a bit more on the positive side. Petty quarrels, pessimism, hatred and such negative feelings can be avoided. For that try to live in 'Day-tight Compartments'.

"Let noble thoughts come to us from every side." Let us keep our minds open. Let us search for new ideas to lift our lives from all sides. Sometimes very good ideas come to us from the most unexpected sources.

So always carry some sheets of paper and a fountain-pen with you. Many times, solutions to our complex problems come automatically. So my suggestion is this—even when you retire to bed keep paper and pencil near your bed.....!

Today make a firm resolve to expect much—and—much from your ownself. You will not be disappointed. Do not depend on *Luck* but depend on *Pluck* (hard work in an unending manner).

Do not keep your love and tenderness sealed up into boxes of silence, which you have for your friends, relatives and others. We go on postponing such expression of love till they are dead or they have become too old and too weary to respond to it. So start from today only, to extend your love to them. Fill their lives with sweetness, service and co-operation.

BUY SOME GOOD BOOKS TODAY ONLY. Good books are the lighthouses that enlighten our families, schools, colleges, offices and our entire society. They sooth the spirit. They educate the heart. They refine and improve our characters. They explore unknown

lands. They lead us to wisdom, piety and delight.

BE A DOER—NOT MERELY A TALKER OR A COM-PLAINER

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May I close this essay with a fine verse ?

“WE HAVE COME INTO THIS WORLD—NOT TO BE LOVED—BUT TO LOVE—NOT TO GET—BUT TO GIVE NOT TO BE SERVED—BUT TO SERVE.



8

Time Management

FOR the last 25-30 years management experts have paid more and more attention to this subject. They have tried to find out various ways and means with the help of which we can make better and brighter use of time which is given by God to us in our life time.....

If from your young age, you start to look very scientifically on your precious resource, namely 'TIME' and if you determine to take best benefits of time, by cutting down wastes in your daily life—your progress will be very fast. You shall be able to have prosperity, peace and plenty.

We are not sure as to how long we will stay in this world. But if an average human being is endowed with 70 (Seventy) years of life, we must try to see how he spends his TIME?

Many researchers have given us some vital points on this matter. Prof. Peter F. Drucker is an internationally known authority on subjects having bearing on management science. He and his associates have given us the following statistical table. Study it carefully. Try to improve your TIME MANAGEMENT.

Years

Months

20—00 We are SLEEPING.

17—06 We spend on our jobs, business or professions.

17—06 We spend on education, family life and social activities.

06—09 We spend on sickness, travelling and daily transport

03—00 We spend in eating and drinking etc.

02—06 We spend n bathrooms, toilets, make-up, etc.

00—09 We wait for food on dining tables.

02—00 They are 'just' lost in eternity. They are unable to be accounted for.

70—00 (SEVENTY YEARS).

Let us have improvments. Say, if we are sleeping for more hours let us try to cut down our sleep. Please remember quality of sleep is more important as compared to hours that you spend in bed.

When you are about to sleep have positive thoughts in your mind. Listen to good music or read some good portions from noble and inspiring books. Avoid keeping tensions or worries in your mind.

Even one hour sleep has more beneficial effects on your body. If you have 'deep sleep' for 4-5 hours before midnight, when you get up in mornings you will be fresh.

In day time when you are travelling in buses or trains—Close your eyes and try to sleep. This will increase your efficiency.

Cut down extra cheap reading. Be selective in your reading programme. If you read two good books every month in different areas of knowledge, say, like Banking, Economics, Management, Human Relations, Salesmanship, Personality Development, at the end of one year, you yourself will find tremendous development in your personality.

Be selective in T. V. watchings. Try to avoid purposeless and damaging social gossips. Avoid 'avoidable' social visits to your relatives and acquaintances.

You are the best judge of your life and your time. Ask pointed questions to yourself: 'Are you satisfied with your Time Management'?

If you are not satisfied, what changes should be made in your routines? Can you invite some good people on your luncheon table and get knowledge from them?

Every morning are you quick to decide which dress you would like to put on? Think whether during the course of the day it is necessary for you to change your dress.

When a friend has become late for his appointment, what do you do with the spare time you have?

Every morning do you fix priorities to your work? etc, etc.

THINK — THINK — THINK.



Someone said, 'If you love your life—kindly don't waste your precious time.

Remember, ART IS LONG AND TIME IS FLEETING.

Michel Faraday, the well-known scientist, used to say with much politeness, 'SIR, TAKE FIVE DOLLARS FROM ME, BUT DON'T ROB AWAY MY FIVE MINUTES.'

Time-wasters are everywhere. Say polite but firm 'NO' to such people.

Well known author **Orisson Swett Mardem** has written a classic book on the subject of self-improvement. It is called *Pushing to the Front*. It has undergone hundreds of editions in English. It is published in low price at Rs. 15.00 in our country. It gives many good ideas on Time Management: BUY THIS BOOK.

Many times we say, 'We are killing time'. But can anyone kill time? No one can kill time. In fact, Time kills us all—so before that let us do our best.

Study good books. Careful reading of many mighty books will show you many hidden tricks, ways and techniques to improve upon your time management.

Build up your personality on your strong points. Try to reduce your weak points with patient and persistent effort.

Avoid unnecessary telephones, extra talk, unnecessary discussions. Avoid inviting friends and relatives on your work desks. With undivided attention you shall be able to get the best results.

Use your *Time* for self-promotion. There is always room at the top. Please understand one thing very clearly—you cannot hire, buy or otherwise obtain more time.

Set Deadlines. Strive to complete your assignments on set deadlines. They will motivate you to have best possible time management in the particular circumstances of your life.

BE ON TIME—MOVE AHEAD OF TIME.



9

What You Can Learn from Abraham Lincoln

THIS is the last essay for the small book. For very long years, life of Lincoln has inspired me a lot. I feel very deeply that all of us can derive lots and lots of inspiration from Lincoln's life. So in this book on Self Improvement and Personality Development, I have devoted this essay on Lincoln's life.

American President Lincoln's life was remarkable in many respects. He came up with great patience against many odds—against many trying times. He had many failures in his name, before emerging out very successfully in his career.

He saw many failures, frustrations and defeats. His life truly represents the quotation he liked to the core of his heart '*Our greatest glory does not lie in never falling; but lies in rising every time we fall.*'

He was born on 12th February, 1809 and was shot dead on 4th April 1865. During his life of 56 years, he lived in a sublime manner.

One noteworthy point is this : His life of 56 years can be divided in 8 equal parts of 7 years each. For first 7 parts of his life, namely for first 49 years, he suffered many setbacks and failures.....

In such trying circumstances for 49 years, it demanded very great stamina, guts, efforts, optimistic outlook and staying power to withstand that. In the face of all these adverse factors he came up. We can draw deep—deep inspiration to fight against our own but odd personal circumstances of life.

‘With malice towards none—with charity for all.’ This was his approach even towards his very bitter enemies. He did not hate them. Far from that, he respected his enemies for their good qualities. He sought co-operation from them.



He had great respect for his step-mother who made a lot of sacrifices to bring him up in life. Lincoln once said for her, *“What I am and what I will be, I owe everything to her.”*

He loved Ann Rutledge, who expired at a young age. He was extremely doubtful about the prospect of becoming happy in married life with Mary Todd. Lincoln suffered much in his married life.

Once Lincoln was asked a question about his viewpoint on religion. He said, *“When I do good, I feel good. When I do bad, I feel bad. That is my religion.”*

Lincoln had infinite capacity to stick up to his conviction. Once he said, *‘I am not bound to win. I am bound to make my best attempts. I am not bound to succeed, but I am bound to live up to the light I have.’*

On the significance of success in life he once said, *‘When I am gone, I hope it can be said of me that I plucked a thorn and planted a flower, where I thought a flower could grow’.*

In his life time Lincoln was very much criticised by Mr. Statonton. But when Lincoln was lying dead, the latter paid a fine tribute *‘There, lies the most perfect ruler of mankind the world has ever seen.’*

Dale Carnegie has written very nice biography on Lincoln’s life entitled *‘Lincoln the Unknown’*. Study that deeply.

10

Control Your Time and Life Effectively

TIME IS LIFE, *It is irreversible and irreplaceable. To waste your TIME is to waste your life.* So right from the start of your career, make a determined bid to control your time effectively. Better control over time implies better hold on life. In this chapter we shall take up some points for discussion towards that end in view.

Making right choices about how you will use your time is very important. A faulty choice is bound to reduce your effectiveness and efficiency. You should avoid procrastination and as far as possible take quick decisions to move from one job to another. You should also be careful that you become neither rigid nor mechanical in your attitudes towards life.

And please remember one thing right from the beginning. There is no such thing as lack of time. We all have plenty of time to do everything we really want to do.

If, like so many people, you are 'too busy' to get things done, keep in mind that there are plenty of people who are busier than you are but who manage to get more done than you. They don't have

more time than you have. They just use their time to better advantage.

Making an effective use of time is a skill—like driving a car, that can be acquired. Try to find out sensible, practical ways to become the master of the clock—and not its slave, and to do what you want with your life.

We all have 168 hours a week—but not all of us use these hours effectively. Once we start using our time effectively, in deliberately chosen ways, we shall be able to draw more out of life, as if time span had been stretched to encompass longer hours. We should scientifically plan how to use our time. And we should begin straightaway.



In the first place assess your strengths and weaknesses. Most of the time we are only vaguely aware of our potentialities as well as limitations. Good books—good experiences of others—good lectures can help us to realise them more accurately. For the last few years, I have cultivated the habit of buying two or three good books a month on diverse subjects. My first reading is fast. It is only to determine which books are of permanent use to me. In my subsequent readings, I underline and make marginal notes. *I am not afraid to spoil the books, as they are my own possession.* Moreover, I am not tied down to complete them in a fixed time of say a week or so. I go one step ahead. At my leisure hours, I prepare my own notes with the help of good books. This habit has brought me rich dividends. In my classroom assignments, I am able to draw many nice points to introduce in my teaching work. *I am also in a position to recommend good books with confidence to the others—because I have read them deeply. In a very candid manner, I wish to state that I have received more respect and friendship from others because of the habit of mine.*

I very strongly wish to tell you that money spent on good books is not a wasteful expenditure. It is a sound investment towards the development of our personality. Good books shall be of considerable

help to you to realise your strengths and weaknesses. If you know yourself well you will be able to make a better use of your time and draw more out of your life.

In our life we want to do countless things. But we do not have unlimited time to accomplish them. It is not just a matter of time, talent or money. *Even an Einstein or an Onasis can't do everything there is to do and see everything there is to see in the world.* All of us have to determine our priorities. All of us have to make decisions about what to do first and what to postpone.

How about TO-DAY? Will you work, go to a show, read a book, visit your friends, sleep till late hours or play carrom or table tennis? To some of these activities, you will have to say 'No' in a powerful way. You will also have to say 'No' to some people who wish to place extravagant demands on your time. If you cannot say 'No' for politeness sake, you will be wasting your time. Your choices are very important.



Let me illustrate this point of making choices. I am really fond of meeting people. But going to meet people in big cities is a time consuming affair. I also like to write. I feel very happy and satisfied when I am creating small books for our young friends. So when I took 3 weeks' leave from my bank, I made a choice that I would devote all my energies and time to create 6 new chapters for my book *How To Be A Winner* and would spend no time in visiting friends.

I had to make yet another choice. For some reason I have not learnt typewriting. Now if I am going to join a typewriting class, I may need some months to acquire efficiency to type out my works. So here I make a practical choice. I decide to write in my own hand and get the script typed by a professional typist. So we have to make choices, you see.

Our todays are complex. But please remember that our tomorrows (Future) are going to be still more complex. Tomorrow there will be still more things to do. *Life is a never-ending stream of possible*

activities, constantly being replenished by your family, your teachers, your boss, your subordinates, as well as by your own Dreams, Hopes, Desires and Need for money. You have so much to do, but you have so little time ! That is why you have to choose!

Make right choices. And having made your choice, act right now. Your policy should be—action today and not tomorrow.



At times, choice-making is not simple. It is both complex and difficult. Say, you marry a wrong girl as a result of an indiscreet emotional involvement. You are sure to feel bad afterwards. You must have heard the proverb: marry in haste and repent at leisure. There are definitely some choices that can't be made with a light heart. You shall have to go through lots and lots of heart searching, before you make up your mind.

Some demands by others should be accepted graciously. When something is important to someone you care about, even if it is not important to you, remind yourself that you live in an interdependent world and this means sharing even time to some extent.

There are constraints on everyone of us which make free choice impossible in all situations. But barring important events and occasions, in our daily lives we are free to choose our activities. If you believe and make others believe that outside factors are controlling your life at all times you are simply a victim of self-deception. *It is not so.*

Psychologists say: *“When you are telling a lie, you cheat others but, when you give an excuse, you are cheating your own self.”* So let us not invent excuses to rationalise our vascillation or laziness. Let us be realistic in admitting that at this very moment, many of us are not doing a very good job even in those areas where we have full control of things. And then let us make a sincere effort to be in control of our situation.



To use your time in an effective manner, fix your goals and classify them as long-term and short-term goals. Say one of your long-term goals is to make your English vocabulary very strong. Take a step ahead everyday towards the realisation of this goal. Everyday write ten new words in your note book. Divide the page in two parts. On one side write correct spellings of the ten words selected by you from a standard dictionary or a book or from any other source. Write their exact meanings on the opposite side. Your third step should be to assimilate these words and use them in your speech or writing. You can do similar planning with reference to your other goals also.



Your control on your TIME AND LIFE starts with good and sound planning. *Planning is bringing the future into the present so that you can do something about it now.*

Every one makes plans. What movie to see tomorrow night ? Which friends to visit next weekend ? Where to go when you avail yourself of the next leave fare concession taken from your office ?

Some of our plans are small plans. Some of them are big plans. Some of them are realistic; some are playful. Some of our plans are very serious plans. *We have Plans—plans and plans.* Keep one important thing in your mind. Do not plan in a haphazard way. Plan in a systematic manner. Careful planning will eliminate unnecessary wastage of time and enable you to live your life more meaningfully and satisfactorily.

Make your daily plans flexible. Your daily plan can be chalked out either in the early mornings or on previous nights. Don't overcrowd your daily plan. Keep enough time gap between two different assignments.

Many times there are unexpected social demands on you which will compel you to drop some of your activity from that day's schedule. Say, in the morning I planned to read 20 pages from a book on Management by Prof. Peter F. Drucker. But my maternal uncle

Rasik Mama unexpectedly came from Ahmedabad to Mumbai. I was very eager to treat him over a lunch and learn some very valued lessons from him on how he gets so much work done in a day. I change my priorities. I make a change in my plan. I listen to my maternal uncle and carry over the reading of 20 pages to tomorrow's plan. Since life is full of uncertainties, such changes need not bother us.

Increase your positive self-awareness about which I have written in more detail elsewhere in this book. When your self-awareness increases, you will gradually gain a more effective control on your time and life.

This chapter has become like my classroom talk. It has taken up a conversational ring. In my mind's eyes, I see 50-55 eager students listening to me with rapt attention and joy. I hope you enjoyed this chapter and benefited from reading it. God bless you!



11

Develop A Winner's Psychology

A SOUND, Solid, Sterling Winner's Psychology is not built in a day, or in a week, or even in a month. It takes a long time. It needs constant practice. Big houses are built block by block. The same holds good for developing positive and rewarding psychological 'make up'.

As you are young, as you are full of energy, and as you are determined to make the most of your life and career, read this chapter repeatedly. Try to refresh it at regular intervals. Each reading will bring you fresh insights and enthuse you with vigour and vitality.

What you 'see' in your mind's eye is what you get. If you 'see' yourself as a winner, you will be a winner. Have faith in this truth. Each of us becomes that make-believe self that we have imagined and fantasized most.

Dr. William James, a recognised authority in the field, says that even the most effective human beings utilise less than 10% of their mental potential. They *do not* develop the remaining 90% of their potentialities. This is a very important point to be considered by us all. From this very moment let us resolve to do our best. Let us not postpone this action programme till tomorrow. Our motto should

be 'TODAY AND NOT TOMORROW.' Let us not *LOSE TIME* any more.

Our attitudes are very important in our life. All winners have one thing in common. They have positive qualities. They consciously control negative inclinations and develop positive attitudes.

Winners have a greater and more positive self-awareness. They are eager to learn, specially about their own potential contribution to the quality of life. They are clearly and keenly aware of the abundance available to them.

Winners are honest not only with other people's money or trust but honest with themselves. *Positive self-awareness is self-honesty.* Winners are honest about their potential and honest about the time and effort they will need to have top achievement.

Positive self-awareness is to realise that our skin colour, our birth place, our religious beliefs, our sex, our financial status, our intelligence are not accurate or appropriate measures of our final worth or worthiness.

Winners are also aware that *adaptability* is the key to success, to mental and physical health, and even to survival in today's highly competitive world.

As they go up in life, winners develop mental toughness which in common talk is referred to as *STRENGTH OF CHARACTER*.

Winners know that there is still enough time to win. But they do not have time to lose.



Now I am going to suggest to you some steps to improve your self-awareness.

Be more curious about everything in your world. Read good book digests, so that you can have essential knowledge about the best sellers in various fields. Listen to audio cassettes which can stimulate noble thoughts in your minds. Go to seminars and lectures where they talk about the development of a healthy body and mind. Seek out the most successful people in your profession and hobbies and

try to get advice from them. They would love to talk about their experiences. You would find them surprisingly eager to help others.

BREAK the daily and weekly routine you have been following so mechanically. Get out of the comfortable rut. Close down your TV just for one month ! Take the kids to a Zoo, or to a park, or to the sea if possible.

Encourage your children to give one of their best toys to Mother Teresa's *Asha Daan* on their birthdays. Encourage them to go there and spend 1 or 2 hours with the children there. Let them distribute biscuits or sweets among them.

Take 30 minutes each day to relax alone. Relax and breathe deeply. Meditate and let yourself go in tune with your surrounding nature.



Positive Self-esteem is one of the most important and basic qualities of a winning human being. It is that deep down, inside the Self, *feeling of your own Self Worth*.

Self-talk of a winner would be like this—“*You know, I like myself. I really do like myself. Given my parents and my background, I am glad I am ‘me’! I would rather be me than anyone else, living at any other time in human history.*”

Winners develop a strong belief in self-worth and have immense self-confidence. They were not necessarily born with these good feelings, but as with every other habit, they learn to like themselves gradually through practice.

When we examine losers and low-achievers, an attitude of low self-esteem seems to be at the root of their problems. They think low of themselves, so they get low results in their lives. A student constantly thinking of getting just 35% marks in a competitive examination, cannot secure 70% marks. It is just not possible.

Winners also bear in mind that self-development is a life-time programme. You cannot and you should not drop any self-develop-

ment programme after a year or two. You have to continue with that till the last breath of your life.

The word *esteem* literally means 'to appreciate the value of'. Self-esteem implies appreciation of the value of the self. Why do we stand in awe of the power and immensity of the sea, the uniqueness of the solar-eclipse, the beauty of a flower, a giant banyan tree or a breathtakingly colourful sunset? And at the same time, why do we downgrade our own selves?

Did not the same Creator make us? Are we not the most marvelous creation of all, able to think, able to experience, able to change our environment and able to love? *Don't downgrade the most precious product of the universe, that is YOUR SELF.*

To establish *true self-esteem*, we must concentrate on our successes and look at the failures in our lives only as a corrective. Failures are only spurs to goad us on towards our goal.

To develop more Positive self-esteem, we need to base more of our actions and decisions on rational thinking rather than on emotions. Emotions are automatic subconscious reactions. To respond to the daily experiences and challenges of life by reacting emotionally is to nullify the wisdom and power of the rational mind.

Winners don't deny emotions. They enjoy the fulfilment of their emotions. But they do not succumb to extravagant emotions. The decisions that shape their lives are arrived at through logic and common sense. Marriages today would be much stronger if they were entered into intelligently as well as emotionally.

To develop and maintain our self-esteem, we need to find pleasure and pride in our current profession rather than looking for green pastures elsewhere.

This is the philosophy of mining your own *Acres of Diamonds* right now, right where you are—making changes in your internal reactions rather than searching for external stimulation in a new environment.



Perhaps the most important key to the permanent enhancement of self-esteem is the practice of *Positive Self-Talk*. Every waking moment we must feed our mind with positive thoughts about ourselves and our performances. We should do so relentlessly and consciously so that our self-images are in time modified to confirm to the new, higher standards.

Winners use constructive feed-back and self-talk every day. 'I CAN' ... 'I LOOK FORWARD' ... 'NEXT TIME I WILL GET IT RIGHT.' 'I AM FEELING BETTER...etc.'

Among winners who have pulled themselves up and who remain at the top in their life, a high sense of self esteem seems to be a common factor. Mahatma Gandhi, Benjamin Franklin, Thomas Edison, Golda Meir, Javed Miandad, Asha Bhosale and many others who have climbed up the highest rung of the ladder have confirmed that they developed self-esteem very early in their life.

In a recent T.V. interview conducted by Delhi Doordar-shan, our fine singer *Mrs. Asha Bhosale* said that she started singing at public concerts when she was hardly thirteen. She has passed through lots and lots of trying periods, but even amidst very dark periods of her life she did not lose her self-esteem and self-confidence. She was determined to reach the top. And she did. With her soul-stirring songs she has not only won the hearts of lakhs of music lovers but even won many awards.

Look at Helen Keller who, though blind and deaf, dedicated her life to helping the less fortunate. Where others would have fallen a prey to dejection and self-pity she overcame her handicaps and helped many others to overcome them.

Abraham Lincoln failed at what he tried to do so many times that he should have given up. But he did not. He persisted and finally rose to be one of the greatest Presidents of the United State of America.

Almost without exception, the real winner, whether we speak of sports, business or any other activity of life, is the one who has accepted his own uniqueness and who feels comfortable with his

image. He is willing that others know and accept him just as he is. And it is an interesting fact that such a person naturally attracts friends and supporters. He or she has seldom to stand alone.

Winners are aware of their potential. They like to be what they are. Since they have a deep awareness of their own worth, they are eager to love others as they do themselves. You too can be a winner. TALK YOURSELF UP ! There is no time to lose.



To increase your self-esteem you can take some of the following steps:

Dress and look your best at all times regardless of the pressure from your friends or the members of your family. Personal appearance provides an immediate projection on the surface of how you feel inside about yourself. That is why personal grooming is so important.

Take an inventory of your reasons for self-esteem. Count your blessings—blessings for which you feel grateful deep down in your mind.

List your accomplishments—what you have done so far for which you can take legitimate pride. *List your GOALS. List what your dreams and ambitions are.*

Sit in front or in a prominent row when you attend meetings, lectures and conferences. Your purpose for going there is to listen clearly, to learn more and possibly exchange questions and answers with the main speakers. This becomes difficult if you occupy a back seat.

Set your own internal standards rather than comparing yourself with others. Keep upgrading your own standards in life style, behaviour, human relations, etc.

Use encouraging, affirmative language when you talk to yourself and to others about yourself. Focus on uplifting and building adjectives and adverbs. Everything you say about yourself is subconsciously being recorded by others and more importantly by our own self-image.

Keep a self-development plan going on at all times. Sketch it out on paper—the knowledge you will require, the behaviour modification you will achieve and the changes you will bring about in your life. Seek out some real winners and make them your friends and models.

Smile! In every language, in every culture, it is the light in your window that tells people that there is a caring, sharing individual inside you. It is the universal code for “I am O.K. You are O.K. too”.

Winners ‘make’ it happen. Losers ‘let’ it happen. Winners have positive self-control.



The true meaning of self-control is often misunderstood. Many people understand self-control as ‘getting a good grip on yourself’ or ‘remaining cool and passive under pressure’. But it has a special meaning in the field of psychology. It means *self-determination*.

Winners take full responsibility for determining their actions in their own lives. They believe in cause and effect and subscribe to the philosophy that life is a ‘Do-it-to-yourself’ programme.

Self-control implies freedom for all individuals to shape their own destinies. People who are aware that they can exert control over what happens to them in life are happier and are able to choose more appropriate responses to whatever occurs.

Those who cannot make up their minds for fear of making a wrong choice and keep vacillating in indecision simply do not achieve their goals. To be in a position to make up our minds is an important requisite for success.

VOLTAIRE a, famous thinker, compared our life with a game of cards. Each player must accept the cards life deals out to him or her. But once the cards are in hand, he or she alone must decide how to play the cards in order to win the game.

Winning individuals do not leave the development of their potential to chance. They pursue it systematically and look forward to an endless dialogue between their potentialities and the claims of

life, not only the claims they encounter but the claims they invent.

Thousands of individuals are daily finding that there is a bright new world to be discovered and are demonstrating the great truth—'We don't know that we have been imprisoned until we have broken out.'

We are not only victims of habit. In a very real sense each one of us becomes a prisoner of restrictions of our own making.

Those who refuse to be responsible for their own deeds and look to others for hints to shape their behaviour have not reached responsible maturity. Unfortunately, many adults spend their lives at this level of immaturity.

As we grow into adulthood, we make decisions that progressively narrow down our opportunities and alternatives. We select only a few friends out of the thousands with whom we rub elbows, usually people with whom we agree, thus limiting receipt of fresh ideas.

We choose our education level, which in turn determines to a great extent our jobs and associates.

Winners get behind the wheel and firmly entrench themselves in the driver's seat. Winners take control of their thoughts, their daily routines, their goals and their lives. They create their own horoscopes and astrological forecasts. They spend their time winning... knowing they have no time to lose.



Here are a few suggestions to have better and positive self-control :

- * Take the blame and the credit for your position in life honestly and openly.
- * Carry the affirmative motto 'My rewards in life will reflect my service and contribution' in your mind in every daily transaction.
- * *Have FAITH that when you give out your best to others, their best will come back to you.*
- * Learn how to relax mentally and physically, using medita-

tion, mind relaxation or Yoga techniques. Don't take, external stimulants without consulting your doctor.

- * 'Action TNT—Action Today and Not Tomorrow'. Carry this motto around with you and make it a part of your life style. Answer your incoming letters on the same day. Answer phone calls as you can.
- * *Sit down and create your own horoscope in the best manner on paper.* List positive alternatives to habits that you seriously want to change. Try to find out models from your local neighbourhood who have been highly successful in life. Follow them.
- * For next 30 days, go all-out in your current job to give your best. Dedicate yourself for just one month. At the end of that time, I am sure you will find yourself renewing your dedication for another month. Do the same thing with your studies if you are preparing for competitive examinations.
- * Set your alarm clock a half-hour early tomorrow and get out of your bed early. Use this extra half-hour of your life to wake up and live. Use this time to answer the question "How can I best spend my time today on priorities that are important to me?"



Another quality which is going to help you considerably to climb to the top is positive self-motivation. Let us take up this quality for some discussion :

Winners have desires. They are dissatisfied with the *status quo*. They want to change for the better. There never was a winner who did not want to win.

They wanted something special for themselves even against their poor family background, even if they did not have handsome faces or even when they did not have very high formal education.

Everyone of us is self motivated—a little or lot—positively or negatively.

Motivation is a force which moves us to action, and it springs from inside the individual. It may not be in-born for all of us. It can be learned and developed.

Winners in life are people who have developed strong, positive self-motivation. They have the ability to move in the direction of goals they have set, or roles they want to play. They cut down unnecessary activities and distractions.

Even in face of discouragement, mistakes and setbacks, their inner drive keeps them moving upward towards self-fulfilment.

Motivation is an emotional state. The great physical and mental motivators in life are—survival instinct, hunger, thirst, revenge, love. They are springboards from which our actions jump out.

Our desires say to us: 'I WANT TO', 'I CAN', 'I WILL' 'I SEE AN OPPORTUNITY' and if we don't suppress our inner voices and promptings, we can do much better work than our normal, average outputs.

Winners respond positively to stresses in life, just as professional boxers, executives, educators, doctors, nurses and housewives respond successfully to stresses in their areas. They are not cowed down by their fears or doubts.

James Allen has written a number of books on motivational subjects. At one place he says, "They who have conquered doubts and fears have conquered failure. Their every thought is backed by power—spiritual power. So such people face their difficulties very bravely and come out victorious."

Desire is the perfect mental antidote for fear and despair. Desire sparks activity, which moves on, overcoming many difficulties on the way. Desire keeps the mind busy and the hope of achievement alive. And when there is bright hope, human efforts do miracles.

Success is not reserved only for the talented. It lies neither in high I.Q. nor in gifted birth. It lies neither in innate ability nor in the quality of equipment available.

Success is almost totally dependent upon drive, focus and persistence. The extra energy required to make an extra effort, to try an-

other approach, to concentrate on the desired outcome, holds the secret of winning.

Out of desire are born the energy and will to win.



Someone has very rightly said : *'Make no little plans. They have no magic to stir your blood to action. Make big plans. Aim high in work and hope.'*

Get that urge to win ! There is no time to lose.

Here are some suggestions for a more positive self-motivation :

- * Replace the word 'CAN'T' with the all-powerful word 'CAN' in your daily vocabulary. 'CAN' applies to about 95 % of the challenges you encounter in your daily life.
- * Focus all your attention and energy on the achievement of the objectives you are involved with right now. Forget about the consequences of failure. You will get your success in the long run. Remember you usually get what you think most. *So think of success.*
- * Make a list of five of your most important current wants or desires and opposite each of them put down the benefits that will come to you on their fulfilment. Look at this list before you go to bed each night and upon waking up each morning.
- * This week talk to someone who is at present doing what you want to do most, and doing it well.
- * Find an expert. Get the facts. Make a project of learning everything you can about winners in the field.
- * For each one of your goals, make it a habit to repeat to yourself again and again. 'I WANT TO... I CAN.' Develop a simple, new affirmative self-talk vocabulary about yourself.
- * Paint a picture of what achievement looks like, and feels like, when you are motivating others. Sell them successful pictures.
- * Don't take counsel from your fears and don't worry about them. Associate with other winners. They will help you overcome your fears.

- * *CONCENTRATE* all your energy and intensity, without distraction, on the successful completion of your current project. *FINISH WHAT YOU START.*



Winners also develop the strong quality of positive *self-expectancy*.

A winner very effectively suggests to himself, "Things usually work out my way because I create my daily horoscope out of my great expectations."

The great Urdu poet Iqbal exhorts mankind : "Elevate your self to such immense heights that before doling out your destiny to you, God asks you about the kind of destiny you would like to have." This should be the highest peak of human achievement.

Every winner can be identified easily because of his or her positive self-expectancy. Winners expect to win. They know that the 'so-called luck' is only the intersection of preparation and awareness.

Winners look at life as a very real game and not as a gamble.

Winners seem to be lucky because their positive self-expectancy enables them to be better prepared for their opportunities.

Doubters don't win. Winners don't doubt.

Some years back, the poems of *Mrs. Ella Wheeler Wilcox* were read widely by people who liked motivational literature in verse form. At one place she says : "Every individual tends to receive what he or she expects in the long run. You may or may not get what is coming to you, or you may or may not get what you deserve, but you will nearly always get what you EXPECT."

Build your expectations high in the first place. And in the second place, work hard on scientific lines to turn them into realities.

Positive self-expectancy is just as important in the home as it is for a sportsman on the field, for a salesman on the sales counter, or for a secretary in the office. The enthusiasm of optimistic parents is *contagious* in the home. In their presence no one can remain neutral or indifferent. People are happy, cheerful, optimistic in their com-

pany.

OPTIMISM is like a forest fire, which you can smell for miles before you see it burning. Optimism is like a fly paper. You can't help getting stuck to it.

Optimism, Enthusiasm, Faith, Hope, each of these words is a synonym for positive self-expectancy. What can you expect for your life if not to win ? *Expect to win. There is no time to lose.*



Do the following things to build up strong, positive self-expectancy in your life :

- * Keep using positive self-talk from morning till bed time. "It is another good day for me !...Things usually work out my way.' I expect the current year to be a great year. Next time I will do better. We will make it.... etc."
- * Find something good in all of your personal relationships and accentuate the blessings or useful lessons in even the most trying confrontations.
- * Look at problems as opportunities. Problems can teach us many important lessons. When we solve our problems successfully, our confidence increases. Tackling problems successfully makes us stronger.
- * Think well of your health. Cure what is curable. Prevent what is preventable. Enjoy the rest.
- * Expect the best from others too ! Two of the keys to leadership are encouragement and praise. Make it a daily routine to express your optimism and positive expectancy about your associates and family members. It will fetch fine results.

The best way to remain optimistic is to keep in constant company of winners and optimists.

This chapter has become slightly long. Before I conclude this chapter, I wish to recommend to you one book with all my heart. The book is written by DR. DENIS WAITLEY. The title of the book is 'The

Psychology of Winning. It has been issued as a paperback edition by M/S. BERKLEY BOOKS, NEW YORK and is available in our country at Rs. 45 per copy.

I am much indebted to the author Dr. Denis Waitley and his fine work. If you can buy this book please buy without any hesitation. Recommend it to your friends. Let the library of your organisation buy some copies of this valuable book. GOD BLESS YOU.



12

Some Inspiring Passages for You

Over the last few years I have cultivated the habit of writing down in my notebooks praiseworthy, useful, reflective, soul-lifting passages. I have taken much pains in my career to 'jot them down' with love and care. In this chapter I am presenting some of these passages for your benefit. I am quite sure of the fact they will be of tremendous help to you. Please read them over and over again. If you like them, read them to the members of your family and friends. Good ideas deserve to be circulated. GOD BLESS YOU !



1. The cheerful art

If you have grown up without a naturally happy nature, it is not too late to cultivate one. It requires the constant practice of these simple principles :

1. Keep yourself responsive to simple things.
2. Avoid watching for a knock in your engine. Among the world's most miserable people are those who cannot get over the idea that something is terribly wrong with their health.

3. Learn to like your work.
4. Like people and join their activities.
5. Cultivate the habit of cheerfulness.
6. Meet your problems with decision.
7. Make the present moment an emotional success.



2. Plan your day

So far as possible, your day's work should be planned in advance and every minute provided with its proportionate share of work.

Some men spend half their day in wonderment, what they are going to do next. There is such a constant slowing down and starting up again on a lot of little jobs that no really big thing is ever accomplished by them.



3. How to read—and profit by

When you read a self-help book,

- (a) Concentrate.
- (b) Read as if the author were a close personal friend and were writing to you and you alone.
- (c) Know what you are looking for.
- (d) Get into action—try the principles that are recommended.

Evaluate a self-help book by what you do to make yourself a better person and your world a better world for you and others to live in, as a result of having read the book.



4. Time for peace

As you grow older, more than ever before you need to spend part of each day alone in peace, quiet and meditation. And in prayer that

you may be shown how to continue to live each day with courage, kindness, wisdom, laughter, interest and understanding.

You should take time to absorb and enjoy the lovely world in which you live and come to know its people with affectionate amusement.



5. Keep smiling

To prevent nervous fatigue, you must train yourself to develop an *immunity* against everyday frustrations. This can be done by taking the right mental attitude towards *yourself* and your personal problems.

Keep your mind relaxed and free from anything that tends to upset you. Unhappiness is one of the greatest causes of nervous fatigue. Avoid it by sublimating your sorrows and misfortunes.



6. Keep struggling

Do the best you can about everything. Leave no stone unturned. Be alert, aggressive, forthright. Do everything of which you are capable. Keep doing the job the very best you know now, but take things as they come :

If you get good results, fine.

If you get bad results, do not let it defeat you. Keep on struggling, until you get good results again.



7. One-week anti-worry treatment

This minute, are you worrying ? I know this may sound ridiculous. SMILE ! You cannot worry and smile, both at the same time. Try it. It is impossible. You will either stop one or the other.

Will you try it ?

Try everyday just for this week. Give every living soul you meet

the best SMILE you ever smiled in your life—even your own family members—and see how much better you feel and look !

It is one of the best ways I know to ‘stop worrying and start living’. See how much more welcome you feel wherever you are, wherever you go.



8. Self-acceptance

Accepting yourself means accepting everything about yourself—your appearance, health, education, failures, and successes. It means accepting your needs, tastes, appetites and skills.

This goes for every human being, including YOU.

When you accept the universe with gratitude and include yourself as a part of it, you will not be lacking acceptance by others. You will have a large number of friends.



9. The principal methods for improving vocabulary are these :

1. Read good literature.
2. Listen to cultured people.
3. Speak more—more—and more, and
4. Write more—more—and more.

An objective study of words helps, but such a study will never work as substitute to Reading, Listening, Speaking and Writing to expand our vocabulary.



10. To have enough time

If you want to enjoy one of the greatest luxuries of life, the luxury of having enough time—time to play, time to rest, time to think things through, time to get things done, and to know you have done them to the best of your ability, remember there is only one way:

Take enough TIME to think and plan things in the order of their importance. Your life will take on a new zest. You will add years to your life—and more life to your years.



11. Nine rules on positive thinking

1. Concentrate on the real, the actual, and ignore the imaginary.
2. Use thought only for the kind of problem with which it is fitted to deal.
3. Avoid aimless worrying.
4. Form the habit of always following thought with action.
5. Express your thoughts in ways that are in harmony with other people's ideas.
6. Make other people take part in your life and works.
7. Use live, dynamic, cheerful words.
8. After committing mistakes, learn important lessons from them and do not repeat the same mistakes.
9. Seek reasons why you can succeed, and not those why you cannot succeed.



12. Ten best rules for mental health

1. Have a hobby. Acquire pursuits which absorb your interest. Sports and nature study are best.
2. Develop a philosophy of your own. Be good and do good to our less fortunate brothers and sisters. Adjust yourself to social and spiritual surroundings.
3. Share your good thoughts. Share your good things. Cultivate companionship with others in thought and feeling. Confide, confess and consult.
4. Face your fears bravely. Analyse them. In dark nights you

- worry much about *petty* things. Daylight dismisses such mental ghosts.
5. Balance fantasy with fact. Dream but also do. Wish, but build. Imagine, but ever face reality.
 6. Beware of alluring escapes. Alcoholics, opiates, non-vegetarian dishes, cigarettes, brown sugar, etc., may prove faithless friends.
 7. Exercise. Walk long distances. Play games. Your muscles need activity.
 8. Love—but love wisely. Sex is a flame which, when uncontrolled, may scorch. Properly guided, it will light the torch to eternity.
 9. Do not become engulfed in a whirlpool of worries. Call early for help. The doctor is ready for your rescue.
 10. Trust in time. Be patience and hopeful. Time is a great therapist.



13. Your words

In an average and normal day, if you are an articulate person, you will talk an estimated 30,000 words. And these words will reveal *You* to your listener—your mental recesses, your character, your ability, your personality, your philosophy, etc. Use them wisely.



14. Six-way plan for living

1. We should learn to have tolerant, easy-going attitude towards ourselves as toward others.
2. Each of us should try to form a proper estimate of our ability.
3. We should keep our self-respect. Let us not belittle ourselves through our talks or actions before others. If we do that, others will also give us respect.
4. We should learn early to take life's disappointments in our

- stride.
5. We should all try to show love to those who are nearest and dearest to us. Holy Mother Teresa says, if you LOVE them, show them your love by all means. Help them to reduce their miseries and increase their happiness.
 6. We should all try to learn to like most people, and to trust those about us, when we have not any good reason not to trust them.



15. Never too late to learn

An old lady past 75 years of her life said this :

“The longer I live, the more I realize that it is never too late to learn. I have always been eager for the new, and willing to discard the old in its favour.”

“I never think of myself as being old. I am deeply interested in all of the new movements which are taking shape around me.”

“I am an optimist. My favourite motto, which is embroidered on a pillow I carry with me when I travel, is ‘*Never complain. Never complain.*’”

Here I am reminded of the remarkable life of our former Prime Minister Shri Morarjibhai Desai, who is a robust optimist despite his ripe and advanced years.

In the same way, my paternal uncle Prof. M.P. Gandhi, even though he is 84, drives his own car with stable hands. He plays tennis. He works on a celebrated annual called *Major Industries of India Annual* works as a Director on many companies and keeps lively and big correspondence with celebrated people from different walks of life. We can derive inspiration from the lives and careers of such remarkable people.



13

Have A Sound Sleep

IN my small essay **Time Management**, I brought to your notice that if we live for 70 years in this beautiful world, we pass nearly 20 years in sleep. So sleep is very important for all of us.

Let me go one step ahead and tell you that if we have slept well on the previous night, our entire day is spent in a cheerful manner. We have adequate energy to cope with the demands of the entire day efficiently and satisfactorily. If we have slept well, we are in a position to do solid work on our work-desk or on our study-desk. When our friends drop in to see us, we are cheerful enough to deal with them. On the road, when we happen to meet our good friends we are glad to exchange pleasantries with them. In short, when we sleep well, we live well.

Some people remain in bed for about 8 hours every night and still when they get up, they feel tired. They must try to find out reasons why sleep does no good to them.

At the outset, let us understand very clearly that it is not the quantity but the quality of sleep that is important. How many hours should you sleep ? This question has no patent answer applicable to all of us. It varies from person to person and with the same person, it varies from time to time.

Swami Sivananda has told us in one of his books that we can acquire very good mastery on our sleep through constant practice. A *sadhak* can sleep soundly even on a busy railway station, with a chain of trains moving in and out every 15-20 minutes. Strongly suggest to your mind that you wish to sleep here and now itself. And you will surely fall asleep. It is the art of auto-suggestion. Slowly, you will master this art.

Gandhiji had a remarkable control over his sleep. He could go to sleep and get up at will. Once he was travelling from one place to another in South Africa. It was about twenty minutes' journey by car. As soon as the driver started the car, Bapu told him that he would sleep for those twenty minutes. He had a sound nap and after twenty minutes he was automatically awake. Such was his control ! But it can happen in your life and my life.

At this point of writing, I wish to recommend to you a very nice book recently issued in paperback by the editors of Reader's Digest. The book is entitled Organise Yourself. It runs to 261 pages in a very compact printing and is specially priced at Rs. 25 in our country.

Tell your local bookseller to get a copy for you. The book is divided into four parts. Part I will give you good ideas on how to organize your time. Part II is on how to organize your money. Part III deals with how to organize life and Part IV with how to organize yourself. Do buy this book for your intensive study.

On sleep, the book gives the following suggestions:

A half-hour 'nap' can equal three hours of sleep. Have a nap after lunch or before dinner, and you can do with a lot less sleep. Experts say that for some people it is equivalent to the three hours of sleep just before waking in the morning. Chances are that those people who boast that they sleep only a few hours at night are actually *nap snatchers*.

How well you rest means more than how long you sleep. Relaxed rest is effective in restoring energy. If you sleep only a few hours but relax the rest of the night, you will be refreshed in the morning. The insomniac rarely relaxes, however, because he keeps worrying about his sleeplessness and worry keeps him awake.

Small tensions wear you down as much as large ones. Here your basic problem is that you cannot identify and attack them. A lot of small worries can exhaust you as thoroughly as continuous nagging. In a big crisis of which you are fully conscious, all your resources come to the rescue. But in the case of small tensions, you hardly know what to do.

So whenever possible have small naps so that tensions do not wear you down. These small naps can be had even in brief bus journeys. If your bus takes about an hour to take you to your place of work, you can conveniently convert it into your nap hour. You will be very fresh when you reach your office and begin the day's work.

Do not trust evening decisions. After sleep your viewpoints become very clear. So defer making decisions till morning when you are refreshed. Chances are, your opinions then will be different from what they were the night before, when you were fatigued.

Early to bed and early to rise. It is a well known maxim but it is not an infallible rule. There are two types of people. A's peak efficiency is early in the day. He gets his best sleep during the early part of the night, B's maximum efficiency is in the afternoon or evening. He sleeps best during the last part of the night. B's best bet is late work and late rising.

To have sound sleep, please follow the suggestions given in this sub-section very carefully :

(1) *Don't get too keyed up during the day.* All days are not equally good. On some days we are rather upset over many adverse things. Somebody may have promised to repay my money but has failed making me feel embarrassed before my creditor. A customer has picked a quarrel over a trivial matter. My boss has unnecessarily been annoyed with me. I have not got my meals in time. A small ailment is making me feel uncomfortable. Someone close to me has met with an accident. Someone younger to me has something offensive and I am feeling hurt. There are countless situations like this, when we are thrown off-balance.

But in spite of such personal odds and setbacks, strive your best to keep cool, calm, and collected.

If you are much excited or disturbed during the day, you shall not be able to sleep soundly at night. So keep cool. Keep calm. Keep collected even amidst very trying circumstances.

(2) If you like milk, I suggest that before retiring to bed at night, take a glass of hot milk. It will soothe your tired nerves.

(3) When you are about to sleep, listen to good music, if possible. When good music is being played in the background, you shall be able to sleep soundly.

(4) If you have the habit of reading books or periodicals, turn to those authors who will stimulate good, cheerful, positive thoughts in your mind.

(5) When you come home back from your work you empty your pockets. This makes you feel light and comfortable. In the same way when you are about to sleep drive away negative ideas, like hatred, revenge, enmity from your mind and make it blank. Then it will be easy for you to fill it up with good and cheerful thoughts.

(6) *Relax* after a tense situation. If you have had a tough day in the field remain at home in the evening. Don't go to a party. It is also not advisable to watch heavy T.V. programmes or play cards late in the evening. At such times, even if you don't feel sleepy, lie down in your bed. It will be of much help to rebuild your tired self.

(7) Remember that fatigue is much easier to prevent than to cure. If you divide your monotonous jobs into one-hour or two-hour periods and stop before you are tired, you will not be as exhausted as when you continue working for 8-10 hours at a stretch. Too much fatigue also drives away sleep. Even when you fall asleep you will notice that you are not able to enjoy sound sleep. So don't tire yourself beyond desirable limits.

(8) I hope you have deep faith in religion and prayers. Have constant *Nam smaran* till sound sleep descends upon you and encloses you in its fold. When you are constantly uttering the name of God, bad thoughts will not disturb you.

In our Jain religion, we have *Navkar mantra*. It is my personal experience that whenever a day was hard for me, or if some co-worker

inflicted deep hurt on me even though I was not at fault, or if I was emotionally disturbed, constant chanting of *Navkar mantra* gave me much relief and spiritual power to recover my poise and equanimity. I am sure that this must be the experience of all those who believe in God.

Navkar Mantra (णमोकार मन्त्र)

णमो अस्हिंताणं।	(<i>Namo Arihantanam</i>)
णमो सिद्धाणं।	(<i>Namo siddhanam</i>)
णमो आयरियाणं।	(<i>Namo Ariyanam</i>)
णमो उवज्जायाणं।	(<i>Namo Uvjayanam</i>)
णमो लोए सव्वसाहूणं।	(<i>Namo Loyasavasahonam</i>)

Meaning of Novkar

Naman (*Namaskar*) to Arihantas, Naman to Siddhas,
Naman to Acharyas, Naman to Upadhyayas and Naman
to all the Sadhus of this Lok (earth/world)

(9) In hot season, if you have facility at your home, take a cold water bath. Change your clothes before you go to sleep.

(10) I suggest that for a month or so, keep a *sleep diary* in which you record conditions preceding your sleep. Note down the time when you took your last cup of tea or coffee. Some individuals are unable to sleep properly on account of a late cup of tea or coffee. If that is the case with you, take your last cup of tea or coffee two-three hours before your time to retire to bed. Your sleep-diary will help you to understand your personal requirements.

(11) If your dinner time is around 10 P.M. and you go to sleep at about 11 P.M., don't overload your stomach. Have light food. Eat some juicy fruits with light meals.

(12) *Relax* not only your muscles but your mind also. Your thoughts, as you prepare for sleep, can cause you to sleep well or badly.

(13) It is well said : '*No bed is large enough to hold you comfortably with your regrets about yesterday and anxieties about tomorrow.*'

So live in *day-tight compartments*.

(14) A poet was able to fall asleep the moment his head touched his pillow. One of his friends asked him the secret of this remarkable ability.

The poet answered with a cheerful smile, "I have a strong faith that God, who has taken care of everything throughout the world, through all the centuries, will be able to run the universe without my assistance for seven or eight hours each night.

This faith makes me sleep very soundly night after night.

(15) Free your mind from unnecessary problems. It may be all right for you to think briefly about any important problems before you try to sleep....

But then turn it over to the unconscious mind to solve. You may say to your unconscious mind: *'Please let me know tomorrow morning, what I can do about this problem.'* Have complete faith in the ability of your unconscious mind to solve problems.

(16) *Regular hours of rest and sleep are the most valuable of all deposits you can make in your Energy Bank.*



People Management

SAIN TULSIDAS enjoys a very high place for his beautiful compositions in Hindi literature. Many of his *chopais* (quatrain) tell us about very deep things of our human existence. In one of his *chopais* he says: “This world is full of all kinds of people. Each one of them is endowed with a different type of nature. We have got to keep cordial relations with one and all. By keeping good/sweet relations we shall be able to attain all our goals—physical, mental and spiritual.”

When we come across a wide, big, deep river (like the Ganga), we take the help of a boatman and a boat to take ourselves across the river. If we do not take his help, we cannot cross the river and reach the opposite bank. So it is necessary that we maintain cordial relations with the boatman.

Our final goal through our human existence is to cross this *sansar* (world) and attain *moksha* (salvation). For that, we have to take the help of the boatman (God) to help us attain *moksha*.

Our human life is much dependent on others. Without getting active support and co-operation of others, we can't attain any of our noble goals. Other people make us happy. Other people make our life worthwhile. So a deep study of *people management* is essential

for all of us who wish to become winners. In this chapter, we touch some aspects of people management.

You are a future leader. In the years to come, you will lead others in all areas. So study good qualities of an effective leader.

An able leader helps people to give their best. He is like the sun to a garden. In good sunshine, a garden develops very nicely. A good leader ripens his people. He makes their abilities bloom. An average person does not know the latent powers hidden in him. A good leader helps him to discover his potentialities and use them to his maximum advantage.

Many years ago, *Carlyle* observed that people cannot be bound together by money alone. They must be shown the value of their work to themselves and others. They must have joy in work as well as in salaries and wages. They must feel that they are helping to build the big temple of civilization.

Please don't threaten your people with any bodily signs. *There is more power in the open hand than there is in the clenched fist.* Other people have fists too. One fist makes another. Whenever you see a factory, or an office, or an organisation, with lots and lots of fists in it, you can be sure that they are not making any profits. They are having bad times. They are making losses.

In such situations, try your best to find out ways and means to reduce friction between management and its people to the minimum level possible.

At such times, do remember that a *request has more power in it than a command.* Dilute your authority with gentleness and courtesy.

Once Andrew Carnegie, Steel King of America was asked about the secret of his unmatched success. His answer was that he had succeeded in collecting abler people around him than he was.

He treated his managers as his equal and made forty-three of them very very wealthy. Because he helped others to the utmost of his capacity, he got in return their best friendship and loyalty.

The man who would control others must first learn to control himself. If he cannot control what is under his hat (namely his head), he cannot control what is under his roof. Self mastery comes first. Later comes the control over others.

Nothing should be said to a fellow worker openly which will decrease his self-respect. His mistake should be brought to his notice with due politeness in privacy.

Give enough opportunities to your co-workers to improve their performance and help them to remove their mistakes.

A normal man or woman wants to feel that his or her work is important. If he is brushed aside as a non-entity, he is deeply hurt. To treat a man as a *thing* is worse than discourtesy. The man has been damaged and will not forget insult and injury done to him.

It is a very happy sign that dynamic organisations and even our Central Government have appreciated the urgent need to have *Human Resources Development* on more scientific lines. In your training programmes, put more inputs to cover this field. Call guest-speakers and pay them well to explain the basic principles of people management in an effective manner. Spend money and other resources generously to pursue this important goal.

It has been observed that a great majority of people are suffering from inferiority complex on account of a variety of reasons. Be friendly to them. Help them to overcome this set-back.

In handling men, there are three feelings that a leader must avoid. They are : fear, dislike and contempt. If he is afraid of men, he cannot handle them. Neither can he influence them in his favour if he dislikes or hates them. He must have self-respect and respect for others. He must be by nature a friendly man.

Open-mindedness securely launches a man on a bright career. And it will safely steer him to his goal. All doors are open to the man who listens patiently and is amenable to suggestions. So develop the habit of patiently listening to others.

The man at the top must have goodwill of his people. He must win over them again—and again—and yet again to make them co-

operate with him gladly. He must be proud of his group. He must share his winnings. He must distribute praise. He must get their hearts and wills on his side.



Anyone who wishes to maintain cordial human relations must study not only his own mental powers, but also the effect of his ideas and actions on other people. We might put it in other words as *People and You*.

We have learnt that it is very foolish and costly to thrust our wishes and ultimatums down other people's throats. Our plans are more likely to be carried out if we win people to believe in them.

Everyone being most interested in himself, *tact* is an important element in people management. It is very natural. To make anyone interested, you must first talk about *his* affairs and not about your own. No one can ever feel bored or hostile towards you if you talk about him.

We must be hard in this competitive world of today. However, we must be hard against difficulties and not against people.

No marriage can be a happy one without a great deal of tolerance and adjustments together with good humour on both sides. No business firm can have strong *team work* and a company feeling, if the employees are often blamed and seldom praised.

It is well said that if you want to make a friend, you must shut one eye... And if you want to keep a friend, sometimes shut both the eyes...

No one—no one yet has ever decreased either his success or his happiness by being merciful.

Be creative in your life style. Be creative in your human relations..... Be creative to find out ways and means to increase human happiness. **START WITH A BANG AND MARCH AHEAD.**



Mrs. Mary Kay has written a very nice book on this subject. If

you come across this book, you can read it very profitably. With a deep sense of gratitude I present here some of her views.

In any business, people should come first. If your company is known for the people it keeps, it is very good for you. *P&L. should not mean only Profit and Loss. The meaning should go one step beyond. P and L should mean to you—People and Love.*

The golden rule teaches us: *Do unto others as we would have others do unto us.* This message of the Bible is just as meaningful today as ever. This rule was, of course, meant for every one, but what a perfect rule for people managers !

Unfortunately, many people today consider this golden rule a tiresome cliché, nevertheless it is the best key to people management. Every people management decision made should be based on this golden rule.

Good people are always hard to find. So when you do find them, it is important to make every effort to keep them.

Alfred Sloan of General Motors was just proud of a strong team of good people built up by him in a persistent manner over a long period of years. Once he paid rich compliments to his staff members by saying : *“Take my assets, but leave me my organisation of people intact, and in five years, I will re-acquire all my assets back.”*

Pandavas in ancient times asked only for Lord Krishna and allowed Kauravas to take the entire army of Lord Krishna and we all know how wise they were in making this selection. When you have even one good man on your side, it will give you tremendous powers.

Every person is special. I sincerely believe this. Each of us wants to feel good about himself or herself but to me it is just as important to make others feel the same way. Whenever I meet someone, I try to imagine him wearing an invisible sign that says : *‘Make me feel important !* I respond to this sign immediately and it works wonders.

I believe every person has the ability to achieve something important, and with that in mind I regard everyone as special. A manager should feel this way about people, but it is an attitude that can't be faked. You have got to be honestly convinced that every human being is important.

I recommend that you frequently let your people know how much you appreciate them. I have yet to meet a person who did not want to be appreciated. And if that is the way you also feel, you should generously express your appreciation of others. A worker may be coming very punctually to his work-desk or perhaps he is 'politeness personified' or he is very efficient. There has to be something to appreciate in every person. *Discover the merit of a person and let it be known to him. Don't keep it a secret.*

Praise people to success. I believe praise is the best way for a manager to motivate people. This attitude proves very effective in case of women workers.

For most women, the last bit of applause they received was when they graduated from high school or college. Sometimes it seems that the only women who are applauded are beauty queens and movie stars. A woman could work day and night caring for her home, and the only time she is likely to hear a comment is if she stops doing it!

I believe that you should praise people whenever you can. It causes them to respond as a thirsty plant responds to water.

Praise the members of your staff in your letters. Praise them in your house organs. Spend more on your house organs. Increase their size. Increase their frequency. Find out the people who are doing good work at bottom lines. Show their hands and faces to others. Don't, please don't monopolise the house organs for your top executives only. Spend more to give praise and recognition to ordinary people of your staff and they will put in their best for you.

Remember: "*Praise does not thrive in secret! nor do we.*"

All through school we are taught *to read, to write and to speak*, but we are never taught to listen. Listening may be the most undervalued of all communication skills. Good managers are, however, likely to listen more than they speak. *God gave us two ears and only one mouth. Perhaps He wants us to listen more and speak less.*

Listening is an art. And a very important condition of the skill is that undivided attention is paid to the other party. When someone

enters my office to speak with me, I don't allow anything to distract my attention. If I am talking to someone in a crowded room, I try to make that person feel as though we are the only ones present. I shut out everything else. I look directly at the person. Even if a Gorilla were to walk into the room, I probably would not notice it.

Many managers make the mistake of creating a boss-employee relationship between themselves and their people—like student to teacher. However, while it is true that a teacher generally stands at the head of the class and does *most* of the talking, a good teacher also knows how to listen attentively. So does a good manager.

I believe that failing to hear what your people have to say indicates gross negligence in a manager. Fortunately, once you are aware of the importance of listening, it is not a difficult art to practise. Your people will let you know what is happening if they know they can count on you to listen. The feedback you receive will prove very valuable to you.



Sandwich every bit of criticism between two heavy layers of praise. I don't think it is ever appropriate for a manager to criticize an individual. Not that criticism should never be given; there are times when a manager must communicate dissatisfaction. But the criticism should be directed at what is wrong, not at who is wrong.

A good people-manager will never run anyone down. This habit is not only non-productive but even counter-productive. You must remember that your job is to play the role of a problem solver and by running down people, instead of the problem, you will make it more complicated.

I wish and pray to His Grace that in your future years you shall do your best to have people management on very strong, sound lines and by doing that you considerably add to total human happiness.
GOD BLESS YOU !



15

The Art of Negotiating

WHEN you climb up in your life and career, you will be called upon to acquire more skills in the art of negotiating. The reason is not far to seek. Negotiations play a very important part in our personal, social, political, family and business life.

American President John F. Kennedy once said, “Let us begin a new, remembering on both sides that civility is not a sign of weakness, that sincerity is always subject to proof. *Let us never negotiate out of fear, but let us never fear to negotiate.*”

Negotiation depends on communication. It occurs between individuals acting either for themselves or as representatives of recognised groups. Therefore, negotiation can be considered an element of human behaviour. Aspects of it have been dealt with by both the traditional and the new behavioural sciences from history, jurisprudence, economics, sociology, psychology, etc.

Collective bargaining has been evolved as a tool for settling of labour-management disputes, recognising this technique as a sub-division of negotiation. Both sides have initiated courses and studies in the art of negotiation.

Generally speaking, managements have better bargaining position. Having large resources at their command, they can engage the

services of experts available on the subject to work out their sides. On the other hand, workers' unions work under many constraints and limitations. So if managements take more human approach over the problems or demands set up by the unions in their charters, it is likely that better results will be achieved.

We should not forget an important fact of life: ordinary people do not have unlimited patience and capacity to endure. *Ordinary people are like pieces of rubber.* Rubber pieces can be stretched up to a particular point because of their elasticity. If we stretch them beyond that, they will become worthless pieces. Same thing holds good in the lives of ordinary people. Please give them more, give them quickly, and they will strive to give you more in turn.

In good negotiations, managements should give some more liberal benefits and agree to the demands of staff members with a more charitable disposition. Such noble gestures will certainly bring better results.



In a successful negotiation everybody wins. Think of negotiation as a co-operative enterprise. If both parties enter the situation on a co-operative basis, there is a strong likelihood that they will be persuaded to strive for goals that can be shared equally. It does not mean that every goal will be of the same value to the participants. But it does mean that there is a greater possibility for each participant to reach successful co-operative goals.

Franklin D. Roosevelt once said, "It has always seemed to me that the best symbol of common sense was a BRIDGE. Let us add to it what Robert Benchley says, "It seems to me that the most difficult part of building a bridge would be the *START*."

Let us start good human relations anywhere and everywhere at all times. Please forgive people for their weaknesses and shortcomings in your negotiation with them.

Dale Carnegie says, "Even God does not propose to judge a man till doomsday. So why should you and I be in a great hurry to do that?"

At times we are given wrong feed-backs about some people and some events. Let us not jump at conclusions. Let us wait and watch. Let us have infinite patience on negotiating over anything. Let us go deep to the roots of the problem.

We should ask as many questions as possible about what is taking place in our surroundings. Such probing studies will give us important keys to handle a situation competently while negotiations are underway.

One of the characters in a very successful novel of modern times *The Money Changers* by **Arthur Hailey** says : “Ignore the obvious. Crime may be elsewhere. Mistake may be elsewhere. The real defaulter may be elsewhere. So let us probe, deep, deep, deep.”

Negotiation takes place between human beings. You cannot negotiate with a computer. Therefore, to negotiate successfully, you must have sound and firsthand knowledge of people.

Alexander Pope said, “Proper study of mankind is man.” For the negotiator, the study of man is not only proper, it is a MUST.

Ways of learning about man are as diverse as man himself. We learn by reading, by listening, by observing, by finding out how people react, and have reacted in certain situations. Every newspaper story, every casual conversation, every train or bus ride gives you a chance to build up your armoury of information about human behaviour.



Enter any negotiation with open-mindedness. Make good compromises. Be assured that the other side will follow your good example.

Needs and their satisfaction are the common denominator in negotiation. If people had no unsatisfied needs, they would never negotiate.

Negotiation presupposes that both the negotiator and his opposer want something, otherwise they would turn a deaf ear to each

other's demands and there would be no bargaining. This is true even if the need is merely to maintain status quo. *It requires two parties motivated by needs to start a negotiation.*

Listen and observe a lot during the negotiation. Have unlimited patience and tolerance. Enter it with a sense of dedication and humbleness.

The experienced negotiator can look at a man across the table and make a pretty guess about how he is acting and what is causing that action. But study of mankind is a life-long study. The true negotiator never stops learning.

If you know that within one month you will find yourself sitting at a table with negotiating opponents facing you, how do you prepare for this face-to-face encounter ?

How can you foresee the strategy of the opposite side and how can you prepare to cope with it ?

The answer is not a simple one. It may be summed up, however, in a phrase which reminds us of our school days, *do your home work*. There are a large number of situations in which preparation is an absolute necessity. Negotiation is one of them. For successful results in a negotiation, it requires the most intensive type of long and short-range preparation.



This preparation requires, first of all, knowledge of yourself.

If you can be easily provoked into anger, you are very apt to be tricked into an unfavourable settlement because of your emotional state.

People in an emotional state do not want to think, and they are particularly susceptible to the power of suggestion from a clever opponent.

The angry person cannot instantly change his direction, even if he finds that he has just made a ridiculous blunder. The excitable person is a 'putty' in the hands of a calm, even tempered negotiator, a negotiator who has learned to use emotions only for effect.

So examine yourself very critically to remove your obvious weaknesses. If necessary, take professional help.



You should be prepared with every possible kind of information about the people with whom you are going to negotiate. When President Kennedy was preparing to go to Vienna for his first meeting with Khrushchev, he made it a point to study all of Khrushchev's speeches and public statements. He also studied all the other material available relating to Khrushchev.

If you are early to your opponent's place for negotiation try to have a look at library. In examining a person's library, you can gain useful information which will add to your store of facts about him, his present and past interests, hobbies, intellectual pursuits, even the extent to which he is able to follow a subject through.

The recognition of need is made easy by the fact that every negotiation, in the final analysis, takes place between individuals. This is true whether it involves two persons haggling over a small deal, large organisations bargaining over a merger or a labour contract, or nations negotiating a treaty. In every case, individuals are dealing with individuals. The problem is to find out what needs they represent either personally or as the representative of a group.

To know what your opposer is thinking and striving for, you must act like a detective, you must apply various methods and techniques to fulfil your primary objective of recognizing his needs.

The seasoned negotiator is ever on the alert for tip-offs on the mental processes of his opposer.

He listens carefully to what the opposer says and meticulously observes the way he acts. His mannerisms and gestures, his recurrent phrases and modes of expression, are all clues to his thinking

and his desires, his hidden needs.

The usual way to get information, of course, is to ask questions. *Questions are windows to the mind.* What do you want from this negotiation? What do you expect? What would you like to accomplish? Through such straightforward probes, you can find out important information on the needs of your opponent.

The use of questions is a powerful negotiating tool and must be employed with discretion and judgment. The question determines the direction in which the conversation, argument or a proceeding will move.

Listening is as much a persuasive technique in a negotiation as speaking. A successful listener must keep an open mind and strive to be free from bias and preconceived notions.

