

Unit 1

Adaptability

Objectives

At the end of this unit you will be able to:

- ❖ learn how important it is to change yourself to fit into new situations in order to be successful
- ❖ learn how to accept change and move forward in spite of difficulties

Activity 1

Read the following story and answer the questions that follow.

A big tree and a tall grass were arguing about their strength. When a strong wind came up, the grass was saved from being uprooted because it bent in the direction of the wind. But the tree stood straight and was torn up by its roots.

a. Why was the tree uprooted?

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b. Why was the grass saved?

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c. Does being physically strong always make you a winner?

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d. What do you learn from the story?

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Activity 2

Read the stories below and answer the questions that follow each. Discuss your answers with your partner.

My Little World Has Broken

Once upon a time there was a metal spring that lived happily and safely inside a writing pen. Although the spring heard the sounds outside, it did not think that there was anything good there. Even to think about leaving the pen made it so scared that it was quite content to spend its life compressing and stretching itself again and again inside that tiny space.

One day when the pen's owner was filling ink in the pen, there was an accident. The spring was pushed out with such force that it flew through the air and landed in the rainwater drain outside the window. Frightened, and cursing its bad luck, the spring was carried through pipe after pipe, each time thinking it might be his end. During the journey, it did not dare open its eyes nor did it stop crying. Swept away by the water, the spring travelled on and on and reached a river. When the current of the water lost its force, and the spring saw that things had calmed down a bit, it stopped crying and listened to the sounds around it. Hearing the singing of birds and the wind in the trees, it felt encouraged to open its eyes. What the spring saw was the clear, sparkling water of the river, the smooth, green rocks of the riverbed, and the different kinds of shining, multi-coloured fish. Now it understood that the world outside was much larger than the space inside the pen and that it had many things waiting to be enjoyed.

After spending a while playing with the fish, the spring went over to the riverbank and then to a field of flowers. There it heard the sound of someone weeping. The spring followed the sound, which took it to a lovely flower. A rabbit had run over it and broken its stem, and it could no longer stand up straight. The spring saw that it could help the flower and offered to be its support. The flower accepted the spring's

kind offer and slipped through the spring. There they lived happily together. And they would always laugh when they remembered how the spring used to think that all there was to life was being inside a pen.

Adapted from a story by Pedro Pablo Sacristan

a. Why was the spring happy when it lived inside the pen? What does this tell you about the spring?

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b. Why was the spring so frightened during its journey through the water?

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c. When the spring finally opened its eyes, it saw a beautiful sight. What do you learn from this?

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d. The spring played with the fish, moved to the riverbank and then went to a field of flowers, where it offered to help a flower. What does this tell you?

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Donkey in the Well

One day a farmer's donkey fell into a well. It cried for hours while the farmer tried to decide what to do. Finally he decided that the animal was old, that the well needed to be covered anyway and that it just was not worth saving the donkey. So he asked his neighbours to come over and help him. Together they began to throw loose earth into the well. At first, the donkey realised what was happening and cried even more. Then, to everyone's amazement, it became quiet. When after throwing down a few bucketfuls of earth, the farmer looked down into the well, he was surprised at what he saw. He saw that with every bucket of earth that fell

on it the donkey was doing something amazing. It was shaking it off and using the growing pile of earth to climb up. Very soon, the donkey stepped over the edge of the well and trotted off.

e. Why did the donkey cry at first?

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f. How did it finally save itself?

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Activity 3

Read the passage below and discuss with your partner the reasons for one person's failure and the other person's success. Note them down in the table that follows.

Satish and Suresh complete their school education in a small town. They go to a well-known college in a big city to study engineering. They find the campus, the lecturers and their method of teaching, and their classmates and seniors very different from all that they were used to at home. The campus is huge and frightening, and the students are smart, modern and fluent in English. The teachers do not give notes but ask the students to refer to books in the library and make their own notes. The hostel food does not taste as good as the food they used to have in their homes, and they have to clean their rooms themselves. Finally, though both Satish and Suresh had applied for the diploma course in IT, they were admitted to the civil and electrical diploma courses instead.

Though he feels disappointed and uncomfortable in his new surroundings for a few days, Satish makes an effort to make friends with other students in his class and hostel. They find the way he speaks and the clothes he wears funny and laugh at him, but he does not get upset or annoyed and tries to talk to them whenever he can. He goes to the library and reads up about the field of civil engineering and the job opportunities it offers. To his surprise, he finds that the stream is very interesting and that there are lots of jobs in the country as well as abroad. Satish listens to the

news in English in the hostel common room and reads the newspaper in the library every day. He also tries hard to speak to his classmates and teachers in English and does not mind if they laugh at him or correct him. He participates in all the college and class activities without waiting for anyone to ask him. Soon Satish becomes popular among the students and the teachers. He feels comfortable in the hostel and gets used to the food there. By the end of the first year, Satish is close to the top of his class, and his lecturers recommend him for a scholarship. Satish is happy and knows he will have a bright future.

Suresh feels very sad that he did not get admission to the IT stream. He thinks that electrical engineering is difficult and boring and does not attend classes or study. He decides that he cannot be friends with the students from the city. He does not try to speak in English or mix with the other students. He hates the hostel food and stops eating. This makes him feel weak and ill, and he is not able to study. The teachers and some students try to talk to him, but he thinks that they do not understand him and are against him. By the end of the year, Suresh finds that he is doing very badly in his exams and may have to repeat the year or leave the college.

	Reasons for success	Reasons for failure
Satish		
Suresh		

Activity 4

a. Describe briefly a difficult situation you faced. How did you adapt yourself to the situation?

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b. Imagine that you have moved to another state. You are unfamiliar with the place, the weather, the local people, the language and the food. How will you make yourself comfortable?

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Assignment

Think about the following quotation and write a paragraph explaining it.

‘It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.’

— *Charles Darwin*

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Unit 2

Attitude

Objectives

At the end of this unit you will be able to:

- ❖ learn to react to people and situations in a positive way
- ❖ learn to look at people, including yourself, and things from the right perspective

Activity 1

a. Write down ten words chosen from the box below to describe yourself.

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optimistic	sensitive	determined
pessimistic	distrustful	stubborn
sympathetic	kind	competitive
unsympathetic	forgiving	understanding
broadminded	unforgiving	generous
narrow-minded	jovial	revengeful
critical	tolerant	insensitive
trusting	intolerant	cheerful
suspicious	patient	gloomy

appreciative	impatient	earnest
friendly	casual	humble
serious	careful	enthusiastic
jealous	careless	cooperative

b. Read the following to understand what ‘attitude’ means.

Our behaviour varies according to the time, the situation and the person we interact with. The way we react to situations, things and people is called ‘attitude’. Our attitude is formed by the combination of our emotions and thought processes, which may be either positive or negative. To become successful and happy in life, we may sometimes have to change our attitude. This is called ‘life response’.

Activity 2

What will you do in the following situations? Choose one of the given options or, if you think your reaction will be different from all of these, write it down in the blank space provided.

- a. You present your project work, and two of your classmates criticise it. You will:
 - i. cry, get angry and stop talking to them.
 - ii. accept everything they say.
 - iii. ignore all that they say.
 - iv. examine what they say and review your project.
 - v.

- b. You are standing in a queue at a cinema theatre. Somebody jumps the queue. You will:
 - i. tell the person in front of you to fight him.
 - ii. tell him firmly and politely to stand in the queue.
 - iii. pull the person and put him/her in the queue.
 - iv. shout at him at the top of your voice.
 - v.

- c. You are sitting in a bus, and an old man gets in. There are no vacant seats. You will:
 - i. ask another passenger to get up and offer him a seat.
 - ii. turn your face away.
 - iii. move a little so that he can share your seat.
 - iv. get up and offer him your seat.
 - v.
- d. You have found a purse with money on the road. You will:
 - i. pick it up and put it in your pocket if nobody is around.
 - ii. ignore it.
 - iii. try to trace the owner in order to hand it over to him/her.
 - iv. hand it over at a police station.
 - v.

Activity 3

Working in groups, read the short descriptions of five people below. List their positive and negative features in the table that follows. Who do you think will be the most popular person? Give reasons for your answer.

Kamala : intelligent, successful, willing to work or help only if asked to, cannot stand people who are slow or inefficient, knows how to protect herself in a difficult situation without spending time trying to help others, entertaining company.

Aarif : highly qualified, an achiever, follows only what is usually done, waits for instructions and advice before acting, feels upset with people who do not think like him, blames others when things go wrong.

Janet : humorous, works well with others, strong and confident except when things go wrong, deeply interested in her work, keeps away from people she thinks are not as good as her, tries to make good things happen without waiting for luck to help her.

Fatima : not very bright or highly qualified, really interested in and sincere about all she does, hard working, confident that she can learn what she does not know, helpful and willing to listen to others' problems, gets along easily with others, admits her mistakes, cheerful and good-natured.

Francis : ambitious, makes every effort to please people who are important, friendly as long as he is not disturbed in any way, cannot bear criticism, confident that he is better than most people, cannot tolerate failing when someone else succeeds.

Name	Attitude	
	Positive	Negative
Kamala		
Arif		
Janet		
Fatima		
Francis		

The most popular person would be:

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Activity 4

Working in pairs, read the following dialogue and discuss the instances of positive and negative attitudes you find in it. List them in the table that follows.

(Ayesha and her colleague Sharada are working at their desks, waiting for their team leader's feedback on the report they submitted. Their team leader, Rajesh, who is brilliant and not very tolerant of careless work, enters the room.)

Rajesh : This is not what I wanted. I asked for pie diagrams that indicate the percentages and bar graphs that show the difference in growth. Also, why have you given an analysis based on comparisons between the different groups that went through the training programme?

Sharada : That is for the information of the client.

Rajesh : I don't think you understand. The idea of this report is not to make comparisons between groups but to show the changes that have happened as a result of our programme.

(Sharada leans against the wall with a frown on her face. Ayesha listens attentively to her team leader with a calm look on her face.)

Ayesha : We had submitted a similar report for the Jaipur project, so we thought we had to do the same for this project. I felt that graphs will take a lot of time, so I didn't think we should use them in the report.

Sharada (angrily, under her breath): And I don't understand . . .

Rajesh : We have to submit the report in three days time. Take Raghuram's help for the graphs. I'll speak to him.

Ayesha (pleasantly): That would be nice. We'll make sure that the work is completed on time.

(Rajesh leaves the room.)

Sharada : It's because of you that we have to re-do the report.

Ayesha : Well, don't forget that you were not happy about making the graphs.
Come on, let's forget it and get on with our work.

Sharada : I can't. He is always like this. The last time . . .

(Sharada complains bitterly about Rajesh and the office in general.)

Ayesha : Sharada, I too am upset that we have to do the work all over again, but the fact is that we made a mistake. Let's set it right. Come, let's have a cup of tea and talk about this sensibly.

(Sharada calms down after a cup of tea and understands what Ayesha is trying to say. She gets back to work in a better frame of mind.)

Positive attitude	Negative attitude

Assignments

1. Read the stories below and answer the questions that follow.

One day a traveller was walking along a road on his journey from one village to another. As he walked, he noticed a monk tending his vegetables in a garden beside the road. The monk greeted the traveller, and the traveller nodded to the monk. The traveller turned to the monk and said, 'Excuse me. Do you mind if I ask you a question?' 'Not at all,' replied the monk. 'I am going from the village in the mountains to the village in the valley, and I was wondering if you knew what it is like in the village in the valley?' 'Tell me,' said the monk, 'what was your experience of the village in the mountains?' 'Very bad,' replied the traveller. 'To be honest, I am glad to be away from there. I found the people most unwelcoming. When I first arrived, I was greeted coldly. I was never made to feel a part of the village no matter how hard I tried. The villagers keep very much to themselves; they don't get close to strangers. So tell me, please—what can I expect in the village in the valley?' 'I'm sorry,' said the monk, 'but I think your experience will be much the same there.' The traveller hung his head sadly and walked on. A little later, another traveller was journeying down the same road, and he also saw the monk in his garden. 'I'm going to the village in the valley,' said the second traveller. 'Do you know what it is like there?' 'I do,' replied the monk, 'but first tell me—where have you come from?' 'I've come from the village in the mountains.' 'And how did you find it?' 'Oh, it was a wonderful experience! I would have stayed if I could, but I had to travel on. I felt as though I belonged there. The elders gave me advice, the children laughed and joked with me and everyone was generally kind and generous. I felt sad to leave the village. It will always hold special memories for me. But could you tell me about the village in the valley?' he asked again. 'I think you will find it much the same,' replied the monk. 'Good day to you.' 'Good day and thank you,' the traveller replied, smiled, and journeyed on.

- a. What were the travellers' feelings about leaving the village in the mountains? What does this tell you about them?

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- b. Why does the monk tell the travellers that they would find the village in the valley the same as the village in the mountains?

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She is ninety-two years old, elegant and dignified. She is dressed each morning by eight o'clock, with her hair well combed and her make-up perfectly applied. She has just moved into the nursing home where I work because her husband, with whom she spent seventy years of her life, passed away recently.

After waiting patiently for a few hours in the lobby of the nursing home, she smiled sweetly when I told her that her room was ready. As she was taken in her wheelchair towards the lift, I described her tiny room, including the curtains on her window.

'I love it,' she said with the enthusiasm of an eight-year-old having just been given a puppy.

'But you haven't seen the room . . . just wait,' I said. The she spoke the words that I will never forget.

'That does not have anything to do with it,' she said gently. 'Happiness is something you decide on ahead of time. Whether I like the room or not does not depend on how the furniture is arranged. It is how I arrange my mind. I have already decided to love it. It is a decision I make every morning when I wake up. I have a choice. I can spend the day in bed thinking of the difficulty I have with the parts of my body that no longer work, or I can get out of bed and be thankful for the ones that do work. Each day is a gift, and as long as my eyes open, I will focus on the new day and all the happy memories I have stored away . . . just for this time in my life.'

c. What does the old woman's appearance tell you about her attitude?

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d. What does the woman's reaction to the long wait for her room show you?

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e. How can you relate what the second traveller says to the monk to what the old woman tells her nurse?

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2. Based on the activities in this unit, identify your negative attitudes and plan how to make them positive.

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Unit 3

Goal Setting

Objectives

At the end of this unit, you will be able to:

- ❖ understand how important it is to set clear goals for yourself in life and at work
- ❖ learn how to plan and work towards your goals effectively by breaking them down into sets of smaller goals.

Activity 1

a. Think about the following questions and answer them briefly.

i. What do you want to become in life?

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ii. What must you do to achieve it?

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iii. How long do you think you will take to achieve it?

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b. Read the following to understand the importance of setting clear goals for yourself.

Goal setting translates the dream in our mind to reality, transforms our lives and makes us achievers. To be successful and happy in life, we should have clear goals

and try to achieve them. Without goals, our lives become aimless, miserable and meaningless. Depending upon the time it takes for a goal to be achieved, we call them short-term goals and long-term goals. Sometimes short-term goals are a part of a long-term goal. Our goals should be specific, measurable, achievable, relevant and time-bound.

Activity 2

Read the passage below and answer the questions that follow.

N. R. Narayana Murthy, software engineer, industrialist and the founder and Chairman Emeritus of Infosys Technologies Limited, was born in a middle-class family in Mysore, Karnataka, in 1946. A hardworking and sincere student, Narayana Murthy had his basic education in a government school. He always wanted to be an engineer, and so after school did his graduation in electrical engineering in 1967 from the National Institute of Engineering in Mysore. His next goal was to study further and add to his professional qualifications. So he did his Master's degree in engineering from the IIT Kanpur in 1969. Narayana Murthy was fired by the ambition to find a well-paid and challenging job, make money, start a family and help people in need. He began his career as a systems programmer in IIM Ahmedabad and sometime later, in 1977, joined Patni Computer Systems in Pune as its general manager. He and his family were comfortable at last, but after a few years, Narayana Murthy grew restless and wanted to start a company that made high quality software in the country. He set up Infosys in 1981 with a small initial capital, most of which he borrowed from his wife, Sudha Murthy, who was then an engineer with Telco. The first two years were extremely hard. Narayana Murthy had invited six other engineers to join him when he started Infosys because he wanted them to help him design and make use of the global delivery model, which finally led to India's becoming successful in IT services outsourcing. He served as Chairman and Chief Mentor of the company from 2006 to 2011 and will continue to play a big role in it as Chairman Emeritus of its board after his official retirement in August 2011. He is on the boards of universities, companies and banks, and has recently become the chief mentor of West Bengal's IT panels. Narayana Murthy has received many awards and honours, including the Padma Vibhushan, and has been written about in prestigious magazines, such as *Time* and *Business Week*. One of his latest interests is Catamaran Investment Private Limited, a venture capital fund that

he has set up to fulfill his dream of helping young, brilliant entrepreneurs in India and abroad. When asked in an interview soon after his retirement about his new goals in life, Narayana Murthy said simply, 'Certain things have been achieved; we have a lot more things to do.' This is how Narayana Murthy, India's top business leader, set himself one goal after another that led him to build a company well known all over the world today.

a. As a young boy, what was the first goal that Narayana Murthy had? Was he able to achieve it?

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b. What are the other short-term goals that he set and achieved before he started working?

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c. What made Narayana Murthy resign a secure job in a good company and go into business using mainly borrowed capital? How long did it take him to get a break?

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d. After building up his company into a six-billion-dollar exporter and India's second largest software firm, the founder of Infosys moved on to achieve another goal. What was it?

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e. Has Narayana Murthy stopped setting new goals for himself in life? Identify the sentence from the passage to prove your point.

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Activity 4

Work in groups. Each group is assigned a quotation from the ones given. Discuss what it means with the members of your group and support your explanation with a story or an incident from your experience. Present the group's views to the class.

Quotations

'You have to know what you want in order to get it.'

— *Gertrude Stein*

'Whoever wants to reach a distant goal must take small steps.'

— *Helmut Schmidt*

'Goals are the fuel in the furnace of achievement.'

— *Brian Tracy*

'The tragedy of life doesn't lie in not reaching your goal. The tragedy lies in having no goals to reach.'

— *Benjamin Mays*

'Begin with the end in mind.'

— *Stephen Covey*

'A goal properly set is halfway reached.'

— *Abraham Lincoln*

'Goals are not only absolutely necessary to motivate us. They are essential to really keep us alive.'

— *Bill Copeland*

'To achieve happiness, we should make certain that we are never without an important goal.'

— *Ralph Waldo Emerson*

‘A goal is a dream with a deadline.’

— *Napoleon Hill*

‘The whole world steps aside for the man who knows where he is going.’

— *Unknown*

Assignment

Complete the following table with details of your personal and professional goals.

Time period	Professional Goals		Personal Goals (Example: buy a flat for parents)
	Career	Salary	
5 years			
10 years			
15 years			
20 years			