

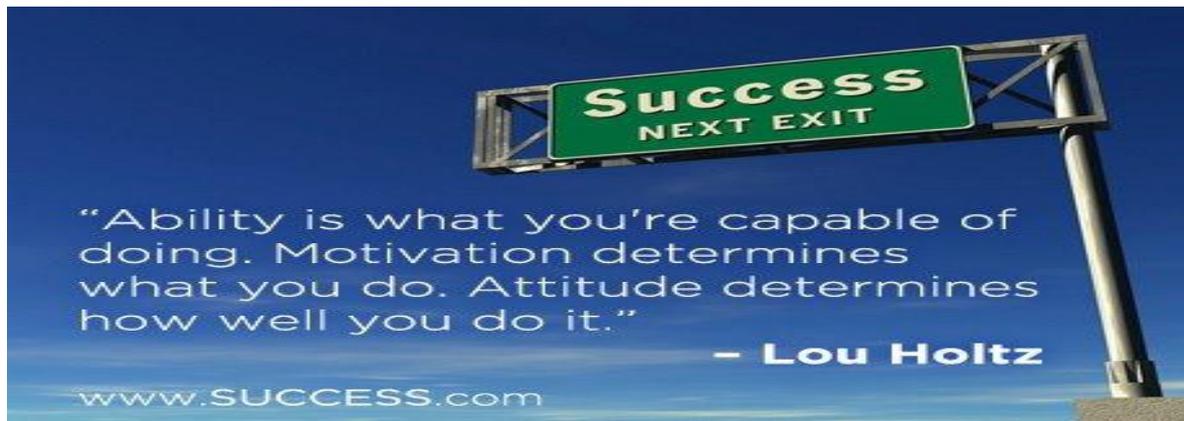
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***SHAPING ATTITUDE FOR ACHIEVING HIGHER ALTITUDE***

**Dr. DEEPANKA SHUKLA**

Consultant (Public Relation & Promotions)  
National Council for Teachers Education

**NEED FOR ATTITUDE FOR ALTITUDE**



**“It is your attitude more than your aptitude that determines your altitude “KEN ELLIS.**

The process of human change begins within us. We all have tremendous potential. We all desire good results from our efforts. Most of us are willing to work hard and to pay the price that success and happiness demand.

Each of us has the ability to put our unique human potential into action and to acquire a desired result. But the one thing that determines the level of our potential-that produces the intensity of our activity and predicts the quality of the result we receive-is our attitude.

Attitude determines how much of the future we are allowed to see. It decides the size of our dreams and influences our determination when we are faced with new challenges. No other person on earth has dominion over our attitude. People can affect our attitude by teaching us poor thinking habits or unintentionally misinforming us or providing us with negative sources of influence, but no one can control our attitude unless we voluntarily surrender that control. No one else “makes us angry”. We make ourselves angry when we surrender control of our attitude. If we select a volatile attitude by becoming hostile. If we want to receive the rewards the future holds in rust for us, then we must exercise the most important choice given to us

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as members of the human race by maintaining total dominion over our attitude. Our attitude is an asset, a treasure of great value which must be protected accordingly. Beware of the vandals and thieves amongst us who would injure our positive attitude or seek to steal it away. Having the right attitude is one of the basics that success requires. The combination of a sound personal philosophy and a positive attitude about ourselves and the world around us gives us an inner strength and a firm resolve that influences all other areas of our existence.

Always remember that the greatest gift that all of us have, no matter what is the power of self-control. All of us have the power to control our attitude with all that happens to us on a daily basis. It can be the slightest thing to throw us off and causing us to have a bad attitude which can throw off the entire day and affect your productivity.

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### **PERSONAL EFFECTIVENESS**

What is personal effectiveness? It can't just be achieving our goals because we could do so in a very wasteful, time consuming or sloppy way. How about making best use of our time and all other personal resources at our disposal? This means achieving our goals efficiently, like investment, getting the best possible return. Personally effective people are thus more than just people who get what they want. They really have two qualities: They make good use of their resources and they are skilled at achieving their goals. People are personally effective in different ways because everyone has different goals, values and priorities. Skilled communicators, for example, can be effective in numerous ways depending on what they want to achieve.

What Does Personal Effectiveness Mean to you ?

Getting my work done to high quality standards

*Taking care of my family and making them happy*

*Career advancement*

*Influencing people*

*Making and keeping new friends*

*Earning a lot of money*

*Earning the respect of my colleagues*

*Becoming an expert in my field*

*Or something else*

People who are personally effective make good use of their skills. They don't squander them. They use them to achieve their goals and do so in a way that is efficient and cost effective. How can you become more personally effective? Start by clarifying your goals, values and priorities. What is it that you want to achieve, in the short term at least, if you aren't sure about the longer term? What skills do you need to acquire in order to achieve your goals? Then: what is the most efficient, easiest way you can get what you want? That is, how can you apply your skills? How can you invest your time and effort to get the best return on all your efforts and talents?

### **Personal Effectiveness and Confidence**

It is hard to be effective if we aren't confident. Our confidence grows when we play to our strengths and have a confident attitude. To build and maintain strong self-confidence, it's important to say positive things to yourself. Even if you haven't achieved much in your life, try to do nice things for others. That makes you a better person and is something to be proud of. You will fail at some things. Everyone does, but use a diary to keep track of everything you achieve, even little things. Review it regularly to celebrate your success. Building self-confidence and personal effectiveness is a gradual process of building on past successes, taking stock of where you are and moving onto bigger things. Don't worry if you don't have a long term goal. Very few people do. The key is to create a foundation of success on which to

build. As you achieve more and try new things, continually push yourself outside your comfort zone.

### **SELF ESTEEM**

Your self-esteem determines your performance. Your personal effectiveness is in direct relationship to your level of self-concept. The fear of rejection is the major reason for failure. The greater the fear of rejection, the worse is the performance and the more self-esteem goes down. The easy way to keep up your self-esteem:

“KEEP YOUR HEAD UP AND YOUR OVERHEADS DOWN”

The One Million Rupee Question:

“How can I build my self-esteem?”

Health, Appearance & Positive Attitude is all directly related to self-esteem.

No one can teach you how to increase self-esteem; you have to do it on your own.

### **ART OF LEADING AND INFLUENCING**

To lead or influence people effectively, you must have a sufficient power base. There are eleven sources of power: five personal sources (knowledge, expressiveness, history, attraction, and character), five organizational sources (role, resources, information, network, and reputation), and one meta-source, will). Power in people is like power in batteries. The higher the voltage of a battery, the more electromotive force it can deliver and thus the more impact it can have. A 1,000-volt battery is far more powerful than a 10-volt battery. Likewise, people with greater sources of power are better able to lead and influence others than people with fewer and lesser sources of power. The more powerful you are, the more influence you will have.

#### **Personal Sources of Power**

##### **Knowledge**

Your knowledge, skills, talents, and abilities, as well as your learning, wisdom, and accomplishments. Power derived from what you know and can do. People rated high in

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knowledge power are three times more influential than people rated low in knowledge power.

### **Expressiveness**

Your ability to communicate powerfully and effectively in written and oral forms. Power based on the clarity, energy, conviction, and eloquence of speech. In its most powerful form, expressiveness is related to charisma. Building this power source will increase your influence effectiveness more than building any other power source. Expressiveness is strongly correlated with three other power sources: character, attraction, and reputation.

### **History**

Shorthand for "history with the person you are trying to lead or influence?" Power derived from familiarity and trust with another person. Based on the psychological principles of liking, similarity, and reciprocity. Between people who know each other well, this can be the most important power source. High ratings on history power are strongly correlated with high ratings on interpersonal skills.

### **Attraction**

The ability to attract others by causing them to like you. Based on physical attractiveness as well as authenticity; commonality of values, attitudes, or beliefs; personality; character; wisdom; shared experience; and many other factors. Globally, one of the strongest power sources. High ratings on this power source more than triple your influence effectiveness.

### **Character**

Power based on people's perceptions of your character, including such elements of character as integrity, honesty, fairness, courage, kindness, modesty, prudence, and so on.

### **How Influence Works**

Influence is the application of power to accomplish a specific purpose. Research shows that people typically try to lead and/or influence others using ten positive influence techniques: logical persuading, legitimizing, exchanging, stating, socializing, appealing to relationship, consulting, alliance building, appealing to values, and modelling. There are also four negative or "dark side" influence tactics: avoiding, manipulating, intimidating, and threatening. For a complete explanation of these influence techniques, see my forthcoming book *Elements of Influence: The Art of Getting Others to Follow Your Lead*. Influence can be as complex as forming an alliance of nations to try to influence a rogue country's leadership to change its

policies or as simple as a child smiling and extending his hand in an offer of friendship. Every time we try to affect how other people think, behave, or decide, we are trying to influence them. A smile and a handshake are attempts to socialize (see below), to form a connection and break down barriers. As people get to know us and like us, they are more likely to say yes to our requests.

## **TEAM BUILDING AND COLLABORATION**

Building a good team is the single most important thing a Project Manager can do to achieve a successful project. With the right attitude, a team will overcome almost any difficulty to succeed in its goals. In most projects there will be times when only the determination of the team can overcome the difficulties and carry the initiative through to success. Even when there is no pressure, the team's spirit and enthusiasm will be reflected in the quality of the solution and the extent to which other people buy-in to it. There is a whole area of academic study and practical experience about building good teams. Business psychologists present many theories concerning the way in which people interact. A world-class project manager needs to be an amateur psychologist and a manipulator of human behaviour. Here are some of the factors which generally lead to a good team. Shared belief in the value and achievability of the team's goals, awareness of the value of the individual's own role and contribution, recognition of the value of other team members (whether they are key specialists or just non-specialist, junior assistants), desire to work collaboratively, sharing thoughts, ideas, concerns, etc, friendship - enjoying working together with a common purpose, supporting each other in recognition that the team's success requires all members to be successful, coaching junior members rather than bossing them, listening to ideas and advice from other team members, making time to communicate with other team members, celebrating successes, rewarding good team behaviour in financial and non-financial ways.

The classic analogy is the donkey, motivated by the promise of a carrot and the threat of a beating with the stick. Most psychologists believe that the positive experience of the carrot is much more successful than the negative threat of the stick. They would argue that the stick should be applied only on rare occasions with good cause - or, maybe, never at all. The carrot should be offered as a constant reward for performance. Remember that the emphasis is to build a good team. The right attitude can be promoted

throughout all these activities. In addition, you should plan appropriate formal and informal activities that build the desired attitudes and behaviours. In most cases, some form of team social event should be held early in the project. Informal social activities can also be planned - even where they are intended to look unplanned.

### **COMMUNICATION SKILLS**

Effective communication helps us better understand a person or situation and enables us to resolve differences, build trust and respect, and create environments where creative ideas, problem solving, affection, and caring can flourish. As simple as communication seems, much of what we try to communicate to others—and what others try to communicate to us—gets misunderstood, which can cause conflict and frustration in personal and professional relationships. By learning these effective communication skills, you can better connect with your spouse, kids, friends, and coworkers.

What is effective communication?

In the information age, we have to send, receive, and process huge numbers of messages every day. But effective communication is about more than just exchanging information; it's also about understanding the emotion behind the information. Effective communication can improve relationships at home, work, and in social situations by deepening your connections to others and improving teamwork, decision-making, and problem solving. It enables you to communicate even negative or difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills including nonverbal communication, attentive listening, the ability to manage stress in the moment, and the capacity to recognize and understand your own emotions and those of the person you're communicating with.

While effective communication is a learned skill, it is more effective when it's spontaneous rather than formulaic. A speech that is read, for example, rarely has the same impact as a speech that's delivered (or appears to be delivered) spontaneously. Of course, it takes time and effort to develop these skills and become an effective communicator. The more effort and practice you put in, the more instinctive and spontaneous your communication skills will become.

### **TIME MANAGEMENT**

Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.

It is a meta-activity with the goal to maximize the overall benefit of a set of other activities within the boundary condition of a limited amount of time.

Time management may be aided by a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects, and goals complying with a due date. Initially, time management referred to just business or work activities, but eventually the term broadened to include personal activities as well. A time management system is a designed combination of processes, tools, techniques, and methods. Time management is usually a necessity in any project development as it determines the project completion time and scope.

The major themes arising from the literature on time management include the following:

Creating an environment conducive to effectiveness, setting of priorities, carrying out activity around those priorities. The related process of reduction of time spent on non-priorities. Incentives to modify behaviour to ensure compliance with time-related deadlines. Time management has been considered to be a subset of different concepts such as:

Project management. Time Management can be considered to be a project management subset and is more commonly known as project planning and project scheduling. Time Management has also been identified as one of the core functions identified in project management.

Attention management: Attention Management relates to the management of cognitive resources, and in particular the time that humans allocate their mind (and organize the minds of their employees) to conduct some activities.

## **CREATIVITY**

Creativity is defined as the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining ourselves and others.

In order to be creative, you need to be able to view things in new ways or from a different perspective. Among other things, you need to be able to generate new possibilities or new alternatives. Tests of creativity measure not only the number of alternatives that people can generate but the uniqueness of those alternatives. the ability to generate alternatives or to see things uniquely does not occur by change; it is linked to other, more fundamental qualities of thinking, such as flexibility, tolerance of ambiguity or unpredictability, and the enjoyment of things heretofore unknown.

Creative thinking skills are as much about attitude and self-confidence as about talent. Creativity is often less ordered, structured and predictable. As you are not looking for 'one' answer, you are likely to come up with lots of suggestions that are not 'right'. This can be difficult if you are more used to analytical and logical approaches. It can also be experienced as 'risky' as the prospect of making a mistake or not coming up with an answer is more likely.

### **PROBLEM SOLVING**

Problem can be any task or assignment or project that you need to complete. Usually, it involves several different steps or stages. Some of these will require specific methods that are particular to your subject area.

However, there are generic skills and processes that contribute to success for any kind of 'problem', whether writing an assignment, conducting a student project, undertaking projects at work, or taking on an undertaking in your personal life.

Working through basic problem-solving processes

To approach most problems you will need to:

1. Define the task clearly. What exactly is required?
2. Set priorities. What must be done first? What can be left until later?
3. Develop an appropriate strategy: what steps must you take to address the task?
4. Use experience from similar problems: what do you already know or what have you already done that would offer a starting place or guidance on how to approach the current problem?

5. Set targets: what steps must you accomplish by when? How will you know you have achieved each target? How will you measure your progress?
6. Develop an action plan. List all the steps necessary to achieve each target. Identify the best order for accomplishing each step and a deadline for each.
7. Get started. Do not wait until the last minute, start early on the tasks that you can begin straight away. Keep yourself focused and motivated.
8. Monitor your performance against targets and indicators. Check regularly whether you are meeting your targets and revise your action plan accordingly.
9. Evaluate your performance. How well did you achieve your targets? What did you learn that will be of use to you for future problems and tasks?

## **VALUES AND ETHICS**

### **Personal beliefs, values, attitudes and behaviour**

A belief is an idea that a person holds as being true. A person can base a belief upon certainties (e.g. mathematical principles), probabilities or matters of faith. A belief can come from different sources, including a person's own experiences or experiments the acceptance of cultural and societal norms (e.g. religion) what other people say (e.g. education or mentoring). A potential belief sits with the person until they accept it as truth, and adopt it as part of their individual belief system. Each person evaluates and seeks sound reasons or evidence for these potential beliefs in their own way. Once a person accepts a belief as a truth they are willing to defend, it can be said to form part of their belief system.

### **What is a personal value?**

Values are stable long-lasting beliefs about what is important to a person. They become standards by which people order their lives and make their choices. A belief will develop into a value when the person's commitment to it grows and they see it as being important. It is possible to categorise beliefs into different types of values – examples include values that relate to happiness, wealth, career success or family.

A person must be able to articulate their values in order to make clear, rational, responsible and consistent decisions.

### **What is an attitude?**

Attitudes are the mental dispositions people have towards others and the current circumstances before making decisions that result in behaviour. People primarily form their attitudes from underlying values and beliefs.

However, factors which may not have been internalised as beliefs and values can still influence a person's attitudes at the point of decision-making. Typical influences include the desire to please, political correctness, convenience, peer pressure, and psychological stressors.

The potential for these influences to sway attitudes will be greater if the person has not clearly thought through their beliefs and values. This process includes considering the principles by which they might reconcile or prioritise competing values. A lack of self-awareness or critical insight, or the presence of ambivalence or uncertainty about values, can lead to a less rational attitude to choices, and ultimately to undesirable behaviour.

### **CONCLUSION**

To be successful in any area in life you need to have the right attitude, which means you have to approach any task or job with determination, tenacity and above all plenty of enthusiasm.

In business, when it comes to choosing the right individual for a certain post or promotion, I have always gone for people who have PMA – in other words Positive Mental Attitude.

Of course, it is important for people to have skills, training and experience but I have always been a huge believer in putting attitude above aptitude. You can come fully equipped for a role but without real enthusiasm the best skill-set will count for very little. You can train somebody and give them the tools but you can't give them the right attitude.

More importantly, having the right attitude can have a real impact on the business in terms of its performance.

The key to real success is an ability to adapt to change, and that will never happen if you approach every challenge with a negative attitude. People with the right mental attitude can always take something positive from a difficult situation and most important of all, will be constantly looking at ways of moving a business on to the next stage of its journey or development.