

**Developing Soft Skills and Personality**  
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**Lecture - 04**  
**Types of Soft Skills: Self-Management Skills**

Hello everyone. Welcome back to NPTEL mock course on Developing Soft Skills and Personality. I am Ravichandran professor of English from the Department of Humanities and Social Sciences, IIT Kanpur. We are already into the first week and then have done so far 3 modules, with regard to beginning with the end in mind and then planning preparing towards developing the soft skills.

Now in this module that is module number 4 of the first week. I will be focusing more on the types of soft skills, particularly those soft skills which are relevant for yourself, management that is developing yourself. And I say was telling you in the previous one I am just going to use an approach where unlike the other approaches where people try to tell you do this, do that and then give some cosmetic touches, but in practice it does not really amount to development of your personality. Here my approach is to create a kind of change in your personality, modify, develop and at the same time (Refer Time: 01:28) soft skills which will stay with you forever and which will give you the intended effect in all human interaction and communication.

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**Highlights**

Highlights of the Last Lecture

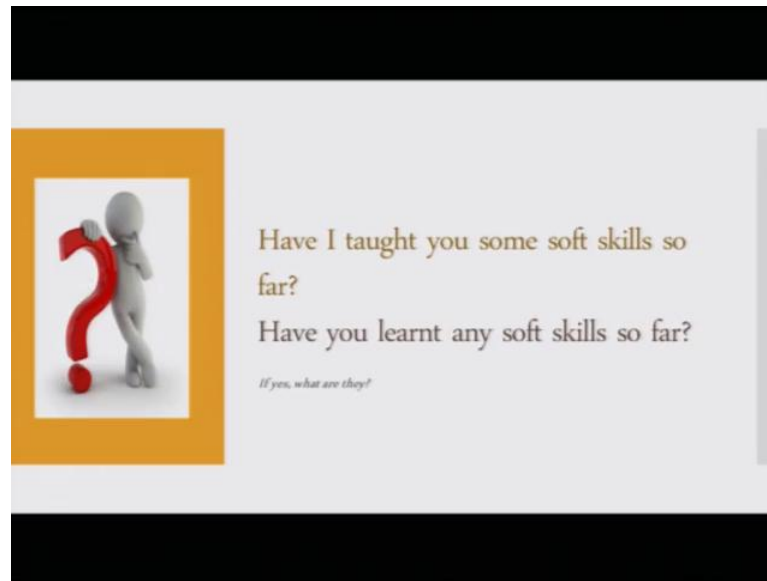
- Human perceptions determine proper understanding in relationships.
- Perceptions are bound to be different; often contradictory!
- Don't be guided by prejudice.
- Before showing your anger on somebody's annoying behaviour find out what makes the person to behave so.
- Seek first to understand and then to be understood (Steven Covey)!
- Do not be satisfied with doing the minimum required learning for this course.
- Learn eagerly from the extra materials suggested such as Steven Covey's *7 Habits of Highly Effective People* and Steve Jobs' Commencement Address.

Before I start quick highlights of what we did in the previous lecture. In the previous one I highlighted to you about human perceptions. And I was telling you as how human perceptions determine proper understanding in human relations. Perceptions I said are bound to be different and often contradictory, we see the same object but we have two different perceptions of the same object.

And then do not be guided by prejudice especially in human interaction. To this you should also be emotionally balanced so that before you show your anger or before you burst out any kind of emotion on some bodies annoying behavior find out what makes the person to behave in the first instants in such a manner. Now I gave you the example from Stephen Covey and then he makes the famous statement, 'seek first to understand and then to be understood'. Instead of complaining that others do not understand, first try to understand why the person is behaving in such a kind of abnormal manner that is not suiting for you.

Now this is about the previous lecture, but on the other hand some general tips. Do not be satisfied with doing the minimum required learning for this course. Then and there I keep dropping some names, dropping some ideas, dropping some books which you can use it for extra reading. For example, you should learn eagerly from the extra material suggested in the previous two lectures. One I mentioned about Stephen Covey's 'seven habits of highly effective people'. I also asked you to look at Steve Jobs famous commencement address at stand for university. I hope you have done it most of you, in case you have not done it just try to takes some more time after the end of this lecture buy the book and then try to watch the video.

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Now in this lecture, and again before I start you might be wandering with this question have I taught you some soft skills so far. And if I have taught you have you really learnt any soft skills so far. In case you have learnt what are they? Now I would like to tell you I have not overtly told you that I am going to teach you to these skills and then talked about it, but in the way of introducing certain important concepts and ideas actually I have implicitly taught some soft skills which pertain to self management, emotion regulation and time management skills.

Now again a quick recapture preview of what we have done in the perspective of soft skills will make you understand that yes indeed I have actually taught you some soft skills, but again as I said I can take the horse to the pond but it is up to the horse to drink it or not. I have created an environment and awareness that these are some skills and you need to be aware of it and you need to implement that in your day to day behavior so that those skills become part of you.

Now, what are the skills which I implicitly try to teach you? Now look at them in the first module I was trying to prepare you find (Refer Time: 05:05) you to this course and then I was trying to make you plan a schedule I said preparing and planning is something very important for doing this course.

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And the second one I was largely focusing on self-awareness with regard to having a clear sense of purpose. We talked about beginning with the end in mind and then that end in mind is actually thinking about the end result before you begin a new task. Any task I told you that even before doing this course ask yourself why are doing this course, at the end of this course what do you expect? Do you just expect a certificate or you want something else other than the certificate? How are you going to use this? And then begin with the end in mind, what is your vision? What is your life long vision? Have you thought of it? If you have not done it again break now take a pause look back and then just think what is it that you want at the end of your life? What are those four important people in your life going to tell about you? Now those things will make a huge difference in the way you are going to plan and schedule the events of your life.

Having said that, in the second module broadly I was talking about self-awareness, but then I also wanted you to think about the end result before beginning a new task because this will help you to in knowing setting your priorities. Now once you know what are your priorities you learn to identify what are high value and low value tasks. And then slowly you also try to understand there is something like no value tasks. Spending time on that is not going to help you develop your personality or soft skills, just eliminate that from your life no value task. And then you commit to do only high value tasks, I was asking for commitment. And then you need to use will power and perseverance to

complete the tasks in time. And then I went I heard and then I was also telling you about the perceptual differences the differences in our own perceptions.

At the end of it I concluded by saying that it is important that you learnt to empathize with others. So, empathizing itself is a kind of soft skill which you need to develop. I will talk more about that now. And I am just going to highlight about 9 important facets of soft skills. The 9 prominent ones, if you just look at books they say hundreds o skills,, but in the nines broad soft skills which I have identify all the other skills can be incorporated. In this module let us focus on this 9 skill set which come under the self management skill set.

Now this 9 are important and at the end of it, it is not just I am telling you and your learning and even I am not going to teach the concepts as such I am just going to ask you questions and then these questions are rhetorical questions. That means, that the answers are implicit, you know that is the right answer, you think about it. And then if you think that you are not doing it so change that, eliminate that from your life and then try to modify accordingly.

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**Self-Management Skills Set**

- Self-Awareness**  
*Why are you lazy? What will make you work without expecting any reward? Who or what inspires you? What makes you angry? When do you remain calm and peaceful? What are you afraid of? When do you feel embarrassed? Why do you get frustrated? What are your driving forces? Why do you postpone things? Why do you do things before time? Why are you jealous of someone? When do you appreciate someone? Why do you get attracted to someone or something? Why do you get addicted to something? Why do you hate someone? Why do you love someone?*
- Self-Confidence**  
*Are you confident all the time? When are you over-confident? When do you lack in confidence? Do you believe in you that you have strength and power within you to achieve anything?*
- Mind-Set**  
*Do you have a positive or negative mind-set? Is your mind always looks at problems or comes out with solutions to problems? Do you have a rigid, fixed mind set, or a flexible and growth mind-set? Is your mind looking for opportunity to learn and grow even in difficult situations? Or, it indulges in complaining and blaming others?*

The first most importance skills set that you should have in terms of self management is self-awareness. Now self-awareness simply speaking that you should know yourself, the unknown self is not something that is worth living. So, you should know first of all and if you know yourself you will be able to conquer the world all these things are known to

you. But then, think about this concepts in terms of precipitating into you in terms of certain penetrating questions and how would you answer them, look at some of the questions that I am going to ask you and then resolve the answers based on which you know the level of yourself awareness.

If you think that you need more keep asking the questions make improvements. Why are you lazy? The biggest conflict resolution that you will have within yourself is trying to decide that you will overcome laziness. The day you decide you will become free you will have more time and then you will have more tasks to do, you will sooner or later identify your mission and then you will proceed with a vision and then you will be like happy for ever.

But then why are you lazy? What makes you lazy? What will make you work without expecting any reward? When you go for a job even if it is 9 to 5 job what will make you work beyond 5 clock? What will make you work without looking at your watch frequently? What is it that job that will passionately observe you? Are you doing it? If you are not doing why are you not doing it?

So, these are the answer that will amount to yourself awareness. If you have not even thought of it now think about it. Who or what inspires you. Is it a person, is it the appearance of a person and then like some people look at innocence of the child they are very inspired some people are inspired by sunset, nature itself is a very big inspirer, some people are inspired by great achievements. What is it that is inspiring you? And then who or what makes you angry? Suppose, you look at somebody or something and then you feel furious now what is it that that is setting you. When do you remind common peaceful, what is the time that you are completely stress free you are completely common peaceful is it early in the morning late at night or sometime after your afternoon nap what is the time in a day that you are common peaceful. How many weeks in a month that you are completely peaceful that you do not have any stress no problem of insomnia you slept peacefully, how many days went like that?

And then what are you afraid of? What are your fears? What are your apprehensions? When do you feel embarrassed? When you feel little bit shy and when you feel embarrassed and then you feel somewhat shy to do certain things when is it that happening. Why do you get frustrated? What are your driving forces? What motivates

you, is it money is it power is it some kind of beauty some (Refer Time: 11:58)? Is it some kind of drive to change the world? Is it something that you think that you should change yourself? What is it that is driving you? Why do you postpone things? If you have enough motivation why are you postponing things, why are you not doing things in time? Why are you jealous of someone? Why are you not happy with yourself? Why do you think that somebody has got something better than you why are you jealous?

And then when do you appreciate someone? When you show that you like some quality in someone? Are you all the time preoccupied with yourself and never have time to tell someone or somebody that they are better than you and if you do that when do you that. Why do you get attracted to someone or something? What is it in somebody or something that quality that is attracting you? Why do you get addicted to something? It can be good addiction bad addiction; you can be addicted to reading a book, you can be addicted to watching something on TV, you can be addicted to the internet, addicted to face book, addicted to drugs, addicted to cigarettes, addicted to so many things, but why are you addicted. Was it what is it that is causing you that addiction? And why do you hate even sometimes you have not even talk to a person, but the moment you look at the person you start hating the person. Why do you hate the person? And why do you love someone even that has no reason why do you love someone. Now, if you try to answer these questions so you will be able to create a kind of awareness that is required for your own self, so that is under self-awareness

Let us go to the second right self-confident. Now ask these questions; are you confident? Or are you over confident? Or are you lacking in confidence? You may be one of these three categories. And you may be confident at some time some aspects of your life, but completely lacking in confidence in something else. Which part of your life you are lacking in confidence? Then do you believe in you that you have strength and power within you to achieve anything that actually amounts to your confidence that is the inner confident, outside your embarrassed with something and then you are not exhibiting a sense of confidence. But inside you do you believe deeply in you that you have that power, you have that strength to accomplish whatever you want in your life. If you have it you are confident and if you do not you need to develop.

Mind-set is again a very important skill at that you need to develop in terms of self management skills. The most important thing; do you have a positive or negative mind-

set? Do you always see the rosy picture of life or always look at something that is gloomy? Is your mind looks at problems or comes out with solution to problems? Are you a problem creator or a problem solver? So, there are people in any situation they will first look at the problems and there are others in any situation they always try to see the best possible solution that can be arrived at. What is it that your mind thinking about, is it problem creating or solving the problems.

Then the other aspect of mind-set; do you have a rigid fixed mind-set or a flexible growth mind-set? Between fixed mind-set and growth mind-set some of these concepts I will be elaborating the coming lectures, but right now at least you know what kind of mind-set you have. If you have the fixed mind-set you are not open to ideas, even you are not open to some course like this. So, you think that you know everything already you just skeptically want to see what is happening in the course, but mind wise you are just fixed and you are refusing to learn anything new.

Growth mind-set people always know that there is so much to learn and then they make mistakes, but they learn from the mistakes, they develop, they enhance and then they grow. Just see whether you are in the fixed or in the growth mind-set. If your mind looking for opportunity to learn and grow even in difficult situations or is your mind indulging in complaining and blaming others. So, some people own full responsibility the mind thinks that I made the mistake, but in certain cases the mind thinks that it is not me it is because of him, because of my parents, because of my boss, because of my son, because of wife, because my colleague, friend, enemy, it happened not because of me. So, what is your mind thinking? So, that determines your mind-set. You need to have a growth mind-set; you need to have a positive mind-set if you really want to develop your personality.



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**• Emotional Balance**  
*How good is your emotional literacy? And the level of your emotional intelligence (EQ)? Are you able to control your emotions? Do you feel weak before some people? Do you feel intimidated when you meet people who are more powerful or stronger or richer? Can you manage your negative emotions such as anger, frustration and hurt? Can you think rationally and make objective decisions when you are consumed with your own emotion? Are you afraid of sharing your innermost feelings? Can you share your love for someone without getting nervous?*

**Self-Management Skills Set**

**• Handling Stress**  
Do you remain cool, calm and collected in any situations? Are you strained when you interact with people at personal and professional levels? Do you know how to come out of a stressful situation? Are you aware that the less stressful you are the more productive you will be?

**• Coping with Failure**  
Do you have the **resilience** to bounce back after a set-back? Do you have the **persistence and perseverance** to continue with your plan despite obstacles and oppositions? Do you have the **will-power and determination** to work with the same energy till your mission is accomplished?

Now, let us look at the next 3 skill set that is with regard to emotional balance, handling stress and coping with failure. This again determines your personality as well as developing soft skills. Now emotional balance, today emotional balance along with the next aspects that I am going to talk about that is spiritual intelligence these two skills sets are suppose to be the predominant skill sets that determines whether you are going to be a very highly successful person. Successful not in materialistic terms, but in a holistic term whether you will be successful, whether you will be happy and peaceful in your life. So, these two aspects alone are the ones they are determining as against the previous thinking that it is IQ that is intelligent quotient that is determining your level of success.

Now, what is this EQ; emotional quotient emotional intelligence and I call it as emotional balance. How good is your emotional literacy? That is emotionally what you know about yourself. When do you know that your emotions are in control? When do you know that you are losing your emotions? And the level of your emotional intelligence what is your EQ? Are you able to control your emotions all the time with anybody is it with somebody you lose your emotions only with some people you are able to control it. Are you able to hide your feelings if you want to or the feeling are just being expressed nonverbally from your face your eyes your entire body. Are you not able to do? Do you feel weak before some people with some people especially if they happened to be your boss? Do you feel intimidated? Suppose you are not that well off do

you feel somewhat intimidated and weak before powerful people before rich people than you.

So, do you have this kind of emotional problems? Can you manage your negative emotions such as anger, frustration and hurt? if you are hurt for example, how do you act react, you get angry, you shout at other people or just you calm yourself and then you introspect, retrospect, reflect on the things and then you come out with the solution to minimize that kind of hurt in future. How do you act? Do you act magnanimously when people have hurt you, do you act generously when people are have you or do you show the meanest of yourself when somebody has hurt you. So, that makes a huge difference.

Can you think rationally and make objective decisions when you are consumed with your own emotion. That means, when you are completely charged in emotion can you make any objective and rational decisions or will it be condition by your emotions. Are you afraid of sharing your innermost feelings? Can you share some of your innermost fears apprehensions and then an even funniest thought with at least one person in a group is it possible. Can you share your love for someone without getting nervous?

Now, all these qualities if you ask yourself where you stand it is telling important clues about your emotional literacy. We will come back to this, but right now I just wanted to introduce this to you. And keep asking these questions in fact you just ask this and then write and then reflect, write the answer I am at this level, I am afraid of this person. And then try to keep that consciously in your mind and then try to overcome that situation. Again I say said will come back to over comings some sort of emotional problems at a later stage.

Now about stress management, handling stress; how do you handle stress? That also determines like how emotionally strong you are as a person and it also tells about yourself management skill set. With regard to handing stress do you remain cool, calm and collected in any situations? Some people think that they will be able to remain cool only in an environment where their friends are there and their supporters are there, but in a hostile situation in tough situation will you remain calm and collected. Are you strained when you interact with people at personal and professional levels? At you hate to go home so you go to the bar and drink a lot and then go home and then again get shouting, but and then in your unconsciousness you do not here anything and then you just go flat.

Office again you go you do not want to face your colleague; you do not want to face your boss.

Have you created such a conflicting strain full situation there in both that home and office? Do you know how to come out of a stress full situation? Stress is something sometimes you know that is self induced often it is not there most of the time it is an illusion, these are all perceived threats. Now ones you realize that do you know how to come out of a stressful situation. Are you aware that the less stressful you are the more productive you will be? It is important that you remove stress and then you become more productive have you thought of that.

Now the next skill set is with regard to coping with failure. How are you going to deal with failure? Is failure actually a stepping stone for your success? Are you going to learn from your failure and then use that your failure to make your success a great point or are you going to be broke down with failure? How do you respond to failure? So that again determines your personality.

Do you have the resilience to bounce back after set back? There are people even one small minor setback so they become so frustrated, so emotionally upset and they never stop trying again, they just stop it. Whereas, there are people who bounce back, they go to the depths of despair and then they come out of it and they raise again to an unbelievable height just because of the resilience that is a soft skill. Do you have the persistence and perseverance again other soft skills?

To continue with you are planned despite obstacles and oppositions; do you have the will power and determination to work with the same energy till your mission is accomplished. There are people who start with lots of enthusiasm and energy at the beginning of a project, but what happens when the project proceeds after some time they lose all energy and enthusiasm because they do not get the support they are not getting any encouragement. It is at this time they need to believe in themselves they have to have their inner core very strong, believe in the inner confident self and then pull a long they need will power determination, perseverance, persistence so that they can bounce back.

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**Self-Management Skills Set**

- Patience, Tolerance & Trustworthiness**  
*Do you have the wisdom to remain calm when others rush? Can you patiently wait for the appropriate time to initiate action?*  
*Do you have a high level of tolerance? Are you intolerant of people whose qualities annoy you?*  
*Can people trust you? Are you responsible and committed? Do you speak the truth or occasionally tell lies? Do you have good standards of honesty and integrity? Do you act ethically?*
- Perceptiveness**  
*Do you pay attention to the unspoken acts of communication? Do you feel that often people say something but they don't mean it, or mean exactly the opposite? Is your mind open while listening to controversial ideas? Do you understand people correctly?*
- Spiritual Intelligence**  
*Do you raise your life to a higher spiritual level? Do people look up to as their role models? Do you have the instinct in you to change the world and make it a better place? Do you transcend the mundane pettiness and live your noble self that is creative, loving, selfless, calm, compassionate, courageous and exemplary?*

Now, let us look at the next 3 important skill sets that you need for self management. I have put patience, tolerance and stress worthiness as one skill set because they are more or less close to each other. Now what do I mean by being patient, why is it important soft skill because you need to have the wisdom to remain calm when others rush. You might have heard of the proverb that fools rush in where angels fear to tread. Even when angels are afraid of taking path fools rush they run. Now even when wise people are afraid of doing something so foolish people commit that they do it. Now do you have the patience to understand this situation or you patient enough to wait for the right movement right opportunity or impatiently you lose your temper show that you are a short tempered person, commit to things which become unpleasant and completely unfavorable for you. So, patience is a very important quality whether in personal or in professional relationships.

Can you patiently wait for the appropriate time to initiate action? You need to wait for the most important time so that you can initiate action when you think that you that it is appropriate and it will be beneficial to you and all other who are concerned in that. Do you have a high level of tolerance? Today intolerance has become a kind of the (Refer Time: 26:18) throughout the world, people have become highly intolerant, intolerant of any kind of difference. Difference in terms of name, difference in terms of cast, religion, color, language, nationality, so anything that is not same so people are sort of become

intolerant, but I am not talking about that kind of intolerance, but tolerance as a kind of soft skill which you need to develop.

Do you have a high level of tolerance? Some people become very intolerant when people who have different kinds of qualities that annoy you come and talk to you so you lose your temper. Now, do you have that tolerance, can you tolerate people? Can you tolerate situations? Can you give long run to people? Can you be the one who will always push the ball in the other person's court and then keep yourself waiting will you remain tolerant.

Can people trust you? Trustworthiness is another important soft skill that you need to develop in case you have not developed it yet. Are you responsible and committed along with trustworthiness? Do you speak the truth or occasionally tell lies or always tell only lies? Now telling only lies can be fun, but then if you really want to develop your personality in the long run it is not going to help. The more people can rely on your word as having 100 percent truth, the more people will trust you and then the more people will invest in you; the more people will come and give you success. So, it has to be a very trust worthy one linked with truth and integrity.

Do you have good standards of honesty and integrity? Do you act ethically in all the things that you do? Do you behave in a morally good manner? Do you know that is morally right and wrong? And do you always choose the right path? Are you ethically correct? Do you do things which you know that nobody is there, but even if people see that nothing will happen? Or are you doing things which are not ethically correct in the absence of your boss, in the absence of your parents, in the absence of your partner; so are you doing such things so ask these questions.

And then perceptiveness which I hinted in the previous lecture is something that you need to pay attention to the other person especially when you are in interaction. Do you pay attention to the unspoken acts of communication? People often say one thing but then they mean something different, sometimes they mean exactly the opposite. They say something their body language means exactly the opposite.

Now, do you pay attention to the non verbal cues? What their eyes tell? What their facial expressions indicate? Are you able to look at that? Do you feel that often people say something, but they do not mean it or mean exactly the opposite? Is your mind open

while listening to controversial ideas or your mind is filled with prejudices and then negative thoughts? Can you open it up? Do you understand people correctly? How often people come and tell you oh you never understand me you have misunderstood me or people do they come and tell you are the only person who understands me correctly. How many such people do you have in your life? Now that shows that you are developing your maturity, emotional maturity in terms of perceptiveness.

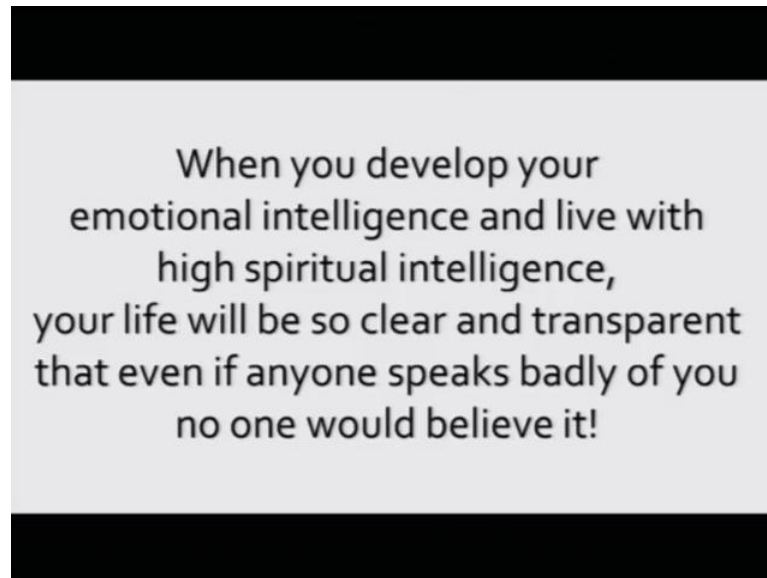
And then the last but not the least and the most important is this spiritual intelligence again as I said I will talk about this along this need achievement, and self actualization right at a later lesson, but at this point I want you to understand what is this spiritual intelligence. This is first of all nothing to do with religion. It is a high level of emotional intelligence where you also realize that there are things that goes beyond your mind body and feeling, there is something there is spirit that that is something that is soul that as a connectedness with all other human beings, all other universe and that is something that you strike a chord with.

Now, ask these questions and you will be able to understand what level of spiritual intelligence you are in. Do you raise your life to your higher spiritual level? Do people look up to us the role models? How many of you; somebody said that the best way you know that where you stand is the way your children talk about you. And often they say that children take their parents as the role models. At least do your children take up you as the role model; family level, but at the professional level how many people can look at you as a role model. How many people are you inspiring? What is your high level of consciousness where others are aspiring to reach?

And then do you have the instinct in you to change the world and make it a better place instead of only serving your selfish needs. Is there in instinct in you that like James Bond you want to save the world, you want to protect it from enemies, you want to protect it from climatic change, you want to do something so that you can save the people make them in live in a better place and you make your contribution so that the universe becomes slightly better because you did something about it. And then do you transcend the mundane pettiness and live your noble self that is creative, loving, selfless, calm, compassionate, courageous and exemplary.

If you live that noble life that is exemplary so you are reaching that level of spiritual intelligence that is required to develop all the required soft skills. Now just think about all this questions, revise them ones again, if required rewind listen again and again and answer some of the questions which you think are not initially easy reflect on them. And of it I just want to tell you this and then finish this lecture think about this.

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When you develop your emotional intelligence and live with high spiritual intelligence, your life will be so clear and transparent that even if anyone speaks badly of you no one would believe it! I wish you that you try to reach that level of transparency so that people know you clearly transparently and then speak very high of you. Wish you all the best see you in the next lecture.

Thank you.