

## **Sustainable Happiness**

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**Lecture - 29**

### **Nudging**

Hello viewers, welcome back to this NPTEL course on sustainable happiness and we are now we were discussing about the career growth, career development in this context today we will discuss about you know what is nudging. A nudging a new concept in sustainable happiness and positive psychology. So, a nudging actually is a new concept is actually is a concept from the behavioral economics and the nudging has been defined as like any attempt at influencing the individuals people's judgment, choice or the behavior in a predictable way which works by making use of people's boundaries, their biases, routines and habits as an integral part of such attempt. It has been given it has been defined by Mongin and Cozic it is a behavioral economics concept. Now, how these things can be used in in the consumption in marketing and in you know our our marketing our that means, dealing with our consumers our stakeholders behavior changing that. So, it is a kind of you know it is a kind of.

So, nudging should preserve the decision makers liberty and autonomy and it is epitomized by sustains updated of definition of nudging is that. The nudges are they are the either private and the public initiatives that steer the people in particular direction, but that also allow them to go their own way. So, here we can say the best example is that when we are going to the market, we are buying the products, we are purchasing the fruits, vegetables, any you know FMCG product etcetera. There are different brands available in the market.

when the shopkeeper gives us some suggestion that that is the suggestions or maybe that the product has been displayed in a in such a way that like the like usually in advertisements in the even the even in the templates also in the product packaging also some tips, some suggestions will be given which are which seems to be very implicit insignificant, but it can influence the consumers choice, customers choice. So, here the intense that means, options are available, suggestions are available. Now, at the same time we are not restricting the consumers or the customers behavior or decision making power, but we are giving an option. Like you can like the green apples are there red apples are there. So, you are this saying you can you can just put that green apples gives

more you know contains more minerals or red apple these things.

You are giving you are displaying the both the apples in such a way that you are giving an option that is that is called the nudging. You are that is you can you may influence the consumers or customers decision to whether to buy whether to purchase green apple or red apple with giving a some kind of in some kind of some kind of tips, but you are not restricting his decision making power. So, it is a kind of suggestion giving some kind of clues clues which can change which can like looking at that ad looking at that you can say that that template or looking at that packaging or looking at that that means, in the what is there in the and in the in the in the logo in the logo or some slogan some slogans. like suppose slogans that is there in the products packet. So, that may influence the consumers or customers decision.

So, it is a simple way of giving options, suggestions to the consumer the customers to purchase to opt for, but we are not forcing, but the that means, the shopkeeper or the any business also they are not forcing that you must purchase these things. They are giving you some direction, some options, some suggestions. So, which may influence your decision making, but at the same time the consumers and customers they are liberty they are in freedom still retain that means, they can purchase they were not influencing they are they are not compelling that the that the shopkeeper or not the product owner or the companies company package they are not they are not you know bothering you they are not compelling you to change your choice. So, here for example, you can say that. This giving a some kind of some kind of clue, some kind of route, some kind of option, some suggestion that if you opt this way, if you opt this one, if you go in this way it will be more comfortable, it will be more sustainable, it will be more productive, it will be more cost effective like a some tips, some tips about the impact.

But again the it is the customer consumer is independent to select anyone to decide anything. So, for example, here you can say that these are the two types of apples are displayed. So, like you can like as because nowadays we are talking about green. So, looking at the color you think you may think of it is more organic, it is more you know more green is more valuable more vitamin the more vitamins are that is more fresh. So, let us go for this green because it looks very fresh.

And this is it is a kind of you know package that all prepared before much before. So, that is a we may after also you know pack this packaged drinks, packaged you know packaged noodles, packaged things which are already been prepared in that way that is already stored and packaged in previous things. Now, instead of purchasing those thing now we prefer to buy the. fresh fruits, fresh vegetables. So, it is a kind of you know options is that you are getting.

So, like for example, here thing is that for example, this is this is again in the template that where we need to either this is chance by by chance we are changing our behavior or we need some change positive change. So, these are the simple things. So, these are these are so, that means, the simple evolutionary or disruptive approach that means, it slightly deviates gives you some options, but prioritize the human choices. and prioritization of human choices like the options are available it depends on your own belief values and behavior whether you opt for or not. But thus, but the shopkeeper or the organization or the or the that means, or the market people marketer or the you can say the service provider they are giving some tips.

So, people will change the behavior if they say it is really rewarding that was. That means, when they see the slogan the options given there the captions given there. So, think of is it really worth doing is it really worth purchasing is it does it mean really does it really mean that it is less expensive it is more durable. So, they think they try to relate it to their personal value. Suppose like nowadays the companies now all the customers etcetera now the present generation is very driven by the branding.

So, this adidas branding, this branding, brand branding because now they think that by purchasing or by wearing by possessing these kind of products their value their personality their value also increases because the brand itself is very valuable. Similarly, but it depends on the individual choice. So, we are looking at the captions. So, the for initially the purchaser the customer will think will try to relate it to its own personal value. Does it really match with his personal value? If it thinks that yes it is ok that is matches with then he goes for he will go for that, but if it does not match then you can say oh it is just a fake thing etcetera.

So, he may change that is the probability he may change his choice or he may change his choice of purchase whether to or whether to buy purchase these things or not that depends on him. So, and sometimes what happen now so, so many you know nowadays the market we are also looking at in home appliances primarily for example, very user friendly. tools, you know even you know vegetable cutters, many kinds of you know home gadgets, home gadgets are also available which are very use user friendly. Now, in online digital shopping in digital shopping platform you can very well think that how effective and not just that in the same in the same type of product there are n number of options available. And again these are being evaluated by different customers and then every product every product They are showing their specialty, their special features, their special characteristics and then that means, how this specialty lies with them only and in this way they have an edge over others.

So, how user friendly the things are. So, similarly sometimes most people like to prefer to do this behavior normal behavior that means, normal things. So, this is the kind of nudging where the options are available the consumer the customer his choice making, but it depends on him provided he matches that slogan with his personal value and if he thinks that yes it is really worth doing or it is really user friendly or it is really constructive and positive it depends on him. But the thing is nothing is that you just try to bring some information some in a such a informal way that. And the options are available openly openly there is no compulsion there is no bias these are given as a the simple way the simple simplest way these are being given as an for the sake of information.

Now, it depends on the customer and the consumer whether to apply it go for it or not to or to stick by his own personal belief. So, that is called the nudging. Now, for example, when we go for the shopping in the markets. So, when we choose the cloth accessories etcetera. Sometimes what happens people they only go for the branded branded things.

So, that is when does not matter even if it is cost very highly cost costly expensive also does not matter because they do not want to compromise with that. Whereas, the others other set of people they will go they will compare compare that compare the normal that means, the that is the regular market that means, the regular market local product things and compare it with the branded it is only for the name of the brand the cost has been hiked. So, they will compare it make a make a decision decision then they will purchase it. Primarily the people who go by this this kind of evaluation and comparison usually they are very reflective they are very patient they compare they think twice and then they purchase. Whereas, the impulsive buyers impulsive buyers they just go on randomly they have they have a predetermined mindset that means, they only will go only for branded will only go for go for this kind of product etcetera.

There are many reasons may be that it is a show off may be that they want to enhance their value with by using the branded product for to you know to enhance their self esteem or self not self esteem that is social value or show off kind of thing that means, to show off to market that is etcetera. So, this kind of biases are this kind of things are there. Nudging is that to give you some options where you can think twice. For example, here you can say that these are the picture clippings are there. So, nothing it is about steering the people that is stimulating give it is a kind actually like a stimulus steering the people towards the better decision better choice, but leaving the free to choose.

That means, both the products are many kind of products are there in the same category, but some clippings are there in some products some items it instigates it gives a kind of insight that it is better. it is better, but again it depends on the decision of the customer. So, it is steering the stimulating people or just stimulating the people to think twice to

draw the attention towards the some specific features that is there, but at the same time leaving them free to choose. It influences the behavior by direct suggestion indirect suggestions, indirect suggestions to a given direction without removing the option. Options are available may be that four five options are allowed four five products are available, but one product has some special caption.

That is the nudging that means, it gives you some information that why it is better than others you may choose you may not choose it is up to you, but it it will draw your attention towards that product. So, low cost behaviorally informed and choice preserving solutions are available primarily nudging is being primarily used especially exclusive primarily extensively in a marketing in marketing marketing and primarily marketing and etcetera and the product displays. And now as because nowadays as because we are focusing more on sustainability, sustainable consumption, sustainable production, sustainable you know and cost effective things etcetera. So, nothing is going has been is being extensively used. So, it gives a kind of inform that means, giving you some in some some options some some choice some choice making that means, it helps you in choice making giving you offers it offers you some choice preserving solutions on behavioral informed decision.

In the context primarily in the context of climate change and the adopting more kind of green economy, green technology, green green solutions for everything. And then again libertarian paternalism that is in influencing the decision while respecting the freedom of choice. Nudging that means, it gives you some hints, some suggestions, some options, but without taking away your independent or your freedom of choice or your decision making power. It is not forcing you, it is not pressurizing you, it is just giving you some options, some information. So, there are different types of nudges are there.

So, first thing one is the pro-self-nudges, pro-self-nudges is named as the benefiting the nudge person, pro-self-nudges is that it is benefiting the nudge person, the person whoever is using it that is it is benefiting him. So, pro-self-nudges it helps the individuals to steer away from the irrational behavior. So, whenever the the purchaser the customer try to analyze begin to analyze how what exactly it means, what could how what could be special features, how different it would be from how sustainable it will be in the it will be in long in terms of long term usage and well being etcetera. So, all these kind of things are like for example, when we opt for the food when we opt for the restaurants which are home only food less oily less spicy foods and less you know organic food when you select for the organic food organic cosmetics organic products. That means, it is a kind of it is a pro self nudges the customer thinks that it will be helpful useful for him.

So, choosing the cafeteria, choosing the restaurants, even choosing the cosmetics also

accessories also that is kind of nowadays everywhere now we are looking for the green things organic things. So, it is the kind of nudging also that is pro self nudges means it facilitated benefits the nudge person himself. And a pro social nudges that is it increasing it is it is being used primarily for the welfare of the community of the society by steering the nudge person away from the behaviors and reduce the common goal. Not only it nudges the individual person, but also its target is that community also. focuses more on increasing the welfare of the community of the society.

Like for example, like for example, the you know disaster prone areas for example, is a product is disaster prone areas they are the inhabitants of the disaster prone areas they must use these kind of things because it benefits in that way. So, it is a kind of nudging that helps that is focusing more on the decision making that is decision making power of community the people as a whole. by taking this by taking the collective decision of using this kind of things it will facilitate benefit the community. So, it is pro social as well as the pro others that is not that for example, I have bought I have purchased some kind of product. So, and I have used it now I will publicize it no no go for this these brand go for that brand.

it is more cost effective, it is more useful, it is more quality oriented primarily in food products, primarily in the cosmetics, primarily in the accessories also. So, the individual himself has used it and others for the common benefit of using that product. So, it is more pro social pro others also. Like the foster the like for example, the government for example, foster the tax compliances, energy conservation. Now, you know so many advertisements are coming or governments government is also advocating for going for this kind of LED light, go for the solar energy thing, go for the tax compliance, how it can improve our quality of life, how it can benefit the society.

This kind of advertisements are also pro social nudges. So, now, nudging or the marketing nudging are being primarily extensively used in marketing advertisement etcetera, but it gives the options it real world marketing actually a primary nudges this kind of nudges are being used, but it gives the options available, but at the same time it preserve the consumers freedom of choice. It is not pressurizing, it is not pushing the organized consumer or the customer to purchase something rather it is giving you an option. or like primarily you are primarily in the platforms etcetera you can say this escalators are also there, but the staircase are also there. So, it is a kind of you know giving that it is a it is a nudging strategy that if you climb if you go by the staircase you will be losing this much of calorie which will be beneficial for your health.

So, this kind of aging, escalators are available at the side in the side only. in the staircase you can put this nudge kind of you by stepping one step you are losing 0.5 calorie. In this

way you can lose the calorie by setting the 20 50 slide staircase now you will be losing this calorie and how it is beneficial for your health. So, so these are some these are the things, but in fact, actually so nudging actually primarily focuses on you know more influencing or cognitive that is by cognitive decision making.

and exploit his cognitive bias. For example, automatic renewal for a similarly automatic that means, some nudges are primarily designed strategically designed to affect to influence the cognitive decision making. Like when we start thinking of maybe that we have been not we have not been using practicing it in the regular basis, but the moment it comes as a you know comes as a clipping comes reminder comes as a kind of message etcetera, we think twice oh really it may it may happen. Like for example, if you if you are not regularly subscribe subscribing your your your channels, your phones, sims etcetera, it may end of like for example, without using this if you do not recharge your sims for 3 months it will be it will be cancelled. So, this kind of messages. So, because it exploits the cognitive decision making, but it influence the cognitive decision making power cognitive.

So, it exploits that actually it causes that cognitive you know in the cognitive exploitation in the in terms of exploit the cognitive biases, the automatic renewal subscription which exploit the inertia and the forgetfulness. Even though you are not doing it intentionally, but automatically subscription means it is reminding it is giving a reminder that you could do it do it in. So, all the bank you know nowadays all kind of SMS all kinds of SMS. and ads etcetera coming up to this as a reminder. Similarly, Amazon also advertises the certain products of Amazon's choice or frequently bought products like you know not just as an advertisement or the sales strategy, but also promote the promote the well-being of others or the customers also.

So, corporate power to persuade and influence the consumers like for example, all the advocacies, all the promotions, slogans that usually being done by ah celebrities or you know celebrities or the corporate houses the brand slogan etcetera that is to promote ah that means, to promote the decision making power of choice making power of the customer. That means, if you go by this way so, then you can ah you can gain you can be a gainer you can earn many things all kinds of things that is coming up in social media also that is the to influence the consumers choices. So, so engaging with an so for common themes employees experience of engaging with an intervention aimed at facilitating the awareness of of you know of application of signature strength with the behavioral nudging. So, positive nudging in the workplace context like for example, like in the workplace in the workplace you know. Usually to enhance the sense of belongingness, citizenship behavior, their affiliation, their you know their you know you can say their pride etcetera.

Now, all the corporate companies you know all the organizations they are they are they develop their they built also their own t-shirts, their badges, their their attires, their caps, their you know id cards and so many things. That is to not just to promote their sense of belongingness or commonness. also it also reflects the standard and the quality also. So, in this way this kind of it that means, so that that means, for example, by using that by looking at the employees wearing this kind of attire or the t-shirts or the clothes etcetera that it not just. publicize the thing, but it also focus on the quality of or the brand image of that company that that every that that the customers the consumer should opt for for prefer for because we maintain the quality or we are pro environment, we are eco friendly, we are sustainable, we provide the organic this kind of slogans and captions available.

So, this is kind of the organic the that is called the nudging. So, nudging is actually a concept of behavioral economics that through nudging how the individual customers, purchasers, buyers etcetera how their decision making can be changed, but we are not forcing it is not forcing by or compelling keeping intact their freedom of choice. Just to give them options suggestions try to influence their decision making power. So, nudges nudges are like just a key turning strength key to turning the strength awareness into the behavioral change. Like maybe that we are not for example, in the roadside nowadays we are talking about the cleanliness, eco friendliness, taking care of our planet earth etcetera.

So, in the roadways in the in the across the highways and the cities everywhere we will get the dustbins and the etcetera. So, now, the so, the every in the in the every dustbin there must be some some clippings written there. So, use me, protect my earth planet or these are the nudging slogans where it gives us that how to use it, because it is judicious, because it is eco friendly. So, it keeps us reminding thing. So, before that suppose maybe the dustbins are there, maybe the things are there, buckets are there, everything are there, but you are not using.

But sticking a slogan in the top of it, it reminds us, this message itself it ignites our mind to think twice. So, it is an active application of the signature strengths, it is dependent on relevance of the self. If positive nudges trigger range of positive emotions ah emotions. Now, the, but the nudging takes place actually through in through different two different cognitive processes. A nudge can be defined as any aspect of the choice architecture that alters the people's behavior in a predictable way.

That while keep putting the message in the through a particular nudge ah nudging nudging. So, we expect that if the individual Adopts this kind of this way of behavior



adopts this kind of choice etcetera. That means, it will be more useful helpful and more eco friendly. So, we predict that by opting for this the individuals choice their behavior it will be more positive.

So, it can bring some positive changes. Similarly, the nudging is linked to dual processes. Here how the nudging takes place? Like we have some some of us we look at the slogans everything, but we ignore it we do not we do not care it we go by our own idea or our own mindset etcetera. So, that is so, here it is called as nothing is linked to dual processes. So, what is the dual processes? Either the information is being processed by two systems of thinking, one is system one thinking, another is system two thinking. System one thinking is being more impulsive, very being more impulsive, more uncontrolled, effortless, fast association, unconscious thinking that is system one thinking.

That means, we instantly take the decision without reflecting on it impulsive decision making. And the second thing that is system 2 thinking is more of reflective, control and effortful, slow, deductive and self aware etcetera that is more deliberate, more you know more effortful. That means, they do a lot of analysis before purchasing, before doing something or completing or opting for some opting for some products and such things. So, here you might have observed some people they go to the market, they instantly go and purchase and randomly so and things they have already thought of previously, they will just purchase those items and come back to home. Whereas, the others they go and spend time reflect on it as ask many questions to the shopkeeper, reflect it read out the slogans, read out the read out the content written on the packets.

Everything if they do they make a judicial decision, then they purchase the select the one. So, that is the system 2 thinking of being more reflective, more controlled, more effortful, more deductive, more self aware while purchasing a decision or taking a decision. So, these are the two processes of thing system 1 is very intuitive and instinctual impulsive and system 2 is known as the rational thinking, logical logical rational and effortful thinking process. So, these are some of the advertisements that you can go through which are very often used as a part of the nudging how we can which must play we must favor planet art by not using the plastics etcetera.

So, nudging for the consumers nudging for the customers. And similarly these are also nudging the human mind for compliance like different kinds of Even in the soft drinks, cold drinks and in the packaged milk, packaged meal, condensed milk, creams, yogurts are the already available and some clippings are. The this that means, sugar free like for example, sugar free drinks, sugar this is this contains 99 percent of this and this contains 1 percent. Now, it is it is it is just the message is given to there. Now, it is up to you

whether you opt for the 99 percent preservative or 1 percent preservative whatever it is written that you now there we are going for green tea or organic tea organic fruits. So, how to like in the in the movies also in the different advertisements clippings before the any kind of media programs the how smoking can be injurious smoking is injurious to health this kind of clippings are coming up.

How can you quit smoking? How which products are more organized? Which products can enhance your quality of life? These are the clippings, the examples of nudging the human mind for compliance. What are the choices made in nudges? That is the moment we read the message, nudge message. It triggers it triggers the subconscious mind, it triggers the subconscious logic that is it gives a kind of in stimulates or inner call should I do it, should I do it, should I not do it should. So, it it brings a kind of you know ignition to our inner inner or subconscious mind you can say. So, it goes beyond the inner linear thought process it and it using the gut feeling reaction and instinct and so on.

So, sometimes the moment we go through it we think twice reflect on that and we start you know deeply contemplate again it reflecting on it should I do it or not. So, then we can make a choice of whether to opt for this or that. So, it is it by using the experience and convert the knowledge also nothing can be done. How the nudging can change the, how are the choices made in the nudges, then viewing the relationship connections automatically reflexively. Now, activity plans is that before using the nudging for different kind of purpose, first thing is the process making it as easy, how removing the barriers to the desired choice.

Like for example, people offer like especially when you go for the go to the market where the many varieties of same products are available, may be in automobile sector, may be in mobile sector, may be in you know home appliances sector many similar kind of things are available, but whom it becomes very difficult for the customer whom to choose, whom to reject, how to which one is effective, which would be long term and sustainable. It becomes very difficult to for the customer to make a decision. So, here the process of how it can be nudges can be make can we can make it very easy simple may put it in a simple way. the design the right choice set again it requires some creative thought process also how to make it how to make it available easily available.

So, that it can draw the attention of the customers it will be impactful. So, and similarly persuasion making it more attractive like in primarily this nudging is being used in advertisement in advertising agency. So, making it more attractive how can we pursue it because making it more attractive we can we cannot just draw the attention of the customer, but also we can persuade them indirectly persuade them to purchase something. and person making it more motivating tap to now you are there using

nowadays nudging also now in different sectors you know these are being used while technology is being used animation is being used not just a visual things etcetera some auditory kinds of things are also being used how to make it more creative. So, that it becomes very motivating for the person to attain to and think of it. So, similarly these are some of the clippings that means, to look at the inner call like for example, I am really that is some kind of some things it triggers my inner inner feeling that no no no I must take it seriously I must think of my health health all these kind of things that means, whether to opt for oily food spicy food fast food or to go for and to go for more boiled less or less oil less oily and less spices food kind of thing home food kind of thing.

So, these are also the which is the quote nudge in how this nudge can be introduced in the workplace. So, nudge is the nudge is the some small features of the environment that attracts our attention attention and alters our behavior. So, this kind of thing like for example, in the workplace some of the some dust bin some kind of you know sanitizer some kind of things are there available which automatically draws our attention. So, that is nudging the that means, these are the nudges are the such you know attractive features in the environment stimulus in the environment.

can influence which can draw our attention and can alter our behaviors. So, this is the famous quote given by Richard Thaler. So, has written on the he has written a book on the book in the on nudging also nudging in the workplace and other things. So, this is the famous quote given by him. So, now these are strength based again now coming to the employee well being. So, now is one such of strategy to bring the certain ability to change to bring the positive change in the customers behavior, consumers behavior, employee behavior also in the workplace.

Now this is the again this is the model of strength based approach for employee well that is the what are the different drivers of outstanding leadership team, because we are also dealing with the sustainable organizations and sustainable leadership etcetera. So, effective leadership of behavior that means, what are the requirements, how that means, what are the what are the characteristics of effective leadership behavior, then great team working, how the team valuing the style and personality differences. how to accept the individual characteristics that the heterogeneity, diversity, effective team meeting, clear leadership strategy. This is the model given by increasing the impact on team performances and outstanding leadership team. This is a framework that giving that what are the key drivers of outstanding leadership teams.

Now, the strength based approach for the employee well being is that strength based approach allows the person to see themselves at their best. it always encourage to capitalize on their strengths. So, here this approach is that it motivates the it motivates the

employees each employee to focus on their strengths their positive aspects their that means, their capacities their skills their competencies to focus on it this approach encourage the every individual to focus on to identify to think to leverage their own strengths capitalize it for the benefit. So, rather than focusing on the negative because every individual every employee they have some positive some negative things. So, it is yes negative things are taken as the taken as the needs which can be improvised needs can be needs can be you know assessed identified and need on the basis of need assessment then their skills and strengths can be improvised.

But what are the existing skills strengths and competencies they are having let us focus on our positive strengths and how to leverage it for our goal. own professional benefit and the for the workplace benefit. So, the strength event approach exam is not only the individual, but also the environment, but also the organization. So, every organization is different, every workplace is different, and every workplace organization individual employee they have the some special or unique characteristics that is called their unique strengths that is called the unique positions. And yes definitely we must take care of our weaknesses our our you know our weak areas we must groom it, we must update it, upskill it or through competency development etcetera.

But let us right now if you are already having this positive trends etcetera why not to leverage it, why not to use it. So, strength based approach it actually it identifies those kind of positive strengths positive strengths and to how it can be used for the individual growth employee growth employee well being. So, RAP ETL they say that six standards for identifying the strength based approach is that. For example, there are many constraints in this process, but how to overcome the constraints identifying the 6 kind of standards of identifying the strengths-based approach, one is the goal orientation. So, what is the individual employees goal orientation, what the organizational goal orientation, what when you we match it what is the similarities, what is the gap etcetera that is goal what is the goal orientation.

Strength assessment, how we are measuring assessing our strengths, organizational strength, individual strength, employee strength. So, resources from the environment, what are the resources available in the environment and how can we leverage those resources for our benefit. So, meaningful choice when we are opting for selecting for or making a decision, how the decision should have some impact, some and how we must gain some meaningful experience out of that. Similarly, attitude about the dignity, capacities, rights, quicks all kinds of the things individual, behaviors, managing it has also some impact. Like you know some behaviors are very positive, very some characteristics are very positive, very you know rewarding kind of things how to opt for that.

So, identify and leverage the strengths in the workplace. workplace how to identify these employees strengths and how to leverage it in the workplace. So, encourage the self-awareness every individual. So, you must provide them. So, all the self-assessment tools, mapping tools, competency mapping tools, self-check exercises etcetera.

So, that every employee can self-check self-assess themselves. So, the through different tools and assessment tools available. So, this encourage the self-awareness among the employees maximize the strengths to customize learning pathways. If you have this this particular strengths in your workplace. So, particular skill some competency within you then how to nurture it, how to groom it, how to move forward, how to you know learn what should be the learning pathway then you must go ahead for enhancing your the skills. So, in this way by showing the pathway giving the resources and opportunities the employee strength can be can be increased.

Create a high performing dream team. Like for example, your criteria, set a particular criteria which is a higher level higher like we focus on quality, quality assurance, very skilled competence, skilled and competent workforce. So, set a very high level of criterion that is the kind of you know dream target. So, we want to be like this you know. Indian or England or West Indies or Australian cricket team like for example, it is a target that we like everything of that this is the ideal team for us.

Then we should keep that keep that identity of that team as an example of our criterion ok. And so, similarly develop for each group a kind of high performing day dream team that is the ideal self like every individual can compare their actual self real self with their ideal self I would like to be like that. So, that is my ideal self. workplace every team in the every workplace every team should they should aspire for dream of some ideal team, ideal kind role model kind of thing. And accordingly then they can strive to learn to improve to build up their capacities etcetera. So, performing then again performing strength based feedback, so when this strength based strength based approach is being utilized, then feedback is very necessary because the feedback with regard to performance, feedback with regard to achievement, feedback with regard to activities.

So, strength based leadership is also important, it can also act as an important job resource. Leaders who are strength based they are having the many many positive and how they can utilize their positive strengths for the personal professional benefit as well as organizational benefit, organizational decision making to invest in leadership development. The leaders should also improve these abilities by identifying, develop and nurture and groom the employee strength and also through different not just through different training, mentorship program etcetera, but also it enhances strength based

approach also it enhances the employee well being, employee psychological well being. It gives a kind of sense of security, kind of happiness, kind of you know positivity, kind of confidence, kind of enhanced self-efficacy, all kinds of things. So, it brings the positive psychological well-being. It facilitates employee strength to which strength use is as quite important for fostering the employee psychological well-being.

And it is also employs high very otherwise high in self-core core self-evaluation it they will be more inclined to play play to the strengths at work. Since similarly organization they should design the and implement the training programs primarily cultivating more core self-evaluation it promotes the self deep contemplation reflective self-reflections and more core self-evaluation in a very objective way. So, that every individual will be skilled and capable of identifying their core strengths and how they can utilize and leverage those strengths for not just for the organizational work for, but for the their individual professional achievements also. Strength based approach and nudging etcetera.

Now, in the next class we will discuss about the another soft topic under this. Thank you very much. See you tomorrow.