



Volume No. 9

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Issue No. 2

From the Editor's desk...

Dear colleagues,



Emotions add colour and texture to our lives - the routine actions that characterise every day as well as the surprise happenings that keep our lives going. These are all threads that get woven together to form the embroidery of our lives.

Life can be thought of as a continuous sequence of Emotions that arise in various contexts and circumstances. These Emotions are called “Rasas” in Sanskrit which give life different hues, shades and colours.

The nine Rasas symbolised in the *Natyasastra* (written sometime in 200 BC-300 AD) formed the foundation from which the traditions of dance, music, theatre, art and literature evolved. The nine emotions included in Navarasa are Shringara (love), Hasya (laughter), Karuna (kind-heartedness or compassion), Raudra (anger), Veera (courage), Bhayanaka (fear), Bibhatsya (disgust), Adbhutha (surprise) and Shantha (peace or tranquility).

A human being exhibits an emotion according to the situation. There is rasa in each activity of our lives, or better yet, everything that we do, at home and at work, has it.

The importance of handling emotions at work was brought to limelight through the seminal work of Daniel Goldman on Emotional Intelligence. Today's workplace - with a complex and ever changing environment, technology gaining ground, team-working, multi-tasking, managing across generations and juggling multiple priorities, is challenging enough, to say the least. And the work force is more diverse than it has ever been.

Hence, understanding and managing emotions become very critical to the success of an individual. Keeping these in mind, this issue of Scribbles is dedicated to emotions or rasas at work. We have focussed on eight critical emotions.

It's important to understand our emotions, control our reactions, manage our responses to others' emotions and recognise how our emotions affect our actions and the actions of others. When we manage our emotions, we're better able to handle challenges around us.

I hope this issue gives you insights into becoming better at managing emotions at work. Let's get better prepared to face work, and life, hands-down.

Good luck and best wishes.

Ananda Jagannathan

Emotions at Work

While we do not lack self esteem, perhaps what we often lack is the actual ability that would back up our self esteem.

Do we really have people in the workplace who are less confident, who are critical of themselves?

Mr Kashyap is a young and charming man. Agility is his icon. He firmly believes that "Only with togetherness, we can set the flame high." He really is a strong leader who can motivate the team to enthusiastically march in the right direction.

It is his usual practice to greet his team at their desk with a smile.

On a fine Monday morning, during the tea break, he thought of initiating a discussion on a topic that shall take on a whole new meaning.

Kashyap: Guys, you know yesterday I read a blog on nurturing self-esteem to remain happier and I found it to be informative.

Team Mate: That's interesting. Would you mind sharing few inspirational thoughts from an organisational perspective?

Kashyap: (Thinking for a while - let me use a sledgehammer to crack a nut).

The blog says "Move away from your default space, your comfort zone to build self-esteem."

Team Mate: Sir, what are you trying to say?

Kashyap: Well, I am pleased to inform that our management has organised a plant finance meet sometime to substantiate what I have mentioned erstwhile.

Team Mate: Is this meeting a step for self-motivation to go the extra mile?

Kashyap: I would rather prefer to keep it in a state of suspense. There shall be an individual presentation from our team highlighting the best accounting practices in the plant, and our way forward in the dynamic ERP platform.

Team Mate: We are anxious that we may not be able to communicate effectively with a large audience. The thoughts of potentially making a mistake are really frightening. Do you still consider it to be a good idea to be conceived?

Kashyap: The strength of the team is each individual member. We can work together to harness each one's talent and overcome each other's weakness. Keep in mind that it is not a decision made on the spur of the moment.

3 days later...

Team Mate: Sir, we understand the rationale behind the decision and we are determined to do the presentation successfully. We are confident that a healthy self-esteem on the genuine achievement of realistic ideas, shall lay a strong foundation for enduring joy in the workplace.

From the Management

The duo brainstormed and emerged with ideas, feedback to instantly spread within the organisation.



From the Team members

Being given credit for our ideas, our perceptions changed and we learned to dissolve the negative barriers and succeed in the workplace.



From Kashyap

We don't climb mountains without a team. And we never climb it by accident. Kudos team! A lot more to cherish.

Hari S, Accounts, Chemplast Sanmar, Mettur.



"Suspending your keyboard from the ceiling forces you to sit up straight, thus reducing fatigue."



"SEE, MY WORK DOES EVOKE EMOTION. LOOK AT HOW ANGRY YOU ARE!"

The Emotion Colour Wheel

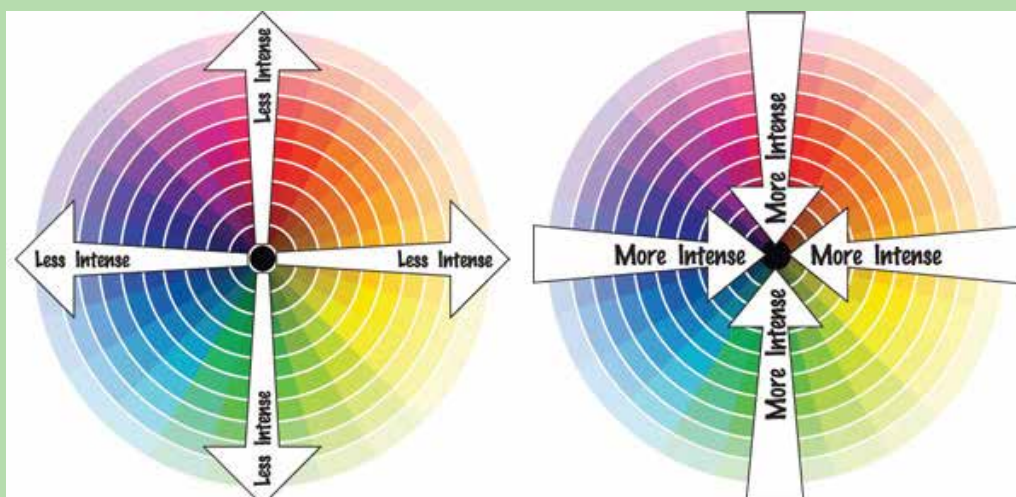


The Emotion Colour Wheel can help visually group feelings. The circle is divided into colours to show some basic emotions.

Within each basic emotion there are levels of that emotion which range from less intense on the outside to more intense in the centre. For example, levels of anger are shown as:



Visually, it might help to think of basic emotions as levels of colour that become more intense as they pull inward towards the circle's centre. Brighter, bolder colours are associated with more intense emotions. Less intense emotions are on the outside.



Why be happy at work?

Happiness is a feeling of contentment, satisfaction and fulfilment.

A person with happiness and positive emotions:

- Always starts his/her day with enthusiasm and positive attitude
- Is self-confident and believes in himself/ herself that he/she can face any challenges encountered
- Always listens, accepts and forgives
- Does not compare himself/ herself with others
- Always greets others, socialises with people and congratulates whole heartedly on their successes
- Tries to help others and be compassionate towards them
- Is always passionate about what he/she does
- Is curious to learn a new and useful thing everyday
- Tries to be creative everyday

Life starts at home first, continues at work-place and ends again at home.

Likewise, the positive emotions like happiness at home certainly manifest at workplace.

We can perform to the best of our abilities only if we are passionate, happy, focused and confident.

If we love what we are doing, we will be successful.

“Success is not the key to happiness;

Happiness is the key to success.”

S Ganesh, Polymer Production, Chemplast Sanmar, Mettur.



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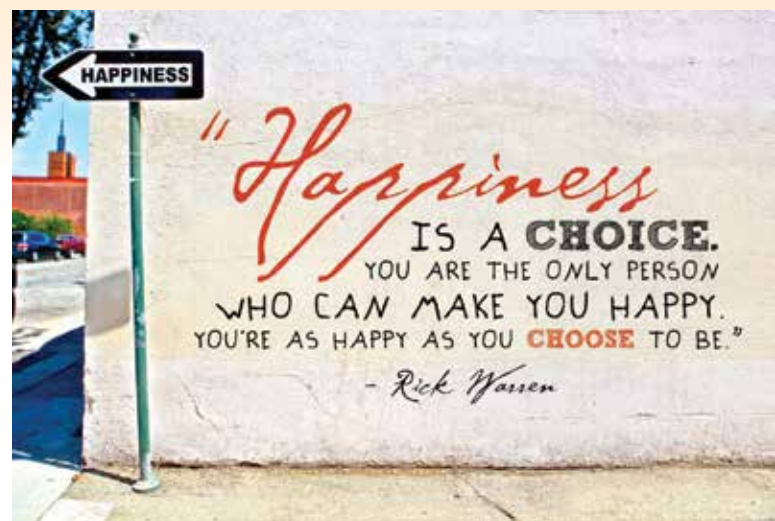


How to cultivate a happy workplace

A happy work environment attracts good people and helps them do the best for the company.

To create that kind of environment, it takes a strong top down and bottom up approach.

It takes creativity and presence of mind. Once it gets underway, the feeling is infectious and your best bet is to think of your happy workplace as a sound investment.



Happiness is not just a pipe dream. There is theory and study behind it. A whole field of Psychology is devoted to it. Martin Seligman, author of “Authentic Happiness” along with many other researchers, has done an in depth study of what makes people happy. Buying something new might make you happy for a few minutes but like a sugar rush, wears off really quickly. This is the workplace equivalent of landing a great contract or getting a great price reduction. It is exciting but very short lived.

The next level of happiness, which tends to last a lot longer, is the feeling that you have a pleasant life. That kind of feeling comes from liking what you are doing and feeling good about your job. The most sustainable level of happiness is being able to feel like you are giving back to this world.



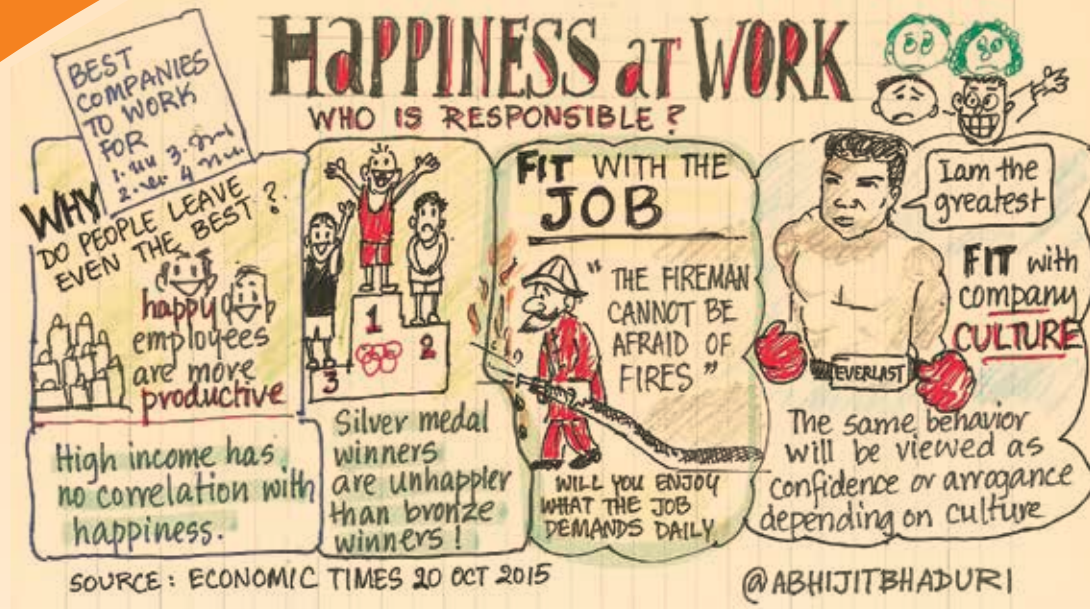
There are many things you can do to make a sustainable, happy organisation. Here are some ways to get started:

- Hiring happy personalities
- Being community minded at work
- Getting out of the work routine occasionally
- Showing that you care about your employees
- Encouraging people to have personal career goals
- Focusing on the positive
- Giving back to your community or to the world

Thoughtful actions = Happy work environment

Driving workplace happiness

- By creating a community of happiest minds, a community where they have a feeling of belonging, a feeling that members matter to one another and to the group and a shared faith that member needs will be met through their commitment to be together.
- By endeavouring to combine efficient work with a balanced life.
- By encouraging people to connect, communicate and celebrate the essence of life along with work.
- By fostering a culture of expression through open feedback and mechanisms which provide a platform to employees to give continuous feedback.
- By building a network of transparent lasting relationships within the organisation that exhibit integrity and mutual trust.



- By embracing and respecting diversity while working together as one.
- By believing that the organisation is a melting pot of cultures.
- Dialogue and development that highlight the importance of diversity and inclusivity at the workplace.
- By nurturing a learning environment and innovative thinking.
- By striving to be an eco-friendly organisation and inculcate good corporate citizenship.
- By establishing a corporate social responsibility plan that will give each and everyone the happiest mind and the opportunity to work together on projects that benefit the community outside.



Anger - the most common negative emotion at work

Anger is a negative emotion which outrages when something that happens around make us frustrated or someone does something that displeases us.

For instance, an Engineer has an argument with his wife at home on some personal issue. He goes to his workplace with the arguments clogging his mind. He expresses his anger to one of his subordinates for not doing his job perfectly. The subordinate gets annoyed and makes a maloperation in the plant due to frustration which leads to production loss. Finally, the organisation has to pay the cost for it. On certain circumstances, the end result could be more devastating too.

Negative emotions at home can carry forward and get manifested more at work-place leading to further uncertainties. **Anger masks judgement and makes us unclear about the situation.**

Ways of overcoming negative emotions

In any argument, take few moments to collect thoughts and express in a non-confrontational manner.

Remember that anger won't fix problems and might only make it worse. Instead of focusing on what made us angry, work on resolving the issue. When angry, sit back silently for a minute and take a deep and slow breath. Look inside or meditate to keep calm and overcome anger. A few moments of silence might help us feel better prepared to handle what is ahead without getting angry.

S Ganesh

Polymer Production, Chemplast Sanmar, Mettur.



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Angry at work

Being able to not only control your anger, but gauge the anger of those around you and effectively influence them is imperative to success in the workplace.

That is why the success of many projects, and the organisation itself, depends on the success of "handlers", the people whose interventions either assuage an individual's pain from toxicity or eliminate it completely.

One can conclude that the ability to effectively deal with anger and emotional information in the workplace assists employees in managing occupational stress. This indicates that stress reduction and health protection can be achieved not only by decreasing work demands, but also by including emotional intelligence. The increasing of EI skills (empathy, impulse control) necessary for successful job performance can help workers to deal more effectively with their feelings, and thus directly decrease the level of job stress and indirectly protect their health.

G Nandagopal

Customer Support, Sanmar Foundries, Viralimalai.

Anger - A health hazard

Evidence suggests that many of us are walking around the office feeling resentful, though we may be unaware of the cumulative toll bitter actions take on our careers and co-workers.

Workplace anger is not only potentially harmful to the organisation, but it can also cause serious health problems, including chronic anxiety, depression, high blood pressure and heart disease. Learning to deal with your anger constructively will improve your well-being and make you a more desirable and promotable employee.

Why are so many employees angry?

A comprehensive research was done from a variety of employees belonging to different businesses about their anger at work.

ger



Each felt that one or more of the following caused the anger:

- Employee was promised a raise, promotion or important project, and it did not happen.
- Employee was asked to do something he felt was wrong or incorrect.
- Employee could not perform as per their supervisor's expectations, because the expectations were too high or continuously changing.
- Supervisor was a micromanager and criticised the employee frequently.
- Employee felt better qualified and skilled than his supervisor.
- Another employee doing the same job made more money.
- Sometimes the anger may stem from outside sources.

Many times, employees are dealing with stressful events in their own lives, and the resulting anger can carry over to the workplace. Divorce, a death in the family, financial pressure and serious illnesses can all cause an individual to become overwhelmed and irritated. We tend to bury those feelings, which can turn to anger or rage over time.

Tips to manage anger in the workplace

Here are some top tips, provided by Mike James – a Zen writer – to help you manage anger in the workplace:

1. Breathe deeply and count to 10. The object of the exercise here is simply to resist the trigger.
Counting to 10 and focusing on your breathing are tried and tested mindfulness methods that help slow the heartbeat, enabling you to reflect on the situation and calmly choose your response.
2. Talk to someone you can trust. Discuss the problem with someone whose opinion you value, who understands the office dynamics and whom you can confide in.



3. Write it down but don't send it. If you can't resist the urge to discharge your negative feelings, do it in writing. File it away until a later date and re-read it when you're calmer, then delete it for good.
4. Sometimes, you just need to put some physical distance between yourself and the situation to cool off, take a brisk walk, or just sit somewhere quietly for a while to compose yourself and gain mental clarity.
5. Get some head space. Create some space in your head by distancing yourself from the stressful situation.

Managing your anger is a real personal achievement, and you should be proud every time you've succeeded in averting an angry outburst.



Pride is a fundamental human emotion involving a complex self-evaluative process.

People feel life holds more meaning when they are motivated by cherished goals, aware of self-improvement, involved in healthy interpersonal relationships, and are loyal to their beliefs. In essence, these profound experiences make life worth living.

Both self-focused pride and other-focused pride are sources of positive emotion. Self-focused pride emphasises more on interaction within oneself and response to oneself whereas other-focused pride accentuates interpersonal interaction and the influence between self and others. No matter whether it is triggered by self-oriented task accomplishment or other-oriented altruistic activities, pride functions as both a barometer and motivator in assessing, regulating, and encouraging one's behaviour towards being good, competent, and virtuous.

Employees are more willing to engage when they are proud of what they do. This belief makes them give their best to the task and finally leads to success for the individual and the organisation.

Learning to manage our most challenging emotions takes effort, but the payoff is big. When we learn to deal with problems before they overwhelm us, we're better team participants, and, most importantly, we increase our sense of control and effectiveness in our lives – both at work and outside of work.

Poluboyina Prasad, *R&D, SSCL, Berigai* and

Vasantha Kumar UK, *R&D, SSCL, Berigai*.



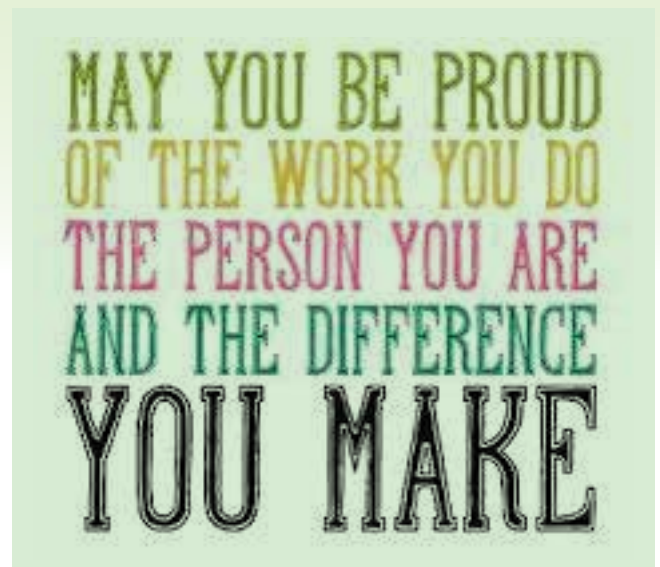
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Pride of workmanship

Pride of workmanship is the gratifying sense of having done good work. It is an element of job satisfaction.

“A man who works with his hands is a labourer; a man who works with his hands and his brains is a craftsman; but a man who works with his hands and his brain and his heart is an artist” - Lousis Niger



Caring about doing a good job is critical in all areas of an organisation. Many of the modern quality giants spoke about the importance of caring and the human side of quality. Dr W Edwards Deming called it “Pride in workmanship”. It benefits the employee.

Would you rather go to work, put in your time, come home, eat, sleep and wake up and do it again the next day?

Or would you rather go to work, where you practise your craft, put quality into your work, see the results of a job well done, receive praise and reward for your art, then eat, sleep and do it again the next day?

Pride in workmanship gives people a reason, a mission for why they do what they do. It is fulfilling and rewarding.

Pride in workmanship benefits the management.

When employees are motivated, fulfilled and enjoy their work, they produce better work.

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When your people are craftsmen and artists, you won't have to pressure them to do quality work, because it will be a part of who they are.

R Sreekanth,

Product Engineering, Flowserve Sanmar, Karapakkam.

Presentation matters

Take pride in the way you present yourself and your work. Dress like you are on the road to success. Give your crisply ironed shirt, polished shoes their due importance; and at your workstation, give importance to every email, every presentation and every slide. Invest in visual appeal and take pride in sending out that message. If you look sloppy, chances are that your work will be sloppy too.

Making a difference

Pride comes with the realisation that you make a difference. Participate in progress, give feedback, demonstrate your eye for detail and contribute to improvement. Take pride in the fact that you have a voice. No one likes a 'yes man' who nods at everything. If you have built the reputation of

nodding at everything, then chances are that you have low respect and low esteem at work.

Being a positive force

Be aware and demonstrate a keen sense of being positive at work. Embrace your organisation's history, culture and vision of the future. Your environment is what you make it; take pride in being a positive force at work. Engage with positive people, invest in building positivity around you and in your work environment. Remember what you achieved and what the future holds. Take pride in that joint achievement.

On the flip side, steer clear of negative influences, people and sub-standard practices. If you skew towards negativity, then you are clearly in the wrong place; you should go do something else.

Those who demonstrate lack of pride are easy enough to identify as they will be non-participative, keep their heads down, not give feedback even when asked and when things go south, these folks are the first to pass the buck clean on to others.

KEEP YOUR HEAD UP



Understanding frustration

It usually occurs when we feel stuck or trapped, unable to move forward in some way. Frustration leads to anger and it is always important to deal with it quickly.

It can happen when work is unfulfilling or when there is difficulty in getting along with co-workers. When there is lack of support from the organisation or our opinions go unheard, we feel frustrated. This happens irrespective of how committed we are to our job.

Do people need strategies for managing their emotions?

Adapting to a new work environment has always been a major challenge for all of us, especially when a new policy or a new organisational structure is defined. But trying to understand the macro picture, motive and purpose based on which the changes are brought forth is important. This helps in creating the belief that the new move will create a balanced professional environment.

Also, thinking about a positive aspect of our situation makes us look at things in a different way. This small change in our thinking can make us move on in our workplace.

Learning to deal with work related frustration properly might take time, but being able to understand the actual purpose and taking efforts to handle them with a positive mind, by staying focussed to assess the situation thereby overcoming it, will definitely advance us in our career.

R Rajevan, Sales, BS&B Safety Systems (India), Chennai



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Frustration, the silent killer

Having to deal with frustrated team members is an unfortunate part of leadership. Generally, frustrated people are unhappy. Frustration in the workplace doesn't go away by itself, and can get worse. Unhappy team members rarely do their best work and frustration may be a sign that your team has a problem. It's not hard to see signs of frustration when you know what to look for.



1. Frustrated team members have emotional outbursts

Most people try to remain calm for long periods before they become frustrated enough to let it show. The emotions build gradually, with every frustrating event increasing the chance of a blow up. Eventually, it erupts in an explosive emotion.

2. Frustrated people stop trying

Frustrated people stop trying to do things, instead they just do what is required and nothing out of the box.

3. Frustrated team members become less productive

Frustrated team members spend more time in damage control more than happy employees. Damage control is about making themselves feel

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better and one way that this takes place is by venting with other team members.

4. Frustrated people become cynical

“We’ve tried this before and it didn’t work.” “These meetings are so pointless.” “That’s just the way things are around here.” Sound familiar? Unfortunately, cynical team members are common in the workplace. But it’s best to try not to have them in your team!

Common sources of frustration in the workplace

It’s far better to have a frank discussion with a team member than to guess the source of frustration.

- **Communication problems:** People aren’t communicating effectively in your team, resulting in misunderstandings and wasted effort.
- **Lack of rewards and recognition:** Team members who feel as if they aren’t being rewarded or acknowledged for good work begin to think that it’s a waste of time.
- **Process problems:** Inefficient, slow processes can be a cause of frustration.
- **Not being heard:** When a team member makes the effort to speak up with improvement ideas without any of them being accepted, frustration is sure to follow. “Why bother?”

How to fix your team frustration problem?

Every person in your team is different. It’s always worth having a private conversation to address the frustration in your team.

Ask the following questions to determine whether you can realistically solve your frustrated employee issue.

1. *Is the frustration temporary?*
2. *Is the frustration within the person’s control?*
3. *Is the frustration personal or part of the team?*

Be honest with frustrated team members

Be honest when discussing issues with frustrated people. Frustration in the workplace often builds

and can result in bad behaviour. However, some frustrations cannot be dealt with by changing the team. Sometimes, the person needs to change his attitude to handle the situation. This is why a candid, honest conversation may be necessary to solve the problem.

Tips to dealing with frustration at work

Learning a few useful tips to cope with frustration can allow you to overcome these difficulties and enjoy a happier working life – both for you and your colleagues.

Talk about your problems

No matter what the stress is in your workplace, it is important that you talk about your problems with a superior.

Take proactive steps

Take direct action to rectify the source of your frustration by proposing new initiatives or systems to streamline your work and improve the working environment.

Balance work and life

A healthy work-life balance can make it easier to deal with stressful situations; so make sure you dedicate enough time outside the office.

Set yourself rules

Regularly working late, skipping lunch or taking on too much at once can increase your stress.

Sitting down with your team, boss and co-workers at regular intervals can provide an opportunity to discuss issues and things that frustrate you.



“Frankly, I don’t remember why I called this meeting.”

Inspiration manifested

'Inspire' is a highly positive term. I have never come across this term used in a negative connotation. It is also a transitive verb that requires one or more subjects, meaning, someone gets inspired on their own or through someone else.

Having said that, let us look at how this inspiration manifests in our life and more importantly, work. The pinnacle of Maslow's theory of needs is self actualisation, a trait of great leaders. Without getting inspired, it is almost impossible for anyone to reach a leadership position.

Now about what or who inspires a person? Great leaders, situations and even humble insects inspire people. India has been a great source of inspirational leaders starting from Mahatma Gandhi to Dr APJ Abdul Kalam. On the industrial front, we have examples in JRD Tata, Dhirubhai Ambani and host of others. World war, as a situation, has inspired so many inventions and the technology developed under those circumstances are now fuelling businesses. We all grew up listening to the story of how the king Robert the Bruce got inspired by a humble spider which relentlessly built its web, to fight again and retain his kingdom.

In a work situation, only change is permanent. Embracing change is the way to grow, however as a leader one must bring the change, which is essentially driven by self actualisation. Being watchful and having thirst for growth is the very essence to get inspired. Keeping our eyes and ears open to find an inspiring person among us would help us reach heights.

D Babuanandaraj

Planning, Anderson Greenwood Crosby Sanmar, Virallimalai.



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How to create an inspiring workplace

There are several things that businesses can do to encourage the sort of employee inspiration that builds better teams and drives productivity.

According to employer data from sources like Fortune and Glassdoor, it all comes down to culture.

Here are 4 things you can do to make room for more inspiration in the workplace.

Encourage mindfulness

Mindfulness in the workplace is about awareness. It's about engaging employees in a way that makes them work more than the remuneration they earn. Benefits of these exercises include reduced stress, improved memory, as well as healthier and happier teams.

Reward innovation and creativity

An organisation can benefit from the innovative ideas and creative problem solving that its staff brings to the table, but with some room for a little risk taking and, yes, even failure. Only then can the company learn and grow in a competitive environment.

Build relationships

Relationships are the cornerstone of a positive work environment, but they are also critical to customer success. Within teams, enable the trust that will help employees work better together and achieve greater results than they would ever be able to on their own.

Enable growth

Lastly, for a truly inspiring work culture, one needs to focus not just on where employees are at the present, but where they want to be in the future. By investing in the growth and development of their

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employees, companies not only increase retention but help them achieve more on the job.

Being inspired

There was an incident in the life of Dr APJ Abdul Kalam. He was the project director of SLV mission and Prof Sathish Dhawan was the chairman of ISRO. That was the first time that India was building its own Satellite launch vehicle in Sriharikota, India. After ten years of struggle, when they were ready to launch their first experimental rocket, just 4 minutes before the launch, the system was held up as some control components were not in order. Dr Kalam had decided to bypass the experts' advice and the rocket plunged into the Bay of Bengal. It was a big failure.

The whole world was curious to know what had happened. Dr Kalam was frightened to face the media and the criticism of wasting millions of money. Then Prof Sathish Dhawan took the blame for failure and assured that the team will definitely succeed next time. The same team had succeeded and launched Rohini into orbit. But this time Prof Dhawan refrained to participate in the press meet and asked Dr Kalam to address. He got inspired by the genuine quality of Prof Dhawan as to how a leader should react to the failure of his team.

Thus inspiration is a positive emotion which you have to take from every available opportunity.

B Prashanth

Planning, Anderson Greenwood Crosby Sanmar, Viralimalai.

How to inspire your employees?

Take a look at how employees can find inspiration at work:

Read inspirational stuff

Motivational thoughts and books can get employees inspired. Words can have a powerful impact on them.

Chase smaller goals

You'll not find a task boring or difficult if you divide it in smaller parts. Make these smaller parts your daily goals. And, start working to complete them

one by one. This way you'll be able to achieve big targets with complete ease.

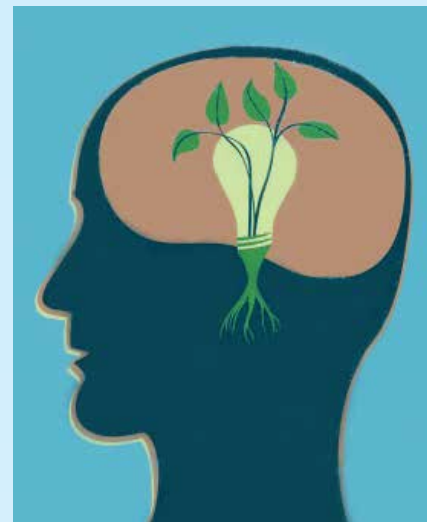
Reward yourself for achieving targets, even smaller

Don't forget to reward yourself for achieving small targets. It's human nature to expect more. Therefore, rewards encourage us to work harder. For instance, if you're done with a smaller task treat yourself with a chocolate at lunch. And, you can always think of bigger rewards for bigger achievements.

Receive feedback

Inspiration also comes from positive feedback! Ask your colleagues, manager and seniors for their feedback on your work. Ask them about the things they think you're good at and where do they expect improvement. When you do your best and receive positive feedback for your good work it inspires you to perform even better.

So, keep yourself motivated to make the best of your talent. It's a must for an organisation as well as for the individual. Let's do everything possible to create an atmosphere in which you feel happy to work.



Brainstorm in progress.

Fear of excellence

Fear is a distressing emotion aroused by impending danger, evil, pain, etc., whether the threat is real or imagined.

In other words, fear is a state where you feel frightened or afraid, regardless of whether you should be afraid or not. The key word here is regardless which means it's possible to fear even when you rightfully shouldn't be scared.

Fear of excellence and not the fear of facing will stimulate and help us excel in our way of work.

The famous quote says, "I am not afraid of storms, for I'm learning how to sail my ship".

In the above quote, the one fearing facing the storm will get sunk, but the one, who fears the storm, understands its behaviour and takes necessary actions to sail through will survive.

On many occasions, fear is the driving factor towards success through sheer practice and honing of the existing skills.

The winner constantly strives for betterment.

V Rajesh Kumar

Operations, Anderson Greenwood Crosby Sanmar, Viralmalai.



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Facing fear at work

Fear can cause feelings of helplessness, depression, worry, distraction, sadness, resentment, and panic, just to name a few.



Is it possible to produce excellent work if you are feeling any of these things? No, which is why there are many more pros than cons to facing your fears.

1. Loss of job

Nine times out of ten, it won't happen. If you are viewed as someone who is working for the good and profitability of your manager and the company, you won't be fired.

2. Being yelled at

All of us seek approval and acceptance. Being yelled at can undermine any goodwill developed in the workplace. Any effective leader will not tolerate yelling. If and when it happens, it is important to address it immediately.

3. Stepping on toes

The best way to combat this fear is to not assume and directly ask, "Would you like my help on that project?" or say, "I have some ideas about how XYZ can play out. May I share them with you?" or "Would I be interfering if I did ABC?" You don't know if you don't ask.

4. Appearing like a know-it-all

Many employees downplay their abilities and accomplishments because of the fear of coming across as a know-it-all. Approaching others one-on-

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one to offer an empowering suggestion can be very potent. Again, always ask, “May I tell you what I see?” and wait for the go-ahead. When you help others be successful, your co-workers will be seeking you out for guidance and advice.

5. Speaking up

This is the most important challenge in the workplace today. Managers and company leaders are reluctant to speak up, HR feels helpless without support from the leadership, and the employees are suffering in silence because of the fear of confrontation.

Does fear exist in your workplace?

As a leader, if you have any doubt as to whether fear exists in your workplace, here are a few ideas to consider:

- Listen to and observe how employees behave in meetings. Meetings provide many cultural clues to what is acceptable work behaviour.
- Ensure that your managers make it a habit to catch employees doing something right rather than catching employees doing something wrong. The latter approach will result in a defensive, fear-ridden work environment.
- Talk to employees or managers who will be straight with you about their observations on this issue and ask them a few questions:
- To what degree are employees encouraged to innovate vs. conform?



3 BIGGEST FEARS OF OUR GENERATION

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- To what degree is dissent tolerated in the workplace?
- What happens when mistakes occur at work? How does leadership respond?

When mistakes occur at work, rather than getting upset and reprimanding the employee, first look in the mirror and determine what your role has been in the failure. Were expectations unclear? Was a faulty system or process in place? Then sit down and ask the employee what happened and what he or she thinks could be done to prevent it in the future.

When people do speak up and talk about mistakes or problems, managers must listen, acknowledge they hear what was said and collect the real facts before assigning blame. While it is all too human to respond too quickly and overreact, an effective leader that manages fear is patient and understanding.



Together we win

“Talent wins games, but teamwork and intelligence wins championships.”

— Michael Jordan

The principle of working together with your team should underpin how you operate. Managing people doesn't just mean acting as overseer, to see that they get their work done satisfactorily. It means involving people in the team creatively, to ensure that together all are able to succeed.

Involving people on broad issues is motivational. Never underestimate people. Their views can enhance everything: methods, standards, processes and overall effectiveness.

L John Anand Antony

Production, Chemplast Sanmar, Karaikal.

Some key advantages of togetherness in the workplace

- Togetherness at workplace maximises involvement, utilising everybody's strengths and areas of expertise, as well as distributing responsibility to all.
- Employees are happier, more motivated, and more likely to contribute ideas that can improve procedures and practice.
- Information is shared amongst the team members, maximising the levels of knowledge and learning for the whole organisation.
- A good team can produce a wide range of possible solutions to each specific problem and ascertain the most effective one from the range through collective input and interaction.
- Togetherness gives people shared goals. It also gives individuals an interest in encouraging and aiding other members of the team to achieve those shared goals.



Togeth



- Togetherness in general produces better end results, as well as brings out better quality performances from individual members of a team.
- Individuals are more likely to take risks when they experience the security of being part of an effective team, as they receive the support and reassurance of being part of a group.
- A group can sometimes deal with complicated, difficult, deep, and involved problems more effectively than individuals can.
- Innovation and creativity can be improved through the greater and wider inputs that come through team involvement.
- Last but not least, effective togetherness is fun for the people involved and this raises motivation and morale.



“Teamwork is so important that it is virtually impossible for you to reach the heights of your capabilities or make the money that you want without becoming very good at it.”

— Brian Tracy

Travelling together

“I can do things you cannot, you can do things I cannot; together we can do great things.”

— Mother Teresa

Team members can travel to other locations together. This removes fences that corporate teams might face.

Sharing victory together

A point earned, a touchdown, a home run, a goal scored, a ball placed in the basketball net are all points of victory which members of the team share. Which player earns the point matters less to the team members because victory and its benefits are shared experiences.

erness



Training together

Training courses, retreats, away-days, productive meetings and similar assemblies can be valuable tools which give a semblance of training together.

Dressing together

Jerseys are always the same colour for each person even though numbers and names may provide identification. Dressing creates a sense of togetherness and sameness which tears off many human barriers.

Celebrating together

Celebrations reinforce performance as well as desired behaviour. Lack of celebration delivers the impression that all events are of equal significance. Celebration doesn't have to be 'big bang'.

Losing together

Emotions may run high and tears may drop from sporting eyes, the back pats and embraces convey messages of hope for future victories. Organisational reality is that winning is not an everyday affair. There will be down times but they are shared similar to the victories.

Nirav Suresh Vadgama

Sales, BS&B Safety Systems (India), Mumbai

Togetherness at workplace

"Coming together is a beginning. Keeping together is progress. Working together is success."

– Henry Ford

The gains from a feeling of togetherness can be significant. The feeling of togetherness drives an individual commitment to a group effort, that is what makes a team work, a company work, a society work, a civilisation work. Togetherness exists when members have mutual, positive feelings towards one another. This deep sense of belonging emerges from an individual recognising similarities and differences then aligning with those of similar values and work ethics. When individuals within a group work on collective tasks or goals, they assert interdependence and possess feelings of responsibility for the outcomes of the group as a whole. Within the context of



these dynamics, a bond of unity forms connecting the achievement of goals to group cohesion or togetherness.

In mid November 2017, I had to submit a tender before the deadline ended. I was mid way preparing the offer and had a long way to go. I was very stressed and lost hope of meeting the deadline. But thankfully my colleagues noticed this and shared my task. This motivated me to work faster and more accurately. Finally we were able to submit the tender on time. A sense of relief and happiness filled when "I" turned to "We".

There are five specific areas of consideration while determining a group's performance:

- Does the group perform its tasks well?
- Does it complete its tasks on time?
- Is there a high level of satisfaction with the way the group functions?
- Does the group contribute significantly to the whole organisation?
- Does the group produce high quality products/services?

These multiple interdependent measures are important to evaluate group performance.

Kudos to my colleagues' efforts!

Sapan Kumar T

Sales, Anderson Greenwood Crosby Sanmar, Mumbai.



Stress at workplace

Everyone who has ever held a job has, at some point, felt the pressure of work-related stress. Any job can have stressful elements, even if you love what you do. In the short-term, you may experience pressure to meet a deadline or to fulfil a challenging obligation. But when work stress becomes chronic, it can be overwhelming – and harmful to both physical and emotional health.

You can't always avoid the tensions that occur on the job. Yet you can take steps to manage work-related stress.

Common sources of work stress

Certain factors tend to go hand-in-hand with work-related stress. Some common workplace stressors are:

- Excessive workloads
- Few opportunities for growth or advancement
- Work that isn't engaging or challenging
- Lack of social support
- Low salaries
- Not having enough control over job-related decisions
- Conflicting demands or unclear performance expectations.

Effects of uncontrolled stress at work

Unfortunately, work-related stress doesn't just disappear when you head home for the day. When stress persists, it can take a toll on your health and well-being.

In the short-term, a stressful work environment can contribute to problems such as headache, stomach-ache, sleep disturbances, short temper and difficulty concentrating. Chronic stress can result in anxiety, insomnia, high blood pressure and a weakened immune system. It can also contribute to health conditions such as depression, obesity and heart disease. Compounding the problem, people who experience excessive stress often deal with it in unhealthy ways such as overeating,



eating unhealthy food, smoking cigarettes or abusing drugs and alcohol.

Taking steps to manage stress

Track your stressors

Keep a journal for a week or two to identify which situations create the most stress and how you respond to them. Record your thoughts, feelings and information about the environment, including the people and circumstances involved in the physical setting and how you reacted.

Develop healthy responses

Instead of attempting to fight stress with fast food or alcohol, do your best to make healthy choices when



you feel the tension rise. Exercise is a great stress-buster. Also make time for hobbies and favourite activities.

Establish boundaries

In today's digital world, it's easy to feel pressure to be available 24 hours a day. Establish some work-life boundaries for yourself.

Take time to recharge

To avoid the negative effects of chronic stress and burnout, we need time to replenish and return to our pre-stress level of functioning. When possible, take time off to relax and unwind, so you come back to work feeling reinvigorated and ready to perform at your best.

Learn how to relax

Techniques such as meditation and deep breathing exercises can help melt away stress. Start by taking a few minutes each day to focus on a simple activity like breathing, walking or enjoying a meal.

Str



ess



Talk to your supervisor

Healthy employees are typically more productive, so your boss has an incentive to create a work environment that promotes employee well-being. Start by having an open conversation with your supervisor.

Get some support

Accepting help from trusted friends and family members can improve your ability to manage stress. If you continue to feel overwhelmed by work stress, you may want to talk to a psychologist, who can help you better manage stress and change unhealthy behaviour.

Guess What? Where?



Guess this lesser known monument, which is located in the North Eastern part of India. Send in your entries to scribbles@sanmargroup.com



Sri Ranganathaswamy Temple or Thiruvaramam
Srirangam, Tiruchirapalli, Tamil Nadu

First correct respondents

P Sathish Kumar, HR, Corporate Division, HO.

R Sreekanth, Product Engineering, Flowserve Sanmar, Karapakkam.

Stress is suicidal

Stress can affect a person in two different ways, either positively or negatively. If it affects positively then employee will do his work more efficiently and will prioritise his task accordingly and complete the task in shorter time and get good results.

But with excessive amount of stress, the employee will not be able to complete even simple tasks, at times.

Today's economic upheavals, downsizing, layoff, merger and bankruptcies have cost hundreds of thousands of workers their jobs. Millions more have shifted to unfamiliar tasks within their companies and are not sure how much longer they will be employed. Adding to the pressures that workers face are new bosses, computer surveillance of production, fewer health and retirement benefits, and the feeling that they have to work longer and harder just to maintain their current economic status. Workers at every level are experiencing increased tension and uncertainty, and are updating their resumes.

The loss of a job can be devastating, putting unemployed workers at risk for physical illness, marital strain, anxiety, depression and even suicide. So it's completely better to make the workplace stress-free to get work done effectively.

Doshi Darshan Vinodbhai

Sales, Flowserve Sanmar, Jamnagar.

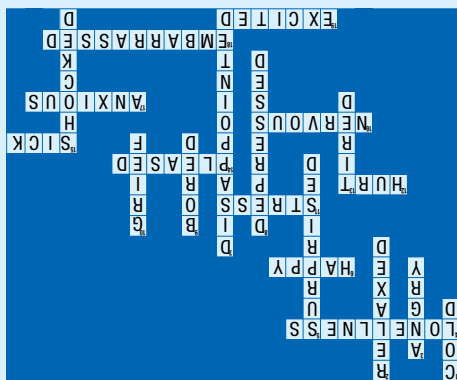


Sudoku

8								
		3	6					
	7			9		2		
	5				7			
				4	5	7		
			1				3	
		1					6	8
		8	5				1	
	9					4		

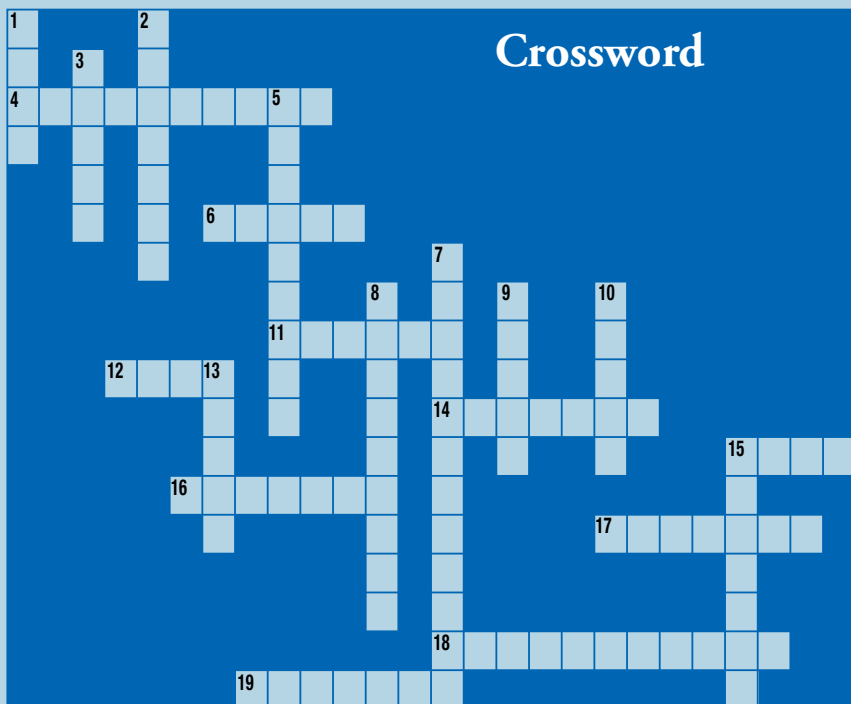
Did You Know?

- Ancient doctors believed that different organs controlled certain moods. Happiness, for example, came from the heart, anger from the liver, and fear from the kidneys.
- Studies show that if people adjust their facial expression to reflect an emotion, they actually begin to feel that emotion.
- Emotions are contagious. Negative or unpleasant emotions are more contagious than neutral or positive emotions.
- There are 43 facial muscles expressing a whole spectrum of emotions.
- Just 1% of the population can hide their emotions successfully.



2	5	4	8	1	3	9	6	7
7	1	6	9	2	5	8	3	4
8	9	3	4	7	6	1	2	5
4	3	5	6	9	1	7	8	2
1	2	7	5	4	8	6	9	3
9	6	8	7	3	2	4	5	1
3	8	2	1	6	4	5	7	9
5	7	1	2	8	9	3	4	6
6	4	9	3	5	7	2	1	8

Crossword



Across

- 4 When you have no company (10)
 6 Feeling pleasure or contentment (5)
 11 Mental pressure resulting from adverse or demanding circumstances (6)
 12 Cause pain (4)
 14 Feeling or showing pleasure (7)
 15 Affected by physical or mental illness (4)
 16 When someone is easily agitated or alarmed (7)
 17 Uneasy about something with an uncertain outcome (7)
 18 Feeling of self-consciousness, shame or awkwardness (11)
 19 Enthusiastic and eager (7)

Down

- 1 Lacking affection or warmth; unemotional (4)
 2 Calm and free of tension (7)
 3 Feeling annoyance, displeasure or hostility (5)
 5 When something unexpected happens (9)
 7 When expectations are not fulfilled (12)
 8 State of dejection and unhappiness (9)
 9 When you don't know what to do because you are not interested (5)
 10 Intense sorrow especially caused by someone's death (5)
 13 In need of rest (5)
 15 When something unexpected and upsetting happens (7)



Guess Who? !

Malala Yousafzai is a Pakistani education advocate who, at the age of 17, became the youngest person to win the Nobel Peace Prize after being shot at by the Taliban.

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