

**MODULE – V**  
**ETHICS AND INTEGRITY**

**A. Learning through Biographies**

**1. What makes an individual great?**

Although reading about the lives of famous people can be interesting and entertaining, a major purpose to study biographies is to learn from their lives. When you read a biography, you get an intimate look into the life of that individual. You see how they operated; you peel back the layers of their character to see what made them tick.

No one is perfect and that's exemplified in most biographies. All of us are fallible. We can and will make mistakes. Who better to learn from than people who have been involved in high-pressure situations at the top of their game?

Their lives have been an exaggerated form of the ones we lead. You don't read biographies to acquire numerous facts about the person's life, you read a biography to learn from the mistakes and success of others to improve yourself.

Some of these figures are well-known, others are more obscure. All of them faced challenges and tribulations in their lives. Their stories can teach us more than we realize. They can make show us the right path to take and how to avoid the pitfalls which befell them.

The following are the reasons to read a biography:

**a. They allow you to stand on the shoulders of giants.**

In the 1670's, Sir Isaac Newton wrote in a letter to his friend, Robert Hooke, "If I have seen further, it is by standing on the shoulders of giants." That is exactly what reading biographies can do for you – allow you to see further because of what these people have achieved. Admittedly, not every biography is about a "giant," but most are (and you can certainly pick from that list). However, even if the person you're reading about is despicable and not worthy of praise or admiration, there likely are still many lessons to be gleaned from their life experiences and behaviors. Even if most are "things you don't want to do."

**b. They remind you that history repeats itself.**

George Santayana wrote in 1905, "Those who cannot remember the past are condemned to repeat it." It was true long before then, it was true then, and it hasn't changed today. Reading about the real experiences of others gives context for the decisions and consequences that we all will face. History (recent or distant) will repeat itself because those who are making history were, and are, human beings. One of the best ways to take advantage of the experience of others is by reading biographies of historical figures, not academic tomes about history.

**c. They promote self-discovery.**

A good self-help or professional development book will outline specific steps, tools, techniques, and approaches to try. These can be valuable and successful shortcuts to help you make improvements and get results in most any area of your life. A biography, on the other hand, won't be as direct. You will discover ideas and approaches on your own through the stories and experiences of others. This discovery learning process is often far more satisfying, and most always more lasting, than reading a list of steps.

**d. They allow you to see the world in new ways.**

Rather than being completely focused on your professional discipline, looking at the way you and your colleagues always look at things, reading about someone from a different era, a different background, or a totally different set of life experiences will give you new perspective. In truth, most great innovations come from taking an idea from one situation, discipline, or industry and adapting it to another. Reading biographies is one great way to do this.

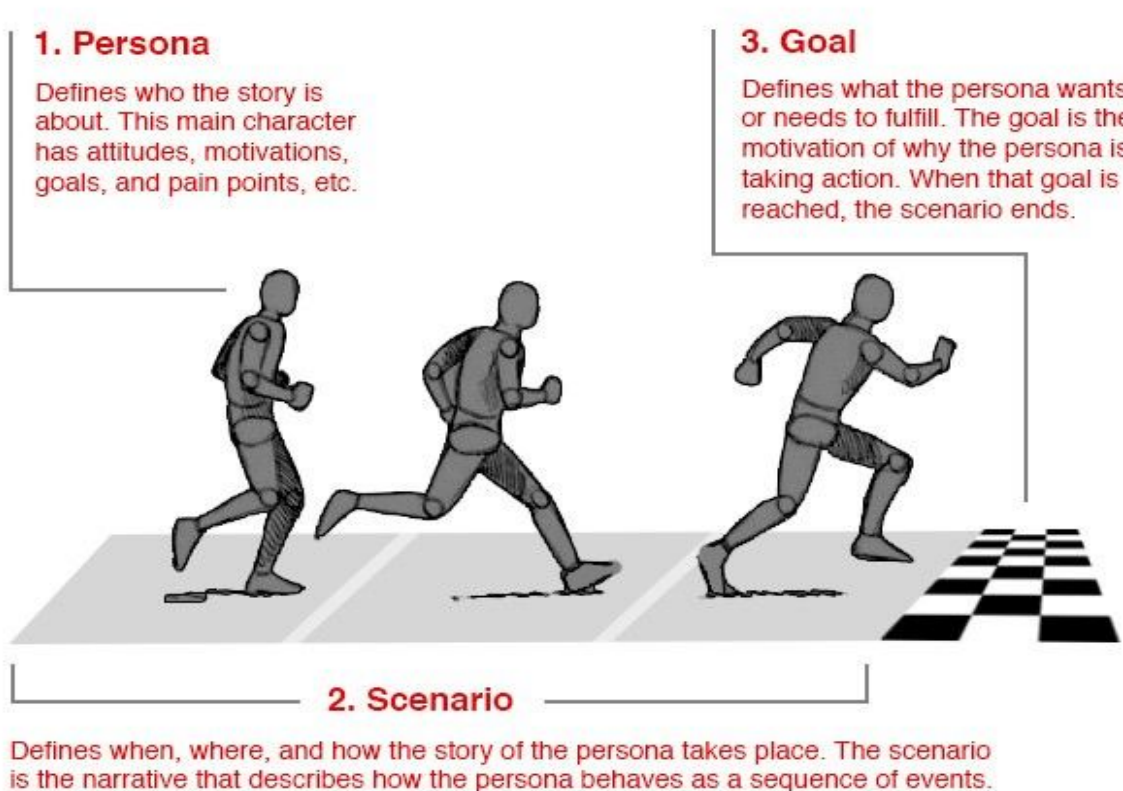
**e. They give you mentors at a distance.**

If you have read about the life of Abraham Lincoln, Gandhi, Churchill, or anyone else you select, you have had a glimpse into their mind and now have the advantage or "knowing" them. These people can become your mentors at a distance, if you allow yourself the chance to think about what advice they might give you, or what they might do in the situation or choice you are facing.

## **2. Understanding the persona of a leader for deriving holistic inspiration**

Personas are fictional characters, which you create based upon your research in order to represent the different user types that might use your service, product, site, or brand in a similar way. Creating personas will help you to understand your users' needs, experiences, behaviors and goals. Creating personas can help you step out of yourself. It can help you to recognize that different people have different needs and expectations, and it can also help you to identify with the user you're designing for. Personas make the design task at hand less complex, they guide your ideation processes, and they can help you to achieve the goal of creating a good user experience for your target user group.

As opposed to designing products, services, and solutions based upon the preferences of the design team, it has become standard practice within many human centered design disciplines to collate research and personify certain trends and patterns in the data as personas. Hence, personas do not describe real people, but you compose your personas based on real data collected from multiple individuals. Personas add the human touch to what would largely remain cold facts in your research. When you create persona profiles of typical or atypical (extreme) users, it will help you to understand patterns in your research, which synthesizes the types of people you seek to design for. Personas are also known as model characters or composite characters.



A Leadership Persona is an adaptive identity; the personality that a leader projects to others and desires to be seen as. It is an image-driven construct that performs a role and believes it contains all of the qualities, behaviors and characteristics the person needs to be successful. It is an ego structure, created to help us survive, not thrive. It needs and wants others to recognize and approve of it and is there for the purpose of making sure others see you as competent, strong, wise, knowledgeable, etc. The lack of a foundation of leadership development based in self-awareness causes leaders to develop a Leadership Persona rather than developing as a leader.

Our Leadership Persona enables us to adapt to an organization's demands, however, if we over identify with it, we don't develop ourselves as a leader. Instead, because it's a survival strategy, our energies go into defending the image of ourselves as a "great leader". Think Donald Trump and how often he tells people how great he is. He created that image of himself and constantly puts energy into promoting it, however, few would think of him as an inspirational, conscious, authentic leader. Striving to be "Great" As the Leadership Persona is adaptive, its agenda is to be seen as a "good" or "great" leader. This means when leading from their Persona, a leader will fashion themselves in the image of a leader they admire, trying to be what others expect them to be. Or, they may even read books on leadership voraciously, trying to "figure out" how to be a "good" leader, to be all things to all people, but never quite feeling they are good enough. They compare themselves to others and come up short. When leading from their Persona, leaders are

locked into the idea that they are successful when they get things done, but never feel as though they are doing enough.

Too many leaders are performing their roles in an unhealthy fashion. They lack boundaries and don't take the time away from work they need to have a personal life. With our technological advances, leaders never stop working. Many are unable to disengage and are in the habit of sending emails at all hours of the night and on weekends. Their relationships suffer and they feel guilty when they stay late at work because they are neglecting their partner and children. They do, do, do, thinking they are doing what is best for everyone. Unhealthy Leaders Ultimately, accumulated stress and neglect of self-care catches up with leaders. They end up being discouraged, drained and defeated by the challenges of their role. It has a negative impact on their physical and emotional health in the long run. Two thirds of business leaders have suffered from mental health conditions according to research by Bupa Global, the international health insurer, including anxiety, stress and depression, with work often cited as a contributor. No leader starts their career thinking it will cause them to become unhealthy. They don't think they will be that leader who puts the company before themselves, their family and their friends. Yet statistically that doesn't last long. Even those leaders who consider themselves to have a balanced life will start work at 5 and finish at 7, feeling proud they don't look at their phone until morning (unless there is an emergency).

There are two main Personas we use when we adapt, both as humans and as leaders. The Persona is either wired to dominate or submit. These are survival strategies, based on the flight or fight mechanism in the brain. When we are living from our Persona, we aren't conscious of using these adaptive behavioral systems of the brain. A lack of training causes leaders to adapt — assuming one style of behaving or the other. While most of us are familiar with the dominant side of the adaptive continuum (Autocratic Leadership), Permissive Leadership, associated with the submissive side is less known, but has recently become more pervasive in organizations because of changes in our society. Dominance, while necessary to survive, isn't necessary when we are working with and cooperating with others. The dominant approach of the autocratic leader was necessary for the survival stage of our evolution. However, it has outlived its usefulness and is actually a detriment in organizations that still expect employees to be grateful they have a job. These leaders have lost the intrinsic power and leverage they used to have with employees when they were dependent on working for the same organization for life. Effective leadership behavior ranges on a continuum with two opposing polarities: directive behavior and supportive behavior. Both types of behavior are necessary and need to be used by leaders to achieve their desired outcomes. However, when leaders aren't trained and are unaware of skills they need to use with employees, they overuse their natural style or become self-protective to make things happen. Those who tend to be more Directive naturally, become Autocratic and overuse power to drive performance. Those who are more Supportive, become Permissive, abdicating their power and allowing employees to do what they want regardless of what is required. Both can resort to the opposite of their natural behavior when they are unable to influence employee behavior and they become increasingly self-protective.

Many leaders are opting to lead from the Permissive side of the Adaptive Leadership Continuum, even when it is not natural for them to do so because they don't have the skills to navigate the gray areas of leadership behavior using the appropriate skills for the person and situation. It's as though our leaders are all burying their heads in the sand, just trying to survive the experience of being a leader.

### **3. Drawing insights for leadership**

Leadership insights are an ever more important part of developing as a leader. Leadership is increasingly needed in unpredictable circumstances. Its leaders who are expected to show the way forward, often by thinking differently. That means you need to stretch your thinking and enhance your practice by applying fresh leadership insights to the workplace. Theories and models are helpful but they can also be limiting. Insights can provoke you to think differently and suggest practical ways to turn thought into action.

There is no shortage of useful and helpful leadership theories and models. Yet sometimes, we need to be encouraged to think differently, to:

- Provoke our thinking with fresh insights.
- Stretch our understanding.
- Ignite ideas.

Theories and models can provide useful frameworks for our thinking, but they can also be limiting. If we allow our thinking to stay within the confines of a framework, they can be counter-productive. Insights which provoke you to think differently about leadership can be a powerful complimentary approach to these others methods for understanding leadership.

### **4. How leaders sail through difficult situations?**

Great leaders can navigate turbulent business climates just as well as they can sail a calm sea of activity. Often they use those frenetic circumstances to capitalize and strip away competition. Sure, some of the successes that come from chaos are pure luck, but once you dig in to the stories you find out there were intentional key decisions that launched the team to exponential success.

Success or failure during times of peril depends on your ability to get your team moving with strength and confidence. Following are 8 examples where strength, focus and resolve will help you avoid the temptations that lead to failure in difficult times.

#### **1. To spread your sense of urgency and panic.**

When a state of panic sets in, reactive leaders will ramp up the energy and stress. Some problems do need to be solved immediately. But if the boss is frantic and emotional, everyone else will be too, and efficiency will diminish.

**What great leaders do instead:** Learn to break the news calmly, while making the seriousness of the situation clear. Take a breath and carefully assess the situation so you can work with the

team to clearly set the appropriate priorities. Then you can be effective and efficient internally as you deal with the outer chaos.

## **2. To lay blame.**

When something goes awry, people naturally start to ask, "Who did this? Whose fault is it?" It is good to know the root of the problem, but this often descends into counterproductive finger pointing. While everyone is focused on avoiding the burden of guilt, the situation may be going from bad to worse. A leader who allows or participates in the blame game ends up with a diminished team full of distrust.

**What great leaders do instead:** Help the team focus on moving forward. Ask "What do we need to do to recover quickly?" and then get the team working together to make those things happen. A team will be more successful by creating heroes who inspire others to step up.

## **3. To let your emotions drive your response.**

It may feel better to yell or bawl someone out when you're angry or tense...at least it provides a momentary sense of release. But it does more harm than good in the long run. Your people become resentful or fearful and less likely to give you their best efforts, or bring you news that might trigger a tantrum.

**What great leaders do instead:** When your emotions flare, give yourself a moment to let your rational brain step in. Excuse yourself for a moment if you have to, or just take a few deep breaths. Find productive ways to channel the negative energy into positive results.

## **4. To make assumptions.**

In moments of small vexation or serious crisis, people often scramble to identify a cause, sometimes allowing existing assumptions to drive conclusions rather than facts. Do you actually know the reason the reports are not in the box? Are you sure the marketing people missed the deadline? Is IT really being lazy? If you have existing concerns or criticisms, it is especially easy to jump to conclusions that may or may not be accurate.

**What great leaders do instead:** Ask more questions that frame the big picture. Calm, value neutral questions allow you and others to diagnose what's truly going on. Sometimes they know what caused a breakdown, sometimes they don't, especially when there are a lot of moving parts in a lot of departments. Often a small issue that seems to be a choke point is only symptomatic of systemic issues that are largely hidden. Careful analysis with the team may surface core issues that can lead to exponential efficiencies.

## **5. To publicly speak critically of an imperfect employee.**

Sometimes we all need to let of steam or grumble a bit when someone frustrates or lets us down. Doing that in front of the rest of the team spreads dissatisfaction and mistrust.

**What great leaders do instead:** If you really need to kvetch, do so privately, in a journal or with someone unrelated to the office. When you're feeling calmer, approach the employee directly and politely but firmly share the truth about how they have fallen short.

#### **6. To withhold information.**

If the truth is scary, it can be hard to share it with everyone for fear that panic will ensue and everyone will desert the ship. But if you leave them in the dark, your people are likely to fill in the blanks with even scarier conjecture. Most people will paint a more desperate picture when uncertain about their own future.

**What great leaders do instead:** Give your people as much good information as the situation allows. Promise to keep them updated, and keep them focused on the work they CAN do, rather than worrying about what they CAN'T. That way you can lead them to success instead of managing their fears.

#### **7. To softball criticism.**

Employees are people with thoughts and feelings, and it can be painful to watch them wilt under criticism. So rather than address their failures directly, it sometimes seems easier to drop oblique hints or bury suggestions under insincere praise.

**What great leaders do instead:** Tackle the hard stuff first, directly and without hesitation. If they don't know they are creating a problem, they won't know they have to fix it. You can follow up with encouragement and praise to soften the blow without muddling the message.

#### **8. To draw comparisons between employees.**

"Try to be more like Tim." "Adriana never leaves a customer on hold for more than five minutes." We love our star players, and we want others to emulate them. Your employees probably know exactly what makes their co-workers shine. That does not mean everyone wants to be continually compared to the office favorites.

**What great leaders do instead:** Evaluate each employee on their own strengths and weaknesses, using a clear rubric that is fair and equal for all. Base your comparisons on an ideal, not any one person, as your standard. Then take the time to work with each team member to perform at their personal best. Sure you are busy, but showing the person they are a priority will motivate them beyond their fears and concerns.

### **B. Ethics and Conduct**

One way to really think about ethics is through its historical meaning, which has to do with a person's ethos. This is the idea that ethics is connected with character, and it is sort of a high standard approach to what it means to act in a particularly cogent and courageous way, as well as to demonstrate personal integrity. And then there is a more important conceptual distinction a person could make, particularly between ethics and morals. This is needed because when defining ethics, many will use the word "morals" interchangeably, which confuses the issue.

There is, however, some disagreement among scholars as to the difference between morals and ethics. One school of thought asserts that morality is inherently founded on spiritual principles—one's responsibility to a supernatural being or goal. Ethics, on the other hand, relies on materialist and social consequences, not spiritual ones, in order to determine what is ethical or not. Other schools of thought argue that this line between morals and ethics is arbitrary. Instead, they believe ethics is simply a formal branch of philosophy that concerns itself with the study of morals and their justification; this group would assert that ethics is the philosophy of morals.

We posit that ethics is not the same thing as morality. Consider, for example, how arbitrary moral stances tend to be, especially when they are outside of one's own culture or religious beliefs. What may seem justifiable in one culture can easily be problematic in another. In addition, being ethical is not simply following a law or rules that have been established. In fact, some of our most revered historical/modern figures not only disagreed with laws or rules they deemed to be unethical, but also fought against them—and in some cases, it cost them their lives.

Ethics, rather, emphasizes the responsibility and capability of the individual to come to his/her own conclusions through reasoning, and to determine which principles are relevant in a particular case. They are well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, fairness, or specific virtues. Ethics is the reasonable obligation for us to refrain from hurting others, and sometimes an obligation to help others.

Living ethically also requires the continuous effort of studying our own beliefs and conduct, and striving to ensure that we, and the institutions we help to shape, live up to standards that are reasonable and evidence-based. It knows that before one can do the right thing, one has to figure out what the right thing is.

## **1. Importance of Ethics**

Most of us would agree that it is ethics in practice that makes sense; just having it carefully drafted and redrafted in books may not serve the purpose. Of course all of us want businesses to be fair, clean and beneficial to the society. For that to happen, organizations need to abide by ethics or rule of law, engage themselves in fair practices and competition; all of which will benefit the consumer, the society and organization.

Primarily it is the individual, the consumer, the employee or the human social unit of the society who benefits from ethics. In addition ethics is important because of the following:

1. **Satisfying Basic Human Needs:** Being fair, honest and ethical is one the basic human needs. Every employee desires to be such himself and to work for an organization that is fair and ethical in its practices.
2. **Creating Credibility:** An organization that is believed to be driven by moral values is respected in the society even by those who may have no information about the working and the businesses or an organization. Infosys, for example is perceived as an organization for good corporate governance and social responsibility initiatives. This perception is held far and wide even by those who do not even know what business the organization is into.



3. **Uniting People and Leadership:** An organization driven by values is revered by its employees also. They are the common thread that brings the employees and the decision makers on a common platform. This goes a long way in aligning behaviors within the organization towards achievement of one common goal or mission.
4. **Improving Decision Making:** A man's destiny is the sum total of all the decisions that he/she takes in course of his life. The same holds true for organizations. Decisions are driven by values. For example an organization that does not value competition will be fierce in its operations aiming to wipe out its competitors and establish a monopoly in the market.
5. **Long Term Gains:** Organizations guided by ethics and values are profitable in the long run, though in the short run they may seem to lose money. Tata group, one of the largest business conglomerates in India was seen on the verge of decline at the beginning of 1990's, which soon turned out to be otherwise. The same company's Tata NANO car was predicted as a failure, and failed to do well but the same is picking up fast now.
6. **Securing the Society:** Often ethics succeeds law in safeguarding the society. The law machinery is often found acting as a mute spectator, unable to save the society and the environment. Technology, for example is growing at such a fast pace that the by the time law comes up with a regulation we have a newer technology with new threats replacing the older one. Lawyers and public interest litigations may not help a great deal but ethics can.

Ethics tries to create a sense of right and wrong in the organizations and often when the law fails, it is the ethics that may stop organizations from harming the society or environment.

## 2. Ethical Decision making

Ethical decision-making refers to the process of evaluating and choosing among alternatives in a manner consistent with ethical principles. In making ethical decisions, it is necessary to perceive and eliminate unethical options and select the best ethical alternative.

The process of making ethical decisions requires:

- **Commitment:** The desire to do the right thing regardless of the cost
- **Consciousness:** The awareness to act consistently and apply moral convictions to daily behaviour
- **Competency:** The ability to collect and evaluate information, develop alternatives, and foresee potential consequences and risks

**Good decisions are both ethical and effective:**

- **Ethical decisions** generate and sustain trust; demonstrate respect, responsibility, fairness and caring; and are consistent with good citizenship. These behaviours provide a foundation for making better decisions by setting the ground rules for our behaviour.
- **Effective decisions** are effective if they accomplish what we want accomplished and if they advance our purposes. A choice that produces unintended and undesirable results is

ineffective. The key to making effective decisions is to think about choices in terms of their ability to accomplish our most important goals. This means we have to understand the difference between immediate and short-term goals and longer-range goals.

### 3. Personal and Professional moral codes of conduct

#### Code of Ethics vs. Code of Conduct

A code of ethics is only effective if it corresponds to a set of behaviours that uphold those ethics. The terms code of ethics and code of conduct are often used interchangeably; however, there are some key differences between them.

- A code of ethics details the general ethics that a person or employee should uphold.
- A code of conduct details the way that a person or employee should behave in order to uphold the code of ethics.

While a code of conduct may not always correspond to a code of ethics, a code of ethics must have a corresponding code of conduct. For example, if an organization includes honesty in its code of ethics, its code of conduct may include something like "Employees will come to their supervisor with any problems before discussing it with outside members of the team." A business that values safety in its code of ethics would set very specific safety rules in its code of conduct.

A **code of ethics** is a set of principles and rules used by individuals and organizations to govern their decision-making process, as well as to distinguish right from wrong. They provide a general idea of the ethical standards of a business or organization. However, people can have their own personal code of ethics as well. Keep reading for a more thorough explanation of a code of ethics, as well as several code of ethics examples.



#### PERSONAL CODE OF ETHICS

Individual codes of ethics can originate from religion, secular philosophy or rules of social behaviour derived from upbringing and experience. They are typically in line with the rest of one's society, but one may have stricter or more relaxed personal ethics as well.

#### Ethical Expectations in Society

Society at large assumes that certain ethics, morals and values can be expected regardless of religion, geographic location or nationality. The classic example is the Golden Rule: "Do unto others as you would have them do unto you." Other examples of societal ethical behaviour include:

- **Respect** - Citizens must respect another's property, choices and lives.
- **Loyalty** - People put their family and friends' needs before their own.
- **Honesty** - Individuals tell the truth to community members and authority figures.

### **Religious Codes of Ethics**

Certain codes of ethics, such as religious codes of ethics, apply only to members of select groups. They are based on morals shared by tenets and members of that religion. Examples of religious codes of ethics include the Ten Commandments of Judaism, the Beatitudes of Christianity, the Five Pillars of Islam, and the Noble Eightfold Path of Buddhism.

Some shared ethics in these religions include:

- **Value of Life** - Do not kill your fellow human.
- **Pursue Peace** - Avoid violence when possible.
- **Do Not Steal** - Don't take things that don't belong to you.

### **Secular Codes of Ethics**

Personal codes of ethics do not require religion, however. Immanuel Kant's categorical imperative and the Utilitarian rule of the greatest good for the greatest number are both ethical codes that do not require any religious basis. Some of these ethics may include:

- **Sustainable Living** - Live in a way that doesn't waste unsustainable resources.
- **Care for the Vulnerable** - Those who are medically or economically disadvantaged should have priority of care.
- **Benefit the Greater Good** - Make sure that your decisions help others rather than just yourself.

## **PROFESSIONAL CODE OF ETHICS**

Several professions have a code of ethics that exists independent of any particular employment. For instance, a doctor or lawyer is always bound by the code of ethics for their profession, regardless of whether they work for a large organization or are in private practice. These codes constitute the basic expectations of these jobs and guide them when making decisions.

### **The Legal Profession**

Lawyers, paralegals and other employees of the legal profession are bound to a general code of ethics. A few of these governing ethics include:

- **Confidentiality** - Lawyers must maintain their clients' confidence at all times.

- **Competence** - Legal professionals must represent their clients with a high level of competence.
- **Professional Courtesy** - Lawyers must treat their colleagues with fairness and courtesy.

### **The Medical Profession**

The American Medical Association imposes a code of ethics on physicians. It addresses everything from interpersonal relationships with other staff members to information on patient care. For instance:

- **Trust** - Doctors must instill a sense of trust between themselves and their patients.
- **Do Not Harm** - Doctors cannot engage in any activity that would cause harm to their patients.
- **Privacy** - Doctors cannot share the details of their patients' medical treatments or histories without permission.

### **The Business World**

Corporations have codes of ethics to help workers decide if certain behaviors are appropriate and acceptable when dealing with clients and outside agencies. Many organizations require employees to attend yearly training on ethics and, in some cases, to sign statements promising to adhere to all ethical guidelines laid out by the company.

Examples of ethics in the business world include:

- **Integrity** - Employees should maintain honesty and clear communication in the workplace.
- **Teamwork** - Members of a professional organization should work together to get the job done.
- **Objectivity** - Employers should not make career decisions based on whom they like best or with whom they have personal relationships.

### **Teachers and Education**

Teachers and other education professionals are role models to their students. Their code of ethics not only protects their students against mistreatment, but it also protects their sense of fairness itself. Some code of ethics examples in education include:

- **Consideration** - Teachers should put the needs of their students first.
- **Growth** - Educators need to pursue professional growth.
- **Communication** - Teachers work with parents as a support team for each student.

**Professional codes of conduct provide benefits to:**

The public, as they build confidence in the profession's trustworthiness clients, as they provide greater transparency and certainty about how their affairs will be handled members of the profession, as they provide a supporting framework for resisting pressure to act inappropriately, and for making acceptable decisions in what may be 'grey areas' the profession as a whole, as they provide a common understanding of acceptable practice which builds collegiality and allows for fairer disciplinary procedures others dealing with the profession, as the profession will be seen as more reliable and easier to deal with.

#### **4. Creating a harmonious life**

Life is like a symphony, with ups and downs, many surprises, triumphal marches, and instruments in sync with each other.

Leading a harmonious life is like living as a forest does, where every element has a purpose in this giant organism. Every part has a purpose, and all the parts are connected to each other, depending on each other for survival.

##### **1. Celebrate life - live life with passion.**

**Your chances to be born** were so tiny and, yet, you are here. You have received the most beautiful gift there is - *life!*

Celebrate your life every day. Live with passion and excitement. Wake up in the morning and smile: *Take a deep breath and say "It's another great day to be alive!"* Pump up your engines, caress your soul, honour your body, give peace and tranquillity to your mind!

##### **2. Show gratitude and appreciation.**

Like a river feeding the nature around it, showing gratitude and appreciation to your loved ones nourishes your relationships. Let them know how important and dear they are to you; how much better your life is for having them close.

Yes, sometimes, you might be silent and only think about the words you'd like to say - but have no courage to say them out of fear. The fear that, once the words are coming out of your mouth, maybe your loved ones will not live up to your standards, will not strive to be the fantastic people they are.

Yes, it's true, that might happen. However, most people are seeing your gesture for what it is and try even harder.

Gratitude and appreciation are your gifts to give in return for all the things you get.

##### **3. Learn how to communicate.**

If you have a pet, you know that communication takes place all the time. Your dog, for example, doesn't say anything to you and yet, you can almost read each other's minds. You understand each other.

Many people complain that: *“Our relationship is failing because we lack communication. We don’t communicate.”* Listen, you are sending a message every moment when you are in the presence of someone; perhaps you aren’t communicating because you are busy doing something else.

If your words don’t talk in your voice, your body does. And when you speak, the tone of your voice says more than your words.

#### **4. Know what you want.**

Define what you want in life. Know where you are going and arm yourself with a well-designed plan how to get there. If you don’t know where to start, begin with the things that are missing from your life. What will give purpose and meaning to your existence?

Get curious about the things you can achieve and how much more you can accomplish. Remind yourself that, at the end of life, the most important thing for a human being is the legacy she/he leaves behind.

#### **5. Have compassion.**

Leading a harmonious life requires you to do thing above all else: have compassion.

Have compassion for yourself and others. Accept people as they are and listen with the intention of finding out new things, to understand, to really see the person in front of you.

Sometimes, the person in front of you is you. See yourself, acknowledge when life is tough (for you) and give a hug to your soul. Forgive yourself when making mistakes. Accept your unchangeable limitations.

Again, give a hug to your soul free from judgment, blame or guilt. You and those around you are only humans.

#### **6. Teach others how to treat you.**

The way you treat yourself sets the standards of what you expect from others. Treat yourself with respect. Talk nicely to, and about yourself. You are the guardian of who you are and who you want to become. Like a lion protecting his kingdom, protect your well-being, self-image, and future.

#### **7. Stay positive.**

Almost everything that happens in life has a positive part. Search for that side of things and be confident that whatever life puts in front of you, you’ll find your way.

Know that there is no problem without a solution. Look closely and see how many possibilities and opportunities are opened up for you.

Clean up your environment of negativity (people and things) and pay attention, notice and acknowledge the bright side of life.