**Golden Tips of Management**

**List**

1- Being an exemplary manager, not a very normal manager 7

2- Manage your manager 8

3- MDirite 70s (Generation Y) 9

4- Managing work forces that are generational difference 10

5- Avoid burnout 11

6- Learn how to say "no" 12

7- Poor Performance Management 13

8- Providing feedback to employees 14

9- Nurturing future leaders 15

10- Hire to fill your team's blanks 16

11- Back-up in your organization 17

12- Maintaining top performers 19

13- Employing people with high potential 20

14- Leave your team free 21

15- Coaching your team 23

16- Apologies when necessary 24

17- Correcting mistakes 25

18- Creating a lasting initial impact 26

19- Be a change agent 27

20- Finding destinations for innovation 28

21- Obtain the next promotion 29

22- Plan for your next promotion 30

23- Enjoy the work 31

24- Find the target in your work 32

25- Be a better listener 33

26- Frankness in Communication 34

27- Determining the organization's readiness to change 35

28- Preparing for conversations to change 36

29- Gaining trust 37

30- Avoid blame 38

31- Accept failure 39

32- Develop your creativity 40

33- Better decisions at work 41

34- Build solutions, don't make policy 43

35- Motivate team members 45

36- Empowering with E. B. I'm sorry. Q. C. 46

37- Mental storm 47

38- Devil's Defense Attorney 49

39- Storytelling at work 51

40- Creating transparency in the work culture 52

41- Maintaining virtual communication between team members 53

42- Create an ideal work environment 54

43- Liberation from leadership loneliness 55

44- Balancing work and life 56

45- Working with people you don't like 57

46- The difference between drop and refocus 58

47- Motivate people by engaging in things 59

48- Persuasing at work 60

49- Planning for teamwork camp 61

50- Facilitation in teamwork camp 62

51- Five phrases to avoid 64

52- Key Points for a Good Conversation 65

53- Giving a realistic background to the job 66

54- Revision of job description 67

55- Rescue from the evil boss. 68

56- Coping with mistakes 69

57- Find problems with teams 70

58- Take freedom of actionseriously 71

59- Creative Talent Management 72

60- Technical Talent Management 74

61- Three dangerous managerial assumptions 76

62- Risk of short-term thinking 77

63- Leadership of the organization with introversion 78

64- Leaders are born or trained 80

65- Fighting bureaucracy 81

66- The best possible method is not always the best 82

67- Sell your ideas 83

68- Leadership with ideas instead of numbers 84

69- Starting again on a stalled project. 86

70- Better meeting 88

71- Investigating common ethical dilemmas 89

72- Making difficult decisions 90

73- Maximize individual ability 91

74- The true power of difference 92

75- Thinking about hiring in a new way 93

76- Theneed for organizational acceptance 95

77- Pushing the limits 97

78- Identifying strengths and weaknesses 98

79- Competency Assessment Models 99

80- Recruitment of new recruits 101

81- Growing management personality 102

82- Earn respect 103

83- Creating consensus 104

84- Telling to be heard 105

85- Welcoming personal assessment 106

86- Happy art delayed 107

87- Productivity Revision 108

88- Common recognition and exceptions 109

89- Positiveuse of power and politics 110

90- Launching a necessary discussion 111

91- so you want to be a leader 112

92- Inspiration is a choice 113

93- Predicting challenges 114

94- Understanding the time to disagree positively 115

95- Office Tickit 116

96- Identifying personality types at work 117

97- Tickit in phone calls 118

98- Working with hard-nosed chiefs 119

99- How to deal with the chief's disrespect in front of others 120

100- Successful getaway flow 121

101- How to leave your job successfully 122

# Being an exemplary manager, not a very normal manager

There is a difficult reality. Most ordinary people think they can be leaders, but in fact, when we take a closer look at them, we see how controlling and arrogant they are, a completely normal, classic manager that can be found anywhere. You're a high-level manager who knows how things are done, so when you expand your work you feel compelled to get your subordinates to do things by your high standards. But you'll be warned that this kind of leadership style, micro-manjing, can destroy some of your adaptations and work culture. It doesn't matter whether you're going to send a negative signal or not, whatever it is, that's how you control a micro-metering. None of this is a message you'd like to send, I want to remind you that in your job you need to be more focused on the consequences and consequences of the future than on the procedure for getting things done. You need to focus on what is and try to get your colleagues focused on how. You can do these by following these three steps:

 First: Take the time to explain precisely, guide and clarify the expectations you have set for some tasks to achieve efficiency and usefulness, and from the beginning you must do so in a way that your management does not have an imposed mode on your employees and by asking questions to be sure whether your subordinates have clearly understood your expectations.

 Second: Set yourself how long to wait for your employees to check their work. That's a really big goal. Resist not checking the work until 60 to 70 percent of the time has passed. While you need to devote some time to focusing on your personal work, this tactic can have a clear message for your employees how much you trust them.

 Third: Either you encourage your employees to continue working or, on the contrary, you stop them. I want you to fundamentally change the way you review. Yes, not only do I want to do this in fewer intervals I also want to change it in the best way. Instead here they say let me see the work first or see how it's done. Deciding on this would be helpful and, instead, it would be easier to evaluate it as well. Ask, for example, "How are you doing? are you keeping track of things? Or "Is there anything I can do to help you?" "Perfectionist people sometimes want absolute control over situations. Even though you are an expert and very helpful in your work for your employees, you should also know that your subordinates need a little more space to feel more free. This gives them a sense of well-being that enhances the quality of their work. Now let's go a little further and you might be surprised by what they're doing.

# Manage your manager

A bad news story: leadership is not just a simple top-down encounter. If you want to be a successful professional, you have to be comprehensive and 300 degrees, you have to manage your employees who may be your age. Yes, you have to learn to manage even your boss. And now the good news is that when you learn how to use your situation, you're going to realize that it's not that hard. I want to remind you of five steps that will help you establish the best possible relationships with your boss 1) to understand what they prefer to establish relationships. For example, they may love email or may prefer phone calls or face-to-face conversations. They may like talkative people or value brief things and prefer a short relationship. However, you need to know their communication tastes and use them well. The more and better you use your boss's favorite ways of communicating, the better he hears what you're going to convey to him, 2) be completely clear about your expectations of your own performance. Don't assume that you both have a mental background and make sure that you both have exactly what to expect with a clear statement. Talk to each other constantly and stay in touch. Consider at least once or twice a week for conversation to keep in sync. 3) It's not just your goals that require transparency. So at the same time, be careful that you also need to understand the boss's goals clearly and thoroughly. The bigger you see the bigger picture of what your boss manages, the better you understand the rules of work and find out how the piece of work that you have falls into the overall puzzle. This is a very important point. 4) We can't be 100% perfect and right, but we have to always have more than average performance. Yet if you want to progress and be strong and good in character, nothing can overcome the power of your bright and successful background. A good track record includes many things that will help you succeed with the fifth step, as well as constantly sending positive signals about your goals and aspirations. If you like to progress, you have to be your best supporter. Don't assume that your boss knows your dreams and goals. Talk about them and let everything be clear and clear. You don't need assessment and don't be complacent. Try to be realistic. You don't have to remind yourself of them every day. Instead work calmly for your long-term goals and think about them at the right times, for example every few months. As it goes on, you find that the pressures and the impossible become less and more comfortable. You put your destiny in someone else's hands, the boss is very important to you and they are usually busy. So with the help of the points mentioned, try to make more time to communicate together, and as a conclusion, you both need to know what the other is working on and which direction the work is headed.

# MDirite 70s (Generation Y)

Nowadays, one of the great challenges in workplaces is generational management. Certainly, the generational change that has occurred in the last two decades is much broader than it used to be, and certainly has far-reaching consequences, typical of which are the 70s or generation Y. Generation Y was born between 1980 and 2000, and today many have entered the labor market. Unlike previous decades, Generation Y kids are the generation that have broadened the field of work. They have taken trends from their parents and generally live much more structured lives. They're a huge part of your future, so what do you need to do to see the social approach and effective sense in Generation Y? Everything has a specific time and time. Most businesses like to have regular hours, each meeting has its own time and time. The goals should be clear and clear. This generation has grown up with a lot of structures. You should even pay attention to small management tips. You have to give them a neat structure. 2) Try to have a conversation instead of always ordering and ordering. Generation Y kids who are now part of the job market have some thoughts and opinions that you can't easily ignore. In addition, generation Y kids have learned that they need to be a good listener for better or worse. They are the most child-centered children of history. They have been trained to consider spending money as their right. Yes, you're the boss, but you have to aim to really look at them as a partner like a parent and not a worker or subordinate. 3) Try not to be too serious and don't forget that a bit of humor isn't bad either. Generation Y kids like to enjoy their work, their work environment and their colleagues. They love to be positive and gain good experiences. If you find that one of your Generation Y employees isn't laughing, worry and change their workplace to a busier part and highlight their role in social activities. For example, make sure they attend later ceremonies or celebrations. Life is short. So the work has to really be something beyond working. It is hoped that you will believe the topics discussed. Because surely a host of Generation Y employees agree with these topics. Now review the steps you've been through and improve your relationship with your Generation Y staff right now.

# Managing work forces that are generational difference

To date, there has never been a generational difference between people in the labor market. You are faced with a job market that combines generations, and it's fair to say that working effectively together requires tremendous management ability, which anyone might face in the years to come.

The following methods help manage these generations:

A lot of times employees from different generations tend to bring themselves closer to the values at work. But since they think it's useless, they don't say anything. So try to have a conversation with your staff. Instead of paying attention to the right or wrong of their thoughts, think about their interesting differences. Thinking about the diversity of existing values, in different ways, is something that can create creativity in the group. Consider the thoughts of your employees at different levels and deal with them professionally and learn to talk to them about their thoughts. Even sometimes joke with them about their mindset. However, don't forget that talking more is better than talking less.

Consider people to guide others at different levels. In every generation there are competent employees who want to play a guiding role for the rest of the generation. Think of it this way, everyone has qualifications according to their role. For example, a new generation can teach new technologies to adults, and adults can transfer their experiences to younger ones. So look for such qualified people right now.

Also, if you want your employees to build constructive relationships with different generations, motivate them and share your goals. Sharing goals is a good example. For example, each person in the group knows that everyone is evaluated as a teamwork, so they find a reason to improve their relationships with other members of the group.

Be flexible. For example, create a different way of communication for each generation, although this can be difficult. But know that a tone shirt doesn't all go away. You benefit from showing flexibility in how your employees work. Old generation employees like to work from morning to 5 p.m. While the new generation prefers to be a little flexible in determining their hours. Try to be more concerned about your work output than your process. So we can say that this generational difference is an opportunity rather than a challenge.

# Avoid burnout

Your job as the leader of a team is to push everyone up the stairs of progress. But you have to do it without causing excessive fatigue in others. Even those who enjoy their work and find it interesting may sometimes get burned out due to a lot of stress. Burnout may be physical, mental or emotional. When you look at your team, do you ask yourself, are there any signs of burnout among your employees that are caused by speed at work or stress and tension? You've felt that they want to get away with it a lot. However, if you have seen all these symptoms and have not yet taken action to prevent burnout, it will have a huge negative impact not only on the professional lives of the employees, but also on their personal lives, and this is something that should not happen. Use the following points to ensure the challenges that some of your employees have to do:

Talk to your team members. It's a simple step, but it's very important. Ask your team members how they feel and notice what they say and how they act. Don't assume that they're either too good or can't handle their work on their own. Find answers by holding clever meetings.

Explore ways to get more relaxed. You have to be more relaxed when the projects are implemented or at the completion date of the projects, or when your team is failing, you have to take the risk of slowing down and postponing the work. In this situation, you should reconsider the goals and projects that the team is working on. When you're prioritizing your work, see if there are things that can be removed?

Create the necessary support and initiatives. In terms of support and support, tools like email, voice messages and social networks help you stay in touch with your employees and team by sharing good news and keeping them informed. Sometimes a few simple, affectionate words can make people calmer and focused. But in terms of initiative, see what solutions you can find to make your employees laugh and cheer up.

# Learn how to say "no"

This can seem as strange as it can seem. Yes, you have to be helpful, positive and social. But on the other hand, you have to manage the time to calculate your daily performance and make sure of your success. One of the biggest problems people have in this area is how to say "no." For example, your boss or colleague walks into your office and puts a report on your desk and says, "Hi, excuse me. Can you take a look at this and tell me if there's something wrong? "Here people usually accept work and feel happy to help their colleague. Sometimes this behavior seems subtle. But sometimes it can also be problematic. In fact, if we don't learn how to say "no," we may face risks and risks. First, if you always accept all people's demands, you will have situations that all you expect, and on the other hand, if you don't know how to say "no," you become a person who is skeptical about doing something, which makes you overwork yourself. In the end, if you can't say "no," others can't understand that your work is as important as theirs. Now we'll deal with the topic in more detail. When you are asked for a job in an unnecessary situation, it is acceptable to say "no", but when you voluntarily agree to do something, it will be different. Moreover, when you're deeply minded or planning on doing something or you're doing one of your most important tasks, you can't give up easily here. In the end, if you encounter an emergency, do not endanger yourself. Make that emergency work a priority. In any of these situations, when you're asked for a job, you can look and say, "I'll definitely help you, but not now." Then look at your schedule, specify a time and say, "I'll make an appointment with you in the next few days." People cope with this method except in exceptional cases. In this situation, your stress will be less, and on the other hand, you have assured your colleague that you will help him in a time not too long ago. This way everyone wins. Usefulness is very important, but if you're going to manage your time more seriously, you still need to learn to say "no."

# Poor Performance Management

If everyone does their job well, there is little need for leaders, but there are a lot of executive problems that you have to address. Many professionals don't like these aspects of management, but good managers don't escape the hard aspects of their work even though they're much more busy than they want to manage others constantly. It is better to focus on the issue of interfering with a manager. Think very well about the two questions that follow, because it can help you a lot in choosing the right way. 1) Are your questions asking your colleagues to make the best decision for you a habit or rarely arise, except in certain cases and to avoid a big problem, in other cases you are preventing future problems with your involvement 2) Is the area of productivity really important or is it only of minor importance? Be upset that some don't do exactly what they have to do. Look a little fairer, but try not to intervene until deviations in work productivity and the morale of unsizing people. After reviewing these questions, we need to discuss these questions. If you have decided to intervene, respect them by speaking privately with your employee. Be positive, but clearly explain what you're seeing. Your goal should be to talk to your employee to look for the root of his or her unpleasant behavior and not forget that you may also be part of the problem. Who knows, the structure you offer may be a little vague or you can't provide them with the best resources to get the job done. In general, you're going to know what the executive disability is caused by. Is it an executive or motivational problem, anyway, any of this is possible? But let's assume that you don't know where the problem is from. Let's determine where the problem is by speaking. If the problem is people's ability, you should think about enhancing their ability, and if the problem is caused by motivation, try to think more seriously about the support within the person you provide. In addition, you have to think whether people's personal ability is in harmony with what they're asked to do, in other words, they may not have been built for that job, or the role you've intended for them may be much less or much greater than their ability. After you have agreed on the initial solutions, try to clarify the consequences of not changing your employee's behavior. They need to know that this poor working process should not continue. The bottom line is to open your eyes and remember to have tangible oversight of the progress of your employees. Correcting enforcement problems can be difficult, but it can be very successful if done right. Follow these tips so that you can do the hard work of getting your employees back on track.

# Providing feedback to employees

One of the most common tasks of an administrator is to provide feedback. But it doesn't mean that if we do something all the time, we do it right. In fact, when you provide feedback in poor situations, it may be at your disadvantage. Fortunately, the principles of providing effective feedback are known. Keeping in mind five points will be very important 1) Your feedback content should be helpful and helpful. In most cases, managers only refer to cases where feedback standards are called, and it is also just feedback in which people are told they have been able to meet expectations or not. You can say, "Well done, great," or say, "You could have done it better." Or "I believe your ability is greater than that." All of these phrases will not be effective, even if they are honest. 2) You have to tell them how to do differently and better. Avoid vague statements and ironies that create ambiguity. Never tell people that their presence at the meeting seemed useless or that they were distracted at the meeting. Have your own specific attitude. Say, for example, "Ali, you interrupted the others more than 10 times in the session today. I'm sure you didn't even notice it. Do you agree to talk more about it? "Although both points are very important, remember that it's not always just what's being said, and there are other important issues. Like... 3) How to provide feedback. One of the main rules is to be positive and look at the full half of the glass. You don't question anyone, you're just trying to help them, 4) Consider the time to give feedback. The best time is the closest time to the desired performance. Obviously, planning for this is difficult, but you should try to comment very quickly. Best of all, the presentation is private and face-to-face. Positive feedback can be raised in public, but it is better to say negative and critical comments privately and avoid expressing them in the form of email. Instead, pick up your phone or meet someone. In the end, the number of feedback you want to provide is also important. The fact that you have 15 things to consider doesn't mean that your employee can quickly correct or do all of them. Everyone has a different capacity in successfully advancing things. In addition to dealing with them you have to be sensible. Regardless of whether it's been a good or bad day for your employees, you should give your feedback in a way that makes it clear that you understand how they feel. As a leader, the ability to provide a good feedback is part of your abilities. Follow these practical guidelines to make sure how effective the feedback presentation can be.

# Nurturing future leaders

A good leader is someone who takes into account short-term and long-term needs. It's interesting that the nature of life forces us to think more about our short-term needs. Sometimes these same long-term neglects, which can be very important and vital, foster a leader or a caretaker in the future. You can also hire a number of new people instead of constantly thinking about creating inner talent. It's a great way, but provided that new person takes over a small part of your strategic work. If you use too much of the new external forces, your internal staff may lose motivation to make progress at work. Whether your collection is large and formal or small and intimate, it doesn't matter. The foundation of this work is the one. There are four main steps to developing a healthy leadership.

Discover the best talents in your collection. Based on your need, this talent discovery can be very formal based on data and information, or it may happen with several simple and quick chat sessions with your management team. Ask yourself which of your young employees looks more capable. Of course, you should not forget that you should test their talents in leadership, not technically. Does anyone know how to create good relationships or motivation in others, or how to make definitive decisions and deal well with conflicts and conflicts?

Share with them the plans you have for future leaders' progress. If you see that they are as talented as you thought they were, you no longer have to dictate their work to them. Here, you just give them the opportunity to create creativity that is in keeping with their responsibilities. So with a two-way conversation, you can understand their interests and desires.

Current activities that you use to develop their leadership skills. Think about the diversity of their work as much as you think about the level of their responsibilities. Diversity means expanding the extent of applications and technical tasks that concern them. Given the level of responsibility they have, I specifically point out, speed up the level of authority of these people more than other regular employees. These two methods will help you get to know your employees more and thus recognize both sides of the strengths and limitations created in people.

Don't forget that retaining top talent is a big priority. Someone is more talented to have more options in the job market. It means that you have to recognize progress in your young leaders and value them so that they feel really valued in themselves as well. Aside from the competitive salaries and benefits you consider for them, you need to express their achievements in public and interfere with decision-making with higher managers. You may be a successful person today, but by applying these four points to recognize and nurture talents, be sure that in the next year you will be sure to influence these points in deciding your success.

# Hire to fill your team's blanks

Sometimes you hire a person to grow and develop, which is a big problem itself. Sometimes you also hire someone to fill the void in your job. For example, someone might have retired. If you're very lucky your boss tries to hire someone new and you and your team will have a new partner and that's the right opportunity to discover a new talent. However, most of the time, the process ends very badly. In many cases we make very hasty decisions and eventually we will regret it. We need to hire someone who meets our minimums instead of hiring someone who is really great. There are three main reasons why we make such a mistake. First, fill the void quickly by replacing the force, because with the loss of one force, the workload of other personnel increases so that they can carry out the work of an absentee force. Mainly, people will not enjoy the increase in workloads, and the rapid recruitment of a force seems like a good job. On the other hand, searching for a good force is time-based, and this time to read people's resumes and interview them will increase your normal tasks. Over time the extra work will exhaust personnel. This is acceptable but it is not the right choice to keep looking for better and better people. Finally, many managers think that if they do not replace the force quickly, their own ability may be compromised and they try to recruit a force in any way possible. They assume that other managers tell their boss that they need more power and they work on their own, and in many cases this happens too, which makes you rush to make decisions instead of acting smart. These concerns are somewhat reasonable but cannot justify hiring an acceptable person or a moderate new colleague. Always remember the fact that it's easy to hire a person but it's hard to get rid of it. Sometimes you have to live with a decision for years, so you have to talk to your team about the new force you're going to hire and give them all the points that have already been mentioned. Also agree on the quality of the work you want to hire a new person. Then make sure you've divided the problem of a colleague's absence with the rest of the staff, i.e. assigning the duties of an isolated colleague to five instead of one or two. However, as a chairman, you have to take the lead by claiming that you have taken part in the work of the isolated person. In the end, make sure you can manage your boss for a while and talk to him about trying to improve things. The more you communicate with your boss in this area, the more it can convince him not to force you to act more quickly in hiring a new force. Hiring new staff is an amazing opportunity, provided you take enough time for it and ultimately remember that your goal is not just to fill a gap but to hire a great force.

# Back-up in your organization

I wish he could say that the smartest and hardest-working people in doing their jobs have always won. But the reality is that it's not always like that. Do you know who wins often. People with the largest and most networked communications win. They make the best decisions on time and are informed of the opportunities before others. Networking is an extensive topic and involves a lot of activities that you should follow outside of your organization as well. For example, attending conferences and business meetings, or volunteering in different groups are networking methods. It's too bad that you're just looking for networking within your organization.

 There are five main and reliable ways to network within the company.

Volunteer for different committees and workgroups. There are always a number of these workgroups or projects to rebuild principles or change and fix something in the company or community. Sign up enthusiastically while helping yourself to help others. This way you become a member of semi-professional teams who meet at different opportunities and under different pretexts and can exchange information with each other. Sometimes, if you are lucky, by placing different people from different parts of the company, good operational groups are gathered. So that each person completes his or her own section like a puzzle.

Finding new partners to eat lunch: We all have to spend an hour of our time eating, which makes lunchtime a good time for networking. If you're a little shy, plan to always spend lunch with one or two people you don't know, and invite someone you know well to accompany yourself.

Launching a book reading group: Thousands of interesting and entertaining books related to business are published every year. Check out the list of best sellers, pick a good book and start reading. In the meantime, add a few managers to your community for ideas and increase the number of people. Once a month or a few months, the group meets to discuss the interests and marginals related to the book, the points and ideas raised in the book.

Be a communicator. Don't think about how you can meet a lot of people by networking. Instead create a service mindset about networking for yourself. When you meet new people, think about who you know who might enjoy this familiarity or benefit them. The more people you connect with, the wider your network becomes. Networking is a basic skill for any smart and savvy business owner.

Having meetings and conferences in coffee shops is also a good idea. But start where you're traveling. With these suggestions, your network can expand as you wish.

# Maintaining top performers

Finding talented and outstanding talents is a difficult and complicated task that is getting even harder. You have to figure out how you can sustain these talents. I don't mean the talents of 20 to 30 percent of the top employees of your organization. There are talents in competitive markets. The fact that talents are always mobile is an accepted and natural issue that benefits a team with good planning management over time. However, this requires providing a good working environment and a positive relationship that appeals to the organization's leading employees. Your goal is not to bribe, but to create a group that everyone wants to change inside. An environment that all members consider like home. There is a long way to go before you can develop the skills to retain these talents on your own. Here are 4 tips from my favorite methods:

Check what you failed. Never let the separation of an incredibly valuable employee be a factor in reducing the tension of your effective relationship with others. Keep your lines of communication open with him until you leave the workplace and even beyond. At the end of reaching an official conclusion for separation, it must be accompanied by an informal conversation. All of this is to help you understand them. Whether or not this separation has good results for the team and the organization, they haven't actually left when they leave you anyway. Use LinkedIn and other social networks alongside email to contact it. You never know how much it's possible for you to help each other in the future. The next thing is to give your best CEOs the best of your own. Putting each of these talents together with another talent will increase your ability. Leading leaders know how to expand these trends and increase their top employees. These leaders, if needed and in certain cases, are not afraid to provide feedback, which is of course desired by the organization's top talents. Don't forget that top anchors always enjoy being recognized. Therefore, be sure to commend the exceptional performance of your employees. Also note that creating long-term development plans is an important and vital issue. All employees benefit from career planning. But none benefit as much as the top talents. Keep these people informed about the company's trends and cooperate with them bilaterally. The more they realize your support for your career goals, the more likely they are to stay with you. Finally, find ways to connect top anchors with the company's executives, especially when looking for new aspects of their talents. Whether through formal training, committee cadre, or quick and short-term meetings. By providing them with access to senior decision makers, let them know how important they are to you. These people are your first and foremost important asset. So by following these guidelines, be sure that these people have a lot of reasons for themselves to remain as effective and efficient members of your team.

# Employing people with high potential

Those of your employees who have great potential are your exemplary stars. They represent 5% of the high-level people in your organization who will cause concern for you if they decide to leave. These employees are scarce and should be given special attention because of their incomparable important role in the company. Sometimes when we pay attention to really talented people, we realize that they are needless of others, and at the same time they are highly motivated. So we come to the conclusion that we don't need to worry about them, which is of course a very wrong thing to do. A study in this area shows that nearly a quarter of your top employees are currently looking for another job. Of course, you don't want to train a female opera singer, but you have to pay special attention to this group of people, and of course you should also note that despite the need to pay high wages to these people, money is not the only main motivation for them. Instead of focusing on the issue of compensation, I ask you to pay attention to these strategies in your process, which will increase your ability to employ high-potential employees. Be sure to note that this percentage of people know that they are special. Most people with potential and immense ability need more attention, not less attention. If you and other team members have not yet concluded whether or not you should publicly announce the names of such people, I must say that your answer is only a yes. Most organizations do, and those who neglect to do it regret it. Never let futile rumors replace explicit dialogue. The more you inform them of their situation, the more likely you are to increase the rate of retention for yourself. Next, do more to determine the situation and the challenging responsibilities. If the actions and responsibilities of these people are repetitive and unchanged. After a while, it discourages them. Many employees on average tend to have simple and easy tasks. But the top talents in the series do not expect such behavior. If they get tired and heartbroken, they start looking for opportunities and other job opportunities. Assign them challenging tasks and give them the power and authority to accomplish them. You should also put top-tier people into modifying your organization's superstar in two-to-two alongside people with high potential. Here we mean the same people who have potential on the sidelines. Senior members are considered as the accelerator of the training process for newer people in line with the high potential created. In the end, you should note that recognition in general is very important for our talented performers, and of course this should not end with just a plaque of appreciation or an award of this kind at an organizational celebration. Here is the main issue to be seen. They love to be recognized. They love being seen and recognized by others as employees who are involved in interesting and challenging organizational work. In general, high-level and challenging tasks are specific to this group of people who always get higher results than expected. Finally, note that employees with high work potential need higher attention and maintenance, which of course is worth and deserves. The more you pay attention to them, the more they are sympathetic to your work and pay attention to it.

#  Leave your team free

Even for the big and outstanding teams, performance sometimes has an upward trajectory and grows, and sometimes it drops and gets to the worst. This is normal and does not require concerns regarding natural inconsistencies. But you should be concerned if you see abnormally poor performance. Your first business task is to assume that you don't know why this happened. Instead of assuming you should start a dialogue that allows you to reach the depth of the problem to find the main reason for the problem. A particular problem may have caused this problem. Maybe some of the new policies have affected productivity, or a member of the team is creating a conflict that you don't know about. Assuming there is no simple answer, the next challenge will start you putting the situation together, so as to bring the team back into the domain of more transcendent performance.

Try these three classic ways:

Apply the 70% rule. When a progress is slow and the need to make a decision is felt. A bilateral agreement speeds things up. Sometimes you have to force people to talk and make sure the band members engage in a two-way conversation. But you always need to remind them of the need for a breakthrough. According to the law, 70 percent is prepared to coordinate whenever someone is as high as 70 percent for their team's goals. There is no speculation in this regard. If you're really as good as 70 percent in keeping with the team's goals, you're able to support the team. In other words, this is the cost of the team's progress.

Single planning of the work that the team is doing during the day. Think more about meeting places as to the time and day of meetings and the usual tasks of team members. Current habits usually have high productivity and therefore develop. Over time, however, they slow down your thought process. Because the tendency to propel your brain goes back to its conscious state. In this case, the possibility of new and constructive thoughts is found. Finally, if these two solutions do not work, it is likely that it will be time to intervene.

Intervention: An untimely and difficult process led by you as team leader. The goal is to note that you are disappointed with the performance observed in the group. In order to describe how a great performance works and clarify, making the likely results of that performance should not be a good development. In this situation you have to play your part well. You need to pinpoint exactly how to help yourself get the team back to its previous situation. But it is clear that regardless of the root cause of the problem, the situation is changing. It is natural for teams to have problems. Take them out of this situation with a new decision, such as a 70% rule. By changing processes, normal methods do not become a fixed principle. Otherwise, the method of dialogue, bluntness or interference in this situation can be used.

# Coaching your team

In the not-too-distant years, the role of leaders was only dictating and ordering, and originally telling people what to do. Today, things are changing rapidly and success as a leader depends entirely on participation. Today, the leader plays the role of a mentor more than a dictator. All great coaches use common methods. Try these well-known solutions. In the first step, you should pay attention to your current situation. This is the only indirect and at the same time the most important technique in this field. Whether you acknowledge it or not, team members are carefully monitoring you. They scrutinize the conduct and any discrepancies between the standards you approve and what you do in practice. Be a perfect role model for them. Then ask questions in order to learn more. When you cooperate mutually with your team, always try to ask them questions instead of rushing to answer their questions. You can either answer their questions and save time in the short term from a time point of view, or provoke them in a conversation full of thoughtful questions. For example, when an employee comes to you about a customer's problem, you can respond immediately or ask him if he has spoken to other team members about it, or maybe ask him about it. In general, it should be said that while responding to that person, you want the growth of him and his team. Each period of performance represents one or two of the processes or behaviors you intend to target. You only need to identify one or two items at any given time. For example, during this period, you may focus on reducing inefficiency in holding meetings. In the next timeframe, you may choose an interpersonal skill, such as providing appropriate feedback. As a coach, your role is to facilitate and pay attention to progress and initiate a dialogue to keep team members focused. Finally choose the times to show your reaction. Note that coaching means being aware of the right time to intervene or refrain from any reaction. You're always searching for times to learn as a coach, but before you start with questions and conversations, look carefully at whether that person or group is emotionally in a good position to learn. Maybe they're not in good shape, or maybe they need some time to relieve some tensions. In addition sometimes you may tend to train but they don't require a coach. If you pull back a little bit and leave them alone, they will manage to resolve the matter together. In the modern world of leadership and management, your job is to help, accelerate and train in the work. You are a coach. Follow the solutions provided above and you will see that you will benefit from a good opportunity to become a winning coach.

# Apologies when necessary

If you don't feel the need for a basic apology at least once a year in your work, it can indicate your lack of effort. You don't mean to apologize for your bad behavior. In fact, we don't need to behave badly to apologize. My reference to an apology is in response to a positive conflict or instances of unwanted tension or anger. Cases that result in a different perspective on an issue are created. Something that's perfectly normal. Your goal is not to create a perfect coordination in a team. Rather, it only means that you have performed poorly. Excellent performance requires a difficult conversation, and in the continuation of difficult conversations, sometimes we need a sincere apology.

Effective apology features:

A favorable apology is always sincere. You can never pretend to apologize. You cannot apologise only for expecting a person. You only apologize at your own will. You feel that this apology is necessary and believe that your relationship will be damaged or diminished if you do not apologize.

All apologies are very specific and belong to the person who makes the apology. This means that you raise the cause of the apology, which is offensive, and do not seek to partner with or blame anyone and take responsibility for it. Accept your own culpability. You are not here to share another or to blame your colleague. You are here to apologize for the ugly thing you have done.

An effective apology should be timely. The right time to apologize is the first possible opportunity. It happened right after it happened. In other words, it happens within a few hours on the same day, not weeks and months after that. The important thing is to make sure you have taken enough time to eliminate the possibility of any expression of abnormal emotions that are likely to form in a calm and controlled situation to apologize.

Suggest a solution. In executive teams and with favorable performance, tension is inevitable. However, try to come up with a solution to prevent future tensions. For example, something simple, like opposing a person, especially in an environment away from the eyes of others, instead of citing it before others. Most of the time, things like this prevent tensions in the future. Violent and hardworking people often get stressed out with their friends and colleagues in different forms, even sometimes they don't have any intentions. However, this is also normal. In such cases, take the first step yourself and apologize appropriately, and this way you promise your team members to continue a constructive dialogue.

# Correcting mistakes

No one is perfect. We all make mistakes. The thing that separates ordinary employees from elite performers is not which ones make mistakes, but the difference is which one sooner realizes the solution and the method of correcting it wrong. You don't want to make too many mistakes but you need to know that making mistakes is normal. It's your behavior against that mistake that makes the difference. In order to ensure the best results, be careful to keep these things in mind at the time of the error: first of all, when you realize that you have made a mistake, admit your mistake. First you accept the mistake yourself and then share it with your team members. If an issue is trivial and insignificant, there is no need to discuss it with other members. Just correct it. For every significant error you must first accept that you have committed that error, which means not blaming others. Remember that blaming only means irrational and almost meaningless excuses. Even though it is very common to blame others and witness it frequently, you should note that we will not be able to assemble a team by blaming others. Now is the time to correct the problem. Here your biggest goal should be to find the root cause of the problem. In most cases, professionals are so busy that instead of addressing the problem and the cause, they only hide it. Suppose, for example, that your job is to sell large industrial machinery. One of the customers will contact you and talk to you about the performance of one of the products. You have to make the right decision. You can try to improve the situation while talking to the customer. Alternatively, you can take a more rooted approach and send a technician to his location to reassure that customer about the correct operation of the device, or go to the design and production department with the help of a colleague to investigate the problem in a fundamental and rooted manner. If you choose a shorter option, sending a technician to the customer's location, you may be happy for the customer. But in doing so, you have formally requested that the problem be repeated. Anyway, now is the time to use what you've learned so far. Even if you don't think that other members of the company or organization are dealing with such an issue, you still don't know what might happen tomorrow. That's why you should use previously learned items. These can even be multiple notes that are stored as a file on your computer, or they may be digital photos and videos you've saved somewhere. Spending only a few minutes using this content can save you the equivalent of several hours or even several days. You will never be perfect human beings. However, you can do better than others in learning and correcting things and get back on track. Use these three solutions and you'll see that mistakes can end up in your favor.

# Creating a lasting initial impact

We all know that success at work is predicted based on successful relationships. Perhaps the most important part in starting any relationship is the beginning of it and when we have the opportunity to make a desired initial impact. One cannot over-emphasize the importance of this initial impact. In fact, these initial perceptions become lenses through which the continuation of the relationship is judged. You never have a second chance to make an initial impact. So we need to look more at this desired primary impact. If you meet someone for the first time in a meeting, make sure you are ready and on time. If you do not follow these basics, the speed of damage to your reputation will be astonishing. You may be on the verge of an unscheduled personal meeting. Suppose, for example, that you see one of your colleagues on the street and he introduces you to his friend. In these situations, if you want to make a proper, constructive and memorable initial impact of yourself, remember these recommendations: First, always keep your eye contact. Constant eye contact with the people you're talking to is vital. This eye-catching connection shows others that you are confident and interested in this interaction. The next thing is to shake hands with someone with power when you meet someone, don't hold their fingers and don't let them do it either. Of course, losing with power is neither too rigid nor too slow and loose, but something between this spectrum. Keep in mind that normally losing something takes about a second. Another good trick is to ask questions from the other side instead of talking to yourself. When you meet someone new, you have no common background, and sometimes this will make your conversation a little strange and unusual. You can ask one or two questions to create a sense of comfort and tranquility on the opposite side and let him answer questions. In that case, you will not look selfish and clearly show interest in knowing him better. The next important thing is that if you're going to meet someone for the first time and have a lasting initial impact on them, don't do a few things together at the same time. You can look at your watch later, you can check your emails later, but in the first minutes of a new interaction, your focus should be on that new person. If you divide your focus on other tasks when you make the first impression, the other side will assume that this new relationship is of no value to you. At the end, address the other side by first name. For example, say, "Ali Agha, it was nice to see you" or "Hussein was happy to talk to you." Using a first name indicates that you have paid attention to the other person and the first meeting with this person has been a pleasure for you. The more the other person feels that you have paid more attention to him, the more likely he or she is to pay attention to you and remember you for him. The initial impact is very important and you only have one opportunity. Use these tips and make a good initial impact.

# Be a change agent

A lot of times we waste a lot of our work because we spend all our energy on preventing failure. We have been taught to listen alone, to parents, to the teacher and to our boss for thirty to forty years. If you do what you have been assigned, you will be rewarded and if not, you will regret it. The interesting thing is that we love innovation and success in society, but strangely we still blame failure, while unfortunately success has a lot to do with failure and learning from it. This is a general and inevitable matter and we all face it. Of course, it also seems unreasonable because every product, service or successful process has been a failed project before success. It's really a two-sided subject. One of the main reasons for the failure of organizations is that bureaucracies are designed to minimize risk and reduce instability. It's a bit strange, because it's been with an exciting risk and an unsustainable job that every organization has formed. Good leaders know that, and accordingly, they start to simulate the behavior of important things. If risk-taking is done continuously, it will be smarter, faster and less costly. If innovation makes progress, then they know they have to be responsible for change. The shifting officers are people who don't just theorize , "What if it were like this", but they're working. They are people who are pushing for change to happen and grow. They understand the danger, but they want to do more than be afraid of risks and failures. That's right. Some people believe they feel more comfortable taking risks. However, anyone who has a boss who can build an innovative team can learn to feel better about taking risks while also innovating. Almost everyone can be the agent and agent of change. Find these people at work. Think about your organization and consider these questions. First, do you welcome failure in the learning process, as long as you don't value your failures, you won't see a significant expansion of innovation in your organization. The smartest, fastest and least costly failures need to be identified. Second question, do not mistake team members for being frank about work than politeness and decency? Politeness and decency are very important and practical, but not as quick, honest and frank. You won't be able to correct or improve them as long as you can't be explicit about things. The last point is whether innovation is defined in your infrastructure, for example, whether employees are also evaluated based on innovation, creativity and change when they work or when they are employed. Do you use methods that you can choose in different areas, especially the development and training of creative and innovative employees? A large part should be allocated to nurturing innovation skills. There is usually a lot of talk about innovation, but few people tend to take risks that also lead to innovation and learning. Follow these tips so that you can also have a team of innovation officers.

# Finding destinations for innovation

In general, innovation is about achieving new things that create value for your customers and organization. Unfortunately, most people have a narrow-minded view of innovation. When we hear the word innovation in our conversation, it's usually when we discuss a product or service. Innovation in the field of products and services is important, but it is better to address this issue with a more open view. There are generally five destinations for innovation. Products, services, processes, technologies and business models. Products and services have been focusing on innovation since ancient times. We produce new versions of current products and sometimes we also make completely new products. Services may be offered at a cost or even free of charge. They may be offered independently, such as repairing the body of a car or may accompany a product, for example taking into account the different levels of customer service that may be sold along with certain technical services. Since we want to monetize every item, we focus on creating innovation and in practice we lose other opportunities. For example, a likely goal in innovation that is usually overlooked is process innovation. Organizations are nothing but a series of processes. How a product is designed is one process and how it is produced is another. The way it is transported to another part of the world is also a separate process. If you are able to do your work processes faster, cheaper and higher quality, keep your money in your pocket and make your customer happy. Now you can consider technology as a goal for innovation. Traditionally, the field of research and development, or R&D, is where technicians try to discover new features for materials so that they can perhaps use that feature as part of their next product. Modern businesses outside the organization are always looking to buy useful and practical technologies and also look for partner organizations that can share the risks associated with new technologies with them. A relatively new destination for innovation is the business model and deals with how our organization generates revenue and creates value. Consider the music industry. The old business model in the industry has been selling music albums on gramophone plates and later cassette tapes and CDs, but today much of the music is sold digitally and online. When was the last time you thought that your business model needed a fundamental change? Your surroundings are full of things that can be innovated. If you and your team members take an honest and careful look at the innovations you've been pursuing so far and compare them to the five types of innovations we've outlined here, you're likely to find new parts of your organization that are ready to innovate.

# Obtain the next promotion

Many people think that if they endure the hardships of the work for a while, they will be promoted. Sometimes it is, but not always. Your job is to achieve the promotion you wished for, because you have requested it in the right way. So it's better to deal with some of the issues that promote them. Consider these six vital tactics. The first and most important is to make a record of your good performance. Nothing can help you as much as successful work efficiency. A job that is clearly better than the average performance of your ranks. This is the basis for promotion. This is not debatable. You have to have a good work experience. Maybe you and some of your fellows have a good career, so the remaining five tactics can help put your name at the top of the list. It's best to start with your need to announce your interest in upgrading. When you can't talk all about your abilities, but sometimes you also need to show up. You need to talk to the boss or any other person associated with your work every few months and make sure they are well aware of your desire to upgrade. Do not assume that they know what you are asking for. The next tactic is to learn new skills. You are a valuable asset and naturally you want it to become more valuable over time, and you do so by learning new skills and abilities. This may be familiar with a new production line, an intra-organizational software program, or a few other skills and work processes. Increasing your skills not only helps you with your work, it also shows others that you are always looking to learn, which makes you more worthy of promotion. In addition to your normal tasks, also cleverly look for what you can do. Here, voluntary opportunities are meant in other committees and team projects. This may be to support intra-organizational change projects, charity work, or so on. The point here is that volunteering in general is very good, it still helps you build your network and announces to others that you are a hardworking member of the team. Last but not 10 things to think about training your replacement. One of the reasons people get promotion too late is because they're really good at their current job. So their boss will think that it's very hard for them to find alternatives. Your job should be to train one of your employees or ranks to eagerly succeed you. In this case, your boss's concerns will also be less. Getting promoted doesn't just depend on doing important things, it's just getting started. You have to let others know your goals and aspirations, learn new skills, do extracurricular things and help find a successor for yourself. All of this increases your chances of progress and promotion.

# Plan for your next promotion

Why do so many people think they should get promoted! Because they only had a job for a year or because they asked for promotion! Maybe because everything you're worth having, you should have, and getting promoted doesn't make any difference! You should not expect a promotion very easily, and you should not make a request with this theme from time to time. Instead let's talk about some of the more effective ways. Let's see what it really means to get promoted. First of all, if you are the best at work, you usually don't have to apply for a promotion. Managing a collection always wants to retain talented forces. So usually they themselves appreciate the tops of their collection more than ever before. But I also accept that the presidents are usually so busy that they remember to think about these things. Sometimes the budget is so strong that they don't have to think about these things. So you have to do a little bit yourself to get the promotion that you deserve. First of all, don't ask about promotions immediately and without introduction, think a little bit about the scenario of informal and follow-up conversations with your manager about your next promotion. How you perform and the amount of salary you expect could be the subject of your conversation over the next few months. Apart from reviewing your performance, you should also find a number of the number of conversations you have with the president about your developments. You need to know how the presidents are looking at the progress of your work. They also need to be clearly aware of your expectations. Think about discussing the promotion with the manager between six and nine months after the last promotion if you were sure that your performance had met the expectations of the presidents. Don't ask for a promotion instead talk to your head in a clear way about getting a promotion every six months or any other appropriate timeframe. Talk to him about defining a new skill or a specific achievable and logical goal that you get promoted by reaching it. Then specify a time and make a appointment to reach the target by the specified time if you succeed, so if you don't succeed, then your workplace should include this in your file and the company can move you to other parts of the organization or even fire you, either way it's in your best interests. Because your job isn't just to get promoted. But you have to devise a plan that will give you the opportunity to get a promotion.

# Enjoy the work

Work and recreation are words that can be used in the same sentence. Let's be honest. We spent a lot of time in life at work. So you don't think it's better to try to have some fun with it, of course I know that your job as a leader is to make your team's work processes easier to get things done. I just want to say that one of the tools you need to think about the most is entertainment. I don't want to zoom in, but when you do something to make people feel positive at work, it not only makes them smile. It also makes them more motivation, higher productivity, and even more creativity. Let's have some fun by following these tips. First, open the joke and laugh yourself. As your president, you have a high position that usually doesn't let employees feel very comfortable with you. Your job should be to get a little close to others and look like other people. This will help improve the process of talking and making decisions. One of the best ways to do this is to blame yourself every once in a while, you have to use your past mistakes and laugh at yourself so that others can learn. It shows other people that you can also be humorous and laugh at yourself, and it's a good thing. The next thing is to look for excuses to celebrate, not to set up a working committee for it and spend large budgets on it. No, I don't. Simply hold celebrations if you think your celebrations are real, they can be held cheaply or at no cost. If you think a little bit, you'll find a lot of topics that can be celebrated. Objectives, promotion of a colleague, finding a new client, the anniversary of the start of a colleague or many older customary excuses such as birthdays, marriages, children's birthdays, etc. There are many other cases. Don't be afraid to celebrate every week because no! Any celebration can take only a few minutes. And the last thing is how often you have to have fun just under the pretext of having fun. Think of these as a water match in the parking lot, a lounge football, a ping-pong match or a match for the best workplace layout. Sometimes a small hobby is very effective. You don't have to think about having fun all the time, but if you never do, then your office is starting to become a boring place. Let's be honest, life is too short and we spend much of it in our workplace. When you beed leader, you probably didn't think it was a part of creating an experience of fun and joy for your team members. Technically it's not. But successful leaders are determined to devote some time to helping them communicate between their team members, and this connection is not just about doing things, but also creating positive feelings with some fun.

# Find the target in your work

One of your main tasks as a leader is to help others aim for their work. Some just endure their work, they know they have to work. They feel that their chief is basically a appearance and they even think they don't love what they do. They adapt to job demands. They tolerate this situation and what a really uncomfortable truth it is. It doesn't matter whether someone who works for you likes or hates their work little or much. I want you to know that you have a great ability to help them experience purposefulness, a positive sense of doing things that are really important. Things that are valuable and feel good after you're finished. With a good head coach and a good team, anything can be full of purpose. Give your staff a goal by following these three guides. First, think a little more flexible about putting people in work roles. I know that different people are hired to do certain things, and their job descriptions are often dry and steady, but they shouldn't be. Have an open and comfortable conversation with your staff as needs change and as people grow. This way you can sometimes add opportunities to people's roles, or even change their roles completely sometimes. The more their skills and interests are consistent with the role you give them, the more they feel purposeful about their work. Second, look for creative ways to connect people with the results of what they do. Most jobs work to add a value at the point of a long chain of work that ends up with the customer. But usually the person responsible for adding this value does not see the customer's satisfaction smile. But you can change that. A recall, voicemail or even a simple video of a customer can do extraordinary things. Imagine you're in a closed room checking mortgage-related requests when an email arrives from a customer who says I'm standing in front of my new home now and thank you for your help in becoming a housekeeper. How do you feel suddenly that everything you do in that crappy room has a purpose? And the third thing is always to try to make positive connections in your workplace. Research in this regard clearly shows that motivating people is not always money. Instead, people are looking for positive relationships, respect and being seen. As you guessed, all of this creates a sense of purpose. Some people think you have to have a business dream to be able to experience the goal of having. But that's not true. Most of the time, any job can make sense. Provided that you deliberately put people in the right roles. Connect them to their performance outcomes and take care to build positive relationships. These tactics help you to act more productivly and help employees better understand and aim for work issues.

#  Be a better listener

That old sentence is why God listened to us two and one mouth! In fact, listening is a core task for effective communication. But we still talk more instead of listening well. There's a little known secret in communication. Experts listen more in communication to talk. So why is it so hard for some people? ! If you're a good listener, you'll get a lot of benefits. You understand others better, you waste less time in the wrong communications, and because people like to be heard, you form stronger relationships. If you learn how to listen effectively, you make a lot of profit. It just doesn't cost you anything. All professional listeners comply with these rules. First, don't do multiple tasks at the same time. It's not good to do things at the same time. That's how you focus on a few different things. If someone is talking to you and you're checking your emails and text messages, it's like you're not there at all. The right rule is to put everything in your hand and keep all your attention on who you're talking about. Pay attention to him completely and don't distract you. The next rule is to use your body language well, which includes looking directly at the other side' face, eye contact, showing interest by shaking your head as well as shaking your facial parts, and not using your hands and arms as a dry, defensive state. All of this together shows the other side that you're listening to him. Also try to think about what they're saying without quick judgment and expressing the opinion you have in mind. We usually take it as if we know what they want to say. So we start thinking and judging what they want to say. Instead of constantly responding to things in our minds, it's better to pay more attention to the subtle movements and changes in voice and tone of speech and words that the other party uses. The next important thing is taking notes. Writing a series of simple keywords is enough. In doing so, we both stop forgetting and give the other side the important message that we are listening to him carefully and actively. And the bottom of the word is to review a summary of what you're saying when you're finished, then ask him some questions and repeat his summary to determine if you fully understand what he means. Sometimes you have to say if I've realized it correctly, you're saying this, and that's true, then if they need to, they can correct your perception of what they're saying or simply confirm that yes, right. The art of communication is how to use words well. But it's also how other people's words are heard well. Remember these points so that this series that you're talking to those around you can see that they're talking.

#  Frankness in Communication

I've spent a lot of years talking to others about the power of positive thinking, whether it's writing or talking. This has always been my favorite subject, and the research I've done on this subject is proof of what I've said. When people feel a part of positive relationships in the workplace, it's natural to want to do better and show more loyalty and commitment than themselves. But let me clarify something to have high-performance relationships, frankly, it works much more than polite positivity. When I talk about positivity, I mean a calm and unchallenged work environment. I want to say that bluntness is as important as being courteous, even perhaps more so. By bluntness, I mean to have an open and blunt conversation, which means a lot of complete honesty and openness, not negativity, disrespect and no stinging reason. That is, to have a serious and difficult conversation. Top teams will make challenging arguments when they work, and that's precisely because their workspace is right. That's why bluntness is neither misinterpreted nor later causes opacity and fights between the team's guys. If your team likes to behave with courtesy and compliments and escape from tough discussions, I promise you that your team's performance is much lower than it can be. Without bluntness, many problems remain silent. You will never need to change, and the current situation will remain the same for you. This may not be a problem for you today, but very soon you will be unequivocal and unequivocal. At a certain organizational level of a company if it is not explicitly defined. Be sure that there will never be healthy competition. The conditions of healthy competition are very fast, then if you are not savvy and flexible, you will be left behind, and this will only happen if the team members have the power to speak promptly and without fear. I also accept that if your team considers a space to be frank, eventually people who don't like this very much will be found. But that doesn't matter at all. Because of the difference between the characters, some people find bluntness the source of tension, they may feel that honesty and openness in conversation are more personal than something. Your job is to change their view of frankness and let them know that frankness is an effective feature of a conversation. It all starts with you. If you're an example of this blunt connection and you support the outspoken person and accept their behavior when someone is outspoken to you. Then very soon quick and effective conversations become the norm. This will keep your team moving forward at maximum speed. But for high performance, you need equally explicit expression.

#  Determining the organization's readiness to change

Let's start with a question. Do you think there's a lot of change happening in organizations or very little? We have all been fooled by the general idea that change is the only way to stability and stability. We either have to change everything or take the risk of getting out. As a result, organizations define a very large number of projects for change, which means that many of these projects fail. The failure means that the project will either cost much more than the budget or take much longer than usual or will not succeed in reaching a predetermined profit. The research on the results of change in organizations has very clear results. We define many projects for predictable reasons. Two of the best of these reasons are trying to compete and adopt the best approach. That's what this is all about. The steering team will learn a new method or use some new resources to compete with others, or accept some of the methods it hears as benchmarks. Then he thinks it's much better. If we want to stay in the game we have to do it as well. Is that right? That's not true. But it usually happens like this. Instead of the behavior described here, it's best to think a little bit about the capacity and capacity of change. Each organization has limited ability to change. Unfortunately, we don't try very much to measure the remaining amount of this capacity before defining a new project to change. It's not that hard. Ask yourself how many percent of the volume of projects you've defined for change have been successful. What this means is that a few percent have been able to achieve the goals you set. In most of these instruments, this is 50-50. In high-performance organizations, this amount is seventy-five percent or more. Companies globally choose a small part of a big change and define projects related to it somewhere. In that case, we have five or six major projects, not 20-30 projects. They also spend a lot of time measuring the capacity to change, interview, examine, and then analyze all the results. In order to understand the emotional climate governing the change projects in the company from the perspective of the personnel, they spend time and listen to them. In fact, they have understood that with fewer projects, much more work is being done. Which one do you prefer. Five main projects completed with great success or ten projects with little success? They see that you've won the change you've defined and now everything is ready to start the next big change. Yes, change is always present. But when you think about it from the perspective of opportunities for change or change in your organization, remember to first keep an eye on the capacities available for change. If you still have a little bit of gasoline in your tanks, well that's very good. Otherwise wait. Because you want to believe it or not, sometimes if you do less, you may get more.

# Preparing for conversations to change

Have you ever seen a person with good intentions but inexperienced in meetings who wants to make a proposal for change? Sometimes it's a painful scene, and sometimes it's funny. Without proper planning, it can be very hard to talk about making a difference. A change in people's minds means stress, risk and excessive overtime. If you want them to listen to you accurately and thoroughly and have a positive view of what you're saying, you'll need to practice some things long before you want to talk at the meeting. Let's introduce ten short and useful tips that help you prepare for a proper conversation about change. First, ask yourself if you really want to do it or not, whether you want it or not, you can't always stubbornly achieve what you want. Remember to choose your battles wisely. Second, always consider the possibilities. Think about your upstream managers in the organization, for example. Depending on what you know about them and their recent decisions, do you think they support your point of view? Don't let emotions, opinions and sarcasm take control of you. Present the document and document at the very beginning and proceed with the facts until the end. If you're going to have a friendly battle, take your friends with you. Get a statistic before the meeting to know what everyone's position is. The more friends you have, the more likely you are to win. The fifth is to turn the threat into an opportunity. Explaining your opinions can help the other side. Being able to come up with a solution that will help them makes it hard for them to disagree with you. Six, for the leadership team, show your opinion very clearly. You can explain in a few short sentences how your opinion can help high levels of the company achieve their goals. If you can't get into trouble. Seventh, don't blame everyone else, don't blame anyone else, and accept your role in giving your opinion. In that case, the chances of the other party participating in the discussion with a positive view will increase. The eighth is to win the approval of those who oppose the change. Try to find something in their words that is acceptable to you. Your job is to build mutual and constructive respect so that they also have to listen to your opinion. Ninth, always offer solutions and don't just count the problems. If you're going to arrange problems, you'll need some solutions. You have to have something to say about how you want to change the current situation for a particular subject. Otherwise, don't talk at all. At the end and number 10, be prepared and volunteer yourself. If you're so simple that you're going to tell a few people to spend their energy and exercise time changing a subject, it's best to stand in line yourself as the first person and donate your time. Change is inevitable, it can be like a fun or extremely lavish one. It's best to discuss making a difference before you talk about making a difference. So pay attention to the points mentioned here. All of these points together will make you strong enough that you are very likely to get results.

# Gaining trust

Trust is one of the most important and essential elements for teams that perform highly. If people trust you, it means that they intend to treat you honestly and take risks on your backing. Innovation and change will never happen unless your team trusts you. If you want to know how to gain trust, you first need to know that this is not a question you want to speak of. You can't easily ask others to trust you. In fact, this is very strange and ridiculous. Instead, you have to act as proof that you are reliable. Consider these four behavioral points to win the trust of others. The first thing is to act according to the principles. Be honest with every decision you make and act according to the rule. Here, it is not just about following policies, regulations and laws. According to the principles of behavior, it means how good and right you are doing what you promised to do. If you say you will do work A, but instead do work B, trust will be lost very soon. So always stay on your word. Second, look for a way to be useful. Some in this way are called "servant leader", which means looking for opportunities to help others achieve their goals. This method is based on the fact that you are successful if your subordinates are successful. The more useful you are to them, the more they trust you. The third thing is to remember that as leader, you are with the personnel and not a dictator over their heads. Assuming you have ample opportunity and depending on the issue you are involved with, you should consider in your decision-making that you are cooperating with your subordinates and want to reach a conclusion with the collective opinion. In that case, the sense that your final conclusion gives them will be an important factor in gaining trust. In the end, put pride aside. That means humility, it means lowering yourself and accepting your mistakes. Being modest doesn't mean you can't show self-confidence. What this means is that you have to put yourself with the rest of the team sometimes. Bringing yourself down is a very easy thing to do. Throw yourself in and think about when you were just learning something or doing something nasty or saying something irrelevant. We've all done things like this. Use them and accept that we are wrong, too. Don't try to hide your mistakes and show yourself perfectly to gain trust. Use your mistakes, laugh at them and learn from them. Anyone who wants and can use these points does not have to ask others to trust them. His behavior is telling the story. Act according to principles, be helpful, contribute and put aside your pride. When you do these things, make sure you have built the foundation for gaining trust.

# Avoid blame

Blaming is one of the most common activities of most professionals in a workplace. Real progress will only occur when the blame is eliminated. It's normal to blame, but it's never going to work. It's normal because when a mistake occurs it's not easy for most people to say "I've caused it myself," so they blame others instead. What you have to remember is that blaming is the beginning of a lot of things. They also begin by blaming, making excuses, shruging, selflessly affirming and denying the untrue. Consider blaming an activity that, even though a little bit of it is real, is generally worthless, and it's just to misrepresent others instead of taking responsibility for yourself a little bit. The uncomfortable part is where when you ask professionals where the problem is, their index finger will go incontinently towards the culprit of showing someone else, not themselves. It's not functional at all because as much as I do it for most of the things I encounter, there are also a lot of people who honestly blame the team members. Your job as a professional is to accept the fact that most of the time part of the blame that exists is on you. Instead of blaming others, think that one of the professional infrastructures of working is accountability. Just like discipline and confidence. You have to take responsibility for what's happening to you as if you're responsible for creating it yourself. If you believe in this wholeheartedly, you will stop blaming the rest. The next time you feel like you're going to blame someone or you realize someone's going to start blaming in a discussion, remember these points so you can avoid the blame game. The first thing is to make it public. Whether you or anyone else are blaming, say it loud and clear that the name is to blame and it is a preoccupation and must be stopped. Second point: Accept your share. Whatever the issue is, you have to accept that you have also been able to make it happen. If others see that you have accepted responsibility for part of the story, they are unlikely to escape blame. In that case, the blame may be constructive. The next thing is to make sure you control your emotions. Nothing can lead a simple debate towards a blame game as much as intense, uncontrolled negative emotions. Instead take a deep breath and make your comments look positive. In the end, look for the root of the event and remember that many times the answer to your question is a tool, process, machine or other resource. On the way to finding answers, it's much easier to solve the problem if we talk about the root of the problem instead of discussing people's flaws. Blaming is natural and inevitable but you can follow these points and turn it into a rare occurrence rather than a typical reaction. Once you've been able to avoid blame, you'll just become someone with strong yet legit social connections of problems.

# Accept failure

Let's look at an interesting story. Before I became a famous speaker, I was a 16-year-old boy who was fired from an ice cream shop because he had given a free ice cream to his friend. I was also a person who wrote two horror novels and then began the speech moderately. I can point out several other failures that I have received in those years. But it's better to think about these three experiences for a moment. Since I became unemployed as a teenager, I began to seriously think about manipulation. Because none of the books I wrote had a good result, and I had to try other types of writing. Writing today is a big part of my job. On the side of that I'm a fully professional speaker, but I haven't been a good speaker since the beginning. People thought I was doing well, but they didn't think I was great. I chose to learn from people's reactions and read more about my work, and eventually I became a successful person because I was so optimistic about experiencing these failures early and for me the key to progress was to learn from these mistakes. What about you, learning how to take wiser risks and learn from our failures, the main characteristic of successful people, strong teams and all inventors throughout history. Think about it a little bit. Do you think that Rosie Einstein woke up and came to her mind without prior thought and instantaneously in a flourishing moment, the relationship of E=mC2 certainly isn't? He practiced constantly, failed, experienced behind the experience, the equation behind the equation, tried and tried, constantly deadlocked and tasted failure many times, and instead of lamenting the failures, he recorded them in his mind as ways that would not work, and this encouraged him to try more. Thomas Edison had the same conditions. He and his team have a lot of inefficient inventions. Before he could invent the lamp, he failed many times to find a material that had the necessary resistance. After many times of failure, he also recorded failures in his mind as ways that could not be answered. So he tried again. One can be sure about this, whether we're talking about Einstein and Edison or about you and your work, if we don't take the risk of learning what we have to learn, we're not going anywhere. Instead of being afraid of failure, look at it as a badge of honor. If you want to get better every day and your team is innovating, you have to learn how to beat faster, smarter and cheaper. Do you think failure is the stain of shame you have to endure or is it a catalyst for your progress?

# Develop your creativity

I always tell the audience in my lectures that those who think they are creative raise their hands. Usually, only 20 percent raise their hands. I find it strange why only a few people consider themselves creative. If I say that creativity is needed during the life of the organization, no one will oppose me, but if I say that everyone is strangely creative, then the question will be asked to everyone. Let me prove it to you. I want you to reassure me and do what I say. I want you to close your eyes where you are. Now visualize in your mind a full and clear picture of your childhood, like when you were six or seven years old. Do you remember this child looking at that hairstyle and his ridiculous clothes? Where do you play? You played thieves and cops, fighting with space creatures and all sorts of monsters. With a few sheets of paper and a little glue, you could make a lot of things. In those days, you never gave up creating and asked about any issue. You are defined by the extent of your imagination. Now open your eyes. What happened. You had the audacity to grow up. Now you have become captive to a series of endless and routine issues that become even more complicated as life becomes more and more so. There is no doubt that routines increase productivity in tackling complexities. But we usually indulge in killing our creative thoughts. When we're about in fourth grade, standardized exams and assignments start in earnest, and we'll usually see a clear reduction in creativity in asking questions. Hasn't children's creativity diminished here? They simply keep their heads warm to other things. It's almost in the same fourth grade that routines, structures and rules begin to crush creativity, and this continues into adulthood. Think about how much routines have dominated your life. For example, what do you do in the morning when your mobile alert is interrupted? Has it ever happened when you go to the bathroom in the morning to take off your clothes? You take off your clothes without any will. When you're at work and your phone rings, do you think about what sentence to answer the phone with? You will say what you have always said. You follow routines. Let me give you some very important advice that can help you remember the creative child within you. I want you to identify one or two of your daily routines and deliberately reorganize them from their roots. Research shows that when you do that, your brain will become voluntary from an involuntary state, resulting in a significant increase in the likelihood of creativity waking up. Think a little. What you're wearing, the order of things you've done, who you're having lunch with, what you're eating. Your surroundings are full of different routines. Creativity is not a riddle. In fact, we are all, in a way, genius creatives. Start today and reorganize some of the deepest and most deeply rooted routines of your life, and more than that you need a big psychological movement. When you do, remember that whether you believe it or not, you are more creative than you thought.

# Better decisions at work

Nothing matters as much as being able to make the right decisions to succeed in your work. It doesn't matter whether you want to hire a force or produce a new product. Decision-making is the core of all you want to do. It's very interesting how in practice we take so little time to make a decision. We're busy and acting as we seem to be completely against it instead of thinking. Here are four practical tips that will be very effective in making you a successful decision maker. First, you ask yourself if this decision is really important, or it's just one of those things that needs to be done. This is called the 80-20 rule. Eighty percent of what we do are things that just need to be done. Not that they don't matter, but they don't matter strategically. The remaining 20 percent include decisions that are absolutely critical to most people, projects and activities we engage with. These are the most important factors that will lead you to success in the future. If we don't pay attention to the 80-20 rule, we've wasted no time in vain for decisions that matter little. The next point is to determine the importance of the decision you intend to make. Keep an eye on the difference in thought and feeling. Here, the idea of applying logic and a principled method for reaching a decision is meant by feeling, inner sense about a particular subject. In general, it is easier for 80 percent of people to make decisions with emotion and for the remaining 20 percent to make decisions with their mind. Basically, most of us tend to make decisions with how we feel, and the reason is that we're too busy. The problem is that our feelings are often very gazing at the issue based on the decisions we've made before. The mistake we make is that we think that our current situation is very similar to those we've experienced before, and that makes us think that the solutions we've already applied will also be accountable. When you doubt something, re-examine your assumptions, then put your mind to work and think about a unique solution. Third, when you're on the right track of thinking and you've got help with your thoughts instead of your heart, make decisions based on the right model. It's strange why we don't often use a particular process model or a methodology for important decisions, for example here, to a simple and very famous model. Define the problem, consider different modes, check the options available and make the necessary decisions. You may not believe it, but there are so many simple models that you can easily use and help you make no assumptions that you haven't lost and made a raw decision. So find yourself a model. Finally, don't decide on your own. Ask someone who deliberately opposes you. Find someone who can constantly ask you questions, challenge your assumptions and argue with you to test your logic. If you have the opportunity and the time, such a person will always help you. But remember to use such a person to make big decisions. Never be afraid of a small honest discussion. In general, these tips can improve the quality of your decision making. There are a few things that are vital and effective for your work. One of them is decision making. It's better to think a little bit more. Think about the decision you made, the battle between your thoughts and your feelings, your need for the decision-making process and the value that a person can disagree with. If you keep an eye on these things, you will soon be on a path that will lead you to a practical and logical decision.

# Build solutions, don't make policy

Bureaucracy is an inevitable, logical, even sometimes good issue, and has nothing to do with what the outcome will be. However, provided that it is used in moderation. If the bureaucracy is out of bounds, it will become a disease that can destroy change and progress. Consider an objective example in this regard. The manager of one of the large departments of an international company at work notices a subject that makes him uncomfortable. She sees that one of the fellow women is wearing a shoe that is not suitable for the work environment. The woman's shoe was open and her fingers were out of the shoe. In the CEO's view, wearing such a shoe in an office environment is very inappropriate. In Mr. Manager's opinion, this model of footwear is more like the thumbnail slippers commonly used in the summer. What should the manager do? You should think positively and expect cooperation from the other side. In that case, it ends easily here. Unfortunately, however, this manager in question chooses a different approach. It was later revealed that Mr. Raees had not personally had a good relationship with the employee. As a result, in order not to have to face this woman, she contacted HR and requested the preparation and regulation of a new policy on how to wear shoes in the workplace. With just a phone call from one of the managers, HR decides to design such a policy. In the following weeks, several high-wage human resources experts spent a lot of time, held several meetings and carefully discussed which shoes resembled lander slippers and which are not. It is clear that this process means wasting too much time. When it was much better, it was a more important issue for the organization. This is one of the risks of bureaucracy. Here, in response to those who are asked how bad the bureaucracy can be for the organization, we will discuss a subject. Consider these two issues: First, who is in power in the hands of the inventors or bureaucrats? Medium-sized organizations allow bureaucracy to stop heresies. If you witness a worthless decision from time to time, this can happen by accident. But if you're constantly faced with stupid decisions, it's time to make your voice heard. The clumsiness of bureaucracy has brought down many companies and destroyed the quality of their work. The second issue is, can you find a significant number of systematic answers to common problems in the organization? It's a sign that you're slipping down a slippery slope, resulting in paralysis. When you accept a new policy, such as the slipper policy in the example mentioned above, there will be a lot of work to design, implement and control that policy for the organization. Add all other similar examples to these, and then you'll know how bureaucracy can grow exponentially. Perhaps it's time to move on to the politics of downsizing. To build new rules you need to remove the old rules. You should perhaps put a general limit on the number of policies your company has. In most cases, a well-intentioned senior manager should not feel restricted by the risk aversion of over-the-counter bureaucrats and policies. One has to take care of bureaucracy very seriously, like all other harmful but necessary things. Bureaucracy should also not be allowed to grow without permission. In the end, remember, you are looking for solutions to your problem, not a new policy.

# Motivate team members

Many people suspect that motivating is a mystery. It's not like that, of course. A lot of people also think that motivating a simple thing is like giving you the tangible things that a person likes, like money or a gift card. This comment is also too simple. Research on motivation has clearly shown that the best way to motivate is not to give money or palpable things. Believe it or not, sometimes giving these things more than like thanks is like giving a bribe. What your team needs will not cost one rial. The key to motivating doesn't require a specific budget because the motivation has more to do with your behavior and understanding of your relationship with them and not the things you give them. Here are four practical tips of behaviors that can motivate your team members. First, make sure they clearly know what you expect from them. This is one of my favorite rules for motivating. Always try to reduce ambiguity. When communicating with others, try to make things clear and not ambiguous. Do this by repeating your words and asking them to repeat them for you as well, and consider when they need to ask you questions. When they plan to show up at work, they will be disappointed if they don't know exactly what to expect from them and lose their motivation. Second, you will always do what you say you will do. In order to motivate you, they must trust you, and nothing can gain the trust of others as much as you do. When your team members see that you're doing what you're saying, they also feel more committed to fulfilling their duties. Third, make sure employees are also allowed to speak. Personnel opinion is the most realistic input for decision-making. When your team members believe that they are your partner, there will be spontaneous motivation. If they have the sense that they are going to do only the things that are dictated to them, the motivation will also disappear. Of course, it is obvious that there is limited time to cooperate fully with team members on any given day, but take the time to make important decisions and talk to them in such a way that it is clear that you are consulting with them. When they feel that you are listening to them honestly, they feel motivated and will support your decision more confidently. In the end, you see them as human beings, not human resources. Look at each member of the team as a human being with his own interests and talents. If you can mention their interests when talking to them or even use the names of their family members, they will definitely notice, and as a result, they will feel that they are of particular importance as a member of the team, which will motivate them. Motivation is not a riddle, you have to look beyond money to motivation and use these recommendations mentioned. Then you'll find that you don't have to give anything to motivate anyone. You just need to know and understand every single person and the most important elements of a relationship.

# Empowering with E. B. I'm sorry. Q. C.

Everyone knows that targeting can be a convenient tool for motivating. This means that so far, no part of organizational science has been considered as much as target theory. For individuals, groups and organizations, targeting has always been responsive. We have limited time and resources, and goals require sufficient attention. Clearly, these goals need to be designed properly for work purposes. Like the most famous model that talks about purpose. The SMART model is SMART stands for these words, distinctive, measurable, harmonious, accessible and time-limited. Special means that the objectives must be clear, clear and in full detail. Measurable means that we need to collect data and measure our progress based on them. Harmonization means that all objectives must be defined in a way that supports each other. Being available means not being so hard that they can't be achieved. Limited time means that a certain time can be defined to reach them. It's a very good standard to be able to evaluate our goals. But let's take it a step further. In particular, you should pay more attention to the availability of this model. Yes, in many cases the goals must be somewhat challenging. But at the same time they must also have the capability to reach them. But there is another mindset that says goals should be largely challenged. It's better to use a little. B. I'm sorry. Q. C. Think. E. B. I'm sorry. Q. C. That is, big hard and bold goals. If your goals are not brave from time to time, you will never act bravely yourself. Reliable goals are good and undeniable things, but these reliable goals can slow down the gradual growth process. That's why you and your team need to use them every two or three years. B. I'm sorry. Q. C. You do. Think of it this way: you can run three miles or finish a marathon. You can increase your income by five percent or you can plan to grow profits by 25 percent. You can choose to be competitive or you can decide to be number one or two in every field you enter, just like the famous General Electric. These are bold ambitions. From time to time an ambition can be your driving factor and help you better understand the potentials and limitations of yourself and your team. Clearly, you can't pay attention to all aspects of your life or take into account all the executive angles of your team and still force yourself to ambitious. That's why it's best to choose one or two angles, think long term and get your team involved in the decision-making process. Long, dream about improving some aspects of your life. Not a little better, but much, much better. If you don't start testing your capabilities, you'll never know what you and your team are capable of. Maybe when you choose a bold goal, your team will be stressed and tired, but it's worth it. When you look back on which of the achievements of your life you've achieved, are you obviously smiling at those that have been harder to achieve? It's very good and important to set goals, but from time to time you go to goals that are more than logical and reliable. Every few years. B. I'm sorry. Q. C. Try because when your goals are bold, your performance will be similarly bold.

# Mental storm

Creativity is one of the most valuable features of important decision-making, and no technique is as well known as a mental storm to increase creativity among people. And of course, unfortunately, no tool has ever been used as wrongly as a mental storm. I'll tell you why and how to just take a moment off the mental storm and come to a conclusion. First, let's talk a little bit about the history of this, in the thirties, an advertising executive named Alex Osborne creates a new decision-making technique. It was a very simple idea if everyone sat down and put their thoughts on each other, and the result would be much better than each thinking alone and separately. You obviously think everyone has a different idea, and if we can combine these ideas in some way, the result is probably much better than collecting the seeds of ideas. So let's go now on time with the rules that we have to follow in times of mental storm. The first rule is to pay attention to all the ideas that have been put forward, the better the idea. Remember to store and preserve all the ideas that came out of the discussion. The second rule uses other people's useful ideas. If you like the idea you hear and you look a little different from everyone else, talk about it and give your opinion to others. It's very encouraging for everyone to get back together. Don't value the third rule, we only collect ideas, not valuations and judgments. Later, when a certain time has passed, we sit down and examine the ideas according to the criteria we have, which is what the whole story looks like. No, yes, it's easy. The problem is that even though the process is very easy, it only works half the time. For years, mental storm method has been used and in a strange way it has only worked sometimes. Sometimes people alone are much more creative than a group can come to with a mental storm. Looking at different examples helps us understand why. It seems that when we work in the group, it's very hard for us to get out of listening to participation mode and vice versa. The larger the group, the more members prefer not to participate in the discussions, and the reason is that they think that what they want to say doesn't matter to others. Finally, when the goal is creativity, many people don't like to share their opinions with others. Because they are afraid of negative comments from others. I have some good news for you, we know how to get results from mental storms. Try what I'm saying first, consider the electronic mental storm. There are a lot of electronic software that allows you to use them for a mental storm. These softwares use a feature instead of everyone's name, and so every other participant is not afraid to be evaluated. Second, the gentlemen and the president's ladies don't care what kind of mental storm you're working on. You're not the leader and the leader of the debate, if you do, whatever your opinions, it suffocates the debate in the sperm, which is exactly the opposite of the goal that the mental storm pursues. Next thing, change the meeting location as well. Changing any of the usual routines will open people's minds. That's why changing the location of the meeting can be a great help to their presence in the discussion. The next thing I love very much myself is to give people homework before the mental storm session. Never let the discussion begin with the silence and the audience looking at each other. If everyone, for example, comes up with at least three distinct ideas, then we can get somewhere. People come up with ideas much easier when they're alone. That's why the stronger they can advance the debate. There are many more methods. But these points that we've talked about make us able to come to a conclusion. Mental storm is a famous way because under the right conditions we talked about it, it makes a group better than the total.

# Devil's Defense Attorney

There's a strange truth that all teams want more creativity and they like their decisions to be more interesting and creative. But when they hear a different idea, they're not very interested in accepting it. Usually, new ideas are suppressed before someone wants to pay attention to them. Teams that want to change their quality from good to excellent managed to change that fact. They learned that thinking differently and challenging and serious discussions should be part of a team's natural behavior. There is a very important mechanism that helps make this happen on the team. Satan's defense attorney tells someone who deliberately disagrees with the others' opinions so that more details can be discussed more carefully. Defense attorneys are a final obstacle against crude and flawed decision-making. They know how to change the questions of the discussion in a way that makes the group's logic stronger and more complete. In short, they have the ability to create the necessary discussions to draw the team towards a new thinking. To be more clear, The Devil's Defense Attorney is a plaintiff who always keeps an eye on what doesn't work. We're talking about someone who has good intentions and wants to help the group progress. Unfortunately, our research and observations show that, in principle, the devil's defense attorney is not a very popular man. The study of decision-making clearly shows that teams with a good and proper devil's defense lawyer have an advantage over other groups, resulting in better decisions in most cases. But at the same time, research shows that if the number of members of a group is to be reduced, usually the first person to be expelled from the group is the devil's defense attorney. But it can't be that way, I want you and your team to follow these three rules that I want to say so that you can properly use the presence of a devil's defense attorney. The first thing is to make this behavior a norm in the team. Talk to others about the importance of the role of the devil's defense attorney. Support the same behavior to become a norm and be sure that it is treated in a way that the initial idea of this story does not go away and the whole story remains in the minds of people. Second, give it credit whenever you see this behavior. Now it's the duty of the whole group to keep an eye on this behavior. When someone in the group asks a question, others should encourage them to expand the subject or find a way to support this behavior. You have to change the old fast-evaluating norm to quickly consider. The bottom line is to make satan's defense attorney a common norm. Everyone on the team should be able to play that role in the team. We know that according to everyone's personality, some may welcome this role more than others. However, all members of the group must be involved in this issue. If necessary, talk to some people privately and tell them that they are expected to take the step forward. You can even choose one person in each session to play the role of the devil's defense attorney. Whether you want to believe it or not, accepting the devil's defense attorney is like any other team behavior. It's a habit you can make. If you follow what has been said, you don't have to talk about the devil's defense attorney after a few months. Because it's become a natural thing for your new, more creative team.

# Storytelling at work

Most leaders know the importance of communication techniques. But many still lack the strongest mechanism for communication that has been established to date. Story mechanism. All leaders must be good storytellers. Because storytelling helps to keep information much better and more effective in your memory. Stories tell a message live. Consider this example I can tell you to be careful and never let achieving productivity prevent you from achieving effectiveness and vice versa. You need both of these. Or I can help you understand this much more clearly by telling a story. One night I was in management class talking about unwanted and descending systems to help make it more effective. You know that when some systems help us create effective processes, they unintentionally sacrifice a little bit of productivity alongside it. These systems can prevent necessary changes without thinking away. Now I was in the middle of the argument when one of the men in the classroom suddenly ran under the laughter and now laughs. I fell silent and we all stared at this gentleman. I asked him what you were laughing at, and he told the class that there was an amator chef who likes to cook for his family from time to time, and then he said that his wife is an industrial engineer who is part of her job to evaluate work and time. She said her lady is a productivity advocate. She arrives home at least once a week earlier than work to see her husband as a cook after he sits down to eat together, and Ms. Kelly proudly explains to her husband how much time he has forbidden during cooking and has had useless moves. As you think, Mr. You don't like his wife's comments very much. She thinks it's very funny. But, mr. No. To the extent that sometimes I wonder how these are still living together. Do you understand what I mean? And it's logically very understandable, and I can tell you a short story and connect you intuitively to this. It's the ability and the power that has a good story. Now think about stories of your work that you can use to teach your team anything. Think about your most important achievements, as well as your biggest failures, all of which are the best raw materials to tell a story that we can think of. Don't forget the elements of a story's durability. A start and a style or a clear finish. Use excitement in the story to be able to reach the goal, and sometimes from conflict. Stories make team members feel them as they think about things. To begin with, try to tell one of these stories at least once a month in one of the regular sessions. Try yourself and remember that everyone loves good stories.

# Creating transparency in the work culture

One of my favorite features is transparency, whether we talk about daily decision-making or about the organization's financial statements or any other aspect of the organization's life, and that is information sharing. In previous years, many experts believed that they needed to cook information and keep them for themselves only in order to achieve power. They were kind of right, of course. But that's not the model of power you're looking for. You don't like to come to power by keeping others unaware. You want the power to be respectful of others to the extent that you share your information with them instead of keeping it for yourself. If it's about grouse or illegal or immoral issues, don't say anything to others. Other than that, it includes 99 percent of the resources. Be transparent with others. Now I say why people like to trust and at the same time a sensory tells them not to. If they feel that you haven't let them know the whole story or told them the whole story, then they'll consider the worst possible. And that creates a vicious cycle. As soon as they think you haven't been completely honest with them, they're more likely to think about you like that in the future. Even if you're completely honest with them later, just remember that team members like to consider themselves partners, not under you. They want to keep going or know what you know. If you're thinking about a big decision or you're not sure what to tell them about the meeting you just had, you need to be ethically cunning. But try to share the information as thoroughly as possible. When you do that, trust in you in the team goes up. This means that they share with you the risks of innovation or changes at their own will. Let me ask you something, do you want your team to believe in you? Share your thoughts and the information you have with them and be clear in a word.

# Maintaining virtual communication between team members

One of the best parts of technological advancements is the ability to work anywhere, anytime. This means that teams can be made up of people who don't even work in a common place. These days, it is common for virtual teams to be made of people, each of which is a corner of the world. It brings a lot of benefit in terms of building a team of talented people that you need. But on the other hand, the existence of virtual teams has created a new challenge. How can you help people who are geographically scattered to feel meaningfully connected like a traditional team? This can be a challenge. But I'm sure you can strengthen the sense of connection between your virtual team members by following these four basic points. First, make sure you have chosen the best technology to communicate between your team members, including Skype, FaceTime or a variety of email, phone or, most of all, a combination of all of these. Try to find the safest and highest quality line of communication that is possible. The next thing is to be more careful about when managing a traditional team to keep virtual team members more informed about things. During their progress, the progress of the team and every current that takes place in the organization. This can be simply via an email, a recorded video or a live video chat that allows you to help them understand the purpose of team collaboration together. Another vital tactic is to create opportunities for team members to meet face-to-face. I know there's been a reason why this team has become virtual, but individually face-to-face communication is needed to build a solid relationship. If you are lucky, you can create the opportunity for team members to hold a meeting or business conference. This will allow you to bring people together. Discuss work and enjoy social connection together. Even if not all team members can attend, do so again. Skype is a wonderful thing, but it can never be replaced by an in-person meeting. And finally, accept that you audit the personnel once or twice a year to achieve continuous training. The goal is to collect feedback from the team. How they think they can be more useful in this virtual team. Ask them about the type of information that is shared. The modes of communication that are used, how often does this communicate? Do your best to implement two or three of the suggestions that come up to show that you're listening to them and trying to make things better so that they can do their job more effectively. Virtual teams have come to stay and should not be associated with poor quality of communication. Increase your team's productivity with these points to help your team members stay connected and committed.

# Create an ideal work environment

How much would you like to work in an environment that is so suitable for working conditions that people feel satisfied? Better to say how would you like to help you have such a work environment? First, you need to know something that's not about money. Paying high wages is related to competition and cannot be considered the hallmark of an ideal work environment. That is, it's not surprising to see someone come out of a very good job because they've been offered a higher wage and come back to work after a while. Why, because it's true that the wage rate is a very important thing, but it's not the most important thing. At least in the list we're talking about, there are three factors more important than money. Think about how to make these three sides in an ideal work environment. The first target item is specified. Have you ever told yourself whether what I'm doing is important or not, there are so many jobs that aren't so hard for them to explain their mission in the organization, whether it's selling insurance or working in a bakery is the ultimate goal of one. Be sure that your staff knows exactly what they are doing is valuable to other people in the organization and to customers. Talk about why the organization matters at certain intervals. If you help people understand the main goal, you have succeeded in making a long-term commitment and loyalty in them. The next thing to consider is that people who work very well in places just don't work, they work at the same time they have fun. Yes, there are work and recreation in high-level workplaces together. But this is only possible if the average majority of working relationships between people are positive. When your organizational culture is defined in a way that its positive relationships are much more than negative relationships, it's strangely increasing the productivity of people and it's very easy to be happy and laugh. You might want to put a ping-pong table or get them some sprinkler guns. It helps people have fun, too. People who have fun together are much more important to their working relationships. As a result, they pay more attention to the fact that the work must be done. Lastly, ideal workplaces have the right to choose and be flexible. I know that depending on the type of product, some places have to dictate how the work should be done and this lowers the right to choose personnel, this is acceptable. But there are many ways to help people control themselves while observing limits. Let them choose what to wear, when to work, and where to work. Advanced companies try to help employees in these matters. In other words, the personnel themselves realize that their job is to manage the outputs without interfering with unnecessary things in this process. You give people a choice and see how strangely they get committed to doing their jobs. It's not impossible to make an organization an ideal environment to work, and it doesn't cost enough to raise your costs. Take a time to clarify why work matters, find ways to have a little fun and create a space where people have a choice. Once you've done these things, you'll also be wondering how close you are to having an ideal work environment.

# Liberation from leadership loneliness

Being officially the leader of an organization brings many benefits. Like high salaries, good positions, defining others from you and having the power to take the organization to the position you want. But what a lot of people don't consider, and when they become the leader of an organization, they just realize it. It is that being a leader doesn't always just bring good things leadership is hard work. You have to make tough decisions, with incomplete information and limited resources. Not everyone always loves you, and when you decide there are people who support your decision and there are people who don't like your decision. When you take the steps of progress, this becomes more close to reality, and that is that the leaders are lonely people. The higher you go in the pyramid of success, the more likely you are to feel separated from the others and lose support. It's very simple to understand and it's like a simple numbers game. The higher you go, the lower the number of people who look like you, and the lower the number of people who are lower than you and have no idea what it means to be you. Give me some good news, and that is that you can survive this damn loneliness of leadership and reduce its effectiveness. All you have to do is do these three things. First of all, I firmly believe that it is very important to remind yourself from time to time that leadership is a very magnificent profession. You are here now and you have access to the highest level of authority. You have been tasked with improving the condition of the organization and the living conditions of all the personnel under you, sometimes it's very difficult. But most of the time it's a completely purposeful job. With the depth of your being and without the need to encourage others, you have to believe in the intrinsic value of being a leader. The second thing is to be sure that you have defined yourself as something beyond just the leader. In order to always be positive and happy, you have to work very hard as a leader, but at the same time you need to have out-of-work relationships and other activities to complete yourself. Something like exercising, volunteering or any other hobby. These non-work activities are usually very influential, especially when you have difficult working conditions. And the bottom of the word is to build yourself a support team, you need at least two or two groups that you can rely on and talk to and consult whenever you need to. This can include people you're in touch with who have a place like you outside your company, or your close associates in professional associations or even a family member. Develop this skill so that you can talk about your challenges with the right people. It helps to reduce your stress and keep your eyes positive. Leadership has its own charms. But sometimes you feel lonely. It's like the whole world is against you. I want you to remember that leadership is a magnificent and valuable profession. I want you to think of yourself as more of a leader and I want you to remember to build small teams of trustworthy people who support you. When you do these things, then you remember what you chose to be a leader for. Because even though sometimes it's very hard work, it's worth it.

# Balancing work and life

Let's discuss different perceptions of a very important topic. The balance between work and life is one of the most important topics that have been discussed many times in the past 20 years. But the point is that many of the ideas presented about work-life balance are actually not usable, and a scroll of purely beautiful advice. Things like prioritizing your activities every day to control the time you have at your disposal. Believe me, half of all recommendations related to the balance between work and life are essentially just frequent repetitions spoken of in time management. However, there is no doubt that time management is one of the most important principles that is defined for everyone in their own way. If you are also the type of person who has not yet found your time management method, it is usually the right time. The other half of the recommendations for balancing work and life offer useful ideas for achieving balance. Here are two short examples in this regard. Remember to schedule your unemployment time. That's when you don't work and have fun in return, whether it's with family and friends or one of your leisure hobbies. Another point is to write them down in your calendar and don't evade doing them. In general, the more you neglect unemployment time, the easier it will be for you regardless of them, and that's not good at all. Another important point is to take care of unemployment. For example, don't ruin socializing with your family in any way by checking work emails with your mobile phone. Try to focus as much as possible on them as much as possible. Although it's great to know these points, it's still not a recommendation that balances your work and life. Why, because all these issues have been raised with a common hypothesis based on which you don't love your work. I hope it wasn't about you and that's the wrong hypothesis. But if this assumption is correct, pay attention to the continuation of the story. Here you will be given an offer that you may come across about balancing work and life. Do your best to better and better match your work. Adaptation is the best way to align your interests and need to work. When you match your job, then work is not "work" for you. In fact, most people who adapt very well to their work seem to enjoy their work. Work is a recreational sentence for them. In the next situations where you want to check the new job and job in front of you, be careful that the working class of that company doesn't make you excited. Try to imagine where you want to be for yourself. Don't be excited when a new and tempting situation comes in front of you. Instead, think about whether this opportunity really matches you. There are good time management tools that you can use. There are also interesting tricks, such as planning unemployment times, that help you not to feel the crappy of work addiction. But the ultimate goal is to find the fit point of your work, accept the risks involved and start your career. Just when this happened, you no longer have to look for balance. When you enjoy what you're doing, an attractive sense of balance will come to you wherever you are.

# Working with people you don't like

Each person is unique in a certain way. We all have different personalities, so it's perfectly normal to feel comfortable with some people naturally and not to be comfortable with others at all. When you climb the stairs of progress one by one, you are expected to work with some people you don't like. Of course, there are no people here who harass others or have moral problems in principle. These types of people are special cases that require special attention. Here they mean people who are good personnel, but you don't like them as you should and maybe you don't like them. For example, maybe these people are negative about everything, maybe they always support the boss for nothing, maybe they're always unemployed and they turn around in the company. Who knows, maybe a thousand more. Whichever one is no different. Remember a topic. It's not just you, everyone has to tolerate people they don't like. That's not to say that if you know this, that person will become a lovely creature. Rather, it means that from this perspective one can also look at the subject. Look at it like your destiny is intertwined or you win together or you lose together. So it's in your best interest to build a useful relationship with these people. Where to start? Some people don't like you. There is no man who is loved by the whole world. What do you want that person who doesn't like you to do? Obviously, you have to deal with others the same way. The next thing is to talk about this, but not in the workplace. When you talk to a friend or person you accept, your stress becomes less stressful and you may also hear some good advice from them. Just be careful not to talk about these issues with people in the workplace, or at least at work. It's true to have a cozy, safe place where you can talk about these issues easily. You certainly don't want to question the credibility of other members with negative words at work. Another mental claw you can use is where the person is looking for one or two really good things. Maybe they're always ready for anything or always doing their job early. Identify these items and add them to your perception of that person. Once you've done this, the result turns into a look that helps you cope more easily with someone you don't like. The last thing is that if the tension between the two of you escalates or affects the productivity of you and your team, it's probably time to talk to each other. In that case, you need to do it privately, be polite and talk specifically about the behaviors that created these issues. Know what you're going to say and talk in a way that it's obvious that you're okay with changing things yourself. You're supposed to work with different people and you can't love them all. But you can be between them and work well and properly with them. Follow these recommendations and continue to work. Ultimately, the goal is not to like everyone. The goal is to use the people and resources you have properly to make the work work successful.

# The difference between drop and refocus

The idea of giving up a job partly leads to misunderstandings. This means that in most parts of the world the word is negatively harvested. No one likes to be known as someone who has brought little between the rest. It's true that sometimes you need to look a little deeper into the topic and find a new solution to keep going, but it's also true that sometimes giving up a certain activity to be able to refocus on another activity is the wisest way possible. You need to know the difference between letting go and refocusing. Letting go may be due to laziness or a sign of your selfishness. But this abandonment is sometimes really clever. That's how you look at it. What's most important to them when people go to the stock market? Sometimes you need to take a few shares out of your portfolio so that you can add a few more shares to your portfolio. So is your work. Your portfolio of goals and projects is constantly changing over time. When you're trying to achieve your goals, things happen that you never imagined. More work will fall on your shoulders, projects will require more time and resources than you imagined, your interests have changed and things like that. That's what life is and it's also normal. If you think there is an activity moving towards failure or if you feel that there is no longer a place in your basket, it is your right to stop it. If you make such a decision, be sure to take these three actions. First, this decision is for you. Talk about it with others, learn from it and even laugh at it. Don't try to act as if nothing has happened at all. The more ownership you feel about it, the more courage others will have to do it, and the easier you can get to think about why nothing is in place and replace constructive thoughts with how to move forward? You've got someone else involved. Thank people for their cooperation. When they see the appreciation and the way you deal with this change, they respect you more. This causes them not to lose their faith and trust in you, and to cooperate with you again in the future if there is an opportunity. Lastly, define a new goal or project for yourself. If you continue to have doubts, you should keep an eye out and consider your portfolio smaller for a while. Devote extra time to the high-level projects you define in the future. So letting go is actually one of the strategic tools. If abandonment comes with a strategy, it means focusing again, and if you use the recommendations mentioned above, this release will not become a negative experience for you. In fact, it can help a lot and be a stimulus to build a new incentive for you.

# Motivate people by engaging in things

As a leader you would surely like to be looked at as a responsible official. But good leaders are those who consider themselves part of the team. Only when your team members see you in line will they become committed to their work. But many issues are also to your disadvantage. You have a better nickname and status, your office is bigger, you probably belong to a good park place, and your qualifications are better and higher, you've earned a lot more, and a lot of other things. There are many things that make you look different from your subordinates. Your success is to be able to reduce that sense as much as possible in them. The easiest way to achieve this is to go to their office or public relations or sales center and engage yourself with work alongside personnel. In that case, you have shown them that the details of the work are important to you and that you value what they do and you don't think you're above them and you're stationed in the trenches like them and you're fighting against work. There are two small issues on this issue. The first is a method that became very popular in recent years called the MBWA method, management with rebellion. The idea was to go out at work and try to be in front of your eyes and be close to your personnel. But you have to go one step further. Roll up your sleeves and get involved with work. Take some time and do the work yourself. If you show this support and help, you will quickly get out of the boss's format for personnel and become a human being. Suppose, for example, that you are the manager of a small airport. In that case, it's not bad to fill the airplane buck yourself from time to time. You may be the manager of restaurant chains. It's good to wash a few plates and take some of the food to the customer's table. If you're the manager of a communication center, answer a few phones. Work with your staff to show how important it is to work. The second issue is related to crisis situations or problems when creating work pressure. Suppose, for example, that you have a new customer who has given you a large order. A custom that you know requires overtime for your personnel. Who should stay at work and wait for employees to come to work for overtime on a holiday with tea and sweets? Many think motivating means giving money or extra benefits. This is not true. The best stimulus with a large difference compared to other stimuli is your constructive presence alongside the team members. When you spend a little time engaging with working alongside personnel they work more determinedly and look at you with more respect and trust.

# Persuasing at work

Contrary to popular belief, convincing is not a bad thing. Persuasion is a completely natural part of communicating things in a work environment. You should know that convincing is an honest behavior with good intentions that makes the other party think or act specifically on a subject. Persuasion is not a trick. Being duped is an un honourable thing to do, which means that we can make the other party think or act on a subject that results in serving you or someone else being harmed, or at least of no use to the individual. Also know that convincing the other party starts before you get into the discussion. The first step is to always create a record system for all tasks. The more documented you are, the easier you can convince the other party. The next step is never to forget to serve others as much as you serve yourself. When you show that you don't hesitate to support and help from the other side, people will respect your personality more and this will make you more justified. The last one is to keep an eye on people as much as you care about people when you're preparing for an argument or meeting. Know which person or persons you should talk to and design the discussion in detail only for them. When you want to talk to someone, make sure you use these vital techniques. First, create feelings. Your ultimate goal is to get the other side to meditate. But one of the best ways to make one think is to feel the subject. Instill a positive sense by positively showing the topic in question. Look into his eyes, smile, keep an eye on your head and body. These are nonverbal indicators that show your sense of the topic in question. You can even make sense by example. Some intend to convince the other with direct logic. You give an example. Exampleing creates a mental image that stimulates the feeling. You can use a photo, a story, or maybe a video. Shape your discussion with a good example. The next thing is to do yourself a favor and remember that. Even if you don't like it, it's very often necessary to compromise. There is a law under which one should not be given the opportunity if someone wants to compromise. However, most of the time it is necessary to finally reach a compromise with the program in some way. It helps you make at least a little progress instead of not progressing at all, and it gives you the ability to convince the other side later because you've just come to an agreement with them. In the end, don't let it go. If you find yourself in a position where you're convincing the other side effectively, it's fine, but you're not finished yet. Later, whether by phone or email or in person, you should resume the discussion and rework everything you've said. Persuasion is a process that will work out over time, and there is nothing that can be done once. The ability to persuade is very important for your work. Sometimes you don't get what you want because the discussion you started hasn't been strong enough. The next time you have to be believable enough, help more, feel more and be ready to compromise. All of this together means "persuasion."

# Planning for teamwork camp

One of the famous ways you can re-energize your team members while learning new material is to use teamwork camp. You probably think it's merely an excuse to go out for a few days and play a few silly games and forget about the job for a while. It's unfortunate but most of the time it's exactly what most teamwork camps are, fun, silly and out of the workplace. But these camps can't be like this either. If you plan properly, teamwork can have important benefits, such as increasing camaraderie, achieving productivity in relationships, and more communication ways to communicate. What is meant by planning for an influential work camp? A camp attended by only ordinary people without higher officials cannot be of great importance. One or two members of the leadership team, whose organizational level is higher than the other members of the group, should be in the camp and participate in the work like everyone else. The point is that they shouldn't play their normal leadership role and they should act just like other team members. The next thing is to make sure that the planning committee is made up of the same people who are in the camp. The more people feel they play a role in decisions, the more behaviorally they involve themselves with the daily tasks of the camp. The next thing is that your goals should be as transparent as possible for the work camp. What have you brought team members together to achieve? Your goal should be quite specific. Define your point clearly and clearly and consider the educational objectives. Here's an example to understand what the purpose of the training purpose is. If you mean strengthening communication skills, the goal you set should include how to have a dialogue with a positive approach with high understanding. That's when you're eye-catching instead of using electronic devices to communicate with each other. Now it's time to define the activities you're going to do in Urdu. You can find hundreds of fun and informative work on books and weblogs and websites. From drawstring to paintball. Choose from an unlimited number of multiple options through which you can monitor participants' behavior to achieve the educational goal you have defined. Your next job is to divide people into different teams. The purpose of this work is also clear. This will create new bridges between people who usually have nothing to do with each other when they work. Try to build teams that form new relationships. In short, you should accept the camp to the team members. Use multiple channels with clear messages. Show that you need senior management support to define your goals and want this support sooner before you reach the desired time. Teamwork camps are usually viewed with skepticism as if they are only for fun. If you can plan properly and in compliance with these steps, you can powerfully host such a plan for the development of your team.

# Facilitation in teamwork camp

what if Intention Holding A Camp Work Group With Influence Real make You، Just Planning off As a complete Essential Is. Without Provide off Conditions Appropriate the best Planning You With Destroy Facing Will Was. For Moment To Procurement See A Camp Working good More Thought Get It. First Mission You This Is that is Between Way Dropping A Camp Internal و Or Foreign One make Select He has. و Responsible One Of These are Become. Any Which Of They Advantages و Disadvantages special Your make Have. Responsible Internal To Games inside Room It's familiar. و Things make knows that is Can In Environment Working Current Definition Be. Of Hand Other Guide Foreign With Skills Related To Space Out It's familiar. و Base Unlike Those that is Ahl. Spaces Pack Are Of Close Getting To Animals Also He's not afraid.. Day that is Program Urdu Held be، Go away Of Introduction time It Is that is goal Urdu make Explain bye. Program Things that is Date Is Do bye make Announce Get It و Norms Behavioral behavior that is have to Observe Are make Description bye. Sure Become that is All Importance Presence In Urdu make Notice Are. Program Working make To They give Up Can For All Activities و Intervals Between They Timing Certain Have Are. Norms make Also Specify Get It Up All Know What Behavioral Of They stand by goes، Affairs Very Simple Like Limited off Use Of Phone Along Or Partnership Compulsory In All Things. In Length Do Activities Responsibility You only Arbitration و View Is. To As Referee Necessary Is To Rest help Get It Up Also Law make Understand و Also It make Observe they're doing. Keep your senses As a complete Plural Be و Any Of Sometimes Of Your observations Note Pick up. This Work Can Information that is Go away Of Completed Activity To They Need You make For you Provide slow. So Of Any Activity that is Do be have to Meeting Questions و Response Way Make. only Fun off Enough Not. Questions و Response To This Means Is that is Dialog With Leadership You Shape You get it. و Subject It This Is that is In About Behaviors، Applied Being Activity، What A What Working Do Data What Working Wrong و What Working Just have been و About Nakat Key Activity Talk Be. As a complete clear و Specify Letter Tap. You have to Talk make To Form Guided Get It that is Can Subject make Of Talk In About A Activity special To Mode Similar It In Environment Work Kashanid. They make help Get It that is Can This Two Subject make Parallel With Also See. But Rwekardtan Positive Be و Allow Don't This Questions و Response Convert To Meeting delude Hitting In About Work Be. These Items Initial For Provide off A Camp Work Group good Is. when Urdu All Was Work You All Not Is. Not Necessary Is that is To Follow Get Feedback Of People Be that is Involved This Program‌ have been، that is What Geezhai Learn have taken و What Suggestions For Better Getting Camps Next Have. In Finally Being Circumstances make For Transfer Learned Provide Get It. All Nakat Key that is In About They Talk It's been. Is have to Save It's been. و To All People Present In Urdu Data Be. when To Office Your work You're back. Necessary Is Up Sometimes make In Comment Get it Up People In About Things that is In Urdu Do have given و Relationship It To Their work question they're doing. To This Urdu To Eye Start A Dialog Valuable Look Get It. goal You have to This Be that is This Dialog make Always Live Hold You. Work Group To A Series Resources Need it has. Planning good و Provide off Conditions good. و This in fact It's worth it. make it has. Even Teams With Performance High Also Any Of Sometimes To Focus Again و Charging Getting Again Need Have. what if Recommendations Provide It's been. make Serious Get it، A Responsible B lack For Urdu Want Was و This Can Flip For Members Your team Be.

# Five phrases to avoid

Sometimes success is only about knowing what to say. But in some cases, success is to know what you shouldn't say. Even good people sometimes inadvertently say things that ruin the morale and productivity of the group. Keep an eye on these five sentences from now on, which you will never say. Pay attention to these points and then you can have a very positive and effective conversation. The first sentence is: "This is not my job". We've all heard that. Where is the problem, even if you are really right, this sentence has neither a good effect nor helps you. When you say it's not my job, you actually say, "I'm here for myself, not for you, and I'm not in the mood to bore myself for the needs of the team." If you don't have enough time to help your colleagues, it's okay. Tell him you'll help him later, not take them away by saying, "That's not my job." The next sentence is, "We've tried this before." This is usually the standard answer that we hear whenever you discuss a work problem and someone comes up with a solution. This is said by people who have a closed mind and plan not to do the extra work that leads to change. You may have tried what has been suggested before, but that doesn't mean you can't find a new way for it. Don't even get away with saying a sentence like "We've tried this before" if you've tried a lot before and haven't succeeded . The next sentence is more interesting: "We don't have a budget for this." If someone hears a new solution and smells of extra work, they might say we won't be able to afford it, or that it's not defined in the budget. Smart leaders know what to do with the budget, but they also know that budgeting is merely a guide. They think beyond numbers to face good solutions and make the right decision and end up getting the budget right by changing and moving priorities. The next sentence is very uncomfortable and must be avoided. "I told you so." If you had told someone not to do anything and that he had done it or something had happened to him, you would have to understand him and help him. "I told you he was not mature, offensive and rude, and he would never help. This sentence only makes the other side nervous. So it's better not to say anything at all. The last sentence on the list is, "This is against our procedures" or "This is against politics, the law or what we've always done". We all know that there are laws that cannot be broken, and there are laws that can be ignored. If progress depends on the use of a new solution, or if it is unclear whether your solution complies with the rules of your organization, you should take advantage, do not be afraid to take risks and break the current rules. But remember, most laws are not absolute. The right dialogue is the main pillar of team productivity. Remember not to say these sentences, and then you will see how easily others will listen to you.

# Key Points for a Good Conversation

Those who can communicate well at work always have a big advantage over others. They know how to have a good conversation. Although they have the advantage thanks to their personality, don't forget that having a good conversation is a skill that anyone can learn. The first thing is to do just that when you talk. It is forbidden to do a few things in an instant. When you're just keeping an eye on the conversation, you show respect for the other side and make the message clearer. Don't check your mobile messages, don't look around, don't keep an eye on your computer, and so on. Give all your senses to the other side so that they can respect you more. The next thing is to do yourself a favor and not to spontaneously raise issues that might cause controversy. Religion and politics are two of the most common discussions. You may have a strong angle of view on a particular subject, but your behavior should be such that you respect all aspects of thought. These controversial topics are suitable for out-of-work conversations. Another point is not to forget to use non-verbal tools to have a good conversation. Looking into the side's eyes, for example, means showing your respect for him. Shake your head in a sign of approval. A direct look will show your attention to the other side and your inclination towards the other side will convey your interest in the discussion. Remember that even when you're not talking, your body is talking. One of the good techniques is to try to expand the words of the other party by asking questions. To communicate with someone, you need to make them feel comfortable and confident. Ask positive questions to show that you are interested in hearing what he is saying and let them share more thoughts and experiences with you. Everyone loves to be heard and looked at as a professional. So give them this opportunity. Finally, when you feel that you disagree with the other party's opinion, don't let it make you feel negative. You can't respond to their opinions, or if you can't stop yourself, you can speak respectfully. If someone in front of you mocks someone else's opinion, it's best to say that you're different from them. But want to move the discussion forward. You don't agree with them but you shouldn't disrespect them. It's very simple to suggest that you move on and continue the discussion. Some talk about the art of communicating, but it's more of a "science" than it is art. Remember the tactics mentioned and remember that you can improve your chat skills.

# Giving a realistic background to the job

Sometimes when you hire a new force, you tend to tell him that all the things related to the company and the team are generally positive and good. For example, funny events, company honors and 100, of course, salaries and benefits. It is very desirable not to talk about serious and not very pleasant shortcomings and issues. Of course, you are smart enough to be honest with them to have the right background for their future careers. A realistic background to the job means that you should use a specific mechanism designed for talented volunteers before they start work and when choosing a person so that the person has sufficient information about the positive and negative aspects of the job. In that case, they have a fairly more complete picture of the work. If there are long working hours or the conditions for taking time off are not very interesting, or if they need to work weekends at some point, let them know all of this. It doesn't mean that it's an honor to have more difficult working conditions. No, I'm sorry. These topics are meant to set the level of expectation for the right person. You have to make the new employee enter your organization with your eyes wide open. Your employee should fully know the work-related matters. Payment rates, working hours, organizational culture, work stress levels and such topics. If you surprise them, you've created the wrong expectations. That can lead to more hassle for new hires. The more they are aware of the situation, the more likely they are to remain in your organization. There's a truth, when you honestly tell them about work issues and show them a realistic picture of the company, some volunteers dissuade themselves, which means you're less bothered to answer additional volunteers. To give a real background to the job, transfer the opinion of those who have previously been in that job or are still in that organization to the volunteer. Many companies use footage or written by their employees to do so. You are not going to give a host of disappointing comments to new employees for a full job description. There are many things you should avoid talking about altogether. Research proves that the right background of working conditions is important. The survival rate in jobs increases between 3 and 10 percent. You may think it's small, but the bigger the organization, the more money you can save. In addition, giving the right background can increase the number of people leaving the recruitment process themselves by 15 percent. This means less headaches and more savings. Clearly, most of the time your sense says you should only tell the other side of the positives related to the company, but now you know the truth. The more honest you are, the more likely you are to hire a committed and capable person.

# Revision of job description

We've all come across job description forms. When you go through the recruitment process, they will give you a list of general activities and job descriptions where you are going to be employed before you are hired. Usually you'll see a list of qualifications or qualifications you need to have and a little explanation of the goals of the job in question. There is no mention of the relevant machines or tools you should use, and there is usually nothing about bonuses and wages. This is the case in many companies. In larger companies, personnel and human resources spend a lot of time and energy analyzing the relevant job and in the end they can write a full and detailed job description. If you use the right job description, there are usually benefits. This means giving a clearer picture of a job that can attract a more suitable candidate. Job descriptions can be a good and quality reference for job performance. It creates a reference point that can be used to make decisions again. Clearly, these job descriptions are logical and sometimes practical. But there are many restrictions that cause a lot of opposition. This limitation means that there is useless resistance to a work that is not written and missed in the job description. Drawing unrealistic boundaries around hard-to-define jobs reduces flexibility and ingenuity in jobs. In addition, if you have a detailed job description, the current state of technology and other job factors will soon become obsolete. Faced with these limitations, we still see companies that are overly detailed and write a long and detailed job description that can help clarify the matter. But in the future, the same job description will make employees who are not very bored find excuses to get away with it. Most of the time, the main reason that makes you hear someone say "it's not my job" is the same job description. You have to stop and don't try to define any job carefully. Avoid fighting and complaints and courts in the future. Remember that some people read these jobs after they are employed, job descriptions are always incomplete and it will cost money to update them, and these job descriptions will not help anyone who can do their job better. You need to write a job description and use it to hire people and consider it as a reference. But if you want people to work properly, you have to make two points. First, write short instead of petitioning, it is enough to cover the goals, tasks and responsibilities in principle. The less the better. The need for this role will change, one's interest will change, so write briefly and don't try to look like someone who can predict the future. The second point is to make it very clear that the job description is essentially an experiential outline and that the job includes everything necessary. That means realism. In short, job descriptions are a useful thing, but you need to create job descriptions so that people see opportunities, not know the limits.

# Rescue from the evil boss.

It's so sad many of us know what it means to be a bad boss. This can include a boss who doesn't know his job or who often knows his job, but he doesn't know how to deal with people properly. How do you judge your boss? Ask yourself which of these indicators have you noticed so far? Everyone needs a harsh criticism from time to time. But a good boss knows that there should always be admiration and thanks in front of the rest and criticism privately. In general, remember that the workplace is not a place to scare people as a presidential tactic. The next indicator is to think about their planning power. Those who can't plan properly will postpone everything to the last minute, and by doing so, they will put everything in an emergency situation. This reduces the team's trust in the boss and creates spontaneous stress. Over-micro-management is also another feature of bad bosses. These heads have been listening to a lot and their delusion is somewhat large. That means they're always worried, even when things are completely done. That's why they want to control a thousand times the staff whether the work is being done or not. But in fact, they're slowing down your work. The last indicator is whether your boss is stable whenever possible, and that's the most important problem. Team members must have faith in their leader. There are small things that bring trust and confidence to the collection. One of them is this stability, we should always try to be stable in our treatment of other people and also to use stability for the decisions we make. If we see these behaviors a lot, you have to be a little more mindful of yourself. So remember to remember these points. First, do your job properly. Having a bad boss can't be an excuse for you to be a bad employee. The better you work, the better options you create for yourself. Options beyond working for your current boss. The next thing is to write everything down. Take notes about everything you do and all the orders your boss gives you. Keep everything. All dates and due dates. If you've already experienced the boss's bad behavior, take note of everything. Because it might work for you later. The next thing is to rely on the connections you have. You need to have a few good and useful relationships in your workplace that can help you not get mad at your boss. Think positively and be professional. Don't use your relationships to negatively impact the atmosphere against the boss, but talk to a friend outside the workplace as much as you want behind him and empty yourself out. Last of all, be familiar with your rights. If the boss exceeds his limit, you need to know the relevant rules well. But keep an eye out, too. Protesting may be the right thing to do, but unfortunately it also carries its own risk. So before you go to HR, make sure you have strong evidence. It may be very hard to tolerate bad bosses, but if you're lucky and you look at their behavior, these bosses will teach you how not to preside, and that makes you a better boss in the future.

# Coping with mistakes

We have been taught that making mistakes is a bad thing and that we should be ashamed of our mistakes. Now it's better to discard this issue that they've taught you, and instead think about how to deal with mistakes and how to know the value of knowledge gained as a result of mistakes. Look at it this way that everybody's wrong. The real question is what happens after that. Imagine if you've forgotten a very important appointment or forgotten a very important meeting. What will happen now? First, accept that these mistakes are for you and deal with the emotions that follow. Accept that this has happened and that time cannot be turned back, and in addition to these, the main reason for this mistake is you. Accept the feelings you have. Whether it's shame or anger, give yourself a short chance to overcome those feelings and be able to move forward again when your emotions return to normal. The next thing is to think, and especially to think about why such a mistake has occurred. Your goal is to be able to find out carefully why this happened. What you need to change to make sure that this mistake is not repeated the next time. Now is the time to understand how you should succeed when you realize your mistake. The only important thing is how you should turn your mistakes into a good opportunity to learn. The next thing is to admit your mistake. Neither blame yourself nor make excuses. Take full responsibility for your mistake and apologize if necessary. Be completely honest and don't do honesty, because others will easily notice it. When others know that you are confessing your mistake, they will give you faster and give you more respect. Now it's time to make up for your mistake. Don't let a small mistake have the opportunity to grow up. If you need to meet a client or call someone or do an analysis again, do so. If the situation is in a way that nothing is made of you, somehow let your colleague or boss know that you are still eager to help you solve the problem in any way possible. Finally, it's time to be oblivious. You have accepted your mistake, honestly tried to fix it, and if necessary, you have apologized and took the time to think about how to avoid repeating these mistakes in the future. So it's time to forget about it, make a conscious choice and let go of the story. Decide to resume your work very quickly and with the highest quality so that both you and others forget about the whole wrong story. Mistakes happen to anyone, but you have to choose to learn from your mistake and grow. In this case, errors do not kill trust, but instead become stimuli for further improvement.

# Find problems with teams

For decades, companies and leaders have been doing a good time with teams. If something is to be done, the answer is that it has to be formed a team and there is a lot of clear and clear benefit that confirms the formation of the team. Creating good harmony, having different specialties together and the opportunity to get a better result from the synergy of individuals than each and every one of the people. But there's also the fact that teams have other facts that we don't usually expect. Even if you have chosen the right people for the team and have clearly defined each person's role, you may not have achieved as much success as you expected. I want you to keep an eye on these things that are ruining the team. The first is coordination costs. The simple thing to do when forming a team is to help people understand their role and how what they have to do is related to the other members of the team. This means a lot of conversations, phone calls, writing instructions, teleconferences, sending messages and everything else that comes to mind. Sometimes this is done by setting up regular weekly meetings. Even when there is nothing to report. In fact, another category of work is defined for the team as meetings. Let me tell you a simple, universal truth. People hate meetings. The word session disturbs the present. When you say that the meeting at the same time creates a lot of negative thoughts in the minds of others. You imagine yourself sitting at the boring meeting table, telling yourself that I wish you were interested in this a little bit, or you keep looking at the clock and wishing that time had passed sooner. If you want your team to perform well, you need to limit meetings. Plan properly and hold in a comfortable space. In high-performance groups, it's very natural for people to object to meetings and to assume that meetings are held only. The next thing is that sometimes using teams inadvertently creates inefficient social patterns. For example, there is too much competition or too much social relationships between people. One of the worst impacts is dodge or to shave. This means that the larger the group, the less participation itself is. Basically, when someone sees a group forming, it feels like their participation isn't that important. So it makes less effort. The bottom point is that whenever you make a team, there is always a risk of inconsistency between people. Because of different priorities and different personalities, inconsistencies between team people can be very destructive. A good leader knows how to relieve tension. But that doesn't mean it can totally stop it. Teams can be wonderful and very necessary but you have to keep your eyes open. Pay attention to the things we mentioned and be prepared to ask for help so that you can keep the team at its best.

# Take freedom of actionseriously

A leader, calm, but confident, should strive to step into a new realm of greater productivity. One of the best examples that can be used to get along with Zedd's personnel is giving them the freedom to act. This means allowing them to have the flexibility and flexibility to operate when they work. The old days believed that employees should be managed very seriously and meticularly in order to make the necessary use of every single minute of work. Thank God it's been a time for most organizations. Today's intellectual performers know that giving the right thing to do is not only the right thing to do, but it also promotes productivity. Research shows that employees who are more secure to perform their duties will have higher productivity and less absenteeism than others. The next thing is that if you care about innovation, you also have to believe in the protection of action. When the efficiency of the operation is low, the personnel work precisely on the basis of what is defined for them, they have neither a purpose nor an interest, and you know better that it does not come from interest. New ideas come out of a mind eager to improve. Successful leaders know this very well, so they give their personnel more action to solve problems and improve their work. Let me specify something, I'm not talking about the voluntary act. Generally, employees want to feel that they have the authority to work. But at the same time, they also welcome support and a logical structure. The advocacy of work may have different meanings for different people, for some, i.e. their working hours themselves. For others, it is for others to do their job as they wish. In any case, the main idea is one thing. Define and specify the output as much as possible, then pull yourself aside and let them do it without your interference. Look at it that doesn't mean the presidency doesn't mean to cycle around and see who's in his room or at his desk. Presidency means creating an environment where people can do their jobs in the best possible way. The most ambitious form that can be shown is to throw away all the traditional structures and give the personnel the rent to come to work whenever they want. Work on whatever they want and do whatever they want. But if the risk of doing so is too high for you, you can allow them to devote a certain time to themselves. For example, for years, Google has given 20 percent of its people's time, they give their technical staff a full day of work every week that they do whatever they want and think they need to do. They also spend this time inventing, experimenting and exploring. Thanks to this 20 percent Google is now the google we know. The easiest way to get started is to define an activity or project that you're involved in yourself and then remove yourself from it. Tell your subordinates that you trust them. Your expectations should be clear to them and tell them that as soon as you ask for help, it's just that they just make your voice sound as simple as that. At first, giving personnel free action may seem like a huge risk, but the more consciously you give them this freedom of action, the more respect your team has for you and more faith in its own work.

# Creative Talent Management

Creative talent is one of those rare things that needs to be paid a little special attention. It doesn't matter if we talk about traditional creative people like designers and painters, and any other professional and creative people in any professional business. In any case, you have to keep an eye on a number of things. In general, you have to remember that creative production is not a coincidence, and under the right circumstances it often looks like a bubble that may burst very soon. I want to give you 5 useful management recommendations that can maximize the output of your creative employees. First define the necessary standard and then pull yourself aside. This means a combination of challenging desire and having the means to pursue this desire. Comes with a distinctive framework that will lead you to a professional creativity. If there are no challenges, your people will soon be hitting the job, or worse if they are strictly under management control, they can achieve anything but creative output. The next advice is to try to cooperate instead of instructing you. All adults like to be treated like adults. But creative people specifically have the attribute to be autonomous. As president, you have a legal right to order them. But if you want your decisions to be truly respected. Your team's creative people need to feel like you're partners with them, not just be a simple superior to them. The next advice may be a little strange you have to insist that the creative person stop being creative from time to time and get on with their life. No one can be completely fascinated by work like people with high creativity. His personality may be summed up in some way in the work and are so committed to it that it is extremely difficult for them to get away from work. But leaving the workplace at the head of a certain hour and not working on weekends can be crucial to recharging them and building their intellectual aspects. So don't let them become addicted to work. The next thing you should remember is to celebrate for failures. The creative production process is very busy and messy. Don't forget that all the successful outputs are due to half and half failures that we've eaten before. It's very natural that all of these not-so-good events should be discussed and looked at as valuable efforts. And then the lessons are learned. The most interesting and prominent ideas that fail are worth identifying first and then being mentioned in front of the crowd or in the newsletter or in an official ceremony. Find a way to thank not only the successes but also the best ideas that failed. Because it's these people who later lay the groundwork for success. The last thing is to do everything you can to stop the tedious and extra work. I don't mean that creative personnel are kind of above what you ask them to do a simple job. I mean, their work requires a lot of focus to be asked to spend a significant portion of the daily time doing things that are neither interesting nor challenging to significantly reduce their creative output. Look at it this way: You don't have to give them extra rights to stimulate creative forces, just create a challenge for them and let them in a room to deal with that challenge. Treat them like a colleague, appreciate their hard work and avoid giving them minor tasks. This means creating an atmosphere that supports creativity, use these recommendations and sit down to watch your team's creativity and enjoy it.

# Technical Talent Management

The high importance of technical staff for running operations in most organizations is something that strangely we don't understand. They are important. I mean any of the high-level technical personnel of the organization. But in particular I want to talk about IT specialists. Let's be honest, have you or your team ever had to shut down the job right at a very sensitive moment because of a small computer failure, so you just understand their importance and realize how important it can be to communicate with them. You can get a lot of benefits, for example, when you need them, you hear the answer much faster, or when you need new hardware or software, the cycle to get there will be shorter. Of course, I don't have to say how important their interest in setting up a personal computer or tablet or laptop is. To make sure they really have your back, remember these points that I want to say. First, don't forget that you need to thank them quite clearly from time to time. Of course, if you want to caress people's breath very clearly, you may not get a very good result. But sometimes it takes a little bit to show gratitude and know that the personnel in the IT department are very appreciative of this. In the IT department, there are brave people who have a lot of pride in themselves and their work. So use this position to get their heart out. The next thing is always to keep an eye on the signs of doubt or to express their concerns. When someone from the IT department tells their manager that they need help or doesn't know anything, pay attention to what they say. Regular employees go to the chief very quickly when they encounter a problem they can't solve. But not IT specialists. If they go to the chief, you can conclude that they themselves have tried all possible ways to solve the story. Asking for help is like confessing guilt as if they had failed, which means there's really something wrong with them. If something like this happens, be nice and try to find a way to get an answer. The next one is to spend a little money on the right technical infrastructure and technical training. It's budget is not one of the things you want to go to and help with to save. Technical team members expect their hardware, software and tools to be up-to-date all the time. I know you can't give them anything they want but try to take their priorities into account. Education is also a very important issue. IT kids love to be up-to-date and you should welcome them. This ensures both the security of your company and the performance of your systems. Last of all, don't be surprised if you feel a little bit that the IT personnel are different. I mean, I have a lot of respect for them. But IT kids are generally not very ordinary people. They usually have their own language. Strange favorites of their own or even the specific décor of their workplace. It doesn't matter as long as it doesn't cause division. This elusive structure is part of the big difference that makes each of us special and special. In general, the more comfortable the technical kids are, the more they pay attention to the company. Whether they want to be unusual or not, IT professionals are extremely important to an organization and are worth paying special attention to. Remember these recommendations until you understand how efficient the technical forces can be.

# Three dangerous managerial assumptions

Herwin Winkler said that defaults are the foundations of relationships, and I completely agree with him. Defaults are shortcuts that arise from our cognition and we use them to get results faster rather than thinking consciously and carefully. Usually, these defaults are quick yet dangerous solutions. To be more precise, look closely at these three destructive precursors that all leaders should be watching. The first thing is not to help you progress. Any leader who puts his head in tension is looking for opportunities to develop talent. But does he really do something for him? It works greatly. But it makes no effort to help others progress. He has been hired to do his own thing, not yours. It looks at it that you can either get yourself somewhere or you can't. But another head of this spectrum are intellectual leaders who know that individual accomplishments are only part of their personality and one of the factors in their career promotion. Remember that today, if you want to improve, one of the main skills is to be able to gather good talents around you. Consider the next case of this conventional leadership default because I work late, so the others have to be, I personally saw a lot of leaders who seriously believe that everyone should work like me and as much as I do. If I come to work at 7:00 a.m., others should come, if I'm at work by 6:00 p.m., no one should go any earlier. From a point of view, I understand their thoughts, you want others to take patterns from you and work hard, but the other thing you have to understand is that people work differently and at different times. The goal is not to ask them to work at a certain size and at a certain time. The goal is to lead them in a way that produces what you want. Remember that the trick you have to do is to define clear and good goals and expectations instead of managing their work in a meticle manner that usually doesn't work well. Last but not speaking, the solution that worked last year is not necessarily going to work this year. Sometimes we're so involved that we mistakenly think the current problem is what we've been dealing with before. We misunderstand the current situation very familiar and think we know what's going on quite now. The thing is, we don't understand how unique and new the current problem is. That's why we're considering a solution that doesn't have much to do with our situation. Instead of making hasty decisions and repetitive solutions, we should stop the problem so that discussing and talking about the unique needs of the current situation in the team becomes a norm. That way you might slow down a little bit, but instead you'll get an answer that can completely solve the issue. There are many assumptions from this model. But these three make you think. Remember, your job is to nurture others. Don't forget to keep an eye on the staff, not their hours of operation. And remember that every problem is unique and it needs to be looked at uniquely. Once you've done this, you've avoided ordinary defaults that prevent productivity, and you can make good-quality decisions.

# Risk of short-term thinking

Logically, we all know that when we want to make a decision, we have to do our best to balance short-term and long-term needs. But in practice, we don't do what we know is necessary. Thanks to intensive timings, strict regulations and high expectations, we usually fail to reach long-term organizational goals. Any senior manager can easily understand this. In a meeting that is going to discuss how to do this, he was sure that by the end of the year we would reach the emirate he was looking for. Then we see the team decide which programs to cancel. Because profit does not bring any instant and quick benefit. Or maybe we've noticed some questionable financial issues about what's deducted or when it's suitable for sale. Whether you want to believe it or not, research shows that a large number of senior financial officials destroy even the value of stocks when they need to reach their expected three-month plans. The pressures of short-term programs may not be of particular use. There are actually three main models of these short-term programs that can hurt you. The first is that the intense pressures of short-term programs may cause you to make decisions that are actually the cause of the problem themselves. For example, there are many ways to make a number for this moment. For example, you can deport a few people or cut off salaries and benefits. You may have achieved the result you wanted for the short term, but what you don't care about is that you've changed the spirit of the organization and more and more people are noticing this short-term solution in the organization every day. And so you got yourself into trouble for recruitment in the future. The next one is that the short-term solution prevents you from getting to the root of the problems. Every time you come across a new challenge, for example, an employee's performance is in trouble, you have a few choices. You can don't have anything to do with the person's position at all, or you can find a hand-tailed solution that's already working, or you can take more time and energy to find the root of the problem. For example, an employee can give it a sharp email that will make them more aware of their work within a week. But that way you couldn't figure out what made him uncomfortable. As a result, this will happen again in the future. It's time to go over time and look at them like a coach and find roots, and finally, short-term solutions destroy innovation. Real change and innovation need time. You need enough time to develop, experience and adapt. In three months it is note to develop and test products in new services. It takes a lot more time to do that. If you find yourself captured in a short-term attitude, you're probably charged too much for existing projects and assets and lower costs to create new things. As a result, when you're thinking about continuing the company for the next month, you've probably lost the chance to be a strong company for another 5 years. As you seem to be dealing with a series of short-term and inexhaustible demands. I accept that some of them are inevitable. But don't forget your goals. Consider the needs of the team or organization for the short and long term period. Sometimes this requires more time. But this will save you a lot of time and little in the future.

# Leadership of the organization with introversion

Thanks to business publications and magazines and their intense love for attractive extroverts, everyone came to believe that introverted people could not become good leaders. But this idea is far from reality. Wait a moment to define both of these clearly. Extroverts tend to output, talk a lot and are full of energy. In contrast, introverted people tend to be less talkative and prefer their own privacy. Artists, writers or engineers are stereotypically symbols of a dorne-oriented person. They live in their own minds and like to engage less with the internal interactions of large groups. Research specifically shows that extroverts and introverts can both be influential leaders, and this depends entirely on the situation and the circumstances. In particular, this depends a lot on what kind of staff the leader is supposed to lead. It seems that for personnel who are naturally active, introverts are a better choice for leadership. Think a little bit about it, an extroverted leader with a bunch of active extroverted employees, there's very little chance that he'll listen to their ideas carefully and gain their trust. Over time, it has become clear that there are different ways introverts were able to show their superiority in leadership over extroverts. First, an introvert prefers to think first and then talk. Introverts listen carefully to others' opinions and think and then respond. In order to be heard and in it all the noise and crowding of the organization use their calm behavior. Think about how a thought in a meeting can propel a group forward despite the ups and downs. The next thing is that they are more open to deep and serious conversations, and they don't usually get into a new topic until they get out of the story. Introverted people enter meaningful conversations and not superficial, banal chats. I should add that introverts have a special expertise in asking thoughtful questions, and at the same time they are good listeners. Another good feature that introverts have is that people look calm and calm, and this can help calm others. They are basically calm even when faced with a crisis. Unlike extroverts, they are more willing to control themselves, and as a result, they act with planning in the face of vague events and crises outside the expectation of introverts can help maintain the calm and concentration of others. And lastly, introverts like to spend most of their time alone, they get energized by being alone. When they're dealing with other people at work, it really bores them. They need to go back and go on their own to recharge. These lonely times don't mean feeling lonely. On the contrary, they use this time to replenish the buckshan and gain the necessary energy. Many benefits can be gained with the presence of an introverted leader. But I also need to point out this negative point here. Introverts don't know how to raise themselves. As a result, they are constantly in trouble against extroverts who climb the stairs of progress one by one. Introverts! I'm with you, make sure you have the necessary activity and your armenians are clear. It's very valuable to the organization. Team leadership in general requires more to be a combination of different personality models. Extroverts are usually extraordinary. But in order to make a real impact of your organization, it also requires a few calm and reliable leaders.

# Leaders are born or trained

I'm asked a lot whether the leaders, the leader were born, or have they learned to be leaders? A lot of people mistakenly think that either you have certain features from birth or you don't have all of them wrong. Let me tell you the truth, everyone was born with their own characteristics. In a series of contexts they help it and challenge it in a series of other fields. This foundation is composed of your personal characteristics and your IQ. At best, anyone can become a professional or leader by choosing themselves in a new skill. Skills are talents that have been trained patiently. Like what we're saying here, these things are also taught. No matter what your yeast is, you can learn them on your own will. If you want to learn skills like self-awareness, listening and looking for feedback and getting strong in them, that means you're good at becoming a leader. The world of leadership skills is vast, so you don't have a problem where to start. Now if you're responsible for others and you want to help them develop their ability to be leaders. There are a few types of known activities that can help them and develop the necessary skills in themselves. The most common is to give new and challenging responsibilities to employees with high potential. Give them temporary missions to tie their skills to a new role. Let them lead a specific project or special teams that are outside their current role. Have a coaching and all-round feedback. And at the end of the training classes in the traditional way of high quality. It is quite clear how to develop leadership, the problem is that many of today's leaders themselves believe that the leader was born and believe that their job is to open their eyes and find whoever has the skills and the capability. As a matter of nature, they pay less attention to leadership development. It's also not surprising that most of these leaders are extroverts. My advice to these leaders is to listen. You're missing two categories of people that can help you a lot. The first group are those that can help you right now. Introversions that are in your company. Look closely because if you give them a chance, some of them can become very good leaders. The second group of young personnel who are new learn the job. Give up the idea of whether they have this capability or not. Instead, focus on someone who has, for example, half of what you're looking for. Then start using certain activities that help them build the necessary skills in themselves. And finally, as different as people are, the requirements for the leadership of the organization are vast and varied. As soon as you put aside the thinking that you just need to look for a certain type of leader, you'll see a lot of new opportunities in your team waiting to have the conditions to grow.

# Fighting bureaucracy

Organizations are interesting creatures. When they are small, things should be done in any way possible. There is no specific system or specific way to do things. When organizations grow, it is clear that they need more order and less chaos. As a result, you make a few process models and a few rules, and you make a few policies. It seems that these things can help you and make things that haven't been clear to you before. When the organization reaches maturity, you will feel more comfortable with these rules and policies, to the point that the problems will be reversed. Now you have too much law and politics. It will look like nothing is going to be done right from now on. Why haven't we been keeping an eye on this? People think they're doing the right thing and just trying to take control of the issues they need to control. But in fact, they only add to the futility and incompetence of this process. Look at these examples. Suppose it is necessary to repair a equipment at work, for example, a lamp is burned and must be replaced. You should look for a new lamp and replace it quickly, but you'll find that you're not allowed to do so. This is related to the maintenance department and you must fill out the relevant application form. The issue that was done in five minutes will now take a few days. For another example, suppose you have to pay one of the sellers, for example, 300,000 tomans. The company's policy is that you have to sign six different people for amounts above 150,000 tomans to pay that money. This could have been done easily in a few minutes, but now this simple matter must be defined as work for several others before it is implemented. This is called "bureaucracy". Now let's look at the laws that prevent bureaucracy. Here are three tactics to reduce bureaucracy. First, make new policy hard. You can do this in two ways. You can ask someone who wants to apply that policy to prove its benefits. This means the need for statistical analysis of the subject by the person to clearly show the cost of change and the cumbersome new regulations related to that change. Or you can suggest that the number of company policies should be limited. Whenever the number of policies reaches a certain ceiling, you must remove an old policy if you want to add a new policy. The next thing is to find all the sections where there are paperwork and ask yourself how it can be simple, automatic or generally eliminated. Most paperwork is useless. Only a small portion of the information that is collected is needed. A three-page form can be converted to a page and then electronically detected and filled out a series of blanks automatically. Finally, accept that most of the approvals we need will eventually require one or two levels of verification. Manual or electronic does not matter. There are only too few financial decisions that require approval from more than one or two levels of management. You should avoid wasting people's time. Organizations have hierarchies, and hierarchies also need a bit of bureaucracy to help make it work. Just remember that extra bureaucracy is not good. Use these recommendations and then the bureaucracy will serve you instead of stopping you.

# The best possible method is not always the best

For decades, we're talking about the best way possible. The best possible method is the technique or method of doing something that has shown the best results to date than other methods and therefore it is used as an indicator. In a variety of businesses, the use of this word has become very common. In any industry, you can find the best possible methods for all the scope of the organization. The truth is that we are overly castrated and used in the best possible way. Sometimes these methods may be responsive to you, and sometimes they may not. It doesn't matter which method we're talking about. It can be a software that is used for financial issues or a new product or round-the-clock employee or a new way to advertise online. Many of the best possible methods can or may not be useful to you. You want to believe it or not, but sometimes they can also hurt you. The truth is that there is no such thing as the best possible method. Each organization is different from the other, their members, products, processes and culture are different. Because Company A has done something and got the answer, it doesn't mean that Company B will come to a conclusion in the same way. Because some consultants have commented or a professor has written a book on this issue, it won't mean that it's good for your work as well. The first step is not the best possible chips methods. It has been proven that companies, like humans, are effective against advertising. If a few people claim that this is a good thing, whatever it is, companies will accept it. To put it more clearly, here you don't mean to crowd up and oppose possible solutions and methods, but preferably take a critical look at them, whether they're useful to you or not. The situation must be changed and the situation better. But you have to be careful how you do it. First, when you have a big change in your mind, evaluate your company's capacity for that change. You've provided as many grounds as you've been able to, and depending on how many change projects you've already got in mind, using a new best method, even if it's good for you, doesn't seem like a good idea. The next thing is that if we assume that you have the capacity, you should know that every possible method will not work for you. Before you expect the best possible outcome, think about what specific things to change in the company or in the best possible way. Know that you're more likely to need to change things to be your own. Finally, you have to keep the change. Even if you have the capacity and have made the necessary changes according to your will, you still need to make sure that this change lasts. This means that before change begins, anyone who is influential in this issue should be informed and given the necessary tools and resources. You should know that the sin of shortcomings is not the best possible method, but the successful use of these best practices rarely happens. Use these recommendations and then the best possible method will be best for you.

# Sell your ideas

You must have heard them say that we never sell. They talk about sales as if it were fraudulent, and then they tell you an example of car dealers. This is a pity. Because selling is one of the most basic life skills of any person. Selling is a kind of successful persuasion that people should try to use all the time. For example, if you are extremely ambitious in your job, a broad part of the challenge ahead is to make a positive change. Find things that can be done differently or better and basically make people listen to you and help you. This requires that you be able to sell your ideas. You can also be a seller as long as you keep trying. What does it mean to be successful in selling ideas? First, evaluate your acceptability. Depending on what quality your idea is, you should share it with others regardless of your level and credibility. The goal is to be as acceptable as possible. This means first, save and record all your work without any hassle and with the best quality. Second, make yourself recognize to others that you are a person that when others talk about their own idea, you help and support them. Next thing to do yourself the favor is to think about lateral support before you look for vertical support. This means starting with trains and people at your level or your subordinates first. In this case, it is possible to understand how well the idea can be accepted by the higher authorities, and you will likely receive good feedback that will help you refine and improve your idea. It's also very important to come up with the idea in a way that's supposed to help others as well. This is your idea and you have your own business plan. But consider that everyone has their own goals and plans. This is especially the case when you're more likely to share your idea with people above yourself in the company. Where does your idea come up with their priorities? Be prepared to explain the story to them very detailedly. Finally, practice well enough for how to come up with your idea. If your idea is very different from what it used to be, or if it's going to be explained to senior management, it's best to prepare yourself. It is necessary to probably know the total costs and benefits planned well. You have to be prepared for questions that are predictable. So talking to your colleagues can be a very good practice before you want to discuss the idea with senior managers. Sometimes selling doesn't look like much, but it shouldn't be like that. To present yourself and sell your ideas is a natural and necessary part of every person's professional life, and if you follow these points, people will buy everything you sell easily.

# Leadership with ideas instead of numbers

The truth is that most planned changes fail. Failure means that the project has not been carried out at a predetermined pace or costs a lot of money or fails to return the profits it was supposed to make. But usually the main culprit is not the poor decision on the main parts of the project. In most of the reasons, the main cause is the weakness in communication and the skills that concern people. Right from the beginning of the story, when you're trying to convince others about the need for change and want to sell them this idea, the importance of communicating starts. This is where many traditional leaders make mistakes. They want to come to terms with dry facts and sheer figures and bring up change in a way that makes a lot of sense and without appeal. It can be said that almost all successful changes started with an emotional move at first, and then facts and numbers were added to it. Touching emotions is a strong way to draw attention and stick the original into people's minds. Without having to talk too much and provide specific information. Here we clarify the topic with a short story. It was a factory that produced products that had a manager, and most customers loved the products of this factory. But in the last year, negative feedback from one of the big and special customers was heard a lot. The product they produced could not meet the needs of this customer, and the customer had to manipulate and change the product itself a little bit. But their unprofessional team, who had no experience of doing so, had caused a lot of problems. One day the customer called and announced that he wanted to buy from another location from now on. Speaking, the head of the factory realized that he could fulfill all the customer's needs by making a small change in the product. After this call, the factory manager spoke to the employees who produced the product. The problem was solved, but not entirely. A month later the phone rang again. The same customer was with the same problem. The factory manager once again spoke to his team and they explained that as they calculated, it is not cost-effective to take extra time to make the desired change for the customer. They said the customer buys the same product, so what is the need to waste our time. However much the factory manager explained by the numbers how good the profit margin of this product is or how many products this customer buys, and the overall explanation is no longer, the team was not convinced. The factory manager thought he could threaten them to do what he wanted them to do but eventually realized there was a better way. A month later, he asked the team to gather between two shifts in the conference room. They didn't know what the flow was going to be. They had put a large television room in front of them. When everyone sat down, the manager pressed the playback button. On the screen, the image of the protesting customer was played. Everyone knew him. The customer initially thanked them for their long-term cooperation. But then he stressed that it was unclear if he intended to continue working with them. He explained that his work has flourished and intends to raise orders, but he is not sure he wants to deliver the order to them. Then he played a video for them in which he showed them his equipment and introduced his team's main beads. The customer showed precisely and clearly what happens when the product he bought from them is not in line with his wishes. This slows them down and they have to do things on that product that are not their specialty. In the end, he gathered all the team members, stared at the camera and said he wanted to expand his business and support their jobs as well, and needed help to do so. He said that you are the ones who can give me what I want so that I can support your job, or that I can work with your competitor from now on that produces exactly the same product. When the film was over, the team members seemed a little upset, and they seemed a little embarrassed as well. The factory manager asked to repeat his request again, but realized that there was no need to do so. The team foreman got up and came forward and announced that they had found a solution in production planning that would allow them to devote more time to this customer's particular product. No one argued. Three months later, the product was exactly what the customer wanted. This can happen all the time. It is enough for thoughtful leaders to remember that emotions can be used as dry as realities and statistics. Pay attention to these recommendations. Look ahead of the project you're involved in. Find a few opportunities to use video or image, or maybe a story. In this case, you can have them emotionally. That's when real change becomes possible.

# Starting again on a stalled project.

It has occurred to all of us to start a project in the best possible way, choose the right team, define clear goals, take good resources and plan the necessary ones. Then what shouldn't happen happens. It doesn't matter how well you planned. You can't plan for everything. That's why progress stops sometimes. It may be because you make the wrong decisions. It may be due to environmental factors beyond your control. In any case, when it happens, you will find out what the cause is. A lot of warning signs are marked from everywhere. Whether it's in the wrong figures or because of a reporting flaw. When that happens, you have to think about how you can handle this situation. Consider these steps. The first step is to arrange a meeting and invite the project manager. Here we assume it's your manager. All team members and other stakeholders, whether they have contributed to the project or those expecting the project, are also present. As a leader, you have to declare that the project is in trouble. Sooner or later you have to explain this and it depends on you, because you are in charge of your project. Announce at the meeting that you plan to discuss how this happened. It's best to drain yourself a little at this point. Be transparent. However, the group escapes being blamed and charged. At the end of the session, announce that you plan to conduct an audit. Thank the audience for their assistance and announce that you will soon make the necessary decisions about whether to restart or cancel the project. Especially at the end of the session, try to be very positive. The group should not have the sense that it has been blamed. You have to make them feel like they're part of the team and they're going to face challenges together. Clearly, the larger the project, the more necessary it seems to be to prepare an audit. Your goal is to find the root cause or reasons for the problems you face. Nothing should be done for the project during the audit. People should keep an eye on their other duties. The project plan and all the key key points whether they happened or didn't happen, you should check the personnel and key resources. In addition, you should do so with the same quality as you evaluate your management on the project. There may be a case that you haven't planned enough for. Or you've let the scope of the work get out of your hands and become a critical issue. After you've identified the biggest reasons, it's time to move forward honestly. Specifically, what needs to change, ask yourself if you can really make the necessary changes successfully, be completely transparent about the cost in the form of time and resources. Is all these costs directly related to the project's objectives, or is it better to set it aside for now and move on to other projects to see what can be done about it later? Now it's time to talk about your decision. The best way is to hold a meeting. In that case, everyone will hear your message the same, and there will be no contradiction later, and there is an opportunity to answer questions. If you decide to pause the project, your meeting will be shortened and talk about your findings. If you decide to start the project again, share your initial plan with them, look for their inputs and show great enthusiasm for building trust in them. As soon as you resume the project, increase the control for a few weeks to make sure everything is in place. Projects sit in mud, that's normal. If you apply these recommendations, a stalled project will not harm the work, but can actually be an opportunity to refocus, regain life and improve your leadership skills.

# Better meeting

We've all been caught up in this so far. It is usually very painful and plagues a person. Here is not the purpose of the meeting, but the weak holding of it. We probably all agree with the whole thing. We don't like meetings, so we need fewer and more effective meetings. The good news is that meetings don't necessarily have to be bad. Here are a few things that your meetings won't be very tedious and unworkable if you follow them. The first point is not to hold a meeting when in doubt. If it's possible to do the job over the phone or electronically, don't convene for nothing, and if you arrange a meeting, obsess about who should be invited. The fewer people you will have, the better the session. Here, the necessary experts, executive sponsors and one or two people on whom meeting decisions may have a direct effect are sufficient to hold a meeting. The important rule is not to invite them if in doubt. Now let's go through the process itself. You should think about some good issues before, during the meeting and after the meeting. You must do three things before the meeting. First, make a list of those who should be invited and don't forget the above topics. Second, specify what each invitee must do before entering the meeting. Perhaps they should read a report or do an analysis. Be sure to know how to use the time to prepare for the meeting. Third, prepare the meeting order and this only includes the things that really need to be talked about in the meeting. Set them in order of importance so that the most important topics are at the top of the list. The goal is to pull the entries out of the team and give them a full meeting order a few days before the meeting. You need to behave on the schedule you set in the meeting and resolve the issue. For example, don't let anyone misreed for the meeting. Resolve strange personal issues between individuals quickly and respectfully. Take notes or make sure someone else does it so that everyone can have a history of the meeting. Make sure the agenda is thoroughly reviewed and don't let political views prevent them from dealing reasonably with agenda items. Finish the meeting by specifying the results. Determine what needs to be done, what agreements have been reached, who is responsible for what and how long the opportunity to do things is, then discuss whether another meeting will be needed. Finally, when the meeting ends, make sure that the written meeting minutes are reached by everyone. From time to time, seek feedback from a trusted colleague, which is likely to improve and change the way the meeting is held. Cannot escape the meeting. But meetings can not be that painful. Remember these recommendations and then your team will be grateful to you.

# Investigating common ethical dilemmas

Leave this interesting quote to mind. Ethics are not the ones your boss orders to do. This sentence interestingly says that you are the first and last responsible for your own moral orientation. It is necessary to nurture your moral foundation and keep your eyes open because you are going to enter into certain parts of life that we call gray parts. What decisions are needed, but recognizing the right and wrong way is not all as easy as what you think. The issues don't look black but gray. It's kind of stuck on a moral dilemma, and that's exactly when you need a strong, solid moral foundation. Ask yourself four questions the next time you encounter one of these gray sections. These questions help you better review the opportunities available. The first question is what options are either. This is the easiest question. Regardless of ethical issues, what are the possible answers. Make it very clear how each of these will help you and other relevant stakeholders. Don't judge them ethically and just think about how they can solve your problem. The second question is whether any of these options are compatible with your values. You can't answer this question until you've clearly identified what it means to you. What are those four or five things: family, religion, success, health? You have to write them down. The more clearly you write down what you value, the easier you will be. It's a good idea to consult with others. Each of us has our own prejudices, and we may easily get busy or excited, in which case we can't adequately consider the options and consequences of each. Usually, knowing consultation with a more experienced person will help you look more correctly. Finally you have to choose. You should choose an item that can better come out of the sunshine test. Some say that sunlight is the best thing to disinfect, and this in a moral position means you can talk to others easily and unashamedly about the topic in question. How do you feel about which option you chose when your choice is in the sun and in the eye, if your mind contracts, it's probably time to reconsider your choices. This was the synopsis. Check your options. Consider matching them with your values. Consult with others. Never forget the sunlight test. It's not always easy, but if you always use these recommendations, moral dilemmas won't have bad results. In fact, it's usually the hardest choices that make us a better decision maker.

# Making difficult decisions

What's definitely there is that you make a lot of decisions as a professional, small and big decisions. Unfortunately, some of these decisions are very hard to make. Not that you're constantly engaging in moral dilemmas (which is of course likely), but here are decisions whose options come with high risks, or decisions that we know are unacceptable and unlovable. Whenever you have to make an important decision, you know that there's not much luck, and no matter what you do, someone will eventually find someone who doesn't like your choice. These conditions are very difficult. Now let's look at how to survive this situation. Here we begin by recalling the three main rules we discussed in the previous article, the study of common moral dilemmas. To remind you what's valuable to you and not to break them, when you doubt that you'll get help from others without delay and ultimately make a decision to be proud of. A decision that you don't feel you need to hide for. These three cases provide a solid foundation for making difficult decisions. Now we have to deal with a few extra points. Consider these double tactics to help you make tough decisions. When considering your options, be sure to think about your long-term reputation, not short-term fame. You don't need fame. What you need are the right decisions that will have real respect. Next, suppose you have the time you need. Don't be afraid to leave the subject for a while and not think about it. Not keeping an eye on the subject for a short period of time makes your viewing angle clear in many cases. In other words, don't act hastily, and it's also good to be a little cautious about the political implications of each of the options you face. To put it more clearly, it's not to avoid political repercussions to make decisions, but to prepare yourself to see any reaction when you make a decision. With a little thought, you can predict these reactions and prepare yourself to deal with them. Another good tactic is to tentatively test other people's reactions to them before making a final decision. This is when you routinely and informally disclose the main options to some stakeholders. This will allow you to have the opportunity to see how they react before making a final decision. Finally, don't be afraid of wrong decisions. There really is no ideal decision. What exists can only be the best decision you could make. If you make the best possible decision and learn from what has happened, it won't be any better. Decision-making may sometimes be accompanied by a lot of stress. Help yourself make the right decision by observing the things that were addressed. These recommendations don't make decisions easy but increase the chances of making a good choice and being happy with your choice.

# Maximize individual ability

People who maximize their ability are good role models for us. Research shows that there is a small and distinct percentage of people who are required to reach their best possible levels. How do you do whatever it takes to see how these really successful people can maximize their abilities? At first, those who are aware of their abilities accept responsibility for achieving success. They deliberately try not to rely on parents, bosses, companies or anyone else. These people believe that they make their own destiny. The next one is that they're not afraid to take risks. Successful people believe in the old saying that "don't take any risks" from the rewards. To put it more clearly, they are smart enough to try to take reliable risks. But they don't always want to act safely, and they don't hate to experience fear sometimes. In most cases, however, they have a fear of not trying, fear of not learning, and fear of not reaching their ability. Another important personal trait on our list is that they have the ability to go as far as their limits. In other words, it is common to consider a custom that includes observing the time boundaries of work. But it should also be taken into account that you should leave your hand open to accepting new skills and new levels of responsibility. All those who have been able to achieve their inner abilities have endured several periods of burnout. They have accepted this because they cannot know the boundaries of their limitations as long as they do not push themselves as much as possible. It is also true that successful people usually seek to gain knowledge from the rest. They don't know everything. On the exact contrary, they know that their knowledge is limited and they are always looking to make it more so. That's why they're not afraid of the knowledge of coaches or friends who are smarter and more successful than themselves. Lastly, they know the importance of helping others. They inherently understand that they do not live in an isolated environment. That they may need the help of others on a regular basis. Who would we like to help more than others? Now it's best to assess how much you've seen these traits in yourself. Remember that reaching your maximum abilities has nothing to do with changing personality and IQ, but rather to always get used to high-level practice. If these points are correctly applied, anyone can recognize and use their inner capabilities.

# The true power of difference

Discussing difference is a popular subject. Difference is one of the most attractive, hopeful and difficult issues that we face today in the company's lifetime. Unfortunately, in most organizations, the difference is only due to the simple educational programs required by the individual, which is inappropriate for many and for a few educational content, while everyone should choose an educational package according to their needs. There are two issues that are usually missed or forgotten, which will not necessarily happen if they are addressed. The first issue is that usually the difference hurts before it helps. What the counselors have read in our ears is very dreamy. The difference is beautiful, but we all know the truth. When we stand with different people, we usually react badly and counterproductively. Evolutionist psychologists say that since the time of their lives in the cave, there has been this bad reaction to his survival. Showing negative reactions to different human beings helped the individual and his tribe survive. Today, some of the same reactionary thoughts remain secretly in the human brain. That's why if you want to really say a positive effect of the difference between people, your team should know the skills of conflict management and communication in the best possible way. Without these skills the difference can hurt as much as it helps. The second one that should not be missed is to care about the purpose of the difference between individuals. The goal is not to have different quotas and a large number of people and to be multicultural. We need to understand and respect these things, but that's not the point. The only goal that matters is to make a difference to ideas. What can you do for these things? Stop reading and studying about difference and instead physically experience the difference. Until we learn to put ourselves in the place of others from time to time, the difference will remain as abstract and unattainable as an idea. Experience it and make it a reality. Then you'll notice that the difference isn't just labeling, it's about the variety of experiences that produce different ideas.

# Thinking about hiring in a new way

There are few topics that are as important and valuable as recruiting new recruits. Recruitment represents the chance to help a new person, promote the team and grow the organization. Although hiring is very important and special, we don't know much about doing this, and we certainly don't have enough time to train people so they can be good managers later. To be clear, there is a process of thinking about recruitment in many medium and large companies that is designed to gather information from different activities. This process is designed to make hiring decisions as principled as possible with specific tools. Although few companies have this approach, this process is also a better place in these companies. It's not that hard. Here we examine the right way with two valuable but inexpensive tactics that point to common mistakes in recruitment. Let's start with one of the most common and important recruitment mistakes, which is to meet volunteers in person very soon. It is true that face-to-face communication is normally the best option, but this is the exception. What happens to most people is that when they meet someone in an interview they judge the person very quickly and in a few seconds. Because of the prejudices we have in knowing others and because of our own nerves, we usually can't analyze the person very effectively, and instead cocoon to a few characteristics that don't matter. The solution to this issue is very simple. Keep an in-person interview or even something like Skype for two or three final bidders and not for 10 or 20 people. Also, talk to them on the phone before arranging an interview. On the phone, you both have considerably calmer nerves. Ask them to describe the details as they listed on their resume in time and accurately. Cases where you are arrested and those you find out from their actual experiences are very influential in your decision to hire them. It is much easier to enter an in-person interview with them to continue the conversation. Another strange problem that happens in hiring is the over-reliance on structure. For legal reasons, it is necessary that the recruitment process be repetitive and legally defensible. To make a decision, you need to constantly interact with volunteers. That's right, then you can say that what you really want is accurate information, and when we put ourselves and the volunteer in such a phony and structured process, what we actually see is a show. Good applicants know this and prepare themselves for the interview and arrange a good show for you. The solution to this is to use unstructured, problem-based conversations in at least one-third of interviews. If your volunteer is an engineer, gather three other engineers around your desk to know the volunteer's perspective on the challenge you really face. If you are hiring a human resources specialist, put him alongside a number of HR personnel and discuss talent management or how human resources influence the company's strategy. Interact with volunteers and care about their opinions. Very soon you will find out how they can fit themselves into the team. Hiring is very important but unfortunately we don't always get it right. Increase your ability with these recommendations, go back to the phone interview and reduce the structure a little bit to see volunteers interact with people and real issues.

# Theneed for organizational acceptance

Organizational acceptance exists in any organization even when its name is not "organizational acceptance". Sometimes people call it socialization and sometimes organizational acceptance. In any case, the methods that new personnel can acquire the necessary knowledge and skills to be effective in the organization. Companies do this by holding meetings, lectures, video playback and a lot of recently printed pamphlets with the help of computers. This covers many technical requirements, such as salary and benefits forms, as well as other information about the company's history and goals. Researches have shown that the quality of organizational acceptance contributes to the satisfaction and retention of personnel. Companies that don't systematically think about organizational acceptance should do so. To look at the topic honestly, many of their mechanisms use a familiarization process model for organizational acceptance, a model that newly hired people don't like very much. Recruits sit in a conference room and are asked to fill out several forms and listen to or read countless information about the company. It seems useless and bureaucratic and doesn't make people happy. Do you really want their first day to be like this? Here are three new ideas that you can use to turn organizational admissions into beneficial hires. First, reduce the use of paper as much as possible. Let the use of paper be limited only to very essential forms that are filled out in a few minutes and not a few hours. The rest must either be done online or done at home. Make sure to hand over a checklist to each personnel for the first week in which everything the new force has to do is written with all the names and phone numbers and email addresses and necessary items. The point is to be able to reduce the harassment that happens to each new force on the first day as much as possible. Next, because you've been able to reduce the time you need to fill out forms, you can increase the time it takes for them to consider themselves part of the team. You can give them things to read, but better than that, you can play them a few videos that explain about the company. But there is still a better way to invite a few employees and managers to get to know him, tell a few stories and answer questions that might have a new force. Finally, it is better to see new forces like a catalyst that is supposed to help improve the organization's situation. New people are still jogers, neither afraid of anything nor even the sacred cows of the organization frightening them. You're probably smart enough to design an unnamed feedback system so that new personnel who have worked at the company for a few months can tell you exactly what it's like to work in this organization, this should be a believable and unnamed mechanism and questions should also be defined about the level of the organization. Try this. Imagine any new employee after six months can honestly answer a few questions, for example, the company is very good because ... , and fill in the blanks. The first necessity for any organization's success is for new personnel to really understand this. The best word that can be used here is culture. Here's another good case. Do you think you had a real background of your work before you were hired to analyze the information once a year, and that's where you'll also be surprised at what gizas you've learned that contributed to the organization's progress. Usually organizational acceptance is a tedious process that new personnel have to endure. It is practical, but in fact, it is another work related to bureaucracy, and this process does not necessarily happen in the same way. Reduce cumbersome work, increase real people in the process, and look at new recruits as agents of change, and this can be the added value of an organizational admission.

# Pushing the limits

Let's be honest. Fulfilling your potential is not like aiming and then reaching it, it's possible by setting up growing challenge targets. The challenges will lead you to some of those goals and not reach others, and it's not possible unless you try your best and start knowing the limitations and knowing that if you want to plan for yourself long-term careers and don't want to take a chance on something, knowing the limits can be very helpful. So consider these right, tried ways to start the game and push the limits. First, accept that you can take things a little more than you really think, not fail as much as you can. Just enough to put a little more pressure on yourself. If you think it's going to take 3 years to work, set the target on 2 to 2.5 years. Retracting restrictions means making more and bigger challenges for yourself. Without pushing yourself, you start to knock. Remember that you should not leave this challenge to yourself unless you inform someone else. There are many ways to commit yourself to achieving the biggest goals. You can think of them, you can write targets, which is a good way, and it's better that you can write them on a big page that I call going public and it happens when you believe in anyone about your goals and they're also looking at your goals and ways to get them to the goal. Strengthen. Another old tactic that's better than others is to visualize some time a day in your mind as if you've achieved goals. To achieve hard goals, you need to focus on the results you get as if you're playing movies in your mind. See yourself while you've succeeded. If, for example, you want to take part in a marathon, see yourself practicing and successfully crossing the finish line. If you're looking for a big sale, sit in a corner for hours and visualize the moment your product is introduced. In addition, do not forget that at the time of illustration, anything big can be done. By the way, why reinvent it when the wheel has already been invented. No matter what your goal is, finding those who succeeded before is what exactly you have to do. Investigate them and contact them if possible. Find out how they overcame the limits, and if possible, ask a few of their best tactics. The next thing is to spend time actively searching for inspiration every day. Maybe from a song that lets you focus, or maybe a short phone to a coach or close friend who always wants you to grow up. It's not so hard to look for inspiration on the Internet either. There are a lot of good speeches or free inspirational videos that you can use as well. Find the ones you like and remember to visit them from time to time. It's helpful to know the limitations, but I want to say a secret, if you follow the same points that we've talked about, you don't understand much about your limitations, you have to actively push the restrictions to a new level of work.

# Identifying strengths and weaknesses

Reaching individual development starts with self-recognition. By examining the reflection and feedback of behaviors, individual cognition can be achieved to some extent. But even if there is someone who has achieved a good level of self-knowledge, we still face tough decisions. You develop your skills by relying on your strengths or by working on weaknesses. For years, they have been putting strengths and weaknesses in front of each other and arguing with them. Until recently, in discussions, it was understood that by recognizing and working on improving the weaknesses, one could have a better personality. So if, for example, you were terrified of speech, you would spend a lot of time learning how to give a great speech. Or if you're weak in mathematics, then now's the time to look at math books. I don't want to say that this is wrong, but it has two important downsides. First, it's good to be honest about our strengths and weaknesses, but you don't want to focus too much on your problems. If you focus too much on improving your weaknesses, your self-esteem may be in trouble. And second, every time you spend improving your weaknesses, there's a time you've lost to improve your strengths, and that's how you get new discussions about new weaknesses that say strengthen your strengths. In fact, a lot of blogs and books have dealt with this issue and getting a better result. When you focus on two or three main skills and you're looking to be able to use them better, your progress will be faster. So now you know both old and modern opinions, but let me also give my opinion on this. Both of these comments are essentially true, but let me help you by putting them together in a certain direction. Start with the first part you want to grow up in, ask yourself if this skill that I want to develop in myself is a core part of my career that I want to continue. For example, the same speech that I said is whether lecturing is a core skill for your future if you're going to be an executive yes. Anyway, it's time to start practicing. But if you want to lead a few technical teams, you don't have to become a professor. So let's just practice the lecture and don't worry that you have problems speaking in public. After thinking only about those weaknesses, they can be a problem for you. Now it's time to think again about how you look at your strengths. I don't want to simply tell you to go strengthen your strengths. Instead, I want you to determine which strengths in the future can give you the best chance of progress and then design a detailed program that can give you a chance to succeed, and that's the real meaning of strengthening your strengths. The old argument about personal strengths and weaknesses is fascinating, and it's not just about recognizing these points, it's about finding out which skills and how to develop.

# Competency Assessment Models

Competency modeling is a process for determining a set of specific skills that successful and high-performance people have. This model is an explanation of a job behavior. When you have this model of personality, you can use it in your organization in many ways. We use this competency assessment model for employment interviews. Also, for leadership development, performance evaluation, succession planning and also this list, the use of competency model continues. Using a competency model helps us stay focused on the traits and skills that lead to success. These models are very useful. Because it gives us some common keywords, but more importantly, research shows us that these models help us make better decisions. Companies acquire this model in different ways. But most of them come from aggregating polls, focusing on workgroups, interviews, and analysing previous information. However, the general method and idea of using these models is similar in most organizations. However, the model used in one organization is different from the other. However, there are some things that cause doubt to the efficiency of these models. Concepts such as thinking at critical moments, creating effective human relationships, honesty and developing others. There are literally thousands of variables like the ones we mentioned at different levels. From the basic skills that every good employee should have to the specific skills that manufacturing staff need, or the attributes and skills needed for managerial positions. That's right, a lot of competency models are functional and we need to use them. But like any other good tool, they may be overused or misplaced. Some organizations use these models as if they're the solution to everything, and it's very dangerous. First, the competencies listed in different models are very general and require interpretation and explanation. If anyone interprets them in proportion to their own work, these models become much more practical. To point out this, you usually see long lists of examples and explanations that lead you to models that are too big and confusing, and it's very hard to use. Another fundamental thing is how you look at success. It is usually assumed that everything listed in the merit model is necessary to succeed. But actually, that's not true. Many successful people have been the cause of their success by one or two factors, or maybe three of the main characteristics or skills, not eight or 20 or any number of factors in this model. If you are using a competency model to evaluate your personnel. So you're probably going to want to help someone make progress in a particular area that has problems. Although this is not inherently bad, the truth is that those specific competencies that you are considering may not be obligatory for that person's success at all. So the best strategy is to coach them based on their strengths, which is to be the merits on which they are best. Finally, remember that a good merit model can go away. The skills or attributes that were needed to succeed may change. This means that every few years or based on cultural and organizational changes such as integration, it is necessary to change the model of competence of the organization. So that it is precisely in line with the current needs of the organization. Keep these points in mind so you can make better use of competency models. It's time to remember that they're general tools, and the goal should be to use these tools to get to know people better and put them in the right place.

# Recruitment of new recruits

Recruitment of new recruits has become an important issue over the past few decades. What was done just by reviewing a resume quickly turned into a project of aggregating and processing information. We use different competency models, personality tests, intelligence, behavioral interviews and face-to-face observations. And it's all designed to find out if the person we're trying to hire is smart enough to have the right ability, is it appropriate for our group and work culture to believe that hiring an employee is a very important thing to do. It's easy to hire someone, but it's very difficult to get fired. So I'd like to give you some advice on how to hire people. I'm talking about hiring managers right now, but it's also about every other recruitment process. You are looking for someone who fits your work team and company. The problem is that you think that proportionality is always about having a lot of adjectives to succeed in their roles. Accept it or not for three reasons this opinion is wrong. First, what has been used in the past is not going to work now. Just because an employee already has a successful employee brigade doesn't mean he's successful in his or her new job. Time has changed and the work environment has changed. Second, when you judge someone based on a resume and what has been achieved in evaluating the competency model. You should note that that the original model represents a character that does not exist at all. In other words, everyone you evaluate for employment also has deviations from the model. Remember that the evaluation model is a set of ideal traits that we try to achieve and it's not a checklist that you have to tick all its lines. Third, as long as you depend solely on the model of competence and base the recruitment of employees on it, the way you are employed is at the same risk of selection. That is, a situation where everyone looks and thinks the same way. That's why you need to deviate from your pattern from time to time and hire people who have both sufficient intelligence and a clear vision of work. This way your employees may look a little different. But that's good news for your team's creativity, so they think differently. You can see that being fit doesn't mean being fully included in previous profiles. Proportionality should be at least about decency, but don't let it blind your information. Of course you don't want to lose someone different who might be the same special agent as your team.

# Growing management personality

Think about maybe one day being a manager, which means you have to be a great communicator. In addition, you must have the man of an administrator. You have to understand how to get here so that when you enter a room, you can easily draw all the attention to yourself. They listen to you, and when you leave, everyone is still eager for you. Some call it a special agent that has unknown characteristics. Of course, that's not the right thing to say, it's a definable factor. If you want to be a manager, you have to really look like a manager. Interesting research has been done in this area, the result of which is amazing. But at least 20 percent of your progress is because others saw and felt you as an executive. So let's build your manager's character right now. Remember these important points. First, someone in the executive office never lets themselves sweat because of stress. She always keeps her cool and never rushes into any meetings with haste or delay. Instead, it is always a total and confident reminder. Wait for a deep breath and smile before entering an important meeting and then enter. In addition, always be prepared for the topic of the meeting and review the possible questions they may ask you. The goal is not to answer questions as much as you can. Of course, never pretend to say what you don't really know. The next thing that's vital is to try to think in an active way before you talk. This helps you to use vocabulary and grammar properly. Many managers say that when the other party uses weak words and grammar in his speech, this means the lack of awareness of the other party, which appears in his speech. The more important a conversation is, the more you need to think before you speak. Also, imposing people usually influence the audience without speaking. For example, they don't slam backwards. Because it's a sign of disinterest in the discussion or they don't sit on their chests too much, which is a sign of anger or guarding the other side. Instead, they maintain their visual connection with the audience, do not hunch and lean forward a bit. All of this is a sign of self-confidence and interest in the person. And the bottom of the point is that imposing people always create a sense of self-confidence in other people. One of the best ways is by listening carefully and asking a few questions to clarify the discussion further. Remember that being a good manager isn't just about having intelligence. It also requires being a good communicator and having a positive presence. The good news is that you can start right now by observing these points because you can learn to appear strong as a skill to practice.

# Earn respect

A lot of people think that becoming famous is a great and professional goal. But I'm here to say that this has been exaggerated. Fame is fleeting, you get and goes. Sometimes people like your decisions and sometimes they don't. But why not become famous is not your goal, your goal is to make the best decision you can. Then execute it to get something better than being famous, and that's respect. Respect means a sense of dignity and prestige. One thing that distinguishes you from other people or is to say some adjectives and achievements for some professional skills. You realize when you've gained the respect of others. They come to you and benefit from your advice. They introduce you very well and positively to others. And they're totally very good at supporting your professional work. In most new relationships, people respect him rightly or wrongly, even when they don't know them from the other side, according to their notion of the other party's merits. But you have to get more respect. There are many behaviors that can help you gain the respect of others. I like these four. First, remember to at least explain your mindset and decisions when you're in an important place. Especially when you're in a stressful situation. Be sure that you have to explain yourself, this explanation can be short and short about yourself, but it should be honest. Don't let people ask what's the reason for what you're doing, the next thing is to share its credibility with others whenever you have a big win. You won and you're the star of the House, but when you share this glow with your team members, your colleagues and those who supported you, you rained down on the crowd. And that's how they want to make up for it later. Another important point is always to take care of your team if someone wants to question them, you answer it. If what they love is threatened, you have to fight for them. Their loyalty and commitment to you depends on how you showed your loyalty and commitment to them. And at the end of the day, remember that just not talking as a leader is not enough just telling them the right things. And you have to show what's right with your behavior. In fact, if you applied some of your standards to your team, but your employees don't see them by you, or if you tell you to do it, but don't do it yourself, you've dealt a huge blow to their trust and respect. It's important to make a record of the credits you've earned, but that's not the only thing you need to do. So there's respect about how you treat people and especially your team.

# Creating consensus

Let's go straight to the point. Consensus doesn't mean that everyone fully agrees. This is impossible, and for professionals like you, it is usually never achievable. What gets to it is thinking and shared opinion as a meaningful understanding. And that's important because without your consensus you risk others recognizing you as an aggressive person or a decision-making person. Most people appreciate a two-way partnership to reach a common consensus, but there is also a strange downward trend on the way to consensus. First, it's time-consuming to reach consensus. Any extra time spent on achieving mutual satisfaction and understanding in joint work is time not spent working on the project. Next, if you agree or not, if you always want to reach a consensus, some people see you as a sign of weakness, and it's as if you're not sure of yourself and want to know the opinion of others. And finally, don't forget that the process of reaching consensus always requires peace and compromise. This means that some of the things you wanted should not be applied to your final decision. So different methods try to help us reach consensus while being useful by preventing the risks that I mentioned. There are some simple things to remember. You have to move towards creating consensus and avoid quick arbitrary decisions. Especially when you have enough time. When a decision can have a big impact on the team and when a team outside the company is affected by your decisions. In this situation, be sure to seek consensus. Now let me help you succeed in this way. If you remember those two things I said about sharing, it can be much easier to reach an understanding. First, resist the vote. Voting always comes to an early conclusion, but it also creates problems. Voting necessarily puts people in groups against each other to publicly declare their opposition to others. In this mental space, the group has no meaning at all. So resist the vote. The next thing is to pass a decision-making law that will help you whenever you're under pressure. There are two old rules. The 70% rule that says that if you have a 70% vote, the job is over and the rest have to respect the majority vote. Teams also usually like this rule because professionals know that an agreement can never be reached 100 percent. The next important law says that if one is found to object to the majority's decision, ask him this question. If you have it, what do you change to make this decision work? This tactic makes the protester think less about his protest and think more about improving the decision and approaching consensus. Creating consensus can be difficult, but if you choose the right time for it, and if you can simplify the process with the help of these points, you can take a positive step to make faster and more quality decisions.

# Telling to be heard

Have you ever heard someone say this isn't what you're saying? but how did you say it? First of all, what you say is important. But the other part has a lot of impact on how you talk. So it's not just words that you talk to hear you say. There are many techniques you can use to increase the impact of your words. When you spend a little research, you'll quickly find sites, articles and books that help. Now let me share with you three easy solutions that will help you move on to the next step. The first is that you give less to it, get to know your audience! As a professional, very different types of people may be your audience. Colleagues, employees who work for you, your chairman or other company managers, customers, vendors, and many more. Each has different ways of communicating, and if you want to listen, you need to know how they like to pay attention to what you're saying. It's not hard to start according to the way they talk, and then follow that pattern. If you're talking to the customer and with gestures it has non-spoken gestures. Be smart and do the same. On the contrary, if you're talking to managers who are looking for clarity and a clear lack of clarity in your conversations. You have to go to the original and talk briefly. Know your contact, then evaluate the big speech jumping to that branch. I don't mean incorrect grammar. Strange and useless things that a lot of people use or baseless words that don't look smart. I want you to film yourself giving a speech. The reaction you see on stage is very helpful. Also suppose someone asks you what your colleagues think of your useless dispersal, and then work on getting rid of this dispersal. In that case, people will pay attention to your main message instead of paying attention to the margins you say. The third thing I want you to do is speak loudly and strongly. You can't think about any thing you want to do, but it's important for a particular program that you wish to be important and high-speed. Your eyes should be focused on the audience or those who don't believe you. And if you're talking to a few people, most of the time you look at people who are in a higher position. Then it's loud, up to about 20 percent. Only enough to make sure your voice is heard. The last thing is speed. Your speaking speed is about 20%. If you are not decisive, say the next words when you have heard your previous word. Some people think they become more influential by speeding up their speech. No, I don't. This usually shows a lot of excitement or sometimes anger. Slow down and your words will have a greater impact when you observe it all together. Get to know your audience, plan with ability and slow down a little bit. When you do these things, you don't just convey words.

# Welcoming personal assessment

You have to choose what about health, jobs or any other sector to improve your life. You have to decide for your current situation to implement an app so that you can become a new version of yourself. Don't misunderstand what I mean, the moment you feel satisfied with yourself, your relationships and achievements are normal and healthy. But in order to achieve personal growth, you need to achieve your goals in two separate ways. First of all it's very important for a sense of personal success. And second, the invitation to visualize the next goal, right after you succeeded, and you said I can't believe I got exactly my goal. The more you believe in this ehrman, the more and more you realize that life is nothing more than a goal. It's almost like traveling. Let's get started, I want you to focus where you were five years ago and where you are now and where you're going to be in five years. Be completely honest and honest start thinking about 5 years ago. How were you? Is it easy to see if you've made a difference? If you think it's easy, it's a sign that you've made big strides since then or you've gone too far. If it's the first to congratulate you. If you try 200, find out exactly why this negative regress. Think about your decisions and all your key relationships, where have you been one or two big mistakes. Take the time and find the main cause of each to prevent you from repeating the same mistake. Now, on the other hand, if you think it's hard to find a big difference in you today and you five years ago. I mean, you knocked on the door. Turn your wheels. I don't want to say you're making poor decisions, I want to say you don't take risks and you don't take the time to move on to the next step. All of this has led to where you are now. Accept this even if you don't like your place today, accept the fact that you deserve your place today based on your decisions. It is important to identify at least the positive aspects of your position now and be sincerely grateful for whichever one you can. Then let's focus on your future. Let me accompany you with some special work. The first step is to commit to becoming a better version of you. Commit and inform people close to him. You should be able to write in detail the next five years of your position, the positions, the milestones you have achieved. Now, if these are the results, go back to identifying what you need to do from now on to five years from now to get to your 5-year position. On a calendar, type the names of the people you need to meet the abilities you need to get and what you need to complete. That's why you want to know the secret about personality development is no secret. Honesty, integrity and passion need to accept a clear work plan.

# Happy art delayed

We seem to have developed a society that is very accustomed to delayed happiness. It's generally not bad, but it creates situations where we don't understand delayed happiness. It's really a very important career and life skill. In an important study, the dependence between the ability to delay happiness and its various consequences in life has been tested. The famous "Stanford Marshmallow Pastry" experiments that psychologist Walter Noschel did. In these experiments, children were offered a choice. The children were served a very large pastry and told them that if they wanted to, they could eat the pastry immediately, and they also told them that when the researcher left the room to do something if they didn't eat the pastry, they would give them a bonus. As you might guess, some of the kids had thoughtful motivation and control to expect, and they took the second sweetness as a prize. Other children were unable to sit alone with a sweet that flashed at them and not eat it. What's important here is the next research that was done. Later, researchers found that children who were able to delay complacency and wait for a second sweet tended to accept better life outcomes. They reach higher levels of education and later show more stable signs of wellbeing than themselves, such as obesity and thinness indicators. I want you to understand that you can use this view as a personal motivational tool. For example, just like the kids who could eat the pastry in the first place, you buy something fake and you lose it. Just because you can do it. Instead, we ask you to tie these behaviors to achieve valuable goals. For example, you take a look at your financial situation and make sure you're ready to buy a new car, you have money, and now you're a little old, don't buy a new car, and instead deal with yourself so that you don't buy the new car until you get the upgrade you've been waiting for. Then when you get the promotion, buy the new car. It's worth more and it's a good case. Another example, think it's football season and you're a big fan of football. But you tell yourself I shouldn't watch more than one game a week until I finish building a new terrace in the backyard. Or another example of betting yourself not to take time off until you achieve a specific goal is to choose these delays. But using this delayed happiness force as motivation is an important point. What do you guess is that the ability you need to have the will comes directly from the size of the value of the things you delay. If you just wait a little longer to achieve other successes, you'll enjoy that delicious pastry.

# Productivity Revision

It's time for the type of view of experts to change productivity. In many cases, leaders think about some parts of the work simply and carefully, which is not inherently wrong, but may not be an effective method. Some people think productivity can be easily measured, but the reality is that it doesn't matter what tool you use because whatever it is, it can be an incorrect use, which is often the case. Information is still unreliable if you pay attention to working hours, work outputs, or phone calls for evaluation. Productivity measurement tools are good, but experience shows that we trust them too much. Frederick Taylor contributed to the Industrial Revolution by presenting the theory of division of labor in logical measures. This idea tries to divide things into smaller sections for unskilled workers in different ways, but it certainly won't help build strong human connections, but it will make productivity easier to measure anyway. Today, when we pay attention to skilled workers with knowledge or any administrative staff, we find that productivity is very difficult to measure. There's no objection to measurement tools, but you have to work a lot to make sure they're really productivity, it's easy to collect information and then judge your employees by one or two productivity measures, but here are three ideas that will take you to a higher level of trust in performance evaluation tools. First, learn to define big goals instead of a simple monitoring through evaluation tools. Keep in mind that you have to define clear goals. People don't like their work to be defined in part, and everyone has their own way, so your goals need to be transparent enough to make them happen. Then leave them alone to do their job. The next thing is that you have to manage the team, not just the people in the team. So it is necessary to increase the team's productivity and this means you have to look for the team's throats. Doing anything on the team depends on other things, and the strength of a team is as weak as the power of the weakest link in the chain of the group. That means a throat. This bottleneck may be a person, a resource, or a work process. Find that throat and shave it and then look for a new bottleneck. Finally, change the traditional criteria of productivity assessment to the main criteria that are learnable, for example: solved problems, ideas presented, improved trends, built skills or passed courses. The point is that in addition to its impact on productivity, it is also necessary. Education is just as essential as investing for long-term development. Productivity is important but in many cases it is hard to assess. So try to broaden your vision by spending more energy on defining important outputs, eliminating bottlenecks, and defining goals that can be learned from them. If you do these things, your team will probably benefit a lot more.

#  Common recognition and exceptions

Learning new management techniques is that first you have to understand the basic idea, then get to know the tools and the technique and then learn how to use it, and that includes figuring out the difference between normalities and exceptions. For example, in normal mode, you can say that you treat a disgruntled employee like this: first, then this one, and then that one, and so on. But in some circumstances these standards do not work. In this example, you have to behave differently. Exceptions also include this rule, and there are many ways to do it at work every day. Consider these examples. Think about goals first. Everyone's view is that goals should be sensible and moderately challenging, so that they are not felt to be unattainable and there is no incentive to achieve them. This is a good rule, but sometimes when you are going to expand your goals, different attitudes may be repeated. Rejecting new goals under different pretexts and, of course, the basic idea is also simple: "they're not reasonable," pushing for an ambitious goal that forces people to think big and try more. Both methods are useful. The first must be applied under normal circumstances and the other applies to exceptions. Another example, one of your main tasks as leader should be to find ways to reduce ambiguity. Think about every call, talk, presentation or report and try to make sure they are clear and transparent. The result is clearly the development of important communication skills. But sometimes your work deliberately allows you to have no ambiguity, and that's when you're helping others grow. A person's growth in the job requires that you take responsibility for them and support them without holding their hand. You have to allow them to experience ambiguity in their new duties and fight to become experts in that situation. When you talk to them, instead of simply telling them your opinion, you should ask them very subtle questions in answering their questions. When they're looking for your opinion and you're responding to them, it's interesting, but what have you thought to yourself, instead of just taking information from you, pushing them to think actively. This was an exception to this rule and a positive use of ambiguity. Another example. Consider coaching. It's a very common and popular thing to do. Coaching is to interfere with improving people's efficiency, by speaking, consulting, and like doctors, using solutions that a leader can usually use in coaching mode, but not always. Sometimes we coach too much or do it at an inappropriate time. The rule is to start interacting whenever it was a good time to coach. But usually the exception that goes against this is a more realistic answer. Sometimes it's best not to coach on people who can solve their own problems if they have a little more time. There are a lot of useful tools for leadership, but you shouldn't just use them because you know how to use them in any situation, and that's why you have to remember that there are differences between normal and exceptional situations, and in that case your efforts can be more effective for the situations you face.

# Positiveuse of power and politics

 Politics is part of the job, but it is usually badly remembered. Politics can be good or bad, but your goal is clear, to act so that you can use the power of politics in positive forms. There is no intention here to justify bad political behavior, but to some extent we can understand where these behaviors come from. In an environment where one group's success threatens the success of other groups, some leaders feel compelled to form a form of government for themselves. They make decisions that are not based on the wishes of themselves or their group, but rather to figure out how to increase their influence or control over other groups. Sometimes they show that they can control others. This may be by trying to make changes to the organizational chart or inspection procedures, or by trying to enact laws or procedures that give a group more power than other groups. Another tactic that is very common is to build another version of the resources available. If they cannot control the rest, they instead try to develop parallel skills in their group that undermine the ability of other groups. For example, they may set up their own IT or human resources unit. It is predictable that these tasks cause more inefficiency and damage organizational culture. Both of these injuries, which are the result of negative systems, are large and will show their effects in the long run. In addition, there are a bunch of personal behaviors that you want to stop. Like criticizing in public, making secret or coordinated groups, treason and sabotage, etc. All of these methods are normal. Believe it or not, these things hit the same people who use them, not you, even if they think they're too powerful!

You want to take a positive approach that's perfect and actually works better. Your goal is to concentrate power in two ways: excellent performance and effective communication. First, nothing can withstand excellent performance. When your performance is at a high level, you don't have to want to attract or influence other people's attention. This is done spontaneously. The ultimate factor is your ability to build effective communication. Three short points are: 1) Remember that good communications are good like bank accounts, you have to charge them continuously. That is, share useful information with them and help them. Here, you mean every one or two months, not once a year. 2) Even when you're not interacting with someone, you can still help someone by giving them good news. If you have a great colleague or a good friend who has just achieved success, let them know on your communication networks at the right opportunity. 3) Look for opportunities to connect others together. If you see someone and you know that they can be attractive to another friend of yours, introduce them to each other, that's a good thing to do. It is usually seen in a negative way, but it should not be. It's good to gain strength and make positive use of it. If your performance is higher than the average of others, look to help others, talk to them well and help them find new connections, they will support you as well.

# Launching a necessary discussion

We all know that very often we need to have tough discussions at work. We also know that such a good gentleman or woman does not get involved in the discussion. Sometimes this is understandable. Socially civilized people don't like to get involved with others or get in tense situations. But stressful situations are not selective and usually happen when one or more people cannot control the situation at a moment's time. We have all been in such situations. You're at a meeting where an audience member said: "The production of product A in the third quarter of this year has decreased again compared to last year, and then they go on to another topic. Everyone knows that the product is not well introduced, and now it's time to talk about modifying our performance methods, which could include temporarily removing the product and re-producing it in the future, or definitively removing it and updating the inventory of its products in stock. We all know that the chairman, who is also present at the meeting, supported the product very much. There's a lot to talk about, but nobody talks anymore. Unfortunately, this story is very common, but it shouldn't end like this. As a leader, you need to help your team overcome the view that they have learned from their social relationships that they should not get involved in tension and not escape the necessary discussions. You have to be careful who you're dealing with, but your job is to be able to arrange good debates and then lead it. Remember these points the next time you realize that your team is running away from a good and useful debate. Provoke others to start the discussion. Sometimes an explanation from you as the boss that outlines the red lines is exactly what team people need to start the discussion. We continue the product example. Let's say friends, let's be honest, we acted hastily and it's more my fault. The design is debatable and the sales department has not performed well. But what is the reason for this situation, the next thing is to see if other people in the audience are saying something, if they say something, involve them in the discussion, and if not, don't let them remain silent. Very positive and respectful to ask others to comment. Also, assure the audience that their opinion is not a risk. You can do this by opening the joking head, smiling, shaking your head when someone starts talking and giving them good and helpful comments. Say, for example: The topic you mentioned is an important point, talk more about it. This also makes them more involved. You have to do more to engage others in hard topics, but everyone participates in simple discussions. So when someone comes into the discussion to involve other people, you can ask these questions: What do you think of this, and finally when a public discussion is over, find one or two people who have been very good at discussing and engaging others and telling them that. Thank them and encourage them to do so again. Your task beyond all this is to judge fairly and without fear. When the group needs to debate and debate, force them to do so a little bit, and the good thing is that over time these discussions are normalized and we can see constructive team discussions without tension.

# so you want to be a leader

Many young professionals aim to grow and reach leadership levels. Most of them want this, but unfortunately they have no idea what they want. Becoming a leader is a classic example of issues that you won't understand until you get a chance to do it. Sometimes people say they want to thrive and become leaders, but what they really want is the gesture and class they gain after becoming leader. These people seek that definition and admiration that others usually make of high-ranking people, and of course they don't dislike high salaries. They like the idea of other people working for them. There is no need to mention working in a stylish office and an account full of money or perhaps a dedicated parking lot for their car or even a VIP membership in the club. All of this is great. But the truth is that the new challenges you face are greater than you've thought about. That's why you have to be romantic and honest to be the leader. Once you have accepted an official leadership position, you have to face three new realities. First, you are judged very much and continuously by others. This is a fact. Sometimes they love the decisions you make and sometimes they are strongly against those decisions. When you're part of the team, you don't make a decision that affects others, but it affects you now. So be prepared to be judged forever. But don't let this scare you and remember that the goal is not popularity. Your job is to make important decisions that will give you the respect of others. Also, take a cup of extra coffee. Because you have to stay overtime. Apart from a few exceptions, leadership roles usually take a long time, which are not office hours. There may be hours of the night or a weekend, you will be involved in the work. On these days, with a global connection of twenty-four hours and seven days a week, it sometimes feels like the leadership is not finished. Finally wait for your overall stress levels to increase considerably sometimes. At first, the time will pass early for you, but you are just in the beginning. Then you realize that your budget is constantly shrinking, your decisions are carefully reviewed by superiors, because now your actions will have more impact on the financial sphere of the organization. Finally, you know that you have a direct impact on the lives of employees who work directly with you. You can add something to their lives or increase their stress every day because of the way you treat them. In that case, some people want to work with you and others have no idea who you are. Do you still want to be a leader now? Becoming a leader is valuable, the leader is involved with a lot of work and significant challenges, but it also gives you the chance to make a difference in your organization and employees.

#  Inspiration is a choice

Being inspired is the answer you need to have towards a behavior or an event, and it happens when you feel your intelligence or feeling is at a higher level. Being inspired is a sense of emotion. Inspiration, in most cases, is a state of consciousness through which you can see clearer, feel more capable, and believe that anything is possible. Have you ever heard someone say they want to inspire something and say that they always hear strange sounds, because someone inspired to understand better that inspiration is a choice rather than a random one. That's right, we're all born with a unique personality and a special secretary, which means it's naturally easier for some to get inspiration. By the way, the best impression is to see it as a choice. A further explanation is that if you do these four things, your chances of being exposed to inspiration will go higher. First, in difficult situations, always choose to have a positive view. A positive framework requires you to always see the full half of the glass. So losing the sales position for a carpeter will give him a good chance to fix his mistakes in order to succeed in the next sale. Losing in a game for an athlete gives him the opportunity to refocus and remember what factors make him win. For inspiration, you have to choose to see the full half of the glass. Next thing, consider who you spend most time with. At work or at home, see who is positive and who is negative. The people around you have a significant impact on how you think and feel. So want to spend time with the positives and resist being with negative people as much as possible. Another good way is to count the blessings you have from time to time and thank God for them. Keep an eye on what valuable assets you have. Anything. The point is that paying attention to assets makes you think more about how lucky you are, and this is a good barrier to negative thinking. The ultimate thing is to look for topics that inspire you every day. Instead of thinking about being inspired, get busy with things that will inspire you like your favorite song, a great video file, a short phone to a close friend, maybe looking at a picture of friends you've had fun with, or maybe a mood with an old neighbor. Try one of these every day. Inspiration is a powerful feeling that although you don't have complete control over its timing, it's not so random and chancey. If you observe and do the said things, you will know that being inspired is not just a strong feeling but a strong choice.

# Predicting challenges

What if you are confident that the number of headaches at work can be significantly reduced. Here, headaches refer to facing the most difficult and unexpected challenges you should be able to successfully pass through. If you take more time to anticipate the challenges before they arise, you can do so well. When talking about a simple decision, a larger project or a big public change program of the company, at the same time, problems must be noted before they happen. Before you get started, we need to think about two issues: the quality of the decision and all the stakeholders or people associated with your decision. First, think about the content of the decision. Ask yourself the basic questions. Is it cost-effective enough to solve problems as quickly as it should? And realize that your decision hasn't been as good as you thought, or that one or two need to change to make your decision a success. Then think about how this decision affects others. Ask yourself who and how it can influence this decision. Information, whose routines change, how does this choice affect personnel? When you think of a big project instead of a decision, these stories get a little harder and more complicated, but the general idea is the same and will bring you considerable benefits. Practice this kind of thinking yourself first. Start your own larger projects, but ask one or two others involved. In addition, have the same discussions with a member of the project stakeholder group who will be most affected by your decision. Over time, doing the mentioned tasks can take a long time for you to remember that the best problem solvers are those who solved it before the problem came up.

# Understanding the time to disagree positively

Sometimes you hear people say inconsistency isn't always bad either. True, some types of opposition are useful for teams, considering how important the discussion is and how effective methods the group uses to manage opposition, inconsistency and opposition can have a positive effect on the team's performance. There are even times when you need to create a bit of contradiction and dissent yourself, which we call positive opposition here, and that's when there's been a tough debate on the issues that need to be run. Positive opposition can act like a catalyst to make necessary changes and move forward. But even if your intentions are positive about dissent, it's still dangerous. Before you bother to provoke others, think about these topics as well: First, do you have enough social capital to buy your word in the community? harm. So think very clearly about the dangers. Do you have any good information, no heartfelt feelings, no beliefs, no probabilities, no beliefs, but real figures that can give a strong example of the change you're going to support? After, even if you have good information that you can tell a specific fact about the discussion, is it important enough to worry about it, because you just want to show the project risks with positive opposition when some important things are being raised, some things that have the potential to help the group in the long run. The next thing is to ask yourself if you have the ability to bring some people on the front of you with you, if you want to talk about some topics and know how some people might disagree with you, you can identify some of their arguments that you also agree with. First, state the arguments they accept, and then show how the challenge that arises from their solution happens, but not as if they have no solution. The last point is that if you haven't seen any positive opposition in your team for a long time, then now is the time for you to do it. If everything is calm and there hasn't been a debate in a long time, people are changing the situation from bluntness to excessive wrath. They avoid tough talk. Tell them this and encourage them not to run away from discussing in order to improve their performance. Dissent isn't always bad but not when you're focused on really important topics. Be frank. As a leader, you can't make any progress without making positive changes, which is also possible in most cases with positive opposition. Use the points outlined here to give yourself a fighting chance.

# Office Tickit

Everyone, especially new and young professionals, benefits from how often they function in terms of administrative system. The term administrative tics refers to simple behaviors in the workplace that result in not insulting your colleague, not bothering them or disturbing them. It's better to start with hygiene and clothing. There are simple rules these days in terms of hygiene. Shower every day and be clean. This may be very banal, but it also includes your skin, hair and teeth. In the case of men's facial correction, the best advice is to act according to the customs of your organization and be normal. Now we're talking about clothes. On the one hand, you want to dress as you wish, and on the other hand, you must also comply with the rules regarding clothing and makeup. Know that deviation from custom may be dangerous. Also remember that wearing clothes or doing provocative things may appeal to some, but it's not pleasant for others at all. So act a little more cautiously. Fortunately, everyone knows the basics of this, keep your word, be on time and, of course, pay attention to the adornment of your appearance and clothing. It is very important that you follow the principles well. In this case, you can show your respect to your colleagues. The next issue involves behaviors that affect the effective performance of other people that you should avoid in order to help them stay focused on their work. These behaviors include, for example, when you're talking on the phone, other people being quiet, listening when someone else is talking, not eating with noise, not using too much perfume and spiky cologne, not listening loudly, and putting your phone or any other digital device in a silent state. Another category of behavior includes things that should be called politeness and kindness. The behaviors we need to have are not just because they're good, but in this way you help others not to get frustrated or disillusioned. Among these behaviors are: if, for example, the printer paper or any other consumable is finished, fill it out, if you are pouring tea for yourself, fill in your colleague's empty glass, and if you know that you are not feeling well, do not go to work to make others sick. The last category of behaviors is related to meetings, and here the goal is not to confuse or anger others. So remember to be on time, prepare your words in advance to help you stay focused on the main topic and not jump from this branch to that branch. Decide not to use computers and mobile phones in meetings unless you want to use them in your conversations. Make sure you've put all your digital devices in mute mode. All of the things stated here should be done while they are very simple behaviors or strategies. Remember that you like others to talk about your professionalism and not about your weird work.

# Identifying personality types at work

You probably have the same opinion that if we all have a little bit of individual recognition and our sensitivities get a little less, our teams can act more effectively. One of the keys to achieving this success is to know your personality and that of your people. We were all born with different personalities. The character can be viewed as its intellectual and practical form. There are many adjectives to the character that you may have heard of. For example, introversion versus extroversion, embracing intuitive experience, adaptation, conscience or psychological issues. For a team of different spirits and personalities, individuals must respect the personal differences of others. Because unfortunately, it's not easy for some to want to understand the different character of others or want to work with them. That's why this was discussed here so that you can have a good personal assessment. This will take a very little time from you, but it will be very useful. Suppose, for example, that you want to understand the main reason for a colleague's thinking or work. From a personality diversity point of view, regardless of what behavior is right and which one is wrong, you see a lot of different behaviors in people. As you go forward, you experience fewer inconsistencies and do things that are all inherently valuable. When you start, you'll probably find free, online assessment tests that aren't really good either. You need tools that can be scientifically trusted. There are different models and tools that are for sale, for example the MeyerBrigg Personality Test or the Minnesota Personality Questionnaire. For many of you, where you have to start is the Human Resources Department or with the person who is in charge of the leadership training of the organization. If they didn't give you what you wanted, search the internet for famous personality assessment tests to find them very quickly. It's best not just to use well-known tools, but also to get help from a karblad person who knows the tools and knows how to explain them to team members. This person can tell you what these tests cover and can also tell you some tips that you can use the test results to make your team perform better. That's right, you have to spend a little more and devote more time to work, but it's worth it. If you want to improve your team's performance, this is not only possible through the implementation of the right business skills. You have to make good connections and you can start with a personality assessment test that as much as possible anyone understands how others are and how to deal with them.

# Tickit in phone calls

The phone is a great functional device and it's very easy to use. But believe it or not, people don't always use it properly. Because we're busy and focused on our work. We use the phone in a way that's useful to ourselves, but it's not necessarily for others. I hope you know some of the basics of it. It's like you need to turn down your phone's ringtone or take it on the vibrate. That it should not be used in business meetings or training courses, and of course, it should not be played at work. You can only have fun texting your personal games once or twice a day when you want to take a break. These points are clear and important. What I want to tell you is how to deal politely and professionally with someone who is talking to you. And these behaviors start before you try to pick up the phone. Whenever you hear the phone ringing, take a paper and a pen so that if you need to write something down while you're talking, don't wait for the other person to look for these things. Before you say hello, I ask you to smile and feel good. Whatever you feel, it feels like on the other side of the phone. So smile and convey a good feeling. Right after hello, be sure you're away from your computer and anything that distracts you. You don't have any kind of multi-relief or doing things at the same time, and just look at your paper and pen, and you're encouraged to focus better. And if the call isn't related to you and they work with one of your colleagues in another part of the organization, don't give them the wrong number, don't say the wrong thing to them and try to help them. Connect them to the person who's going on or who has their number. And at the end of the day, remember not to interrupt the other person's words. Interrupting people's speech is considered disrespectful. If you're too busy and you've got a lot of work done, you can postpone this conversation whenever you can. For example, say that you need to talk to them about this later, and when you suggest it, of course, if you can't really talk at the time, it's better not to answer the phone at all. Unless you know that your president is on the phone or you're waiting for an important phone. The phone is your friend, but if you don't use it well, it doesn't look like your friend anymore. Remember the points I've made to make successful calls and just make a positive impression of yourself.

# Working with hard-nosed chiefs

Good or bad, we always work with people we may not necessarily like. Sometimes these people are your chiefs, there are different types of tough presidents. Some people shout, some strictly and negatively monitor others' work, even some don't accept other people's criticism. In general, all of this reflects an unprofessional attitude and a bad situation that puts on you undes homed stress. No one likes this situation. But what can be done? The short answer is that we never agree with their unprofessional behavior. Whether this behavior is directly about you or someone else. You can never do this to yourself. Because it makes them more angry and the smoke goes in your own eyes. When faced with a bad behavior by a tough and bad president, your primary choice is to either give them a thoughtful and proportionate answer or give up altogether. Which you choose depends on your position, the position of the president, and how long you are going to work with him. Think about your situation first. Are you involved with your work? The risk never goes away, but the value you have on the team reduces the risk. Then, think about the president's position. In the past 20 years, or has he been able to take the steps of progress very quickly, the high position of the president increases the risk of you speaking to him. And finally, thinking about how much you'd like to work with this person, if you've been talking to him for a year, it's not a very good strategy. Because the risk is that you or them will be moved. But if you're going to work together for a few years, you have to decide if you can deal with this behavior, or are you willing to talk and get any answers. Remember to do so privately, respectfully, clearly and unafraid of threats if you want to talk to your president. For example, let's talk about something that the chief has been making a lot of fuss and it's causing you and the rest to get nervous. You may say sorry, Mr. Raees, I think you didn't understand, but when you and Mr. Mohammadi or Hosseini started yelling, it made others feel uncomfortable about us. It's not a bad thing, but I want to say that I know you were angry with our work. But I wanted to make sure that you keep an eye on what happened. That way you declare that I don't want to be threatened.

In this way, I mentioned three people who yelled and yelled, not just the president. I didn't talk about laws and policies or human resources or anything else that could make him sensitive and create a hostile environment. I just tried to speak plain, honestly and politely. That's how we gave him the opportunity to be effectively held accountable. I promise you that you will eventually face a challenging situation or a negative head. But you can control how you respond to him yourself. Remember what you were going to do and make a thoughtful decision that would help you stay in your workplace and succeed, be able to work hard alongside a chief.

# How to deal with the chief's disrespect in front of others

Let's say you're part of a team of consultants. You succeeded in periodic assessments to score good points and established a good relationship with your direct supervisor. Unfortunately, the result of your team's teamwork has resulted in the loss of an important customer. The whole company knows about this and there are many eyes that are staring at your team. You believe that the reason for the loss of the contract was that the customer did not want to accept the changes your team made to the technology he used. As it seems, the customer has accepted the change, but not the change you have been looking for. Soon after, your team will hold an interactive meeting to determine exactly what happened. You start with a subtle criticism of the customer, and your teammates nod as a sign of approval, but not your chairman. Instead, he just looks at you and says to be honest, I'm not so sure exactly what happened. I'm sure the customer didn't like your last presentation at all. I was a little surprised, too, that we all knew that we needed to make a good case for the project to continue. But in fact, all you did was take half an hour of customer time with technical and complex terms. As it seems, the chairman's words have not been so friendly. He has accused you and blamed you, and as it seems, and it is felt that he insulted you in front of colleagues of the same rank. So what should we do now, the options you have, you can confront and deny the president's words, you can remain silent about this or you can say nothing and continue to remain silent until the end of the session. What I want you to do right now is choose an option that doesn't come from emotional reactions. But quite the opposite for a minute, just think you can answer the president. But if you do, you are more likely to become more sensitive and worsen. However, your president is someone who sits in a higher position than you. The result may create an unpleasant feeling in the team that the head has downsized you in front of others. It wasn't even really your right. You can say nothing that it's usually better than trying to answer the president. In most cases, after a few minutes, the head himself notices the type of conversation he or she speaks about. And when silence sees you, it feels like it's necessary to apologize. He has to make his mean other way. At times, you can remain silent if you really feel that you need to defend yourself. But have a more detailed conversation about your performance later. It shows that you are respected enough not to turn a meeting into a battlefield. And you have enough courage to defend your positions. And yet you're consistent enough to ask for more complete feedback on your performance. When insults or disrespect come to you, it may surprise you. But you shouldn't let this surprise get you in a way that makes things worse. Don't forget the different options we've talked about. Now you can make a quick and creative decision about how to react.

# Successful getaway flow

There are some who were born congenitally escaping. It's like there's a spiritual force in them that makes them see things differently than everyone else. When they look around at work, they see a lot of latent opportunities that have not yet been implemented. They believe change waits for it to happen. That's why they always talk about it, and when they say it, it may be too reckless and explicit. And that's why it might cause people to have the wrong impression of what they're saying. The flow of getaways may instill a sense in others that they intend to severely question the current situation. So of course, it's not a way to encourage people to hear what you're saying. So if you're somehow a getaway, let me give you some suggestions that will help you get heard. First and foremost, the idea is to have a system of recording and tracking your successes at work. There's nothing better than a strong executive record that can get others to hear what you're saying. Practice something before you start talking and come up with your latest escap flow idea and see if you can find other people who feel like you, especially when you're working on the power structure, to formal and informal managers. If you can find one or two of these managers who support your comments, you can hope that your words will be heard by others at the meeting. Another trick is to put your own ideas in a position that's not your idea. Instead, be prepared to quickly point out how the opinions and actions of other team people in the past have led you to come up with this idea. You essentially share the credibility of your idea with others and show your respect for your colleagues. At the same time, you critique the current situation and finally if you come up with the idea of your own flow and you can really make the team members listen to you from time to time. It is better to prepare yourself for the contract of employment that you will get for your idea. If this means you have to look for new tools or work with a committee that carefully plans the whole process or whatever it takes. And if it's based on your idea. You have to get up and you have to help. Otherwise, they won't listen to you the next time you come up with a new idea. The flow of getaways is usually blamed on the work, and it's their own fault. They are usually very frank and violent. But not you! You will remember what we talked about. So you have a chance for the team members to listen to you.

# How to leave your job successfully

One interesting thing I want to say is that there's a lot of information about how to get a new job and succeed in that job in the first months. There's not much to say about how to get out of our job. These methods are very important for professionals and in progress. On the basis of this point, like other short points I told you, it's based on value on communication. Regardless of your abilities and performance, your side may go up or down. But in the end there are people with whom you have professional connections who understand and remember how you operate. People you've established business connections with, people you've worked with before and people you're working with now. Remember that you never know when you might encounter these people again and where they are. So leaving a job properly is not just the right thing to do, it's a smart thing to do for your career future. To stay in the memories well, follow these tips. First, after you have decided to leave your workplace and make a real message before you tell anyone about it, and it needs to be positive. Don't mention events for which you can't keep working or some colleagues you don't respect. You are leaving here hoping for better, more attractive and newer situations. But in terms of job suitability, geographic location or in terms of job benefits you can't say no to them. Then schedule a time to meet with your president and talk to him. Don't just give him a letter of resignation. However, you have to have one. Instead, open up about resignation and then give positive and brief explanations about your resignation and thank him sincerely. How long you are going to stay depends on the contract. If you do, of course. But at least the standard time is two weeks. Of course, I suggest that you discuss this issue with the head of the department and your colleagues a month or two before you leave your workplace. It doesn't just show your respect. It really allows you to make good on the promises you made before and until someone else replaces you. Now once again, if you're well off, you're coming out of your workplace. Don't forget to get a professional consent from them, or at least promise them that they will give you a job consent whenever necessary. Or request to write a recommendation to you on the Linkin website. These days, your internet and social activities have become very important. The next thing is to let your former colleagues know when you go to a new job. You might want to wish them luck with their new product. Maybe you'll see them on social media and remember the positive memories you had together. Call them and tell them about your mood and congratulate them for continuing their good work. It's all together to say that quitting a job doesn't mean leaving all the connections you've made. Remember what we said and you'll be surprised at how your former colleagues help you in a way you didn't imagine.