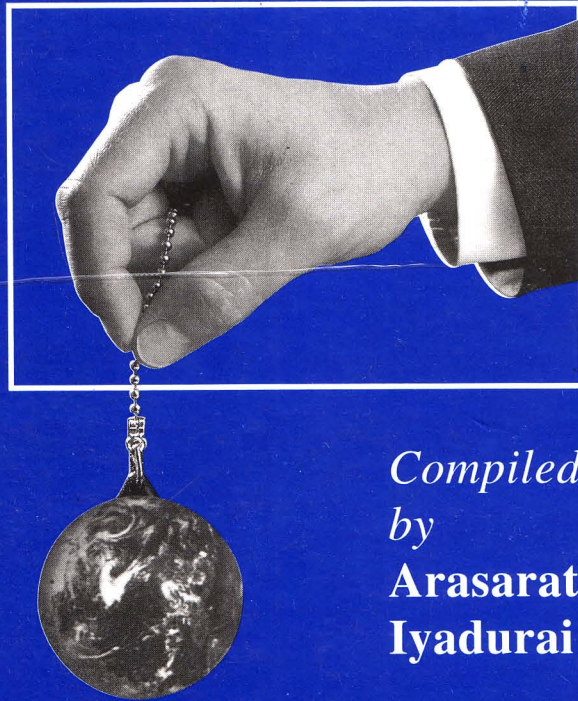


EXCELLENCE

IN LEADERSHIP & MANAGEMENT (An Illustrated Guide)



Compiled
by
Arasaratnam
Iyadurai

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A Guide to Excellence in Leadership & Management

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EXCELLENCE

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(An Illustrated Guide)



Compiled

by

Arasaratnam Iyadurai

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"They Serve best, when they serve others"

Foreword

For sometime there has been a felt need among many working in organisations, for a brief guide to leadership and management. While many exhaustive books and courses are available the average person desires a quick brief insight into these areas which could hopefully kindle interest.

It is with this background in mind that I have been inspired to bring out a brief compilation of what leadership and management are about.

I have also included materials which would be helpful to parents as family leaders.

As I see it, a leader is one who influences another towards some predetermined objective or goal. The art of leading and getting things done through people is management.

The resources available to management are mainly Money, Manpower, Materials or Machinery and Methods. However it is the task of leadership and human relations skills to maximise use of available resources in any organisation.

Based on these proposition; I have included relevant materials in this diagramatic compilation on management which is self explanatory. It is hoped that its use would develop further study, application and better results.

I am indebted to those who encouraged and assisted me. Any suggestions to improve wider usage will be appreciated.

I thank Miss.Naomi Saravanapavan, Mr.Somaskanthar Iyar Uruthiran and my son David Pavalaraj for their typesetting and graphic work.

May this book be an instrument for emerging leaders of our times.

24/2, Rohini Road,
Colombo-06, Sri Lanka.
Phone: 580273.

Arasaratnam Iyadurai
07-10-2001

Preface

The International Association of Lions Clubs (Lions Clubs International)

300 22nd Street/Oak Brook, Illinois 60521-8842, USA (708)571-5466

Chairman :

Sri Lanka National Council of the International Chamber of Commerce

Chairman :

United Motors Lanka Ltd.

700, Fife Road,

Dep. Chairman :

Commercial Bank of Ceylon Ltd.

Colombo-05, Sri Lanka.

Lion Rev.A.Iyadurai with a wealth of experience in the various fields of Communication, Education, Christian Ministry and Social Service has made a unique effort in publishing this handbook incorporating the important features of Leadership and Management. The attention and the interest of the reader has been in the forefront in compiling each chapter.

Excellence in Leadership and Management is a well-written book with practical information on leadership and management in the contemporary world.

I congratulate and commend Lion Rev. Iyadurai for his studious work and untiring effort in making this book simple & interesting and with appealing illustration.

This book will be very useful book for all leaders, managers, marketers, administrators and officers of Government Departments, Non-Governmental organisations and others interested in developing their leadership and management skills to achieve excellence.

I wish him all the best and hope he will make more contributions of this nature for the benefit of all readers.

With best wishes,
Lion Mahendra Amarasuriya
Past International Director
MJCA : np

31st October 2000

EXCELLENCE IN LEADERSHIP AND MANAGEMENT

Section I : Leadership & Management

Section II : Key Elements in Management

Section III : Committee System Membership

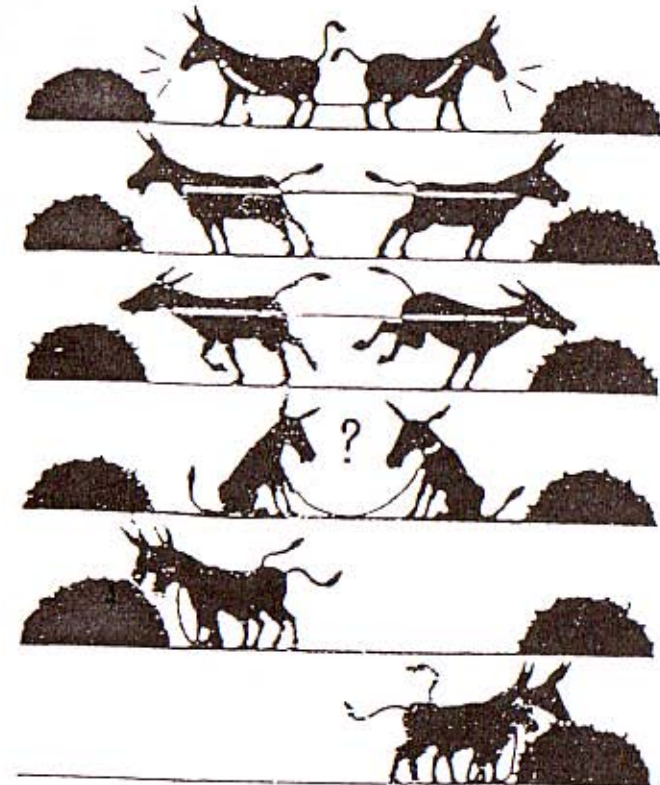
Section IV : Marketing

Section V : Personnel Policy

Section VI : For Parents & Teachers

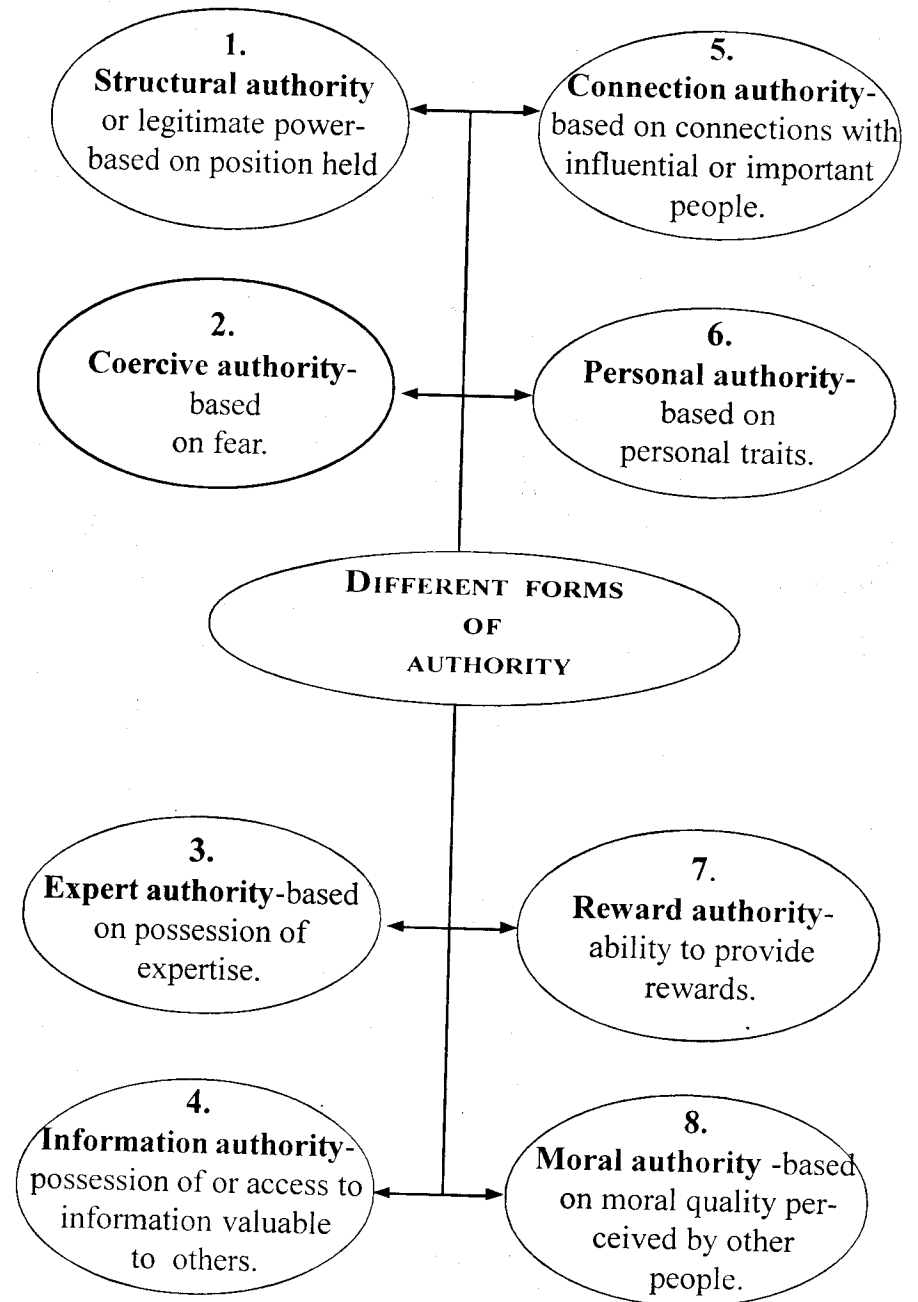
Section VII : General Themes

CO-OPERATION

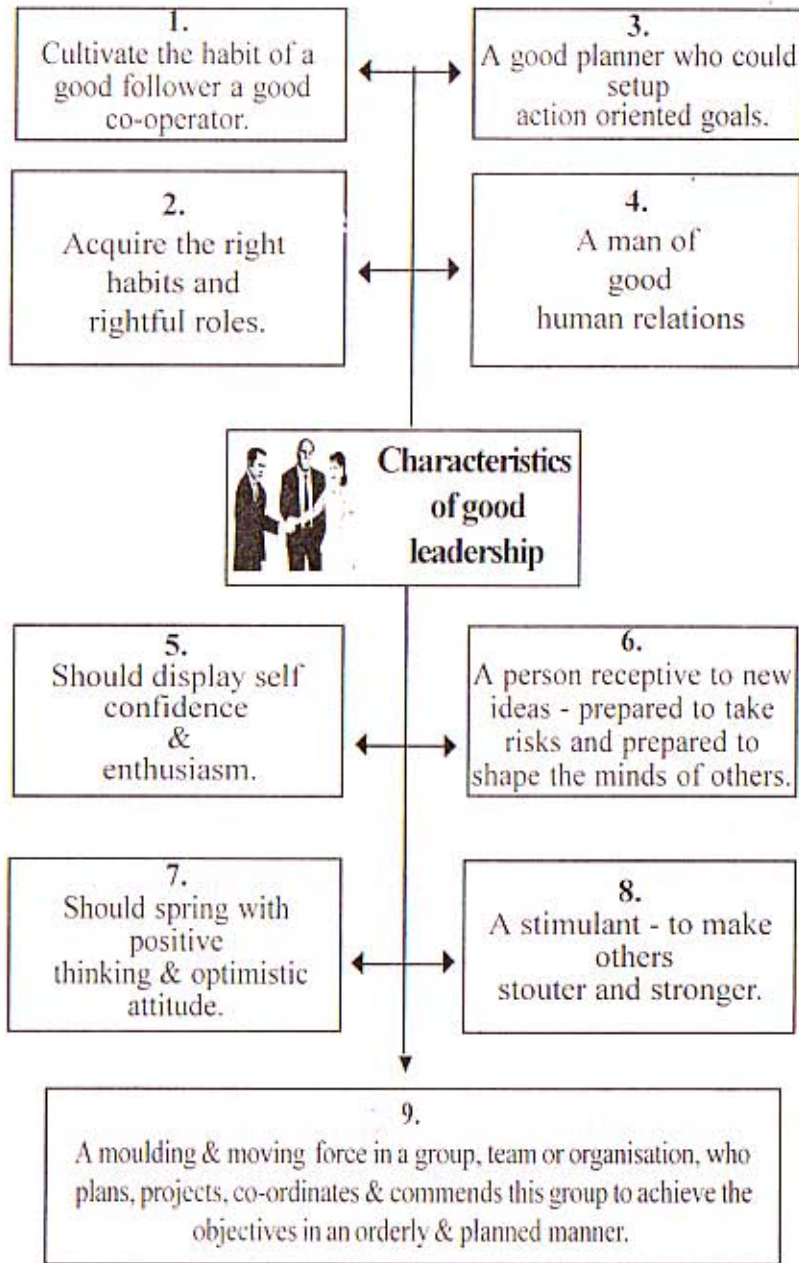


is better than conflict.

DIFFERENT FORMS OF AUTHORITY

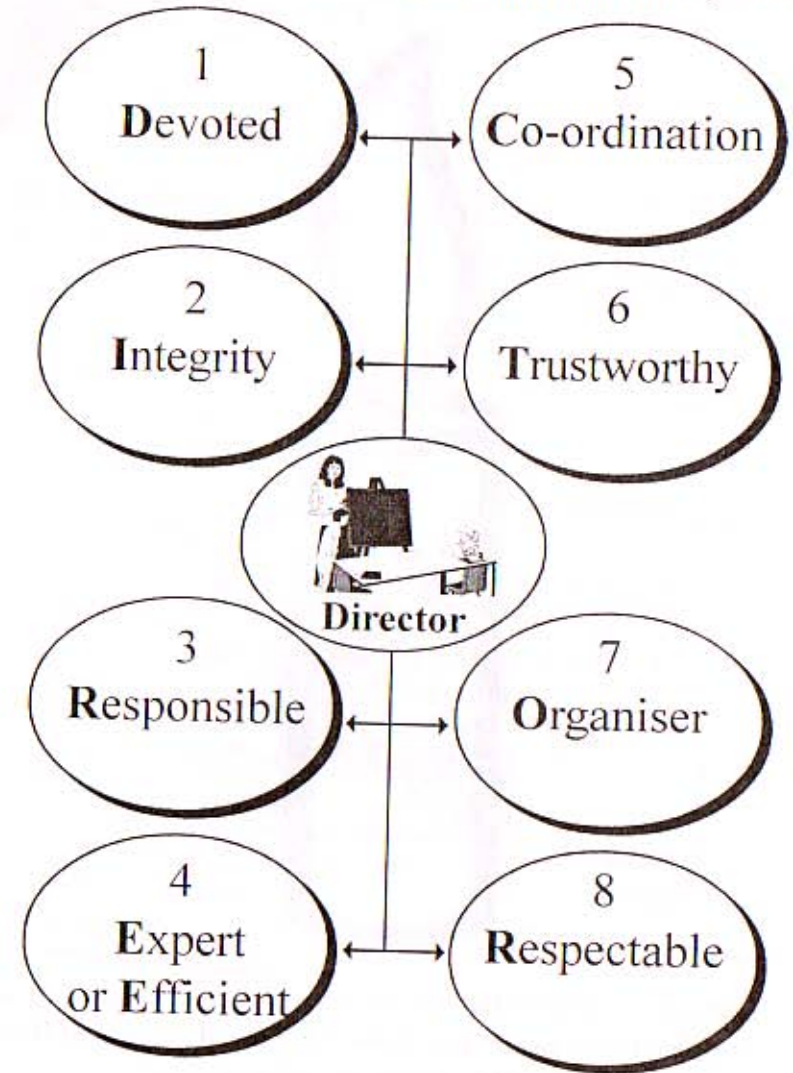


CHARACTERISTICS OF GOOD LEADERSHIP



D-I-R-E-C-T-O-R

DIRECTOR : Who directs others to achieve set goals & objectives, and get them done by his own example in his own working situation.

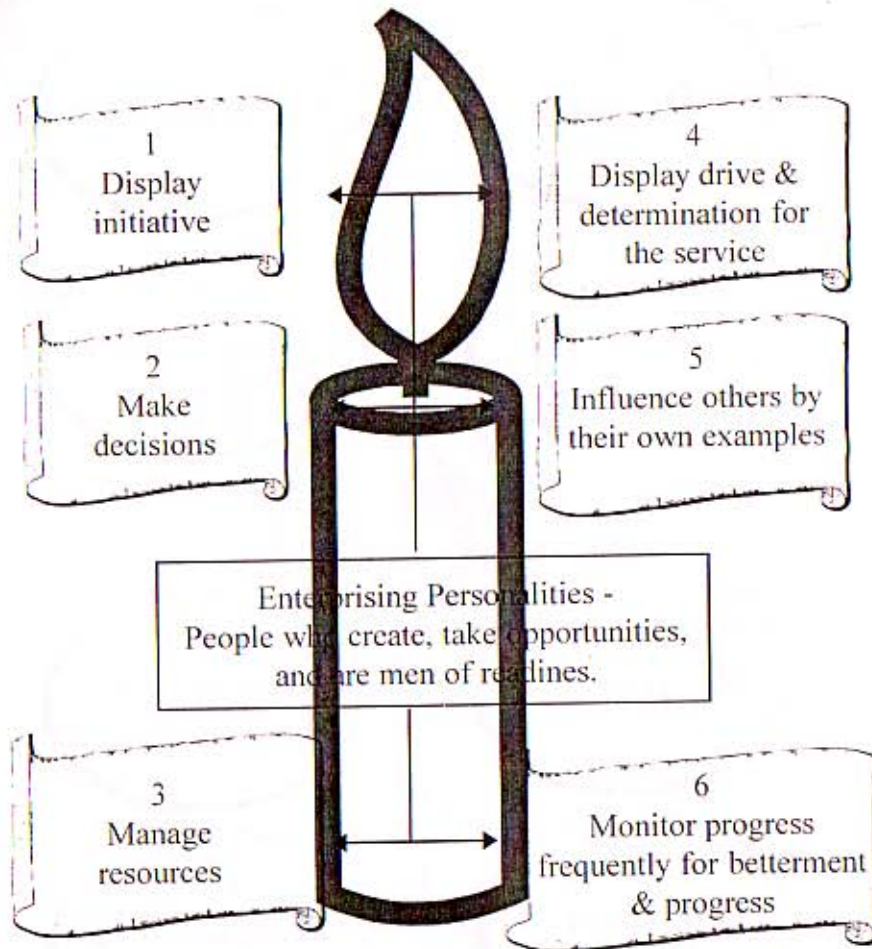


Chapter 4

ENTERPRISING PERSONALITIES

Qualities and Temperament

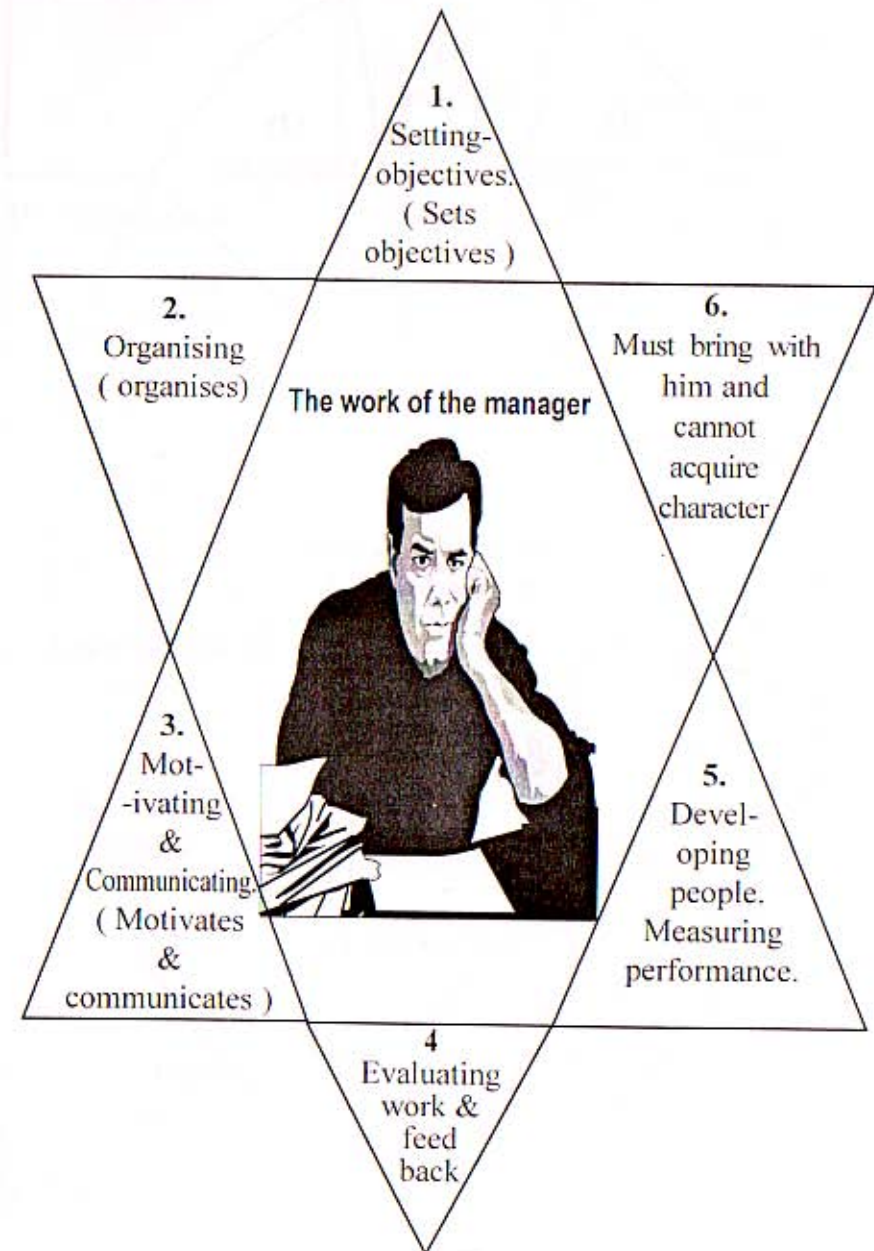
“Some are born great, greatness is thrust on a few : and some achieve greatness” -Shakespeare-



“If you are born (in this world) be born with qualities conducive to fame. For those who are destitute of them, it will be better not to be born”
(Thiruvalluvar)

Chapter 5

THE WORK OF THE MANAGER



Chapter 6
BASIC MANAGERIAL FUNCTIONS



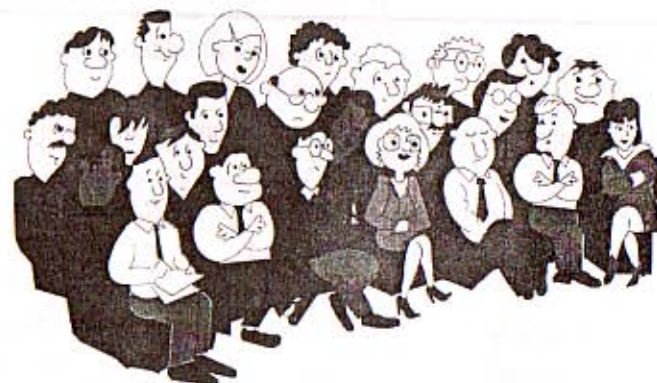
Chapter 7
SKILLS REQUIRED OF A MANAGER

(a) Conceptual :	(1) Formulation of plans for given policies (2) Interpretation of plans. (3) Strategy & implementation. (4) Progress review / evaluation.
(b) Operational :	(1) Organising the office & procedures (2) Selection of staff. (3) Training & dev. of staff.
(c) Decision making :	(1) Identification /analysis of problems. (2) Selecting best of the alternatives. (3) Implementing it.
(d) Communicating :	(1) Writing / presentating. (2) Ability to obtain feedback. (3) Co-ordinating with colleagues/ resources/ public institutions.
(e) Motivating	(1) Understanding personalities/ using incentives. (2) Recognising & introducing changes (3) Maintaining high morale.
(f) Public / Human relations :	(1) Grievance handling. (2) Handling disputes / conflicts.
(g) Output	Evaluating performance and quality assurance

Chapter 8
SKILLS OF THE MANAGER
 (A Check list)

- (1) Identifying the objectives / goals.
- (2) Having a clear idea of the structure.
- (3) Identifying the positions, inter relationships and responsibilities.
- (4) Finding the resources.
- (5) Dealing with the political set-up.
- (6) Being flexible.
- (7) Handling grievance .
- (8) Recognising competition.
- (9) Getting things done through , and with others.
- (10) Understanding the skills and attitudes of superiors and subordinates.
- (11) Understanding the communication systems in the Organisation.
- (12) Identifying the internal & external limitations
- (13) Diagnosing weakness & proposing timely remedies
- (14) Gathering information informally
- (15) Tactfulness acknowledge good work.
- (16) Maintaining discipline encourage collective & self dicipline.
- (17) Identifying mal-practices (prevent)
- (18) Taking correct and timely decisions.
- (19) Distinguish between 'urgent' and 'important'
- (20) Identifying strengths, weakness, opportunities, threats in order to improve further. (swot)

Chapter 9
HUMAN RELATIONS



- The five most important words * * * * *
- “YOU DID A GOOD JOB”**
- The four most important words * * * *
- “WHAT IS YOUR OPINION”**
- The three most important words * * *
- “IF YOU PLEASE”**
- The two most important words * *
- “THANK YOU”**
- The one most important word *
- “WE”**
- The least important word
- “I”**

A Promotional Presentation

Stand up !



Speak up!!



Shut up!!!



Sit down!!!!



Chapter 10
PARTICIPATORY DEVELOPMENT
MANAGEMENT

Making use of the available resources in an area by all, is development.

Enabling people to participate in the sharing of resources is development.

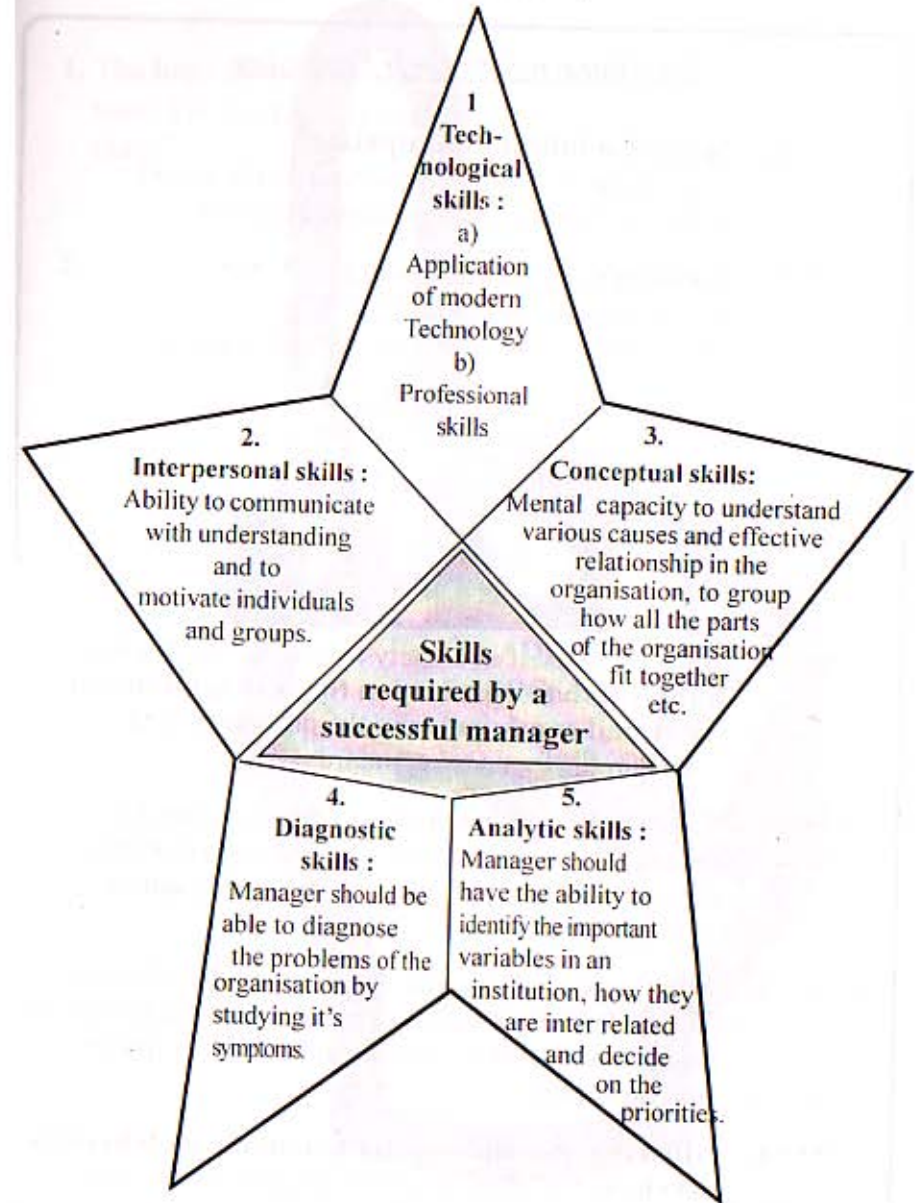
Using resources (natural and human - made) to better our standard of living (both mental & physical) is development.

But invariably only a few have or gain access to these resources and utilize it for their own development, while the majority of the people are under - developed.

Therefore, an enabling environment must be created so that everybody can participate in the process and dialogue for sharing of the resources (PD), also people must be changed so that they have the confidence to intervene articulate their needs and question, and they have access to information which will inform their decisions. This situation is called **empowerment** of people. Once people are empowered, no outsider is needed to go and do things for them. They will find their own way. So **empowerment is the goal of participatory development.**



Chapter 11
A SUCCESSFUL MANAGER
(Professional Skills)



Chapter 12
SIX CHARACTERISTICS OF A
PROFESSION

Six Characteristics of a Profession

* 1. **Must be a full-time occupation**
Not a trade that can be practiced as the mood strikes or merely as an occasion requires.

** 2. **Involves deep commitment :**
Not an occupation taken lightly,
To which one must have a 'calling'



*** 3. **Must carry itself in society by means of a formal authoritative organisation that can set terms of entry and continuance** in the profession and maintain professional standards.

**** 4. **Entry only by long, arduous preparation** by means of specialized knowledge obtainable only through schools organised by the profession or with its blessings.

***** 5. **Must serve society** guaranteed by codes of ethics. This is to protect the ignorant client or the legitimate practitioner against the charlatan or the improper practitioner.

***** 6. **Must deserve and require autonomy to deliver its services.** No outside interference or amateurish dabbling can be allowed.

Chapter 13
BE A LEADER NOT A BOSS

1. The boss drives men. The leader inspires them.

2. The boss depends on authority. The leader on goodwill.

3. The boss evokes fear. The leader radiates love.

4. The boss says "I". The leader says "we".

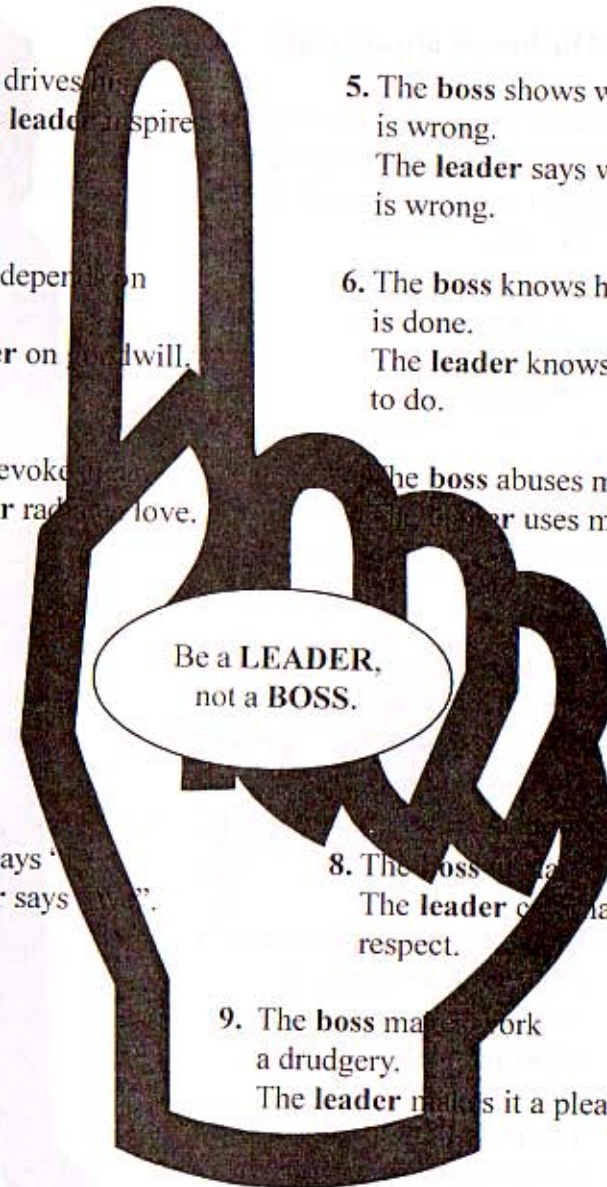
5. The boss shows who is wrong. The leader says what is wrong.

6. The boss knows how it is done. The leader knows how to do.

7. The boss abuses men. The leader respects men.

8. The boss demands respect. The leader commands respect.

9. The boss makes work a drudgery. The leader makes it a pleasure.



F.A. Rayn

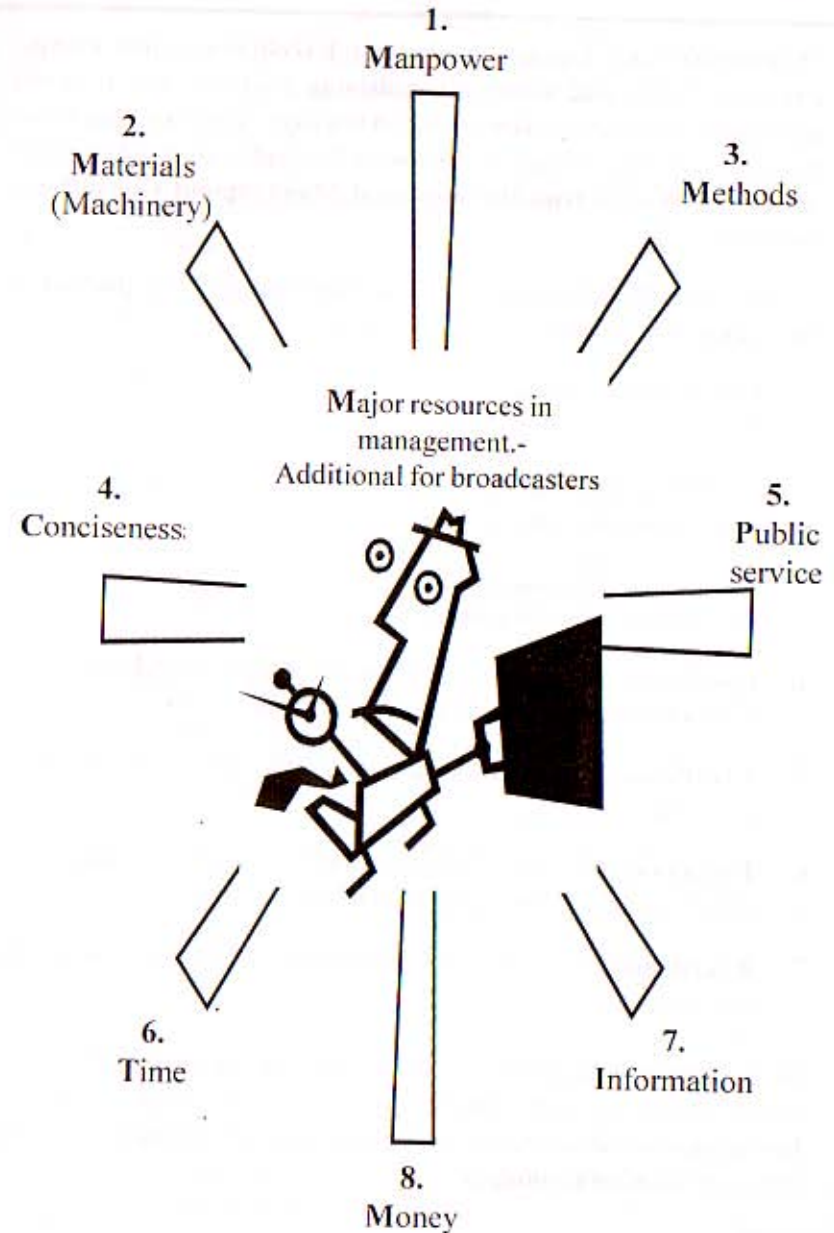
Chapter 14
COMPANY RULES
 (A caricature)

Rules:

1. **The boss is always right.**
2. In the impossible hypothesis that a subordinate may be right, rule 1 becomes immediately operative.
3. The **boss** does not sleep, he rests.
4. The **boss** is never late - he is delayed elsewhere.
5. The **boss** never leaves his work- his presence is required elsewhere.
6. The **boss** never reads the paper in his office- he studies.
7. The **boss** never takes liberties with his secretary- he educates her.
8. Whoever may enter the **boss's** office with an idea of his/her own, must leave that office with the **boss's** ideas.
9. The **boss** is always **boss**, even in bathing togs.
10. **The boss is always right.**



Chapter 15
MAJOR RESOURCES IN MANAGEMENT





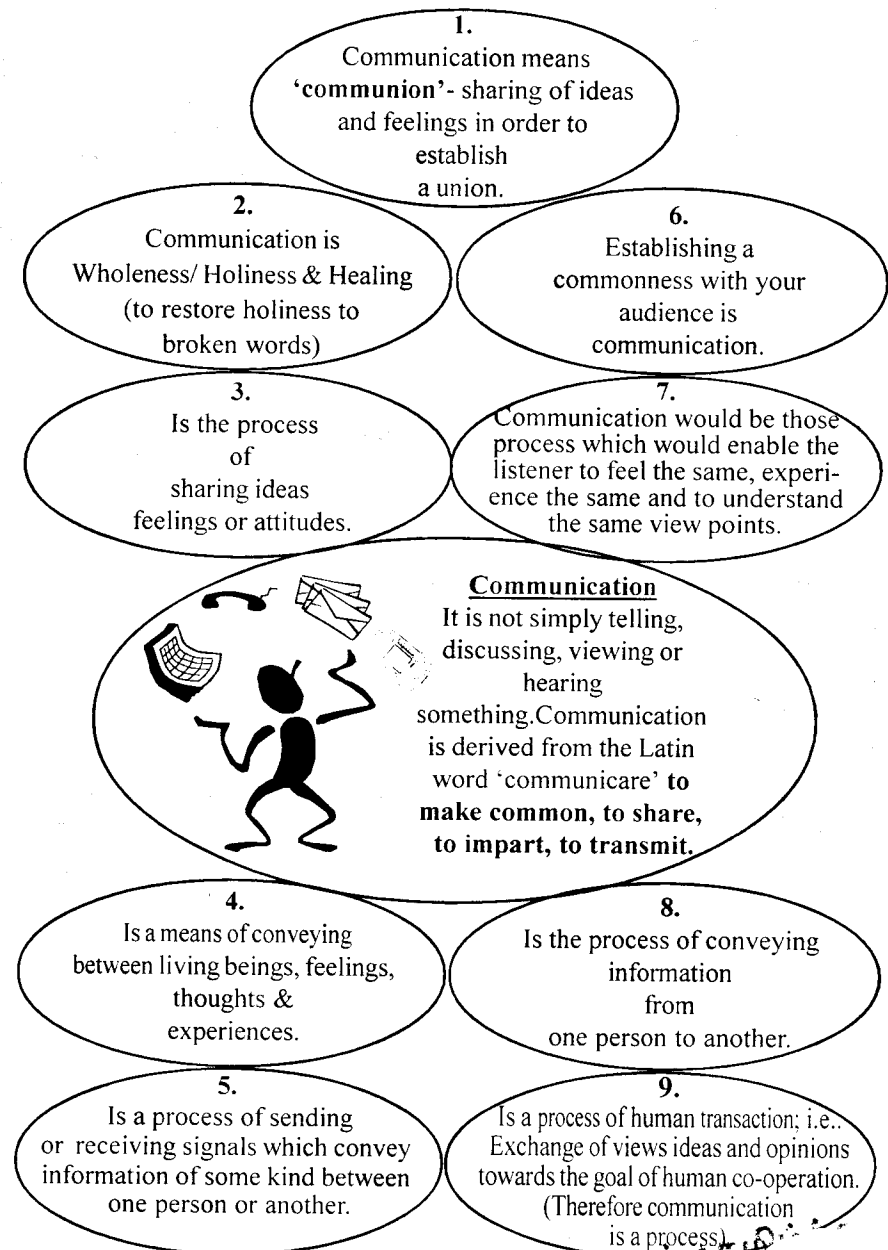
“**Excellence** never happens by accident. **Excellence** is time, energy, attention, focus and above all, a driving passion. So, it is not accidental...you have to strive for.....it is a high - cost item and a true passion - you have to act on almost to the degree of an obsession”

Mr.Gerry Weeraratna-International Management Consultant, Namibia.

Leaders and Managers need to **commit themselves to the pursuit of excellence**. Seven marks of excellence are :

1. **Excellence** is a management - it assumes a standard or a measuring stick.
2. And that assumes a standard of accountability - they need to be accountable to someone else.
3. **Excellence** demands a goal - objectives - and that is the willingness to take risks for others.
4. **Excellence** demands priorities, and that's telling other people or yourself what comes first in your life.
5. **Excellence** is a process and that means continually checking progress.
6. **Excellence** has to do with style, and that means deciding what talents you have been given and how to use them.
7. **Excellence** has to do with motivation, and that's what it's all about.

Be in pursuit of excellence - Nothing can take the place of persistence. Talent will not....Genius will not.... Education will not..... Persistence and determination alone are overwhelmingly powerful. Press on! (*Calvin Coolidge*)












Chapter 18
WHY COMMUNICATION?



	1. Role of a teacher.	2. Understanding & gaining acceptance.	3. Entertainment.	
4. Pass information.	5. Make people to act.	Purpose of Communication.		7. Praise Aspirations.
	8. To bring motivation.	9. Cultivate tactics.	10. Adopt & achieve the desired results as planned in our objectives.	11. To change.

Chapter 19
'COMMUNICATION IS COMMUNION'
Effective Communication Occurs :

1. When the right person says the right thing;	
2. To the right people ;	
3. At the right place ;	
4. At the right time ;	
5. In the right way ;	
6. To be heard / read and understood ;	
7. And produce the desired response : through Oral, _____ Written, _____ Body language, _____ Sign _____	  

The difference between a smart person and a wise person is that a smart one knows the right thing to say : a wise knows whether to say it.

Chapter 20
**QUALITIES OF
 A COMMUNICATOR / A MOTIVATOR**

Chapter 21
BETTER FELLOWSHIP

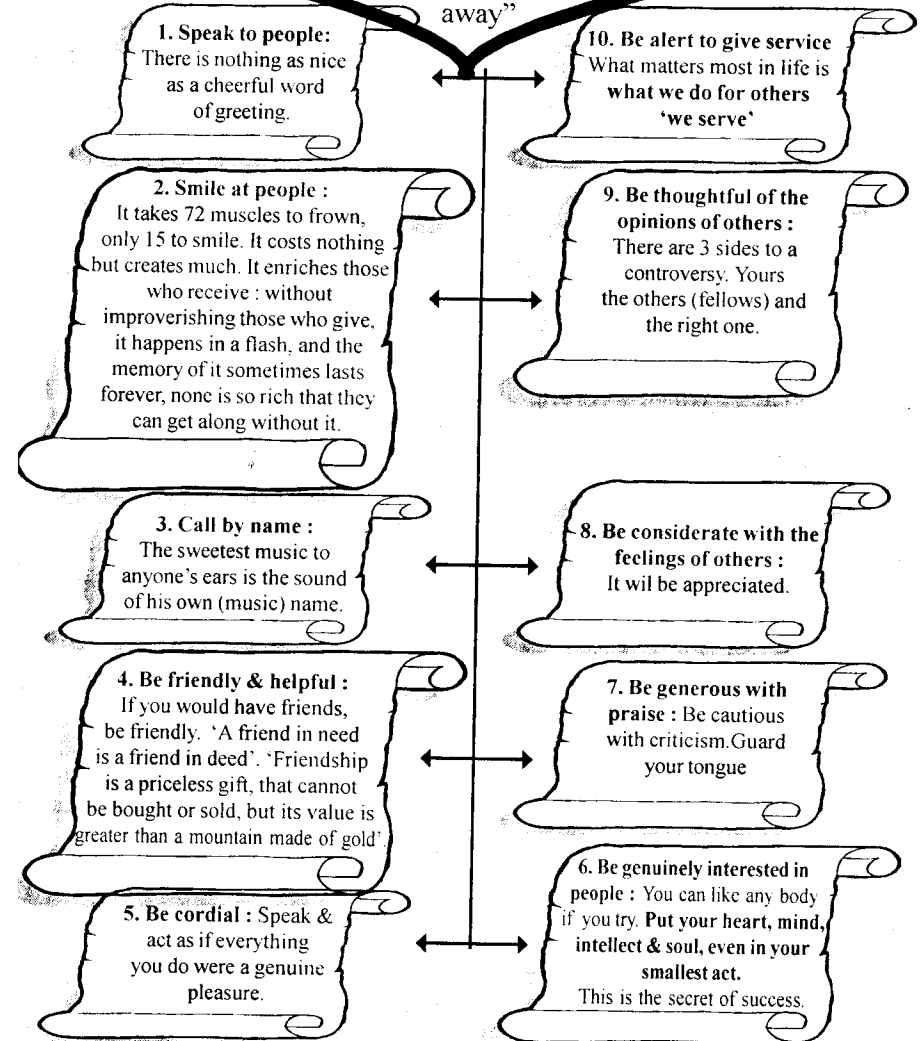
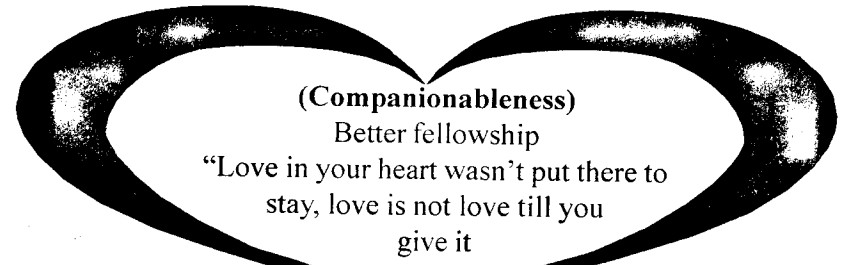


- Endeavours to
- improve knowledge
- develop ability & skill
- Interested & convinced
- Confident & determined
- Active & alert
- Articulate : practical
- Adaptable & versatile approach
- Truthful
- Pleasant & polite
- Tactful & patient
- Enjoy willing to listen
- Conscious of own short - comings
- Appreciates abilities & weaknessess of others
- Willing to admit (& rectify) mistakes
- Sense of humour & friendly
- Shares knowledge & experience
- Optimistic



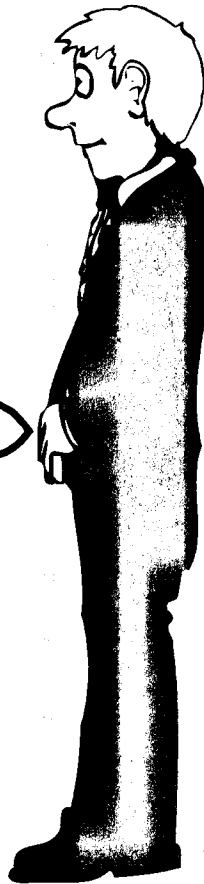
- Know all attitude
- Ill informed & ill-equipped
- Indifferent & suspicious
- Lacks poise due to complexes
- Indolent & sluggish
- confused; theoretical
- Stereotype & dull approach
- Bluffs
- Crude and / or show off attitude
- Irritable & restless
- refuses to listen
- Arrogant
- Ignores abilities & ridicules weaknessess of others
- Infallible attitude; tries to cover up
- stern & sarcastic
- Selfish : Unwilling to share
- Pessimistic

Reuben Dudley, ILO Advisor

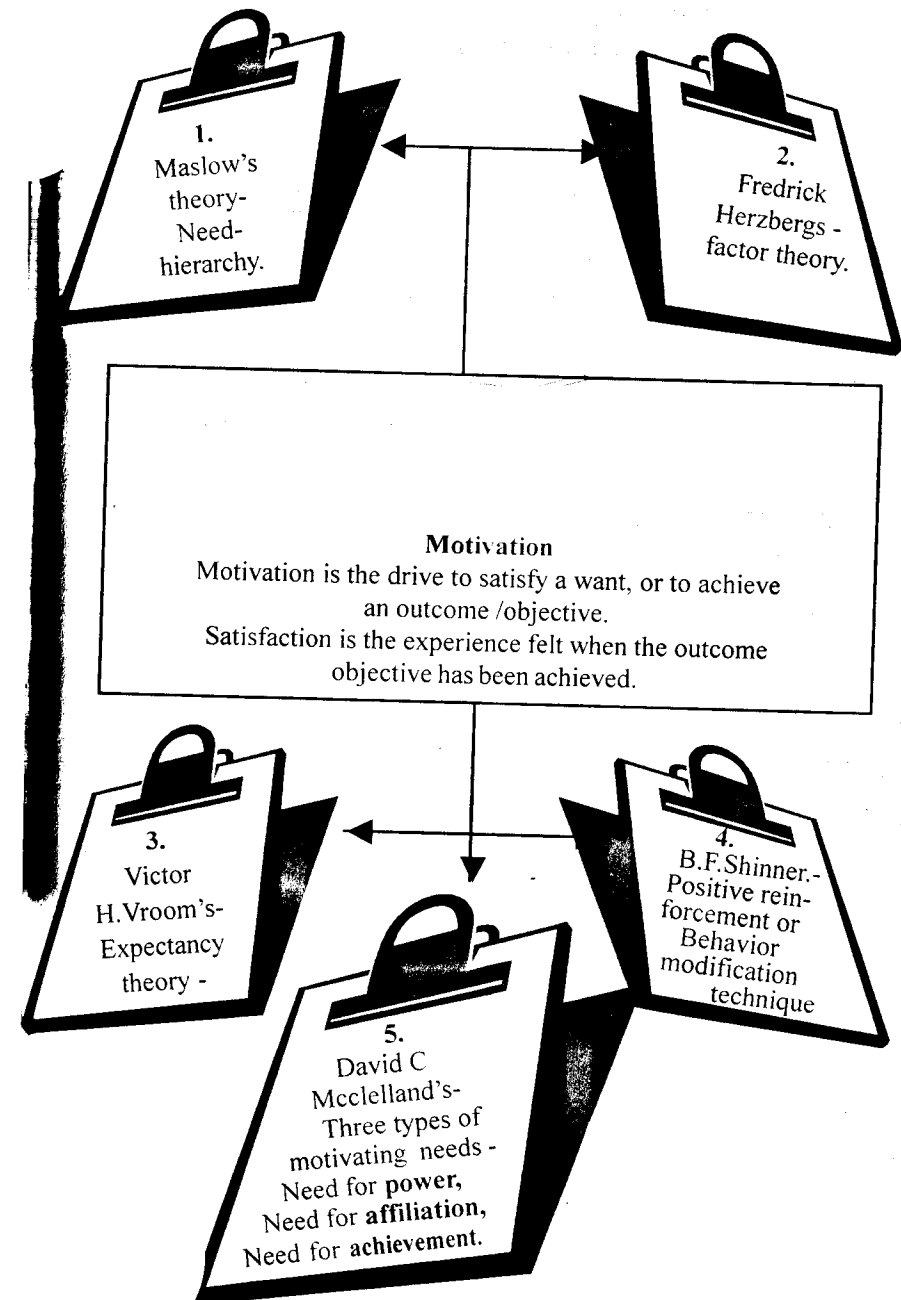


Chapter 22
BASICS FOR PUBLIC ADDRESSING

1. **Appearance** : Comfortable at ease ?
Any barriers, distractions.
2. **Stance** : Upright, Balanced, Confident.
3. **Introduction** : Did it grab the attention ?
4. **Facial expression** : Did the speakers seem happy to be there ?
Did it match the message ?
5. **Eye contact** : Did the speaker speak to the audience?
6. **Content** : Was it interesting ?
7. **Structure** : Was it well organised?
Easy to follow ? Dramatic ?
8. **Voice** : Could you be heard clearly?
Was it well modulated with expressions & liveliness?
9. **Gestures** : Did they add to the presentation?
10. **Language** : Was it clear & concise, simple & easy to listen to ?
11. **Ending** : Was it powerful and memorable ?
12. **Most important of all** : Were the audience there for **communion & for communication** ?



Chapter 23
MOTIVATION



Chapter 24
MOTIVATION STRATEGIES
 (Seven point strategy)

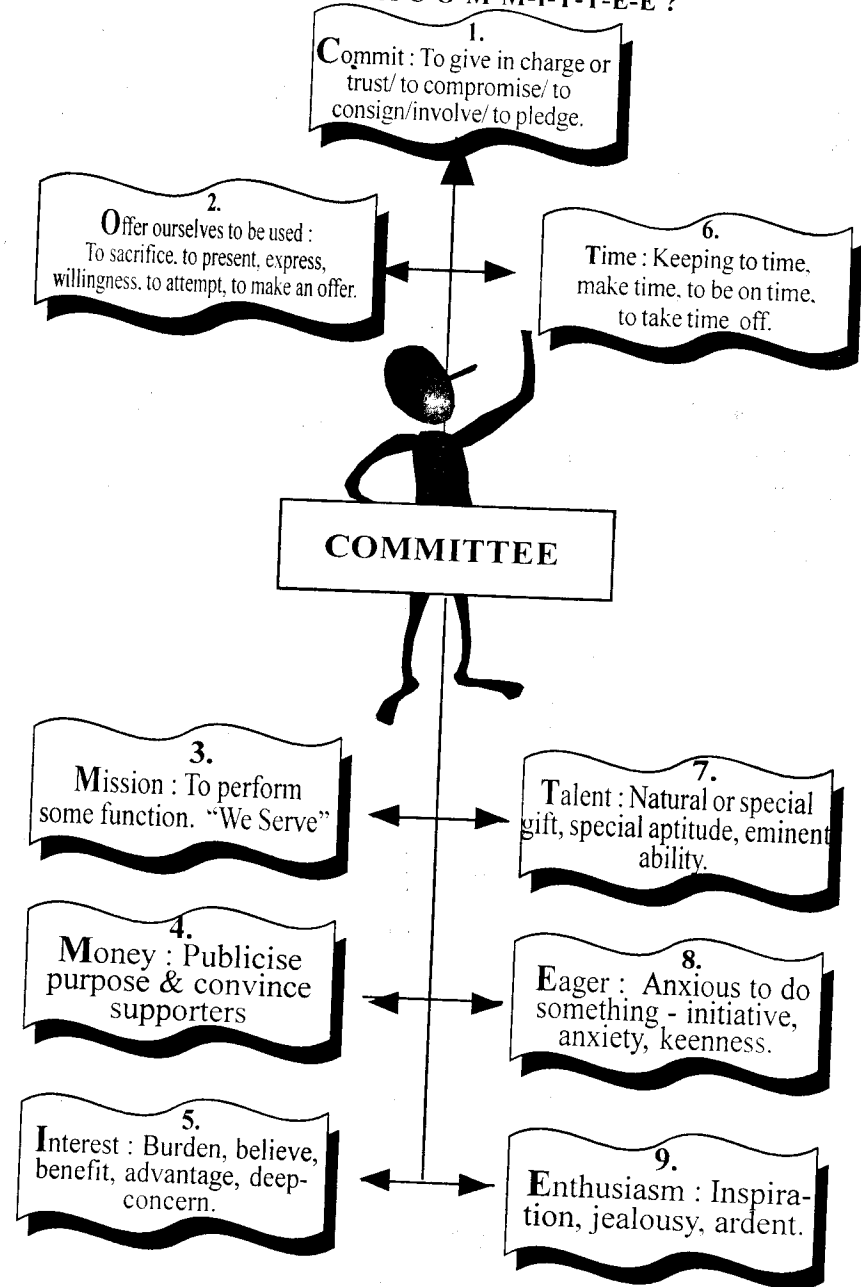
Lucky Seven
 stands for
 (Jewish tradition)

- Completion
- Fulfilment
- Perfection

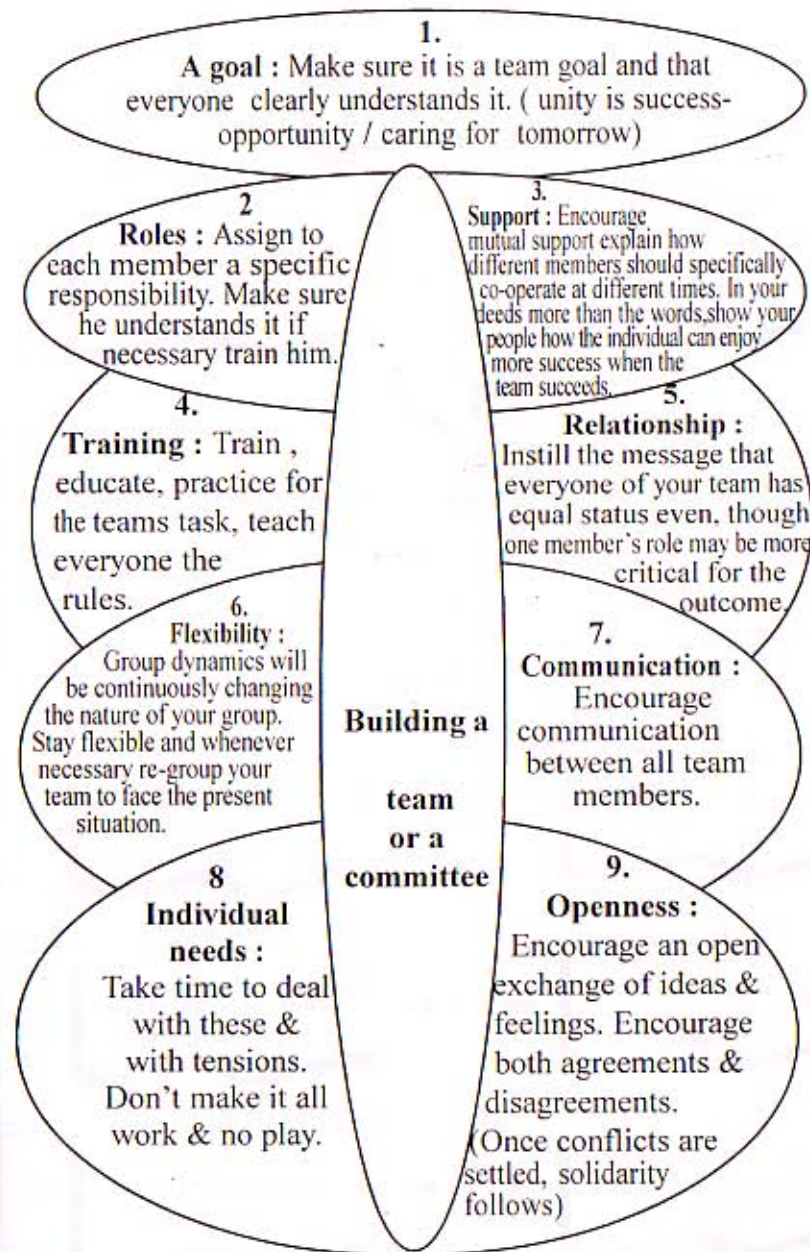
1. Listen to complaints !	M O T I V A T I O N S T R A T E G I E S
2. Recognise & reward good work !	
3. Provide information !	
4. Improve conditions !	
5. Involve everyone !	
6. Provide opportunity !	
7. Build loyalty !	

Lions Club International

Section III - Committee System
 Chapter 25
WHAT IS A C-O-M-M-I-T-T-E-E ?



Chapter 26
BUILDING A TEAM OR A COMMITTEE



Chapter 27
COMMITTEES-TYPES-COMPOSITION & SUCCESSFUL FUNCTIONING

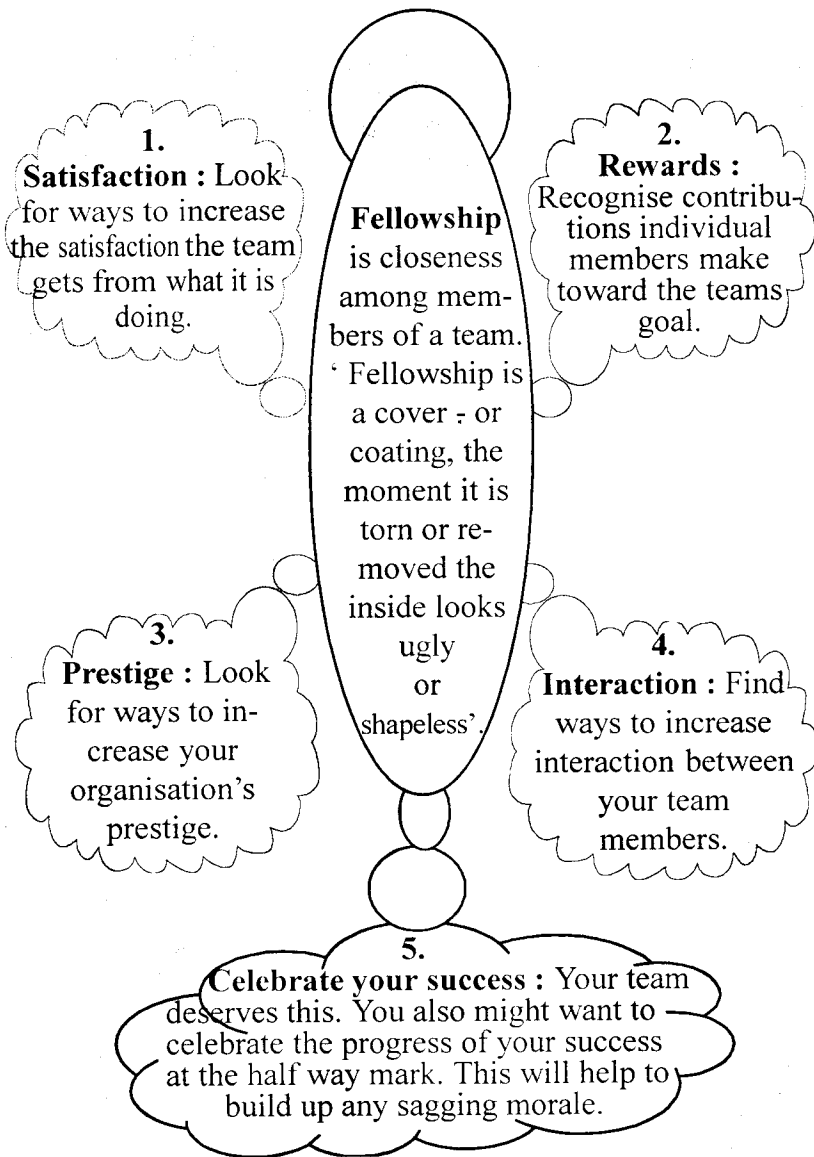


1. **TYPES**
 - a) Consultative.
 - b) Advisory.
 - c) Information Gathering.
 - d) Executive.
2. **COMPOSITION OF A BALANCED COMMITTEE**
 - a) Effective Chairman / Secretary.
 - b) Activists - those who get things done.
 - c) Technical / Specialists.
 - d) Social Mobilisers - keep the group going.
 - e) Volunteers - not regular members but help in - supportive work (arrange room facilities meetings refreshments).
3. **RESPONSIBILITIES OF CHAIRMAN / SECRETARY**
 - a) Arrange agenda and notices in time.
 - b) Keep and distribute minutes to all including absentees.
 - c) Followup on previous minutes and ensure action taken.
 - d) Required information obtained.
 - e) People contacted etc.
4. **QUALITIES OF THE CHAIRMAN**
 - a) Should have adequate knowledge of the constitution, internal orders, rules of procedure of any meeting.
 - b) Direction of the meeting.
 - c) Introduce new members.
 - d) Opportunity to all to participate.
 - e) Summarise and record decisions from time to time.
 - f) Maintain dignity and level of debate.
 - g) Ensure time, allocation for all items to be discussed.
 - h) Keep to opening and closing time.
 - i) Thank members.
5. **RESPONSIBILITY OF MEMBERS**
 - a) Receive, study and follow up on minutes. (action to be taken)
 - b) Bring minutes to the meetings.
 - c) Be punctual and of regular attendance.
 - d) Give excuses in advances.
 - e) Contribute positively.
 - f) Keep to issues, subject and relevance.
 - g) Address the Chairman.
 - h) Do not indulge in cross talk and personal comments.
 - i) Maintain openness-mental balance and goals of the committee.

J.V.Thambar

MAINTAIN FELLOWSHIP!

(Closeness among members of a team)



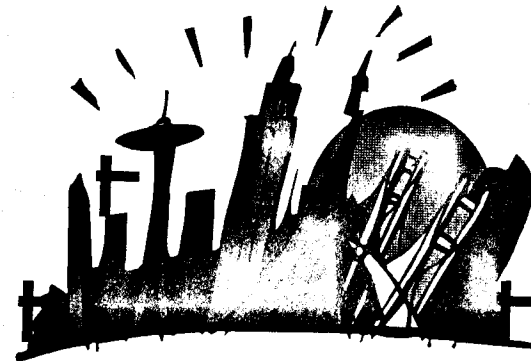
TRAGEDY OF A COMMITTEE

Tragedy of a committee

Oh give me your pity, I'm on a committee
which means that from morning to night
We attend and amend and control and defend
Without a conclusion in sight !

We confer and concur, we defer and demur,
And re-iterate all of our thoughts,
We revise the agenda with frequent addenda
And consider loads of reports
We propose and compose, we suppose and op-
pose,
And points of procedure are fun !
But though various notions are brought up as
motions,
There's terribly little gets done.

We resolve and absolve but we never dissolve,
Since its out of the question for us,
What a shattering pity to end our committee.
Where else could we make such a fuss. E.S.



**AIMS IN REVIVING MEMBERSHIP
OF AN ORGANISATION**



- | | |
|---|---|
| 1. Sleeping members would wake up. | 2. All discouraged members would cheer up. |
| 3. All sitting members would stand up. | 4. All stingy members would pay up. |
| 5. All legalistic members would lighten up. | 6. All sitting members would straighten up. |
| 7. All proud members would trip up. | 8. All stubborn members would loosen up. |
| 9. All silent members would speak up. | 10. All gossiping members would shut up. |
| 11. All estranged members would make up. | 12. All fragile members would firm up. |
| 13. All lukewarm members would give up. | 14. All crabby members would sweeten up. |
| 15. All fallen members would get up. | 16. All dormant members would liven up. |
| 17. All wayward members would shape up. | 18. All fighting members would give up. |
| 19. All late members would hurry up. | 20. All enrolled members would show up. |



WAYS TO RETAIN MEMBERS

- * Meaningful induction, orientation and involvement.
- * Programmes - Good, timely and 'on time' when scheduled. } Inform
- * Keep members active and members at-large informed. } Inspire
- * Publicize the activities in local media. }
- * Refer new members spouse's names at the meeting. } Inquire
- * Break up cliques. Place cards for meetings - change them for each meeting so that the same group does not always sit together. } Impress
- * Sponsor's responsibility should be stressed.
- * Have special recognition award : announce in the monthly bulletin. } Influence
- * Find out why a member wishes to resign - membership. The committee should meet with the member to discuss the problems or reasons. }
- * Recognize members accomplishments both as an individual and as a member of the community. } Infuse
- * Keep meetings open for discussion to all members. } Innovate
- * Keep the attendance board on display at all meetings. } Instill
- * Luncheon for members' spouses. }
- * Keep costs-meals, dues, etc. - reasonable. } Involve
- * Encourage attendance at all meetings and conventions. } Improve
- * Put up meaningful projects. }
- * Avoid wrong committee appointments and misuse of talents. } Install
- * Create friendship & fellowship (with members & officers). } Introduce (LCI)

Section IV - Marketing

Chapter 32

A CUSTOMER

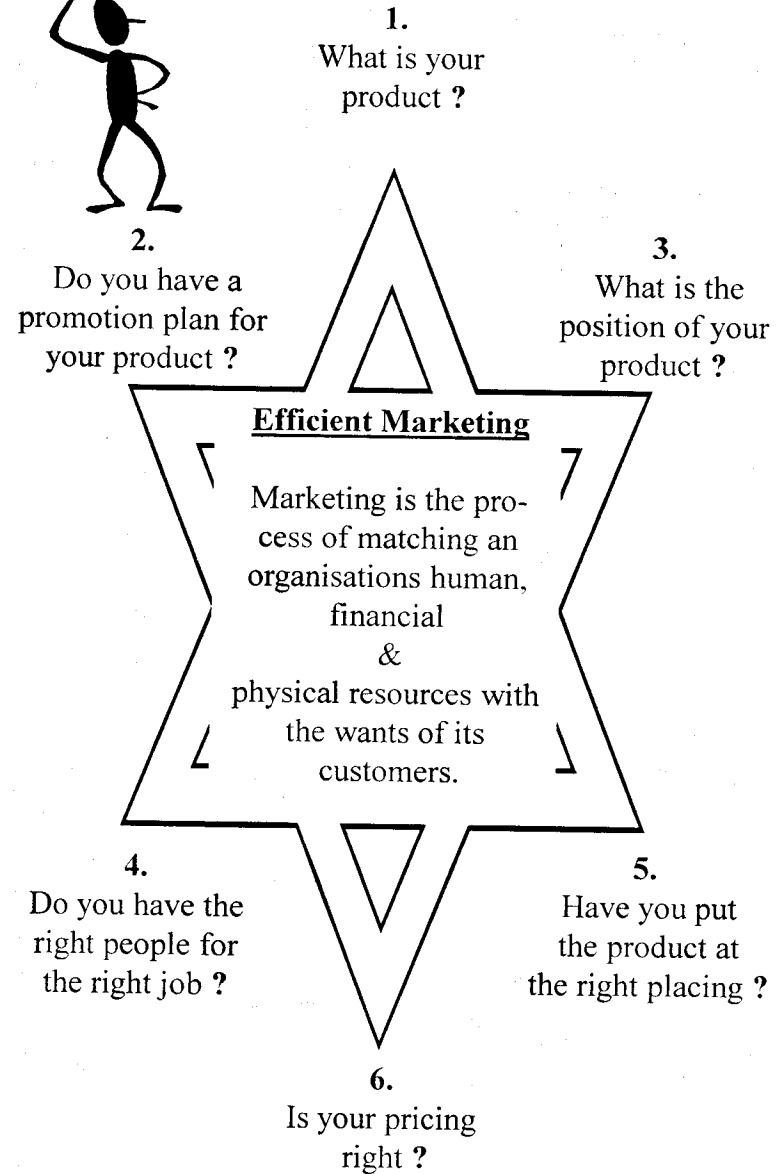
(In the view of a marketeer)

“Serve the public as serving a customer”

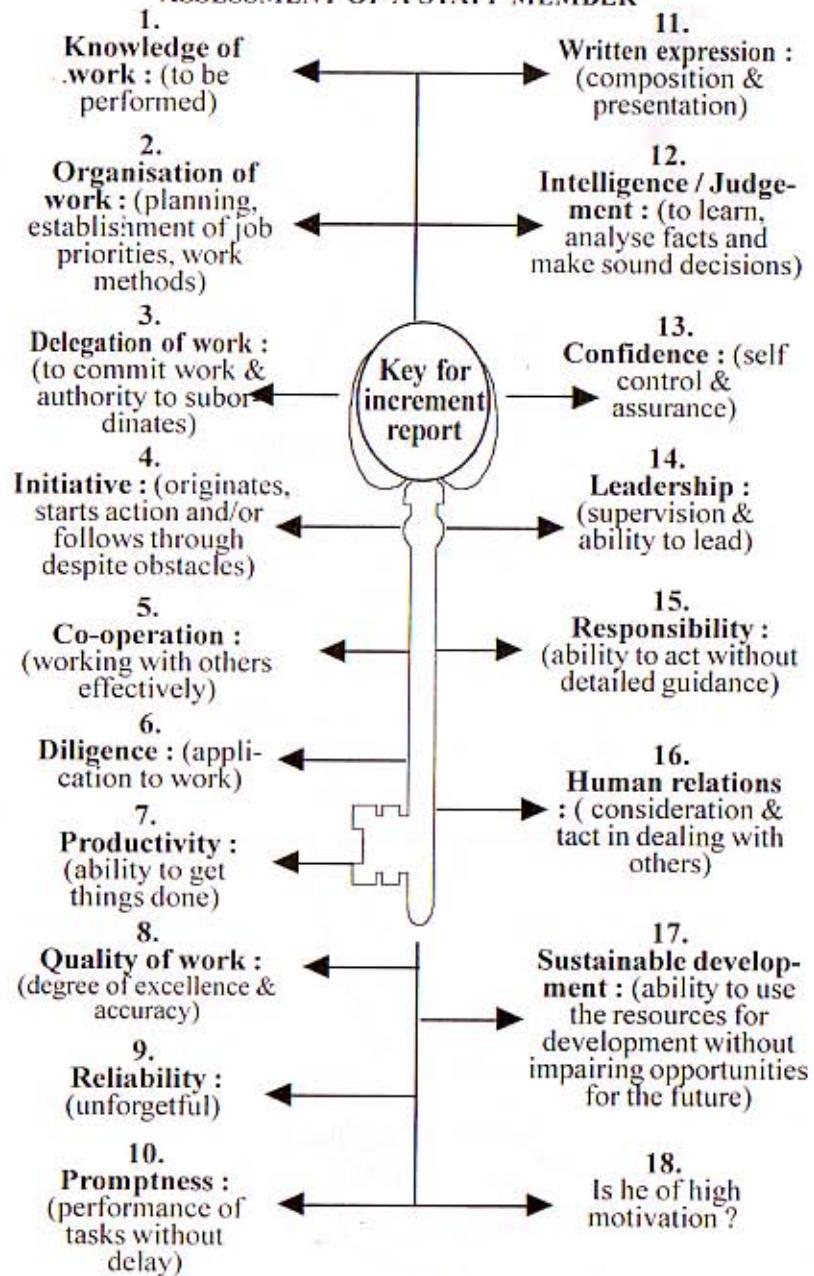
1. A **customer** is the most important person in any business.
2. A **customer** is not dependent on us. We are dependent on him.
3. A **customer** is not an interrupter of our work, he is the purpose of it.
4. A **customer** does us a favour when he calls-we are not doing him a favour by serving him.
5. A **customer** is a part of our business-not an outsider.
6. A **customer** is not a cold statistic he is a flesh and blood human being with feelings and emotions like our own.
7. A **customer** is not some one to argue or match with.
8. A **customer** is a person who brings us his wants-it is our job to fill those wants.
9. A **customer** is deserving of the most courteous and attentive treatment we can give him.
10. A **customer** is the lifeblood of this and every other business.



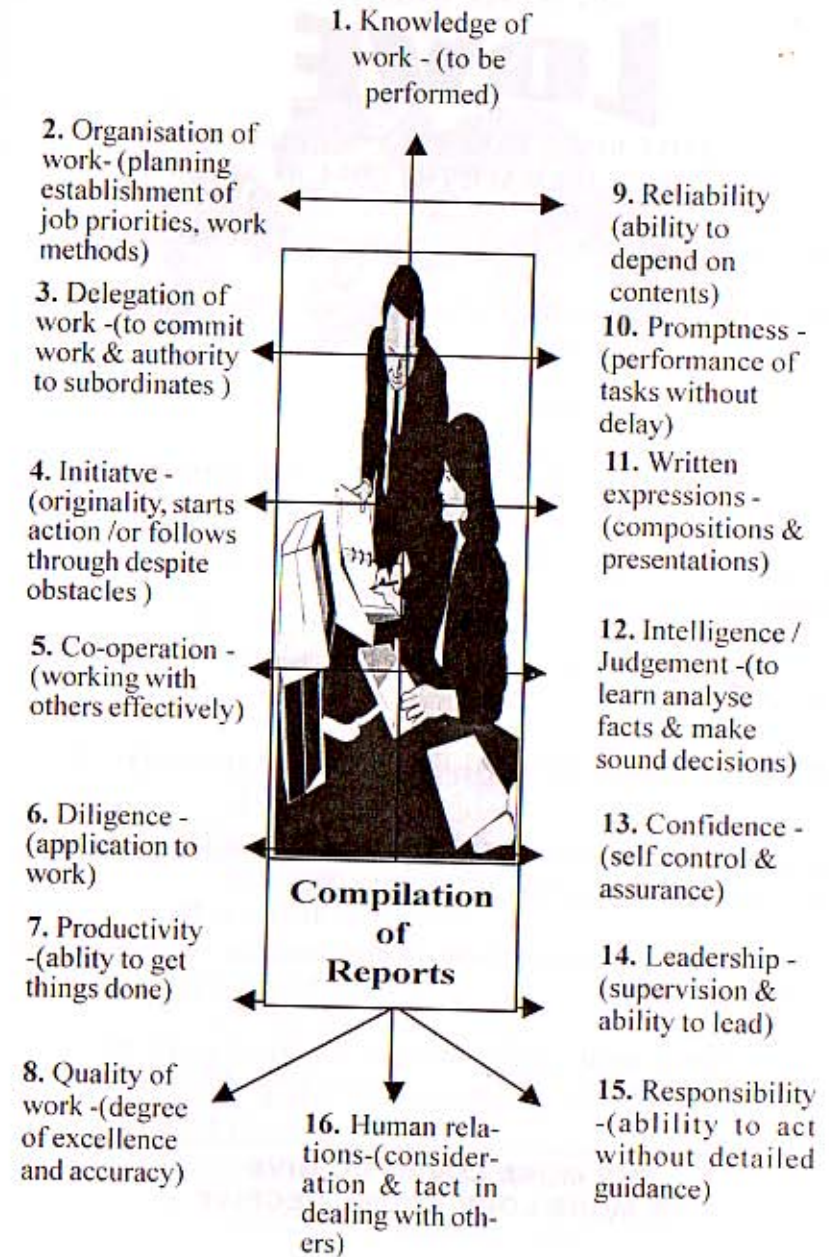
Chapter 33
EFFICIENT MARKETING
(Product or Service)



ASSESSMENT OF A STAFF MEMBER



REPORTING ON STAFF



THE POWER OF LOVE

LOVE

LOVE BINDS PARENTS AND CHILD
GIVE YOUR CHILD ALL THE LOVE HE NEEDS

Give him care-continuously, consistently. It's essential for his mental development.

Give him your time The hours you spend with him mean more than you will ever imagine.

Give him opportunities to learn and experience new things. This enriches his mind.

Give him encouragement-In work and play. Do not limit his attempt at exploring, imitating, creating, imagining and constructing.

Give him responsibilities, starting with simple chores. It's good training and makes him feel useful.

Give him the right to be different. He's unique - don't compare him with his brothers or sisters.

Give him praise, for all his achievements. But even more for all his effort in trying, even if he fails.

Give him understanding. Consider his age and temperament when you show disapproval. You may reject his behaviour, but never the child.

Give him reassurance - constantly. Never withdraw from him or threaten to stem your love or give him away.

Give him everything he needs. Expect nothing in return. You choose to have him he did not chose to have you. So, teach him respect for elders and filial piety.

**THE MORE LOVE YOU GIVE
THE MORE LOVE YOU'LL RECEIVE**

PARENTS CREED
CHILDREN LEARN
WHAT THEY LIVE



If a child lives with criticism,
He learns to condemn.

If a child lives with hostility,
He learns to fight.

If a child lives with ridicule,
He learns to be shy.

If a child lives with shame,
He learns to feel guilty.

If a child lives with tolerance,
He learns to be patient.

If a child lives with encouragement,
He learns confidence.

If a child lives with praise ,
He learns to appreciate.

If a child lives with fairness,
He learns justice.

If a child lives with security,
He learns to have faith.

If a child lives with approval,
He learns to like himself.

If a child lives with acceptance and faith,
He learns to find love in the world.

Dorothy Law Nolte

Chapter 38
THE BEST TEACHER

He who teaches words
and not the meaning thereof
Is the **verbal** teacher.

He who teaches the syllabus
And not the essence thereof
Is the **routine** teacher.

He who teaches the subject
And not the appreciation thereof
Is the **theoretical** teacher.

He who teaches the book
And not the substance thereof
Is the **bookish** teacher.

He who teaches rules
And not the usage thereof
Is the **impractical** teacher.

He who teaches hours
And not the devotion thereof
Is the time **conscious** teacher.

He who teaches skills
And the practice thereof
Is a **workshop** teacher.

He who teaches techniques
And the use thereof
Is the **technical** teacher.

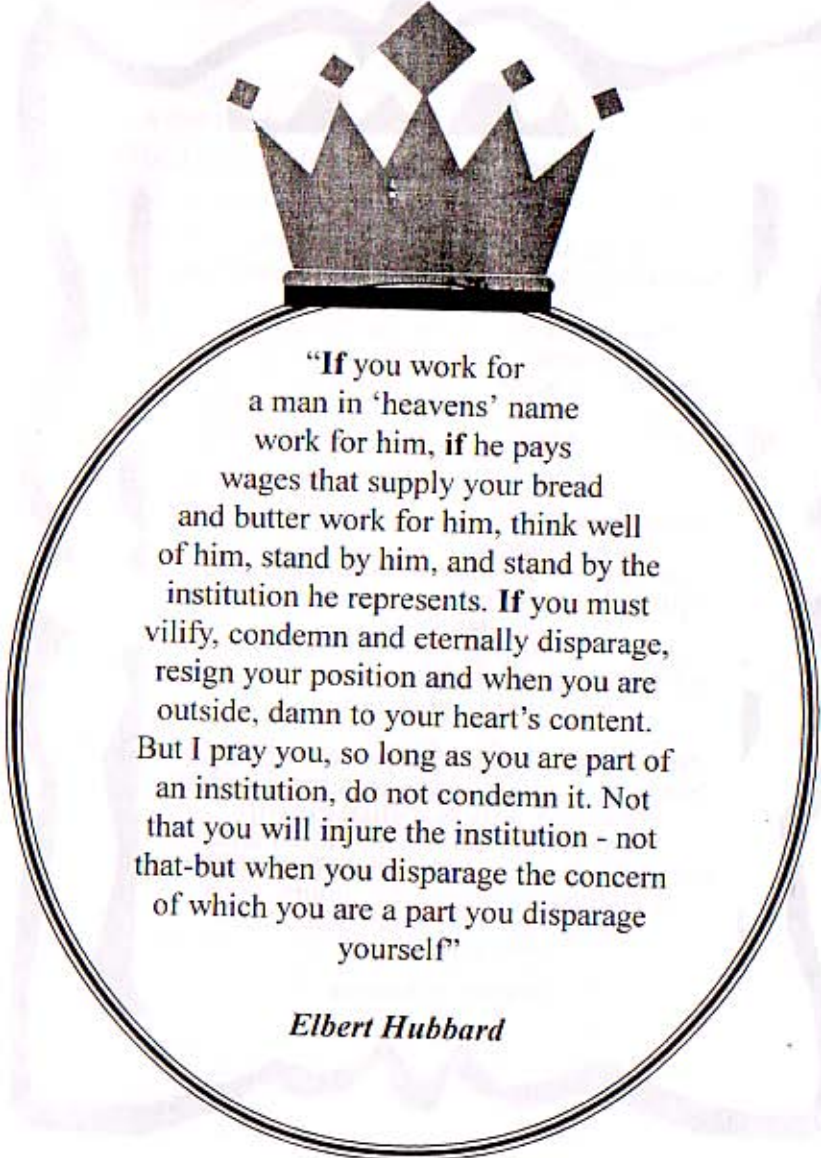
He who teaches methods
And the reasoning thereof
Is the **rational** teacher.

He who teaches the knowledge
And the relevance thereof
Is the **professional** teacher.

He who teaches the child
And the whole personality thereof
Is the **"BEST TEACHER"**.



Section VII - General Themes
Chapter 39
LOYALTY



**"If you work for
a man in 'heavens' name
work for him, if he pays
wages that supply your bread
and butter work for him, think well
of him, stand by him, and stand by the
institution he represents. If you must
vilify, condemn and eternally disparage,
resign your position and when you are
outside, damn to your heart's content.
But I pray you, so long as you are part of
an institution, do not condemn it. Not
that you will injure the institution - not
that-but when you disparage the concern
of which you are a part you disparage
yourself"**

Elbert Hubbard

Chapter 40
THE ART OF SUCCESS

The Art of Success

There are no secrets of success .
Success is doing the things you know you should do .

Success is not doing the things you know you should not do.

Success encompasses all of the facets of your relationships as parent, as wife or husband, as citizen, neighbour, and worker.

Success is not confined to any one part of your personality, but is making the **most of your body, mind, heart and spirit.** **Success** is discovering your best talents.

skills and abilities and applying them where they will make the most effective contribution to your fellow men.

Success is ninety-nine percent attitude. **Success** is a continuing upward spiral of progress. It is perpetual growth.

Success is relative, individual and personal. It is your answer to the problem of making your minutes, hours, days, weeks, months and years add up to a good life. -

Wilfred A. Peterson

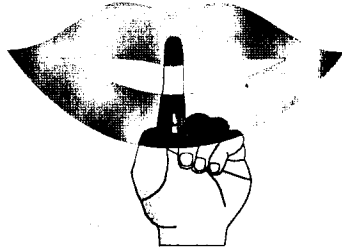
Chapter 41
DON'T QUIT

When things go wrong, as they sometimes will,
When the road you're trudging seems all up hill,
When the funds are low and debts are high,
And you want to smile, but you have to sigh,
When care is pressing you down a bit,
Rest, if you must-but don't you quit.

Life is queer with it's twists and turns,
As everyone of us sometimes learns,
And many a failure turns about
When he might have won had he stuck it out;
Don't give up, though the pace seems slow-
You might succeed with another blow.

Often the goal is nearer than
it seems to a faint and faltering man,
Often the struggler has given up
When he might have captured the victor's cup.
And he learned too late, when the
night slipped down;
How close he was to the golden crown.

Success is failure turned inside out-
The silver tint of the clouds of doubt-
And you never can tell how close you are,
It may be near when it seems afar;
So stick to the fight when you're hardest hit-
It's when things seem worst that
you mustn't quit.



“DO NOT”

*Don't take back, the step you kept,
Don't be bothered about the past,
Face the truth and rush to the future,
Don't Sleep in the dark,
if you did something wrong
Change the way you behaved,
When you do take your own path
Then it would not be a scar on your life.
Don't miss each of today's obligations.
Then you will get your reward in return
Most of all don't do anything against your
own heart.*

1.
Little drops of
water,
make the mighty
ocean

2.
Little grains
of sand,
a pleasant
mighty land.

4.
Little deeds of
kindness, make
our
earth an
Eden.



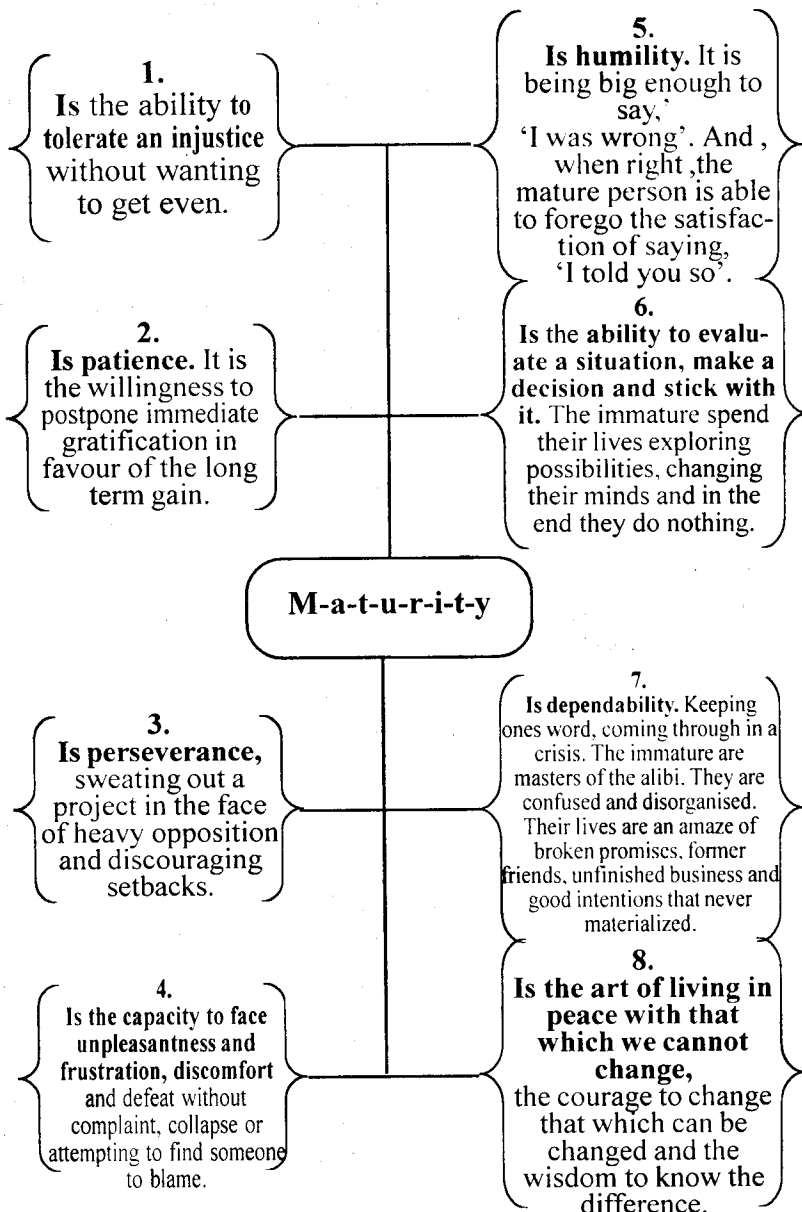
Little
things are the
secret of success.
**Journey of a thousand
miles begins with a step.**

3.
Thus the **little
minutes humble**
though they may be,
make the mighty
ages of
eternity.

5.
Little words
of love, make our
earth an
Eden-
like the heaven
above


6.
Put your heart, mind,
intellect and soul **even in**
your smallest act.
This is the secret of
success.

Chapter 44
MATURITY

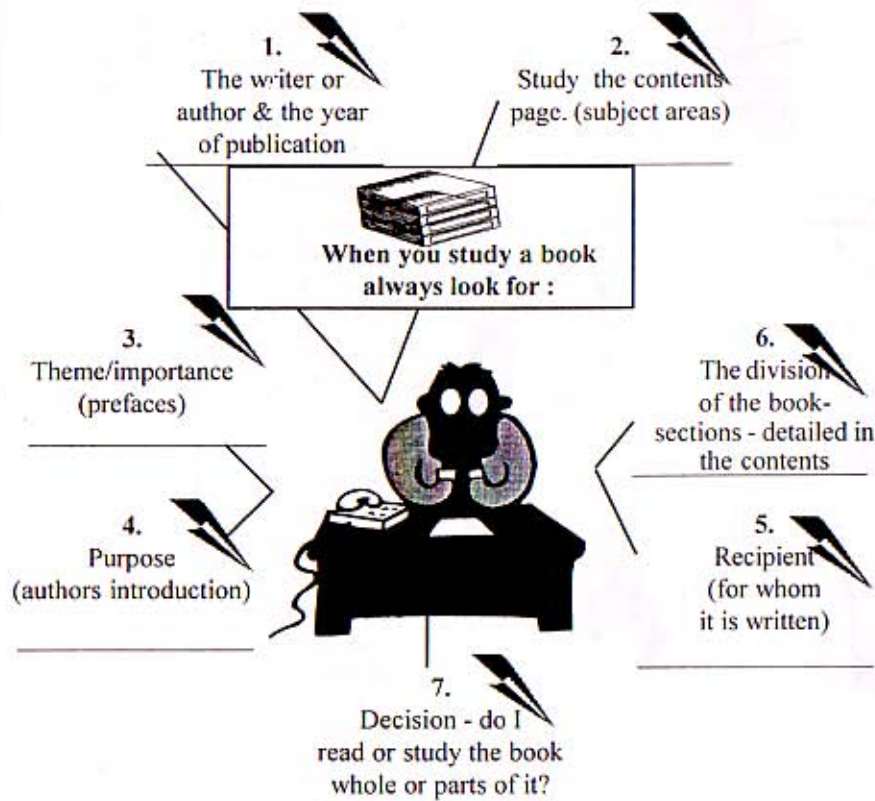


"We cannot change the wind, but we can adjust the sail"

Chapter 45
STEPS TO
BETTER FRIENDSHIP

<p>1. Meet regularly</p>	<p>2. Be eager to listen</p>	<p>3. Make sure that you have made plenty of deposits into the 'Friendship account' before you try to make withdrawals.</p>	<p>4. Don't wear out your friends by talking about yourself all the time</p>
 <p>"Eight Steps to better friendship" "Friend in need is a friend indeed" "True friends are the rarest of people, they seem to have an inexhaustible supply of love even when they have withdrawn all their deposits; they have a ready reserve account that automatically covers over drafts"</p>			
<p>5. Base your conversations on the way things are, not on the way you think they should be.</p>	<p>6. Make a phone call to a friend when you think of it, not later. Ask yourself, "am I calling to get something or to give something?"</p>	<p>7. Tell the truth even if it may hurt. Beware of friends who tell you only what you want to hear.</p>	<p>8. Do things together.</p>

Chapter 46
HOW TO STUDY A BOOK?



Chapter 47
LIFE LONG, READING, LEARNING AND LIFE SYTLE

*Reading maketh a full man
conference a ready man, and
writing an exact man - Francis Bacon*

*Some books are to be tasted
others to be swallowed and some few
to be chewed and digested - Francis Bacon*



*Maintain wide reading, learning and wider
interest in world around
You will be an interested and interesting
person to meet*

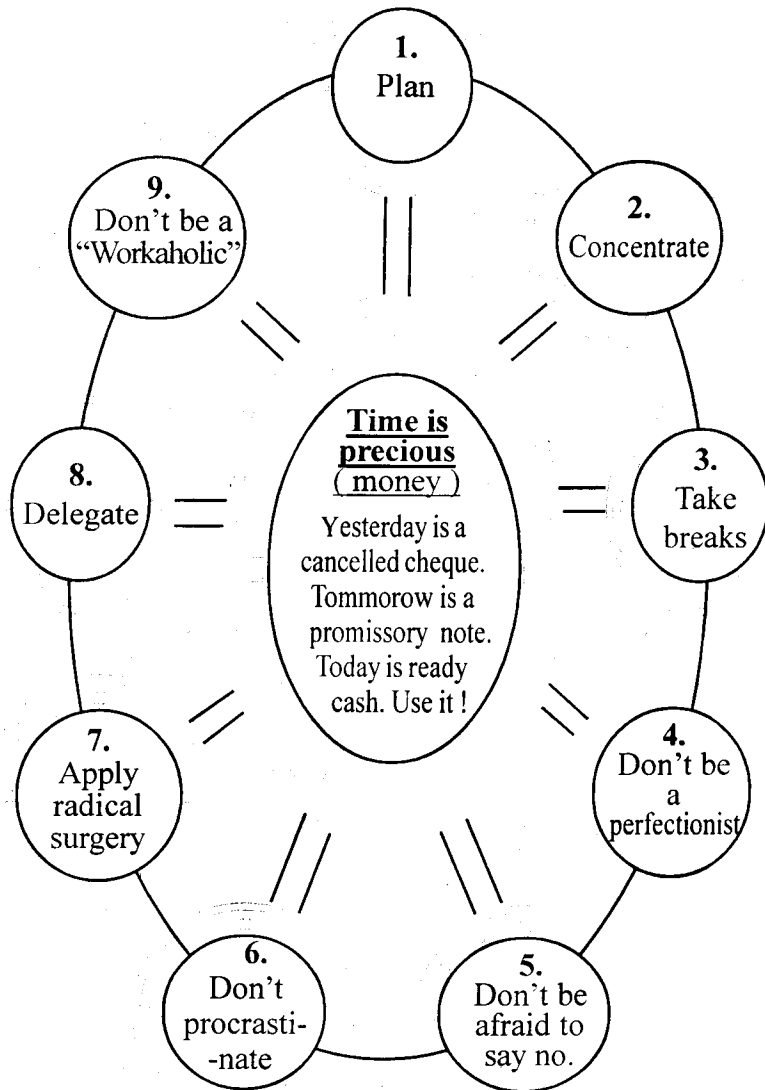
*Maintain communication - art of conversation
and social skills, reach for spiritual
and personal growth*

*Seek high values and simple life styles
If you wish to live long, keep a garden (Chinese proverb)*



Don't forget!

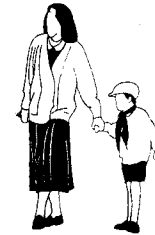
Education, is from "Womb to Tomb"



The father of Success is named **Work**. The Mother of Success is named **Ambition**.

The Eldest Son is called **Common Sense** and some of the Boys are called **Perseverance, Stability, Honesty, Thoroughness, Foresight, Enthusiasm and Co-operation**. The Eldest Daughter is **Character**, Some of the Sisters are **Cheerfulness, Loyalty, Care, Courtesy, Economy, Sincerity and Harmony**.

The Baby is **Opportunity**.



Get acquainted with the **Father of Success** and you'll be able to get along with the rest of the **Family**

Chapter 50
THE GREATEST FRIEND

Once upon a time
I was left alone and depressed.
"I just didn't know what to do".
Life was miserable.
I was left alone and depressed.
"I just didn't know what to do".

The days just passed away.
I couldn't take it any more.
The trouble was unbearable to me.
I knelt down and cried out in my room.
"Then" I started to pray.
I went on praying.
While I was praying
I realised that there is a friend
Who really loves me.

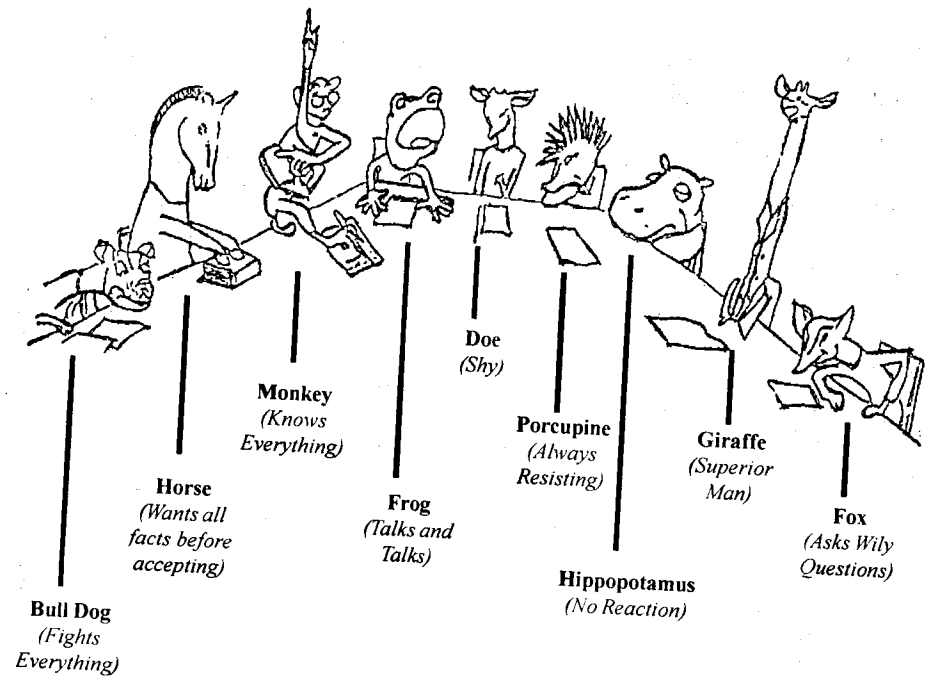
A hand which will help me
Through my life's hard times.
A friend who accepts me for what I am
He's an everlasting trustable friend.
People will let you down.
"But" never will He.
"That's His promise to us",

A friend to whom I can turn to any time.
There is no end for his love.
He never fails.
"Can you guess who He is?"
"Yes" that's Him.
"Jesus" the greatest friend.

I wouldn't have faced so many problems
Without Jesus.
He comes with me wherever I go.
I'm happy now.
And ready to face anything.
Because of Him.
"Me lucky girl / boy "got Him as a friend.

"Not only me",
To all who are in trouble, left alone, depressed
And discouraged.
Always remember there is an open hand.
Waiting to encourage and comfort you any time.
All you have to do is
Just kneel down and start to pray.
"Remember He's the greatest friend".

With love & lots of prayers.
World's Best Friend



**TYPES OF PARTICIPANTS
IN
CONFERENCES**

Special Quotes :

ON LEADERSHIP AND RESPONSIBILITY :

"A great leader never sets himself above his followers except in carrying responsibility" - Jules Ormond.

ON LEADERSHIP AND HUMILITY :

"Avoid putting yourself before others and you can become a leader among men" Lao-tzu.

ON LEADERSHIP & DETERMINATION :

"Real leaders are ordinary people with extra-ordinary determination" John Sea Man Garns.

LIVING OF LIFE :

"There is no true, lasting success in business without success in the business of living, of life"

MAKING THINGS HAPPEN :

"There are three kinds of people in the world - those who don't know what's happening-those who watch what's happening and those who make things happen" - Leaders are those who have the ability to make things happen - Nicholas Murray Butler - Ex.President, Columbia University.

Excellence has to do with the style of life

Socrates said, "Know thyself"

Marcus Aurelius said, "Control thyself"

Ancient sages said, "Give thyself"

Jesus said, "Deny thyself" - "Empty thyself"



The World Needs People...

Who cannot be bought, whose word is their bond;

Who put character above wealth; who possess opinions and a will;

Who are larger than their vocations; who do not hesitate to take chances;

Who will not lose their individuality in a crowd;

Who will be as honest in small things as in great things;

Who will make no compromise with wrong;

Whose ambitions are not confirmed to their own selfish desires;

Who will not say, they do it, "because everybody else does it"

Who are true to their friends through good report and evil report, in adversity as well as prosperity;

Who do not believe that shrewdness, cunning and hard.....

headedness are the best qualities for winning success;

Who are not ashamed or afraid to stand for the truth when it is unpopular, who can say "No" with emphasis, although

all the rest of the world says "Yes".....

WHAT IS YOUR ANSWER?

ISBN - 955 - 96225-6-0

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"This book would be a boon to those who are interested in learning the art of developing leadership qualities and to be a good manager/communicator...." **C. K. Kunanayagam, B. Sc (London), Fellow of the Economic Development Institute of the World Bank-Consultant, Banking." 29-04-2000.**

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