

Relationship

Principles

to Win Hearts At Work

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Relationship Principles

Learn 30 Relationship Principles to Win Hearts At Work

In this small but powerful eBook I am about to share with you relationship principles to win hearts at work. We always think of winning hearts of people in our personal life, so why not learn to win hearts of people at work. After all ***we spend more time with people at work*** than at home.

Most people don't have good relationships with people at work due to which they go to the office on a Monday morning and wait for a Friday evening, this clearly means they don't enjoy being at office. It gets even worst when people come to the office in morning and wait for the day to get over, because they hate being in office.

When people go home from a negative environment at work, they recreate that negative environment at home. This vicious loop not only leads to failure in relationships, it eventually leads to failure at work.

Fortunately ***Success leaves Clues*** so it's easy to learn success principles that you can apply on a day to day basis to win people's heart at work. These principles are tried & tested by more than 50,000

people who have been trained by me in over 90 multinational organizations like:-

Tata Capital + Birla + Sun Life + Reliance Capital + SBI + Axis Bank + ICICI Bank + The Royal Bank of Scotland + HDFC Life + Convergys + Cap Gemini + Fujitsu + Oracle + GM + L&T Infotech + L'Oréal + Ranbaxy + Abbott + Piramal Healthcare + Zee Learn + MIT Institute + Siemens + Genpact + many more

Note, the relationship principles in this eBook can give you specific measurable results beyond your imagination. So use each principle exactly as given and you will see some amazing results as promised by each chapter.

One of the ways to make sure that you are implementing these relationship principles is to make sure that you remember them daily, because what you can remember you can apply. So to help remember these principles, I would suggest you print the Index page and pin it at your desk, this will make it easy for you to remember and thus apply these principles at work.

Now let's start our journey to learn how to win hearts at work.

1. Be Yourself, it's the fastest way to win people's heart

The biggest mistake that most people make with relationships at work is that they wear a "Mask" in the beginning of their relationships. Initially they try to impress people by behaving in ways, which are not them at all.

For an example if they don't know something in a particular area, they would wear a mask of "knowing everything" simply to make a good impression on their boss or colleagues. This may work initially but eventually others are able to see through this mask and see that, the real person is not perfect, the real person does not know everything.

Once the mask is off, and the imperfect person is seen, the boss and the colleagues are in shock and don't relate to this imperfect person. This is when the boss & colleagues feel cheated, they lose trust and this is the beginning of office politics. People start talking behind each other, gossiping, criticizing, judging harshly, not supporting, not helping, competing like rivals, steal credits and even try to put each other down.

All this can be stopped, if in the very beginning people would stop wearing masks and stop create false impressions. Here is a list of masks

that people where in organizations:

1. Mask of "I know it all"
2. Mask of agreeing even when they disagree
3. Mask of "I am not interested in impressing the Boss"
4. Mask of saying Yes for work when they mean a No
5. Mask of "I did not get the email"
6. Mask of "I will do it later"
7. Mask of "It's not my mistake, someone else is to be blamed"
8. Mask of "I am perfect at everything I do"
9. Mask of "I don't make mistakes"
10. Mask of "I am your only true friend in the office"

So what am I suggesting? I am suggesting Be Yourself; it's the best way to win people's heart. No-body is perfect; everybody is imperfect including you and me, so why wear a mask anyway. After all you can't wear the mask forever, eventually people will know the real you.



Besides long-term relationships are made with "real people" not with masks. So just be yourself, it will always be easier for you to win people's heart.

By the way, won't you like if people who deal with you don't wear masks? Won't you like it if they show the real self to you? Won't you also like to deal with real people instead of masks?

Well then you must start by being yourself with others so that you will attract more real people to deal with, not masks.



Here is a way of being yourself instead of wearing the masks:

Masks	Be Yourself
I know it all	Be honest, say "I don't know"
Agree even when disagree	Be polite, say "I beg to disagree"
I am not interested in impressing the Boss	Be honest, "I love impressing my Boss with Good Work."

Saying Yes when you mean No	Be assertive, "No, I would like more time for this please"
I did not get the email	Be apologetic, "I got the email, but I forgot to work on it, I'm sorry!"
I will do it later	Be honest, "I will do it but can you please give me more time"
I am your only true friend	Be genuine, "Everybody is a good friend here"
I am perfect at what I do	Be real, "Yes I have lots to learn, thanks for the feedback to help me grow"

Using the above table as a guideline, I would like you to make another table where you could write a list of masks that you wear in different situations. Then write a list of responses that you could use to be yourself in all those situations.

I know this is difficult, i also know this is a never-ending process because we will always get tempted by the quick results that masks can give us. I confess I do the same many times, but I am also proud that I catch myself very fast and practice being myself.

At work and at home I have reaped many benefits and successfully created many long-term real relationships by being myself. I know now from experience that the rewards of being myself are far greater & long-term compared to the short-term benefits I gain from wearing masks.

I want to warn you that one of the first masks that might get triggered in you is “I don’t wear any mask” but I want to encourage you to be yourself and realize that we all wear masks, including me.

The sign of greatness is not perfection; the sign of greatness is accepting your weakness and then working on them. All the best, to take off the Mask. 😊

Some Quotes on Being Yourself:

“Be yourself; everyone else is already taken.”

— [Oscar Wilde](#)

“To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment.”

— [Ralph Waldo Emerson](#)

“Be yourself- not your idea of what you think somebody else's idea of yourself should be.”

— [Henry David Thoreau](#)

2. Understand people before you seek to be understood

All human beings want to be understood, that's what we seek in all our relationships. However, we end up being so focused on wanting to be understood that we forget to understand others. As a result, others don't understand us and that becomes a vicious loop.

But you can have many people understand you, if you first focus on understanding them. Because the number of people who understand you, will be directly equivalent to the number of people whom you understand.

So if you have taken the time & effort to understand 10 people in your office, then all those 10 people will take the time & efforts to understand you. Because what you give in abundance, you will receive in abundance.

Here are some tips to help you understand people before you seek to be understood:

1. Listen to people completely, don't interrupt them
2. Be willing to see their point of view, empathize
3. Appreciate people's ideas before you analyze them
4. Agree with people before you disagree with them
5. Ask for their opinion before you give yours
6. Uplift their spirits when they make mistakes
7. If people are angry, understand the pain behind their anger
8. Be curious about their perspective not judgmental
9. Help people achieve what they desire, then they will help you too
10. Rephrase to them what you heard, to make them realize you understand them clearly.

Some Quotes on Understanding:

“Everything that irritates us about others can lead us to an understanding of ourselves.”

— [C.G. Jung](#)

“I don't like that man. I must get to know him better.”

— [Abraham Lincoln](#)

“When you say “I” and “my” too much, you lose the capacity to understand the “we” and “our”.”

— [Steve Maraboli](#)

“When it comes to understanding others, we rarely tax our imaginations.”

— [Lawrence Hill](#)

3. Create Familiarity, that's what people look for all the time

This is the best principle to win people's heart; every human being likes people who are like himself or herself, including you and me. It's always easy for us to get along with people who are like us in many ways. Thus, we always look for familiar people to connect with.

Is it a co-incidence that Punjabi's, South Indians, Maharashtra's, Muslims create their own community and live in the same locality? No, it's not a co-incidence; it's natural and almost compulsive for human beings to only get along with like-minded people.

Thus, when you go to Maharashtra and if you speak in Marathi, it's easy to get things done. However, if you speak in Hindi or English with the local people, you might find it difficult get support from them. Similarly, when an Indian goes to Germany, US, or China and speaks in Hindi, most people there will find it strange and thus try to maintain distance. Because the human mind does not like change, it likes familiarity to connect with people.

Is everyone like that? Will everyone try to maintain distance with someone who is different from them? Well yes, almost everyone is like

that. Some people develop the ability to unconditionally like other people in spite of their differences, which is a great ability. But not everyone has this ability. Even the most spiritual people will find create a community of their own like-minded people. They will also trust the people who are most spiritual in nature and distant themselves with people who are more materialistic in nature.

It is natural for us to feel safe & comfortable with familiar people and feel unsafe & uncomfortable with unfamiliar people.

This principle will apply even more to the corporate world. You will see that highly goal oriented aggressive people will get along with similar people and submissive chilled out people will get along with similar people.

Thus, a submissive person will find it difficult to deal with aggressive people and will feel unsafe & uncomfortable with them. And aggressive people will feel the same about submissive people.

Confident people will always look for confident people to get along with and inferior people will always look inferior people to get along with.

But does that mean that two different people can never get along

with each other?

No that's not true! But in order to get along with someone different from you, you must create a certain amount familiarity with them so their mind find it easy to get along with you, feels safe & comfortable with you.

For an example, my friend Manish is a bit loud spoken, loves laughing and being happy. He does not easily get along with people who are soft spoken, un-humorous and silent. Thus, when I am with him I behave a little like him to create some familiarity with him. I speak a bit loudly, laugh a lot with him and share a lot of happy time with him.

Now you may feel I am manipulating him. No, I am not! On the contrary, I am taking the effort to be sensitive to his behavior and create familiarity with him so I can get along with him easily. See the point!

In India, if you go to Punjab and if you want to get along with the Punjabi's there you must learn to speak a bit loudly.

If you are working in a call centre dealing with foreign clients, you will have to learn to speak in a foreign accent to get along with the customers quickly.

So really, you must take the efforts to create familiarity with people to win their heart and get along with them.

Here are some simple techniques to create familiarity with people:

1. **Match their body language** – The easiest way to create familiarity with people is to interact with them in a familiar body language. Match their Body language and simply sit, stand, move or shake hands like them. If you are dealing with your Boss in a familiar body language, I bet your Boss will find it easy to connect with you as he he/she may feel, you are like them. (Everybody likes people like themselves)
2. **Match their tone** – It is a very famous saying “What you say is not important, how you are saying is more important.” But how do you decide the best tone to use with different people? Well don't worry about that challenge anymore. Simply use the same tone as others and you will find people paying more attention to what you are saying. Because rarely do they find people who sound like them, but when they find familiarity it is only natural for them to pay attention towards it. So if people use a loud tone, you match it. If some people are soft spoken, you match it. If some people are fast spoken, you match it. Simple!

3. **Match Words** – Words have power, but familiar words have super power. Because when you hear people using familiar words, it's easy for you to understand them without much convincing required. So the next time you talk to someone who is important, just match their words. Just frame your statements with the same words you hear them talking in, and I promise you will be heard carefully. Because people love listening to familiar words and they frown on unfamiliar words.

4. **Match their dressing style** – Unconsciously we already use this technique. In a formal environment, we wear formal dressing, in a disco or pub, we wear fancy dressing, and in a casual meeting, we wear casual simple dressing. And you know this works right, because if you were to wear a formal suit in a casual meeting, your colleagues would definitely find it weird. Now take this to the next level and match your dressing style with a particular individual and they will instantly pay attention to you. Dress up in colors & styles, which they like and are familiar to them.

5. **Match their working style** – Some people like to be on time, some people like to use PPT for every presentation, some people like to leave office on time, some people like emails in detail, some like emails in brief. Observe what is people's working style and match that style; you will immediately get into their good books. If your

customer likes PPT then use PPT, if your Boss likes going home late, then go home late, if your colleague likes writing email in brief the you respond to their emails in brief. Match people's working style to grab their positive attention.

Bottom line is we all want to connect with like minded people but instead of waiting to find people who are like you (who are very few) I would suggest you become flexible like leaders and create familiarity with other by matching them their Body language, Tone, Words, Dressing style, Working style, etc.

Just one word of caution here...be elegant & subtle while matching people. If you mimic people, they won't like it, so remember that you have to match them not mimic them.

This technique is a part of a training program called NLP i.e. Neuro Linguistic Programming. I am certified master trainer for NLP thus I am aware of this technique which is known as "Rapport Building" in NLP. If you would like to know, more about this technique simply search for "NLP Rapport Building techniques" in google.com or youtube.com and you will find loads of videos educating on this technique.

Master this technique and you master connecting with people. 😊

4. Consider your Boss as your Customer

There two relationships which are the most important amongst all others in our life. Your relationship with your Spouse & your Boss.

If you have a poor quality of relationship with your spouse, your personal life becomes hell. Similarly, if you have a poor relationship with your Boss, your professional becomes hell. And just like everybody else, I am sure even you don't want to live in hell everyday.

So the quality of your professional life really depends on the quality of your relationship with your Boss. Unfortunately, most don't get along with their Boss because they don't understand the importance of that relationship.

If I have to define it accurately, I would say your relationship with your Boss is the same as your relationship with your customers. The difference is your Boss is an internal customer for you.

All business eventually happens because of satisfied customers who give us the money for our services. Without customers, any business would have to close down. On the other hand, a business with satisfied long-term customers could do thriving business for many years. Apple Computers is successful because they want to give the

best to their customers. So the customers don't mind paying the best amount for apple products.

Similarly, if you give the best of services to your Boss, he/she would not mind giving you the best of compensation. Your Boss is your internal customer who gives you opportunities, yearly appraisal, salary increment, performance bonus and appreciation for your work.

But most people after working with their Boss for sometime consider them as their friend or even colleague and start having false expectations from them. When these expectations fail, (false expectations always fail) your relationship is spoiled with the Boss and then starts the experience of living hell.

Now most people in my workshops tell me, but Mitesh we give the best of our services to our Boss and yet he/she is never happy. My answer to them is "That's because you have forgotten the most important principle of dealing with a customer, the principle of CRM – Customer Relationship Management. And you have forgotten because you do not consider your Boss as your customer in the first place."

But if you were to treat your Boss as your customer, then no matter how the customer is, would you not find creative ways to have a prosperous business relationship with the customer? You would! Why?

Simply because you would value the customer, you would value their business in-spite of their behavior.

So if you are not having a good relationship with your customer what does that mean? It means that you don't value your business enough. It means you are not creative enough to manage your customer relationships.

The same thing applies with your Boss if you consider him/her as your customer. If you truly want to have a great professional life with lots of success then you must value your internal customer, your Boss by not only giving great service but also by practicing great CRM techniques. Here are some CRM techniques that you can apply with your Boss:

1. **Always maintain distance with them** – the way you would with a customer or else you will start taking them for granted. I am not suggesting not being friendly with your Boss, I am simply suggesting to maintain distance so you always maintain respect for your Boss. Always remember, Boss is not your friend, not your colleague, he/she is your customer.
2. **Deliver Extraordinary Service not satisfying services** – Satisfied customers can leave you and go to some other company who also give them satisfying service. But Extraordinary Service will give

you raving fans that will remain with you forever. There is a difference between a 5 star hotel service and a normal hotel service. You must deliver extraordinary service of the 5 star category, only then your Boss will see you as his most preferred vendor to do business with.

3. **Develop a relationship of care & concern** – Most people don't have a good relationship with their Boss because they don't really care for their Boss's way of working, point of view, or their feedback. In-fact most people crib-complain-gossip-criticize about their Boss. But would you do that with your most valued highest paying customer? NO! Then stop doing that with your Boss. Care for your Boss's point of view; be concerned about their health, about their later working hours instead of seeing it from a negative perspective.
4. **Create Trust thru Transparency with your Boss** – A relationship starts deteriorating when people start hiding things from each other, when they have hidden assumptions and most importantly when they have hidden complaints from each other. This is lack of Transparency, which leads to lack of trust. Trust is the pillar of all relationships and when this pillar falls, relationships fall with it. I know many people who have many things hidden from their Boss and then they wonder why they don't have a good relationship

with their Boss. But I am sure you don't want to be amongst those people. So please make sure you create trust thru transparency with your Boss.

5. **Finally have regular feedback meetings proactively** – If you really consider your Boss as your customer, then it becomes natural to proactively take customer feedback. Feedback is not only taken to find if something is wrong with your service, it is also taken to find out if the customer is happy and what more can you do to keep them delighted. Once in a month you must proactively ask for a feedback meeting with your Boss. Just remember to maintain an excel sheet with details of all the monthly feedback sessions. For 2 reasons: One is to track your own progress and second is to use this data during appraisals to get justified ratings from your Boss.
6. **Be creative** – There is so much more you can do to treat your Boss as your customer and get great business from him/her for a very long time in your life. So along with the above points, be creative, use different ways to keep your Boss (customer) happy and I guarantee that you will have a great professional life.

Some Quotes on Boss:

"If you think your boss is stupid, remember: you wouldn't have a job if he was any smarter."
— John Gotti

"A good boss makes his men realize they have more ability than they think they have so that they consistently do better work than they thought they could."
— Charles Erwin

"I've always found that the speed of the boss is the speed of the team."
— Lee Iacocca

"The only time some people work like a horse is when the boss rides them."
— Gabriel Heatter

5. Consider your Colleagues as Friends not as rivals

Why did you talk to the Boss about my idea?

She is getting a lot of attention from the clients, that's why she is acting strange!

He is the key resource of the group now, that's why he is getting all the importance!

I am too busy doing my own work, why should I help someone else?

Why should I tolerate this person?

These are the kind of conversations and thoughts, which have become very common amongst team members. It has become almost an acceptable thing for the teams to perceive each other as rivals, competitors, opponent, etc. Most people work as if they are in a race and all their fellow team members are their rivals running against them.

Thus, it becomes so natural for people to think only about winning, think only about themselves, not think of supporting others in their

work, seeing their work independent from other people's work.

It's like a Director in a movie thinks he is only responsible for his role, it's like the actress thinks she just needs to make sure that her role is perfect, rest of the movie is not her concern. The spot boy thinks his job is only to hold the lights and he has no business in supporting the other crew members to do their job properly.

Can you imagine what would be the quality of a movie where every member of team thinks, they have no interdependence? Where everyone is thinking only of only themselves? Where most people don't support each other? Where team members have very less tolerance for each other?

Obviously the movie is not a super hit because it is not made with Passion. The same principle applies to the corporate world, if everyone does not work as a team, the work quality is not extraordinary.

So what is the solution? Actually, the solution is pretty simple, consider your team members as your friends, not as your rivals. How would you treat your friends during a party? Would you help them set-up the party? Would you help them clean get everything required? Yes you do because you know it is your party and it's your friends whom you

are supporting.

Similarly at work you must consider your team members as your friends and support them accordingly. Here are some practical ideas to implement this principle:

1. If they make mistakes (which they will) have tolerance for them and forgive them.
2. When they are weak at something, encourage & help them not criticize or look down to them.
3. Respect the differences in each other instead of get irritated at the differences.
4. Remember to express your gratitude by regularly thanking them for the support they give you, don't take them for granted. Thank you is important in a relationship.
5. Apologize when you make a mistake, don't argue, there is nothing wrong in a simple sorry. That's what we do with friends.

6. All remember that the success of your project depends not your success alone but it depends on everyone's success as a team.
7. Sacrifice for them the way you would for your friends once in a while.
8. Don't gossip about your friends to each other, if you have a problem, face the person and talk it out.
9. Give feedback in a way that inspired them not make them angry.
10. Have fun with them, spend casual time other than work, have lunch together, talk about good moments, create happy moments with them.

Just remember this, your colleagues are your friends, not your rivals. Today starting now, treat your colleagues as your friends. Trust me you will have so much more fun at work when, you are surrounded by friends rather than rivals.



6. Understand & Meet Expectations, that's the key to relationships

The quality of your relationships depends on the quality of your Expectations management skills. Relationships are always about expectations, if you don't have the rights to expect anything from someone, then you don't have a relationship with them.

Now some people tell me, "I have zero expectations from my relationships" Well I would disagree to that. Most people are unaware of their expectations, but they do have expectations from each other in a relationship.

Moreover, really there is nothing wrong in expecting or fulfilling expectations in a relationship. Especially in the corporate world if you want to succeed, you must be a master at expecting and getting things done from people and yet being able to fulfill & meet people's expectations too. It's a game of Expecting & Meeting Expectations!

Now this is a tricky balance to maintain, and there is no perfection in this game but improvement is always possible.

Here are 4 practical ways to help you improve at this game of meeting expectations to start with:

1. **First, understand their expectations before you express yours.** It's easy to receive when you have already given so best is to first understand other people's expectations and meet them as best as you can.
2. **To understand their expectations, don't play any observation games, simply ask them...**What are your expectations? Probe them with specific questions, help them to explain their expectations. Fact is most of us need support in clarifying expectations.
3. Clarify without fear what you can do and what you cannot. People are not upset with their expectations not met, the major upset is about false hopes to meet their expectations. So please don't give false hopes, clarify what can and can't do.
4. **Take feedback after your work is done to check whether they are satisfied.** Again, most people don't like taking feedback, but it's the only way to check whether you have been successful in meeting expectations. So proactively take immediate feedback to check if you met their expectations.

7. Set expectations about what you want from the very beginning

Now let's focus on meeting your expectations from others because otherwise you would be leading towards frustration. I am sure you know how frustrating it is when people don't meet your expectations, right!

Please note that it is your responsibility to help others meet your expectations. After all, it is your expectations, not theirs. So don't hesitate when you have to set expectations with people, just communicate.

The more you are able to help others meet your expectations, the stronger your relationships will become. Remember the quality of your relationships will depend on how successfully you are meeting each-others expectations.

There are 4 practical ways of making sure that you are helping other to meet your expectations. The first thing you need to do is:

1. You be clear of your expectations first. Write down what do you want from others in terms of what you want, when you want, how much you want and what quality you want? The more specific you are to yourself, the more clearly you will be able to express your expectations.
2. Clarify your expectations clearly instead of assuming “they would understand your expectations” Assumptions is the key reason why others are not able to meet our expectations. So don't assume anything, clarify everything.
3. Give them the freedom to say NO when you expect something. No one is a slave in a relationship; everyone must have the freedom to say NO. In-fact the more freedom people have to say NO, the more they will be encouraged to say Yes. But without the freedom to say NO, people stop saying yes in the fear that you might expect too much then. So please give people the freedom to say NO!
4. Lastly don't have false expectations from people. False expectations are things, which you know they cannot do for some reasons and yet you insist on it. False expectations will always lead to failure and that will again lead to frustration.

8. Understand & Meet their Psychological Needs to win their hearts

Now come my favorite part where we talk about winning people's heart by understanding & meeting their psychological needs. Yes beyond material expectations, we all have some psychological needs without which we cannot survive.

Psychological needs are similar survival needs e.g. air, water, food, clothing, shelter, etc. We cannot survive without these basic needs being fulfilled, similarly we all have some psychological needs without which also we cannot survive.

Here is the best part: If you meet only 50% (or more) of anyone's psychological needs, they will get addicted to your relationship. That's true, in-fact people can and will get addicted to anything that will meet 50% or more of their psychological needs. Isn't that exciting!

So without taking too much time, here are the 6 Psychological needs that I learnt from Anthony Robbins:

1. Certainty
2. Variety
3. Significance
4. Love/Connection
5. Growth
6. Contribution

The first psychological need is Certainty, which means we all need confidence, guarantee, sureness, conviction in anyone or anything we relate to. On the contrary, if you are certain about something, that is you have confidence/guarantee/sureness/conviction on someone, you will find it very easy to relate with them.

The second need is variety, which means we all need change, newness, something different to experience in any area of life. Like in the area of food, we all need to eat something different, we all need variety. Similarly, we need variety in every area of life or life would become boring.

The third need is Significance, which means we all need importance, attention, ego boost once in a while. Some people need it more and some people need it a little less but we all need a certain amount of significance in our life.

The fourth need is Love/Connection, which means we all need to feel loved, connected in one way or another. Without this need, relationships won't exist.

The fifth need is Growth, which means we all need to experience development, expansion, progress, advancement in every area of our life. The moment we feel we are not growing, we get restless and feel incomplete. Even the most spiritual people want to keep growing spiritually.

The sixth need is Contribution, which means we all need to experience giving, helping, serving someone else. That's the reason we do charity or help people without any expectations sometimes because we all want to feel that we are contributing in someone's life.

Remember if you meet 3 or more of these psychological needs for anyone, they will get addicted to your relationship. Now think about it, wont you get attached to someone who meets 3 or more of these needs of yours? I bet you will, even I will, actually anyone will!

Now that you briefly understand these 6 psychological needs, let's also understand that every person has a different sequence of meeting these needs.

Different sequence means in what sequence of priority do they have these needs organized. For an example for someone like Shahrukh Khan his sequence would be:

1. Significance
2. Certainty
3. Growth
4. Variety
5. Love/Connection
6. Contribution

Now if you want to win Shahrukh Khan's heart, all you must do is meet his top 3 needs. Make him feel Significant, give him Certainty and talk to him about growth.

But for someone like Mother Teresa, here sequence of needs would be:

1. Love/Connection
2. Contribution
3. Certainty
4. Variety
5. Growth
6. Significance

So if you want to win her heart you must talk to her about Love/Connection, talk about how you can help her in contribution to making this world a better place and also how can you give her the confidence, the certainty that you will make things better for the under privileged.

Even you and I have our own sequence of these needs and anyone or anything that meets 3 or more of psychological needs for us, we will get addicted to it.

So observe what people need and just help them fulfill top 3 or more of their psychological needs to win their heart:

1. Certainty
2. Variety
3. Significance
4. Love/Connection
5. Growth
6. Contribution

9. Know them at a personal level, then you know them fully

So far, we have learnt some important principles like understanding people's expectations, understanding their psychological needs, etc. I have received many emails from people asking, "How do I really understand people so well?"

There is only one-way to get to know anyone well, know them at a personal level. Because people show their real self, only when they are in their personal life. In professional life, people wear a mask for a very long time, but the moment you see them in their personal life, they are a completely different personality.

So if you really want to know the real person in your Boss, colleagues, customers, etc. Just know them a little at their personal level. Now I don't mean to make them your family members or your best friends. I only mean to say that have some personal time out with them.

A casual dinner, a small picnic, invite them out for dinner, go for a movie together as a team, once a week arrange a pizza party, invite them on your birthday party, don't miss their party invitations, etc.

The extent to which you know them depends on the extent to how much you know them at a personal level. Slowly you will realize you become friends and that's when you get to see the real people behind all the professional masks.

And this is when real relationships are created. Now you will naturally understand their expectations & their needs. If you use some of the earlier principles to meet their expectations and needs you will find a definite and long-term place reserved in their heart.

So take some efforts, get out of your comfort zones and get to know people at a little personal level, trust me you will love it.

10. Master Listening, the foundation of Communication

To win people's heart you must strike a communication and listening is the foundation of your communication with people. If you master this skill alone you will have undivided attention from people in your office and even in your personal life.

Unfortunately, we develop listening only through experience, through trial & error. There is no formal education given in school for the art of listening. Thus in the corporate world one of the most selling workshops is the communication workshop in which a major chunk is dedicated to listening skills.

Most people think why do we need to learn listening skills, isn't everyone born with it! And I say Yes, there is a need to learn this skill because there is much more to it than just keeping your mouth shut.

Authentic listening involves 4 layers, which can help you create a strong connection with anyone. The 4 layers of listening are:

1. Listen to Words
2. Listen to Feelings
3. Listen to Intentions
4. Repeat & Confirm

Most of us listen only using the 1st layer, which is a very superficial way of listening. The other 3 layers is where listening becomes really deep.

Here is the best way to listen:

1. **Listen to Words:** Firstly listen to the words & statements carefully and make notes to make sure you register what they said.
2. **Listen to Feelings:** Secondly listen to their feelings. Now you would ask how do I listen to feelings? Well people are always communicating how they feel through their "tone & even some words." I'm sure if you listen carefully, you can identify a sad, irritated, happy, excited or a low feeling in their voice. Make a note of those feelings.

3. **Listen to Intentions:** Many times people say something else but their intention is something else. If we end up listening only to their words then people complain that we don't listen to them when they realize that we have not understood their intentions. But intentions are usually said in code words or sometimes not even spoken of, so it takes really deep listening to understand their intentions. If you don't understand then you must ask their intentions and note it down. But listen deep, what is their intention?

4. **Repeat & Confirm:** Now here is the last but the most important layer. After the other person has finished, you must repeat the words/statements, feelings & intentions and confirm whether you heard everything right. When you repeat all the 3 layers to people, they can't believe many times how well you were listening to them. And in case you missed any of their feelings or intentions, they are happy to clarify.

This kind of listening can really deepen your connection and thus your relationship with people. These are simple layers of listening but they can give you profound results.

So please do use these 4 layers of listening starting today with everyone in your life.

11. Master Questioning, the ability to have great conversations.

Many people find it difficult to strike conversations with strangers or even to have great conversations with known people. And without a doubt, the ability to have great conversations with people could really help you win people's heart almost instantly.

Now if you are thinking that's difficult, remember in the last chapter we discussed what is difficult is only what is not learnt, not known and what is not practiced to mastery yet.

So to make it easy for you to have great conversations with people you must learn the art of questioning. Because questioning is the most amazing way to keep people engaged and to strike a great conversation with anyone you like.

There are 2 type of Questions that you must learn & practice:

1. Open questions and
2. Closed ended questions

Open questions are questions, which have long subjective answers.

For an e.g. what is your opinion about this book? This is a question on which you can speak for 5 mins or may be even 1 hour depending on your mood and your personality. A very talkative person may answer in a long time, where as a less talkative person will still take a few mins to answer this question.

That is why these kind of questions are known as open questions, which have open answers, that is no certain dead end to these answers.

Closed ended questions are questions, which have short objective answers. For an e.g. what is your name? The answer to this question does not depend on a person's mood or personality, it will have a short objective answer with a certain dead end to it. Which means the question does not leave a lot of scope to talk. The answers could be as simple as Yes or No.

Now why would want to learn, practice & master these questioning styles?

Because people love talking, if you can ask them "great questions" they can give you great answers which leads to a great conversation.

Great Questions + Great Answers = Great Conversations

But you can also bore or irritate someone by asking them boring or irritating questions. Thus, it is important that you do a little research about the other person's life. Based on that research keep a list of great open & closed questions ready, which will help you to have a great conversation with them.

For an example, I know of a good friend who joined an organization as a Training Department Head. The first thing he did in his new job was he looked for a tenured team member who knows the rest of the team very well. Then he had a 1-hour meeting with this tenured member and asked him for a good background on every member of the team and made lots of notes based on that meeting.

A week after that he arranged a small team party to get to know everyone and to start with having a good time with them. In this party, he had a lot of great conversations with every member. Because he had done his research, he had many great open & closed questions to ask them. In-fact people were pleasantly surprised, by how well he seemed to know them already and he did confess that he took the time to learn about everyone before the party and even thanked the member who helped him to do so.

This way in a very short time, he had started winning their hearts at work. With small but profound principles like these, it is always possible

to strike great conversations with anyone.

Here is a small list of some open & closed ended questions to get you started. But remember to do your research for people individually:

Open Questions	Closed Ended Questions
What's your opinion about Success?	Are you very ambitious or satisfied kind?
How did you start your career?	Would you continue your career in same field?
What are your children like, tell me about them?	How many people in your family?
What's the best part of your career so far?	How many years you have been working so far?
What do enjoy the most at work?	Do you enjoy working late?
How would you define our Org Culture?	Do you like workinh here?
How are the client relationships of our project?	Do you have good relationship with the clients?
What would you call a great party?	Do you enjoy parties?
How do you plan you day?	Do you use any time management method?

You will not master these questions in a day but you won't be a master at it until you still practicing them. So start today, here is a question for you to start with...How would you practice if you knew that you were destined to be a Master of Questions?

12. Be crisp in your Communication or be ready for confusion

If what you are saying is confusing people, then you are responsible for creating that confusion. You may argue that the other person is not a good listener. However, the greatest wisdom of communication that I have learnt from leaders like Gandhi is: "You are truly an effective communicator if you can communicate well even to the ineffective listeners"

So to start with, let's understand the meaning of Communication because in the first place there is a big confusion in understanding communication itself.

"Communication is not just what you say, it's the result you get"

For an example if you said X and your colleague heard Y, then what you communicated was Y because that's the result you got.

This definition teaches us that, we are completely responsible for the result of our communication. So if you said something with all good intentions to your Client and as a result, he got upset, then what you communicated was the upset. Period!

What & How you say + Listener = Result

In this equation, you cannot change the listener but you can change what & how you say to, change the result you get. The best part is that it is easy to follow some simple steps to master this equation and thus master communication:

1. **Analyze & Change the BTW code** – If you fail in your communication, take a step back from the discussion and analyze the result in 3 specific areas: Body Language, Tone & Words. Analyze carefully, what in your BTW might have given you an error in the results.

It's just like working on a software. When you get an error, you need to check what in the code is giving an error. Only once you correct the code can you remove the errors and get the result you want. So next time you get an error result from your communication, simply step back and analyze your BTW code. Analyze & Change the BTW code to change your results.

2. Get BTW feedback from Listener – If a person does not understand what you said after changing your BTW multiple times, there is no point getting irritated or angry at him/her.

But even now definition of communication is still the same..." Communication is not what you said it's the result you get" So clearly what & how you are saying is not working to get you the result you want. In this situation, the best person to learn from is the listener. Simply ask the listener what in your BTW code is going wrong, what is required to correct the BTW code.

Then change your BTW as per their feedback next time and see how effectively you get your expected results.

3. **Test the BTW code before communicating** – The best way to avoid errors & get expected results from your communication is to test your Body Language, Tone & Words coding. Imagine what would happen if an, On-line banking software was put up live without any testing. That would be dangerous, wont it! Similarly our BTW code needs to be tested before it goes live in communication.

So please practice testing your BTW code with your friends or do a rehearsal alone like an actor to check if you are impressed by your own performance. If you are convinced with your BTW testing then go live with communication.

13. Build Trust through Commitment & Communication

Trust is the foundation of all relationships, yet trust seems to be the most difficult thing to build.

But what is the meaning of the word, difficult?

- Difficult is what we haven't learnt yet
- Difficult is what we haven't discovered how it exactly works
- Difficult is what we haven't practiced to mastery yet

Once you have learnt it, once you know exactly how it works, once you have practiced it to mastery, then it is not termed as difficult, then it is termed as Easy.

Even cycling is termed as difficult when we haven't learnt it, don't know how it works or we haven't practiced it enough. But once we have then cycling seems the easiest thing in the world.

Similarly we must learn about trust building, how it works and then practice it to mastery, then building trust is as easy as cycling. Let' start

to learn about trust with a simple metaphor.

Consider the way we have a bank account for money, we also have a Trust Bank Account, which we all have with each other. For an example, even you and I have a trust account between us. The more trust I deposit in my account with you, the more you will trust me, the less I deposit and the more I withdraw, the less you trust me.

So like any other bank in this Trust Bank Account we have a Deposit & Withdrawal facility. In order to use this facility we have 2 methods; Cheque & Cash.

Now these are the 2 most important methods of trust bank account which we need to learn & practice it to mastery to make it easy for us to build trust with anyone.

1. Cheque = Commitment

2. Cash = Communication

The reasons I am calling Cash = Communication is because if I talk to you rudely, the impact will be an immediate withdrawal of trust in our TBA.

I am calling Cheque = Commitments because a commitment is given for a future date and will have an impact of deposit or withdrawal only in the future. And if a cheque is bounced, (commitment broken) can have serious consequences of losing trust.

Now what we need to practice & master is giving and keeping commitments so that we can make lots of long-term trust deposits in our relationships. We also need to practice & master communicating so that we make daily trust deposits in our relationships.

Here is a small list of deposits & withdrawals in the area of Communication:

Deposits of Trust thru Communication	Withdrawals of Trust thru Communication
I Talk with respect	Talking rudely
I am assertive	I am aggressive
I am open about conflicts	I avoid conflicts
I Listen and giving people space to talk	I talk a lot and hardly listen
Non-judgemental, don't talk behind people	Judging, cribbing about people behind their back
Appreciating people genuinely	Criticising people or fake appreciation
Making people feel important, Appreciate them	Boasting to show how important I am
Being happy for other's success	Being jealous for other's success
Being responsive i.e. I think before you talk	Being reactive i.e. I thinks after I talk
Showing interest in people's work	Not showing any interest in people's work
I Give feedback in an inspiring way	I Give feedback that hurts
I Talk with Humbleness	I Talk with high ego
I Understand other's culture	I Expect people to work as per my culture

Here is another small list of deposits & withdrawals in the area of Commitments:

Deposits thru Commitments	Withdrawals thru Commitments
I reach office on time	I reach late for meetings
I call people if I am about to be late	I usually forget to call people if I am going to be late
Go home on promised time	Mostly go home late against my promise
Always follow my schedule	Usually miss my scheduled appointments
Create results	Give excuses
Call back or email on time	Forget to call back or email on time
I am proactive	Being reactive
Doing planned work	Doing things last minute
Showing excellence at work	Showing average performance at work

You have now learnt a new metaphor for trust building; Trust Bank Account. You have also learnt how trust works; you can Deposit & Withdraw Trust through 2 methods of Cash = Communication & Cheque = Commitments.

Now all you need to do is practice the Trust Bank Account concept to mastery. Practice depositing lots of trust through the right communication style and by keeping your commitments.

Be aware of your withdrawal habits in these 2 areas and the best way to do that is to make your own table with a list of Deposits & Withdrawals for Communication & Commitments.

14. Accept your mistakes & apologize gracefully

When we were children one of the most important lessons we learnt from our our elders was; there is nothing with making mistakes. Just remember to apologize without any justification. And this is probably the most important lesson we teach our children and also our sub-ordinates.

An apology with justification is a false apology where there is no learning from mistakes; an apology without a justification is a graceful apology where there is learning & growth from mistakes.

No-body is perfect and everybody makes mistakes, although human beings don't like being told, "They are wrong" and thus not like saying, "I am sorry"

That is why learning to say sorry is a part of growing up and accepting our imperfection. Only when we accept our imperfection gracefully (without any justification) and say 'Sorry' then we can accept growth & improvement in our life.

I learnt this from a wonderful story I heard from a great mentor; Once 2 monks called 'Sorry' & 'Growth' were visiting a city for "bhiksha". No

one knew that these 2 monks had secret powers; anyone who would give them bhiksha would receive unlimited wealth & happiness in their life.

They saw a big house of a wealthy and asked permission from the security to meet the owner for bhiksha. They said that only one of them would come inside for the bhiksha.

The security informed the owner that Growth & Sorry had come to ask for bhiksha but only one of them would come inside to receive it. The wealthy man was not fond of the word 'Sorry' so he told the security to allow 'Growth' inside the house. When the security gave this message to the monks, they silently left the house and passed on. The owner did not realize that Growth would never come in unless Sorry came in first. He lost the opportunity of receiving unlimited wealth & happiness.

On the way, the monks found another house, which looked ordinary, but the monks decided to stop by. They knocked on the door and saw an average looking owner opening the door. The monks asked for Bhiksha and introduced themselves, as 'Sorry' & 'Growth' and said only one of them would come inside for bhiksha.

The owner looked at them and said Sorry can come in then. Sorry happily walked into his house, but Growth followed him. The owner

was surprised at this but obviously did not say anything and welcomed them of both inside gracefully. After receiving bhiksha, the monks revealed their secret powers and offered the owner unlimited wealth & happiness for all his life.

The owner was thrilled and thanked the monks for such abundance. But then, in curiosity is he asked, Why me?

The monks said anyone who accepts 'Sorry' in their life can learn from their mistakes, only then 'Growth' comes in their life by default. Thus, when you invited 'Sorry' inside, Growth followed in too.

Moral of the story is learn to apologize gracefully by saying 'Sorry' so you can truly learn from your mistakes. Growth then follows by default giving you unlimited wealth & happiness in life.

If you are truly inspired by this story, I invite you to make a small list of things you need to apologize for, then go and say 'Sorry' gracefully without any justification.

This would not only help you win people's heart in-spite of your imperfections but it will also help you grow & improve as a human being. I know this is not easy but I know you can do it. All the Best!

15. Give feedback effectively so you can inspire people

When you work with people regularly, giving & receiving feedback is not just a requirement, it is a necessity. Because when people don't work as per your expectations, it is necessary that you give them feedback.

However, it is not easy to give feedback to people because as we discussed in the earlier chapter, human beings don't like being told they are wrong. Thus, when we give feedback they get irritated and many times get offensive in order to defend themselves.

Does that mean there is no way of giving feedback effectively? Oh yes, there is a way of giving feedback in a way that inspires people rather than irritating them.

I have learnt a powerful way of giving feedback by observing CEO's & Director's in my executive coaching sessions, a way to inspire people through feedback, which is simple yet practical.

There are 6 simple steps to follow when you want to inspire people through feedback:

1. Decide your Tone & Intentions – When giving feedback you must

first prepare for the appropriate tone & intention of giving feedback.

2. **Ask, is this the right time/place to give feedback** – Then ask the person if it is the right time and place to give feedback. Many times the other person may not be in the right state of mind or in the right environment to receive feedback. Thus, it is extremely important that we take their consent on it.
3. **Communicate the intention** – Now before giving feedback let's communicate the intention of giving feedback. Because it is the intention that is more important not the feedback itself. For e.g. if you want to give feedback to a person that they are poor listeners. The intention behind this feedback is to improve communication & thus improve the relationship between both of you. We need to focus on the intention more than the feedback itself, thus we must start by communicating that first.
4. **Communicate predictable fears & misunderstandings** – I am sure you have some predictable fears, which stop you from expressing the feedback, or makes you hesitant while giving feedback. This fear & hesitation gets across to the others person and thus creates a unnecessary conflict. So let's get this fear & hesitation out of the way by communicating them straight to the person whom you

are giving feedback to.

5. **Give written specific feedback and don't Generalize** – Now when you start giving feedback, make sure your feedback is written in advance so you can be very specific about each point. At the same time while writing the feedback, make sure you don't Generalize it. When you give written feedback, you by default make sure it is written constructively and specifically.

6. **Discuss & Agree on LAS (Learning's + Actions + Support)points** – Finally it is important to discuss on the LAS i.e. Learning's + Actions + Support. After you have given feedback to someone it is important that you freeze on the learning's of the discussion, decide the action required based on the learning's and finally ask them if they need any support to take the required action.

Apply these simple 6 steps and email me the results you get on mitesh@guidinglightindia.com

16. Receive feedback proactively, or you will remain blind

Every car has a blind spot due to which you cannot see a passing by car from your left or your right side. These blind spots can cause dangerous accidents.

In order to avoid these accidents we need to add an additional mirror, which will give you that extra view from each side of the car to avoid those blind spots & thus avoid accidents.



In our life also we have a lot of blind spots which if not removed can create dangerous accidents in our relationships. Feedback plays the role of that additional mirror that can help you see your blind spots and avoid accidents.

For e.g. I know a senior manager who never liked receiving feedback proactively like most others. But with a small coaching session, he was inspired to remove some of his blind spots to avoid the unnecessary accidents that were happening in his relationships at work.

When he proactively got some feedback he got to know that he was unknowingly hurting people in his team. He was shocked by this feedback because he always thought he had great sensitivity towards people.

But he realized this was a blind spot, which he needed to work on. Immediately he made small changes in his behavior, which helped him avoid that habit of unconsciously hurting people. As a result, his relationships improved magically in just a few days.

Now he would have never improved his relationships without removing his blind spots by proactively taking feedback.

I urge you to make a list of people who are important to you in your work & personal life and proactively ask them for feedback, which will help you remove some of your own blind spots. And not just once, you must practice this every 3 months.

17. Remember to appreciate people generously

Appreciation is the soul of Growth. If you stop appreciating people, they stop growing. The issue is most human beings focus on receiving appreciation rather than giving. When most people are focused on receiving then very few people are giving, because of this very few people get to receive appreciation.

In-fact even when we do appreciate, we appreciate people generally rather than generously. You know the fact is it does not take too much to make people happy. It only takes genuine & generous appreciation to make any human being happy.

And hey, if you make people happy you definitely win their hearts, don't you!

So make a simple system in your team for generous appreciation. Everytime someone does a good job, write an appreciation note and hand it over personally. Here are 3 amazing steps to make sure that the appreciation is generous & genuine:

1. One Line Compliment
2. Give details of the Compliment
3. Share the impact on your life

When appreciating someone generously start with a one-line compliment. The advertisement industry has shown us the power of one-line ads. A message that is given in one line goes much deeper in mind than a message given in many lines. So start with a one-line compliment.

Then give some details about that compliment. Details, which prove the compliment valid and genuine. When you give details, the other person knows that your compliment was well observed by you.

Finally don't forget to share what was the impact of it in your life. When you share the impact of their good behavior in your life, it gives them a sense of contribution, a sense of adding value, which they had not imagined earlier.

For an e.g. I may say that "You are a really Good Listener" and I say that because (details) I have seen that you make notes during our

meetings, you rephrase everything perfectly as I said it and most importantly I know you are a good listener because you always listen without interrupting me even once. Because you are a good listener it helps me (impact on you) communicate with you quite effortlessly, it helps me feel good about myself when you listen to me so intently and most importantly I feel respected by you. Thank you for being such a great listener.

In this entire appreciation process, you will observe that I am being generous by stating the details as well as by stating the impact on my life. Try using this simple 3-step method and I promise you, people will feel generous & genuine appreciation in your words.

18. Conflict are necessary, learn to manage them

Conflicts are definitely a part of our life forever but what we must understand is that conflicts are also a very necessary part of our life. I am sure you are surprised and probably repeating the word, Necessary! Your probably also asking me why in the world are Conflicts Necessary in our life?

Here are some reasons why conflicts are necessary in our life:

1. We cannot always be right about everything, thus we conflicts are necessary to make us see a different point of view.
2. Conflicting views/conversations are necessary to brainstorm creative thinking.
3. Conflicts are necessary for relationships because through conflict resolutions our relationship become stronger.
4. Conflicts help people find a common ground with each other.
5. Conflicts are necessary because they help us improve our communication skills

The list can go on and on, so the last but the most reason in the list is, conflicts are necessary as they help us grow emotionally, intellectually and help us create better relationships & performance.

Assuming you are convinced that conflicts are necessary now let's learn 4 simple steps to conflict management:

1. **Conflicts are necessary and I respond to them with intelligence not irritation** – Repeat this affirmation and make it a part of your beliefs. The more you repeat this the more your mind will learn to practice being intelligent rather than irritated during conflicts.
2. **Listen before you argue** – This is the step that will save you from the guilt of arguing in a conflict and realizing later that you were wrong. Thus, make it a practice to first listen to the other person completely before you put forward your point of view.
3. **Discuss & Decide the Outcome** – There are only 4 outcomes that can happen out of a conflict:
 - a. **Win/Lose** – You win and the other person loses
 - b. **Lose/Win** – You lose and the other person wins

c. **Lose/Lose** – You lose along with the other person

d. **Win/Win** – You win and make the other person win as well.

Now most people are unconscious of the outcomes of a conflict, thus after the conflict they regret many times and then consider what would have been a better outcome. Thus the best thing to do before you engage in a conflict is to discuss & decide the outcome based on the above 4 options. The best part is there are no more options.

4. **Engage with Respect** – Finally when you are engaging in the conflict, make sure your words, tone & body language comes from a space of Respect. Because the moment you lose respect the conflict becomes unmanageable.

Here the trick is to maintain respectable communication even when the other person is being rude. As you continue giving respect, you will slowly teach the other person to calm down and reciprocate with respect. But if you get irritated you cannot teach them anything new.

Practicing these simple 4 steps would ensure that you become a master of conflict management very soon.

19. Use Conflict Management Styles consciously

In my corporate workshops, I have personally met over 50,000 people and I have asked this question almost everyone who did the Conflict Management module with me; Do you have conflict management styles which you use consciously when you get engaged in a conflict?

I have not met a single person till now who consciously used a set of conflict management styles. And you are not much different from most people, probably even you don't have specific styles which you use consciously for conflict management.

It's like going on war without any ammunition specific to the mission. As a result, most people find themselves unequipped to handle a conflict effectively.

Here are 4 effective conflict management styles which could help you be well prepared and better equipped in future:

1. **Turtle (Passive)** – If you ever try to touch a Turtle, it will immediately get into its shell. This behavior is called, as 'passive style' when related to human beings. Passive means you withdraw from the conflict, you don't participate in it, you don't respond or react by simply being silent.

Before you get engaged in a conflict check if the conflict is unnecessary. If you think the conflict is not very important, use this style of simply withdrawing from the conflict, become passive and stay silent. It's a great way to save time & energy from conflicts which are not necessary. E.g. if it comes to your knowledge that some people outside your team don't agree with your working style. In this case since these people are outside your team and their disagreement or agreement won't have any impact on your work, then you must simply become passive in this conflict.

2. **Teddy Bear (Submissive)** – Teddy bear is a soft toy which always looks very cute and smooth. It does not look like a character who would ever be angry with you or with anyone. Thus behavior known as the Submissive style where a person would be very sweet, soft spoken, emotional and quickly agree with people during a conflict.

You can use this style when you know, you have no choice, when you know the other person has the upper hand. Then there is no point fighting in this conflict, the best behavior in this case is to become submissive and submit to the other person's point of view. E.g. If your CEO asks you to come for a meeting when you have an important function in your house,

in this conflicting situation, best would be to use the Submissive style and sweetly accept the CEO's meeting as he/she definitely has an upper hand.

3. **Shark (Aggressive)** – Shark is an animal which attacks very naturally, this behavior is known as Aggressive style. This is a behavior which is dominating, forceful, straight forward and rough in their communication style.

If you are dealing with a submissive person or a subordinate or your siblings in a conflict and you see that they are being stubborn, then you can use the Aggressive behavior to deal with them. When you know that you have an upper hand and when you know that the other person won't listen without a little domination, then using the Aggressive style work best in this case.

4. **Shaolin Monk (Assertive)** – A Shaolin monk is a person who has great fighting skills & strength. But they are always very calm and composed, very respectful of everyone, they use the fighting skills only if necessary and that too with utmost respect. Even during a fight a Shaolin monk would have a lot of respect for the other person's point of view, thus they fight out of disagreement not out of hatred. This behavior is

famously known as Assertive style where during a conflict you would always maintain calm, composure and most importantly maintain the words, tone & body language of respect even while disagreeing with the other person. Assertive person is fearless so they would never hesitate to communicate during conflicts but surely they would communicate with respect.

This must be your first preference while dealing with any conflict situation. Only if this style does not work then you can choose from the above 3 styles. Especially when you are dealing with senior people, assertive style is the best to use during conflicts.

None of these styles work in every conflict situation, you must choose the style depending on the person and the situation of the conflict.

All the best in practicing and mastering these 4 styles.

20. Use polite communication when you don't like something

Being polite is not just a good practice, it is also a great savior when you don't like something people say. I don't mean conflicting situations, I mean when people say things that you generally don't agree with.

For e.g. someone does not agree with your working style, someone does not work with your dressing style, some of your personal habits, etc.

It is natural for people to not like in you, what they don't do themselves. Remember chapter 3 whether we discussed how people like other with familiar habits where as they get uncomfortable with people with opposite or different habits. You and I are also guided by the same principle of human nature.

If you get dominated by this principle it would be natural for you to react at people when they don't like something about you. And then a conflict between you is naturally predictable.

To avoid this pitfall, I suggest you practice polite communication especially when you don't like something people say.

If you get irritated at people, they will move away from you, if you are polite with people they move towards you.

So the next time people say something you don't like. Here are some simple ways of being polite in such situations:

1. Just smile and ignore
2. Smile and say "I agree" as it is much easier to polite this way rather when you say I disagree
3. Smile and say, "Is it possible we continue this discussion another time please, I have to be somewhere at the earliest?"
4. Smile and Empathize by remembering "They are just being themselves, its ok"
5. Smile and say "I agree with you, I accept my imperfections"

21. Don't be jealous of people's success, be happy for them

One of the best ways to win people's heart at work is to be happy for their success. In this competitive environment, it is become second nature for many people to feel jealous for other people's success.

22. Create happy & exciting team moments, to create a bond with your team members

About half the training requirements that I receive is for Team Bonding workshops. Organizations want people to work as one team, have a common goal, relate to each other as a part of each other, be sensitive to the interdependence with each other.

Team Bonding is one of my favorite, most powerful and yet one of the simplest workshop that I conduct. Favorite because I love to see people bind with each other, most powerful because I am extremely good at creating a bond between team members in just a few hours.

And yet, I call it one of my simplest workshops because in order to create a bond between people, all it takes is to create happy & exciting team moments.

In order to do this the team bonding workshop is full of games, activities, challenges that they face together, obstacles that they cross together, they laugh, they learn, and live a bunch of exciting moments in just one or two days.

After many happy & exciting moments together, it becomes difficult for them to crib about each other, escalate on silly matters and being

rude to each other. On the contrary, it is very natural for people to care for each other, be sensitive to each other's needs and work like one team.

So this principle is very simple yet it gives profound results; Create happy & exciting moments, to create a bond with your team members.

There are many activities you can do on a day to day basis or even on regular intervals, here are some:

1. Have lunch together every-day as a practice
2. Go for movies together
3. Create a team party once in a month for sure
4. Call them for your family events, special occasions
5. Play small games in the office during breaks for excitement
6. Be creative, create a lot of happy m& exciting moments

23. Don't gossip with people or about people, it kills your relationships

Gossiping with people about others is the most dangerous relationship killer. It spreads like cancer and destroys every bit of strength of a relationship. This is the only cancer that doesn't just happen to us, we use this cancer by choice.

But hey, I confess I'm guilty of using this cancer too, I'm not perfect. But I have realized that its never too late to stop this cancer and heal our relationships, make them stronger, healthier.



Research says that some of the reasons why we gossip is:

1. Gossip is Entertaining

2. It's a way to create a connection
3. To look good
4. To feel part of a group
5. To feel superior than others
6. To gain attention
7. To feel in control
8. To express jealousy
9. To take revenge
10. To spread rumors

Unfortunately, all the above benefits keep human beings addicted to gossiping. But, what we don't realize is that when we gossip it creates the following cancer kind impact on our relationships:



1. It's like hammering the relationship with a nail
2. People get hurt when they know what you spoke behind them
3. Gossips creates a bad impression about people
4. Its destroys trust between people
5. Gossips can have a negative impact on their career
6. When you gossip behind people, they gossip behind you
7. It creates a negative environment
8. Gossip is the beginning of a cold war between people
9. Gossip makes people doubt you even when you are telling the truth
10. Gossip can reveal personal things about people which can be harmful

Bottom line is Gossip is dangerous, it can hurt people and kill

relationships. So how do we deal with gossips next time:

1. Politely disagree to participate in the gossip
2. Simply ignore and leave the group for that conversation
3. Remind people that it is not a good idea to gossip
4. Directly talk to the person instead of talking about them
5. Become a peacemaker not a conflict maker
6. Respect other people's privacy and stop the gossip
7. Don't repeat something you know may not be true
8. Remember to tell yourself "It's not my business"
9. Practice giving respect and become a respectable person
10. Avoid people who gossip as a habit

These practices are not easy but they are definitely simple and once you reap the benefits of trustworthy characteristic, then avoiding gossips will become a part of your life.

Some Quotes on Gossips:

Whoever gossips to you, will gossip about you

What you haven't seen with your eyes, don't witness that with your mouth

Gossip needn't be false to be evil, there is a lot of truth that shouldn't be passed around anyway

24. Sometimes go out of your way to help people achieve their goals

I have heard many people say “All human beings are selfish” but I don’t really agree with this. I believe human beings can do more for others than for themselves.

A man will do more for his family than for himself, a woman will do more for her children than for herself, a business will do more for his customers than he does for even himself.

We may or may not be conscious about this but we experience more joy in giving than we do in receiving. If you get conscious of how much joy you get from giving, then you could increase the amount of joy you experience by increasing your giving.

All you have to do is at least once in a day go out of your way to help people to achieve their goals even though it may not give you any direct benefits in return.

You can do this by helping people in:

1. Helping people in preparing their presentations

2. Working on their behalf while they take a leave
3. Working late for them
4. Help people resolve their conflicts
5. Help them improve their performance
6. Introduce them to senior people for their benefits
7. Make them feel comfortable during stressful times
8. Support them when they are not able to finish work on time
9. Share your mistakes & learning's so they don't repeat the same
10. Most importantly help them achieve their goals

Some Quotes on Giving:

"It's not how much we give but how much love we put into giving."
— Mother Teresa

"No one is useless in this world who lightens the burdens of another."
—Charles Dickens

"We make a living by what we get. We make a life by what we give."

25. Sometimes give people the opportunity to help you, ask for it

As we discussed earlier giving is more joyful than receiving. Thus, it's not only important that you give to people but you also give them an opportunity to give back to you.

When you don't receive from people, you are taking away from them the "privilege & pleasure of giving" I have seen many people who don't ask from others because they fear that they will have to return the favor.

Hey, if you get stuck in that fear then you will never be able to enjoy the giving & receiving with an open heart.

So while you practice giving, also learn to receive from people when they are giving you something. Sometimes you can even ask for help proactively.

Here are some areas where you can open your heart to receive help:

1. Ask help when you don't know how to do something at work
2. Ask for help when you don't understand something
3. Ask for help when you are over burdened with work

4. Ask for help when things are not working your way
5. Ask for help when you need advice regarding personal life
6. Ask for help when you are not feeling well at work
7. Ask for help when you want to go home early for an emergency
8. Ask for help to deal with a client who is difficult
9. Ask for help to understand business requirements
10. Ask for help at any instance you think you are stuck

We are all human beings and it is alright to be vulnerable once in a while and ask for help.

Quotes on Asking for Help:

If you don't ask for help, you won't have the privilege to give help

It takes strength to help others but it takes courage to ask for help

The heart which gives & receives with love is truly an open heart

26. Never blame people, take Responsibility for your problems

Whenever something goes wrong or a problem occurs, most of us look for a situation or a person to blame. We blame the Boss, colleagues, organization, culture, parents, if we find nothing we blame destiny for our problems.

It's easier to blame because then you are never wrong. But if you remember, we are all human beings and we can be wrong once in a while. In-fact we are wrong lot of times in life but we don't like to see that.

The issue with blaming is that you lose the power to solve your problems and even hurt people in the process.

On the other hand if you simply take responsibility for your problems, you get to have the power to solve them and also win people's respect for it. Wont you respect a person who takes responsibility of their problems instead of blaming someone!

Similarly you would also win people's respect if you practice responsibility for your problems instead of blaming someone for it. In order to practice this, make a small list of your problems and write down how you can take responsibility for them instead of blaming. This is the kind of table you could make:

Problems	Blame	Responsibility
Got late to the office	Too much traffic	Got up late
Work not complete	People did not support	I did not ask for support
Boss is angry	He is a bad Boss	I need to improve
Client is not happy	Client is unreasonable	Take feedback/improve
Colleagues don't like me	They are rigid	Learn to get along

Quotes on taking Responsibility

"In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility."

— [Eleanor Roosevelt](#)

"If you could kick the person in the pants responsible for most of your trouble, you wouldn't sit for a month."

— [Theodore Roosevelt](#)

"This is your life. You are responsible for it. You will not live forever. Don't wait."

— [Natalie Goldberg](#)

27. Be a Forgiver not a Hater, wouldn't you like this from others?

People will make mistakes, people will get irritated at you for no reason, people will break your rules, people will conflict with your needs and priorities. That's the way we all are, but what differs a normal human being to a great human being is: normal human beings start hating people for their mistakes while great human beings forgive people for their mistakes.

Many times my friends have asked me, for how long can we tolerate people's mistakes? Please pay attention I say: I am not talking about tolerating im only talking about forgiving. Often we confuse forgiveness with tolerating mistakes but these are 2 very different practices.

You can forgive people and yet not tolerate their mistakes, teach them how to change, punish them to help them improve, shout at them to make them move and take action to change. You can do any of these things as a forgiver or even as a hater.

Gandhi'g did not tolerate the Britishers slavery but he did not hate them for it. In-fact he kept fighting with them until he had won freedom for India. Now I am not promoting non-violence in the example. I am focusing on the fact that you can forgive people and yet not tolerate their mistakes.

Its how a mother deals with a child when the child makes a mistake, she does

forgive him (no hatred in her heart) but she may not tolerate his mistakes again.

It's how a teacher deals with a student when he does not do his home-work, she does forgive him but may not tolerate it.

It's how a wife deals with a husband when he illtreats her, she may forgive him but may not tolerate that behavior anymore.

If you are operating from a space of Forgiveness, you will deal with a person very differently, even though you don't tolerate their mistakes. But if you come from a space of hatred you will deal with the person very differently. Make sense right! So make a list of people's names whom you need to forgive, call them and forgive them or do it mentally. Look at the word "Forgiving" it means "For-giving".

Quotes for Forgiveness

"The weak can never forgive. Forgiveness is the attribute of the strong."

— [Mahatma Gandhi](#)

"True forgiveness is when you can say, "Thank you for that experience."

— [Oprah Winfrey](#)

"The truth is, unless you let go, unless you forgive yourself, unless you forgive the situation, unless you realize that the situation is over, you cannot move forward."

— [Steve Maraboli](#)

28. Say NO when you don't want to do something, it's OK to do so

What pisses people most is not that you don't do, what **they say** but that you don't do, what **you say**.

One of the biggest problems in our Indian culture is that people don't like saying NO. So if you ask a favor from a colleague he may say Yes and then make excuses later. A vendor may say Yes for doing some extra work and yet make excuses for not being able to deliver. A husband may say Yes for coming home on time and yet makes excuses for coming late.

When I did some survey with people I found out that all these people already knew that they were probably going to fail at what they said. But they could not say No because they thought saying No is worse than breaking their word after saying Yes.

Now that sounds crazy but that's the challenge a lot of Indians are facing and I won't be surprised if you also find it difficult to say No to people.

People don't say No because:

1. They fear losing relationships
2. They don't want to look bad by saying No
3. They are afraid of consequences of saying No
4. Fear of losing business
5. Habit of not saying No

If we focus on the consequences of not saying No you might find out that saying No is affordable compared to not saying it. **Consequences of not saying No are:**

1. You lose credibility
2. Lose trust
3. You irritate people
4. People look down to you
5. Important work is not done on time

Once we focus on these consequences we will feel the push to say No but lack

of skill will still stop us. If you havent practiced saying No for a long time then you have definitely lost the skills.

To re-build your skills to say No, simply follow these 4 simple steps:

1. Focus on the consuequences of NOT saying No
2. Be willing to pay the consequences of saying No (they are affordable)
3. Be clear of your reasons to say No
4. Be confident and prepared with you No statement

That's it, simpe, all it needs now is practice. For the 4th step I am sharing with you some ready statements which can help you say No in different situations.

Indirect No
I cant do that
I have a conflict
I'll be out of town
I don't think I'll consider that
I'm not planning for it
I have no intentions for doing that
Its not a priority for me
Im just not good at that
Im unavailable

Saying without using the word NO
I have to get going now, but thanks for asking
I'll sure let you know if its possible some other time
You go ahaead, let me know how it goes
I promised my family for today, but thanks anyway
I'll let you know when im ready for that
I'll think about it
I just need some time alone for now
I would love to, but some other time please
I will call you after I check with my family/boss

Diplomatic No
Give me time to be 100% sure
Let me check my calender and get back to you
I need more information before I decide
Its out of my hands
Im not the best person for this
I would be unfair if I said Yes for this
Sounds tempting, but I'll pass
I wish you had asked me earlier, im blocked now
May be someday I will have the confidence to do this

With the 4 steps for saying No and a list of ready statements, I gues you are ready to say No when you need to! **Quotes on Saying No**

Half of the troubles of life can be traced to saying Yes too soon and not saying No soon enough – Josh Billings

Focus is about saying No to what's not important – Steve Jobs

Being honest by saying No is more important than looking good – Mitesh Khatri

29. Develop a pleasant & patient personality

There are 2 kind of personalities genraliy speaking: Energizing personalities and & Energy sucking personalities.

I am sure you know people in whos presence you feel energized and positive without even they saying anything, just their presence is enough. Similarly I am sure you know people in whos presence you feel drained of energy.

The question is what do you think people percieve you as: Energizer or Energy sucker?

What is the difference between these 2 personalities? The difference is that the energizer is a pleasing personality who communicates in a very pleasing manner that feels good and positive. They also have a lot of patience due to which people find it extremely comfortable to deal with them

On the contrary energy suckers are people who have an unpleasnt way of communicating, they can be rude and insensitive. They are also very impatient due to which it is difficult to deal with them.

Deal with energy suckers is like walking in a garden with soft grass below your feet while dealing with energy suckers is like walking on a mine field where you are always worried about tripping a mine and creating distruction.

Energizers are people around whom you will naturally feel harmony while energy suckers are people around whom you will naturally feel fear.

So who would you like to be, Energizer or Energy sucker? I am sure your answer is Energizer. Then as we have done with all chapters, let's learn some steps to become a pleasing and patient personality so we can energize people around us:

1. **Care for people more than you care for work** – No I am not saying you should not care for work, but yes I am saying you must care for people more than work.

In my own example I remember dealing with a web development company to build my website. We worked with them in 2 phases for 2 set of different requirements. The first phase I cared more for my website than for the developers. Due to this I was usually blunt about their mistakes, I used to be quite impatient and irritable with them. Because of this they had started ignoring my 2nd phase requirements.

I realized my mistake so when they eventually did start working on the 2nd phase I decide to care more for people than for work. The first thing I started doing was greeting them simple pleasant Good morning when we used to talk everyday morning. I would ask how was their day yesterday and talk pleasantly about the day forward. I showed a lot of patience when I felt the developers were making mistakes. I did give them feedback but I was very pleasing & patient in my communication. As a result our 2nd phase was a great working experience with them. But this was only

possible when I decide to care more for people than for work.

2. **Laugh with people** – laughter is the best way to experience pleasure so to develop a pleasing personality you must develop a good sense of humor. Many people think it is not required and thus ignore to develop this ability. But humor is not only required to have good relationships, it is also necessary to have good health for yourself.

Practice smiling a lot, watch comedy movies and serials. Watch the English series “Friends” it helps you develop a great sense of humor. Read jokes regularly so you can share them with people. But most importantly learn the art of taking things lightly and making people smile even in the more stressful environment. This way you will always be an Energizer for yourself and for other people.

3. **Develop Balanced Thinking** – A great way to develop patience is to develop balanced thinking. This is such an important topic that I do a complete training programme on it and I am in the process of writing a book on it too.

Imbalanced thinking means focusing on positive more than negative which can make you careless/casual. Imbalance thinking means focusing on negative more than positive which can make you fearful/worried.

Balanced means thinking means focusing on both positive & negative aspects of any situation which makes you feel balanced.

Fact is every person & situation has both advantages & disadvantages, positive & negatives. When you think balanced you will be able to acknowledge both aspects of a person or situations and thus deal with in a balanced manner with lots of patience.

E.g. My Gym personal instructor made a mistake by coming late 3 times in a row. **If I focus more on his positive side than negative**, then I will become **careless/casual towards his mistakes**. But **if I focus more on his negative side more than positive**, then I may become **fearful or worried towards them and think of replacing him**.

Now if I think balanced and focus on the negative side and yet focus on the positive sides here is how I think. I thought the negative part is he has a weakness of making mistakes related to time, but the positive side of him is that he is really flexible with me when I need him to change the schedule as per my plans and he is really good at his job.

With this balanced I decided to keep him but made a creative system with him to help him come on time. This way he grew as a person, I got to keep him as a good resource and plus I was able to gain his respect and admiration. So use balanced thinking to develop a pleasant and patient personality.

30. Remember that your work is for your Family, not vice-versa

The final chapter of this book is dedicated to your family because the fact is that you work for your family not for your colleagues, boss or clients.

In that light your family relationships must always be more important than the ones in office. But why am I talking about this in a book where we are focusing on working relationships?

I am talking about this because if you don't have great relationships at home, you would definitely be stressed in the office which will eventually impact your relationships at work. So it is important that you have great relationships at home.

In order to make sure of this you must follow certain important steps:

1. **Go home on the time you commit** – I am not saying you go home early by sacrificing your work, but I am asking you to keep you to go home on the time you commit. Thus be careful of the time you commit.
2. **When you are at home, be at home** – When people spend more time at work, their mind ends up giving more priority to work. As a result when

reach home they keep thinking about work and respond to official emails/calls. This way even though people are at home, mentally they are still at work. So please make sure that once you are at home, be at home.

3. **Think of Quality time not Quantity** – The best way to balance your work time with your family time is to switch your mindset from Quantity time to Quality time. In-fact great quality time is an amazing way to compensate for quantity time. So when you reach home have fun with your family, take them out for dinner, talk to them, play with your children, have a little personal time with your spouse while having some coffee after dinner or take a walk. Just make sure you give them quality time.
4. **Ask for work support** – Don't expect your family to understand that your work is important to you. Ask them for support and understanding, explain to them how you are facing challenging situations at work. Ask for their patience when you come home late, when you are working on weekends. And believe me, when you ask for support, your family will always give it to you, so ask for it.

If you keep your family happy, you will always find it easy to have good relationships at work.

Congratulations, you have come to the end of reading the 30 relationship principles for winning hearts at work. Now take them one at a time and make sure you practice them to mastery of relationship management. All the best and do email me the results you are able to create from these relationship principles.

Your Biggest Fan

Mitesh Khatri



*Remember...
THE QUALITY OF YOUR LIFE
DEPENDS ON THE QUALITY
OF YOUR RELATIONSHIPS*