

## *Secrets of Success in Examination and Interview*

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### **1.1. How to Do Well in the Examination**

#### **1.1.1. Introduction**

Preparing for an examination, and specially a competitive examination, is not an easy matter. It requires not only continuous hard labour in terms of regular studies but also certain tips, hints, etc. that stand one in very good stead.

This article aims at guiding the students preparing for different examinations/tests and so on about how to prepare for and do well in these.

All agree that success in the examination particularly in essay type or essay-cum-short answer-cum-objective type does not depend merely on the amount of knowledge possessed by the examinee, but is influenced, to a great extent by the techniques of taking the test. In fact it is not a matter of 'how much' but 'how well' you know the subject.

It has been observed that a good number of students due to lack of test taking techniques, are not able to do well, even when they have studied their notes well enough.

Some of the hints, tips and tricks of the trade are as follows :

#### **1.1.2. General Tips and Hints (for all Types of Examinations)**

(1) Before appearing for any type of examination, a candidate must have studied the entire course of each subject thoroughly leaving no topic to chance. This will enable the candidate to answer the questions asked from any topic.

(2) Going through the papers in different subjects for the last five years or so shall also be of great help to the students to have an idea of one's preparedness as well as the kind of questions that have been asked in different years, of their relative importance from the examination point of view, etc.

(3) If you have finished the course and revised it well in time, it is always better, to solve questions of the previous years' papers for the sake of practice and self-assessment.

(4) It is always desirable to take sufficient physical and mental rest in between studies. Last minute hard work may affect adversely rather than improve your performance. Normal sleep, physical and mental rest help in assimilating what has been learnt.

(5) Before going to the examination hall, check up the things required *e.g.* roll number, pen, pencil, rubber, instrument box, calculator and so on for different subjects. Borrowing in the examination hall is often not permitted and candidate who depends upon borrowing will waste his precious time in case he does not bring the required things for the particular paper.

(6) The candidate should reach well in time at the examination centre in order to adjust with the new surroundings of the centre. It will have a good psychological effect also. Late arrival in the examination hall is not feasible because it leads to mental tension ultimately affecting his performance in that particular paper.

(7) Read the instructions given in the question paper carefully to make sure that you have understood them fully. Keep these in mind while answering questions.

### **1.1.3. Tips for Essay Type of Examinations**

(1) After getting the question paper, read it carefully and more than once. See whether any choice is allowed or not. If so, choose questions which you can answer best and make a tick mark against these questions.

(2) Divide your time sensibly between the questions you decide to attempt. It helps in giving proper time for each question.

(3) Also allow some time for revision at the end.

(4) Leave at least one inch margin at the right hand and left hand sides of the answer book.

(5) It has been observed that a good number of students write the whole question on their answer book before they start writing their replies. It is a wrong practice. They just waste their valuable time. Instead of writing the whole question, write the question number of the paper, which one is attempting in the margin in bold letters and underline it.

(6) Start with that question which you can answer best. This goes with the saying “first impression is the last impression”, and it applies here too because a good answer leaves a healthy impact on the examiner’s mind and chances of getting good marks are increased. One should not annoy the examiner by answering first question in a bad shape, thereby leaving an impression on the examiner that the examinee does not know anything or his knowledge is very limited.

(7) If words limit have been specified for a particular question, care should be taken to adhere to it.

(8) Many candidates devote more time in first few questions which results in little time for the latter questions. This practice should be discarded in order to score more marks. It is always better to divide the time according to the requirements of each question to be answered and try to finish the answer within the allotted time. While answering the questions, one should always be brief and to the point.

The candidate should not try to fool and bluff the examiner by writing absurd and unwanted things. It may annoy the examiner and cost your marks.

(9) These are certain devices which a candidate may use to lift his answers above the common level and to score good marks. Some of the devices which may be used very frequently are diagrams, graphs, outlines and underlined sections and so on wherever needed.

(10) Having finished the first question, attempt the next question and likewise follow the same order till you have answered the last question.

(11) If you feel that your time actually runs shorter than your expectation, it is always better to use the following means. Make quick jottings touching major aspects of the topic which will indicate more knowledge than full and formal coverage of one or two points.

(12) Do not leave any question un-answered. Write a paragraph at least. It will fetch a few marks which is better than getting none at all.

(13) Always leave some space after every question so that if you remember certain points later on, you may be able to put them in space left out by you at the time of revision.

This revision will enable the candidate not only to detect any point if they have missed in answering the questions but also to remove them. This revision is particularly more essential in Mathematics and Science subjects.

(14) While answering questions in language, it is always advisable to write correct spellings and short sentences.

(15) Before submitting the answers book, candidate should make sure that he has answered all the questions and nothing is left. Also he has written correct question number on the answer book *i.e.* the question numbers must tally with the serial number given in the question paper and your own question number. For example, if a candidate has attempted question number '6' first as given in the paper, then he should write Q. No. 6 on the answer book and not Q. No. 1. Such lapse on the part of the examinee would cost him a few marks.

(16) In case your hand-writing is not good or illegible, you are likely to get less marks even if you have answered well. Bad hand-writing annoys the examiner. Writing neatly and clearly puts the examiner in a good mood.

(17) Some students are slow in writing, affecting their performance in the examination. In order to remove this handicap, such students are advised to write a page daily. It will not only improve their hand-writing but also increase their writing-speed that would stand them in good stead in the examination.

#### **1.1.4. Essay-cum-Short Answer-cum-Objective Type Examinations**

In some of the examinations, certain subjects consists of all the three types of questions. In such examinations, the candidate must follow the following tips :

(1) The objective type of questions should be attempted first. Because they carry full marks and require less time. In case he does not know the answer of any question, no time should be wasted for such questions. Appropriate place for such questions should be left to be answered later on.

(2) In case of short answer questions, the examinee should strictly adhere to the instructions given in the paper. For example, if the answer is required in 60 or 100 words, the candidate should in no case exceed the limit. Writing question in more words than required will not fetch additional marks. On the other hand, the examinee will waste his time in extra writing at the cost of other questions.

(3) If there is any choice in the short answer questions, the same tips or limits should be followed as in the case of essay type of examination already discussed.

(4) Lastly, for essay type of questions, the examinee should adhere to the same tips described previously in detail in the essay type of the examination part.

#### **1.1.5. Objective Type of Examinations**

Now-a-days a new trend is developing fast in the system of examinations specially in most of the competitive tests for jobs and professional courses, that of objective type tests.

Following points should be kept in mind while attempting an objective type test :

(1) In objective type of tests, there is no subjectivity in evaluation. An objective type test consists of a number of questions ranging between 50 to 150 items or more depending upon the subject and time to the test. Each question is followed by 3 to 5 alternative answers of which the candidate is to choose only one. If he chooses more than one answer, his answer will be treated as wrong. All questions in the objective type tests are compulsory. No option is allowed. It is, therefore, advisable to attempt all the questions or as many as possible.

(2) The scope of content coverage in the objective type of examination is more than other type of examination, *i.e.* every aspect of the syllabus is covered.

(3) A candidate appearing in such examinations is advised to follow the instructions given in the question paper strictly. Answers which are not in conformity with the instructions shall be given no credit even if they are otherwise correct.

(4) Objective type of examinations require a sound and thorough understanding of the course content in addition to regular thoughtful study habits. The candidate should, therefore, prepare the whole syllabus. Leaving any portion of the prescribed course content will be to one's detriment.

(5) Write or mark only ONE answer out of the choice given in each question. The answers are required in one word, letter, number or marking a tick or underlining to correct answer.

(6) Always avoid overwriting. In case you want to change your response, erase it completely and then mark your revised response.

(7) When you get the signal “start” read the first question carefully. Choose which option is best and then mark it in your answer sheet according to the instructions given earlier.

(8) Do not waste time in reading all the questions first as you may then not have enough time left to complete the test.

(9) Do not waste time in questions which are too difficult for you. Solve other questions which you can easily do without losing much time. Come back to the difficult ones later. In this, a candidate will be able to solve a large number of questions rather than to concentrate on a few.

(10) If you finish your questions before time, use this time to check your answers. Using the full testing time to check your own accuracy may prevent you from mistakes such as wrong choices and misnumbering of an answer. Use all the time that you have to improve your performance.

(11) When the invigilator says ‘stop’ the candidate must stop immediately and close his answer book. A candidate attempting to answer more questions after ‘stop’ signal is liable to be penalised.

These tips and practical hints, if kept in mind, are sure to help the candidates in doing well in their examinations, competitions or others and pave way to their success.

## **1.2. How to Do Well in the Interview**

Intelligence is different from knowledge ; and it is intelligence that an interview tests. The candidate can give proof of his intellectual honesty if in the event of his not knowing a particular question, he frankly admits it before the Board, instead of dodging, parrying the question or bluffing. An interview also reveals the emotional make up of a candidate. He should not feel shy or become excited before the Board.

The art of interview has certain secrets ; when these secrets have been discovered and harnessed and tamed by our intelligence and wit, we shall win the battle of interview.

### **1.2.1. Interview : Its Value and Necessity**

An interview is the last and final stage in the selection process. It is used not so much to assess the theoretical ability of the candidate called for the interview, as to test his personal suitability for the job he has applied for. His theoretical knowledge has already been tested earlier through written examinations.

The business of an engineer is to handle a large number of personnel, manage a lot of men and material placed at his disposal, and run an administration complicated by diversified activities. An interview for an engineer, therefore, seeks to assess the candidate’s leadership level, managerial and administrative capacity and his ability to react in a positive way to sudden and unforeseen problems. This assessment is done on the basis of the answers he gives to the question posed by the Board, the opinions and

views he expresses, the comments he makes and the justification he supplies for his comments and opinions. But he is tested, above all, in the way he carries himself in the interview and the manner in which he reacts to the questions, grasps them and answers them.

So, you cannot score well in an interview just by providing the correct answers to the questions they ask. Correct answers are good in written tests and examinations. But, in an interview, questions are meant to probe your personality and evaluate your suitability for the job in question. Here, not your knowledge, but its application to reveal your personality is of real value. If your personality is revealed in a positive manner, your chances of success are great.

A positive and favourable personality can be developed through study backed by deep thinking and discussion. The bits of information you gather through study will thus become real knowledge and a part and parcel of your enriched personality. When you are armed in this way, you do not have to bluff, dodge or talk your way out of any apparent impasse by irrelevancies and superfluities. Your answers will be naturally correct, clear and convincing.

An interview also intends to judge the mental calibre of a candidate. Besides intellectual ability, it includes an awareness of the social traits and an interest in the current affairs. Some of the qualities to be judged are as follows :

- (a) Mental Alertness.
- (b) Critical Powers of Assimilation.
- (c) Clear and Logical Exposition.
- (d) Balance of Judgment.
- (e) Variety and Depth of Interest.
- (f) Ability for Social Cohesion and Leadership.
- (g) Intellectual and Moral Integrity.

Another important thing to note is that an interview is not strictly a cross-examination or a routine question and answer session. On the other hand, it is a natural, though directed and purposive, conversation which is intended to reveal the mental qualities of the candidate. In this conversation the candidate has to listen as well as talk. Normally he is expected to do the major share of the talking, expressing his view, ideas, comments, opinions, justifications etc. With appropriate supporting arguments. No need to state that his arguments should be sound, sensible, logical, rational and convincing.

An interview, in the ultimate analysis, is a Personality Test which is not intended to be a test either of the specialised or of the general knowledge of the candidates. Candidates are expected to have taken an intelligent interest not only in their special subjects of academic study but also in the events which are happening around them, both within and out side their state or country as well as in modern currents of thought and in new discoveries which should rouse the curiosity of the well-educated youth. In other words, the candidate should be prepared at least for a question each on his

native state, on India and on international affairs. And all his answers will bring out how he reacts to such things, thus revealing his personality.

That is why, an interview has been given such an important place in the selection procedure.

### **1·2·2. Interview : A Right Approach**

When all is said and done, an interview remains a baffling situation for all prospective candidates for posts. No amount of cramped guidelines and psychological props preached books and notes seen to suffice. For, there is no short cut to success in interview. A guideline for the right approach in the interview is given below :

**Facial Expression.** The first and foremost factor that leads a candidate to a favourable impression of the interview boards is the candidate's facial expression.

By the term, 'facial' expression, however one should not mean 'beauty' or 'fair complexion'. It is not the make up of face but its expression that counts at the interview. The expression of the face should not be grim or grave nor should it be clownish.

**Pose.** The pose which you are to adopt at the time of taking interview, must not however, be artificial or formal. The pose should be as real as to appear natural with your disposition. Again, while changing poses, you should cautiously watch the reaction on the face of the members of the interview board. If you find the least sign of dislike or disfavour—not to speak of displeasure—in their looks, it is better for you to stop changing your pose.

**Hesitation.** Hesitation is the worst factor, which straightway leads a candidate to failure at a modern interview. There is no need, however, for hesitation. Life is reality ; your judgment should be real and crystal-clear. And whatever you speak and suggest must be based absolutely on a dynamic confidence. Exhibit an attitude that should make it clear to the interview board that whatever you are saying or arguing is not a mere process of utterance but that it is firmly based on your self-confidence.

**Staring or Gaping.** Another self-exposed drawback, generally exhibited by the candidates at the interview is staring and gaping—rather wildly at the interview board during the interview—especially at the time when questions are being put. The act is the sign of your inner timidity and self-perplexity. Such an expression is sure to create in the mind of the interview board a poor—rather unfavourable opinion about you.

**Looking.** Looking straight, but look calm and unagitated, as if you were meeting your relatives, friends or any other elder persons without any sign of fear or surprise or confusion. Neither should you look downwards (the pose shows your coy and shy nature) nor look at the boss as a frightened deer stares perplexed at the tiger. Your look must be moderately and naturally composed.

**Pardon Sir.** Another unfavourable practice, which leads candidates to an abrupt failure, is the habit of saying idiotically—'Pardon Sir' ? A

criminal is granted pardon, not an interview hero, so you should listen to the question very cautiously. Even if you have not understood the question clearly, it is better that you should make an immediate, spontaneous and bold answer touching at least a few points of the question concerned, then to expose your “idiotic weakness”.

**Dress.** (Shri M.C. Chandrashekar). The chairman, KPSC, is of the view that the youngster's turn out for the interview is most important. This does not mean that he should wear stain or a suit but the dress he wears should be neat, and the turn out needs to be smart chick.

**Bluffing.** During interviews, the candidates should never attempt at bluffing as the examiners can easily see through such tactics. A plain “sorry”, “I do not know, Sir” would be a welcome answer rather than trying to hood wink the examiners by evasive replies.

**General Knowledge.** An intelligent views through daily newspaper (and taking notes from and cutting thereof) radio and T.V. would suffice to improve one's general knowledge.

### 1·2·3. Never Think in the Negative

(i) You do not possess the personality needed for fascinating the interview officers—There is no human being without a personality ; you are to exalt it.

(ii) You have an unimpressive personality. It is entirely upto you to develop an impressive personality. No one is born with an impressive personality.

(iii) You will not be selected on account of your short stature or lean body—It is the inner exaltation that gives you credit at an interview and not a tall and robust physical frame.

(iv) You are inferior to your fellow candidate having higher educational qualifications—At the interview, it is not the academic knowledge, rather general knowledge and practical observation, that count.

(v) You will be unsuccessful because you cannot speak fluently—Interview is not a declamation contest or a parliament where oration counts ; speak logically and rationally and do not jumble up the contents of your talk.

(vi) You will not be successful at the interview, as you have a faint voice—You are not to address a mass meeting, but to talk with one person at a time.

(vii) You will fail as people call you ‘shy’ by nature—There is nothing called shyness, in the real sense of the term ; it is simply or fiction authored by fools.

### 1·2·4. Develop Your Personality

The first and foremost factor, which plays a very important role at a modern interview is *Personality*. By the term, ‘personality’ you should not mean ‘physical build up’. It is a wrong and misguided conception. Personality in the words of Dr. Madan Muru, a celebrated psychopathologist, consists in one's inner abstract radiance of satisfaction which one derives out of one's firmly consolidated and deep rooted self-confidence and exaltation of



the will. "Personality is not a huge oak tree ; nay, it is an inspiring and heart-attracting invisible fragrance of a lily. Personality is the reflection of a man's inner greatness and edification on his face. It includes a man's character, intelligence, noble qualities, moral conduct, intellectual attainments, certain striking faculties, special traits or characteristics, sweet powerful voice etc. and sum total of all these things make up the personality of a man. For improving your personality develop the qualities like leadership, self-confidence, will power, speaking power etc.

#### **1·2·4·1. Be a Leader**

A leader should make his men want him. He should make his people accept him freely, willingly and eagerly. He should also be able to influence their thinking, shape their ideas and direct their actions to achieve the selected common and worthy objective.

Your first impression counts in building yourself up as a successful personality. The part played by your general appearance in terms of your bearing, dress and grooming counts much. You need not use gaudy or very expensive dress but it should be adequate and appropriate for this formal occasion.

Other factors that count for your successful personality are the need for a smile, pleasant facial expression, hearty hand-shake, warm greeting in the right tone of voice and the use of correct and apt words which will induce the other individual concerned to react favourably.

Your smile indicates that you are really pleased to meet the other person or persons. The gap dividing yourself and the other person is greatly narrowed, if not totally eliminated, when you make the first impression with a smiling, pleasant, cheerful, happy and friendly face. A smile, therefore, means that you like the other individual. While meeting strangers you can adopt a friendly, pleasant, enthusiastic approach which appeals to them and makes them feel important.

You can see very well which attitude will pay and make you develop a successful personality. It is always important from your point of view to show pleasure, interest, friendliness, enquiry, admiration, respect, regard, curiosity and willingness to help when you meet the other person.

A smile instantly changes one's personality. Invariably men are attracted to girls who have a natural smile on their face. The girls on their path find that they could readily repose their faith in those who have a pleasant and friendly smile. Therefore, always, and at all costs, aim at looking pleased, happy and interested when you meet another human being, no matter how big, small, important or unimportant he might be.

In the ultimate analysis, you have to act and make yourself a leader with the help of the secret unfolded to you. You have to act and act with discipline and will power. You must get up from the bed early in the morning. You wish to acquire the ability to speak fluently and effectively. There is no other way to gain this gift except by practice and more practice. Make use of every opportunity to stand up and speak. Go a step further and create more opportunities. Success comes with practice, more practice and greater experience.

Start applying the techniques of leadership on those whom you come across daily whether at home or on the way to college or work or at the university, office or factory. Each day you meet and deal with many people. Take an interest in them and see how you can make them feel happy and motivate them. Wherever individuals disagree with you, take it up as a challenge to bring them round by the application of the leadership techniques you have learnt so far.

Make others feel important by paying the courtesy of interested listening and you will very soon learn what he wants, what he likes and what he values. Now look at things from his point of view and you will know him to get along well and harmoniously with him. He will very soon reciprocate your feelings and interest in a greater measure. He will just go out of the way to do what you want.

Leadership is a way of living. Practice, and more practice alone will bring you success and make you a strong, positive and lovable leader. Action, and action alone, is the key to your success.

#### **1-2-4-2. Utilise Precious Time**

Time is indeed, most precious. It can never come back. It is rolling on with a tremendous speed. But there are people who waste days and nights in idle talk, in playing cards and chess. There are people who waste weeks in drinking and chit-chatting. There are people who waste months in the company of sisters of evil repute and in gambling. There are people who waste years and years in wandering, idle gossiping, attending cinemas, smoking and various other licentious deeds.

Half of your life is spent in sleep. Sleep is nature's tonic for healthy living. The more sound sleep one has, the more healthy he would be. Without a sufficiency of sleep, you will have no efficiency. Sleep for six hours is quite sufficient for the average individual. Go to bed at 10 p.m. and get up at 4 a.m. The old adage is "Early to bed and early to rise makes a man healthy, wealthy and wise". Too much of sleep makes a man dull and lethargic.

A great portion goes away in sickness. Some portion is spent in eating, drinking and talking. Utilise the remaining time with great caution. Be serious. Think and reflect now.

You should take care of seconds, the hours will take care of themselves.

#### **1-2-4-3. Improve Speaking Power**

We are at our best when we express ourselves in our mother tongue, because, as we grow up it comes naturally to us. On the other hand, in spite of our long familiarity with English, it remains for us a foreign language, and we have to make conscious effort to attain proficiency in its use, both in speech and in writing.

In spite of moves to the contrary, English will continue to serve as the official language of this country for a long time to come. It is, therefore, of the utmost important for those completing for the civil engineering jobs to learn how to speak and write in English.

Here are a few tips which should help you to cultivate the right manner of speech.

**Speak Clearly.** While speaking to a person across the table, you should bear in mind that you are neither addressing a mass meeting nor whispering sweet nothings into the ears of your lady-love. Strike a pleasant mean, and speak clearly in a well-modulated voice—neither too high nor too low—so that the person to whom you are talking can easily follow what you are saying without shielding or straining his eardrums. Some people have a habit of speaking too fast as if they were in too much of a hurry. In the processes they slaughter the syllables and murder the meaning. This borders on discourtesy and invariably creates an adverse impression.

If you have developed the habit of speaking in nasal tones, check yourself. Watch out and you will be able to get rid of it.

**Pronounce Correctly.** The best way to cultivate the right pronunciation would be to listen carefully to broadcasts and telecasts to see good English movies based on the classics, if possible, and to observe people who know how to pronounce correctly. For putting into practice what you observe, try reading aloud.

**Choose the Right Word.** Right expressions and correct usage are essential for success in any kind of competitions in life. Word usage implies two things : using the exact word for an idea or situation, and the economy of words. For the former, it is essential to be familiar with the word you are using. Its connotation must be clearly understood and you must know its various meanings and usages. One way to avoid such situation is to pay attention to the usage while reading or listening. Understand the whole sentence and mark the way the word is being used.

The second important aspect, economy of the words, means using a word in place of a sentence and a sentence instead of a paragraph. The need for brevity has increased because of the changed nature of tests. The secret to exactness and brevity is an extensive vocabulary. English is a language which provides a variety of words for similar situations, thus making it, possible to find the exact word for a given situations, thus making it, possible to find the exact word for a given situation. For instance, burglar, filcher, high way man and swindler are different words for different types of thieves. By using the appropriate word the nature of theft can be expressed in one word only.

Knowing the correct meaning of the word and its exact usage are twin concomitants of exactness and brevity. Wide reading, discussions and conversation are also good exercises.

The choice of words and their usage go a long way in the success or failure of a person. Choose right words and use them with care and you might be on the forward march to success.

**Emphasize Properly.** Candidates with inadequate knowledge of English generally emphasize every idiom or telling phrase which they are able to weave into their conversation. This only betrays a tendency to bol-

ster their poverty of expression by a showing off. You should be able to take usual turns of expression and telling phrases in your stride without in any way altering the key in which you are speaking.

Another point worth noting here would be that raising the pitch of your voice can neither lend force to your argument nor prove anything. In a discussion or interview you can make a better impression by maintaining your poise and equanimity. May be the interviewer is deliberately provoking you to judge whether you can keep your balance in a controversy. Do not allow yourself to fall into the trap he sets for you.

#### **1-2-4-4. Have self-confidence**

The way to develop self-confidence is to do the thing you fear to do, the thing you are afraid of and get a record of successful experiences behind you. By constant practice you will develop courage, confidence and assurance. Success in one field will kindle your enthusiasm, increase your confidence and motivate you to venture in other fields. You will start doing one by one things you felt shy of or frightened of at one time, and accomplish those tasks with ease. Confidence will then come to stay. It will become a matter of habit and success will follow success.

The gaining of self-confidence and courage, getting over the complex and phobia, the ability to feel calm and assured, are not one-tenth as difficult as one may imagine. One does not require a special gift, personality or technique for that purpose. As we have seen and considered earlier, it is just a question of practice, acquiring experience and getting a habit. It is like learning any other art or sport. All you need is the desire to accomplish, the determination to persist, the enthusiasm to sustain your motivation. Training and practice will drive away your fears, diffidence and complex. You will automatically gain self-confidence and abiding courage. Once you taste success in any one field it will prove contagious. You will be able to venture out on your own in other directions, other fields. Now you know what to do. You know by experience that you will win if you start with a positive attitude. You must begin with a strong and pressing desire. You must act with earnestness and enthusiasm.

Another step considered was the necessity to dispel the obsession or illusion that others are watching and observing all of one's activities with keen interest. The assumption that other are constantly, watching us, or concerned with our activities is a totally erroneous one. People are basically interested in themselves and not in others. They fail to notice things unless one really rubs it in. Under normal circumstances they are not bothered about the problems or performances of others. The realisation of this human psychology will also help one to overcome his inferiority complex.

I guarantee that you can overcome any complex, any phobia, any fear, no matter how deep rooted and complex, and complicated it is. Believe me it is possible. You first try. Make up your mind. Act and you are bound to LEAD and SUCCEED.

#### **1-2-4-5. Avoid Finding Faults**

An aspiring leader should as a rule avoid finding faults with others. He should never categorically and logmatically declare that another indi-

vidual is wrong. Generally one delights in finding faults, blaming others and catching others in the wrong. But one should remember that right and wrong are in most cases a relative concept. Therefore, when you are out to prove another person wrong, you start with a serious handicap. You can let in all the evidence, quote all the books, produce witness and establish your point all right. But in spite of all that you would not have convinced the other individual that he or she was on the wrong or did the wrong thing. Since you have failed to convince that individual, you also cannot influence the party. On the other hand, in your eagerness to prove him wrong, you will only earn his enmity and hatred.

It is extremely rare, may be one in a million, who is likely to agree with you and admit that he was wrong and you are right. Since you are striking a deadly blow at his self-respect, pride, intelligence and judgement, he will protest and oppose you tooth and nail. You may be right and dead right at that. You may be hundred per cent correct. You may be cleverer and smarter than the other person. But never try to prove it to him. Never challenge him. Never hurt his self-esteem and pride. You can never influence others by proving them to be in the wrong.

Does this mean that we should never point out the mistakes of others to them, correct them when they are definitely in the wrong and save them from their own follies ? You do not have to prove to him that he had been wrong. It is enough if you could help him to discover for himself that he has not been on the right lines and it would be better to change his course to get what he wants. In other words, you must motivate him to changing on his own, voluntarily and willingly. You are interested that he should not persist with the wrong. For this you need not try to convince him of his errors and mistakes. Instead, be tactful and judicious, and help him to make the discovery himself. Instead of declaring that the other party is in the wrong, start by saying that you might be in the wrong and, therefore, you would like to examine the facts with his help. You can, therefore, suggest the scientific approach to the problem and anyone is likely to agree.

Basically all of us are averse to change. Our ideas, beliefs, customs and values are very sacred to us and we cling to them with surprising zeal and fanaticism. Changes have to be brought about gradually and naturally. Instead of forcing one to change, we must help one to change voluntarily and gradually.

It requires certain amount of will power and constant practice to curb one's natural tendency to criticise, find fault or denounce others for their mistakes, omissions and commissions. However, soon it becomes a habit and easy to practice. Once you have gained the ability to exercise self control, observe patience, pause and think, you are also able to see as to why and how the other individual has done or said the wrong thing.

#### **1-2-4-6. Face Facts Boldly**

We have considered how self-confidence becomes an indispensable pre-requisite, practically to all leadership attributes and that inferiority complex is the chief mortal enemy of self-confidence. We further analysed

that to conquer inferiority complex one must ascertain the root cause which accounted for its build up. The cause in most cases could be traced to some incident, impression or feeling which made a severe impact on the individual's mind during childhood. The very realisation that the conditions now are different and the circumstances which prevailed during those days no longer exist at the moment would enable the individuals to shed his complex.

One positive step is to face the fact boldly, accept the reality in the right spirit and look at things in an optimistic manner. Firstly, find out what is your defect or deformity which is bothering you, can this be remedied or improved upon? Whether one is born blind, deaf, dumb or maimed, he or she can certainly seek medical help and see if things could be improved upon. If these things cannot be altered, there is no sense in worrying about them. Instead, one should accept them as a challenge and go ahead to attain his objective with redoubled vigour. Just consider those who have attained success in spite of such severe and serious handicaps. Edison was stone deaf and yet he was able to bring about thousands of inventions. Franklin D. Roosevelt was rendered an invalid because of polio attack and yet he got elected four times in succession as the president of the United States.

The secret, therefore, is that if your defect is basic, incurable or unalterable, accept the fact, take it as a challenge and make up your mind to make a mark in spite of the weakness. Do not worry, fret and complain. Get up and keep going. You will find joy and confidence.

There is yet another important aspect, which a person assailed with inferiority complex should ponder about. By highlighting your strong points you can easily black-out the weak points about which you are worried. Physical features, complexion, size and the like will recede to the background, if you have certain talents to your credit. You can be an eloquent orator, melodious singer, able sportsman, talented actor, artist, painter or sculptor, great writer and so on. Many girls compensate their lack of complexion or great features with inimitable charm, enchanting music or other skills.

Physical handicaps are forgotten or ignored when other unique talents are projected. The thing to do then is to find out your strong points, cultivate them to perfection and focus the spot-light on them. Never worry about your weak points. Improve on them where possible. If incurable, just ignore them. Instead of worrying over your handicaps concentrate on your strong points. Do not delude yourself that you have no strong points at all. It is just not right. There is no one who has not got any gift whatsoever they are just hidden and latent. You have to locate them and bring to the surface. Once you project your strong points people only see them and they never give even a fleeting thought to your handicaps.

The best way to overcome the inferiority complex is, therefore, to turn your mind deliberately away from the weak point, and see only the outstanding assets, qualities, gifts and potentials. In essence, complex is merely a point of view. If you keep looking at your weak legs, inevitably you will get no-where in life.

As you will readily agree, in this world money can practically get you anything in life except perhaps health and happiness. God has to bless

one with a sound mind and a sound body. Happiness is a mental attitude and you have it, money or no money. But any other thing and to a certain extent even health and happiness could be secured once you have money. Why, therefore, worry over your weak point. Use your gifts, turn the spotlight on them and make money if you can. Once you are rich, no one except yourself will worry about your handicaps. Earn money, win name, lead and succeed.

### INTERVIEW : SOME DOS' AND DONTs'

<i>Dos'</i>	<i>Donts'</i>
1. Do make a thorough and proper preparation which should be continuous and not just before the interview.	Don't sweat and strain in grasping general knowledge just before the interview.
2. Do continue to study special subjects in depth.	Don't have late nights just before the interview.
3. Do follow closely, day-to-day events in India and abroad over a long period.	Don't overdress and do not wear gaudy dress.
4. Do try to follow and get information about the nature of the job.	Don't wear type of dress to which are not accustomed.
5. Do gather as much information as possible about the employer, their organisation, products of manufacture and sales.	Don't hurry to the place of interviews.
6. Do know something of the specific duties of your job if you are applying for an Administrative job.	Don't make unnecessary noises like drawing the chair etc. while taking a seat.
7. Do present a tidy and smart personal appearance.	Don't sit on edge of the chair.
8. Do groom your hair properly whether you have a long or short hair.	Don't lean on the table or fiddle with the things on the table.
9. Do keep all original certificates/papers so that you can present these properly and smartly.	Don't wear dark glasses as the interviewing Board likes to read a lot in your eyes.
10. Do reach the interview place well in advance.	Don't let your eyes wander to different parts of the room.
11. Do relax and take a few deep breaths before entering the Board room. The extra oxygen will help energize and help put you at ease and ensure an even poise, confidence and good bearing.	Don't mumble your answer. Don't address the members individually. Your answer must be addressed primarily to the chairman. There is more grace and decorum in it.

...(Table contd.)

<i>Dos'</i>	<i>Donts'</i>
12. Do wish the chairman as soon as you enter the room, by saying, "Good Morning Gentlemen". Wheather it is morning, noon or afternoon.	Don't speak too rapidly.
13. Do say "Thank you" while taking the offered seat.	Don't be too elaborate as the committee does not want it.
14. Do sit comfortably.	Don't take a flamboyant stance while replying.
15. Do remain fully alert during the interview as your reactions are being continuously watched and assessed.	Don't bluff. It is better to admit frankly what you do not know.
16. Do wait until a whole question is clearly asked and then start the answer.	Don't criticize any one, least of all, your past employers (or college).
17. Do look at the eyes of the person putting the question while answering.	Don't try to listen to any conversation among the members.
18. Do give answer absolutely precisely and to the point.	Don't plead for the job.
19. Do speak in a deliberate, clear and audible voice.	Don't show annoyance even if you feel that you have not done well and have no chance of being selected.
20. Do try to be as accurate as possible.	Don't ask for the result of the interview even indirectly to the staff of the Board.
21. Do be honest.	Don't forget to say 'Thanks' and 'good bye' before leaving the room.
22. Do try to reply humorously to a humorous question.	Don't look back after leaving the room.
23. Do conduct yourself with poise, dignity and self-assurance.	
24. Do give an inconvenient reply in a polite and courteous manner.	
25. Do sell your services and do not take a pleading or begging attitude.	
26. Do high-light your special qualifications.	
27. Do leave the interview gracefully, when the chairman gives the hint like 'that is all' or 'thank you'.	
28. Do record in a diary what happened at the interview.	