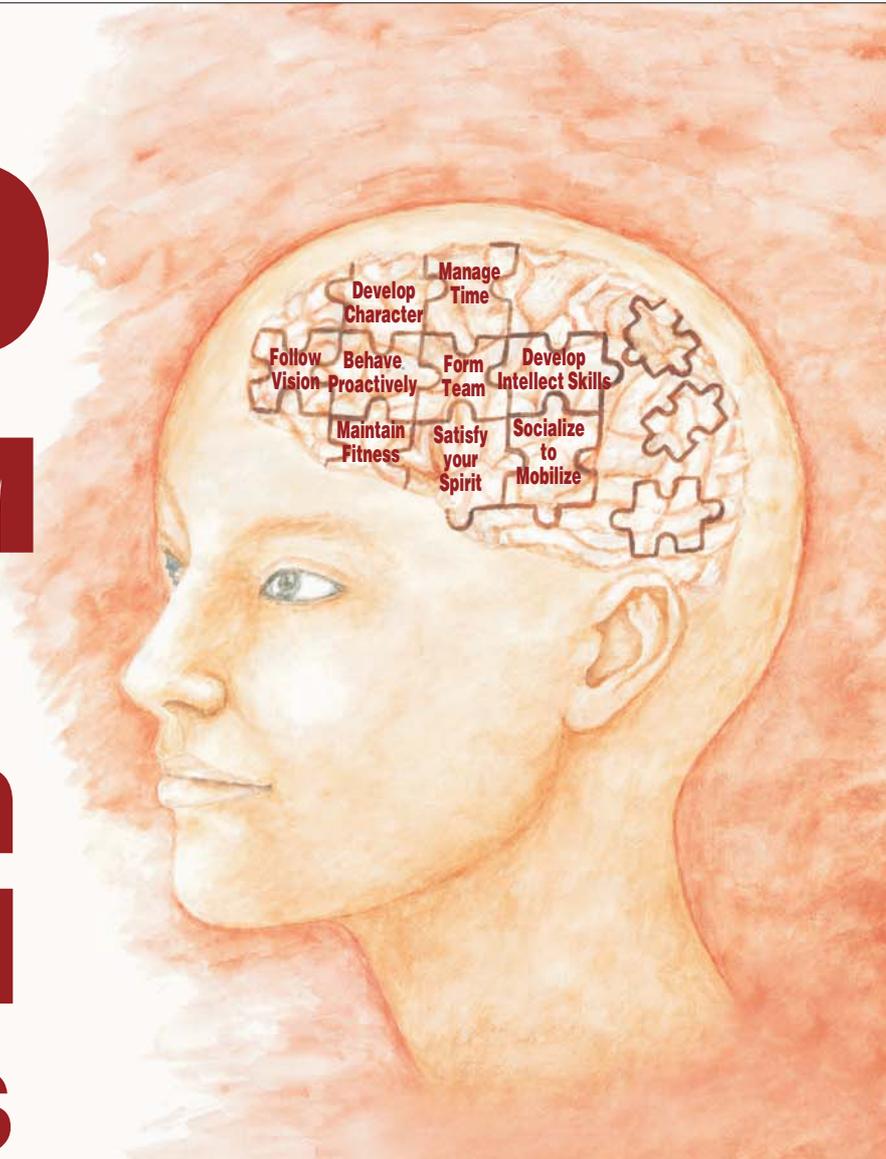


9 M i n d s e t s



Develop Character
Manage Time
Follow Vision
Behave Proactively
Form Team
Develop Intellect Skills
Maintain Fitness
Satisfy your Spirit
Socialize to Mobilize

for

Leadership

A guideline for a successful life

Author

Dr. Shaikh Tanveer Ahmed

9

Mindsets

for

Leadership

A guideline for a successful life

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Disclaimer

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Dedicated to Pakistan's true Leaders,
Serving the nook & corners of the Nation.

Contents

Serial No.	Title	Page No.
1	Acknowledgement	1
2	Review	3
3	Preamble	6
4	Concept of Leadership	11
5	Mindset-1 Develop Character	19
6	Mindset-2 Behave Proactively	29
7	Mindset-3 Follow Vision	43
8	Mindset-4 Manage Time	55
9	Mindset-5 Maintain Fitness	65
10	Mindset-6 Satisfy your spirit	79
11	Mindset-7 Develop Intellect Skills	88
12	Mindset-8 Form Team	97
13	Mindset-9 Socialize to Mobilize	107
14	Complete Scale of Mindset	120

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First of all I am thankful to Almighty Allah, who bestowed upon me an organization like HANDS (Health And Nutrition Development Society) to serve millions of poorest of the poor of my country.

Durrood-o- Salam (Blessings and Peace) to Prophet Muhammad (saw), is the beam of light for all of us. I tried to collect few of these rays to enlighten my world so that I can walk on "Sirat-e-Mustaqeem" the way Allah (swt) wanted us to walk through.

I am grateful to my late parents Sughra and Sabir, sisters and brothers, whose upbringing and support enabled me to accomplish my dream. This gigantic job was not possible without wholehearted support of my wife Uzma, daughter Misha, sons Maaz and Bilal. My vision is incomplete without them.

I am obliged to my mentor Prof. Abdul Gaffar Billoo-Chairman HANDS, a guiding spirit for me since last 25 years of my professional life. I acknowledge my international coaches Zafarullah Chaudry, founder of "Peoples Health Program (Gonshasthaya Kendra - GK) Bangladesh and late Dr. Bala Subramaniam former coordinator Health Action International (HAI) Sri Lanka who gave insight to my vision. "Holy Quran" and books of Hadeed" has shown me the beacon of light in life and taught me to live as human. My most knowledge on Leadership subject is blessings of these miraculous readings.

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My salute to HANDS family members for their untiring support to my wild ideas to serve poorest of the poor, share how to become good leaders and assist me in learning leadership behaviors. My special thanks to my right and left hand Dr. Sarwat Mirza and Dr. Muhammad Aslam Khan.

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I salute all of "my people and communities" for teaching me, the grass root realities and leadership skills. My salute to every one of them who owe and made me able to write this book.

Author
Dr. Shaikh Tanveer Ahmed

Review

In 1989, I happened to meet a young doctor in a new project for Children's Ward of Civil hospital Karachi. I selected him at the first sight. The young doctor was, Dr. Tanveer. Within a short span, in view of his dedication, hard work and honesty, we made him responsible for the entire operation of newly founded organization named HANDS and today his book "9 Mindsets for Leadership" is in my hands.

Although in the last 26 years I saw the evolution of Dr. Tanveer's life and got introduced to his leadership abilities but after reading the book I realized that he has filled a 'river in the tumbler'. He has summed the reservoir of his lifetime memories and abilities on a few pages of the book. The objectives of his life coincide with the objectives of HANDS i.e. the public benefits from our experiences.

If we can affect a small change in any individual's life, it is our triumph. By writing this book Dr. Tanveer has invited the public in general and the youth in particular to come forward, read this book and practice so that you and people surrounding you have the best of both worlds. It is my prayer that Allah (God) gives him strength and aspiration to tread the path full of virtues.

This book will be a landmark for the resolution of the problems faced by the frail segment of the society.

Prof. Abdul Gaffar Billoo
Chairman HANDS

(Prof. Abdul Gaffar Billoo-Sitar-e-Imtiaz is a renowned social worker and child specialist of Pakistan. He did his medical graduation from Dow Medical College Karachi and post graduation (MRCP, FRCP) from Royal College of Edinburgh, England. He is also founding chairman of HANDS Pakistan and International. More than one dozen institutions of Pakistan are getting his volunteer assistance).

Review

There is only one way to succeed in any sphere of life and that is action with hard work and passion. By watching TV programs now days we have become used to cheap and easy prescriptions though there is no shortcut for success. Similarly in the process of social development and change it is assumed that if the leadership is admirable the road to destiny will become easier.

The character and stature of the leader plays a central role but this ability does not descend on every individual. However, training and hard work can nurture, enhance and fine-tune these skills further. There are some books available in English language which have been written after analysis of successful people and their households. By following the teachings of these books other people can also achieve success.

Fortunately Dr. Shaikh Tanveer Ahmed has written this book on the basis of extensive experience in which he has informed about the mindsets required for successful leadership. His experience is also unique because he is associated long time with HANDS, a prestigious social organization of the country. Dr. Tanveer learnt from vast and diverse experience of HANDS and is also leading the organization.

In my view there are very few such examples in Pakistan's social development sector. I have been lucky to have the opportunity to be a student of such exceptional tutors and leader like Dr. A.Ghaffar Billoo and I have closely observed the journey of HANDS progress. This journey started for the

achievement of the vision and passion and is continuing with high level of dexterity. There is no deep secret behind this success, just passion to serve and providing opportunity to others to show their potential in a better way.

During entire period I have observed that nobody associated with HANDS, regardless of his social position or responsibility in the organization, is merely a subjugated “yes man” but works to his full potential. Hence, everybody gets an opportunity to learn from others. This has become a part of HANDS managements' planning and strategy. The study of the book persuades that the rich experience of the institution can be passed on to others if presented with lucidity. Every one can learn something out of this book.

Leadership does not only mean that an individual coerces other people to follow him. One of the renowned leaders once said, "The real leader is one who learns from the public and gets their feedback regarding the type of change they want". Dr. Shaikh Tanveer Ahmed deserves felicitations on making the continuous process of learning so easy for all.

Dr. Asif Aslam Farrukhi

(He is a writer and translator and has edited and compiled many anthologies of Pakistani writers. Dr. Farrukhi has published six collections of short stories and two collections of literary criticisms. He also edits and publishes a literary journal in Urdu called "Duniyazad". Trained as a physician, Dr. Farrukhi studied medicine at Dow University of Health Sciences, Karachi and public health at Harvard University. In 2010, he collaborated with Oxford University Press, and the British Council to initiate the Karachi Literature Festival, and is recognized as one of the founders of the annual event. Dr. Farrukhi's work has been recognized by the Pakistan government, in 1995 he received the Prime Minister's award for literature and in 2005 was awarded the Tamgha-e-Imtiaz (Medal of Excellence) by the President of Pakistan.)

Preamble

Let me begin this book with the confession that although I am neither a big shot nor a luminary; yet with the help of hundreds of my team members we have definitely brought at least some relief in the lives of millions of the poorest of the poor Pakistanis. Together we have taken a nonprofit organization from a one roomed office in 1994 located in Karachi to offices in 47 cities / districts to date (2015) across the country. HANDS has now become an international charity as well after registration with Charity Commission of England and Wales. HANDS is working through a force of 1900 full time professionals backed by thousands of volunteers for more than 22 million population of Pakistan (for further details please visit www.hands.org.pk).

The objective of writing this book is to share my learning's with you and especially with the youth and to declare that with all the odd circumstances of Pakistan, if few members of a team consciously develop certain mindsets; they can bring changes not only in our lives but also in the lives of many around us. This book is the abstract of my learning from developing, leading such team and conducting dozens of leadership trainings for thousands of young, old men and women.

I hope it will provide guideline and facilitate many in development of qualities of transformative leadership. The given framework will assist the readers to develop certain mindsets based on universal truth which will improve their attitudes and in turn will give desired outcome.

I was born in a lower middle class family of a railway clerk, in Kharadar in the downtown of Karachi. After having 8 children, my parents moved to a lower middle class population of the same city. I got my entire primary and secondary education in philanthropy trust's institution by the name of "Hussain Ibrahim Foundation School", and higher secondary schooling from Adamjee Science College Karachi. Later I did my medical graduation from Dow Medical College and fellowship from Public Health Institute California, USA.

Most of you will comment at this stage "what is the big deal about it?" This is just to make you realize that a low profile ordinary but resolute individual can contribute immensely to the society.

I usually do not deliberately idealize the global leaders in my training like Quaid-e-Azam, Nelson Mandela or Gandhi because they were the Gurus of this field and my trainees usually argue that it would not be possible for them to reach their caliber. I therefore usually present my case that if a common man like me can contribute this much why cannot all of you do the same or more and through snowball effect can definitely bring the desired change. I am sure all of you have the potential to bring this change.

Soon after my graduation I flew to USA with the typical Pakistani youth mindset to acquire a degree from a US university and establish myself as reputable professional abroad. I had an ambition to settle in the foreign country but destiny had something else in store which changed my paradigm.... the death of my father after his prolong sickness back home. My motive for life shifted from an elite lifestyle in USA to "USA does not need me; rather my country needs me more".

I started believing on the principle that **"There is no greater joy nor greater reward than to, make a fundamental difference in someone's life"** and I came back with a dream. The dream was "a Pakistan where all the marginalized and vulnerable have equal access to justice, education, health, an opportunity to prosper and the right without discrimination to cast, creed and religion". This was the major paradigm shift in my life. Another turning point came a bit later when, after joining Department of Health Government of Sindh, I was posted at Tehsil Headquarter Hospital Hala Sindh Pakistan.

This was not only my first official assignment but was also a first detailed exposure to the rural Sindh and its culture. The warm welcome extended to me by the Sindhi Community triggered the love and affection for all rural and deprived communities and the desire for paying them back ignited. Later I also realized that **"The first step in changing the world is changing one's own heart and mind"**.

Shikwae Zulmat-e-Shab se to Kaheen Behtar Tha
Apnay Hissay ki Shama Jalatay jatay

This verse of Allama Iqbal says that it is better to light a candle on your part rather than keep cursing the darkness as this will not improve the situation. On the other hand if a candle is lit in the darkness it may not completely abolish darkness but will improve the situation a little bit. This act can be applied in all grave situations of life where people keep complaining but no one takes a step for any improvement. The poet says that give your contribution which will definitely improve the situation. Similarly if everybody makes his/her contribution then the problem will be resolved.

While going through the transformation, I fortunately met another legendary leader Prof. Abdul Gaffar Billoo who was

a professor of Pediatrics at Civil Hospital Karachi. Prof. Billoo was concerned about the pathetic state of the patients coming from the rural areas around Karachi and availability of health and other facilities. He therefore, started a project in 1979 to provide Primary Health Care Services at their door steps. The project later evolved in to HANDS. While closely working with him, I learnt a lot specially his immense leadership skills. He then became my mentor, coach and a fatherly figure. I joined HANDS in 1989 as a founding volunteer member and later in 1994 became a full time employee.

Meanwhile I visited Bangladesh on invitation of my international mentor in public health activism who happened to be the founder of one of the largest NGO of Bangladesh "Gonoshasthaya Kendra (GK)". I also visited Sri Lanka several times and learned leadership skills from Late Dr. Balasubramaniam Coordinator Health Action International Asia Pacific. The experience of GK, BRAC (founded by Prof. Fazal Abdi) and famous Grameen Bank (founded by Prof. Yunus) in Bangladesh were my initial models of Leadership. After observing and studying these models of community development and their leaders, I started believing that **"a small group of thoughtful citizens can change the world and indeed it has happened in this world many times"**.

These exposures demanded me to take on the challenges offered by HANDS. It was the end of 1993, when my result of Master's in Public Health was declared; I obtained 4th position in the class. I left the University along with my Professor and supervisor in his car, during travel he asked me "Tanveer what are your future plans"? I promptly responded, "want to develop a small Non-Profit Organization as big as BRAC - Bangladesh, so to share the grief of millions

and to bring relief in their lives with the interest of my own piety reward". I commenced with this dream and started the making of Pakistan through developing the organization into a large institution so that millions of beneficence should come with in days and not in years.

After 26 years of day and night efforts, we can now claim that in given circumstances we are successful in assembling this organization as one of the largest. The success was due to development of certain mindsets in the team through deliberate actions, which I will discuss later in these pages. Famous Poet Allama Iqbal has narrated the leadership skills in following verses comprehensively

Nigha buland, sukhan dilnawaz, janpursoz
Yahi hay rakht-e-safar meer-e-karwan kay liae

According to Iqbal the leadership qualities are vision, communication skills and physical strength. These are minimum required qualities to lead. This book infact is the details of above mentioned verses.

Concept of Leadership

While imparting training when I ask the participants about Leaders, the first thing that comes to their mind about a leader, is a political leader, which is incorrect. In fact each one of us is providing leadership either at home, village, town, city, country or globally.

In my view a transformative leader has two strengths, the first being a visionary and the second his ability to mobilize people for the achievement of a vision. Transformative leadership has the ability to bring further change in his followers. Transformative leadership is enthusiastic and determined. Such leadership, not only mobilizes people to change but is also helpful in the success of his followers. Transformative leader has the ability to bring positive change in the dreams and thinking of his followers and guides them to a common line of action and goals.

In current times one such transformative leader was Nelson Mandela (Late) whose campaign against apartheid became very popular during his 22 years imprisonment and which also continued after his release from jail. As a result, he succeeded to win the Presidential Election of South Africa and later he astonished the world by saying "**The reason for my contesting the election was to ensure equal human rights and protection of white population of the country**".

Before we discuss the mindsets of transformative leader we have to understand what does mindset or paradigm mean? When I ask my trainee participants to look at the picture shown below and ask for their views, people from different mindsets derive different meanings. Some perceive it as a lady and some consider it as an individual playing music and some think it's picture of a child.

Concept of Leadership



Paradigm is understanding the world in the way we see it.

This example illustrates the people with different mindsets to see the same object differently and have different views. This is their personal opinion which can be right or wrong, from others perspective. But nobody can assume his own view as correct and discard others point of view. It's true that somebody's opinion is in fact a reflection of his own mindset. After many years of research an American psychiatrist defines mindset as "**mindset is a simple idea which strongly impacts on human life**".

Mindsets are of two types, limited and unlimited mindset. The people with limited mindset believe that their intellect and skill is limited and cannot be enhanced despite efforts, which is incorrect. People with unlimited mindsets believe that their ability can be increased by hard work. This concept is inclined towards learning process which is necessary for success and is possessed by transformative leaders.

We look, feel and think of the world with our own mindsets. Our mindset changes during our growth and is nurtured by the messages from our homes, school, society and people with whom we interact. These messages affect our personality and with this mindset we see and understand the world. Usually my training participants fail to distinguish between right and wrong leadership although we can make the judgment based on principles for which we have to understand the subject.

Concept of Leadership

What do you understand by the picture given below? Yes! This picture illustrates the law of gravity by Newton.



To understand this universal truth we have to comprehend this law which is applicable everywhere. Newton's law informs us that anything falling anywhere in the world travels towards its center of gravity. This law is equally applicable on every area, religion, culture and civilization. The same way the "principles" are universally applicable in the world. For example honesty is the best policy, loyalty creates trust, one truth saves you from several lies, live selflessly etc.

Here we have to understand the difference between principles and values. As compared to principles, values change with any civilization, country, religion and personality, for instance wearing a cap, shaking hand or hugging as gesture of welcome, clothing style, prayers or rituals etc.

With this context in mind we can say that a transformative leader follows the universal truth meticulously. Therefore, if we want to become a transformative leader then these principles are to be followed in our everyday life.

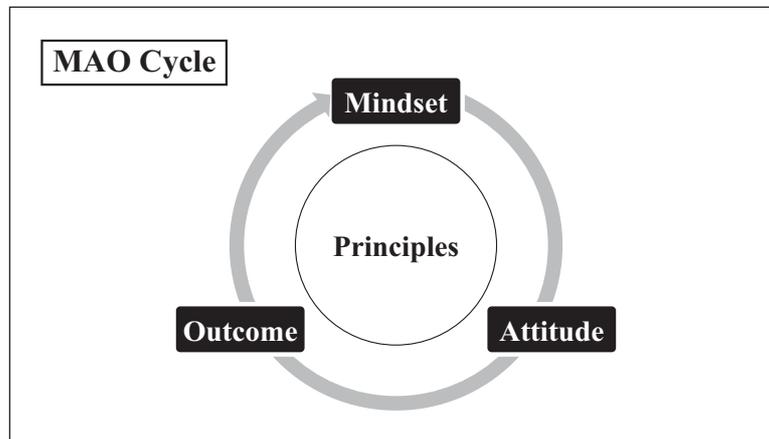
I realize that it is a tough challenge but experts of human development define **"life as a chain of challenges to solve**

it". Somebody has narrated it likewise, **"Those who don't encounter challenges live in graveyard"**. In this back drop we can say that a transformative leader strictly follows principles of universal truth, which means that our decisions of daily life should be based on these principles or universal truth. I know that it is tough for most of us but our endeavors are a guarantee for our success.

During training sessions I ask my participants to do an exercise in which they are supposed to write about their principles of life. These principles aid them in making and changing their mindset. Change in mindsets changes attitudes as a result the out comes are according to their desired expectations. Here I would like to suggest my readers to build a list of principles of universal truth to follow in their lives.

We ought to understand why change in mindset is important for a transformative leader and how mindsets nurture on the basis of principles? When we say that mindsets are based on universal truths then we acquire such abilities which are essential for change of mindset because, **"our thoughts are reflected in our actions, repetition of actions becomes our habits,our habits formulate our character and that is how our character leads us to our destination."**

At this point the elderly usually ask if one can change his mindset between the ages of 40 to 50. Psychiatrists state that firm habits can be changed by conscious efforts. As computer memory can be erased or replaced and new file can be saved similarly human thoughts can also be changed. Since our mindset are based on universal truth then our attitude will also change and we will get the results of our choice. I call it **"MAO Cycle"** which means Mindset, Attitude and Outcome and this cycle revolves around principles.



If a person adopts these skills consciously and with true spirit, he can cultivate leadership qualities in himself and others. Al Hamdolillah (Thank God) the major cause of HANDS success was formation of leadership and a large team which works with selfless dedication, with belief in principles and achieve far fetched and unbelievable results.

We have to understand how right or wrong mindset can be consciously developed. Our mind consists of two parts, "conscious" and "subconscious" mind. Whenever we learn new skills, our conscious part moves our limbs. The repeated actions get registered in subconscious.

An example can be drawn from learning a bicycle or car driving. In the initial phase of learning we drive the car or do cycling by consciously controlling our actions i.e when to change the first gear when to accelerate and when to apply brake etc. etc. But after awhile subconscious learns these actions and we drive from home to office and back without any conscious efforts. We don't even remember how many times we applied brake, pressed accelerator or crossed the signal.

Remember, in the initial learning process when we are using

Concept of Leadership

our conscious mind to drive, possibility of accident and mistakes are more as compared to when we use our subconscious. The use of subconscious part of the brain is called habit and when doing something becomes a habit it becomes easier.

This means if we want to correct our bad habits or attitude then, by using the conscious part of the brain, we can rectify our habits and attitude residing in the subconscious. Through this action I have seen many smokers and people with vices being reformed.

If people addicted to smoking and other bad habits consciously ponder about the side effects of smoking for two to three minutes, 8 to 10 times a day, that smoking can cause cancer as a result I can become unemployed, I can die, my wife can become a widow, my kids become orphans and if I quit smoking my health can improve, I can be affluent and I can spend a happy life with my family. By repeating this action for 2 to 3 months one can quit smoking or any other immoral habits.

In my leadership trainings, I ask participants to consciously adopt a particular mindset to use unlimited brain power so as to prove that their body is subservient to their conscious thinking. During the training program I ask an overweight participant weighing over 120 KG to lie on the floor, straighten and relax his hands and legs. Then I select four slim and smart young participants and request two of them to stand near his feet and two near his head. Then I ask the heavy weight lying on the floor to lie prostrate and take deep breath. Thereafter, I ask the young men to lift him. When the young men try to lift him they can only lift him a few inches because of his weight.

Then I ask the four young men to close their eyes, take deep breath and concentrate on what I say. I ask them to believe that they are lifting a child. I also tell them to lift him

immediately after some time when I say the word 'go'. Simultaneously I ask the overweight to believe that he is lying on a plank and is moving towards the sky and clouds are touching his body. I ask him to assume he is also feeling the moisture of clouds and when he feels that he is touching the clouds then to say "yes". After hearing this message four to five times, he actually starts to feel that he is travelling up although it is untrue. The body of person lying on the floor consciously starts to accept the message and feels like he is travelling towards the clouds. The very moment he feels that he has reached the clouds, he says "yes".

At this point I ask four young men to lift him with their hands. In most of the training session the slim young men succeed in lifting the person up to four or five feet. I have to clap to break the spell of the participants and they come out of it. At the end of this exercise, I enquire about their experience. Most of the people respond "the moment we consciously assume that we are travelling through sky, we actually feel drowsy and actually feel travelling towards it". When I ask the young boys, who lifted the participant, about their feeling? They say, "the moment we signaled our mind that we are lifting a kid we felt the weight reduced to only 20 Kg from that of 120 Kgs". This is the result of consciously creating a mindset.

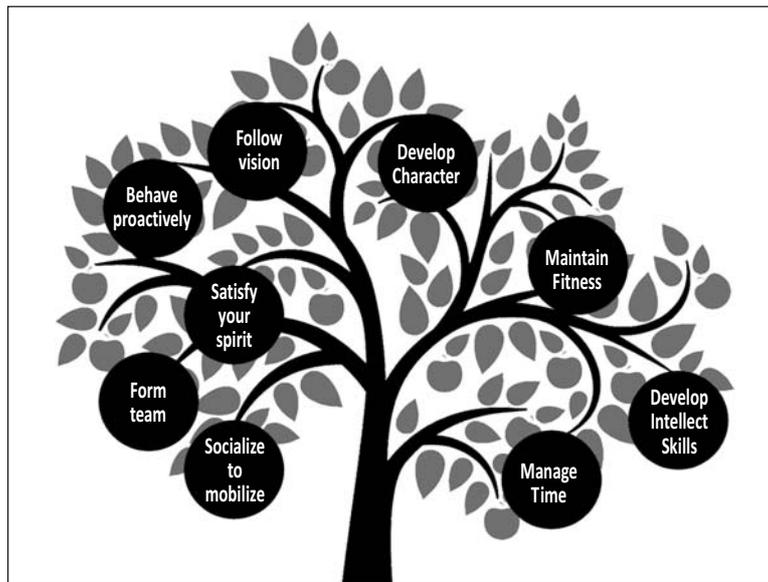
Once I told my participants during a training session to assume they are walking on cold and wet grass, although I lit fire in front of them and I asked them to walk on hot coal. They repeated this message constantly and their bodies accepted the message. As long as they kept walking on hot coal the heat did not burn them, except those few whose belief was weak or did not concentrate on the message. The same can be observed in religious festivals or at shrines where due to their mindset they get treated by saints without medicine and also get rid of their miseries through spiritual treatment. In medical science we call it "Alternate Effect" which is a psychiatric condition that

can be acquired consciously by anyone.

During my training session I ask the participants to write their name, education and designation on a paper and then shred that paper and throw it in trash. Then I ask them to send a message to their mind that their qualifications and designations have been lost and they will have to make a fresh start; as this is a simple procedure to write on blank mind or blank paper. I request my readers to do the same so that they can read this book with unbiased ready to learn mind.

In this book I am discussing 9 mindsets which have been consciously introduced in our large team. It doesn't mean these are the only mindsets which make a great leader. In my view to take any leadership role at least 9 mindsets are required which are based on principles and if acted upon can lead to making of an ideal leader.

These 9 mindsets include develop character, behave proactively, follow vision, manage time, maintain fitness, satisfy your spirit, develop intellect skills, form team and socialize to mobilize.



Mindset 01:

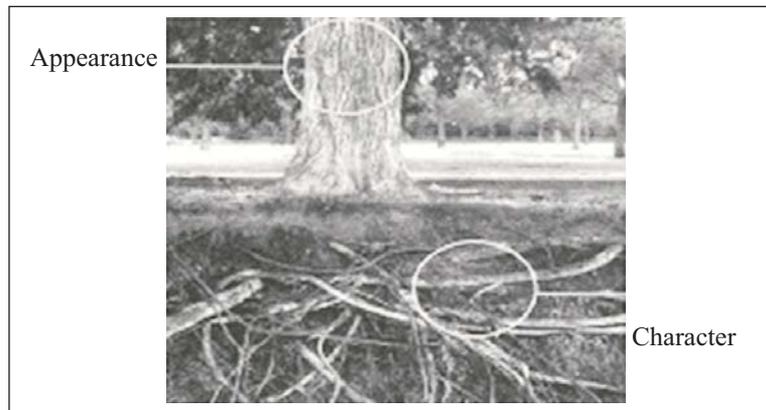
Develop Character

Before we discuss the character building of a transformative leader we have to understand as to why we are born? Why Allah Subhan-e-Tala (GOD) created us and why has He sent us into this world? We have to understand that why Allah (swt) has gifted specific mental abilities to us, as compared to any other creature. Islam treats humans as Allah's deputies because Allah has blessed humans with intellectual skills, which are not given to other creatures. These are the abilities through which we think, understand and decide. Hence, human survival is much more than as compared to other creatures.

If we spend our life according to the teachings of Allah SWT then every act of ours becomes an act of worship. In my view, most of you will agree, we have been sent into this world to make it a safe and sustainable place, so that the older generation hands over the globe into the hands of younger generation with more or less same resources. In this way the future generation will enjoy the life as much as the preceding generation.

I believe Allah SWT has intrusted us with this responsibility and that is why He sent his messenger with complete code of conduct in the shape of Holy Quran. It is the responsibility of each of us to follow its teachings and promulgate a system which guarantees peace and stability in the world. Balanced personality and balanced society ensure judicious use of the world resources and can guarantee sustainable development. Hence, everybody should ensure to pass this beautiful world to posterity without disturbing its eco system.

Let us now discuss how balance personality and balance society are made. The metaphor of leadership usually symbolizes by a tree which through its shadow, oxygen, fruits, flowers, leaves and trunk benefits the public. Every tree has two parts (please refer to the picture).



One part is called trunk which is above the ground and another is called the root which is underground. Which part of the tree in your opinion is more important, Root or Trunk? Yes! Most of you will answer roots are more important. This is a reality because if we cut the roots the trunk will not survive. However if we cut the trunk and leave the roots underground the trunk can re-grow. It is true that roots are more important than the trunk.

If we divide a leader into two parts roots are his "character" and trunk is his apparent "personality". Remember that every invisible attribute of the leader for instance his knowledge, speaking skills, values, etc. etc. is called character and his apparent personality is a very visible attribute, for instance beard, glasses, hair, attire, car, cell phone etc. Usually people judge others by their appearance which can be deceptive. As every driver is not the owner of that vehicle and every person wearing a suit is not necessary educated or wealthy.

In the light of above details what do you think we, as a human being and leaders should invest money, energy and time on building of character or only on appearance? I believe your answer is investment on character building, thus our action confirms it. For instance if I ask you as to how much you have spent to buy books, which is necessary for character building, during last month as compared to buying a mobile phone or dining in a hotel, most of the readers shall reply in favor of mobile phone or eating out in a hotel.

Character is reflected in human being, any society or nation. As Allama Iqbal poet of east well said in a verse.

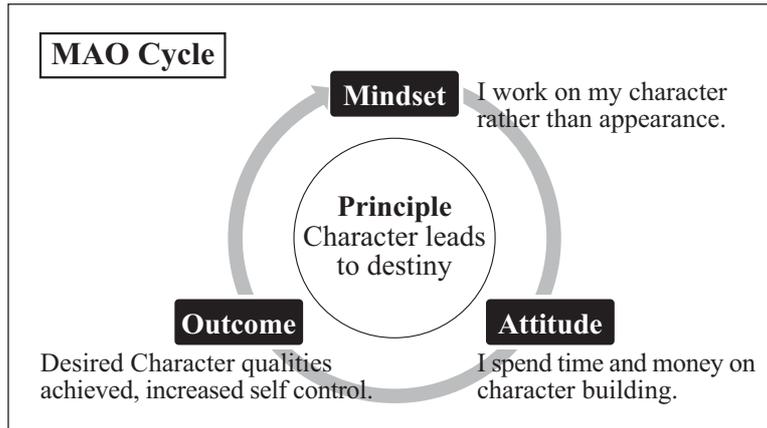
Afrad kay hathon mein hay aqwam ki taqdeer
Her fard hay millat kay muaqadar ka sitara

According to the poet, every member of the team is important and his deeds make his own and nation's character. Group of gentle and pious people result in gentle and great nation. Similarly a group of evil persons destroy the nation. This is the reason why character building is necessary for an ideal leadership. Our thoughts, morals, enthusiasm, sympathies, generosity, allegiance, obedience, humanism, knowledge, religious values and natural principles of life are more important than our appearance. Hence we must spend more money, energy and time on character building instead of improving looks or appearance.

HANDS has heavily invested in the character building of its 1900 employees and thousands of community volunteer workers which is the major reason of its success.

For character building we have to believe in the principle that **"Character leads to destiny"** so that the mindset will develop **"I work on character more than appearance"**, with this mental approach an attitude can be developed **"we can invest**

our time and energy in character building". The outcome of this approach will be the **"desired characteristics and self awareness"**.



One of the traits of a character is the prudent use of world resources which means consumption of food and other resources keeping in mind the needs of other human beings, avoiding extravagance, wastages of natural resources. Similarly protecting environment (eco system) and also avoiding unnecessary use of vehicles, water, power and paper etc. If we make conscious efforts for character building then we can get better outcome which can take our autonomy to the highest point.

Poet philosopher Iqbal has described the apex of character building in the following words:

Khudi ko kar buland itna ke har taqdeer sey pehley
Khuda bandy sey khud puche bta teri raza keya hay

In this verse poet Allama Iqbal has defined that those possessing strong character have the privilege to give their views according to which Allah (SWT) shapes their destinies. An excellent example of this is the life of our Prophet. Before declaration

of his prophet hood by Allah (SWT) people used to swear about his strong character and considered him to be an honest and trustworthy person. Due to these virtues people supported him after his declaration as prophet to an extent that an Islamic State was born.

In current times Qauid-e-Azam and Nelson Mandela achieved their visions in their lives due to strength of their character, perseverance, networking and social linkages.

By working on character development one can not only achieve his goal but can also guide others, provided character building is based on principles which help us to shape our attitudes and give better results. I hope you would have selected principles of your life which includes honesty, human sympathy, human rights, respect for other's opinion and helping the beleaguered.

When we say that we should be honest, then first of all we should quit lying and tread on the path of truth. We should act according to our believes, whenever there is dichotomy in our faith and our actions we are lying to ourselves. According to Islamic faith this is an indication of duplicity for instance when we are enjoying the benefits by calling ourselves Muslims but are not offering prayers then we fall in the realm of hypocrisy.

Therefore, the first principle is honesty and truthfulness with oneself. The same thing can also be said in a different way i.e if we are drawing a lot of benefits for being Pakistani Nationals then we should not negatively talk against Pakistan. Hypocritical mentality or personality splits an individual and such people cannot stick to the real principles and do their character building. For this reason such people cannot be transformative leaders. Such people can be popular, rich, hero of millions but only on the basis of hypocrisy and lying. They

can never become transformative leaders and in the long and short run can be detrimental for our world. Hitler and Ganges Khan can be quoted as such personalities.

There are also some other principles in addition to honesty for example hard work with sincerity, meaning striving with full mental and physical abilities to achieve objectives of life. People of great nations equally divide 24 hours a day in 3 parts. They work for 16 hours of which 08 hours are spent on professional work and remaining on their personal life, which includes book reading, physical exercise, social work, religious prayers. The remaining 08 hours are allocated for rest and entertainment which energizes them to work the next day. When the principle of hard work with honesty gets embedded in human, a robust nation emerges which is beneficial for everyone.

Service to humanity should also be a principle of transformative leader. It is compulsory for a transformative leader to have passion to serve the humanity. Another principle of transformative leader should be altruism instead of selfishness.

In our society mindsets grow on the basis of family, community, language and sect which reflect selfish thinking of the society. Where as ideal leader thinking is based on humanity and selflessness. Group of selfish individuals form selfish societies which can never progress and always remain apart of developing world.

Today's commercial world consumes the best part of our occupational life. The professional life of an ideal leader is not only selfless but also plays an important role in attaining his future vision. The vision of an ideal leader is betterment of society rather than benefiting personal life, family or his community.

The entire life of Prophet Muhammad (P.B.U.H) is an example

of simplicity. Poet philosopher has also referred to similar leadership trait in the following words:

Mera tareeq ameri nahi faqiri hay
Khudi na Baich gharebi mein naam paida kar

The above verse means that we should value our self esteem more than anything. We should aim on common good instead of personal gain which is only possible if simplicity is adopted. With reference to character building an article "Wafadar" (Loyal) of Mr. Javed Chaudary from his book "Zero Point" is being produced below. He narrated the story in which employer appraises the employees' character before his recruitment.

"The meeting with Joseph Raphael was a life time experience for me. Joseph was owner of one of the largest fast food companies in Amsterdam with more than 50 restaurants in the city. He used to visit one of these restaurants for half an hour, chatted with employees and move to other restaurant. In evenings, he used to visit one restaurant located at Dam Square to have coffee, converse with friends and go home. One of my friends used to work in his restaurant since 1990.

He spent 16 years with Joseph which surprised me as in Europe employees switch jobs frequently, sticking to one job for a long period is considered as psychological problem, the jobs, women and weather are considered as unreliable in this part of the World. But my friend has changed this philosophy of Europe and spent 16 years of his golden life in a restaurant. When I asked from my friend why he did not change job for so long, he replied "only due to Joseph" I was shocked. He further stated whoever joined Joseph's restaurants never quits. I was again surprised and asked my friend for reasons. My friend replied with smile, "Every evening Joseph visit a restaurant to drunk coffee and chat with friends, today I

will arrange your meeting with him so you can ask him directly." I noted to have this meeting.

Joseph arrived at six in the evening as per schedule, he was diehard typical Jew having long beard, wearing black cap, long coat, praying stony beads and rambling in Hebrew language intermittently. I found extreme attraction within his personality. My friend asked me to sit in front of him. I started staring him from top to bottom. He seemed to be a gentle and well dress person; he started chatting with me soon after introduction. He asked different questions to me and raised new questions on my responses. I asked Joseph during discussion, the reason for loyalty of his staff with him and low turnover rate. Joseph replied. "I recruit my employees very carefully. I have my own criteria for selection and I ask following questions from my potential employees". I listened to him silently.

"Do you follow your religion and say prayers? If s/he responds in affirmative my first criteria is met". I interrupted and asked him "what do you means by prayers? He smiles and responded "If s/he is a Muslim does s/he offers prayer, if s/he is Christian then does s/he go to church, or if s/he is Jew does s/he goes to synagogue and if s/he is Hindu does s/he goes to temple. I mean whatever religion s/he belongs to does s/he has any attachments". I nodded my head.

He continued his conversion, "how much time you give to your family, wife and children"? If answer is daily four hours and weekly two days, so I keep them as employee. I do not keep divorced people as employees and if s/he is un married employee s/he has to get married within two years. This condition was very strange for me but I kept silence. He went on speaking "I closely watch whether s/he takes a month annual leaves and spend with spouse, children somewhere on recreation. I also see whether s/he is working

overtime and whether s/he spends weekend with family and friends. If I come to know that s/he worked a whole year and does overtime including weekend I do not keep him/her as an employee”.

I kept myself silent, he also ask candidates 'whether they do exercise five days in a week that is walking, jogging, cycling and weight lifting' if answer is no then I drop them. I listened to him carefully, he says “does s/he daily read books, newspapers and magazines and whether s/he has educated friends? If answer is positive then I keep such an employee”.

I told Joseph that his questions are very personal in nature and these are not directly related to their profession, in addition they are against the principle of human resource management. He laughed and pressed my hand then said "I knew that you are going to comment the same! all these questions pertain to "loyalty" and these are not personal”.

“If a person does not say prayers, does not rest, cannot give time to his family, is not interested in maintaining health and does not have interest in increasing his knowledge, in my judgment he will not be loyal and unable to benefit the company and as he is not loyal to himself so I don't employ them. That is why I always look for loyal employees with these criteria”.

This was a new information for me I thought "Loyalty starts from one own personality, If a person is not loyal to her self or himself, how s/he can be loyal with others. If a person is cheating with his or her God, not paying attention to his or herself and family, how s/he can think for others. I shook hand with the Jew and saluted him. While standing on footpath I started thinking that "I myself is included in those people who do disloyalty everyday with their own personality and they have labeled it as profession, job and busy life. “After

a while I kept my bag on my shoulder and started jogging. This was my first step for being loyal to myself”.

HANDS have also successfully been using some of these criteria in 'employees' assessment tool. We identify the gaps in "character" and develop learning plans for each of them. We assess proactivity, reading, writing, speaking, spiritual, physical fitness, time management, socialization, education requirement, personnel and official relationship and networking. Therefore gradually and slowly each member has grown as quality human resource and in turn the organization.

Now I will request you to refer the self explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) & Poor (0-15). In Column Today's Status try to assess yourself, by making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember their should be slow and gradual improvement every year.

Mindset-1 Scale

+100.....+66.....+33.....0
ExcellentGoodFairPoor

S/ No.	Detail of proceedings	Today's mindset status	One year target
1	Belief that thoughts are reflected in action		
2	Trust that actions lead to habits		
3	Trust that habits build character		
4	Belief that character leads to destination		
5	More emphasis on character building then appearance		
6	Self awareness		
7	Self loyalty		
	Total: 700		

Mindset 02

Behave Proactively

Mind science experts researches have shown that growth of a human brain is completed in its initial 08 years. A child's brain grows by learning through environment and achieves behavioral maturity. We can divide these behaviors in two types, Proactive behavior and Reactive behavior.

In the initial process of personality development most of us make it as a habit to live in our comfort zone and these habits, over the years become weakness of our personality, for example their homes, family, language, religion, culture, customs, faith, belief, eating habits, job and sometimes very small things like bed, pillow and chair etc. That is the reason why coming out of this comfort zone becomes a painful task which challenges religion, culture and personal behavior.

A proactive person always faces hostile situations and leaves his comfort zone and get's ready for new challenges. His personality gets stronger by facing new challenges. A person with proactive behavior is always ready to face headwind, quit his comfort zone and accept challenges. By facing challenges his personality becomes robust and that's why people with proactive behavior get more opportunities to become permanent.

Mr. Sadiq Hussain Shah has so well stated this in verse below;

Tundeaye Bad-e-Mukhalif say na Ghbra ay uqab
Yeh Tou Chalti hay Tujhey Uncha Uraney Kay liye

Poet says that to meet any new challenge every person has to face opposition and reaction but he should not be upset because as much he encounter headwind it takes him higher and he rises to new heights.

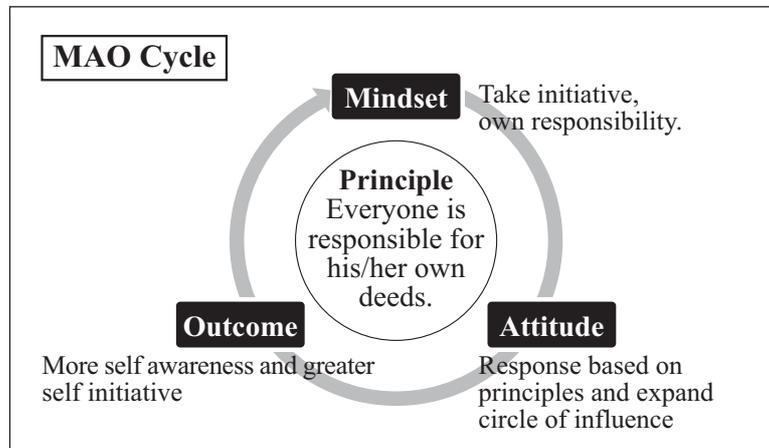
Scientist of mind sciences define the life as, "**a chain of problems, open one and the other will be in front with a new challenge**". Similarly keep resolving problems and challenges and continue to move forward. Facing new challenges is a part of proactive people's life because people without problems are only found in graveyards.

Usually in my leadership training, I train individual to come out of their comfort zone. I also suggest to them to do social works for five to six hours daily as per principles (Universal truth) of life. During this period a number of people performed incredible feats like cleaning environment including sweeping market places and sea side and collecting trash. During this training I saw a renowned professor selling flowers by carrying flower basket on his head on which he said that he was collecting funds to send disabled kids to school.

A group of participants demonstrated ways of earning to drug addicts sitting near a famous hotel. This included purchase of shoe polish tools and polishing public's shoes for personal earning. Later they gave these tools drug addicts and imparted shoe polishing training to enabling them to make their own earning and leading an independent life. Can you believe that the participants included reputable government officials including man and women? One of the participants did car wash to earn money for social welfare purposes. One group also saved money to solve the problems of eunuchs.

People with proactive behavior are innovative are on the lookout for new assignments and accept the responsibilities

of positive and negative outcomes of these tasks. The Mental state of the proactive behavior (Please see the image below) revolves around the principle of MAO cycle which is **"Everyone is responsible for his/her own deeds"**. This means we are ourselves responsible for the outcome of our actions. Our current position is due to our own decisions. On the basis of this principle we will develop a mindset **"Take initiative, own responsibility"**



This will lead to a behavior **"Response based on principles and expand circle of influence"**. The result of this action will be **"Increased self confidence and initiatives"**.

One of the famous poet has translated the Qur'anic scriptures in the following words;

khuda ne aaj tak us quam ki halat nahi badly
Nah ho jis ko khayal aap apni halat kay badal ney ka

The above verse clearly means that only those nations progress who put in hard work to change their destination.

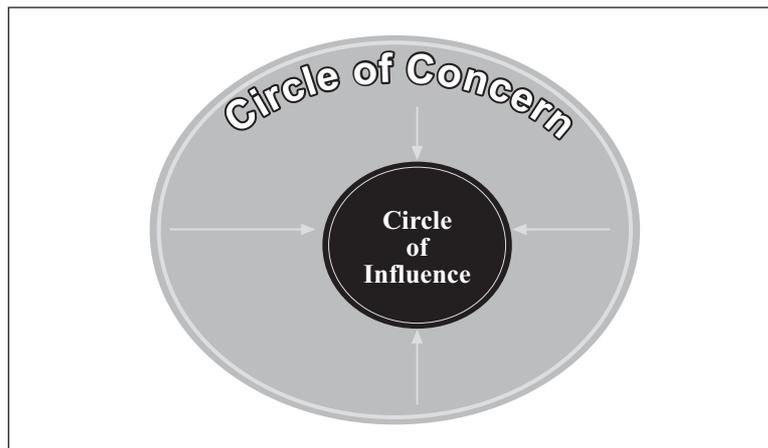
According to Stephen Covey the author of the book, 'Seven

Habits, "**10% of life is made up of what happens to you and 90% of life is decided by how you react or respond**". This point has been beautifully explained by Allam Iqbal as follows.

Amal se zindagi banti hai Jannat bhi Jahannam bhi
Yah khaki apni fitrat may nori hai nah nari hai

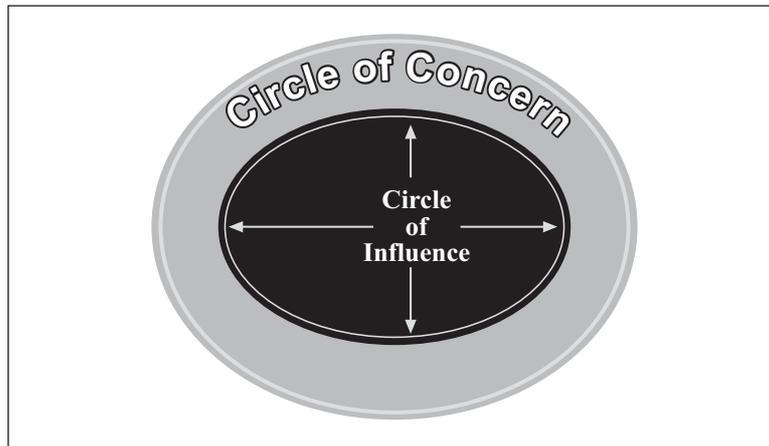
The verse states that the result of our actions decide the future even the decision of hell or heaven depend on the action of individuals.

Experts of mental sciences state that the human personality comprises of two parts, one is "**Circle of Concern**" and another is "**Circle of Influence**".



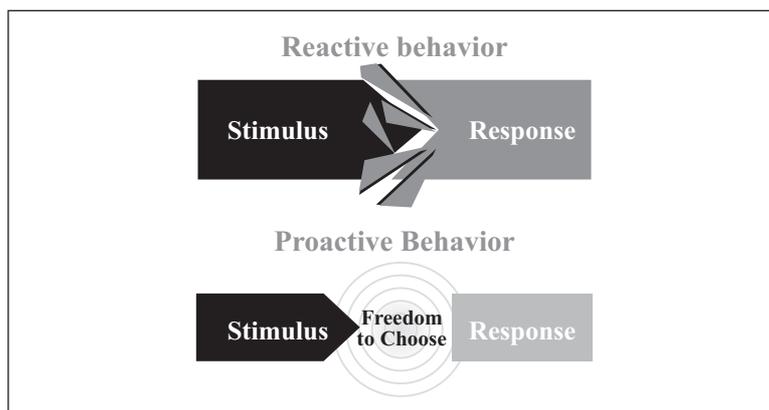
Circle of Concern is due to all problems which an individual is faced with. For example, Non availability of electricity, traffic jams, flat tire, rainfall, excessive heat or cold and other problems of life. Circle of influence means productivity. It is directly proportionate to circle of concerns.

Circle of Concern can fluctuate depending on an individual's state of mind. For instance, a student can enhance his Circle of Concern about the absence of electricity to a point which affects his concentration on studies.



In contrast a student with positive behavior concentrates on his studies instead of blaming the absence of power and hence he while reducing his Circle of Concern enhances Circle of Influence and earns triumphs in the field of education. We should understand that people with positive behavior do not react immediately against any stimulus and they maintain a gap between stimulus and reaction which provides them an opportunity to think, understand and decide. Resultantly they can favorably change the situation according to their wishes.

People with negative behavior do not keep a distance between



stimulus and reaction therefore during decision making show reaction without thinking. This causes them immense losses consequences of which are borne by themselves and their team mates.

This reaction is common in our society which we observe in our daily life, for example, we frequently observe people fighting on streets which lead to serious problems. These problems not only have impact on their lives but also adversely affect others' lives. During my visit to USA an American lady showed me a few pictures of Karachi one of which portrayed Shakra-e- Faisal where some cars were parked in front of each other and some people were quarrelling. This is a daily routine for us but strange for them.

People with Proactive behavior take time before reacting to a situation. This facilitates them to make correct decisions. Before any strong reaction I personally take two to three days to think. This habit aids me in taking better decisions. A reaction which doesn't hurt or cause loss to anybody and yet I achieve my objective.

One of my friends narrated his true story to me according to which one day while getting ready for office he was taking breakfast, his daughter spilled tea on his dress. In reaction he scolded and spanked his daughter. Innocent soul in reaction started crying and locked herself in a room. The daughter's school bus was honking at the door but she did not come out and the bus left. He was upset with his wife too and shouted at her as on that day their daughter had her exam so he had to drop her at school. Meanwhile as she had already lost half an hour in this process they reached her school late. Teacher did not allow the daughter to sit in the exam. When he arrived at his office the boss was angry for his being late and could not deliver the presentation for which he was preparing for

last many days. This was the typical story of a reactive person. Which we see around us and many of us are part of such stories. With some people such stories take place repeatedly.

Another friend of mine narrated story of two laborers, who were sitting beside each other near the under construction building. Both of them were hired to crush the stone in small pieces. One of the laborers was shouting, abusing himself and got injured while hammering. His supervisor was observing closely and saw his slow pace of work. The other laborer was enjoying his work, singing, talking and hammering with real pace. The supervisor asked from the former as to why he was shouting and abusing himself? The man started cursing himself and said "I am a very unfortunate person I could not get a good job and cannot perform better even in this kind of a job". The supervisor then asked the same question to the second laborer. Why are you so happy? What make you so pleasant? The answer was "I am making a state of the art palace!!" Supervisor paid more to 2nd laborer because of his higher output than the 1st one. We frequently see personalities with such behaviors around us.

A philosopher once said, "**When we can't change our conditions then we have to change ourselves**". That's the reason a person with proactive behavior changes his environment in his favour and succeeds. People with negative thinking instead of changing their circumstances become a part of their circumstances and have no destiny.

A friend of mine who is a Government officer keeps cribbing about the fact that he has to accept bribe per force because he works in a department where one cannot survive without bribe. In my view our life should be under our decisions instead of circumstances and we make these decisions consciously. Hence, instead of being slave of our circumstances

we should be creator of circumstances and its example has been set by founding members of HANDS.

When I was a grade 18 officer in Government of Sindh, I was being discouraged from working according to my vision which is a normal phenomenon in the Government jobs. So I decided to quit this state of affairs and live my own life. I became the founder member of HANDS where I am still moving forward for achievement of my vision.

Leaving my government job was a great shock for my family and friends. This was the time when I decided to convert a small Non Governmental Organization into a huge Not for Profit organization so that I could work according to my vision which, by the grace of God, I am doing and have been successful to a large extent.

As somebody said **"our hidden desires and virtues are revealed under pressure of circumstances"**. Hence it is said that **"our decisions make us and pressure reveal us"**. This can be referred to the case of my friend who says taking bribe is his compulsion. A person with proactive behavior, in such situation, would take a pause before taking decision and strive to change his circumstances instead of becoming its prey.

Here it is important to review the table below to distinguish between proactive and Reactive personalities.

Proactive	Reactive
Tread the clear direction	Don't set the destination
Make their own decisions	Wait for others decisions
Feel accountable for their decisions	Avoid taking responsibility
Think before decision making	Act without thinking
Keep good relationship with others	Blame others
Try to comprehend the situation	Insist on fulfillment of their desires

The thoughts, conversation and actions of people with proactive behavior are positive. The mind scientists believe that a person should possess positivity to the extent that they should not utter a single word with negative connotations and such people should always see a glass half full instead of half empty. Although both mean the same yet the two views are world apart. The same way a person with proactive behavior would say, "I need rest (positive)", instead of saying, "I am tired" (negative).

More examples

Negative	Positive
I am tired	I want to take rest
Our country is faced with problems	In our country it is a continuous struggle
You can't do anything	If you try, you can do something
My future is dark	If I try my future can be bright

An individual with positive behavior maintains a clear direction towards its destiny and before initiating any action ponders about its outcome. A positive personality defines his own destination while reactive one depends on others decision to determine their destinies. There is a famous saying "**If we will not design our lives ourselves then some else will**".

The mind scientists also state that discovering new information or new world leads to growth in innovation and skill set in humans. That is why these scientists say that by bringing a small change in our daily life and by viewing the world with different angle we discover new knowledge. For Example, travelling in different vehicles and, in class room, sitting on a seat other than the one allocated. Exploring the world plays an important role in observing it differently. Reading different research papers, new tasks and decisions are important for a proactive personality.

How well stated by Mahatma Gandhi "No one can deprive us of our respect until we hand it over to someone". Which means whatever wrong has been done to us is because of our own choice. **"This is a painful reality which hurts even more"**.

It is difficult to accept this reality because, for years, we have been assuming that our problems and difficulties are due to others actions. But until we accept the hard reality from the core of our heart that our current state is because of our past decisions, and until we make correct decisions the change in our lives will not start. Modern books of Psychology define madness as "Repeating a similar action and expecting different results". This can be explained by an example that if I hurl a tennis ball on the wall and on rebound it hits my face then next time I must change my direction and angle. But if don't do so and throw the ball as I did the first time and assume it won't come back on my face, then it will be considered insanity.

People with proactive behavior have control over their mind and body while the reactive people do not have the ability to control their emotions.

There is a true story narrated by famous author Jawed Chaudhry in his publication (Zero point 3) on a reactive personality, Dr. Tariq Masood was a senior lecturer in Rawalpindi Medical College. He purchased a house in a local housing society. The basement of the house used to get filled with water. Dr. Tariq went to the management of the housing society and requested for the resolution of the problem. The management however showed laxity and did not fix the problem. In the meantime Dr. Tariq was transferred to another city. He was very agitated by his transfer.

One day when Dr. Tariq woke up in the morning he found the basement full of water. He lost his temper, pulled out his pistol and went to housing society's office in a state of frenzy where, after an argument, shot two members of the society and thereafter committed suicide.

Accumulation of water in basement or transfer to another city was not that mattered, serious enough, to force a teaching doctor to do genocide and commit suicide.

Ninety percent of the basements have seepage problem and transfer of government servants is a normal phenomenon as such these occurrences do not lead to suicide or killing in most parts of the world. Then the basic question is what caused a senior medical officer to take such extreme step? If you look at it insightfully you will conclude that it is not merely disagreement amongst people but the reactive behavior of individuals, which transforms into reactive culture of the society. This is because of our low EI (Emotional Intelligence) which we will discuss in detail in Mindset 9 - "**Socialize to Mobilize**"

A proactive person builds pleasant relationships because he plans his decisions as compared to a reactive individual who is always blaming others for his wrongdoings and souring these relations. For this reason he believes that his adverse condition is the cause of his mistakes and shirks from taking his decisions. He is always leveling allegations on somebody or everybody for his errors. He blames the non availability of basic facilities in the country for his failure while, on the other hand, the proactive person continues to do miracles in his work in the same conditions.

We often see in our society that young men and women don't want to make decisions of their lives, particularly decisions relating to education, profession and marriage. When I ask

them why they don't want to take decisions? They respond that they don't want to take responsibility of their failure and pass the blame to their parents/elders.

I know hundreds of doctors and engineers who have adopted the profession due to the desire of their parents/elders but are no more interested in this profession and now hold their parents/elders responsible for this impasse. This is normal with reactive people. This doesn't mean proactive people don't make mistakes nor does it mean that youth should not consult their parents for these decisions. It only means that one should ultimately make one's own decision and during decision making process take advice from others to determine its wisdom. Usually shared decisions whether at home, office or in sports are more likely to be correct.

Proactive people instead of being repentant take corrective measures. This can be explained by citing a cricketer once declared out, we usually observe, practices the correct technique of playing the same shot, which costed him his wicket, by brandishing his bat. By doing so he minimizes the possibility of mistake on similar ball next time.

Mind scientists state that "an adult is like a hard disk of computer which can erase the old memories like a file and replace and can save new information". Inventor of IBM computer P.J. Watson says that "**at the end of failure there is a ray of success**". Not accepting one's mistakes or not learning from them or not correcting them is a blunder. Our errors don't hurt us as much as the reaction on these errors. This is like chasing a snake that has bitten you instead of getting bitten parts treated.

It is a quality of a proactive person that he endeavors to understand the situation and believes that the word "stress"

has a negative meaning compared with "pressure" which is inherently a positive word. This means keeping oneself under pressure by accepting new tasks and challenges is a good practice which refines one's personality.

Those readers who are familiar with chemistry know that carbon is a common element found in coal and diamond. Scientists inform that coal turns into diamond only under tons of mud and extremely high temperatures. This is also true in case of human character. Those who accept new challenges that is take pressures, refine their personalities and become diamonds. Those who do not go through this process remain as coal.

Proactive people respect others emotions and thinking, similarly revere other religions and sects and do not pass judgmental comments against others. When they express their views they ensure that their wording does not hurt others. For example "Although I feel your theory is against the principle but I may also be wrong".

Reactive person continuously insists on the aptness of their desires and thinking and assuming their thinking to be correct, attempt to force it on others. Reactive personalities ignore consultative and participatory process which leads to their failure in forming good teams because they do not value others opinion.

The emotions of proactive personalities follow discipline and do not allow their fury to overcome their personalities to an extent which can harm them or others. Their rage is also subject to discipline and its fallout is good for them and others. According to "Hadiths" in "Sahee Bukhari and " Sahee Muslim", A companion of Muhammed(PBUH) requested, "Please give me a piece of advice before I embark on a

journey". Muhammed (PBUH) advised, "Don't lose temper", the companion again requested for more advice, Muhammed (PBUH) reiterated, "Don't lose temper". What can be a better message for us than this?

Now I will request you to refer the self explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) and Poor (0-15). In Column Today's Status try to assess yourself, by making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember this should be slow and gradual improvement every year.

Mindset-2 Scale

+100.....+66.....+33.....0
ExcellentGoodFairPoor

S/ No.	Activities	Today's Status	This Year's Targets
1.	Clear Direction (Have written vision)		
2.	Encounter challenges and dangers		
3.	Take owns decision		
4.	Take responsibility of actions and avoid blaming others		
5.	Think before reaction		
6.	Response based on principles of Universal truth		
7.	Limit area of Concerns		
8.	Pounce to combat dangers		
9.	Enhancement of self confidence		
	Total: 900		

Mindset 03:

Follow Vision

Once upon a time a person was anxiously standing at a cross road. Another person was passing by so the anxious person enquired by pointing finger towards a road going to east, where is this road going? The person responded and named a nearby town. Then the anxious person again pointed towards another road going towards west, where is this one going? The person responded again that this road goes to so and so city. The curious person again enquired the directions of south and north as well. At last the person got irritated and asks the anxious person where he actually wanted to go, the anxious person replied I do not know where I want to go. The person commented "Then you take any direction, this would not make any difference".

Its like somebody travelling in a train without knowing his destination and if he remain idle (no vision) will go back to station (place) from where he started. Most of our society members are like this disturbed character who have not decided about their direction and are being swept by the challenges of life, that is to say, that most of the youth are unsure where they want to be in twenty to thirty years from today and how can they benefit the society through their conduct.

Once a car broke down. The driver requested the passengers to push the car. They started to push the vehicle according to their thinking. Some started to push from many sides. Resultantly the vehicle overturned. On another occasion another vehicle conked out. The driver asked the passengers to push the vehicle. This time the driver requested them to push the vehicle forward so that it can be parked on roadside

and its problem diagnosed. On this occasion also the vehicle was pushed on driver's request but it moved forward instead of turning turtle. As long as the car pushers were not informed about the direction, their efforts did not bear fruits and the end was agonizing. But when the same effort was directed towards the correct path, outcome was achieved i.e. the driver could move the car to the roadside avoiding risks, got the opportunity to repair the vehicle and make the car operational.

As the saying goes, whether one is traveling 100 miles or a few steps the first step guarantees success provided it is moved towards the correct course. If we remove direction aspect out of this saying taking even ten paces becomes meaningless and painful.

The expert of mental sciences and author of "Seven Habits" asked his audience during a training, "empty your minds and listen to me with rapt attention, don't worry about your time, business, family, and relations etc and be with me keep your entire attention focused and mind fully open. Imagine yourself heading towards a funeral of your dear relative and reaching his residence. When you get close to the deceased's house, you will hear people sobbing. As you get closer you are overwhelmed by the pleasant memories of the deceased spanning over months and years".

"When you are very close to the deceased then all of a sudden, you start to feel as if it is your own corpse and last rites are being performed. Everybody is expressing his love for you and verbally reiterating the memories of your awesome life. In your funeral your family, close and distant relatives, children, brothers, sisters, aunties, who have been close to you, your friends and representatives of some welfare organization, where you volunteered your services, are present. Now deeply think what would you like to hear from them about yourself and your life? What strengths of your character would you

like these people to look at? In your opinion what services and success which changed their lives should they relate to you? Please have a deep look on people around you. What difference have you made in their lives? Here I would request you my readers to write these feelings before you read further which will aid you in determining your direction/vision”.

When I had my trainees to do this exercise one of the youth remarked that he wants to be an expert Educationist and he desired that his fellow colleagues utter the following, "Oh God we have parted with an able person of our country and the country has suffered a huge loss due to the demise of an eminent educationist. This person not only changed my life by educating but also changed the fortune of thousands of people like me”.

One other person stated, "He also changed my life. I was a loafer who used to wander in streets and wanted to run away from school without completing my education. He is one person who taught me how to successfully live in the world and gave me the vision of my life and now I am the country's Health Expert”.

When I imagine myself in that state, my body would like to hear the following comments from the sympathizers. “The deceased was a kind hearted person whose health facilities not only benefitted me but millions of patients like me and thousands became Health workers and activists”. Another sound will echo that “I was a small volunteer of a rural organization and today I am included in the ranks of National Education Experts. After God he is the only one who not only helped me, in my education from his educational institutions but to million of others. Which not only shaped their lives but are adding colour into the lives of thousands”. One more sympathizer will say that “I was a drug addict, jobless young man of my village. His organization not only helped me to

quit drugs but also due to its help, I started my business. Today, due to expansion of my business thousands of households are earning their livelihood". Yet another sound would say "he provided shelter to millions which were not available to many of our generations". These compliments gave me the vision of life and today this vision has been transformed into the organization named HANDS.

Now I wish to discuss the vision of life and method of determination of right direction. The vision of life means the extreme end where one accomplishes the goals of life or devotes his life to achieve these goals. Due to vision of life s/he finds the correct direction based on which s/he is able to make correct decision about education, employment, skills and relationships easily. **"Remember our end should not be accidental but by choice"**.

Most people of the world consider money as the sole objective of their life. But transformative leader consider wealth as a means of achieving life's objectives. The objective of earning money should be to achieve the objectives of life and should be enough to meet the requirements of achieving the aims of life. In our society the vision of life of the majority begins with marriage and ends at having children and home. Usually these objectives are attained by the date of superannuation that is 60 years.

After reaching this age most people don't have reason to live which restricts their daily life and they wait for death and most of their time is spent on aimless activities except prayers. For example: watching TV, movies or pointless use of social media, sports or wasting hours in meaningless chatting. Most of such people become patients of blood pressure, depression or sugar. We should also realize that the ages of elders of our middle class ranges 80-85 years which means this group lives for 20-25 years without purpose. Due to their ill health and

irritable attitude their family considers them to be a burden.

Opposed to this, ideal leader or proactive people reach 60 years of age with a larger vision. Everyday gone-by gives them new energy which gives them realization of passing time and forces them to quickly do more work to achieve the vision of life. Hence they, by working round the clock and maintaining good health, reach the age of 80-85 years. Even the last day of their lives ends in this struggle and they hear the same what I have discussed above.

At this point I would like to mention the example of HANDS Chairman, Prof. Abdul Gaffar Billoo who has turned 80 in 2015. He self-drives in the city like Karachi, renders his voluntary and professional services in various organizations of the city. The organizations that benefit from his services include Agha Khan University where he works as Professor Emeritus, HANDS founding Chairman, vice chairman of renowned "Fatmeed Foundation, Syndicate Member of Dow University, Chairman Centre for Children's Disease (Autism Center), Founder Chairman Speech Therapy Center of Ziauddin University and Voluntary adviser of Memon Institute of Health Sciences".

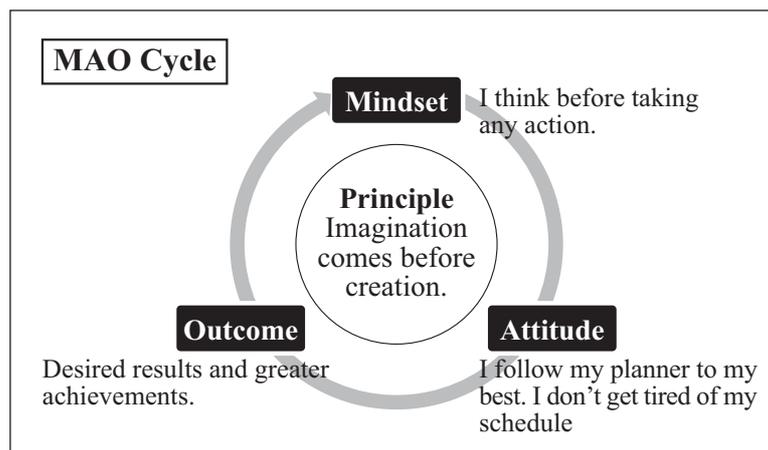
The vision of his life, which is also the vision of HANDS, is to see this nation healthy, educated and prosperous. So even now he leaves home at 9am and returns at 9pm. The intensity of desire for vision of life lends him so much energy that he does all his activities with fervor. Here, I would like to quote his saying "**Poor is not one who doesn't have financial resources but poor is one who has no dreams**".

About the vision of life it is said that it should be larger and higher than the sky so that the entire life is spent in the struggle of attaining this vision. Even the last breath of life is dedicated for the achievement of this vision and even then it may remain elusive. Due to this endeavor millions of people would have

benefitted and would be close to the vision. It is correct that in recent past very few ideal have achieved their vision in their lives. One of such leaders is Mr. Muhammed Ali Jinnah - Founder of Pakistan, who dreamt of an independent homeland for Muslims and succeeded in realizing his dream in his lifetime. The other such leader is South Africa's Nelson Mandela who campaigned against the discriminatory behavior of occupying forces of his country and was triumphant. The third such leader is Ayatullah-Khomeini of Iran, whose movement also met with success in some time and Iran experienced a revolution under his leadership.

I wish to quote a saying of a philosopher, "None of us can start a new life from here, but anyone with a new vision can have a better end". The quote means that we cannot be reborn for eliminating our past mistakes but we can have a better end by learning from our mistakes. This is a fact that, **"a vision without action is just a dream and a dream with action is a vision"**. Meaning, once we have an aim or vision then we must work round the clock regardless of the number of impediments on way.

Let us look at the MAO Cycle of right direction below:



For obtaining vision of life we have to immerse our mindset in the following saying "**I think before taking any action**", which is based on the principle that, "**imagination comes before creation**" for instance a meeting's agenda or programme and objects are only mental, when followed by a successful meeting becomes a practical example. An architect's drawing is a mental sketch while completed building is its practical illustration. Market research is an imaginary view and a successful new product is its practical demonstration. A person's objective of life is a thought and his Masters degree is practical proof. A mission of an individual is a mental sketch and struggle to achieve it is a practical demonstration. The table below denotes the difference between an idea in mind and its practical implementation.

Imaginary Sketch	Practical Implementation
Program or agenda of a meeting	Productive meeting
Map drawn by architect	Constructed building
Market research	A successful new product
Aim of life of a person	Master's degree
Mission of a person	Struggle to achieve that mission

In the beginning of this book I had discussed combined vision of my institution, my team and my own which we are trying to achieve. We provided various benefits to more than Rs 2.2 million population in the year of 2015 only. This year our target is to provide health, education, livelihood and shelter to more than 05 million people. Every year we contribute to our lives and organization's vision by doing more than 60 projects worth over Rs 2 billion.

With above mentioned mindset the attitude developed is "**I follow my planner at my best, I don't get tired of my schedule**" and we get "**Desired result and greater achievements**" Those who do not have any aim and vision of

their life are fed up and take least interest in their work because they see no attraction in working incessantly. People with contrary mindsets of life never tire, are gallant and exert daily. They gradually move towards their vision and objectives of life. They invest every year, month, week, day, hour and minute to get closer to their vision of life. Last 26 years of my life, day and night, were spent in the service of HANDS. Apparently it was routine work but in these twenty years the same work developed a one room organization into the largest Non Profit organization of the country.

Daily routine work is very important in our life. By doing these tasks smartly we slowly head towards the vision of our life which means we should do best planning for every hour, day, month and year and this way make proper use of time.

At this stage some people even say that if the vision is not fully achieved in life there is no point of dreaming such a vision. To respond to such people I narrate the following story:

A child was walking across a beach and saw that the last night storm has thrown hundreds of fish out of water. Many of these were still alive. Child started picking them one by one and throwing into sea ...A person saw the child, started laughing and said Hay!! mad boy! These are thousands, how many of these will you save? The child smiled! Picked another fish threw in the sea and said I save at least this fish!!

We also learnt from the Holy Books that the prophets also did not reform the whole world nor did God placed this responsibility on them. Therefore we should do our bit and leave the outcome to God. On the Day of Judgment our fate will depend on our daily efforts instead of outcomes of our efforts.

While defining vision of life I always say that "**Vision of life is always for the betterment of society**", as man is a social animal and cannot live without society. Vision of life should also be for the society. If society is excluded from the vision the world would turn into jungle and social animal into animals. Let me now refer to a story mentioned in Mr. Javaid Chaudhry's book titled 'Zero Point'.

It's a story of two brothers. One was very greedy, selfish, self-centered and corrupt. While second was honest, religious, altruistic, positive thinker and content. When both brothers entered into practical life one opened medical store and other became school teacher. The first brother converted medical store into money making machine. He started illegally hoarding medicines, created artificial shortage and began selling these medicines at higher profits. Simultaneously he started to manufacture spurious drugs. He also sold expired medicines and narcotic injections.

Later on he set up a factory of spurious medicines. He also established a hospital and in collusions with doctors started fleecing the patients. Resultantly his family started to enjoy lavish life. The second brother was completely different he was working for school at low salary. He used to teach children with dedication and honesty. Even on the date of demise of his father he went to school to take the class. He used to teach bright students free of cost. He gave excellent education to his children and his kids were very hardworking students.

He also guided his kids and students about moralities, good behavior, respect for parents and elders. He also taught his kids and students to say prayers. As a result, his kids and students got confidence and earned many scholarships. His son completed education from USA and specialized in laser surgery. His other children also achieved academic excellence.

His students are serving all over Pakistan at high positions. Whenever he travels to any city his students rush to meet him as mark of respect.

Now let's turn back to the first brother who made millions of rupees but was unaware of realities of life and was a duffer. He always motivated his brother to open a private school to mint money but other brother did not heed. One day all of sudden the first brother suffered a heart attack which he survived later suffered multiple health problems leading to his disability. Ultimately after 20 years of suffering he passed away. During his life he had raised his kids in royal manner but after his death, disputes arose among his kids on distribution of inherited property which resulted in the loss of entire property and end of day became paupers.

Now we come to the conclusion of this story. There are two ways to live, tread on unjust path or just path. The first part is short but during which one gets riches, power, authority and comfort but has painful and destructive end. On the contrary the just path is lengthy, needs struggle including starvation and denial of fulfillment of desires; however end of day they get all the blessings like money, respect, fame etc.

According to Javed Chaudry, his teacher told him this story and also suggested that he should do all planning, keeping in mind where he will stand at the end of the day and by then what contribution he would have made for the society.

Human Vision is a dream which is viewing its society's future according to his aspirations. I asked one of my trainees what is his vision for the society. After an effort of many hours he described his vision under which he wants to see the society wealthy, peaceful and environment friendly. I asked him, "how do you wish to achieve this vision"? Your vision should

be reflected in the mission statement of your life.

The mission statement of a person denotes his struggle and action through which vision can be achieved. While writing a mission, four aspects of a personality should be kept in mind that is What would I be doing for spiritual satisfaction to achieve vision of life?, How much exercise will I be doing to maintain my physical fitness?. How would I be establishing social relationship? How will I acquire essential education and exposures?

These four characteristics should be a part of our vision. I would like to give an example of a mission statement "Believing in the omnipotence of Allah (God), I will look after my family so that they can live a prosperous life, In order to improve my personal abilities I will obtain higher education in Environmental Sciences so that tourism flourishes in my mountaineer hometown and in this manner continue efforts to share the miseries of the poor".

A proactive person gets incentive and courage from his vision. In my life I have seen thousands of desperate and fidget young men who keep switching jobs. My relative who is very religious and dreams of an Islamic State but due to lack of direction he is working for a multinational company which is involved in marketing aphrodisiac medicine (sexual stimulants) therefore he is directly or indirectly participating in the sale of these medicines. He is a part of multinational which is not supporting his vision, due to lack of direction, confidence and faith in himself.

Now I will request you to refer the self explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) and Poor (0-15). In Column Today's Status try to assess yourself, by

making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember this should be slow and gradual improvement every year.

Mindset-3 Scale

+100.....+66.....+33.....0
 ExcellentGoodFairPoor

S/ No.	Activities	Today's Status	This Year's Targets
1.	Written vision of life		
2.	Written mission statement of life		
3.	Think of end result before action.		
4.	Doing job according to vision		
5.	Consistency on daily discipline		
6.	Develop idea before invention		
	Total:600		

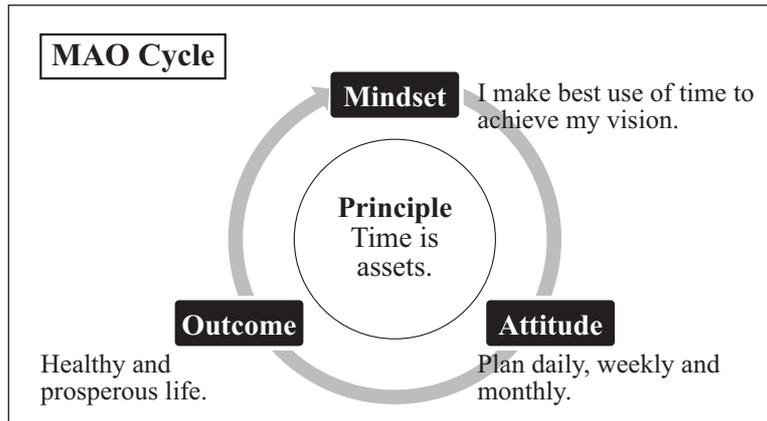
Mindset 04:

Manage Time

In his famous book 'Seven Habits of Influential Persons' Stephen Covey (the author) writes that one of his favorite article is written by E.M. Grey's captioned 'The Common Denominator of Success.' Grey spent his entire life in search of an element which is common in all successful people. According to him this was neither hard work, nor luck not even strong human relations. Although all these elements are important but one element that covers all of them is a mindset, **"Meaning doing important things first"**. Mindset 04 refers to proper time management and guides **"Time is what we want most, but use worst"**. Unfortunately our society does not value time. We waste time all day and do not realize that in our short life every passing moment is taking us closer to death and is curtailing time to achieve something in our lives. It is important to understand how much time remains with us in this world. I ask my participants for the following exercise and also request them to pick up a pen and paper and write their date of birth and calculate how many years, months and days they have already spent. According to population survey average age of a Pakistani is 60 years. Now deduct the years months and days gone by from 60 years. The result is that some will live for another 30 years 4 months and 15 days and some for 6 years 3 months and 8 days. Non realization of this loss of time is due to absence of clear goal and vision of life because most of the people amongst us don't do planning in their lives.

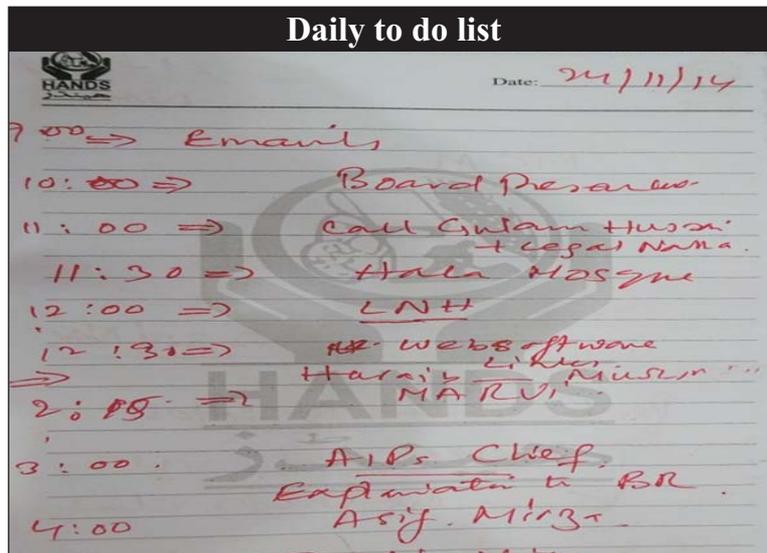
The mindset **"I make best use of time to achieve my vision"** derived from this principle, **"Time is an asset"** And when we will be overwhelmed by given principles and mindset then

we will make the best use of every second, minute, hour, day and month.



The resultant behavior will lead to regular planning, writing of daily report, self accountability, rising early, sleeping early and punctuality. The outcome will be healthy and prosperous life.

Most of us do not write our diaries or do not plan. In HANDS heavy emphasis is placed on daily, weekly and monthly planning.



One of the secret of HANDS's success is planning and reporting. As already discussed that the best use of time is only possible when you have "Vision of Life" and to attain it you have fixed annual, monthly and weekly targets. It is important to write diary regularly to achieve target, subject yourself to the process of accountability, learn from success or failure and design new strategy.

The basic principle for best use of time is 'Early to Bed and Early to Rise' so as to make optimum utilization of the day light. Our religion also emphasizes this practice. Those who start their day early morning have ample time (around three hours) which enables them to read divine or other religious books or books of life sciences. Plan for the whole day and also find time for physical exercise. Those who do not use this part of the day remain embroiled in difficulties and issues and this stress causes various diseases (like blood pressure, diabetes) accelerating aging and causing disability.

I spend three hours every morning on myself. One hour in prayers, second on religious/other knowledge including newspapers and third hour on physical exercise.

A person who wakes up three hours early and gets busy in his daily activity works three hours more than the individual who spends those early three hours sleeping. In a week the person starting early puts in 21 hours more and in one month 90 hours more than the other. Similarly in one year 1080 additional hours are available to him than the others. If we assume 8 working hours equivalent to one day then the early starter works 135 days more than the other i.e four and half months in a year. As a result the early starter every year, in the race for life, works four and half months ahead in a year and four and half years ahead in a decade.

In appreciating the significance of time it is important to priorities the work. The famous theory about the importance of time 20:80 tells us that in daily life 20 percent tasks are

very important which are major assignments. While 80% tasks consist of petty jobs which may not be completed the same day. During my training exercise highlighting the importance of time in task prioritization I invite one of the participants and ask him to put small stones in the glass jug. Then I ask him to put medium and lastly the large stones. Jug is like our life span and in it small, medium and big jobs (stones in this case) consume time. Due to absence of priorities small or insignificant tasks (stones) consume the days or life's time and important tasks (big stones) remain undone.

Then I invite another participant and ask him to do the same exercise differently. This time I ask the participant to place bigger stones in the jug first (instead of small) thereafter, medium stones and lastly small stones. In this manner all stones (work) fit into the Jug (lifespan). The participants get very surprised by this exercise and learn a lot about prioritization. Some employees avoid taking and doing extra work. It is my advice to them that this extra work enhances their personality skills. Please get used to extra work and see progressive future.

Stephen Covey has divided time management into four processes. At this juncture, for a long time, as a student, I am

	URGENT	NOT URGENT
IMPORTANT		
NOT IMPORTANT		

Important: Activities that represent your values, mission and high priority goals.
Urgent: Activities that require immediate attention.

convinced that time management cannot be described better than the following, "**Manage your time according to your priorities and then act**". Every new thought about time management adds to previous growth and every new step gives us control over our lives.

There are some basic requirements for optimum use of time without which its proper use is not possible. Its first requirement is the vision and goal of life, in the presence of which we value the time on priority basis. In the beginning of this book we have discussed vision and aim of life. This vision or goal of life creates interest and dynamism in our life which forces us to make the best use of our time. One important 'secret' is planning.

One of my nephew's working in a multinational asked a Korean as to how much time world spends on planning? The Korean surprised everybody by making a unique statement which is, "If you have to work for four hours, must spend twenty four hours in its planning". The participants requested for explanation of his statement. The Korean stated, "It means the planning should be so well done that four hours work is completed in lesser time. If you will not spend 24 hours in planning a four hour work, then this will not be over even in 48 hours".

For optimum utilization of time one has to lead a disciplined life on daily basis. I divide the time into Micro Management (minor tasks) and Macro Management (major tasks) and try to make the participants realize that acquiring such skills is very important. Micro Management means minor discipline in daily life. Its absence results in waste of a lot of time in managing petty things for example, storing place for clothing, placing the comb at its proper place after use, similarly for car keys and personal belongings of daily use. Some surveys

indicate that 30% of American population waste 8 years of their life looking for their car keys due to absence of discipline.

The meaning of Macro Management is to do major tasks with discipline and major objectives of life are marriage, education, employment and career building. In order to achieve our goal of life and vision we have to manage these on timely basis. Remember, **"Correct decision at wrong time proves incorrect and only right decision at right time is most appropriate"**.

In today's world of technology, proper use of time, computer and simultaneous familiarity with new technology is essential. Another requisite of discipline is to steadfastly stick to it all life and gradually move forward. According to a renowned expert, refusing to do unnecessary work and learning the art of saying "NO" is vital, in our social set up people find it quite hard to do so.

One senior member of my family has a major weakness and says, "How can I prevent people from asking me to do unnecessary or non priority tasks". If we like to make best use of time then we must consciously stay away from unnecessary work, conversation, television or friendship and we must learn to say no to these activities. We can understand the value of time through following exercise.

In the table of time management mentioned earlier **"the important"** means daily routine activities which show our principles, values, vision and mission. Entire planning, training for required skills and safety measures are also part of important work. Urgent work mentioned in the table refers to things needing immediate attention. We react to happenings that require urgent attention that is responding to telephone bell. It is not possible for most people not to react to a ringing phone.

It is possible that you prepare for a meeting for hours. Travel a long way to meet him to discuss a specific topic. When you reach the destination and start the meeting, it is possible that phone bell starts ringing. At this time, regardless of the importance of conversation, he will prefer to answer the ringing phone. If you call someone the majority of the people will not respond to tell you that they will return your call after 15 minutes or put you on hold. The same people can put others to wait in their offices for same time. While talking with others, we see many urgent tasks to be done which exert pressure on us. Mostly people are keen about these jobs and they enjoy doing them. At same time most of these assignments are also unimportant.

The first block of the table below represents Important and Urgent work. Most of the people spend 60 percent of their daily time in this state. Although according to experts only 30 percent of the time should be spent on this category.

	URGENT	NOT URGENT
IMPORTANT	I <ul style="list-style-type: none"> • Crisis • Extremely urgent issues • Target oriented projects meeting and reports • Attending funerals & patients 30%	II <ul style="list-style-type: none"> • Planning • Preparation • Preventive measures • Exercises to achieve objective and vision • Reading, writing & communication • Networking • Entertainment • Physical exercise and prayers 60%
NOT IMPORTANT	III <ul style="list-style-type: none"> • Unnecessary interruption • Unimportant report • Unnecessary phone • Email or petty problems of others 3%	IV <ul style="list-style-type: none"> • Unnecessary net surfing • Unnecessary gossip • Partying • Wasting time • Excessive use of social media and watching TV • Excessive rest 7%

The second block is for Important but Not Urgent work. These are part of the tasks to be done on priority which include planning, preparation, preventive activities, goals and exercises for achieving vision, development of human resources, for

example, daily reading, writing, communication and building relationships. Apart from these this important time is also consumed in entertainment, physical exercise and practicing religion, details are available in different chapters of the book. This is a state on which we should invest most of the time. Unfortunately, most people spend least time in these activities.

According to experts 60 percent of our time should be spent in this state but my training experience tells that people do not devote more than 10 percent time. The division of this time means that 90 percent of our life should be spent in the first or second block of the table. Third box is allocated to Important -Non Urgent work. In this state most people spend time in unnecessary interference, unnecessary report, unnecessary meeting, unnecessary phone, unnecessary email or trivial problems of others. Regretfully people spend 30 percent of time in this condition which is absolutely unnecessary.

The fourth block represents Not Important-Not Urgent work. In this state people do unnecessary internet surfing, unnecessary chatting, parties, sitting idle, excessive TV and rest. Our people spend 30 percent time in this state whereas experts believe only 7 percent of time should be spent on these activities which are extremely unnecessary.

Now I will request you to refer the self-explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) and Poor (0-15). In Column Today's Status try to assess yourself, by making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember this should be slow and gradual improvement every year.

Mindset-4 Scale

+100.....+66.....+33.....0
 ExcellentGoodFairPoor

S/ No.	Activities	Today's Status	This Year's Targets
1.	Most of my time spent on block 2		
2.	Early to bed early to rise		
3.	Maintaining discipline in minor and major tasks of life		
4.	Time Punctuality		
5.	Planning Daily/weekly /Monthly/Annually		
6.	Writing Progress report (Daily/weekly /Monthly/ Annually		
	Total: 600		

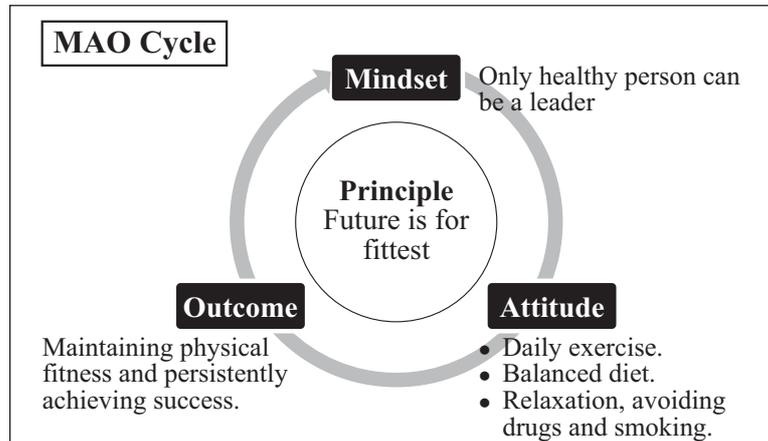
Mindset 05:

Maintain Fitness

According to Health Survey the health indicators of people of developed countries are much better than those of the developing world. The average age of the developed world is over 75 years while a developing country like Pakistan has an average age of around 60 years. Hence a child born in Sweden is likely to live beyond 75 years of age and a child born in Pakistan is likely to live up to the age of 60 years. Unfortunately 40% children of Pakistan have shorter heights (stunted) as compared to their age and also mentally weak. They lag behind in the race for survival. This is a huge social problem and also is irreversible. The difficulty is that the mental and physical health of these children cannot be improved fully after the age of 8 years.

Now I would discuss those adults who have average mental and physical health. These adults have either already taken leadership role or are about to do so. As only healthy persons create developed world, similarly only a healthy individual can play the role of a successful person and a transformative leader. In my view it is very important for successful ideal leader to be mentally and physically healthy.

In this chapter we will discuss mental and physical health and on the principle, "**Future is for fittest**".



Try to understand the mindset that' "**Only healthy person can be an ideal leader**". With this mindset the behaviors will develop, "**Daily Exercise, necessary rest, healthy and balanced diet, no- smoking and no drugs**". In the pressures of life today everybody is stressed by the work. The transformative leadership maintains a balance in physical, social, spiritual and intellectual skills. With these skills the ideal leaders continue their march towards their vision which is a gigantic task. In order to accomplish such a goal it is important to be physically fit. "**The journey of our life has to go through turbulent times and its carrier is our body**". It is important that we preserve this carrier so that it can carry us through this turbulence and take us to our destination. If we follow this mindset, we will get used to doing physical exercise daily.

The purpose of this chapter is to consciously take care of one's physique. We can look after our body in different ways, for example, exercising, healthy and balanced diet, clean water and physical hygiene.

There are innumerable benefits of exercise but most people are not regular as they do not attach any urgency to it (For

more details please see Mindset- Time Management).Ruefully, we realize its importance only when health issues occur.

Most of you would have heard the story in which a farmer buys a hen and the next day on seeing a golden egg he gives surprising looks to his wife. Second and third day again the hen lays golden eggs. On seeing the golden eggs again both husband and wife were overjoyed but at the same time they felt prey to their greed. They began to think about recovering the entire stock of golden eggs in one go so they slaughter the hen. Obviously, the farmer gets nothing. Most of us have same mentality. As long as we have good health we exploit the body to the maximum; stay awake day and night, take harmful food unnecessarily, suffer from unnecessary tension and this way shorten our lives by falling sick just like hen with a golden egg. Remember, this is one major reason for short average life of our population. Keeping a balanced health we can enjoy our lives bit by bit daily and for a long time.

Most of us believe that we do not have time for exercise. This is a really harmful mind set. In fact we do not have the mindset for exercise which has been discussed earlier. Although with a mindset of exercising for one hour a day we only need a maximum of 5to 6 hours per week. It is a very small time as compared to 148 hours in a week. The advantages of exercise are countless as not only it helps us develop discipline in our lives but also adds to our energy and our ability to do more work in lesser time.

I would like to reiterate that exercise does not tire a person but he draws energy from it. This can be guaranteed by those who are in the habit of exercising regularly. Only those who have worked with a healthy ideal leader can explain the

meaning of more work in lesser time as Winston Churchill said "I finish 48 hours of work in 24 hours".

To maintain physical health first principle is “**early to bed early to rise**” accompanied with disciplined life style. Remember that your first loyalty is with yourself and maintaining health through exercise is its proof.

By following this principal, the morning begins after a sound sleep. In my view best time for physical exercise is in the early morning. It is more important for Muslims to spend some time on exercise after morning prayers. This principle is followed by citizens of all developed nations. Due to this reason in the cities of the developed world business activities come to an end as people prepare to go to sleep after 7PM. In these countries mostly the offices open between 7.30-8 AM. Hence, as per their habit and necessity rise early in the morning although their majority is non Muslims and not obligated to pray. On the other hand look at our hard luck and misery that in cities like Karachi functions like wedding end around 2 AM.

All experts believe that at least three hours sound sleep is required for which we essentially need to sleep for six hours. Those who regularly attend such late night events are unable to concentrate in their schools, colleges and offices and their productivity is hampered. Most of them would hardly be able to offer prayers in the morning. Such group is likely to be a failure in the world and the life hereafter.

Those of you, who do not do physical exercise are not fully enjoying the pleasures of life which healthy people do. A good plan of exercise is one that can be done at home and gives benefits in three ways, "**Tolerance, Resilience and Vigor**".

Tolerance means both physical and mental toughness that is

ability to bear pain and work relentlessly. Similarly mental strength including ability to control emotions (anger, trauma) etc. "Tolerance," develops through breathing exercises which raises the blood pressure as the heart rapidly pumps the blood. There is no direct exercise for heart which itself is a muscle and it can only indirectly exercise through other large muscles the most important being leg muscles. For this purpose brisk walk, running, cycling, swimming and jogging are very effective. Therefore, sports like soccer, cricket, tennis etc strengthens heart muscles of sportsmen.

Resilience means physical flexibility. In fact the physical flexibility is a measure of our age. If we are able to maintain our body's flexibility up to the age of 60 years we are pushing back the aging process and extending our lives. Vigour means strength of the muscles which not only prevents fatigue but helps in extending the life of bones.

"Flexibility" is caused by stretching. Experts say warm up is important before exercise and after completing the exercise body cooling is necessary. "Warm up" causes flexibility in the muscles as they warm and get ready for exercise. "Cooling" means relaxing the muscles that tired due to exercise and one does not feel tired. It avoids stiffening of muscles.

"Strength" is generated by such exercises of the muscles which require exertion for instance sit-ups, push-ups brisk walk, slow jogging and weightlifting. How much exercise for muscle development you do depends on your own physical condition. If you do physical work or are a sportsman then the strength of your muscles will enhance your expertise.

While scheduling our exercise, we must be very careful. If one is not use to exercising and decides to begin the workout suddenly then there is a possibility of exceeding ones capacity of exercising, resulting in unnecessarily injury. In some cases

the damage may be permanent. The best way is to start slowly. If one has not already been exercising then the body will resist initially. One may not enjoy it initially or maybe one will never like it but one must continue nevertheless. One must go for running even if its raining at the running time. "Oh good, its raining! Now I will increase my will power besides physical strength."

Physically fit are those who can walk for 5 kilometers without increasing heartbeat beyond 90. Experts believe that the exercise should be started with short duration and gradually increased to 45 minutes to an hour. Aerobic exercise means an exercise which increases the oxygen requirement of the body for example jogging, cycling, swimming and brisk walking.

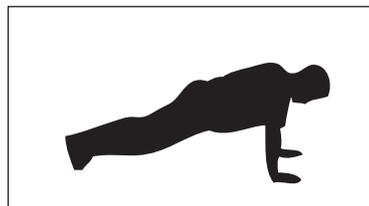
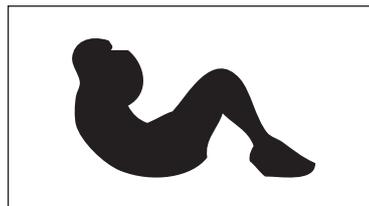
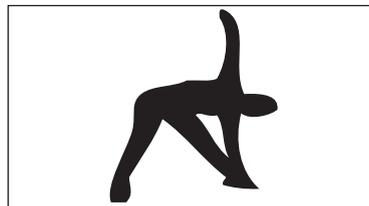
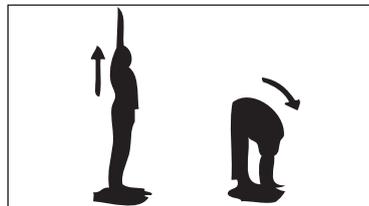
Physical exercise is not an urgent matter therefore it falls into the quarter 02 of time management and has a long term benefit which will give results after some months. If you talk to a person who has been doing physical exercise for last many years s/he would be able to tell you its benefits. This is because of direct result of higher capacity developed of heart and lungs after the physical exercise. This is the reason one do not feel tired even at the end of day. When you increase your physical work through exercise your daily routine becomes simple and pleasant. Now the tiredness will be replaced with new energy and you will enjoy each and every moment of life.

In my daily physical exercise I warm up my body by strolling for the first ten minutes. Subsequently, I have a brisk walk or jog for 30-35 minutes. Thereafter, I walk slowly for 10-15 minutes. The last 15 minutes of my exercise are spent on stretching exercise. Through these exercises I stretch each joint of my body which ensures flexibility. It is the flexibility which makes difference between the old and the young. Due

to stretching exercise I am able to avoid joints related pain and diseases.

I do five types of stretching exercises;

- In the first stretching exercise, I extend my hands and turn my hands towards right and then towards left which creates flexibility in my joints and hips.
- Second stretching exercise I lift my hands towards the sky, create distance between the feet and bend forwards to touch fingers of my hands with finger of my feet keeping my knees unbent. This exercise helps my back and knee joints.
- In the third exercise I spread my feet and touch my left foot with my right hand and then my right foot with the left hand. This exercise increases flexibility of all joints.
- Fourth stretching exercise includes sit-ups and stomach exercise. This exercise energizes my leg muscles and knees.
- In the 5th stretching exercise I do push-ups during which my chest touches the ground. This exercise strengthens my shoulder and abdominal muscles.



I do these five exercises 3 to 5 minutes each.

Remember according to medical sciences we cannot stop aging but we can slow it down, that is why by the grace of God due to these exercises myself and people like me look 15 -20 years younger in age.

For example at the age of 80, Chairman HANDS Prof. A. G. Billoo can be seen very active all day. He drives his car in a city like Karachi himself to render humanitarian services at 3 to 4 different venues daily. While those not in the habit of exercise my contemporaries (around age 55) can hardly walk and need a chair to say the prayers.

Experts say that moderate level of aerobic exercises means increasing physical movements which raises the heart beat to more than 90 causing perspiration but to a point that one can talk but cannot sing the song of his choice. The examples of three moderate exercises are walk at the speed of 6 kilometer per hour, cycling and playing table tennis. Remember our routine activities like shopping, cooking and laundering are not considered exercise because these activities are not strenuous to cause increase in heart rate or consume higher energy.

Strenuous exercise is one that increases your heart beat to over 120 and in this condition one cannot utter more than few words due to irregular heart beat. Examples of such exercises are running, swimming, cycle racing, playing football etc. these exercises are meant for athletes.

Frequently man and women complain that it is not possible for them to do exercise outside their home. In this scenario I suggest them to do exercise inside the small room of their house, for example skipping exercise for ladies.

It is Important to get into the habit of exercising. Initially we should take the pleasure of exercise with our five senses, for example wearing tracking suit and joggers, pamper yourself by assuming you looking great in the attire. Enjoy the morning breeze, look at the scenery around you, praise and thank God. By doing these slowly and gradually habit of physical exercise will develop.

To remain healthy, in addition to exercise, it is important to take balance diet, safe water and maintain personalizing. One of the measures of health is weight which needs to be watched. Weight is an indicator of our eating habits thst is whether we are taking the balance diet according to our need. If we are maintaining a certain weight it reflects that we have ensured balance diet and exercise. Given below is the scale for height and weight to help maintain the weight.

MALE			FEMALE		
Height in Feet	Height in Meters	Ideal Weight	Height in Feet	Height in Meters	Ideal Weight
4' 6"	1.3524	28 - 35 Kg.	4' 6"	1.3524	28 - 35 Kg.
4' 7"	1.3778	30 - 39 Kg.	4' 7"	1.3778	30 - 37 Kg.
4' 8"	1.4032	33 - 40 Kg.	4' 8"	1.4032	32 - 40 Kg.
4' 9"	1.4286	35 - 44 Kg.	4' 9"	1.4286	35 - 42 Kg.
4' 10"	1.454	38 - 46 Kg.	4' 10"	1.454	36 - 45 Kg.
4' 11"	1.4794	40 - 50 Kg.	4' 11"	1.4794	39 - 47 Kg.
5' 0"	1.5	43 - 53 Kg.	5' 0"	1.5	40 - 50 Kg.
5' 1"	1.5254	45 - 55 Kg.	5' 1"	1.5254	43 - 52 Kg.
5' 2"	1.5508	48 - 59 Kg.	5' 2"	1.5508	45 - 55 Kg.
5' 3"	1.5762	50 - 61 Kg.	5' 3"	1.5762	47 - 57 Kg.
5' 4"	1.6016	53 - 65 Kg.	5' 4"	1.6016	49 - 60 Kg.
5' 5"	1.627	55 - 68 Kg.	5' 5"	1.627	51 - 62 Kg.
5' 6"	1.6524	58 - 70 Kg.	5' 6"	1.6524	53 - 65 Kg.
5' 7"	1.6778	60 - 74 Kg.	5' 7"	1.6778	55 - 67 Kg.
5' 8"	1.7032	63 - 76 Kg.	5' 8"	1.7032	57 - 70 Kg.
5' 9"	1.7286	65 - 80 Kg.	5' 9"	1.7286	59 - 72 Kg.
5' 10"	1.754	67 - 83 Kg.	5' 10"	1.754	61 - 75 Kg.
5' 11"	1.7794	70 - 85 Kg.	5' 11"	1.7794	63 - 77 Kg.
6' 0"	1.8	72 - 89 Kg.	6' 0"	1.8	65 - 80 Kg.

A healthy male requires 2400 calories daily while a female requires 2200 calories per day. A pregnant woman requires 2500 calories while lactating women (baby feeding) need 2700 calories per day.

If your weight is stable it means your calories intake is balanced. If your weight is increasing it shows you are taking more calories than your body requirements which is being stored in the body in form of fat and increasing the weight. Similarly loss of weight means taking less calories than required by the body.

In case your	Your calories intake
Maintain weight	MATCHES YOUR REQUIREMENTS: you are taking as many calories as body is consuming i.e you are eating according to your physical activities
Increase in weight	MORE: you are taking more calories than required i.e you are eating more than your body requirements
Decrease in weight	LESS: you are taking less calories than required i.e you are eating less than your physical activities

A healthy and balance diet comprises of four groups; First group consist of carbohydrates which includes Potatoes, Rice, sugar, bread and underground vegetables like Sweet Potato, Beetroot etc. An adult's requirement for this type of diet is small because it is high in energy. Second group consist of Proteins which includes chicken, fish, mutton, beef, eggs and pulses. A healthy adult requires these proteins regularly. Egg should be taken only 2 to 3 times in a week. Beef should be avoided as much as possible. Third group comprises of

Vitamins and minerals which are required in small quantity daily. Green Salad/ Vegetables, Fruits and Milk are a source of these vitamins/ minerals. Fourth group is energy (fats) which can be obtained from oil, ghee and fat. An adult's requirement for this type of diet is very little.

Remember in current times humans are taking excessive quantity of white sugar which is refined by chemicals. The same is the case with salt. According to experts the cause of hypertension of over 30% patients is excessive use of salt. Currently consumption of fast, frozen and packaged foods like burgers, fries, soft drinks, energy drinks, margarine, and artificial colored drinks has increased tremendously. Consumers influenced by commercial advertisement take these harmful market items. This junk food is responsible for increasing fat in our body. It is recommended that as far as possible we should use fresh organic food and liquids, for example eat roasted gram or plain pop corn instead of chips. Fresh seasonal fruits, fresh vegetables and juices instead of beverages.



In HANDS's meetings whenever a participant is rewarded or panelized it is customary to serve fresh fruits to the members of meeting. We emphasize that the staff cafeteria menu is prepared by the health program to ensure the food's nutritional values.

You can plan your diet according to Basal Metabolic Index (BMI). BMI is the measure of human weight and height which tell us about our weight to height position i.e. whether we are over or under weight. BMI calculator is available on the

internet through which BMI can easily be calculated. The following chart contains information on calories in various food items. With the help of this chart you can calculate the calories taken during the last 24 hours and maintain balance between diet and weight.

Products	Calories	Products	Calories
Bread (Roti)	200	Nuts (10 numbers)	75
Oiled bread (Pratha)	280	Soft Drink (12 ounce)	120
Rice (one serving)	150	Grease (oil) (one tea spoon)	45
Bread (one slice)	70	White sugar (one tea spoon)	16
One small fruit	40	Sweeten drink (250ml)	160
Cooked vegetable (125 grams)	35	Dessert (125 gm)	125
Uncooked (250 grams)	35	Vegetable Curry (125 gm)	70
Cooked Lentil (75 grams)	75	Meat Curry (75 gm)	100
Lentil cooked with Oil (75 grams)	100	Spinach (250 gm)	70
Milk cream (1 cup)	210	Meat Qorma (a type of curry) (one plate)	650
Egg (one egg)	70	Tea (1 cup)	35
Buffalo Milk (250 grams)	250	Beef Biryani (Rice) (one plate)	450
Butter Milk (Lassi) (250 ml)	120	Paye (Bones Curry) (one plate)	650
Cheese (250 gm)	160	Kattakat (Fried Kidney minced) (one plate)	600
Meat (250 gm)	75	Brain Masala (one plate)	450

For health safe water is as important as food. Water free of bacteria and virus is considered Safe water. Remember water born diseases are very harmful and include hepatitis A, Polio, Diarrhea, Dysentery and Typhoid etc. these diseases can easily be prevented by the use of filtered or boiled water. Mineral water contained in clean plastic bottles is not a guarantee of safety of health. Most of these plastic bottles have distilled water without minerals. Pakistan biggest lab PCSIR has declared most of the mineral water available in the market harmful for health.

Currently a chlorine tablet by the name of "Pure" is easily available for purifying the water. People affected from water born diseases reduce their productivities of work because of these illnesses. A healthy body with more stamina achieves more triumphs. Such a body is not only physically energetic but also increases mental and emotional energy which means a healthy body not only increase physical, mental capacity and capability but emotional as well.

My neighbor, a senior citizen aged 85 was known as "Uncle Body Builder" in the neighborhood because of his passion for exercise. People falling in this age group usually do light exercises which are also advised by the trainers. Yet uncle used to do weight lifting for one hour daily. The youth used to envy his body contours. Driving and walking were his daily routine.

One day his kids called me to inform that he is unwell, I had never heard of his illness during last 20 years, so I rushed to his house to find him lying on the ground near his weight lifting machine. I checked his pulses and blood pressure which were showing zero reading. I told his family that he had passed away. I was envying his death as he did not trouble his family with any sickness even while dying. Such individuals live and die heroically.

Personal hygiene is vital for healthy life which includes daily shower, daily changing of under garments and neat and tidy clothing. People who take shower twice a day (morning and evening) look fresh and have an enjoy peaceful sleep. Those who are careless about personal hygiene are prone to fungus infection and scabies. The youth perceive these diseases to be sex related and become psychotic patient although these diseases are easily treated by a General Physician (GP).

Now I will request you to refer the self-explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) and Poor (0-15). In Column Today's Status try to assess yourself, by making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember this should be slow and gradual improvement every year.

Mindset-5 Scale

+100.....+66.....+33.....0
 ExcellentGoodFairPoor

S/ No.	Activities	Today's Status	This Year's Targets
1.	Exercise daily		
2.	Daily stretching and muscle exercise		
3.	Eating Healthy and Balanced diet		
4.	Drinking Safe water		
5.	Avoiding addiction to drugs & smoking		
6.	Taking care of personal hygiene		
	Total: 600		

Mindset 06:

Satisfy your Spirit

This mindset is linked with spiritual satisfaction. Although I am not a scholar but I have strong faith in spiritualism and in today's modern world all mind scientist discuss spiritualism in their books about human prowess. For the same reason Stephen R. Covey, author of world famous book "**The Seven Habits of highly effective people**" has mentioned this fact in his book and to him human development is incomplete without spiritualism.

Due to this reason Stephen writes that "spiritual reawakening provides guidance in your life. Spiritualism is inside you. Strengthen your allegiance with your values. This is a very important part of life. It is linked with all sources which impact you and elevate you. It liberates you from time constraint and aligns you with human realities. Different people do this differently". He further says that "during daily prayers, he manages to revive himself because they represent my values. I read Holy books, say prayers through which I feel my renaissance, find myself over whelmed with power and spirit of service and get the feel of a centrality for myself".

Prayer is a means of dialogue with nature. Nature abundantly rewards, in its own way to those who take a plunge in to it. We are Muslims call it "Eman" (believe). When you keep silence for some time from hustle and bustle of life for the sake of prayers and align yourself with nature you feel restored. We Muslims are fortunate to have this opportunity five times a day. I would like to advise the followers of all religions that they should practice their respective religions else it will become a duality of their personality and they will be deprived

of possessing the capabilities of an ideal leader. Keeping oneself aloof from hypocrisy results in spiritual satisfaction which simply means following what we believe in or expect from others. The world famed physicist "Arthor Gordon" has described his personal story of the spiritual renaissance under the caption the 'turn of the tide'. This story pertains to that part of his life when he felt that everything had become static or tasteless. His enthusiasm for life had waned. As an author he started to feel that his creations were worthless and this condition was getting bad to worse.

At last he decided to consult a doctor. When doctor could not find any pathological abnormality he asked Mr. Arthor Gordon to accept his advice for only one day. After Arthor agreed, the doctor requested him to devote one day and visit a place which made him very happy when he was a kid. Doctor allowed him to take his meal with him but dissuaded him from talking to anybody nor was he allowed to read/write or listen to radio. Then the doctor gave him four prescriptions and asked him to open the first prescription at 9:00 o'clock in the morning, second at 12:00 noon, third at 3:00 pm and fourth at 6: 00 pm in the evening.

"Are you serious" Arthor asked the doctor, "when you will get the invoice of my consultation fee you will find out", doctor replied. Next day Arthor went to a beach and opened the first prescription which said "Listen and be attentive" Arthor thought that the doctor had become insane? How can one only listen for 2 to 3 hours but, since he had given his words to doctor, he complied. He therefore became attentive. He started hearing the sound of birds and the sea. After some time he heard some more sounds which he did not hear earlier. As he continued to listen, he started to remember what he had learnt from the sea as a child: Passion, respect and importance of interdependence of things. He kept listening to sounds and

began to feel relaxed.

In the afternoon he opened the second prescription which said "Think about the past, try to recall something of the past". He contemplated, perhaps his childhood or perhaps good time of the past. He thought of many small moment of joy and endeavoured to remember those moments in detail. During this process he began to feel the warmth in his body.

At 3:00 p.m he opened the third prescription. By now it was not difficult for him to follow the doctor's recommendations. But this prescription was different as it stated "Analyse your intentions". In the beginning Arthor took a defensive posture. He recalled what he wanted to do, success, recognition and security. He had achieved all of these. Later he felt that there was nothing extraordinary in these achievements. Perhaps this thought also provided a solution for his static state.

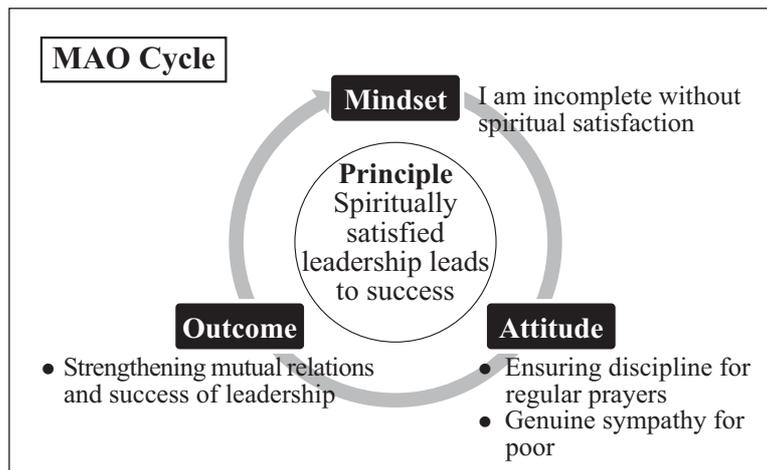
He started thinking deeply about his intentions in details. He also began thinking about past moments of elation and found an answer. Instantly he wrote "Nothing can be achieved with ill intention". It absolutely does not matter whether you are a postman, hair dresser, an insurance agent or a full time house wife. Whatever the position you may hold **"as long as you feel that you are serving others you do a good job but when your intentions become selfish your quality of performance suffers, this is a universal truth like Gravitational Force"**.

When he opened last prescription at 6:00 pm, it did not take him long to act. "Write your worries on the sand," was the advice of the doctor. He bent forward and with the help of seashell wrote many words on the sand. Then he turned and started walking backward. He never looked back because he was aware that the tides of the ocean will wipe away all the

worries that he had written.

World renowned reformer, Martin Luther King jr., once said "Today I have to do so much extra work that it will be necessary for me to pray for one extra hour". For him prayer was not a medical treatment but a source of strength/power which increased his energy level manifold.

If we have to increase our spiritual abilities then we have to believe in the principle "**Spiritually satisfied leadership, leads to success**".



The same principle will also be helpful in building our mindset, "**I am incomplete without spiritual satisfaction**". Adopting this mindset is important because all psychologists believe that the completion of human personality is through spirituality and after adoption of this mindset our attitudes "**Ensuring discipline for regular prayers and genuine sympathy for poor**".

In simple words one should be as strongly committed to humanity (human rights or huququl ibad) as he is with his

obligations to God. An obligation to God is a relationship between God and human and any derelictions towards Him may be forgiven by Him. But it is clearly ordained in Quran that if a human is denied his rights by another, God will not forgive till that human is compensated before or on the Day of Judgment. Further, all good doings of an oppressor will be given to the victim and the oppressor will not be able to escape the hell.

Sympathy with poor does not only means lip service but also means Empathy i.e taking practical steps to reduce human misery. When this behavior is developed more spiritual satisfaction will be felt and more social relationship will be established which will result in better leadership qualities, mutual confidence and integration.

As today's economic system is capitalistic therefore our universities, books, media and movies are dependent on this system. The world is controlled by 400-500 multinational companies who are working on the principle "**profit before human**". These multinationals are also playing a role in many big countries, Governments, elections and policies. These multinationals also have influence on big financial institutions like IMF and World Bank. Those who work for the United Nation's institutions are aware that multinationals interfere in their operations. It is true that there are forces thwarting their mission but these forces usually proven to be weak.

The economic wheel has made millions of people money making machine to meet their basic needs and most of them do not have time to listen, see and read. Unfortunately in the last century socialism and communism attempted to resist capitalism but enwind, regrettably Islam has not been practiced in its true spirit in any country in the last century nor has any significant effort made for spreading Islam. When I refer

Islam I mean Islamic system.... And prayers are minor but important part of it.

In today's world the objective of every Muslim and institution of Islamic ideology should be implementation of "Islamic systems on self, institutions and countries". The "measuring indicator" is our "self centered" or selfless life style. A self centered life style means only to benefit personal families and selfless life style means to benefit the whole nation.

The teaching of Islam is directed toward common good and benefiting the general public. This is a basic difference between Islamic system and capitalism. Islam is the religion of nature and divides all religious obligations into two parts i.e obligations to God and obligations to mankind. Obligations to God include faith, fasting, Zakat (charity), prayer and Haj (pilgrimage) and obligation to human includes protection of human rights. The objective is to manage the world in such a way that every old generation leaves the world for its posterity in a better shape.

In today's jargon it is called 'sustainable development' which ensures improvement in environment. HANDS, as an organization, has directed all its efforts for sustainable development and environment protection. Whether it is HANDS offices or its projects in the villages, everybody from top to bottom tries to ensure honestly and to implement the values of the organization. This environment of integrity has been made possible by inculcating in human resource a belief to do assignments like religious duty instead of "policing" environment. The majority of senior management is religious minded and a source of guidance for their juniors. This element in HANDS culture not only imparts spiritual satisfaction but also nurtures candor and honesty. This virtue is also one of the reasons of HANDS's success.

Charity is one of the sources of spirituality. It is also an important element of Islamic faith. Islam directs spending money on poor, orphans, widows and destitutes. God treats such charity as loan and has promised multiple returns on it. This belief is not limited to Muslims as non-Muslims also have the same faith. According to many surveys people of USA give 700 million dollars in alms. We should develop the habit of charity/donations from childhood. It is said, ideally we should be donating to the extent of 20% of the earnings, 10% in a planned manner and the other 10% may be unplanned. 10% planned charity means for example spending on the education of a student, donation to a free dispensary or school being run by a philanthropic organization. The other 10% unplanned charity is giving away money to roadside beggars and other needy. However, we must ensure that we do not encourage professional beggars by our charity.

One way of spiritual satisfaction is religious education and reading religious literature. I would like to inform my readers that my thoughts got cherished after reading commentary (Tafseer) of the Holy Quran. I would request my readers to start reading few pages of translation and commentary (Tafseer) of the Holy Quran. God willing this habit will not only benefit them greatly but their lives will also become more enjoyable and increase the pleasure of living. Although all of the commentaries of the Holy Quran are delightful, I find the commentary of moulana Moududi easier to comprehend. The advantage of this commentary of Quran is his research based articles and explanation of each 'Aya' (Quranic Verse) with reference to 'Hadeeds' (Sayings of Prophet) for clear understanding.

The act of enjoying natural scenery like forests, deserts, mountains and oceans gives infinite spiritual satisfaction because of their expanse and astonishing creation. In addition

it also strengthens the bond between an individual and God which facilitates concentration during prayers.

For many years HANDS, as a policy, arranges a trip to northern areas of the country and abroad annually. A group of Thirty to thirty five employees and some Board members are sent on an exposure visit, on self financing basis, to explore the natural beauty at different locations. During the visit they go through various experiments and enjoy preplanned training sessions. This training is done on leadership, team work, research and others subjects. I remember in 2010 I visited Fairy Meadows (12000 feet above sea level) located near Nanga Parbat (Worlds 9th highest peak) with 50 members team of HANDS. This was a very interesting and educative expedition: a trial of physical fitness, team work and leadership.

To reach this picturesque spot usually 4 to 5 hours of trekking is required but due to rain and land sliding we covered the distance in 8 to 9 hours. The trip proved to be test of every ones physical strength and values. But after full night rest when we woke up next morning to see the heaven on earth, (Fairy Meadows) we forgot about the fatigue and began enjoying training sessions. The trip converted this group of fifty into a winning combination and in my leadership they became innovative, fearless and their crisis management skills were also polished.

Two months after our return, Pakistan was hit by a historic flood in 2010. Before this flood HANDS had no experience of rescue and relief in such a large scale disaster stricken area. But the team work and spiritual journey to Fairy Meadows developed us into a solid team which dived into the flood waters to save people. Thank God, that year HANDS undertook history's largest operation by any single institution of Pakistan. The cost of operation exceeded Rs 5 billion. By dint of this

operation, HANDS became the largest nonprofit NGO of the country and a spiritual journey converted small team into a largest disaster management organization. Today more than 16 disaster risk management centers (DRMCs) in different districts are operating round the clock to provide relief to the public.

A large number of people in the world derive spiritual satisfaction from exercises of yoga, listen to music or through meditation. All these activities lend more spiritual satisfaction and is important for human direction.

Now I will request you to refer the self-explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) and Poor (0-15). In Column Today's Status try to assess yourself, by making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember this should be slow and gradual improvement every year.

Mindset Scale-6

+100.....+66.....+33.....0
ExcellentGoodFairPoor

S/ No.	Activities	Today's Status	This Year's Targets
1.	Praying/Performing religious service		
2.	Reading religious book		
3.	Adhering to values		
4.	Giving Charity & donations		
5.	Social volunteer work		
6.	Enjoying natural beauty		
	Total: 600		

Mindset 07:

Develop Intellect Skills

Most of our mental growth and grooming is done under formal educational system. Unfortunately most of our educational institutions, do not impart even basic education. This can be judged from a survey conducted in the Sindh province according to which 80% of class five students cannot read fluently the Urdu and Sindhi language books of class 2 and 25%-35% kids of class 5 dropout of the school.

A number of students who complete education in better schools let their brains rust. They do not study seriously and also do not make efforts to understand, in-depth, subjects out of their field. Our educational institutions do not teach students to think analytically nor are they teaching them to write or speak critiques. Our students specially youth spend excessive time in watching movies or TV. Same is the case in the use of mobile phones and social media.

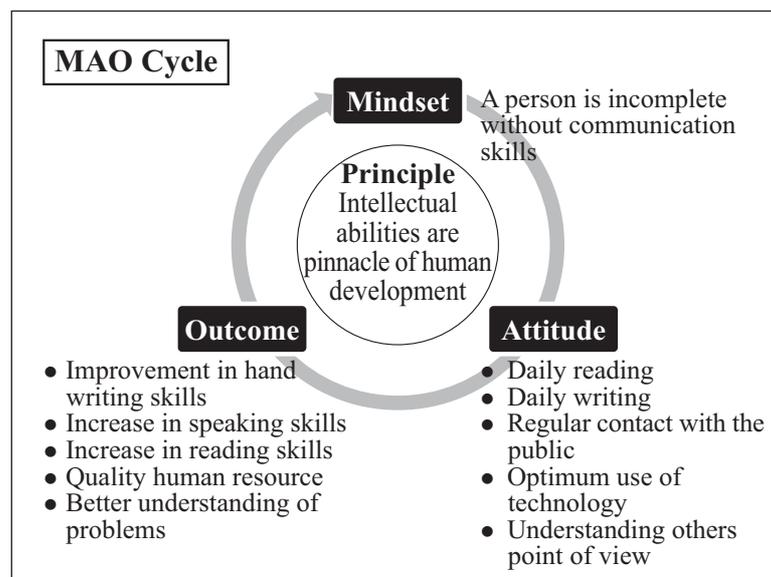
Some of these students use their minds productively and make judicious use of time to establish contacts with social media for their benefit. I keenly watch many current affair programs because current affairs meaningfully have impact on our objective and goal in many ways. Several programs are a waste of our time and some programs affect us negatively. Stephen Covey comments on TV in following words, **"If TV is your subordinate, it is a good subordinate and if it is your boss than it is the worst boss who can hurt you severely"**. His advice is not to let TV become your boss so that you can get entertainment and information instead of wasting all your time watching TV and leaving important tasks undone.

The process of learning and education, which is critical for mental rehabilitation/revival, should be continued all life. I myself believe that this practice determines the age of an individual which means that if we continue to learn we are young even at the age of 70 else we may be old even at the age of 40. We see such example around us . I vividly remember that Prof. Ghaffar Billoo, our chairman, purchased his first laptop at the age of 70 and now he does a lot of work using the laptop. He purchased a smart phone at the age of 77, which he uses it for not only for messaging but also as a planner for his hectic schedules. The entire management of HANDS also does the same. How many of you use mobile phone as a planner? Those ladies and gentlemen don't use smart phones as planners should start it from today so that they can be considered as youth.

Sharpening the mind is very important which can be done in two ways. First is called Informal Education which means learning from all informal sources. This method of learning is quite resilient and it depends on the student to enhance his knowledge according to his requirement through informal education. The first instance is to expose oneself to various stages of life. This exposure begins at home where a child learns rapidly. When a child goes out of his house his learning process accelerates and when he grows up this process continues by attending seminars, conferences and international tourism, etc.

The second method is Formal Education which includes school, college and university education. At times it requires external discipline like class room environment or staying in the boundaries of formal education program. People and institutions with proactive behavior impart such education which enhances analytical thinking of students and enables them to constantly analyze the challenges, purposes and other

aspects of life. It facilitates them to understand the strength and weaknesses of the environment and such people make decision with confidence. In such education and training it is important to enhance knowledge and learning from great leaders by reading their biographies. In the absence of such exposure the thinking process stops and confidence declines. Formal education should be pursued according to vision. If the education is not according to the vision, problem will arise. My suggestion to all readers is not only to continue acquiring education but also create intellectual environment at home and office.



To achieve this we have to have faith in the principle **"Intellectual abilities are pinnacle of human development"** whereby we mean efforts to increase reading, writing and communication skills through formal and informal education. This belief will develop a mindset **"a person is incomplete without communication"** which will lead to behaviors like **"daily reading, daily writing, regular contact with public,**

optimum use of technology and understanding others point of view."

When you repeat this behavior in your life the outcome will be better skills in "**writing, reading, speaking, listening and better understanding of problems**". In current era this is incomplete without information technology as you will be providing directions to millions as a successful leader.

In developed world reading culture is very common, most of the time many people are seen reading on bus stops, train or through internet. A British student named Joseph joined HANDS as an internee to use his summer vacation productively. Before joining he told in his interview that he was interested in sociology therefore he decided to utilize his summer vacation in an NGO of a developing country. Answering a question he said that his class fellow and girl friend was interested in ice skating in Switzerland therefore she had gone there. HANDS staff was amazed to see his passion for learning.

Once I was heading towards Hala (District of Province of Sindh-Pakistan) along with Joseph for a field visit and reading book as usual. I saw Joseph also reading books. We both kept reading during the journey. From time to time when I looked at the books Joseph was reading, I was astonished that he would either be reading books on political parties of Pakistan or about Islam. I learnt Joseph's passion for books while I was returning from Hala. As it was dark I stopped reading, kept the books in my bag and started dozing but I saw Joseph instead of closing the books pulled out a torch from his bag held it in his mouth and continued reading.

Unfortunately we don't have a reading culture in our society. This needs to be introduced in ourselves, our homes and

offices. The first step is to make the reading material and books easily available in the surroundings and organizations which means people have easy access to these books and reading material. Yourself and your organization should invest a part of the budget on learning. The best way to get into the habit of reading is by continuously keeping the books along.

Initially take any of your favorite book and set the target of reading some pages daily and slowly increase this target then start reading material which is relevant to your needs and profession. Due to internet access to books has become easy.

To acquire knowledge and to broaden the vision it is best to read high quality literature. By reading you can learn about the intellectuals of the past and present and get benefitted. I strongly believe in the saying "**A person who doesn't do reading daily is no different from a person who is illiterate**"

Usually slow readers get bored of reading and stop reading books. Hence readers should develop the habit of fast reading. The problem of slow reader is lip reading. While fast readers finish the books quickly and their interested is retained, slow readers read word by word and their eyes strikes from one word to another which causes boredom for them.

Slow Reading	Scan Reading
<p>Usually slow readers get bored of reading and stop reading books. Hence readers should develop the habit of fast reading. The problem of slow reader is lip reading. While fast readers finish the books quickly and their interested is retained, slow readers read word by word and their eyes strikes from one word to another which causes boredom for them.</p>	<p>Usually slow readers get bored of reading and stop reading books. Hence readers should develop the habit of fast reading. The problem of slow reader is lip reading. While fast readers finish the books quickly and their interested is retained, slow readers read word by word and their eyes strikes from one word to another which causes boredom for them.</p>

The fast reader scan the subject with their eyes that is move

their eyes on the words in Z shape as this is fast paced reading and the reader does not get bored. I would suggest the professional to read English in addition to local language. They should also try to read English newspapers which are source of vocabulary.

One more way of increasing leadership skills is developing the habit of writing. Writing your thoughts, experiences, instincts and knowledge, ends stress, brings clarity in view for better understanding. By writing quality mails/letter our thinking ability improves, arguments become strong and our point of view is better understood. By organizing one self and planning mental renewal takes place. This means initiating work with the end in mind and building such mental approach that facilitates accomplishment of targets and opens a visionary eye in the brain that can foresee the completed targets before their actual completion.

It is said that the war are won in General's camp. It is my sincere advice that you reserve one hour daily for improving writing skills during your entire remaining life. This practice will impact on every decision and relation. It will improve the quality of every second hour to the extend it will even improve your quality of sleep and enhance your ability to withstand the difficulties and challenges. As we are professionals writing skills are very important. After initial practice we should try to publish our articles in newspapers and magazines. The easiest way is to have your writings printed through letters to the editor section of newspapers.

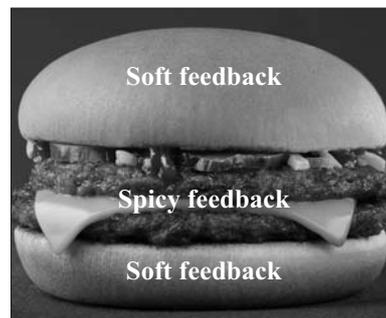
For many days in the coming years of your life you would be groaning under some grief or battling with a strong desire but the time for true struggle is now. It is the time to decide whether in this hour of grief or achievement of desire we will either fail completely or be victorious.

Along with writing and reading abilities speaking skills (Public Speaking) for communication are vital. To acquire this skill it is important to enter into debates in informal functions. In the beginning, to acquire this ability, you should participate in seminars and conferences and to make your presence felt ask relevant questions from the speakers.

At start asking questions looks difficult as our heart beats increase and we start sweating but gradually it can be overcome by practice.

Experts say that to come out of this pressure one should be fully prepared i.e. the questions/speeches are well written or at least main points are listed and you practice the speech. It is stated that practicing in front of a mirror to get rid of your hesitation and learn how to control body movements. At this point take a deep breath and while exhaling think that you are relaxed and you know everything. By repeating this action self confidence gets a boost. Speaking skills is a continuous learning process and it gets improved by writing, reading and making selection of word easy.

One of the intellectual ability is giving feedback on others work. A good teacher, trainer or senior colleague usually gives a constructive feedback. It doesn't mean praise or positive remarks alone but a good feedback mean stating positive points then weaknesses / shortcomings and then conclusive remarks of appreciation. This is usually called burger feedback. Wherein, like burger, first we give soft feedback then spicy patty ending with soft remarks.



Remember that only positive feedback is destructive feedback because it is not mentioning a person weaknesses. Similarly a totally negative feedback is also destructive as it leaves no room for improvement. We should do more practice of positive feedback as unfortunately this is not a norm in our society. We should follow following rules for giving feedback.

1. Feedback with burger approach
2. Selection of appropriate words before feedback
3. Feedback on few specific weaknesses
4. Talk about modifiable behavior
5. Instead of making judgmental comments use suggestive words

For instance if someone gives feedback on this book that, **"this book is useless"** then this feedback is not helping me to improve the book. YES if the feedback stated that the book is very helpful for the vision and career of the youth, has discussed very important subjects and has also touched the important topic of spiritualism. However it could have been a better publication if more references from Holy Quran and Hadeed (Sayings of Muhammad PBUH) were given.

One of the important mental ability is listening ability. As someone very well said **"listen or you will be deaf by your tongue"**.

Yousuf father of a patient went to a doctor's clinic. After waiting in the clinic for an hour, on arrival of doctor he leapt into doctor's clinic, sat on a chair and started to explain his problem. The doctor due to the pressure of crowded clinic placed the thermometer in the mouth of Yousuf before listening him. Yousuf unsuccessfully tried to inform the doctor that the patient was his son not him. But the doctor was in rush and before listening to details handed over the prescription to

Yousuf and asked him to get the medicines. Because of this attitude of the doctor Yousuf got dejected and returned home without medicine.

The above story highlights the difference between hearing and understanding. To understand we have to adopt the listening behavior "**understanding people point of view**" i.e how people are viewing, listening or thinking about our statements and actions. By developing the ability to understand people point of view the outcome will be "**better understanding of problems and their solution**" and this is the success of a transformative leader.

Now I will request you to refer the self-explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) and Poor (0-15). In Column Today's Status try to assess yourself, by making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember this should be slow and gradual improvement every year.

Mindset-7 Scale

+100.....+66.....+33.....0
ExcellentGoodFairPoor

S/ No.	Activities	Today's Status	This Year's Targets
1.	Minimal one hour reading daily		
2.	Writing article and letter daily		
3.	Learning English Reading, writing and speaking skills		
4.	Listening for understanding		
5.	Acquiring Public speaking skills		
6.	Understanding people points of view		
7.	Giving constructive feedback		
	Total: 700		

Mindset 08:

Form Team

When some people use their ability and information with unison they achieve best results. If the desire for collective work and passion to help each other exists then uphill objectives can be achieved. Therefore a philosopher has called, group of people "a great team". Certainly great teams meet great challenges.

A committed team has common objectives and their responsibilities and roles are well defined. These teams have an ideal decision making process for which communication system and working procedure are delineated. The members of these teams enjoy mutual trust and respect relationship. A good team comprises of members who possess different characteristics and background. A diversified team is the winning one, on the contrary a team comprised of members who are alike cannot win. For instance, in a cricket team if all the team members are fast bowlers it will lose, because a team requires players with varying skills. The same example can also be given for football team which consists of center forward, fullback and goal keeper etc.

As I have stated earlier after getting registered in 1993, HANDS started functioning as an NGO. Till that time HANDS was operating from a room with a small team consisting of 10 to 12 employees. The first thing we did was to set the direction according to the vision, at that time our vision was "Healthy, Education And Prosperous Pakistan" I shouldered the responsibility of the team and our board chairman Prof. Abdul Gaffar Billoo along with other board members like

Dr. Saeed Ismail, Ghulam Hussain Baloch and Dr. Dur Muhammad were a beacon of light for us.

We defined the boundaries of the board and management and established a permanent system of communication not only at village level, where HANDS was providing health facilities, but also between every team member and similarly between Board and Management. This system of communication not only gave confidence to our team but facilitated every decision making process. Another virtue of our devoted team was members with varying backgrounds and skills.

Process of establishing and developing a greater sense of collaboration and trust between members is defined as team building and concept of people working together as a team player is called as team work. A team player is someone who is able to get along with their colleagues and work together as a cohesive group.

Employees of HANDS are not only from different religions, but also from different dialect caste and culture. The criteria for the selection of employees are merit and merit alone. The values in HANDS mean personal sacrifice for collective gain. These are the values which originates from the chairman and distilled through the higher, middle level management and junior staff till it reaches the community. This is the success of HANDS great team.

We, management of HANDS played a very important role as team leaders through establishing different forum so that our team members are encouraged and maintain open communication. These forums are based at village, district branch office and head office levels. It facilitate the in coming and out going communication. It enhance open communication and understanding on different issues of the team.

The organization has developed policies and standards operating procedure. Every one is bound to abide by it and senior leadership leads by setting good examples. There are several activities established in the organization to motivate and inspire team members. This include regular motivation trainings, career building, continue education, award scheme to recognize and celebrate team members contribution.

Annual appraisal system linked with performance allowances, the health insurance scheme, provident fund and other financial incentives are to address the bread and butter of team members. HANDS management system helps the team to focus on the task. It facilitates problem solving and collaboration. All of this maintains healthy group dynamics and encourages creativity and taking initiatives.

During the team formation process different roles are identified for several members of team considering their strengths and competency. Some are initiators who suggests new ideas. One or more people can have this role at a time. This position developed as Managers and General Managers to day and look after several projects and team members.

The other person could be “Recorder”. This person records whatever ideas a team member may have. It is important that this person quote a team member accurately and not "edit" or evaluate them. Recording in HANDS has transformed from individual to a full fledge department and called as monitorings evaluation and research.

There are few persons of team who play the role of “Devil's Advocate/Skeptic”. This is someone whose responsibility is to look for potential flaws in an idea. They provide different angle and food for thought. This position gradually developed into Advocacy department at HANDS.

There are few “Optimist” in the team. They are someone who try to maintain a positive frame of mind and facilitates the search for solutions. There are many senior managers in this organization playing the role to optimise.

Timekeeper are persons, who tracks time spent on each portion of the meeting. They are good administrators and can give benefit to team if appropriately utilized. It is important that every member of the team should recognize each other’s strength and weaknesses especially team leaders.

Famous psychologist “**Myers-Briggs**” have developed personality “**Type Indicator**” named as MBTI. These help members to understand each other. MBTI defines 16 types of personality in any team.

These types are:

Extraverts ----- Introverts

Sensors ----- iNtuitive

Thinker ----- Feelers

Judger ----- Perceiver

By selecting one from each category, we define our personality type, ESTJ, ENTJ...INFP etc.

The MBTI defines “Extraverts”, as personality who think aloud. They are great explainers to the extend that they may overwhelm others.

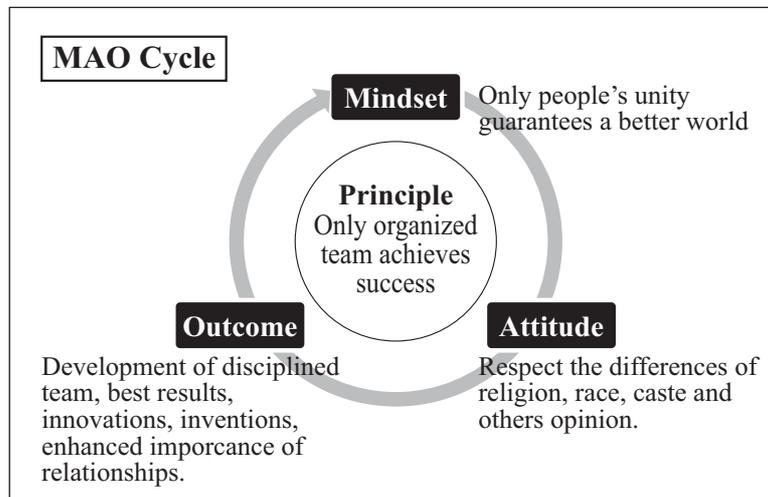
The “Introverts” are types who need time to process. They are very focused but may not be heard.

iNtuitive members of the team are great at big picture, see connections and links in different activities but they may make mistakes in implementing plans

“Sensor” are great executors but may miss big picture and relative importance. The “Thinker” is skillful at understanding how anything works. The “Feeler” member knows why something matters. The “Judger” are good at schedules, plans, completion, makes decisions easily (quickly) and may overlook vital issues. “Perceiver” are people always curious, wants more knowledge and may not get around to action.

By selecting one from each category, we define our personality type, ESTJ, ENTJ...INFP. There are possibility of 16 MBTI type personality.

A good team works on this principal "**great team accepts great challenges**" which results in mindset "**integration of people is the guarantee for better world**". According to MAO cycle without unity and integration a team is a collection of individuals.



A nation without unity is nothing but an undisciplined crowd. Due to unity in small countries like Singapore, Taiwan and Holland their products are available everywhere. The resultant mindset would be "**giving importance to diversity of team**".

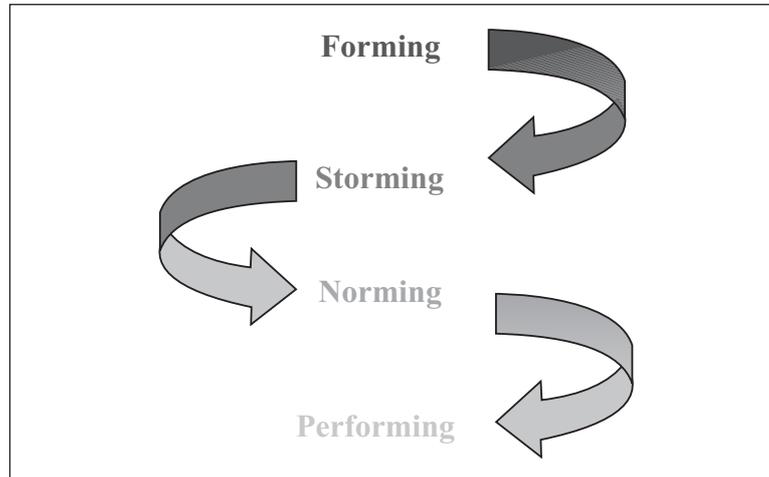
members using this for combined advantage and respect for each other's opinions" these behavior in HANDS have been developed on purpose. One of our behaviors is to commence proceedings of our meetings, with the recitation of Holy Quran in the presence of non Muslims, but non Muslims are also provided an opportunity to recite from their books. These behaviors breed best results. **"Organized teams are formed, modernization is introduced and relationships are strengthened."** Poet and philosopher Allama Iqbal in his verse below very well explain national unity and team work;

Fard Qaimrabt-e-milat se hay tanha kuch nahi
Moj hay darya may aur beronay derya kuch nahi

The verse means that strength comes from unity and a combined effort just like the wave in the river is powerful as long as stays in the river and can sweep away boats and ships. Outside the river it loses its force and evaporates.

It is a tradition of HANDS, as also discussed earlier, whenever new staff is inducted they are sent to hilly areas for training of leadership and team work. "Fairy Meadows" exposure visit was one of the example. The 50 members team went through a process of team building in difficult conditions. Hence the team was faced with challenging scenario in the beginning of the evolutionary period.

In the evolutionary phase a new team has to pass through what is called "**Forming Stage**" by the experts. During this phase the team is introduced, is categorized, responsibilities are assigned, confidence is built and communication is established. At this stage norms of team work are developed. Problems are identified and strategy is determined.



The new team of HANDS went through this process easily. The detail introduction of team was done during travel between "Karachi to Chillas". Categorization was done and entire team was divided into three groups and given under three leaderships. Confidence building was done through entertaining milieu and best chain of communication commenced. During the journey principles to be followed by team were formalized. What could not be done was identification of alternate route in case of land slide or a strategy to cope with an inclement weather.

Second is "**Storming Stage**" for any new team. The thinking of majority of the members at this stage usually is that their workload is more than their expectation. The behaviors of the members see saw and they are skeptical about their success. Sometimes they resist work which lead to dearth of cooperation.

HANDS team weathered many storms in this phase. As discovered later the mental state of most was that walking on mountains and reaching 'Fairy Meadows' was beyond their imagination. During this period the entire team was in a state

of anarchy. Later some members considered it to be a nerve wrecking experience.

Everybody was concerned about saving his own life. One of our colleague complained about the indifference of his friend who left him alone when he was dead tired, thirsty and asking for water. The attitude of all members towards each other had changed. They were not only uncertain if they would make it to their destination but also feared death. The cooperation between the entire team was scant. Despite all the suspicions and uncertainties about success, the exhausted team members finally made it to 'Fairy Meadows', occupied their cottages and went to sound sleep.

The third phase of team building is called "**Norming stage**". This is when people start to resolve their differences, appreciate colleagues' strengths. These members realize that collective objectives can only be achieved by mutual cooperation which also facilitate fulfillment of their personal needs.

HANDS team after strenuous journey and the overnight sleep woke up in heavenly scenic valley of "Fairy Meadows". Immediately this team entered into a norming stage and realized "**There is no shortcut or easy path to see a beautiful place**". Every member began to understand each other and recognize each other's role. Now the team was ready to enter into the fourth phase.

Nature has provided us example of team work through birds and mammals. You might have seen birds from Siberia at high altitudes in winter season. They travel thousands of kilometers to come to our country to avoid extreme cold.

You have observed that 'teals' (type of duck) fly in V shape.

They fly on the principal of airplane which is called aerodynamics.



The leading bird in V shape flock bears the maximum pressure of the air and provides leadership to the herd. After some time the leader gets tired and is replaced by another teal. Experts say that the sick birds are kept in the rear so that they face least air pressure. Due to unity and participatory approach they cover thousands of kilometer and not only achieve their objectives but also save their lives. Their journey is a splendid example of team work.

The fourth and final stage of any team building is achieving the result which called is "**Performing**". When the HANDS team arrived at this stage it started to give best performances. May it be training sessions or a cricket match because they realized the strength and weakness of each other and like the teals not only they were helping their sick colleagues but were also providing leadership. For this reason the team returned from 'Fairy Meadows' galvanized and united.

Soon after its return the team was faced with a massive challenge during floods of August 2010 when HANDS under

took Pakistan's biggest relief operation amounting to over 5 billion rupees. Today it is our belief only a great team can face big challenges.

Now I will request you to refer the self-explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) and Poor (0-15). In Column Today's Status try to assess yourself, by making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember this should be slow and gradual improvement every year.

Mindset-8 Scale

+100.....+66.....+33.....0
ExcellentGoodFairPoor

S/ No.	Activities	Today's Status	This Year's Targets
1.	Preference for collective good instead of personal gain		
2.	Belief that only great team can accept big challenges		
3.	Belief on unity of people		
4.	Understanding the importance of diverse understand the type of each team members		
5.	Appreciating own weaknesses		
6.	Viewing other's opinion with respect		
7.	Getting better outcome with team work		
	Total: 700		

Mindset 09:

Socialize to Mobilize

George Bernard Shaw was a play writer in Ireland and was one of the founders of London School of Economics. In his words "The life becomes very enjoyable when it is spent for the objectives which you consider sublime. Instead of complaining about petty problems and getting upset on why the world did not abandon all activities to make me happy, we should try to become nature arm. In my view, my life is linked with the entire humanity and as long as I live it will be my good fortune to do for them everything within my authority. I want to die when all my abilities utilized because the more I work the longer I will live. I love life for life's sake. Life is not a short lived candle for me but a high quality torch. I have been afforded an opportunity to hold it. During this period it is my desire to maximize the capacity of torch light before passing it on to the posterity."

N Eldon Tanner was a professor, politician and a religious leader. He says "Services are a rent for living on this land and there are many ways to serve. It is irrelevant whether we are associated with a place of worship or working in an organization where opportunities to serve is available. In fact there are always opportunities to serve a mankind. We can always place unconditional 'deposit of love' in somebody's account."

Social mobilization is an important element for any leader. We know that the human being is a social animal and cannot live without a society. Therefore he has a very important relationship with the society and in turn society helps him to acquire intellectual and social skills. Certainly the purpose of our life and perception of our society are linked. This is the

reason I advise my trainees during vision development exercise that vision is for the good of the society. Transformative leader mobilizes public to follow his vision.

It is most unfortunate that despite the fact that religion forbids division of human being for any reason but division and sub division continues. We are divided on the basis of religion, sect, caste and community due to which disagreements continue and with slightest spark blow out of proportion. The split between any family, sect and community are biggest impediment for the growth of a nation.

We have also experienced the same in HANDS. In population fraught with disagreements, development activity and success of leader becomes extremely difficult. In our view, the solution of our under development lies in shifting our thinking from ego centric to aggregate approach. This is the major cause of weak democratic behavior and democracy. People of developed nations and families usually think of collective gain and find solutions of collective problems in a democratic way and continue the development process.

Adopting democratic attitude means respecting difference of opinion and transforming into a united nation despite differences. In current era I can see this in European Union which consists of 28 countries. The vehicles of these countries bear number plates of similar pattern and they don't need any visa passport to cross the borders. Nationals of these countries can do any type of work in any country and are entitled to all facilities. I know many families where a father is a German, mother a French national. Their one kid working in Italy and second in Switzerland and all four of them meet each other in Holland on every week end. Fifty States of America are a note worthy example. Another example is of United Arab Emirates (UAE) where 7 kings ruling 7 different states provide identical facilities to their citizens.

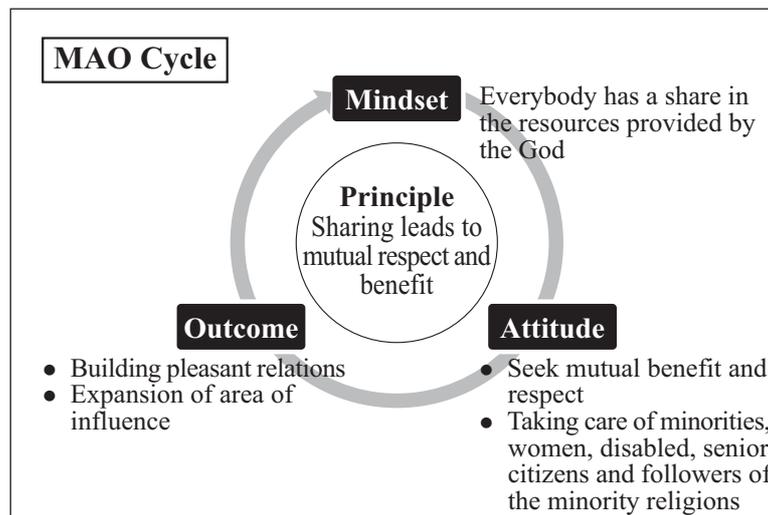
As we have already discussed, the difference in communities,

casts and sects becomes a source of weakness. Instead of complementing each other's strength. This is only possible if we believe that **"everybody benefits from sharing"**.

As opposed to other NGOs, HANDS is governed by a unique set of principles for example, HANDS drivers are entitled to the same travel allowances, lodging and boarding as the Chief Executive HANDS. Women staff is entitled to more holidays and allowances than the Chief Executive.

When many people jointly use their abilities better result are achieved. Working together with unity gives permanence to their spirit and love and by using their respective skills assigned targets can be easily achieved. In current times all businesses and systems operate on sharing basis and above referred countries are the best examples of it. This is one of reasons of HANDS success.

In countries like USA and other European Union Countries people with diverse religion, breed and color participate in the governments according to their values. The reason being the mindset under which the work is **"Allah has given the share of world resources to everyone"**.



This mindset is based on the principle that “**participatory approach**” is beneficial for all. Our religion also lay down the same philosophy, but our mutual conflicts indicate that we don't believe in this principle in real life and to get high share do injustice to others. In our society, during weddings and parties such scenes are at rampant. We can see the demonstration of this attitude where everybody foray on the food as if he did not hurry someone will consume his share.

The attitudes of the people believe on principle and mindset as mentioned in MAO cycle, developed behaviour to “**seek mutual benefit and respect**” such people support each other for the formation of a good society , equal distribution of resources and equity where the weak gets attention and minorities get their rights. The behaviors of people of such society take special care of women, children, disables, senior citizens and minorities.

Women constitute 50% of our population but are faced with societal discrimination and due to domestic chores do not get much exposure of global issues and are made comparatively weaker gender. She is even deprived of basic rights of education, health, entertainment and forbidden from taking decisions about her life. According to different surveys 80% of women are subjected to mental or sexual torture.

Due to above reasons the maternal mortality rate in our country is 270 per 100,000 live deliveries. Another cause of maternal mortality rate is early childhood marriage (less than 18 years). Yet another example of discrimination with women is exchange marriages and honor killings. Ideal leader convinces his followers to give women their basic rights.

Few days back my sister was hospitalized. She told me that a pregnant woman was admitted besides her bed who had

given birth to a baby girl which infuriated her husband who told her as "**she has delivered the baby girl she need not return home**". Such type of attitudes is a norm in our society where women are highly discriminated from the day they are born. Although being a doctor I want to inform men community that a sex of a child is determined by sperm of the father.

Taking care of disables is an important characteristic of a good society. Looking after disables and ensuring their basic rights available as to a normal human being. This includes food, clothing, water, employment, health, education and transportation. This is called inclusive approach. Under which instead of separately building schools, roads, and transportation systems of them the provisions are made in the existing system to facilitate the disabled. HANDS is also trying to increase awareness to ensure that disabled friendly facilities are available in institutions, schools, colleges, universities, special offices, villages and cities to enable the disabled to live like normal beings. Law of the land also provide that institutions will recruit 2% of disables which is not being followed.

Similarly we should also look after the "**religious minorities**". They are one of weaker section of our society and are discriminated. Sometime ago I had an opportunity to visit a non Muslim village in the province of Sindh. On my arrival I was surprised to see men wearing caps and hanging handkerchiefs on their shoulder which is the attire of Muslim scholars. On my inquiry I was told that they wear this dress to avoid discrimination when they visit cities.

Our senior citizen are also faced with the same problem. In developed world senior citizen and disabled are given special treatment. They are given priority and discounts during travel and at places of entertainment. In addition they are also entitled to pension, health insurance and social security. Unfortunately

our senior citizens do not enjoy these benefits/facilities which is a stigma on our society whereas Islam strongly recommends special attention to this segment of the society.

In the developed countries the number of senior citizens is more than the developing world because of their longer average life. Due to facilities made available to them, a large number of senior citizens age between 60-90 years are found in restaurants, places of entertainment and driving cars. In contrast our senior citizens face with many problems and find it very hard to go out of home due to malfunction of the system. They are faced with many hardships in the last phase of their lives.

Children are also a part of weak segment of our society. The infant mortality rate is also very high. By the age of five 90 out of 1000 children die due to minor ailments like pneumonia, diarrhea and measles. Our social system also maltreats children. Our children are our future but are a weak component. From parents to teachers to Maulvi (religious scholar) all ill-treat children and they even cannot raise their voice. Therefore a good leader creates a society where excess against children are not committed and they are provided opportunity for sports, education, health care and are also treated with love and affection. In HANDS it is our endeavor to establish such schools and townships where kids are not exposed to excesses particularly physical and sexual abuse.

A transformative leader also takes care of environment for the society and works for its preservation and avoids activities which are harmful for it. In our daily life wastage of natural resources adversely affect our environment which includes, things of daily use like paper or tissue paper, misuse of water, air conditioners, refrigerators, deforestation, excessive use of vehicle and airplane, disposal of waste

through burning process.

We should minimize the carbon emissions which are very harmful for the environment by optimally using the above mentioned means and materials. If this is not addressed then the world is inflicted with natural disasters due to pollution which includes floods, cyclones, earthquakes, storms and tsunami etc. Judicious use of natural resources is the best means of curbing pollution. In HANDS efforts are being made to minimize carbon emission through ensuring air-condition free working environment. In addition paperless environment has been introduced and our procedures are being converted into web based system. Minimum use of air-conditioning is one of the key interventions to contribute carbon foot print follow up (green gasses).

Another initiative taken by HANDS to improve environment is through tree plantation. Experts say that every vehicle owner should plant four trees annually on the average in his area. All homes using natural gas must plant one tree every year. Every motorbike rider should plant two trees and every air traveler should plant four trees for every 3500 kilometers of air travel.

Social and emotional aspects of our life are tied with each other and our emotional life sparkles with others. Psychologist advise to win others heart through pleasant conduct and mannerism which gets registered in the hearts and is called emotional bank account. It is similar to a banking transaction where we deposit our savings and get profits in return. The same way love given to others gets very high returns. Transformative leader has the special ability to earn public love due to courteous behavior. This is called Emotional Intelligence (EI).

The Islamic revolution of Prophet Muhammad (PBUH) became successful within a short span of 23 years because of his polite and humane behavior. There are thousands of incidents of compassion pertaining to Prophet Muhammad (PBUH) one of which relates to the city of 'Taif' according to which "Muhammad (PBUH) reached 'Taif' for preaching. The people of 'Taif' instead of listening injured him by stoning. When the angels asked the Prophet for permission to crush them (rebels) between the two mountains but the Prophet (PBUH) refused". Today 'Taif' is one of the major Islamic center. We should keep questioning ourselves where we stand in good behavior?

World psychologist agree that Intelligence Quotient (IQ) all inherited and cannot be changed where as with little efforts Emotional Quotient can be increased. E.I is defined as, "keeping personal emotions in discipline and managing others emotions as required". An example would be heartrending scenes of a movie when audience start to profusely weep. Here the film producer plays with emotions of the public through his story. Same example can be quoted for the politicians, religious leaders and eminent personalities who control the emotions of public by their gestures.

The experts say that in today's world successful men are succeeding by increasing their EI. About Emotional Bank Account Stephen Covey talks about six major deposits.

1. **Understanding a person:** The most important deposit perhaps understand others and is also the key to all other deposits. We cannot know how an individual will react to our deposit if we don't know his personality. What we consider deposit strolling, chit chat, eating ice cream, working on a joint project. May be the other person does not consider it to be deposit at all. Instead he might treat it as a withdrawal of deposit. Therefore it is very important

to keep in mind the interest and desire of others. If you are working on a project and your six year old kid interrupts your work and insist for something which is very unimportant for you but is very important for him. By giving the same importance to others as they expect from you signals to others that we understand him and is equivalent to a huge deposit.

One of my friend's son developed strong desire to play soccer while my friend was not interested in the game. In summer's he took him abroad to watch the football world cup. It consumed two weeks of time and substantial amount of money but the experience was fruitful as it became a source of close bonding between father and his son.

2. **Taking care of small things:** Small favors and courtesies are very vital, similarly ill-treatment, unkindness, lack of recognition cause huge losses. In relationship small things matter. People are very fragile and sensitive from inner self. I don't believe that age or experience makes any difference. People with apparently very robust and strong physiques have very kind heart, feelings and emotions.

In our society participation in social gatherings for instance birthdays, marriages, funerals, visiting a patient, rewarding employees and celebrating their birthdays are admirable deeds.

3. **Honoring promise:** Honoring promise is like a big deposit and breaking a promise is like a big withdrawal. In fact there can be no withdrawal greater than breaking a promise which is important for someone. Next time when a promise is made he will not believe it.

People build their hopes on the basis of promises.

Particularly a promise that pertains to their basic needs. This is the principle of HANDS community development program i.e. "don't make false promises nor give false hopes".

4. **Clear understanding of expectations:** Imagine the misunderstanding which can arise between you and your boss as to who was responsible for writing of job description of your employment. "When will I get my job description" you could ask your boss. "I was waiting that you will bring your job description yourself." This could be his possible answer. Therefore it is very important that when ever we are faced with a new scenario we get clarity about expectations. People asses each other in the backdrop of expectations. If they realize that their core expectations have not been met then trust will decline. We create negative scenarios for ourselves. When expectations are unclear and others don't understand them the people get emotional and small mistakes lead to complexities.
5. **Self Awareness:** Self Awareness becomes a prelude to confidence and causes huge amount of deposits. Its shortage defeats all other efforts to build confidence. People can try to understand others, understand importance of small things, be honest about their promises and come up to their expectations. Despite all above if they lack self awareness they are likely to become hypocrites and cannot increase the level of confidence with others. It means what we expect from others, first we should act on ourselves. It means if we expect truth from others we should first be truthful ourselves. If we smoke, how can be stop our kids from smoking. If we are not saying prayers how can we counsel our kids to pray? Remember, "**Children have excellent observation and memory**". The best way of self awareness is to be loyal to those who are absent. By

doing so, we will create trust in those who are present. When you protect the absentees you get the confidence of others.

6. **Tendering sincere apology on mistakes:** When we withdraw amount from the emotional bank account we must apologize with sincerity. Large amounts are deposited with sincere words. Like "I apologize", "I was wrong", "This is my unkindness", "I was not being respectful", "I did not give you your due respect", "I am very sorry" etc.

The renewal of social/emotional aspects takes lesser time than renewal of other aspects. This renewal can be done in our daily routine meetings but surely needs practice. Most of us will need to put extra efforts to achieve this.

Imagine that you are most important person in life. You can succeed me as a boss, be a subordinate, colleague, friend, neighbor, wife, kid or my family relative, anyone who I have to meet due to my desire or necessity. Imagine we have to discuss a topic together, work together, discuss a controversy, achieve an objective or resolve a problem. We see things from different angles "our lenses are different", you see a young lady while I see an old one.

Hence I approach you with a positive mindset and say "I can see you have a different view of the situation why don't we agree to continue our dialogue until we arrive at a solution which is good for both of us. Do you agree to this suggestion?" Most of the people will agree to it. I again say "Let me listen and understand to your point of view, then I will present my point of view so that you can comprehend it properly. If we are determined to find a solution which is satisfactory for both of us and it's based on our deep understanding then we will discuss a new idea

and together find an alternate which will be different from our individual and conflicting points of view.

This act in fact is a "**win win**" situation for both and the best outcome of decision making. There are many characteristics of this process in which the participants benefit equally, new windows for cooperation open and mutual confidence gets a boost.

The second behavior is "**I win you lose**". People with this mindset always believe that they are better than others at any cost. "I will defeat you at any cost". This is a common but undemocratic behavior in which designation, authority and respect are put on stake. This behavior does not lead to social mobilization in any ways but instead results in controversy. It is not practiced by an ideal leader.

The third type of behavior is "**I lose you win**". Under this mindset one believes that he is always exploited. A person of this mindset is neither demanding nor have expectations and make others happy in an unemotional manner. He is portraying himself as an oppressed person. This behavior also does not lead to social mobilization in any ways nor it is practiced by an ideal leader.

Now I will request you to refer the self-explanatory Mindset Assessment Scale, from 0 to 100 points, categories from Excellent (82-100), Good (49-81), Fair (16-48) and Poor (0-15). In Column Today's Status try to assess yourself, by making bench mark of any ideal and your status currently, then in second column set your goals of improvement, remember this should be slow and gradual improvement every year.

Mindset-9 Scale

+100.....+66.....+33.....0
 ExcellentGoodFairPoor

S/ No.	Activities	Today's Status	This Year's Targets
1.	Belief that everybody has a share in the resources of God's world		
2.	Creating an environment of mutual trust and benefit		
3.	Justice for women and caring for their rights		
4.	Justice for the seniors and caring for their rights		
5.	Justice for children and taking care for their rights		
6.	Justice for disables and looking after their rights		
7.	Justice for the minority and taking care of their rights		
8.	Maintaining win win situation for both		
	Total: 800		

Mindset 01 - 09:

Complete Scale of Mindset

Now you are requested to see the mindset evaluation scale given below which ranges from 0 to 6200 points and is divided into 4 levels i.e. Excellent (5165-6200), Good (3099-5165), Fair (1033-3099) and Poor (0-1033).

Now insert your total points in the table below and see your aggregate points and increasing your score in coming years try to reach your ideal personality. In the second column chose your annual target.

Mindset Scale

6200.....+4132.....+2066.....+0
 ExcellentGood.....Fair.....Poor

S/ No.	Activities	Today's Status		This Year's Targets	
		Earned point	Total points	Earned point	Total points
1.	Mindset 1: Develop Character		700		700
2.	Mindset 2: Behave Proactively		900		900
3.	Mindset 3: Follow Vision		600		600
4.	Mindset 4: Manage Time		600		600
5.	Mindset 5: Maintain Fitness		600		600
6.	Mindset 6: Satisfy your Spirit		600		600
7.	Mindset 7 :Develop Intellect Skills		700		700
8.	Mindset 8: Form Team		700		800
9.	Mindset 9: Socialize to Mobilize		800		800
	Total:		6200		6200

I believe that you would have studied this book with concentration. I am also sure that you have evaluated your mindset with honesty because this mindset scale is for your own awareness. Certainly you would have set your targets for the next year. It is my desire that you gradually, but with consistency, strive to achieve these targets.

My request to those ladies and gentlemen who could not understand the subjects of this book or partially understood the subjects would read it over and over again. The resource of growth for a person can neither be just one book or one sitting or one training session. This is continuous process which lasts throughout the life.

It is my desire that this book contributes towards your progress. It is now up to you to adopt these mindsets and replace your weaknesses by positive behaviors. I pray that God support you in adopting these behaviors and you get best outcomes. Even if only a few of you can bring a change in your lives because of reading this book, I will be convinced that I have achieved the aim of my life.



The author of this book, Dr. Shaikh Tanveer Ahmed is the Chief Executive of a leading nonprofit organization named HANDS (Health And Nutrition Development Society). He is a medical graduate, holding Master's in Public Health. He has done his fellowship from Public Health Institute Santa Cruz California. His unique experience of working as Public Health Educationist and Development specialist is spread on a canvas of thirty years, during this period he has been working with a donor agency (USAID), Public sector (Health Department-Government of Sindh) and a National Non-Governmental Organization (HANDS). His distinctive job position has exposed him to substantial understanding of grass root realities and the National & International policies to address these issues. His 21 years of consistent leadership has developed the organization from a grass root organisation to a international development organisation.

More than 25 papers are on his credentials, presented in international conferences. He is also the writer of 23 publications on Development & Public health issues.

HANDS was founded by Prof. A. G. Billoo (Sitara-e-Imtiaz) in 1979. HANDS has evolved in 35 years as one of the largest Non-Profit Organizations of the country with an integrated development model and disaster management expertise. HANDS has a network of 31 offices across the country and has access to more than 22 million population nearly 22,000 villages/ settlement in 47 districts of Pakistan.

HANDS International recently established its offices in London, United Kingdom and Kathmandu, Nepal. HANDS international -UK is registered as Non-Profit Organization in Companies Act 2006 of England and Wales.



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