

NLP MASTERS PRACTITIONER PROJECT

"GIVING CLEAR INSTRUCTIONS"

By

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Exemplars



The Well-formed outcome



Giving Clear Instructions

*I am speaking using words which
lay out the message clearly for the
listener.*

Screening Criteria



- Language Filters
- Sub modalities
- Beliefs
- Logical Levels
- Language Patterns

Summary

My IT is “**Giving clear instructions**”.

The reason for choosing this is in professional and personal life we only achieve the desired result in the shortest time when we have clear instructions. This is relevant when a Manager defines the steps needed to achieve the sales target for the month or when a Mother is explaining to a child how to clean his room. When instructions are not clear, the listener is confused and either takes a long time to find the exact action expected out of him or ends up doing the task wrong which leads to further frustration and loss of productivity in relation to time.

My exemplars for this project are professionals who have had the maximum impact in leading teams to achieve extraordinary results, building overall strategy for their organizations and on a personal level being able to create rapport as good with a CEO as with a line worker.

Defining my IT and the Well-formed outcome

In **Giving clear instructions**, the outcome that I expect is that I am speaking using words which lay out the message clearly for the listener. While doing this I am calm and satisfied that I have used the easiest words in the language of the listener (for ex Hindi or English) and stated the intention in my mind.

In this model I am myself clear what I expect the listener to do after my instruction is over. I double check to confirm the understanding from my listener.

Layout of the individual Exemplar analysis

- *Highlights from my conversation with the exemplars and the Beliefs of Excellence they exhibit.*
- *Neurological Levels of Change*
- *Filters in thinking and communication*
- *Final takeaway Model*

Exemplar 1 - Kent Richards

In a conversation with Kent and using questions as a structure and then letting it free flow, few insights came up.

I was reporting to Kent directly in my tenure 2 years back as a Manager and he was my Area Director. I had firsthand access to his feedback, style of working and professional conversation.

I began by asking Kent about his background in the Health and wellness business, the belief systems he holds and the model he operates by. Below are the key points he shared -

- **When you are in a company you should clearly understand what is expected of you**
Ensure that you are aligned with what they were looking for when they hired you and what they wanted you to contribute. So it's not a case of inhibiting your goals, but it's important to make sure that your goals and the goals of the company are aligned.

BELIEFS OF EXCELLENCE

The person with the most flexibility in thinking and behaviour has the greatest influence.

- **My spiritual belief is very strong**
Throughout my life you know I went to a Catholic school, where I practice my faith and everything you know, go to mass every week. Christian beliefs are a case of always knowing you are given only as much as you can handle so you accept and you are given only as much as you can handle and always being full of gratitude. So if I am given a situation that can be stressful I would handle it in a positive way. For example, I will be thinking well I know I can handle it, I wouldn't have been given it if I can't handle it.

Challenge → I want to have a positive outcome → what is the best way

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- **Professional skills which help to progress**

Being able to communicate, because no matter what your qualifications, no matter what your experience, no matter what else you have, if you can't put it across correctly, if you can't get buy in of those who are your peers or those who reporting into you then there's always going to be confusion and there are always going to be 'missing the boat' so you know to have an open communication to be able to say what you mean without offending others and by getting commitment that one is the key.

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- **One door closes four others are going**

I believe our lives are mapped out well ahead of where we are now and it is just a journey. So you know literally if one door closes four others are going to open so if they don't open immediately well, it's not my timing it's God's timing so you know you go with the flow.

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- **'Free falling'**

You free fall through life. It is to be able to know that you can't really do anything that wrong or say anything that is that incorrect, if people have had to put you in this position because you have got there because you got certain qualities recognized.

Example: When I was leaving Cape Town to go to Malaysia and my employer told me "I can't tell you what work you will be doing, I can't tell you what your title is going to be, because we are literally going to a new country and we are going to open health clubs. But we don't know how many in a year, we don't know, there's nothing clear. We are just going to go there and parachute off the plane and see where we land and see what we get and we are going to make it work. And that became in my mind 'free fall'. And every time I ever looked at anyone or any leader that I respected or whatever, it's been that kind of way. If you look at Richard Branson, he makes a famous quote, 'If you get offered a project or a job, and you are not sure if you could do it, take it anyway because you will be offered it and you wouldn't have been offered it if you didn't have some qualities that matched that position.'

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- **Measuring the results / Clean questions of 5 Whys to yourself -**

Be it financial result or be it performance result or be it activity result you need to check in order to see how you got there and see how you can get a different result. So analytics is very important and I always use a basic principle of five 'Whys'. If the result is not what you want - why, so you identify what can be all the different criteria that got you the result. And then you

look at those criteria and you ask, why do we have those criteria, why do we use them, and why have we not been successful in those criteria. Then you know probably would get to five different whys - you have a very clear idea as to how you can improve the business and the position and where it has gone wrong and if it has gone well then you can duplicate that.

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- **Having a 'service' mindset towards your Team**

Communication, analytics and of course things like, not having an ego the one where to kill any career growth is to be talking about 'I' and 'my'. It really annoys me when people say, what my team does and oh that's my person. What do you mean it's your person. You are their person. It's really to make sure that you are going to flip that whole triangle on its head. You work for all those people who are reporting to you. You have to grow them, you have to develop them, and you have to make sure that they have the tools for success, you don't do their work but you have to provide the right environment for the correct outcome to occur.

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- **Finding common areas connection with people**

You can't have a connection with a person who is full of their own importance. If I have to work with that kind of a person I think ok I can't change their character I can't change their personality I am not always right but how can I connect with that person how are we going to find an area where we can actually connect and again dig dig dig dig until you can find any kind of common areas and that's where you can then build on to those values.

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- **Work-life integration**

I don't believe in work-life balance at all. I believe in work-life integration because in my kind of job and in many people's positions every day is as important as the other day. That doesn't mean I am not checking my emails and I am not answering that's something relevant. I don't mean that I am not doing anything that's work related. Any structure always happens Monday to Friday. Saturday and Sunday I am doing things that I hadn't done in the week, of course I will go out for lunch and have fun as well but I firmly believe that we need to integrate work and life.

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- **Realistic Goal Setting**

And if you look at people like Neil Jacobs or Anna who I do really admire as well - they are not afraid of things going wrong, they are like - that could work, so let's go for it first. Anna is the one who says "You can have goals but don't live your life according to the goals because goals will get you closer to what needs to be done but you can't reach it all".

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- **Get everyone's input while making a decision-**

Get people's inputs, get people's ideas of where this business needs to go. Hear what they believe are their strengths and their weaknesses and then this email will evolve. It will be your decision but you will show them how you listened and take all of that into your account. So that is what makes a difference between a leader making good decisions and making bad decisions.

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- **An example of 'Clear instructions' through Spa Retail Strategy**

Right now we are doing something exciting and developing on paper, like formalizing the spa retail sales strategy. Once that is done (we were working with a team of ten people) then we would go back to the corporate trainers to work out how we are going to work with the local trainers and their training time in getting this achieved and it will be great. As you can see if the spa director sees one area that isn't working they will be able to go back to a one drive or an online training facility and be able to see this is what we need to do. Instead of having just one conference where we talk everything, it will be on going.

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- **Following a Structure to your day or no structure**

Every day of mine is planned. First thing I do when I sit down at the desk is write down what time are my booked appointments. Be it phone calls, one-o-ones whatever. So I write them down first. Then what I do is I think I always use the four quadrants. So it's not drawing a four quadrant every day whereas looking at four quadrants and saying what is the most important and the most urgent. So what has the most impact and what is more important to do the area that I am responsible for.

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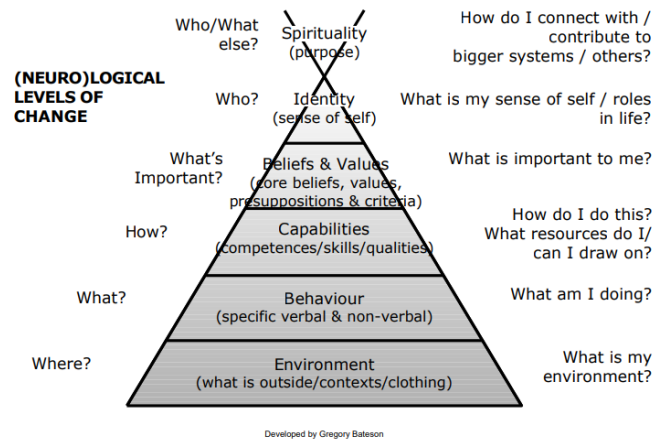
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- **Reading True stories as autobiographies of people**

I like autobiographies. I got half way through Elon Musk- his story. Richard Branson. I really like to know how people began and how people where they are. Even if they went downhill. So I love true stories.

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In the Logical Levels, my observations about Kent was as below-

Spirituality- Kent’s spiritual belief anchored on statements that “I am getting only what I can handle” and “its God timing I trust”. It lends me to understand that his ultimate purpose and belief in spirituality makes him accept and content in whatever he has got and does it happily.

Identity of self – In the professional front, I found that Kent believes in contributing to others growth and believes that he should be able to service to his team rather and thinking that “I work for them not vice versa”

Beliefs and values

- A strong spiritual belief that he has been given work only what is he is able to handle
- Our lives are mapped out well ahead of where we are now and it is just a journey
- Realistic Goal Setting
- Work-life integration

Capabilities

- An experience in the health club industry and person experience working with people.
- Understanding rapport building with team members
- Being able to communicate

Behavior

- You should clearly understand what is expected of you
- Measuring the results / Clean questions of 5 Whys to yourself
- Work-life integration

Environment

Professional world in a company

FILTERS IN THINKING AND COMMUNICATION

Towards / Away from – Kent has a “Towards” filter which is inclined towards agreement – with what is expected out of him from the company, with team members, free falling and work life integration.

Match / Mismatch – Kent uses a Match filter to align with expectations from his company, customize the strategies for each team and communication to deliver the message in the best way.

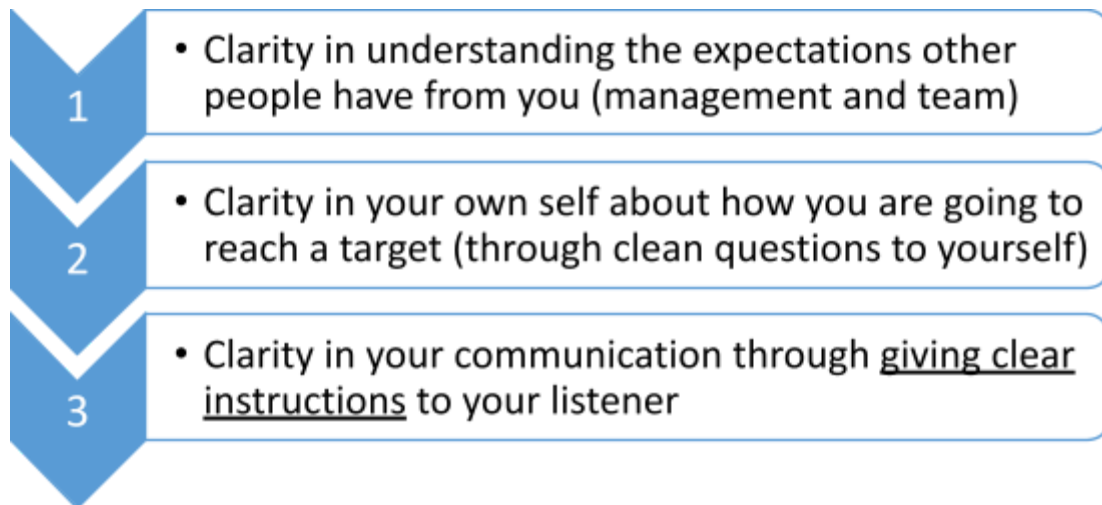
Big Chunk / Small Chunk – Usually Kent is a big chunk person reflected in calls where final results and performances are summarized in short. Small chunk when we send reports to him outlining our actions everyday to reach the sales target of the month.

Procedure / Choice – Kent follows a procedure as reflected in his organizing his tasks for the day and then segregating them into Urgent / Not urgent but is also open to Choice and customization.

Associated / Dissociated – Generally associated towards achievement but dissociated by being realistic and giving time to his teams to get training then retraining in the overall achievement of the tasks.

Final analysis

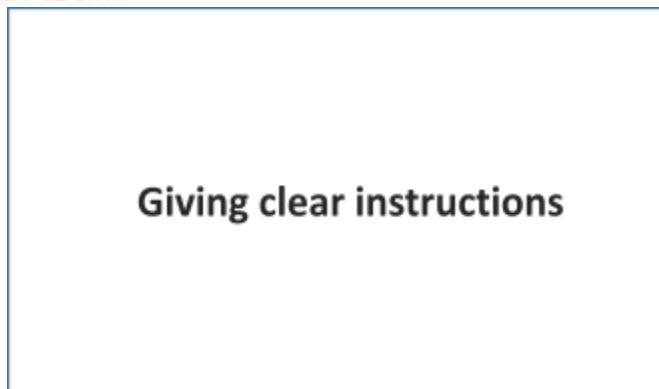
In understanding the thought patterns and filters in Kent’s interview I found the below key points in him demonstrating the process of “**GIVING CLEAR INSTRUCTIONS**”



Having had the experience of working with Kent, “Giving clear instructions” in a professional environment can be categorized by the following –

- Monthly action plan to achieve sales
- Daily briefings with team

Appraisals of staff and designing a clear development plan ahead and action steps



Being clear in my own mind on what needs to be done

Emails whenever done carry clear instructions on what is expected

Exemplar 2 - Mark Sands

- **So here for me the only goal was to show them they needed me and potentially could hire me permanently before basically I had in my head. So I had in my head I needed to complete the management training programme, it was a two year programme, I had in my head I needed to show them I was a valued employee permanently a better contract and a better deal and financially just better money**

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- **You need to communicate with them in a very personal way and also in a way you make them feel respected**

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- **First thing that I was coming in with really, you don't have a reputation, you don't have a CV, all you do have is you have enthusiasm and you have time. So I made sure that I was available twenty four hours a day, seven days a week. So if someone is sick I would come and help out. I would drop everything to stay if there was an issue, I would extend my shift. So if you really the whole point was to say that everyone I am the guy if you need to come to one person because there's a problem, come to me first I will help solve that problem.**

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- **I wanted to work hard, I wanted to do jobs that nobody thought I would want to do because I didn't want to give the impression that I am this smart guy coming from a university not willing to clean a toilet. So I have cleaned toilets in every company that I have worked with.**

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- **I think to me it's important to be a good person, I think maybe a good all-rounder that means being a specialist in nothing, willing to learn all the time and exploring and being curious.**

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- **An excellent leader in my mind is someone that listens and he is able to suspend their judgements and tell a point which they have listened to a number of different viewpoints and looked at from a number of different avenues. I think in general if you are dealing with people I think they have to be almost an amateur psychologist. You are particularly in hospitality, your guests are human beings and your staff are human beings.**

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- **Main part I would say is relationship, empathy, understanding, accepting that things can be better, even if you work in something that is considered to be excelling in a particular field excelling in a particular area.**

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- **Understanding can always get better and this technology development and this development in terms of education. But also everything is changing all the time and therefore you sit still and effectively you are moving backwards in comparison to everyone else.**

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- **I can connect with hosts because I think I don't see numbers in the bank account I don't see myself being more important and better than anyone else**

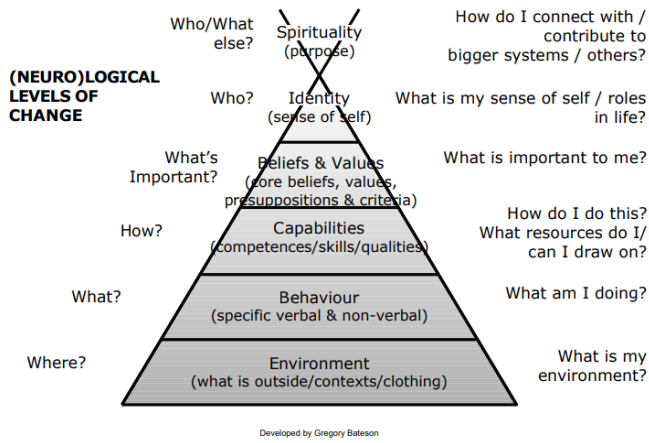
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- **I think when you are looking at views you are trying to look at opposing views so I think that's another thing that we are in a world where we are fed same view that we establish**

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In the Logical Levels, my observations about Mark was as below-

Spirituality- Mark has a belief that over all its important to be a good purpose and be as giving as possible to let people grow. The fact that he likes to see people grow shows that aspect.

Identity of self – In the professional front, Mark believes that he is not better than anyone else and that a line worker is as important as the CEO of a company is the mindset that shows that he finds himself as a contributor much like anyone else for a bigger purpose.

Beliefs and values

- Empathy
- Listening to all points of views and being neutral in judgement
- Move with the times and be ready to change / Be flexible
- Being an all rounder

Capabilities

- Being an all rounder
- Team player
- Getting everyone's input

Behavior

- Being available when needed
- Listening skills
- A positive approach to situations

Environment

Professional world in a company

FILTERS IN THINKING AND COMMUNICATION

Towards / Away from – Mark has a “Towards” filter which is inclined towards agreement – with what is expected out of him from the company and with team members.

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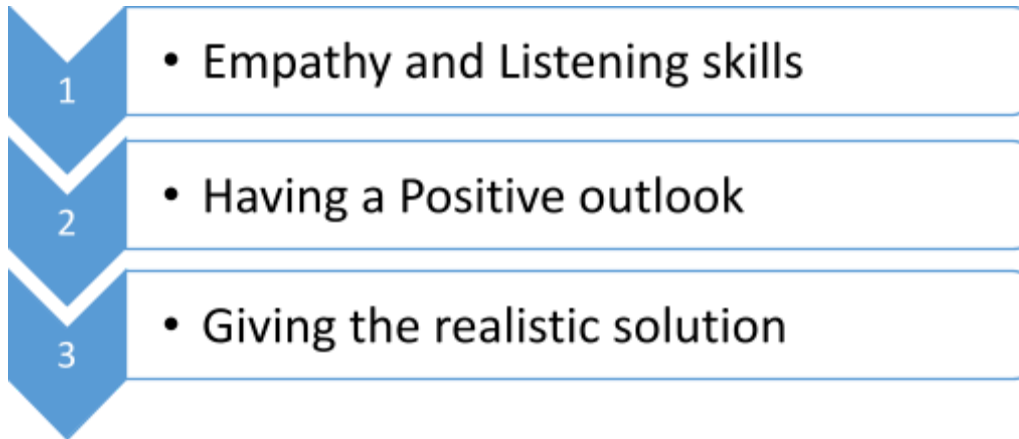
Big Chunk / Small Chunk – Usually Mark is a combination of Big and small chunk. While communicating with the CEO of the company he would be Big chunk discussion the direction of the company’s growth. When he is communicating to a unit Manager he would be as detailed as discussing how a particular juice service is to be done from the wellness café and where the mixer is to be placed.

Procedure / Choice – Mark follows mostly a Choice and customization approach. He has a structure in which he makes sure he gets in 8 hours of sleep, wakes up and plays with children and then goes to the Gym, thereafter a full day of work but with the kind of engagements he has – family and work he is mostly a choice oriented person.

Associated / Dissociated- Particularly during Covid I saw Mark being dissociated on the whole which was a good thing as it was realistic. On one hand the company had to close resorts and spas and the employees were laid off from work so it was a panic situation for many. Mark did his part best he could by trying to get the resorts to open as fast he could with the covid guidelines but overall he maintained a realistic picture of when things would be opening up and a realistic estimation. Thus, he was associated with and understanding of everyone’s emotions and sadness but at the same time disassociated and realized that no one actually knows the future and when things would get back to normal.

Final analysis

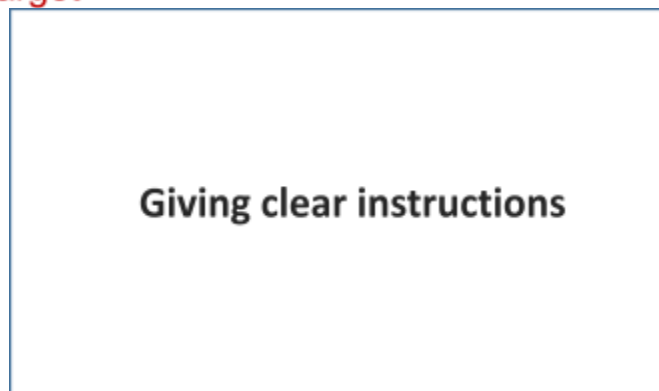
In understanding the thought patterns and filters in Mark’s interview I found the below key points in him demonstrating the process of “**GIVING CLEAR INSTRUCTIONS**”



Having had the experience of working with Mark, “Giving clear instructions” in a professional environment can be categorized by the following –

- **Detailing in to the operations and achievement of target**

Being available to guide whenever needed



Giving the best solutions and mostly helping his staff to reach to the best solutions

Defining clearly the path ahead and strategies for company's growth.

Exemplar 3 - Arup Kumar Banerjee

My father Mr Arup Kumar Banerjee, has been a Divisional Forest Officer and he has effectively setup the Nandadevi National Park, Valley of Flowers and various NGOs. Seeing how he used to turnaround a government department into a highly efficient model using local staff members was remarkable and I always saw him giving clear instructions.

- **First I made sure that there we establish a Standard Operating Procedure tasks**

Having proper guidelines serves an important purpose to make sure everyone is aligned to the goal. Then having daily briefings to make sure we go through each SOP one by one. Plus I encouraged the use of Walkie talkies and added a lot of them in my department in remotest areas so that people communicate messages clearly and seniors give clear instructions to staff.

BELIEFS OF EXCELLENCE

- ✓ The meaning of the communication is the effect.
- ✓ There is a solution to every problem.
- ✓ If someone can do it – anyone can do it.

- **I believe that what other people think they cannot do, I can do.**

There were several challenges during my career that I had to take up in which being in remote locations and being given a task in which I had to manage staff, department, politicians I always had in mind that whatever task is given to me I will do my best to perform it and take it up as a challenge and enjoy it.

BELIEFS OF EXCELLENCE

- ✓ *Each person is unique / the map is not the territory.*
- ✓ *There is a solution to every problem.*
- ✓ *We have within us all the resources we ever need.*
- ✓ *The person with the most flexibility in thinking and behaviour has the greatest influence.*
- ✓ *If someone can do it – anyone can do it..*

- **Professional skills which help to progress**

Being able to communicate clearly and effectively. Hard work and discipline.

BELIEFS OF EXCELLENCE

- ✓ *Each person is unique / the map is not the territory.*
- ✓ *Everyone makes the best choice available to them at the time they make it.*
- ✓ *There is no failure only feedback / there is only learning.*
- ✓ *Behind every behaviour is an unconscious positive intention.*
- ✓ *The meaning of the communication is the effect.*

- ✓ *There is a solution to every problem.*
- ✓ *We have within us all the resources we ever need.*
- ✓ *The person with the most flexibility in thinking and behaviour has the greatest influence.*
- ✓ *Mind and body are part of the same system.*
- ✓ *Knowledge, thought, memory and imagination are the result of sequences and combination of ways of filtering and storing information.*
- ✓ *What we recognise in others mirrors the structures we hold within ourselves.*
- ✓ *If someone can do it – anyone can do it.*

- **Humane attitude towards Team**

I am known as a task master and the staff including me used to put up long hours even on winter days when it was snowing outside – I made sure that I put up heaters for staff members and supplied them with regular Tea and snacks from my home so that they do the work wholeheartedly and also regular parties and get-togethers helped keep the morale up and people were generally happy.

BELIEFS OF EXCELLENCE

- ✓ Behind every behaviour is an unconscious positive intention.
- ✓ The meaning of the communication is the effect.
- ✓ Mind and body are part of the same system.

Having a service attitude towards community

I installed several NGOs to give employment to local villagers and women empowerment programs. Then I also installed a Wool Carding plant in Lhata, a remote village in the Himalayas so that the local villagers can get employment and revenue.

BELIEFS OF EXCELLENCE

- ✓ Each person is unique / the map is not the territory.
- ✓ Everyone makes the best choice available to them at the time they make it.
- ✓ The meaning of the communication is the effect.
- ✓ There is a solution to every problem.
- ✓ We have within us all the resources we ever need.
- ✓ The person with the most flexibility in thinking and behaviour has the greatest influence.
- ✓ If someone can do it – anyone can do it.

- **Giving everyone a chance to showcase their talent and appreciating them**

Get people's inputs, get people's ideas of what steps we should take in the new initiative of a project and once they give a good performance and finish the project in time then appreciate them in public.

BELIEFS OF EXCELLENCE

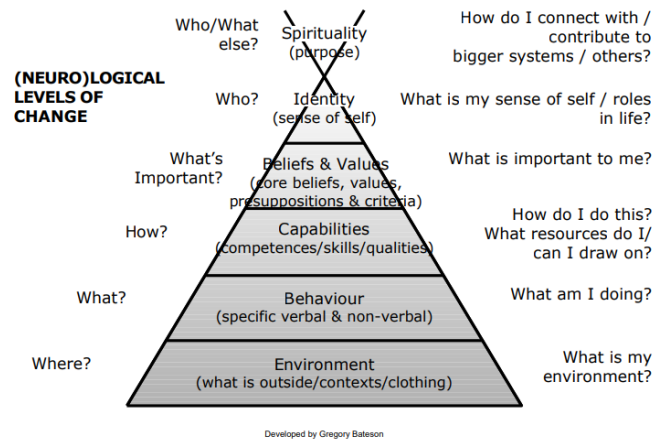
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Be progressive with times and renew yourself

Arup took voluntary retirement 3 years before the actual date. Then he learnt Yoga on his own and also astrology. Now he is an astrologer with a long list of clients all over the world including Bollywood celebrities.

BELIEFS OF EXCELLENCE

- ✓ Each person is unique / the map is not the territory.
- ✓ Everyone makes the best choice available to them at the time they make it.
- ✓ Behind every behaviour is an unconscious positive intention.
- ✓ We have within us all the resources we ever need.
- ✓ The person with the most flexibility in thinking and behaviour has the greatest
- ✓ influence.



In the Logical Levels, my observations about Arup was as below-

Spirituality- Arup’s spiritual belief anchored on servicing the community. In all the work that he has done in the Government and in all that I have personally seen he has always worked towards improving the community and the standards of people around him. Helping other people while helping his department reach the necessary goals.

Identity of self – In the professional front, a belief which anchors very deeply on taking up a task as a challenge and thinking what someone else cannot do I can do it. It shows that he is very confident in his abilities in managing tasks.

Beliefs and values

- Community service
- Grow through growing others
- Humane approach to getting tasks done
- Renew yourself and be progressive

Capabilities

- Clear communicator
- Quick decision making abilities
- Well read
- Focused

Behavior

- A light and fun atmosphere with team
- Open door policy
- Generous if any one wants to learn any thing from him

Environment

Government department and then private business.

FILTERS IN THINKING AND COMMUNICATION

Towards / Away from – Arup has a “Towards” filter which is inclined towards agreement – with what is expected out of him from the Government Department, with team members, Community and life in general.

Match / Mismatch – Arup uses a Match filter to align with expectations from his Department, customize the strategies for each team and communication to deliver the message in the best way.

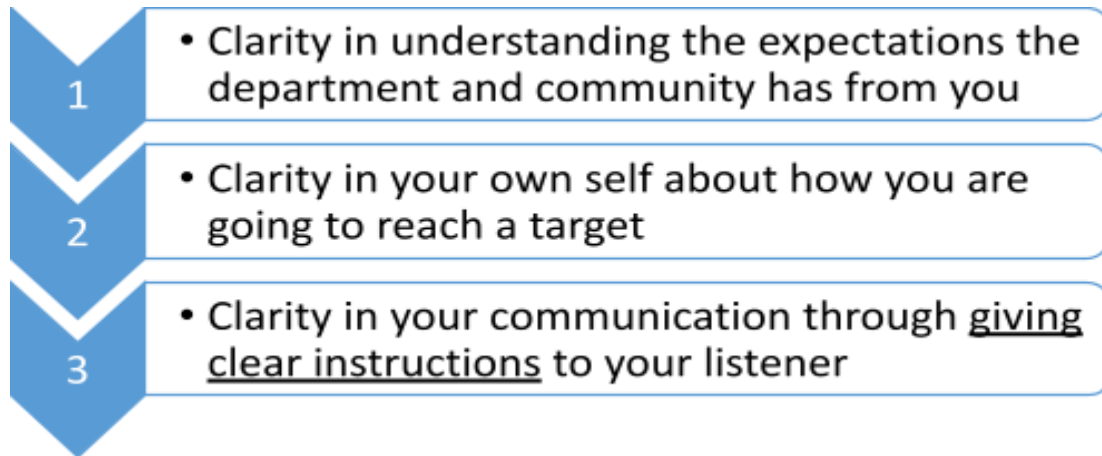
Big Chunk / Small Chunk – Usually Arup is a big chunk person reflected in calls where final results and performances are summarized in short. Small chunk when he has to explain his team or an NGO a detailed way to accomplish a project.

Procedure / Choice – Arup follows a procedure and then also Choice as he does things his own way making sure it is legally acceptable.

Associated / Dissociated – Associated towards everyone’s growth and achievement of the task.

Final analysis

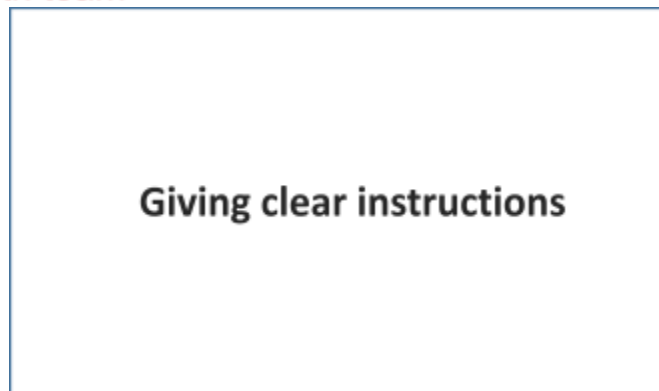
In understanding the thought patterns and filters in Arup's interview I found the below key points in him demonstrating the process of "GIVING CLEAR INSTRUCTIONS"



Having had the experience of watching Arup closely, "Giving clear instructions" in a professional environment can be categorized by the following –

- **Standard operating procedures**
- **Daily briefings with team**

Giving chance to team members to give input in designing strategy to accomplish a project.



Being clear in my own mind on what needs to be done

Communicate clearly what has to be done

CONCLUSION

While each of the exemplars have in their own way displayed a pattern which is unique below are the highlights of the discussion –

- **The Foundation** - For me it was the underlying thought which each of the exemplars have as a base guiding their action. In other words, the purpose of why you do what you do. This is the feeling of 'Service to community'. The idea of growing the organization through first taking steps in growing your people and being of service to them has been the highlight. In Kent's words "You work for the people and not the other way round"
- **Understanding Expectations**- I found this as a crucial and remarkable step in viewing the gap that we often come across in which coaching an employee on where the employee is in his performance for his job description and what is expected out of him. Keeping coaching as an activity constant, I feel that it's the duty of an employee at any level to first have an understanding of what is expected of him or her in his role. That way an employee can be clear on what steps to take once he or she knows the final expectations.
- **Defining the process** in your mind and drawing out the strategies needed to execute the steps. Here clear questions to yourself will play a major role as you being the final instruction giver need to be relayed to the listener. This can be then summarized into an SOP/Email for ready reference.
- **Giving clear instructions** and defining them in clear words to your listener.



EXECUTION OF THE MODEL

I tried out an example of this strategy using a TOTE model and the results are below -

Task - Get my gardener to place the flower pots to form a swastika shape



Final Presentation 18 April 2021

We had a session with a different batch of Master Practitioners, my batch colleagues and Mr Ramesh and Ms Gouri. Following was the sequence to events which happened during the session -

- I was asked to present “Giving Clear Instructions” and be spontaneous. At first I tried to go through the project that I had done but I was reminded again to be spontaneous.

So I decided to do a Yoga Nidra to relax the body demonstrating my Clear instruction giving.

- It was a 10min practise in which I instructed the participants to close their eyes and shift their awareness to different body parts in order to relax them.
- I could feel everyone relaxing and in the end the feedback they gave me was they were with me and that they were able to relax with the instructions.
 - Overall my IT - Giving Clear Instructions and my presentation of the same were substantially matched. Mr Ramesh and Ms Gouri confirmed the same.

Interesting observations :

- There was a question asked to me by Ms Gouri on how I can make sure that Clear instructions are understood by an illiterate person. I was trying to refer to a structural approach in answering this question referring to making SOPs/ Visuals etc, just then I was reminded by Mr Ramesh to become aware of a personality of mine which is basically two in nature - spontaneous (as I did Yoga nidra) and the conscious -structural one who draws reference from the project Model trying to sound right. In the end I was suggested to be spontaneous.
- Be more from the heart than the brain.
- I was also advised to pay attention to voice modulation.
- Always ask the audience to get their feedback every 5 or 10min to see if they are understanding me.
- I was using a lot of “ifs” - If you feel, If this happens. I was asked to eliminate If from my statements.

Overall my key learnings from this presentation were -

- Be spontaneous
- Pay attention to my Voice modulation
- Checking in with the audience / listeners if they are following my instructions.
- Be careful of what beliefs I have and use in the conversation.