

Moje Kasheer

Sistership Program

**A 9-Month Program for
Women Changemakers and Entrepreneurs**



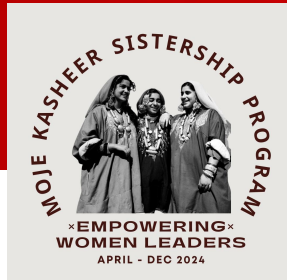
**Shakti
LEADERSHIP**



Home for Humanity



Foundation for Peace and
Compassionate Leadership



Our Valued Supporters

We extend our deepest appreciation to our **sponsors**, namely **Tata Steel Foundation** and **SIDBI**, for their generous contribution and belief in our vision. Their support has laid the foundation for empowering women changemakers and entrepreneurs from Jammu, Kashmir and Ladakh, and creating a platform for them to scale their skills, talent and enthusiasm, for entrepreneurial growth and development.



In addition to our esteemed institutional donors, we would also like to extend our gratitude to the following individuals whose invaluable personal donations have helped bring this program to fruition. For this, our special thanks to **Arun Wakhlu** and his **batchmates from IIM Ahmedabad**, **Nilima Bhat**, and **Devika Krishnan**.

We are also deeply appreciative of the efforts of so many from the organizations behind the *Moje Kasheer Sistership Initiative* for their guidance, encouragement, and support throughout the journey of establishing, planning and executing the program.

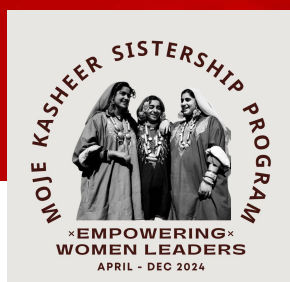
Furthermore, we are immensely grateful to our partners— **Kani Home**, and **Kashmir Launchpad**—for their collaboration and dedication to our shared mission. Their expertise and commitment to the goals of this initiative have enriched our program and expanded its reach, enabling us to stimulate wholesome impact in society



As we embark on this transformative journey, we thank our stakeholders for their unwavering support and belief in the *Moje Kasheer Sistership Program*. Together, we hope to effect many iterations of this program for future cohorts, so as to empower women to become leaders and entrepreneurs, who can - through their own efforts and connections - foster positive change in our society.

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Welcome

Thank you for being part of the Moje Kasheer Sistership Hybrid 9-Month Program. This binder is one place where you may keep a record of your journey.

You are in good company.

You and your fellow sisters are committed to waking up, reclaiming your power, expressing your authentic feminine and masculine voices, finding meaning, and purpose, showing up as leaders, entrepreneurs and change agents while building sustainable, equitable, inclusive communities and businesses.

This leadership and entrepreneurship development curriculum intertwines three essential growth tracks:

1. Step In

Using Shakti Leadership as a roadmap, you will journey through the Five Elements, including Presence, Power, Wholeness, Flexibility, and Congruence. You become a Shakti Leader.

2. Step Up

A Shakti Leader utilizes her full potential for the greater good of all. Integrating leadership skills with communicating to build influence, and learning the elements of Wholesome Leadership, you will learn the tools and best practices that you can use daily, to find your unique voice, be assertive and negotiate, and make an impact as an influential and effective leader.

3. Step Out

By authentically connecting to your purpose, you begin to see a vision, and your dream is born. Through both intrapreneurial and entrepreneurial support, you will lead your dream into reality.

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MOJE KASHEER SISTERSHIP PROGRAM (Opening Residency Schedule)				
Date	Timing	Module	Facilitator	Methodology
Saturday, 13 April	8:45 AM	Arrive at Kani Lounge	Nilima	Classroom discussions, exercises
	9-10 AM	WELCOME! Ice breaker - to know each other through an activity!		
	10 -10:45AM	Create OurSpace, Seed Intention, Logistics, Binder, Journal		
	10:45 -11:15 AM	Break		
	STEP-IN			
	11:15 AM -12:45PM	The Heroic Journey		
	12:45 - 2:15 PM	Lunch & Learn	Keynotes - Guest Speaker	
	2:15 - 3:15 PM	Journey Dynamics Simplified	Nilima	
	3:15 - 3:45 PM	Break		
	3:45 - 4:45 PM	Presence > The Master key		
	4:45 - 5:45 PM	Shakti > True Power		
Sunday, 14 April	8:45 AM	Arrive at Kani Lounge	Nilima	Classroom discussions, exercises
	9 - 9:30 AM	REFLECT Learning Journal and Key Takeaway		
	9:30 - 10:30 AM	Wholeness > Source Shakti		
	10:30 -11AM	Break		
	11AM -12:30 PM	Flexibility > Embody Shakti		
	12:30 - 2 PM	Lunch & Learn	Keynotes - Guest Speaker	
	2 - 3:30 PM	Congruence > I AM-I CAN-I WILL	Nilima	Classroom Activity
	3:30 - 4 PM	Break		
	4 - 5 PM	Dance of the Five Elements		

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Monday, 15 April	8:45 AM	Arrive at Kani Lounge	Savita & Bharat	Classroom discussions, exercises
	9 - 9:30 AM	REFLECT Learning Journal and Key Takeaway		
	STEP UP			
	9:30 - 10:30 AM	Introduction to Step Up		
	10:30 -11AM	Break		
	11AM -12:30 PM	Thinking, Feeling & Behaving Accountability & Personal Choices Self-compassion & Care Building Relationships	Keynotes - Guest Speaker	
	12:30 - 2 PM	Lunch & Learn		
	2 - 3:30 PM	Effective Communication, Influencing & Negotiating	Arun & Bharat	
	3:30 - 4 PM	Break		
4 - 5 PM	Assertive Communications			
Tuesday, 16 Apr	8:45 AM	Arrive at Kani Lounge	Nilima	Classroom discussions, exercises
	9 - 9:30 AM	REFLECT Learning Journal and Key Takeaway		
	9:30 - 10:30 AM	INTEGRATION Exploring Identity		
	10:30 -11AM	Break		
	11AM -11:30 PM	Exploring Identity contd.		
		Leave for Naseem Bagh - A learning excursion	Nilima	Outdoor Activity
	2 - 2:30 PM	Finding Beauty, Making Meaning		
	2:30 - 4 PM	STEP-IN INITIATION Shakti Circle		
	4 - 5 PM	Home For Humanity's session	Rama & Alexander	

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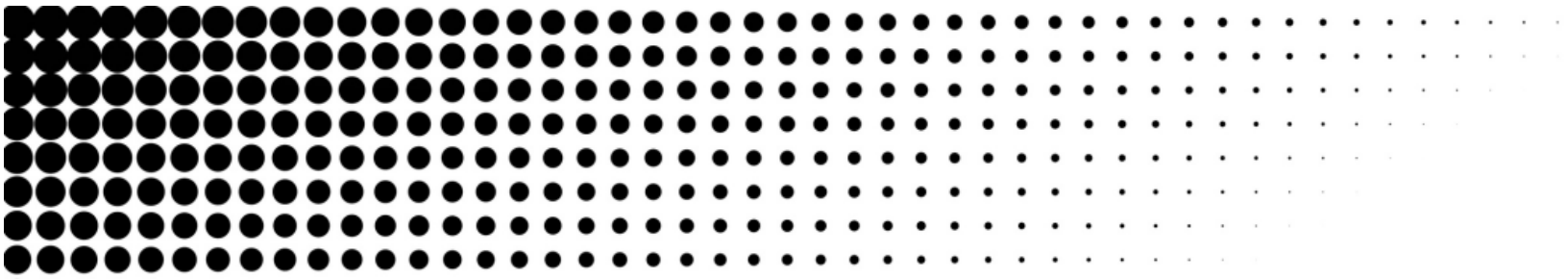
Wednesday, 17 Apr	8:45 AM	Arrive at Kani Lounge	Arun & Bharat	Classroom discussions, exercises
	9 - 9:30 AM	REFLECT Learning Journal and Key Takeaway		
	STEP UP			
	9:30 - 10:30 AM	Wholesome & Servant Leadership Personal Growth		
	10:30 -11AM	Break		
	11AM - 12:30 PM	Wholesome & Servant Leadership Personal Growth		
	12:30 - 2 PM	Lunch & Learn - Lallechwari & Wholesome Leadership		
	2 - 3:30 PM	Being Resilient		
	3:30 - 4 PM	Break		
	4 - 5 PM	Execution Excellence		
Thursday, 18 Apr	8:45 AM	Arrive at Kani Lounge	Devika & Yousuf	Classroom discussions, exercises
	9 - 9:30 AM	REFLECT Learning Journal and Key Takeaway		
	STEP OUT			
	9:30 - 10:30 AM	Introduction to Step Out 5 elements of Entrepreneurship		
	10:30 -11AM	Break		
	11AM - 12 PM	5 elements of Entrepreneurship contd.	Keynotes - Guest Speaker	
	12 - 1:30 PM	Lunch & Learn		
	1:30 - 5:30 PM	Seeking Inspiration – Field Visit	Devika & Yousuf	Outdoor activity
Friday, 19 Apr	8:45 AM	Arrive at Kani Lounge	Devika & Yousuf	Classroom discussions, exercises
	9 - 9:30 AM	REFLECT Learning Journal and Key Takeaway		

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	9:30 - 10:30 AM	Scope		
	10:30 -11AM	Break		
	11AM - 12:30 PM	Scope		
	12:30 - 2 PM	Lunch & Learn	Keynotes - Guest Speaker	
	2- 3:30 PM	Ideate	Devika & Yousuf	
	3:30 - 4 PM	Break		
	4 - 5PM	Ideate		
Saturday, 20 Apr	8:45 AM	Arrive at Kani Lounge	Devika & Yousuf	Classroom discussions, exercises
	9 - 9:30 AM	REFLECT Learning Journal and Key Takeaway		
	9:30 - 10:30 AM	Scale Up		
	10:30 -11AM	Break		
	11AM - 12:30 PM	Action Learning Project – A Roadmap	Keynotes - Guest Speaker	
	12:30 - 2 PM	Lunch & Learn		
	2 - 3:30 PM	INTEGRATION Integrating the Lessons Focus Forward Purpose Walk Clarify Logistics & Next Steps	Namrata & Pawani	
	3:30 - 4:30PM	Saying our Byes - Shikara Ride	All	Outdoor Activity

STEP IN

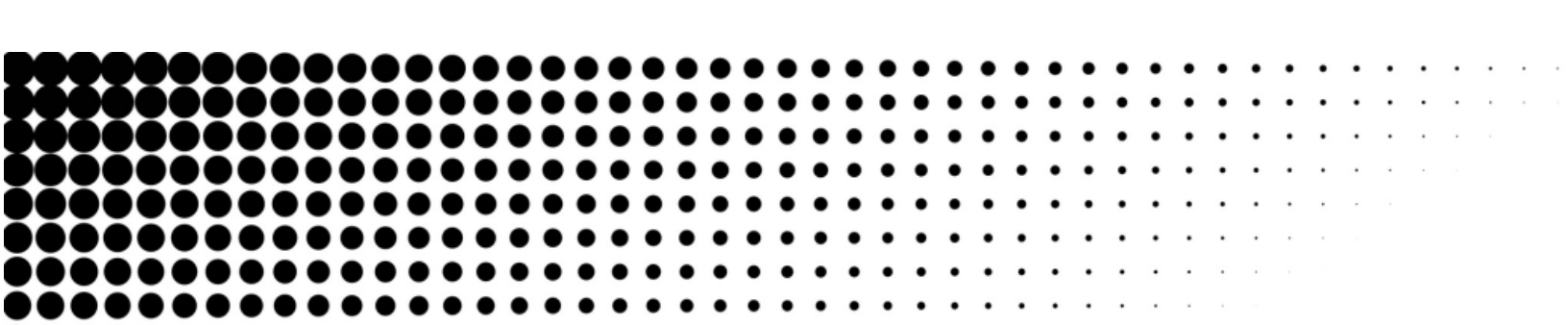
to transform



Shaping Me

Think of the important people, places and events from your life that have contributed most to who you are today.

	Who / What?	How they shaped me?
People	1.	1.
	2.	2.
Places	1.	1.
	2.	2.
Events	1.	1.
	2.	2.



Heroic Journey

Based on the work of Joseph Campbell

Remember an ordeal that you have successfully overcome...

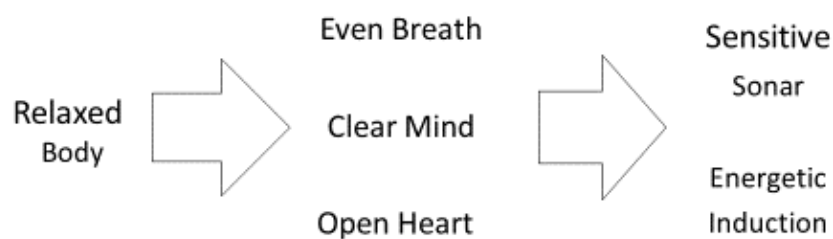
Stages	Notes
1. CRISIS What was the crisis? How were you shaken out of your comfort zone? Did you heed the 'call' or did you refuse/resist? Why?	
2. TRAUMA How were you tested? Who were your allies and enemies?	
3. FACING YOUR SHADOW What was your greatest fear? How did you overcome it?	
4. TRANSFORMATION What capacities have you gained? How did you grow from the experience?	
5. GIFT How are you showing up differently as a person (or as a leader)? What are you offering the world and how has it changed for the better?	
Meaning Making: <i>As you explore this ordeal with fresh eyes, what are you learning about yourself ... and the journey ahead?</i>	

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Presence

The Shakti Presence Practice



PRESENCE AFFIRMATION

*The Reality of this moment is that I have nothing to **defend**;*

*The Reality of this moment is that I have nothing to **promote**;*

*The Reality of this moment is that I have nothing to **fear**;*

*The only Reality of this moment is that **I AM HERE, NOW.***

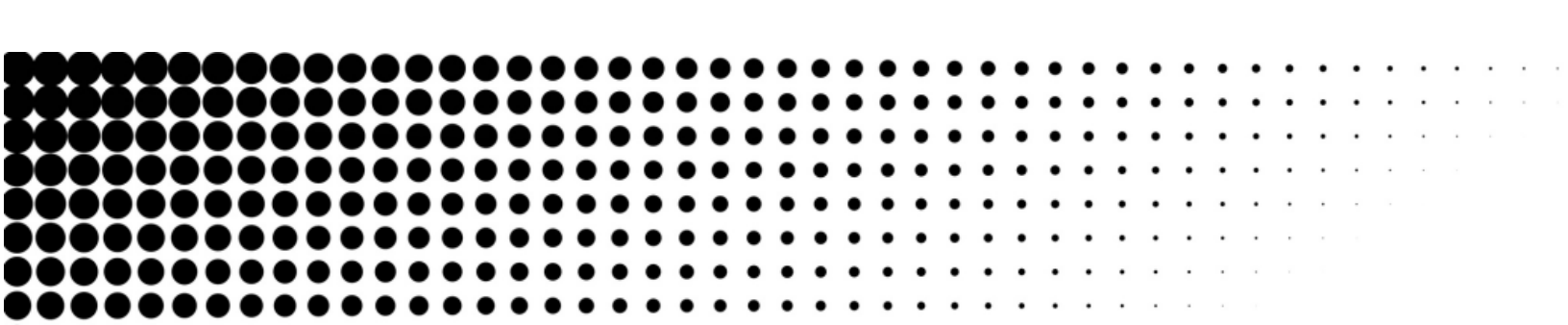
***All I need is within me | All I need comes to me | All I need flows through me
I am enough | I have enough | There is enough for everyone***

Presence Practice adapted from Vijay Bhat and Hank Fieger; Affirmation adapted from the wisdom of the Enneagram; www.enneagraminstitute.com

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Shakti

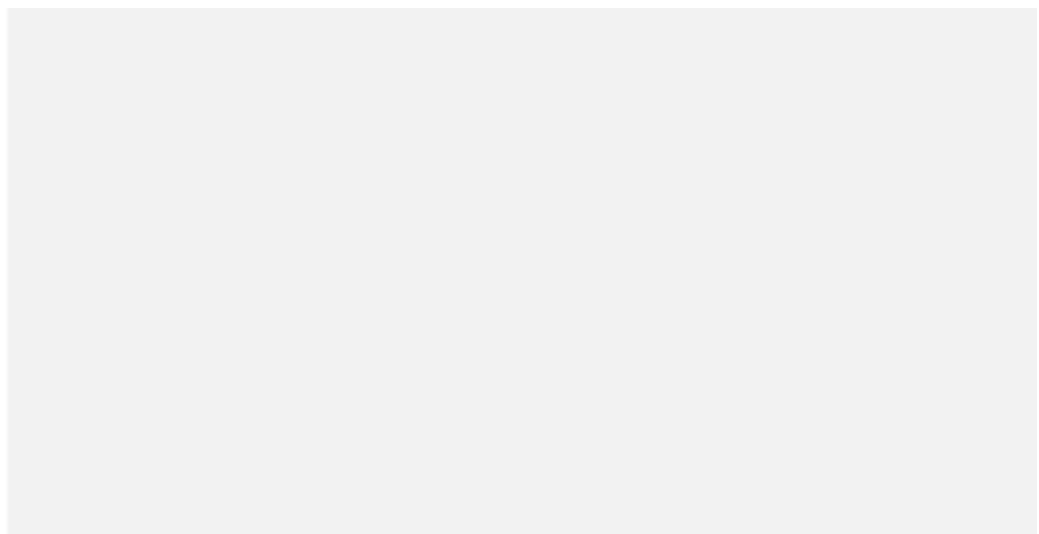
Shakti Power is True Power

Win-Win (Power-With)

Power Over Or Power With?

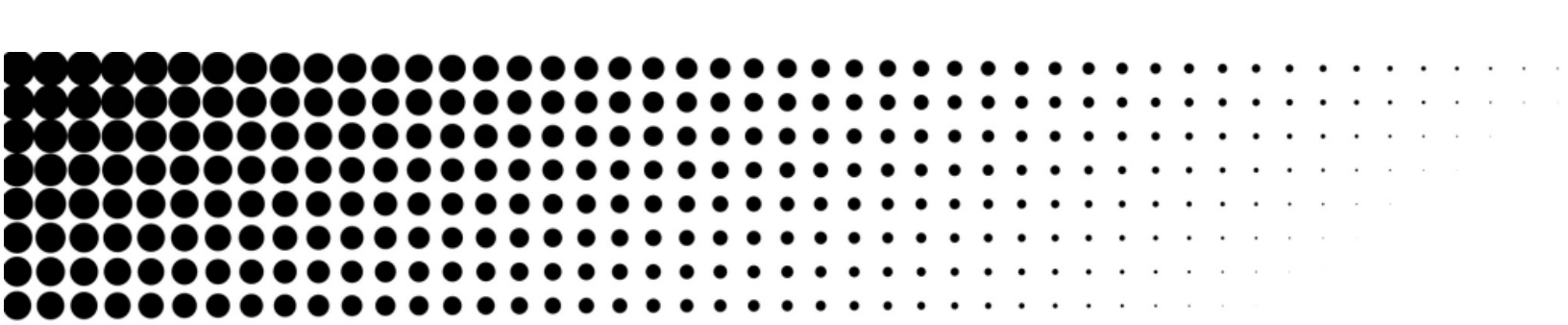
- Think of a key relationship in your life. How do you exercise power in this relationship? Is it mostly *power over* or *power with*?
- Think of a person who models *power-over* leadership and someone who models *power-with* leadership. What can you learn about your own relationship with power?
- How can you watch for *power-over* dynamics and shift to *power-with* dynamics from now on?
- Notice how and when you may be **giving away your power** or unconsciously tend to lose it. Why do you think this happens? How can you prevent it?

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Who Am I

The Inclusive I @Life&Work

PERSONAL IDENTITY REVIEW

Objective: To help clarify those descriptors which define your identity.

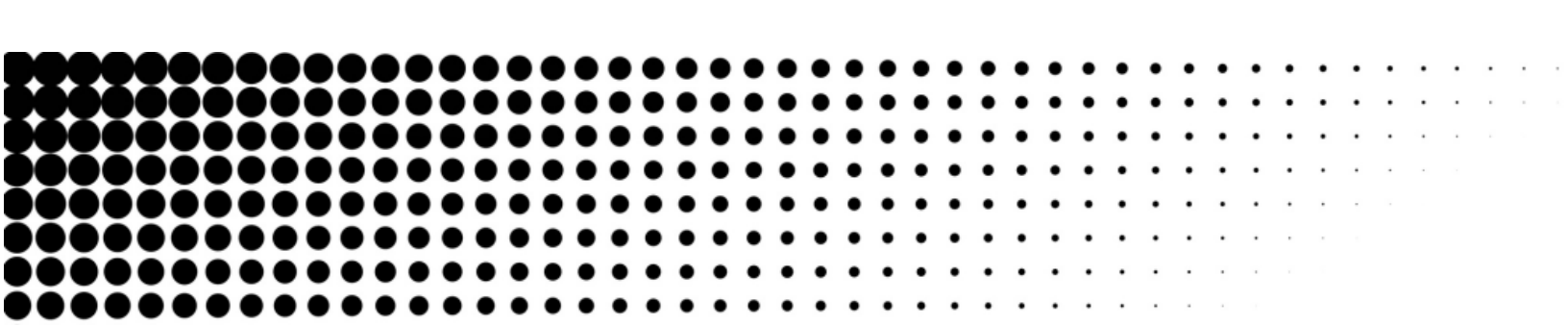
Directions:

1. In the list below, tick the one that you identify with. No right or wrong answer.
2. Don't overthink it. Choose quickly. BE TRUE TO YOURSELF!
3. Fill in the blanks as well

- | | |
|-----------------------------|---|
| • Man Or Woman | • Old Or Young |
| • Eastern Or Western | • Thin Or Fat |
| • North Or South | • Fit Or Unfit |
| • Cultured Or Natural | • Fair Or Dark |
| • Modern Or Traditional | • Short Or Tall |
| • Arts Or Science | • Local Or Foreigner |
| • Creative Or Logical | • Rich Or Poor |
| • Mental Or Emotional | • Educated Or Uneducated |
| • Thoughtful Or Spontaneous | • Well-travelled Or Untravelled |
| • Singer Or Dancer | • Big-town Or Small-town |
| • Player Or Spectator | • Salaried Or Entrepreneur |
| • Father Or Mother | • Brother Or Sister |
| • Believer Or Non-believer | • Son Or Daughter |
| • Rightist Or Leftist | • Husband Or Wife |
| • Giver Or Taker | • Parent Or Child |
| • Feminine Or Masculine | |
| • Coloniser Or Colonised | • Religion _____ |
| • Capitalist Or Socialist | • Nationality _____ |
| • Optimist Or Pessimist | • Caste _____ |
| • Introvert Or Extrovert | • Class _____ |
| • Aggressive Or Submissive | • Sexual Orientation/ Gender Identity _____ |
| • Focused Or Easygoing | • Race _____ |
| • Dreamer Or Practical | • Profession: _____ |
| • White Or Coloured | • Generation _____ |
| • Spiritual Or Material | |
| • Religious Or Secular | |

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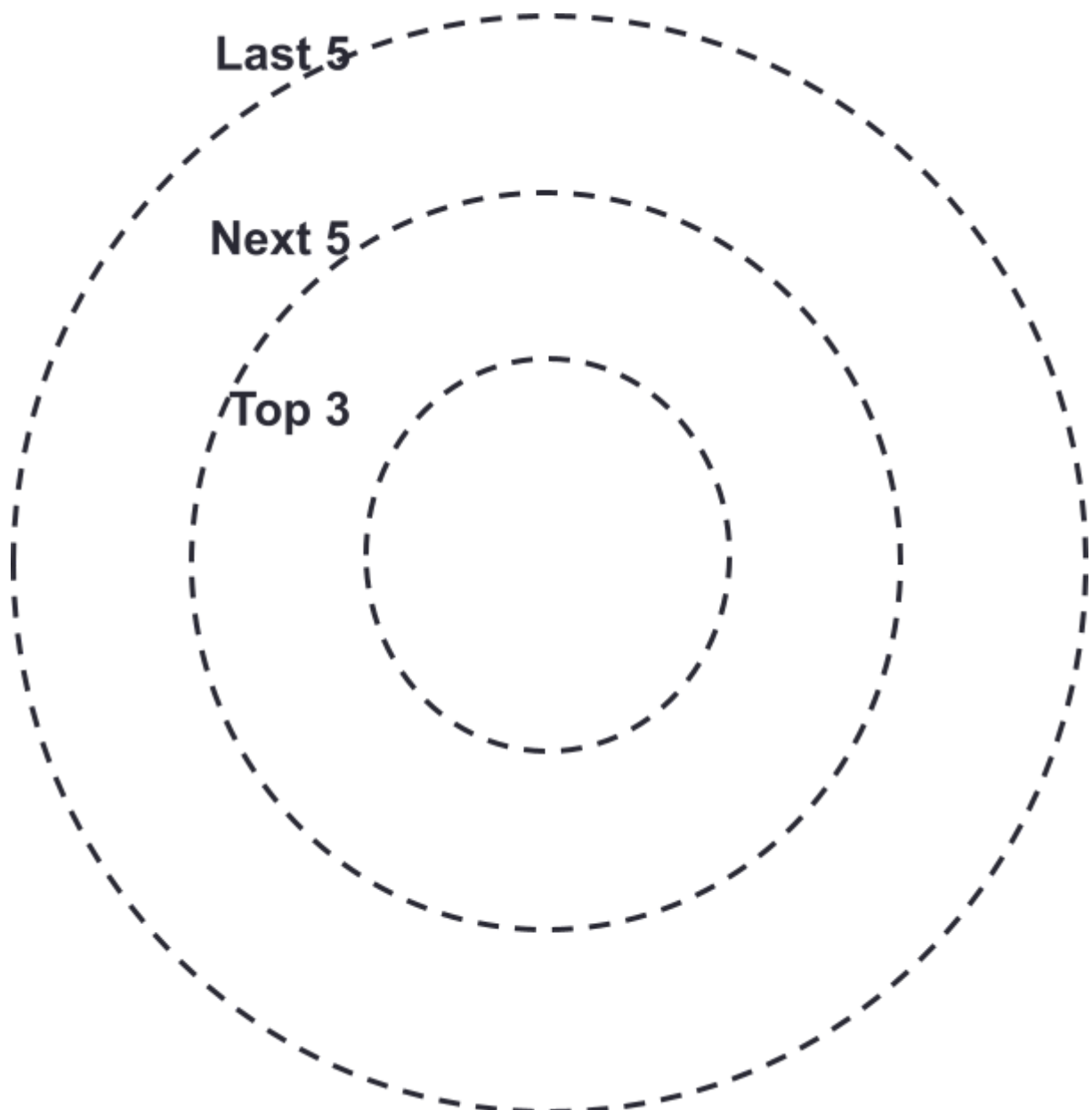
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Inner Circle: List top 3 descriptors you most identify with

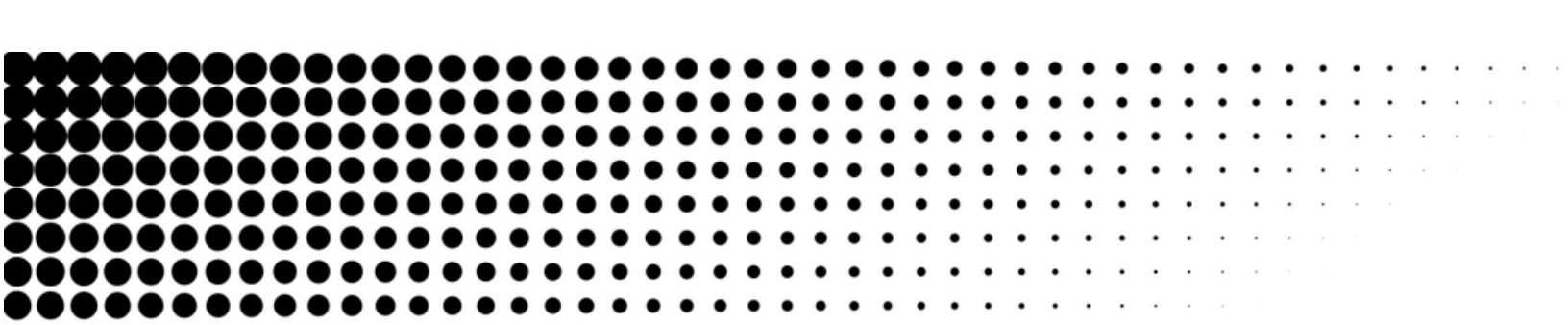
Middle Circle: List next 5 descriptors that are important to you

Outer Circle: List next 5 descriptors that also impact your life



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Wholeness

The Wise Fool of Tough Love

‘To come into our full power we need to become a whole person’

Questions to release and reclaim our ‘lost halves’ to become whole again:

- What do I love about myself / what am I grateful for?

- What triggers anger/fear/despair in me?

- o Anger

- o Fear

- o Despair

- What do I judge in others or myself?

- What or who do I need to forgive or let go?

- How has my dark-side served me / what has it taught me?

- What lost-half can I reclaim to balance my life? (Wise/Fool? Tough/Love?)

- How will I accept/integrate/honour this part of me?

- What will change in my life when I am more whole?

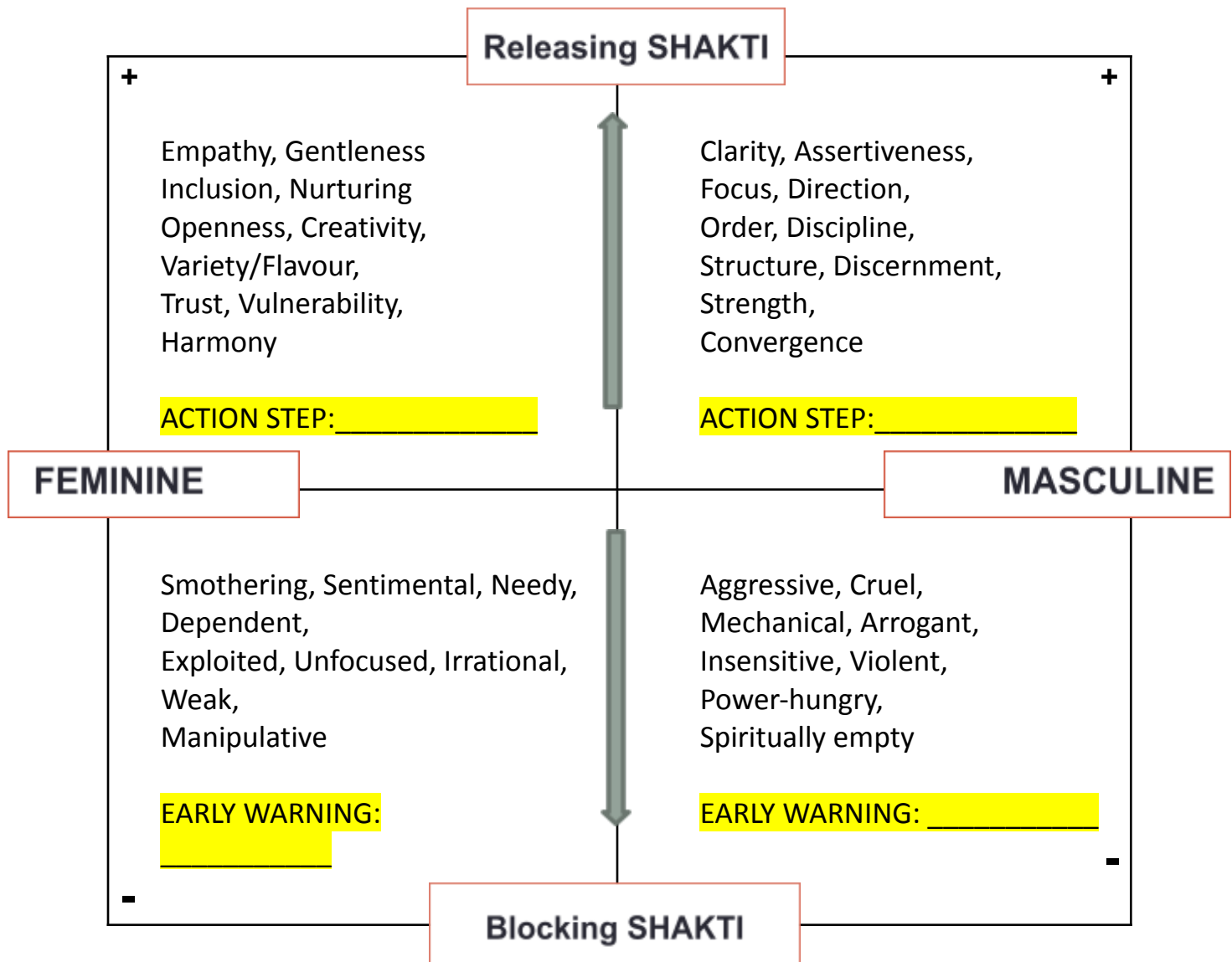
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Flexibility

Masculine & Feminine Power Traits

Adapted from Barry Johnson's Polarity Thinking work



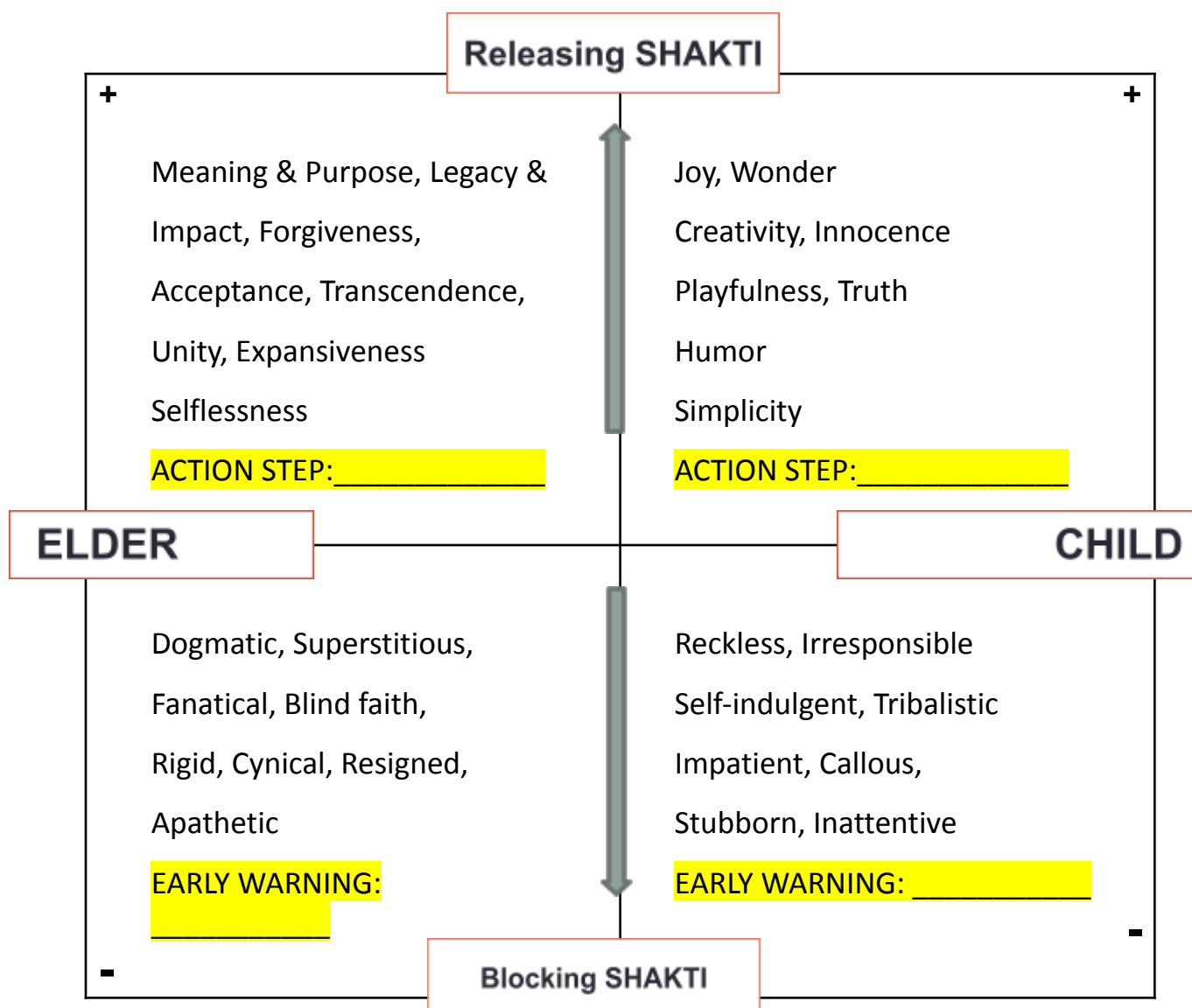
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Flexibility

Elder & Child Power Traits

Adapted from Barry Johnson's Polarity Thinking work



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Flexibility

Leadership Styles Assessment

M

1. Structure

(How you structure your team/work)

F

	3	2	1	0	1	2	3	
Hierarchy								Network
Level & status matter								Relationships matter
Clear, separate roles								Overlapping roles
Top-down power/info								Power/info shared

2. Orientation

(What do you focus on to get the job done)

	3	2	1	0	1	2	3	
Goal/Result								Process
Push aside distracting ideas								Gather inputs, weigh issues

3. Influence

(How you get others to do what is important to you)

	3	2	1	0	1	2	3	
Command								Persuade
Give orders/tell								Make requests/ask
Direct/clear								Indirect/polite
Appeal to logic/ prove								Appeal to emotion/ inspire

4. Motivation

(What energises or drives you when working with others)

	3	2	1	0	1	2	3	
Competition								Collaboration
Work is a game to be won								Opportunity to co-create/belong
Coming out on top is key								Involving team, shared power is key

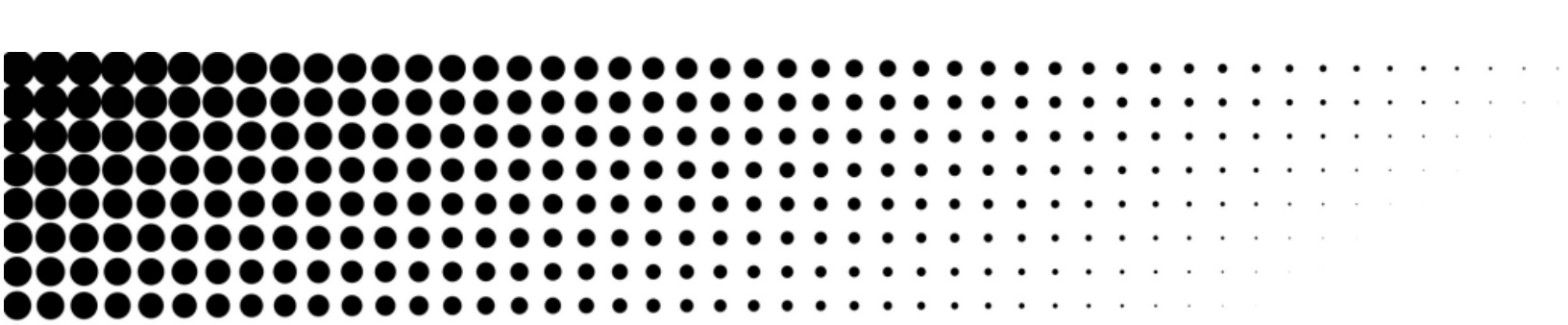
5. Conflict

(How you resolve disagreements & disputes)

	3	2	1	0	1	2	3	
Confront directly								Approach indirectly
Facts have priority								Feelings & facts important
Seek closure								Seek healing
Transactional (not personal)								Emotional (go through hurt/pain)

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Flexibility

Leadership Styles Scoring

On the Assessment found on the previous page:

- Tick the appropriate box on side 'A' as well as side 'Ω'
 - o 0 = never
 - o 1 = rarely
 - o 2 = sometimes
 - o 3 = often/always
- Total your 'A' score: _____
- Total your 'Ω' score: _____
- The higher score indicates that you are leading more from that Style or Energy.

'A' and 'Ω' are complementary styles, bearing complementary forces.

Think of a dilemma you are facing.

Which of the 5 domains (Structure, Orientation, Influence, Motivation, or Conflict) is it about?

What style or energy (A/Ω) do you need to dial up or down to resolve the situation?

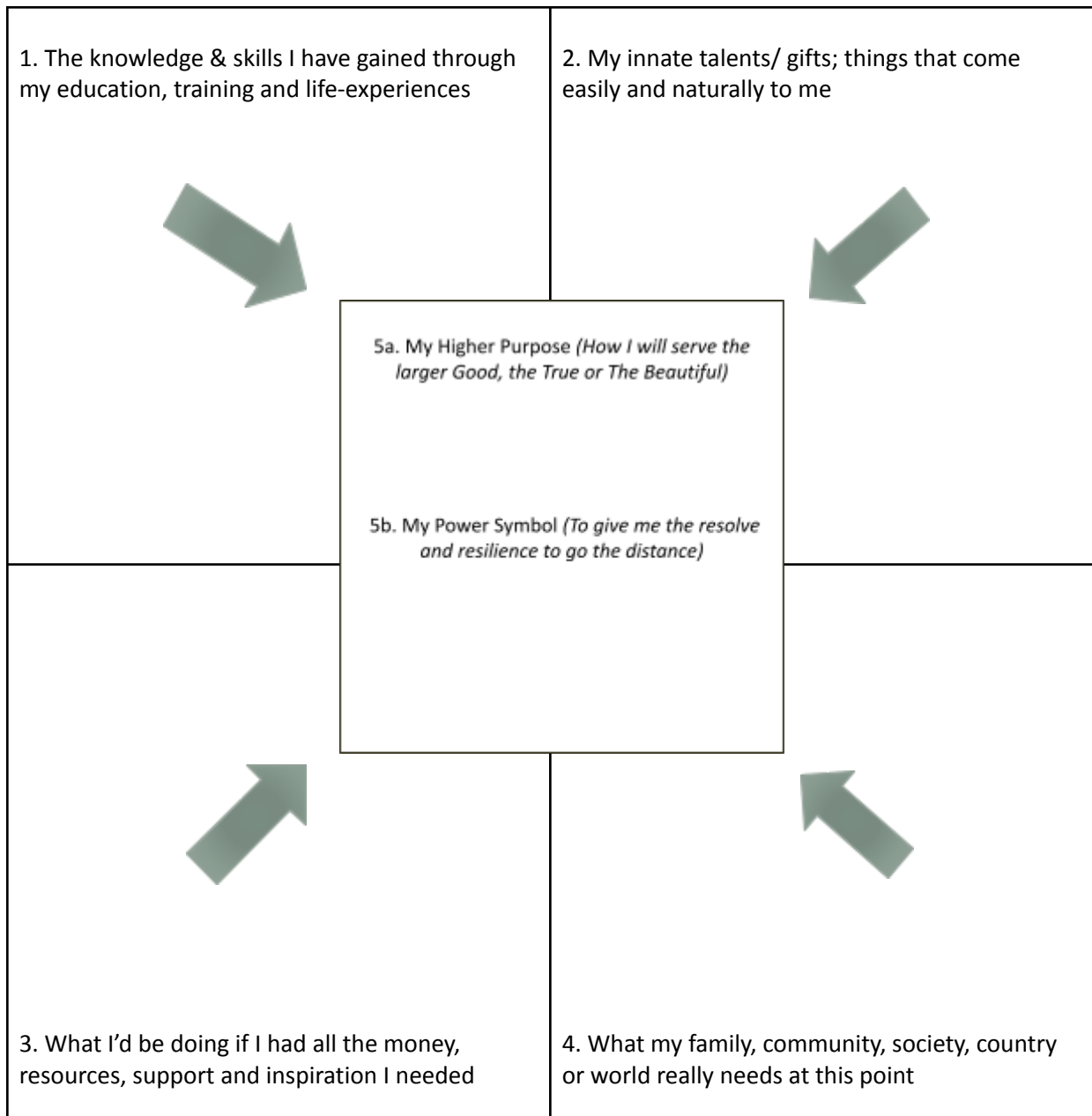
Source Reference: Article by Caroline Turner, www.difference-works.com
<http://www.forbes.com/sites/womensmedia/2012/05/07/a-balance-of-both-masculine-and-feminine-strengths-the-bottom-line-benefit/>

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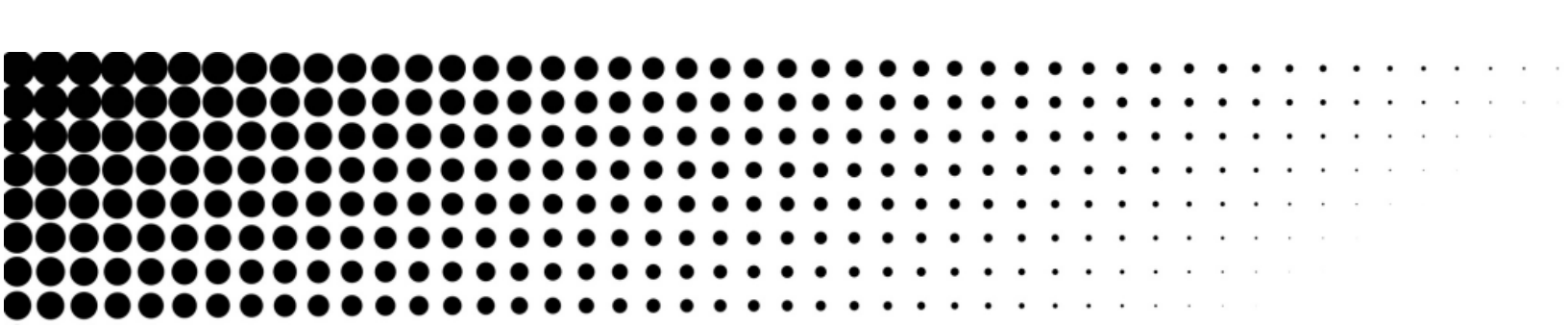
Congruence

Discovering Your Higher Purpose



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Congruence

Higher Purpose Reference Sheet

A. Gifts: Your innate talents and gifts (qualities that empower you) are likely to fall into one or more of these 9 broad areas:

1. I live for a higher purpose.
2. I nurture myself and others.
3. I raise the benchmark and set an example.
4. I create and renew myself constantly.
5. I bring clarity and insight without judgment or expectation.
6. I believe in myself and trust others.
7. I celebrate joyously and share happiness.
8. I stand up, speak out, and act with courage.
9. I bring healing and harmony to the world.

B. Purpose Domains: Your Higher Purpose (which energises you) is likely to serve one of these 3 Platonic Ideals:

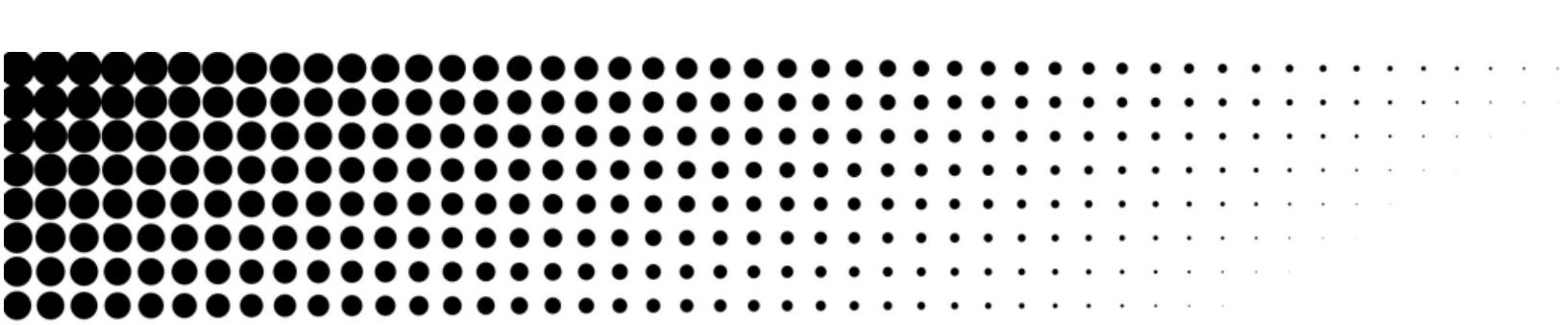
- The *Good*: Doing what is right for the world.
- The *True*: The pursuit of and expanding of human knowledge.
- The *Beautiful*: Excellence and the creation of beauty.

C. Criteria: Does your Higher Purpose:

- Ring clear and true?
- Appeal to your Head & your Heart?
- Fit & stretch you - with the right balance of comfort and discomfort?
- Compel you to act?
- Energise and motivate you for years to come?

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Congruence

Purpose Walk

Guidelines

Find a partner and take a 30-minute walk together. During this time, one person speaks on the topic below, for the first 10-15 minutes, while the second person listens without interrupting, without judging. Then it is the second person's time to speak on the same topic and to be deeply listened to. Given quality space and time to verbalise what they're thinking, people discover surprising insights and wisdom within themselves.

Topic: Proclaiming my personal myth and reclaiming my true power!

My Personal Myth: I AM-I CAN-I WILL

- WHO am I? (*my unique gifts, training, and core archetype that empowers me*)
- WHERE am I going? (*the higher purpose that energizes me; my bliss/heartbreak*)
- WHAT is coming in the way? (*challenge(r)s that can strengthen me*)
- HOW can I get there? (*action-steps I can take*)
- WHEN will I act? (*commit to doing it!*)

How my Organisation's Purpose and my Purpose connect:

- **Overlaps:** How the natural synergies can multiply the impact
- **Differences:** How they can complement and enhance each other

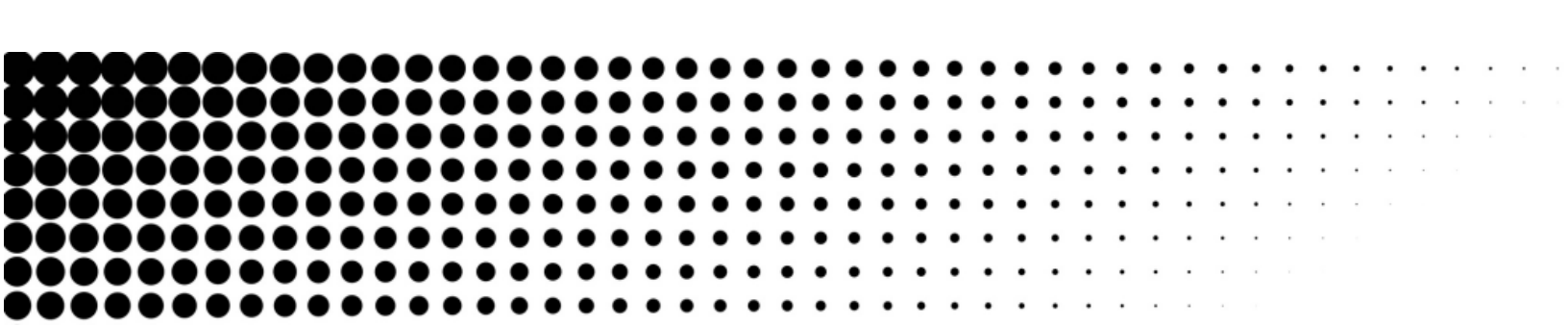
Once you feel complete, say thank you to your friend for their unconditional listening. Ask them in turn to simply acknowledge you by saying:

"____ (Your Name), I SEE YOU. You are creative, resourceful and whole. I believe in you and wish you all success in the fulfillment of your Higher Purpose. THANK YOU FOR SHARING YOUR PERSONAL MYTH WITH ME. IT IS SAFE WITH ME."

Set a date for taking your first / next critical step towards your Purpose and ask your partner to check-in with you a day after that!

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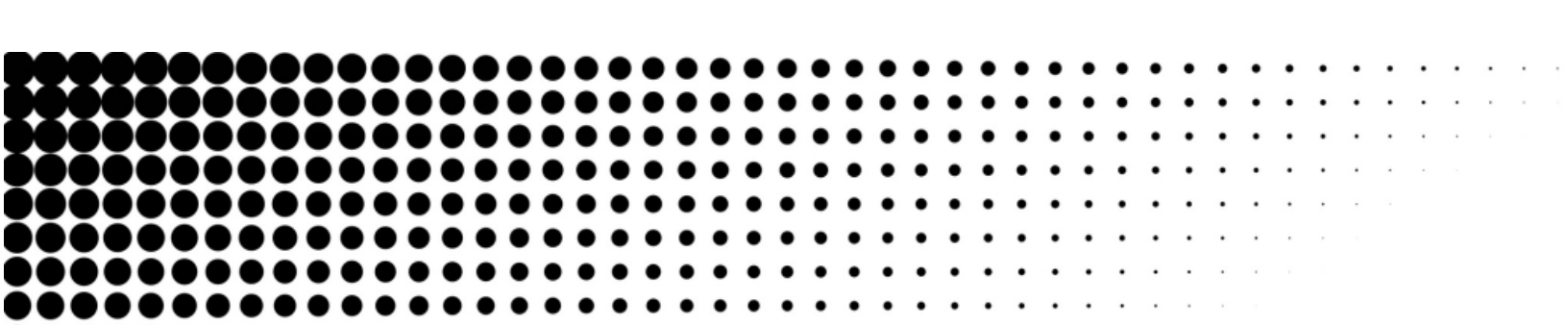
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Closing Insights

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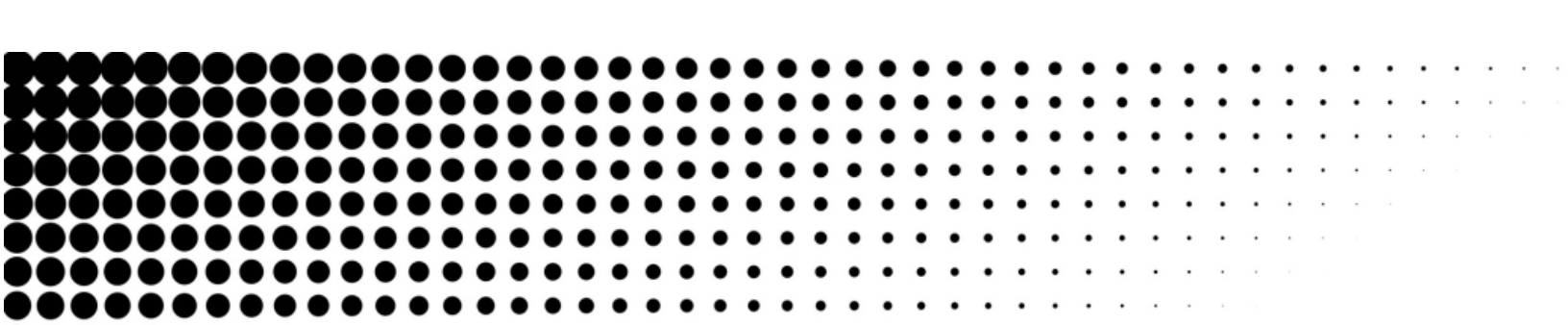


STEP UP

to lead

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Assertiveness and Human Rights

What is Assertiveness?

Assertiveness is a form of effective communication, which is characterized by the following outcomes which it enables:

- a) Communicating one's perspectives and feelings honestly, openly, directly and respectfully to another individual or a group of people, without the communicator feeling either guilty, anxious or flustered.
- b) Staying focused on the main theme, which is to resolve a matter of concern, while deflecting any attempts by others to manipulate the communicator, and steer the matter in another direction.
- c) Aligning the verbal and the non-verbal aspects of communication to ensure congruency and credibility in the message.
- d) Ensuring that the self-esteem of the communicator as well as the listener are not adversely impaired as a result of the communication process.

As is shown in Exhibit 1 below, **Assertive Communications** (or Assertiveness) is a functional way of communicating, unlike **Passive**, **Aggressive** or **Manipulative** communications, whereby relationships with others are inevitably "soured".

Assertiveness compared with aggressive, passive and manipulative communication

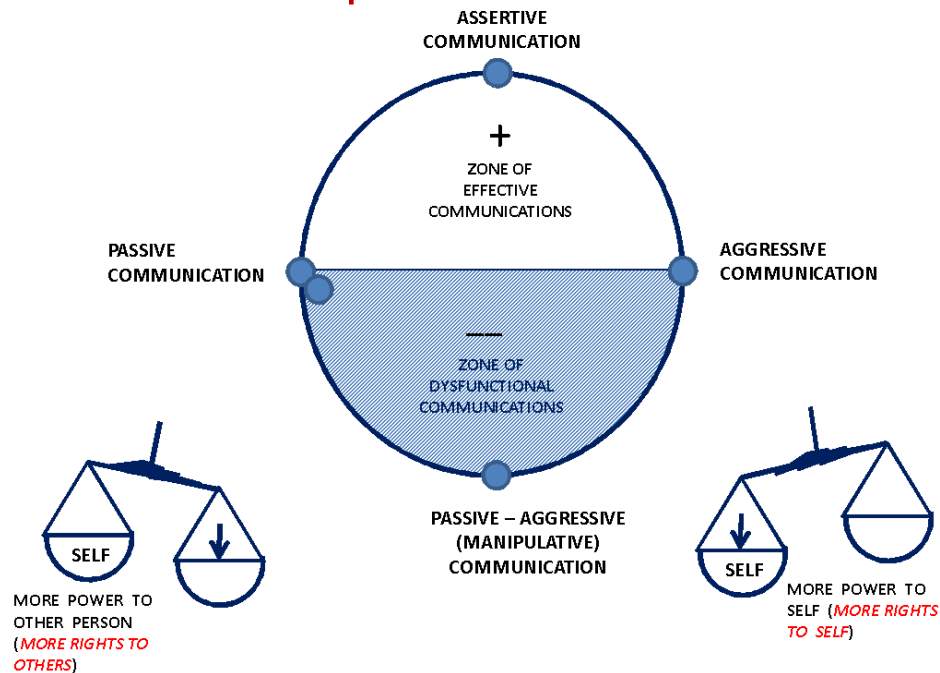
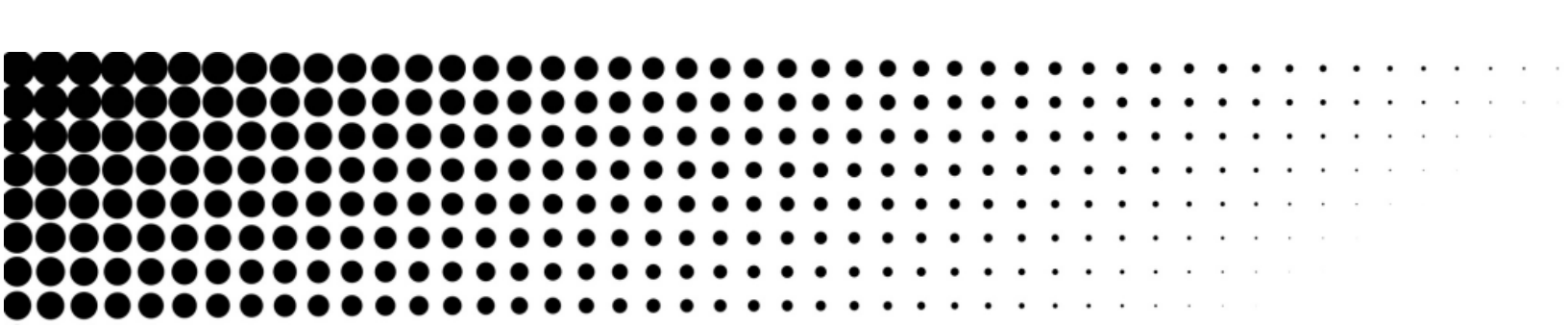


Exhibit 1- Source: Total Quality – Wakhlu, A.H. Wheeler & Co Publishers (1994)

The Mottos and Underlying Beliefs behind Assertive, Passive and Aggressive Styles

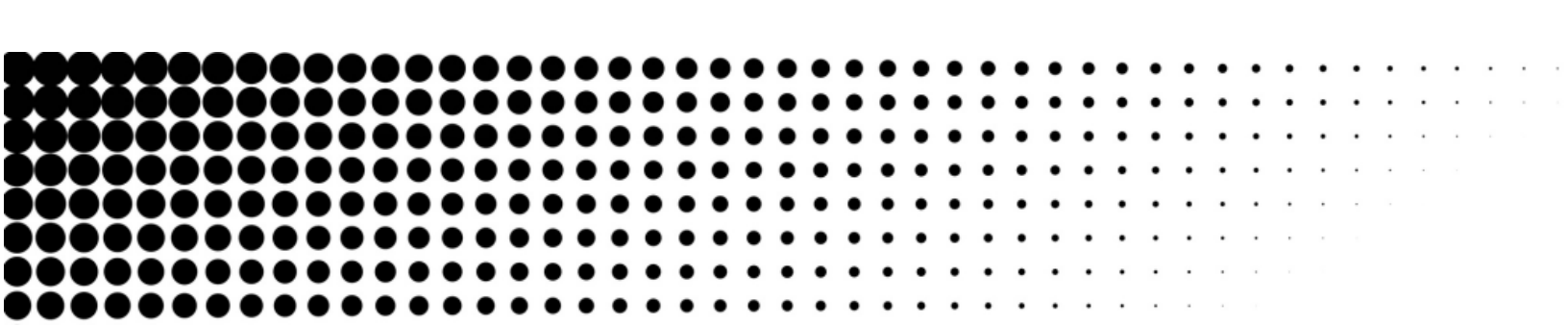
- a) **Assertive** – *It's alright to learn from mistakes. I'm as worthy of respect and of as much value as are others. I have rights and so do others.*
- b) **Passive** - *You shouldn't speak up until spoken to. You must be nice, and respectful at all times, don't disagree, don't express your true feelings. Others have rights, but I don't have any.*
- c) **Aggressive** - *I have rights but you don't. My needs are more important than yours. I'm never wrong! People ought to behave the way I think they should!*



It's obvious that one's orientation as a communicator (and as a leader) are impacted considerably by the **beliefs** and the **self-talk** that characterize our thinking. If we believe that certain ideas are sacrosanct these affect the way we communicate and interact with others. However, if such beliefs are irrational, they can adversely affect our effectiveness as leaders because they impact the manner in which we take decisions, handle conflict and resolve problems. More about irrational beliefs and how they are to be disputed, will be covered in Handout #4.

The Basic Assertive Human Rights

1. The right to take responsibility for the initiation of one's behaviour, thoughts and emotions and handling the consequences that they may perpetuate.
2. The right to state one's limits, expectations and feelings about other people's behaviour in a manner that does not undermine their self-esteem.
3. The right to decide whether one is responsible for solving other people's problems and facilitating their solving their own problems.
4. The right to change one's mind
5. The right to make mistakes, to be responsible for them, and to learn from them.
6. The right to say, "*I don't know*".
7. The right to be treated with respect.
8. The right to explain one's position in a manner that is considered appropriate.
9. The right to say "*No*", without feeling guilty.
10. The right to ask for clarifications about anything one may not understand.
11. The right to ask for what one may want from others, knowing that the other has the right to refuse.



Handling and Disputing Irrational Beliefs

by **James J. Messina, PhD.**

(Adapted with Permission)

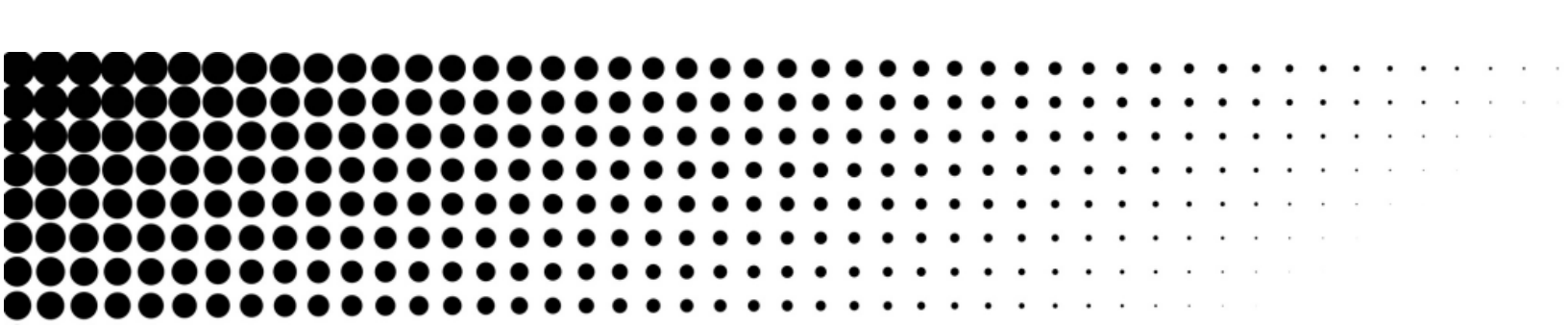
I. What are irrational beliefs?

Irrational beliefs are:

- Messages about life we send to ourselves that keep us from growing emotionally.
- Scripts we have in our head about how we believe life “should” be for us and for others.
- Unfounded attitudes, opinions, and values we hold to that are out of synchrony with the way the world really is.
- Negative sets of habitual responses we hold to when faced with stressful events or situations.
- Stereotypic ways of problem solving we fall into in order to deal with life’s pressures.
- Ideas, feelings, beliefs, ways of thinking, attitudes, opinions, biases, prejudices, or values with which we were raised. We have become accustomed to using them when faced with problems in our current life, even when they are not productive in helping us reach a positive, growth-enhancing solution.
- Self-defeating ways of acting. On the surface they may look appropriate for the occasion, but actually they result in a neutral or negative consequence for us.
- Habitual ways of thinking, feeling, or acting that we think are effective; however, in the long run they are ineffectual.
- Counterproductive ways of thinking, which give comfort and security in the short run, but either do not resolve or actually exacerbate the problem in the long run.
- Negative or pessimistic ways of looking at necessary life experiences such as loss, conflict, risk taking, rejection, or accepting change.
- Overly optimistic or idealistic ways of looking at necessary life experiences such as loss, conflict, risk taking, rejection, or accepting change.

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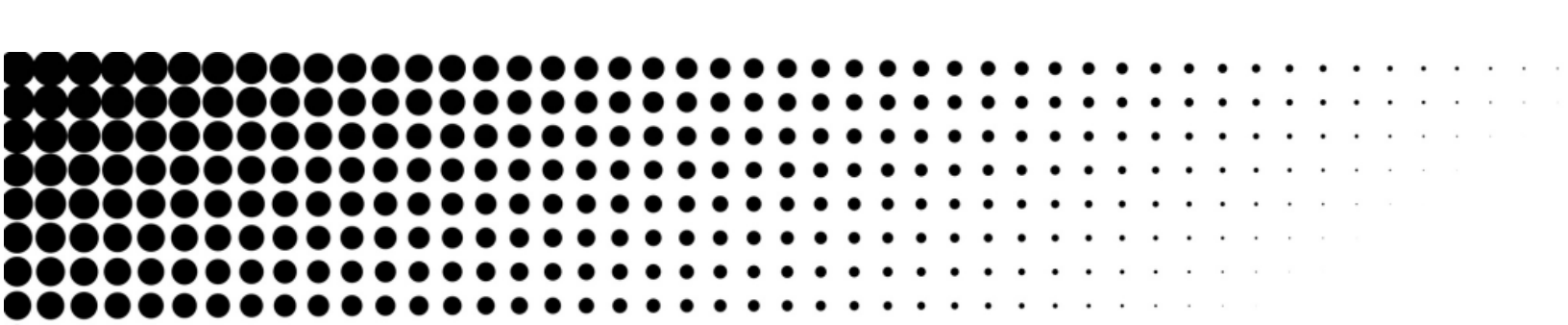
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- Emotional arguments for taking or not taking action in the face of a challenge. When followed they result in no personal gain, but rather in greater personal hardship or loss.
 - Patterns of thinking that make us appear to others as stubborn, bullheaded, intemperate, argumentative, or aloof.
 - Ways of thinking about ourselves that are out of context with the real facts, resulting in our either under-valuing or over-valuing ourselves.
 - Means by which we become confused about the intentions of others when we are enmeshed in interpersonal problems with them.
 - Lifelong messages sent to us either formally or informally by: society, culture, community, race, ethnic reference group, neighborhood, church, social networks, family, relatives, peer group, school, work, or parents. They are unproductive in solving our current problem or crisis, but we are either unwilling or unable to let go of them. These messages can be very clear to us or they can be hidden in our subconscious.
 - Conclusions about life that we have developed over time, living in an irrational environment not identified as being irrational (e.g., beliefs developed as a member of a high-stress family).
 - Standards by which we were reared and from which we learned how to act, what to believe, and how to express or experience feelings. When followed, however, these standards do not result in a satisfactory resolution of our current problems.
 - Ritualistic ways by which we pursue our relationships with others, resulting in nonproductive relationships and increased emotional stress.
 - Outmoded, unproductive, unrealistic expectations exacted on ourselves and/or others, guaranteed to be unattainable and to result in continuing negative self-concepts.

II. What are some examples of irrational beliefs?

About Yourself:

- I do not deserve positive attention from others.
- I should never burden others with my problems or fears.
- I am junk.
- I am uncreative, nonproductive, ineffective, and untalented.
- I am worthless.
- I am the worst example on earth of a person.
- I am powerless to solve my problems.

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- I have so many problems, I might as well give up right now.
 - I am so dumb about things, I can never solve anything as complex as this.
 - I am the ugliest, most unattractive, unappealing, fat slob in the world.

Irrational beliefs (negative) about others:

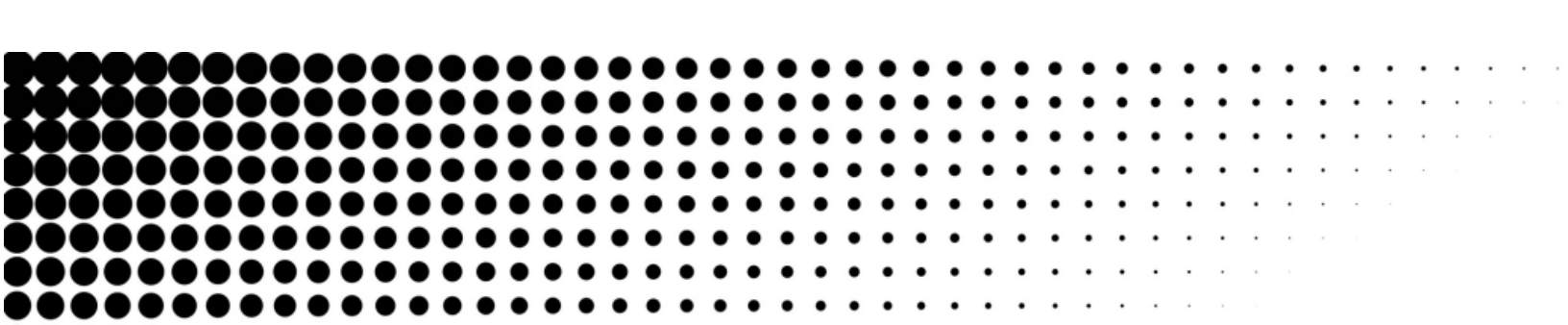
- No one cares about anyone else.
- All men (or women) are dishonest and are never to be trusted.
- Successful relationships are a trick; you have no control over how they turn out.
- People are out to get whatever they can from you; you always end up being used.
- People are so opinionated; they are never willing to listen to other's points of view.
- You are bound to get hurt in a relationship; it makes no difference how you try to change it.
- There is a loser in every fight, so avoid fights at all costs.
- All people are out for #1; you need to know you'll always be #2, no matter what.
- It's not who you are but what you do that makes you attractive to another person.
- What counts in life is others' opinions of you.
- There is a need to be on guard in dealing with others to insure that you don't get hurt.

Irrational beliefs on other topics

- There is only one way of doing things.
- Work is the punishment man must endure for being human.
- A family that plays (prays) together always stays together.
- Always protecting against the forces of evil in life is the only way to live.
- There are always two choices: right or wrong; black or white; win or lose; pass or fail; grow or stagnate.
- Once you are married and have children, you join the normal human race.
- A person who is differently abled is imperfect, to be pitied, and to be dropped along the path of life.
- Admitting to a mistake or to failure is a sign of weakness.
- The showing of any kind of emotion is wrong, a sign of weakness, and not allowable.
- Asking for help from someone else is a way of admitting your weakness; it denies the reality that only you can solve your problems.

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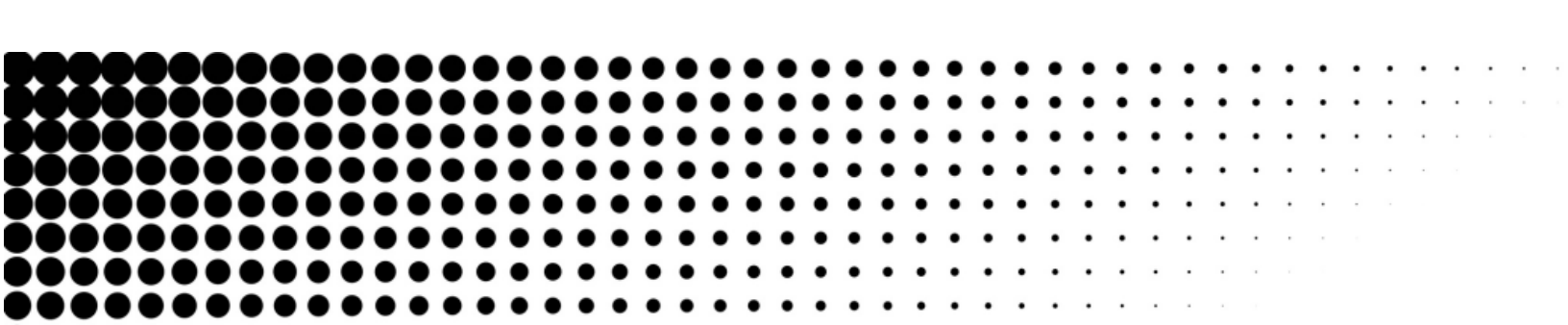
How can we recognize irrational beliefs? Irrational beliefs can be present if we:

- Find ourselves caught up in a vicious cycle in addressing our problems.
- Find a continuing series of “catch 22’s” where every move we make to resolve a problem, results in more or greater problems.
- Have been suffering silently (or not so silently) with a problem for a long time, yet have not taken steps to get help to address the problem.
- Have decided on a creative problem-solving solution, yet find ourselves incapable of implementing the solution.
- Have chosen a problem-solving course of action to pursue and find that we are unhappy with this course of action; yet we choose to avoid looking for alternatives.
- Are afraid of pursuing a certain course of action because of the guilt we will feel if we do it.
- Find we are constantly obsessed with a problem yet take no steps to resolve it.
- Find we are immobilized in the face of our problems.
- Find that the only way to deal with problems is to avoid them, deny them, procrastinate about them, ignore them, run away from them, turn our back on them.
- Find that we can argue both sides of our problem, becoming unable to make a decision.

What are the benefits of refuting our irrational beliefs?

By refuting our irrational beliefs, we are able to:

- Unblock our emotions and feelings about ourselves and our problems.
- Become productive, realistic problem solvers.
- Gain greater credibility with ourselves and others.
- Gain clarity, purpose, and intention in addressing our current problems.
- Reduce the fear of guilt or of hurting others in solving problems.
- Identify the barriers and obstacles that must first be hurdled before our problems can be resolved.
- Come to greater honesty about ourselves and our problems.

- 
- Put our problem into a realistic perspective as to its importance, magnitude, and probability of being solved.
 - Separate our feelings from the content of the problem.
 - Live richer, more authentic lives.
 - View our lives in a healthier perspective, with greater meaning and direction.
 - Gain our sense of humor in the presence of our problems and in their resolution.
 - Recognize our self-worth and self-goodness and separate it from the errors and mistakes we have made in our lives.
 - Forgive ourselves and others for mistakes made.
 - Give ourselves and others kindness, tenderness, and understanding during times of great stress.
 - Gain a sense of purpose and order in our lives as we solve problems.
 - Feel productive as we labor through the muck and mire of our problems.
 - Respect our rights and the rights of others as we solve problems.
 - Clarify our feelings about the behavior of others without the barrier of self-censorship or fear of rejection.
 - Gain a “win-win” solution to problems, which involves ourselves with others. It opens us up to compromise.

Steps to take in refuting an irrational belief

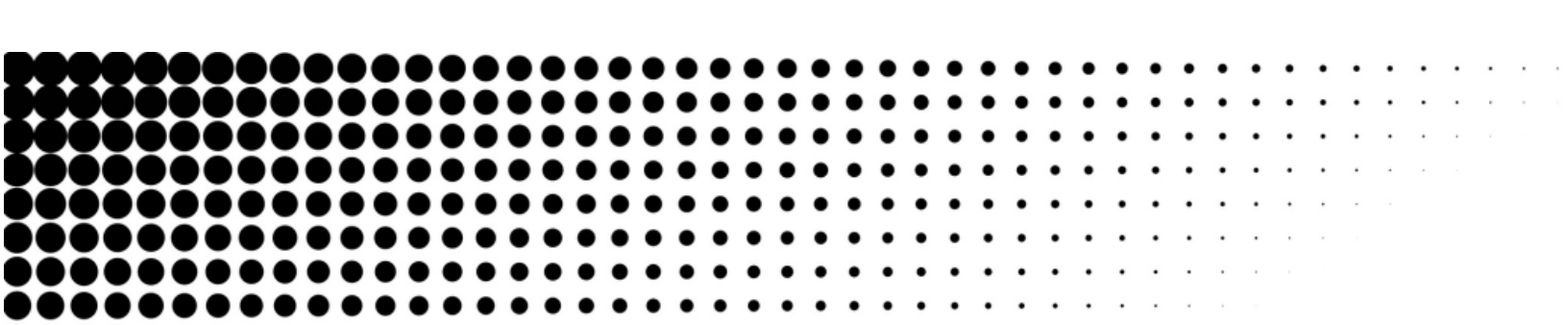
Step 1: Is your thinking and problem-solving ability being blocked by an irrational belief?

Consider a specific problem as you answer the following questions:

1. Am I going in circles in trying to solve this problem?
2. Is there something inside of me that is preventing or keeping me from taking the necessary actions in this matter?
3. Am I bothered by the thoughts of what I or others “should do, act like, think, or feel” in this situation?
4. Do I find myself saying how this situation “should be,” having a hard time facing it the way it really is?
5. Do I use fantasy or magical thinking in looking at this problem? Am I always hoping that by some miracle it will go away?
6. Am I burdened by the fear of what others think of me as I work on this problem?
7. Do I know what the solution is, but become paralyzed in its implementation?

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8. Do I find myself using a lot of “yes but’s” in discussing this problem?
 9. Do I find it easier to procrastinate, avoid, divert my attention, ignore, or run away from this problem?
 10. Is this problem causing much distress and discomfort for me and/or others, and yet I remain stumped in trying to resolve it?

Step 2: If you have answered yes to any or all of the questions in Step 1, you are probably facing a problem or situation in which a blocking irrational belief is clouding your thinking. The next thing to do is to try to identify the blocking irrational belief. Answer the following questions in your journal:

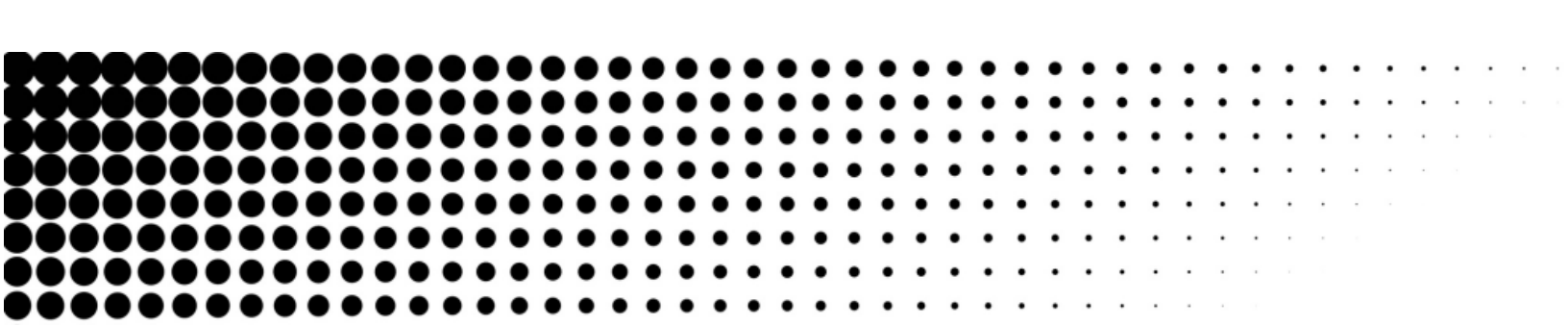
1. Is the blocking belief something I have believed in all my life?
2. Is the blocking belief coming from the teachings of my parents, church, family, peers, work, society, culture, community, race, ethnic reference group, or social network?
3. Is the blocking belief something that always recurs when I am trying to solve problems similar to this one?
4. Is the blocking belief something that has helped me solve problems successfully in the past?
5. Is the blocking belief one that tends to make me dishonest with myself about this problem?
6. Is the blocking belief an immobilizing concept that sparks fear of guilt or fear of rejection in my mind as I face this problem?
7. Is the blocking belief something that can be stated in a sentence or two?
8. Is the blocking belief a consistent statement as I face this problem, or does it tend to change as variables of this problem become more clear to me?
9. Is the blocking belief a tangible statement of belief or is it simply a feeling or intuition?
10. Can I state the blocking belief? If so, write it in your journal: My blocking belief is: _____.....

Step 3: Once you have identified the blocking belief in Step 2, test its rationality. Answer the following questions about the belief, yes or no.

1. Is there any basis in reality to support this belief as always being true?

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2. Does this belief encourage personal growth, emotional maturity, independence of thinking and action, and stable mental health?
 3. Is this belief one which, if ascribed to, will help you overcome this or future problems in your life?
 4. Is this belief one which, if ascribed to, will result in behavior that is self defeating for you?
 5. Does this belief protect you and your rights as a person?
 6. Does this belief assist you in connecting honestly and openly with others so that healthy, growth engendering interpersonal relationships result?
 7. Does this belief assist you in being a creative, rational problem solver who is able to identify a series of alternatives from which you can choose your own personal priority solutions?
 8. Does this belief stifle your thinking and problem-solving ability to the point of immobilization?
 9. When you tell others of this belief do they support you because that is the way everyone in your family, peer group, work, church, or community thinks?
 10. Is this belief absolute? Is it a black or white, yes or no, win or lose, no options in the middle type of belief?

{Healthy answers to the questions in Step 3 are:1-no 2-yes 3-yes 4-no 5-yes 6-yes 7-yes 8-no 9-no 10-no}

If you are unable to give healthy answers to one or more questions in Step 3, then your blocking belief is most likely irrational.

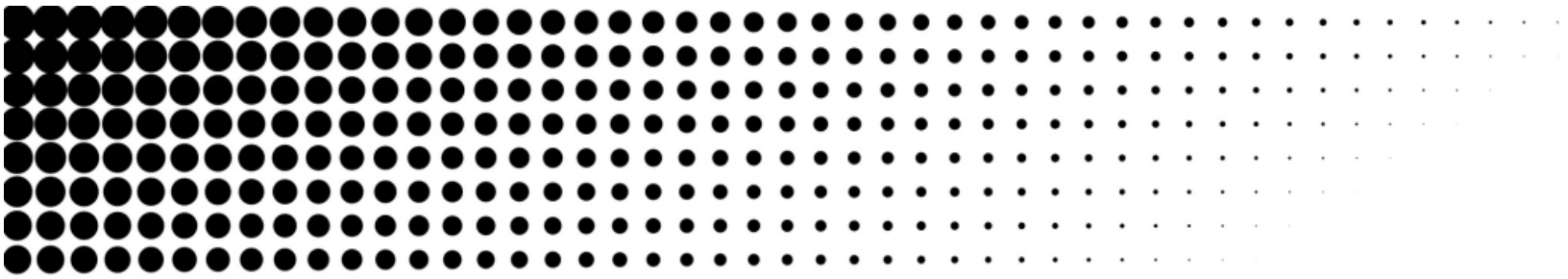
Step 4: Once you have determined that the blocking belief is irrational, you are ready to refute and modify this irrational, and self-limiting belief.

Respond to the following questions in your journal:

- How do I constantly feel when I think of this belief?
- Is there anything in reality to support this belief as being true?
- What in reality supports the lack of absolute truth in this belief?
- Does the truth of this belief exist only in the way I talk, act, or feel about this problem?
- What is the worst thing that could happen to me if I do not hold on to this belief?
- What positive things might happen to me if I do not hold on to this belief?

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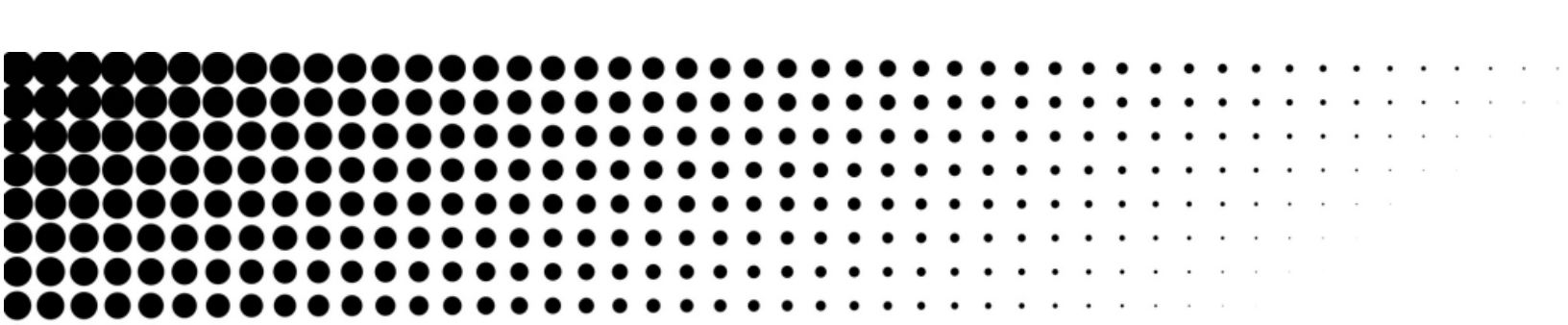
- What would be an appropriate, realistic belief I could substitute for this irrational belief?
- How would I feel if I substituted this new belief for my blocking belief?
- How will I grow and how will my rights and the rights of others be protected by this substitute belief?
- What is keeping me from accepting this alternate belief?

Once you have answered these questions, substitute a rational belief and write it below, so that you can internalize it and act on it.

Write, my substitute rational, healthy belief is:

Step 5: If you still have trouble solving problems, return to Step 1 and begin again.

Discuss this worksheet and ideas with your facilitator in the sessions



Assertiveness Inventory

Disclaimers and Caveats: The Inventory is not a standardized psychological test; the studies required to thoroughly evaluate and approve a test have not been conducted on this. Thus, a “total score” approach is not appropriate. This inventory has been developed from the work of Robert E. Alberti and Michael L. Emmons

The following questions will be **helpful in assessing** your **assertiveness**. Be honest in your responses. All you have to do is write the number that describes your response most appropriately.

0 means "no" or "never"

1 means "somewhat" or "sometimes"

2 means "average"

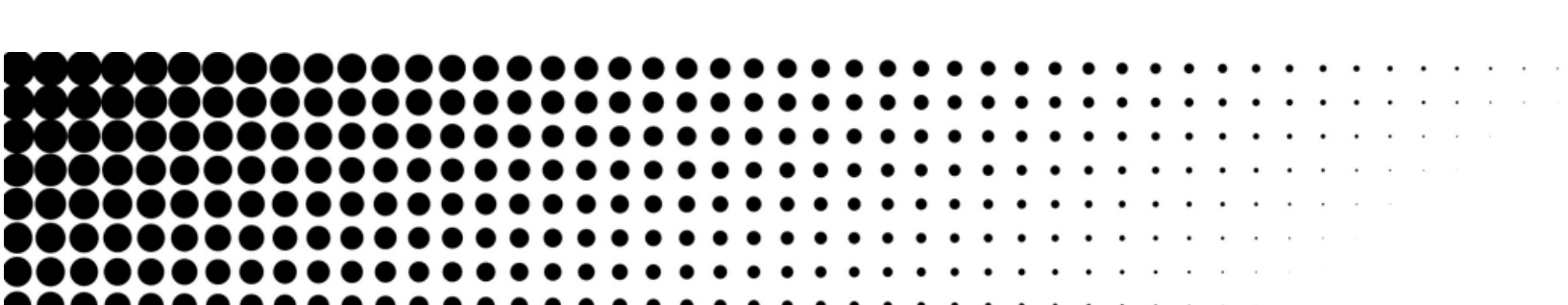
3 means "usually" or "a good deal"

4 means "practically always" or "entirely"

S. No	Statement	Score
1	When a person is highly unfair, do you call it to his/her attention?	
2	Do you find it difficult to make decisions?	
3	Are you openly critical of others' ideas, opinions, or behaviour?	
4	Do you speak out in protest when someone takes your place in line?	
5	Do you often avoid people or situations for fear of embarrassment?	
6	Do you usually have confidence in your own judgment?	
7	Do you insist that your spouse or roommate take on a fair share of Household chores?	

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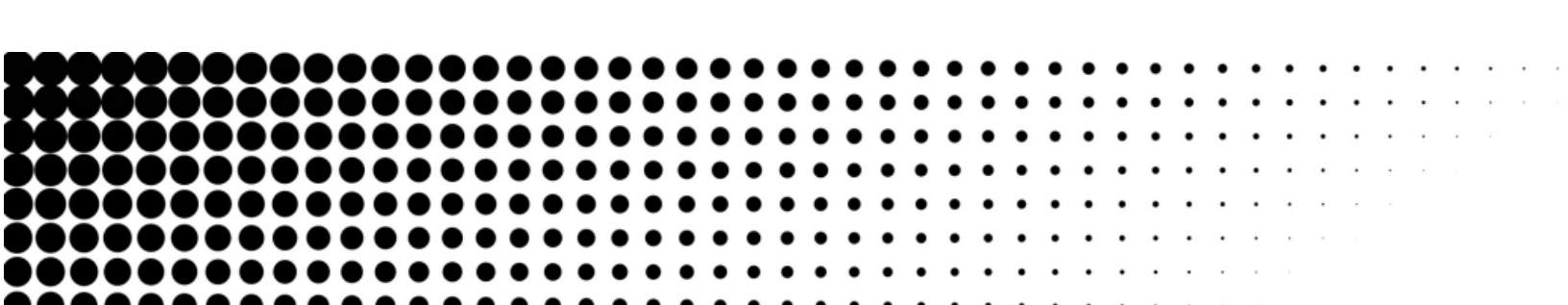
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8	Are you prone to "fly off the handle"?	
9	When a salesman makes an effort, do you find it hard to say "no" even though the merchandise is not really what you want?	
10	When a latecomer makes you wait, do you call attention to the situation?	
11	Are you reluctant to speak up in a discussion or a debate?	
12	If a person has borrowed money (or a book, garment, thing of value) and is overdue in returning it, do you mention it?	
13	Do you continue to pursue an argument after the other person has had enough?	
14	Do you generally express what you feel?	
15	Are you disturbed if someone watches you at work?	
16	If someone keeps kicking or bumping your chair in a movie or lecture, do you ask the person to stop?	
17	Do you find it difficult to keep eye contact when talking to another person?	
18	In a good restaurant, when your meal is improperly prepared or served, do you ask the waiter/waitress to correct the situation?	
19	When you discover merchandise is faulty, do you return it for an adjustment?	
20	Do you show your anger by name-calling or obscenities?	
21	Do you try to be a wallflower or a piece of the furniture in social situations?	

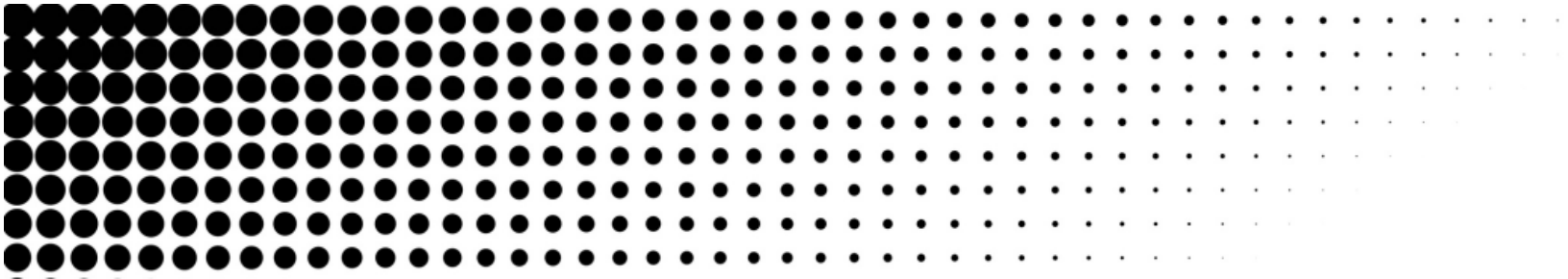
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22	Do you insist that your landlord (mechanic, repairman etc.) make repairs, adjustments or replacements which are his responsibility?	
23	Do you often step in and make decisions for others?	
24	Are you openly able to express love and affection?	
25	Are you able to ask your friends for small favours or help?	
26	Do you think you always have the right answer?	
27	When you differ with a person you respect, are you able to speak up for your own view point?	
28	Are you able to refuse unreasonable requests made by friends?	
29	Do you have difficulty complimenting or praising others?	
30	If you are disturbed by someone smoking near you, can you say so?	
31	Do you shout or use bullying tactics to get others to do as you wish?	
32	Do you finish other people's sentences for them?	
33	Do you get into physical fights with others, especially with strangers?	
34	At family meals, do you control the conversation?	
35	When you meet a stranger, are you the first to introduce yourself and begin a conversation?	

(Do not refer to the scoring instructions on the next page, until all the statements above have been truthfully assigned a score!)



SCORING INSTRUCTIONS

1. **Add** the scores for questions 1,4, 6, 7, 10, 12, 14, 16, 18, 19,22,24, 25,27,28,30 and 35. _____ Total score.

2. **Add** the scores for questions 2, 3, 5, 8, 9, 11, 13, 15, 17, 20, 21, 23, 26,29, 31, 32, 33 and 34 _____ Total score.

3. **Subtract** the total score in No.2 from the total score in No.1. The net result is your assertiveness score.

A score less than **0** indicates that you are low in assertiveness.

A score of **0 -10** indicates that you are somewhat assertive.

A score of **11- 20** indicates that you are usually assertive.

A score over **20** indicates that your predominant communication style is assertive.

Ikigai and Entrepreneurship

The Concept of Ikigai -The word “*Ikigai*” is a Japanese word that stands for “a reason for being”. It is the “energy” that prompts us to wake up each morning eagerly, in anticipation of the activities that we’ll do and the joys that we’ll experience. It is the essence of what makes life valuable, worthwhile and joyous. In Japan, the people who live on the Island of Okinawa are amongst the longest living humans in the world. When asked what the secret of their long-lives is, they just suggest that they’ve found their *Iki-gai*.

Ikigai is a compound word, made up of two Japanese sounds, *Iki*, meaning, ‘Life’ and ‘Being alive’; and the other sound, *Kai* (pronounced gai) which is a ‘result’, ‘a benefit’, ‘an outcome’ or ‘an expression of’ something. The concept of Ikigai therefore also signifies the entirety of all that one does and experiences to make one’s life purposeful, joyous and fulfilling.

It is obvious that if one has “found” one’s *Ikigai*, and lives one’s life with a focus on the serving others in a way that gives joy, one would live a long, harmonious and fulfilling life.

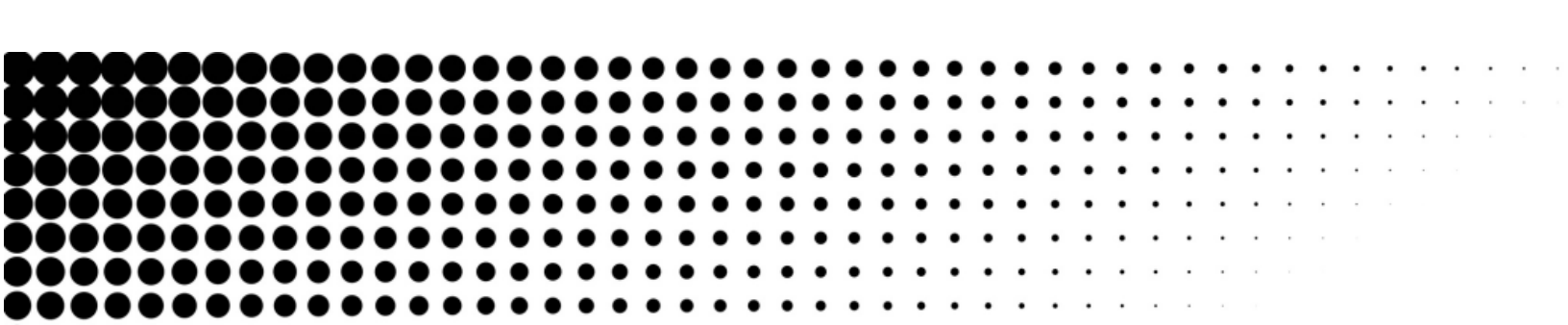
Determining One’s Ikigai

In the diagram on the right, the Ikigai is shown as the intersection of four specific circles. These circles represent:

a) What we Love b) What we are good at c) What we can be paid for, and d) What the world needs.

The intersection of what we love and what we are good at is our **passion**. We are driven to do the things that we are passionate about. The intersection of what we are good at and what we can be paid for becomes our **profession**. The intersection of what we can be paid for and what the world needs is our **vocation**. Finally, the intersection of what the world needs and what we love, is our **mission**. Interestingly, one’s *ikigai* is the intersection of one’s Mission, Vocation, Profession and Passion. *What do you think that means?*





Entrepreneurship and Ikigai

Every individual – including identical twins - are bound to have a unique ikigai and something that is closely linked to a person's interiority and desires. Obviously, to the extent that genes play a role in one's personality, the identical twins might show some similarities in their ikigai, but would otherwise follow a trajectory of life determined by their own uniqueness.

Entrepreneurship is a unique expression of one's ikigai. If one endeavors to “follow the herd” and do what others do, it will not be a true representation of what one passionately believes in, or what one is motivated by. Entrepreneurship needs to express one's uniqueness, for it to be satisfying, inspiring, rewarding and fulfilling.

Setting out on one's *entrepreneurial* or *intrapreneurial* journey therefore requires one to be in touch with one's ikigai. If one hasn't had a chance to work on, and discover the things one loves and one is good at, that should be the starting point for embarking on an entrepreneurial journey.

The Skills and Behaviours of Successful Entrepreneurship

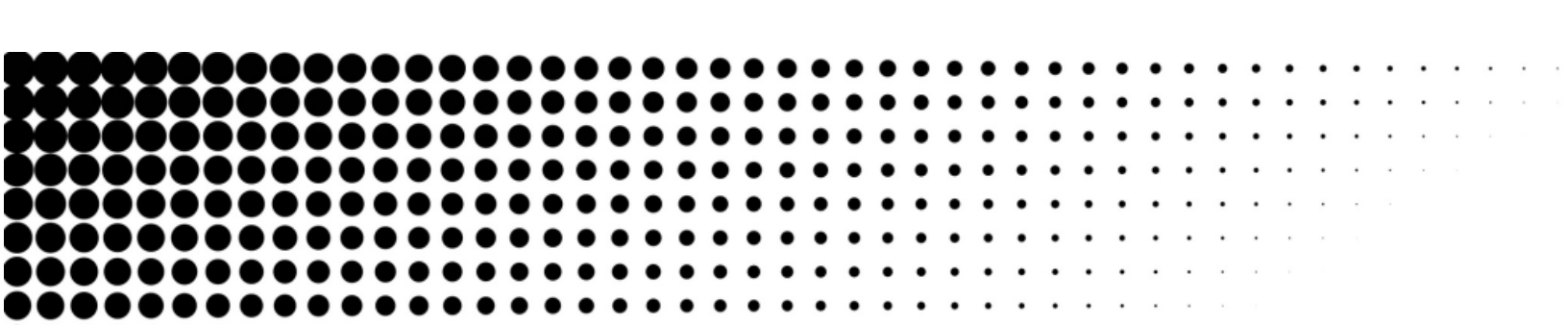
(It would be good to reflect on the similarities of the skills and behaviours spelled out below and the Core Leadership Competencies that have been covered in our sessions till now)

Being adept at the following five skills and behaviours shows a strong correlation with entrepreneurial success:

1. *Strategic Thinking and Unique Opportunity Discovery* – being able to quickly sift through pertinent information and identify business opportunities that one is passionate about serving/getting into.
2. *Learning Agility and Comfort with Uncertainty* – not getting flustered with uncertainty, change or rapidly shifting circumstances. Instead, using each situation as an opportunity to reflect on the experiences, and learn and derive beneficial and useful insights.
3. *Influencing, Envisioning and Enlisting others* – the ability to communicate with and influence a wide variety of stakeholders, so as to get them to collaborate and work towards the common objectives of the enterprise. Influencing requires assertive communications and clarity of thought on part of the influencer.

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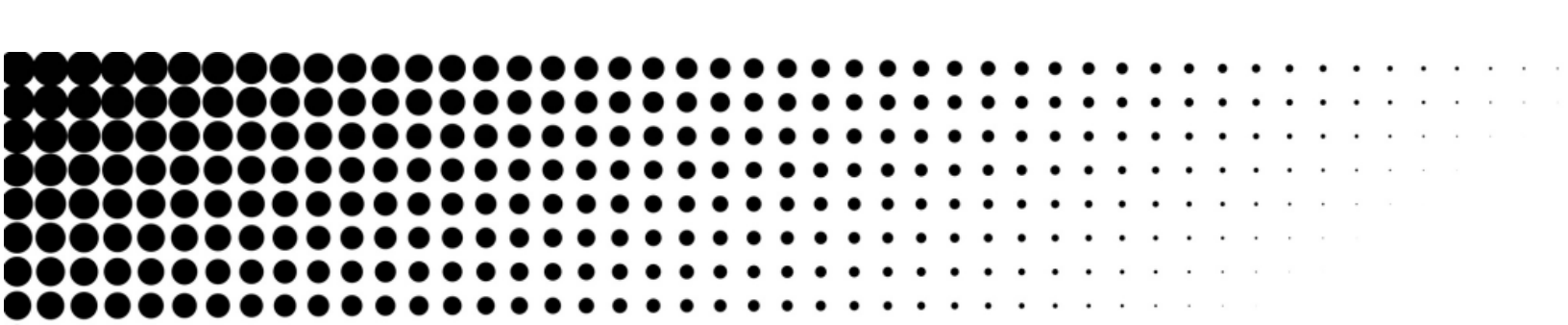


4. *Good Judgment and Effective Decision Making*- being able to use all the information available at a given point in time to arrive at a sound decision. Not getting caught up in “analysis paralysis” or an ever-increasing need for more information before a decision is taken. Demonstrating a sense of good judgment at all times.

5. *Collaboration and Teamwork* – being able to work effectively with others, by subordinating personal goals, or agendas and focusing on the larger objectives of the group.

Fail Your Way to Success

Thomas Edison, the serial inventor, who is credited with a host of inventions (including the incandescent light bulb), is believed to have said: “*I failed my way to success.*” He was right. Much like Robert the Bruce (1274-1329) the Scottish King who fought the British, and who was inspired to be perseverant by a spider in a dank cave, Thomas Edison also never gave up. He tried over 150 designs of his light-bulb before attaining success! Great leaders and entrepreneurs too have to view so-called “failures” as opportunities to do things differently and better – on the way to achieving mastery and ultimately success! And obviously, they have to bounce back into action after situations might knock them down. They have to stay the course like Robert the Bruce! 🌸

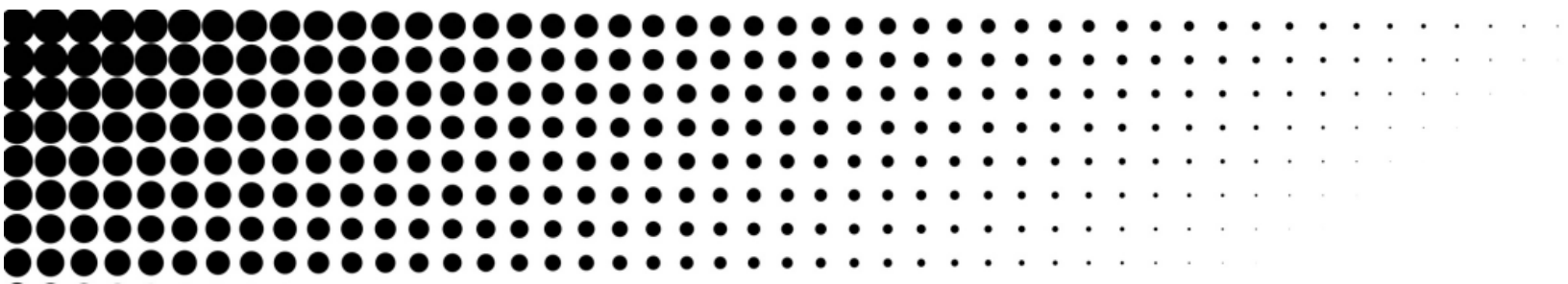


STEP OUT

to impact

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The nature of being an entrepreneur means that you wholeheartedly welcome uncertainty and are comfortable with being challenged regularly. A heart and mind that loves to take calculated risks and enjoys the outcomes it generates is one that can find happiness in entrepreneurship.

“Twenty years from now you will be more disappointed by the things that you didn’t do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream. Discover.” - Mark Twain

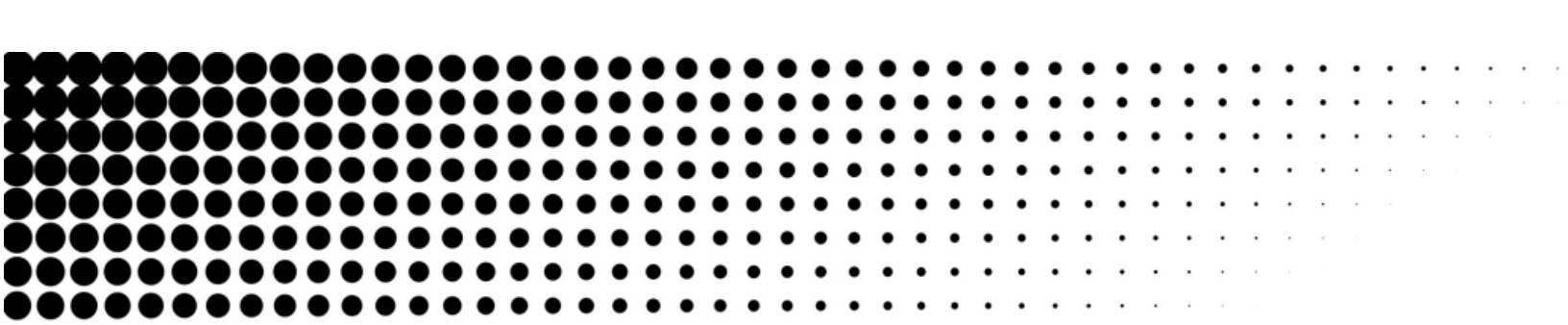
The most important part of being an entrepreneur is that you have unwavering faith in yourself and your enterprise, persistence on staying the course and seeking solutions, overcoming all the hurdles faced and full focus on delivering on time and of the best quality for the price offered. Establishing a business and running it will constantly have you gripped in opposing emotions - the unbridled excitement alongside looming anxiety, tremendous joy from victories and difficult lows from losses, a season of rapid sales that leaves you breathless and one where you endlessly chase clients for orders.

“Every time you state what you want or believe, you’re the first to hear it. It’s a message to both you and others about what you think is possible. Don’t put a ceiling on yourself.” - Oprah Winfrey

Whatever be the case, have faith in yourself. Have faith in your enterprise. Have faith in the market and the world of buyers. But most of all, have faith in your planning. If you plan your business well to as much accuracy as possible, the highs and lows, the joys and angst will all be plotted on a timeline and you will be able to foretell your enterprise’s near future to some extent.

“The best way to predict the future is to create it.” - Peter Drucker

The best way to predict the future of a business is to create a plan for it. Anyone can make this and one doesn’t need a formal education to do so. All one needs is clarity of intent and clarity in executing tasks set to arrive at desired goals.



A Business Plan is a formal statement of

- A set of business goals; preferably not just for the enterprise and its owners but also for the greater good of all its stakeholders including the workforce, the market and the planet.
- The reasons why these goals are deemed to be attainable
- A chronologically detailed way forward to attain these goals and how they impact the stakeholders at every stage.

“Build your business around something that you love - something that is inherently and endlessly of interest to you” - Martha Stewart

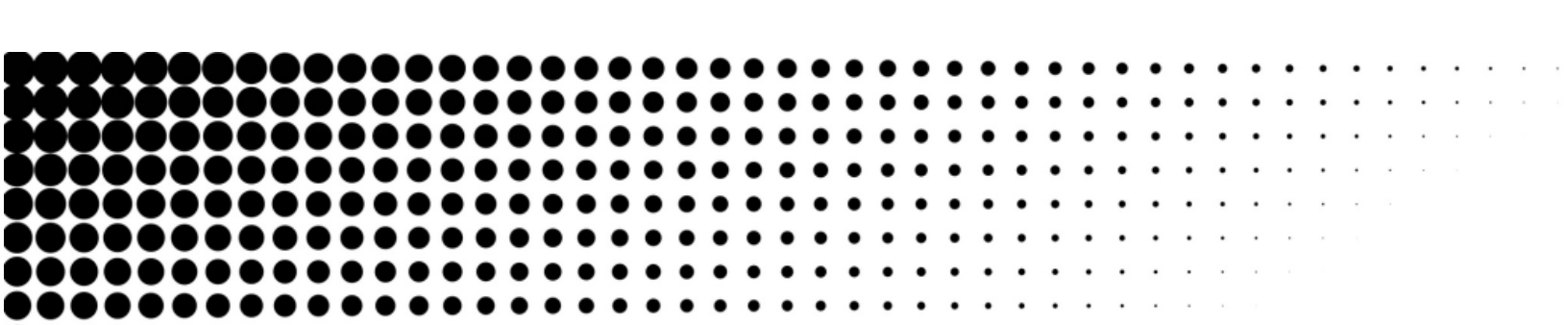
At the end of the day, an entrepreneurial venture is a direct reflection of its maker’s state of mind. It is in the entrepreneur’s hands to make this journey of setting up and running a business as exciting and fulfilling as she wishes it to be. To tide over the occasional set backs and failures and learning from each of them will only add strength and determination to succeed once again. The betterment of a venture is directly dependent on the betterment of all its stakeholders - the workforce, the market and the planet.

WHAT MAKES AN ENTERPRISE?

As with all existence, so too with a business enterprise, we need to find answers for whom, why, what, how, when & where will the business address which gives rise to the next query cycle - what next. Truthful, accurate answers in the simplest of terms will define the outline of one’s business enterprise. In our business planning, we articulate these as the 5 stages of entrepreneurship as:

- Scope - why this enterprise offering and for whom
- Ideate - what is this enterprise about?
- Plan - how does one set this up to be a robust enterprise, mapping all its needs and expected outcomes
- Execute - when and where (could be single, multiple, virtual locations) does one operate from to reach.
- Scale - what next after having achieved the set goals so far.

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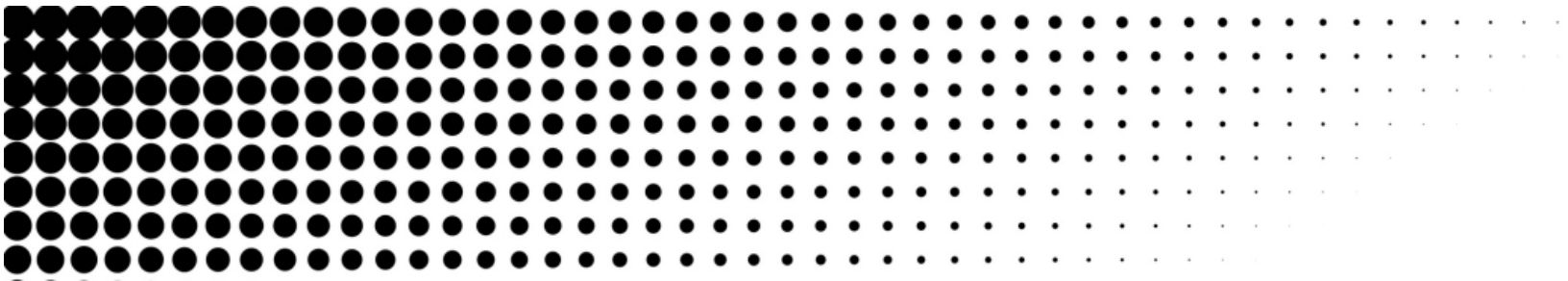
This workbook has guidelines, structure and template for working through the components of a business plan, and to ultimately create a feasible one. The objective of this workbook is to educate you on the following:

- To understand what a business plan entails
- To challenge your ideas and format them for presentation
- Where and how to start
- How to write an effective business plan
- How to use a business plan to develop your venture
- How to introduce your products and services to your target market
- And most importantly - How to ensure your business helps others along with yourself

Business planning does not just entail creating a report. It is in actual fact an exercise, an evolving document that should guide you and you the operation of your venture. It communicates to stakeholders, investors and other key parties, the status of your business and its road map for development, and success.

A Business Plan should be a dynamic plan with its own personality and potential, and not just a carbon copy of another business. Ensure that your Business Plan truly reflects the uniqueness of the business and your strategy to success. It would be ideal for you to build an element of “giving” in the operation of your ventures. Make a commitment right from the start to share a set percentage of your business success with less fortunate beneficiaries. Manage your business not just to create wealth for yourself and your shareholders, but also to make a difference in the communities you operate your business from.

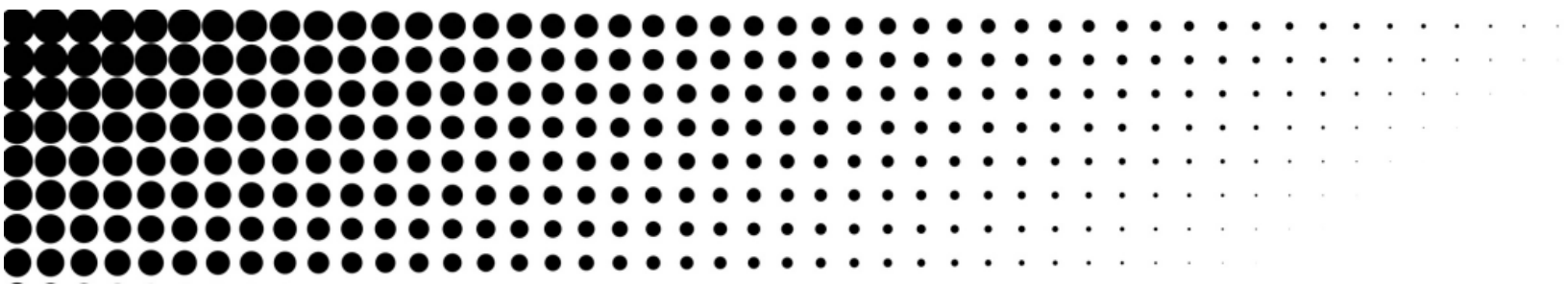
Enjoy the process. Wishing you Success!



SCOPE : Why am I doing this and for whom?

An enterprise is always dependent on the commitment of its founder and operating team, its ability to leverage the team's network, the strengths of the team and the network and last but not least, a robust plan that defines its long term vision, its mission and yearly goals for at least the first 5 years.

Inspiration : Why am I doing this and who/ what inspires me?

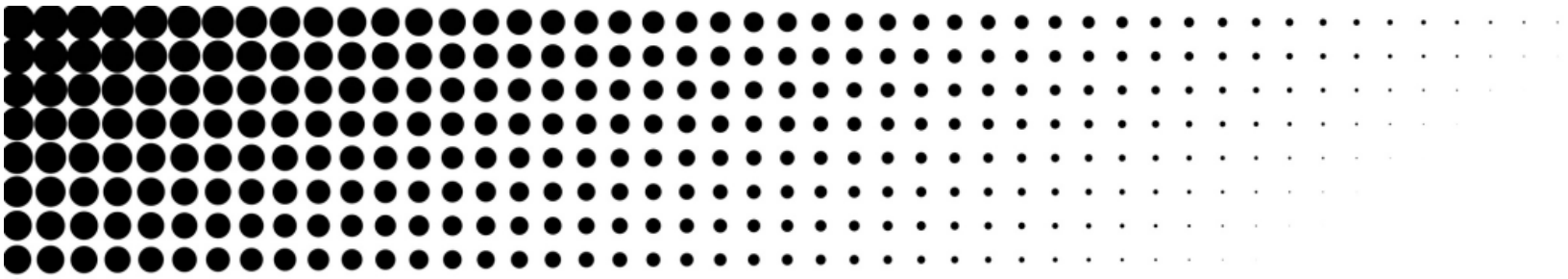


Exploration : Who am I setting up this enterprise for? What do they gain from it? What do they stand to lose?

Exploration : What are the gaps in the market where my inspiration can be formalised into a product and service and why should I do so?

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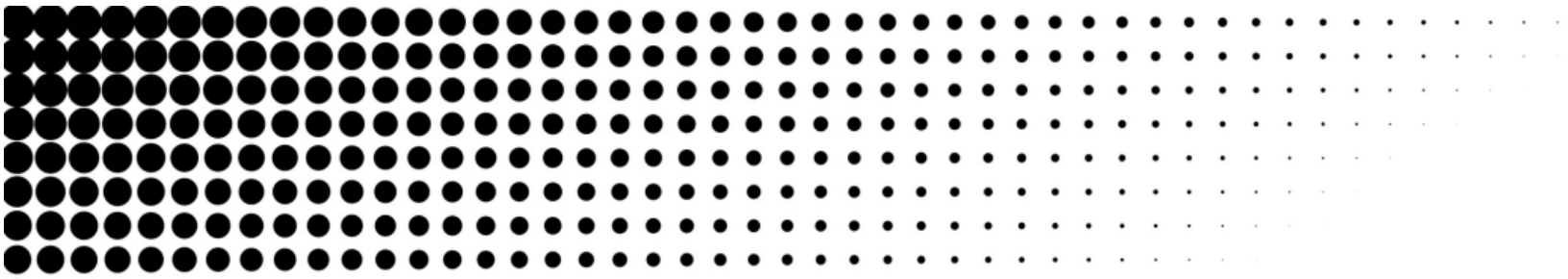


Realisation : What are my innate strengths and apprehensions

Strengths	Apprehensions

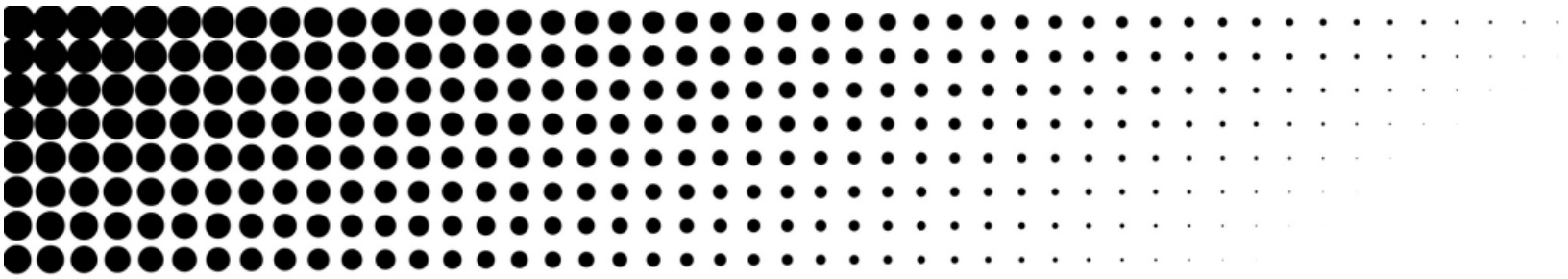
Realisation : Who in my wide network of family, friends, acquaintances (real and virtual) and field experts can I leverage to help me with my enterprise.

Family	Friends	Acquaintances	Experts/ mentors	Others



Realisation : What are the vulnerability factors - competition, market dynamics, weather, my own wellbeing and health, my existing prioritised commitments, societal influences, resource crunch...

List of Vulnerability Factors	Ideas on how to overcome them



IDEATE : what is this enterprise about? What will I do? What am I aiming for?
Once the overall direction is established and the opportunities and shortcomings mapped, the exact line of products or services can be elaborated upon. But first we need to map the opportunities.

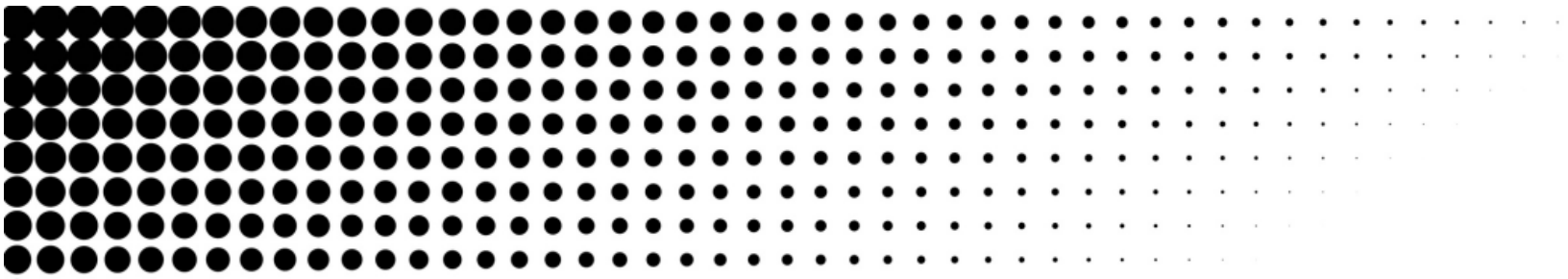
Inspiration - brainstorming of opportunities and creating a mind map of offerings.

List of words from the brainstorming session

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Exploration - Categorising the words to suit needs of the enterprise, the market and any beneficiary

Category	Words

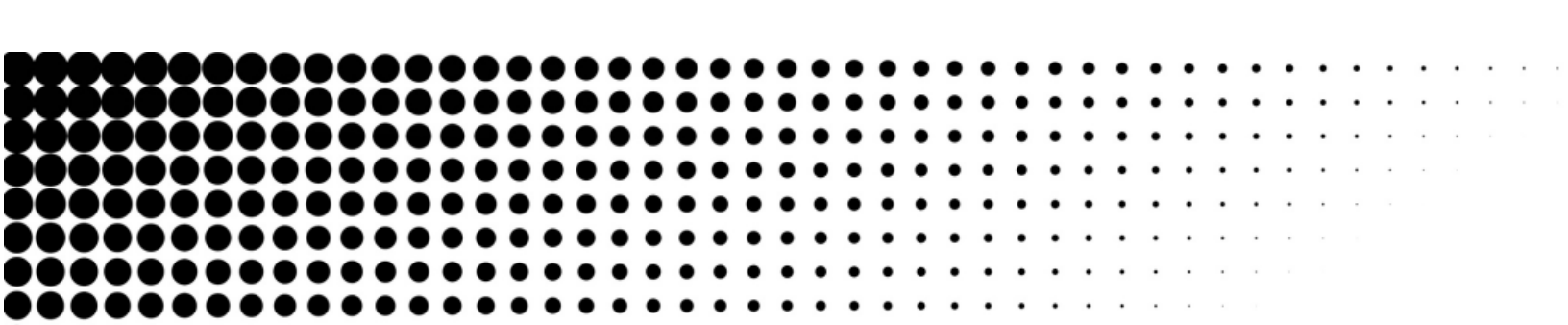


THE MIND MAP OF OPPORTUNITIES AND OFFERINGS

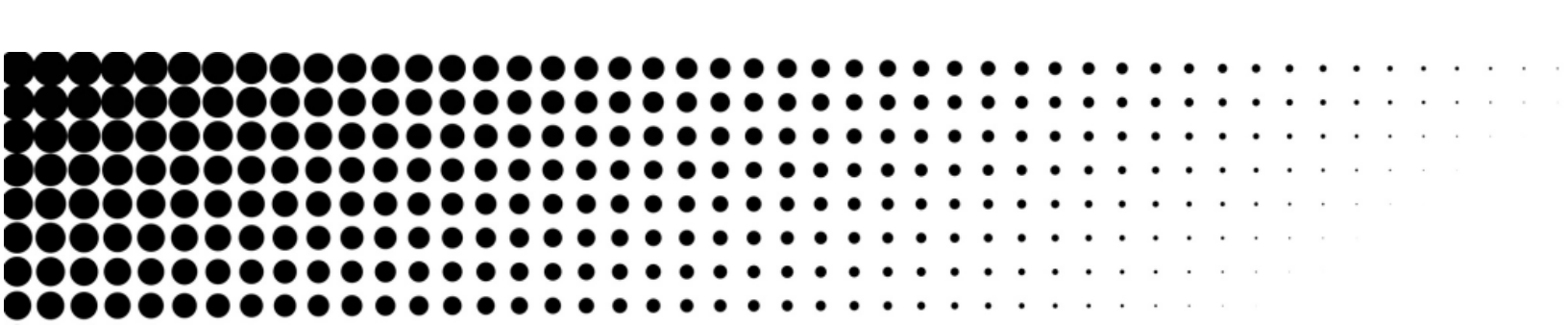
Realisation : What am I offering to the world

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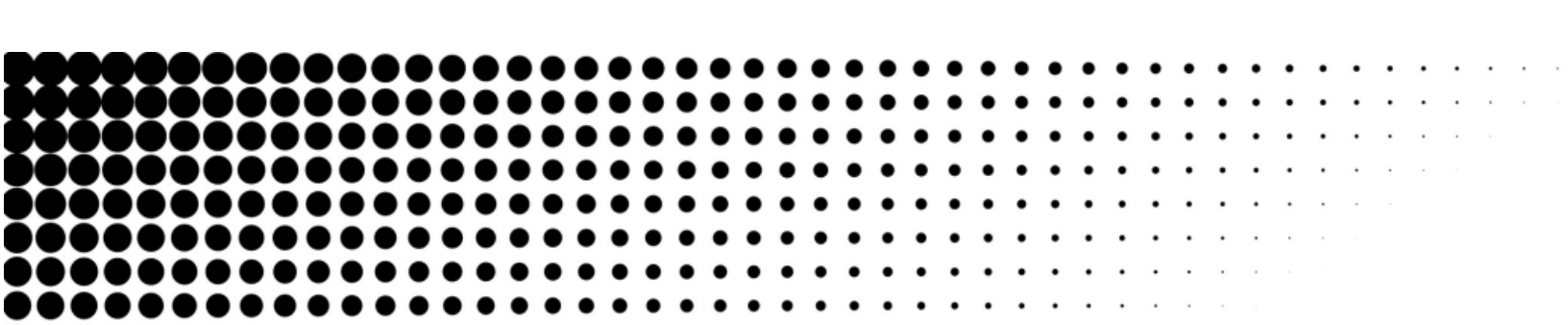
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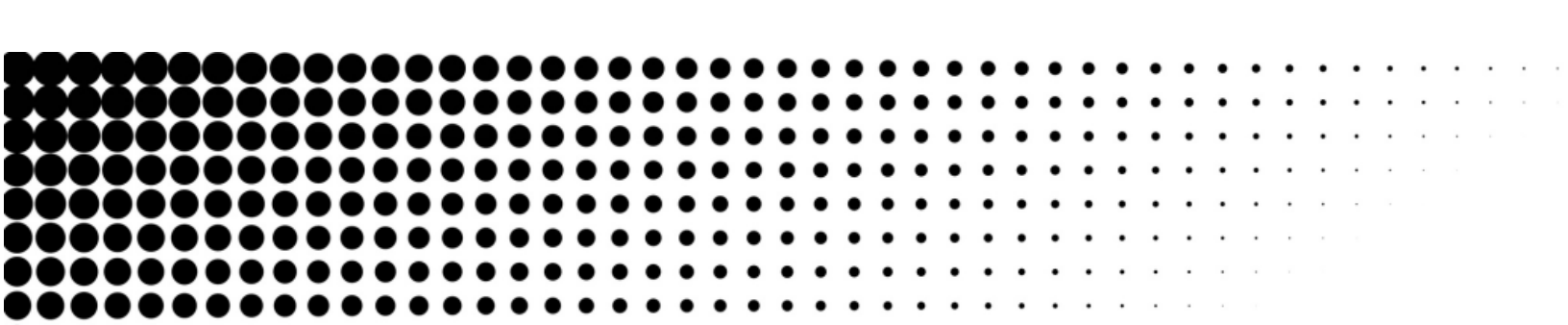
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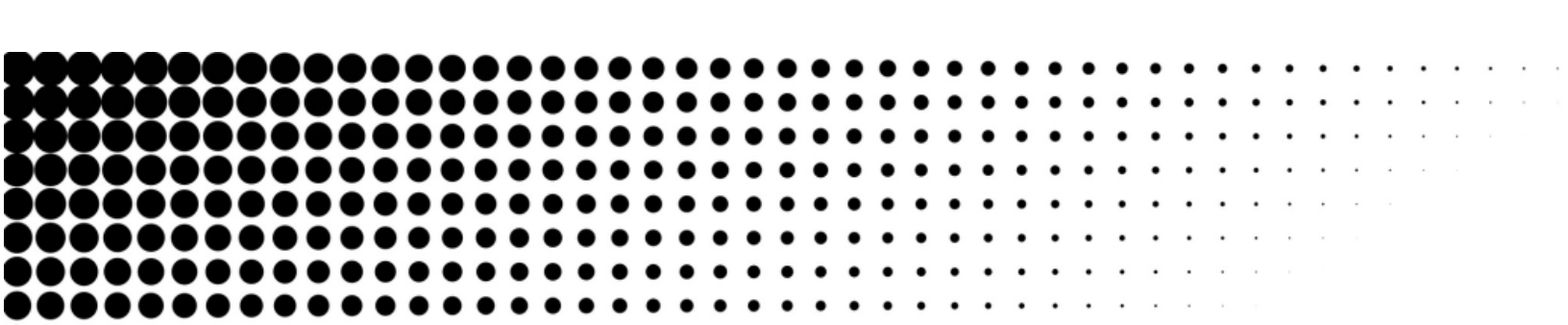
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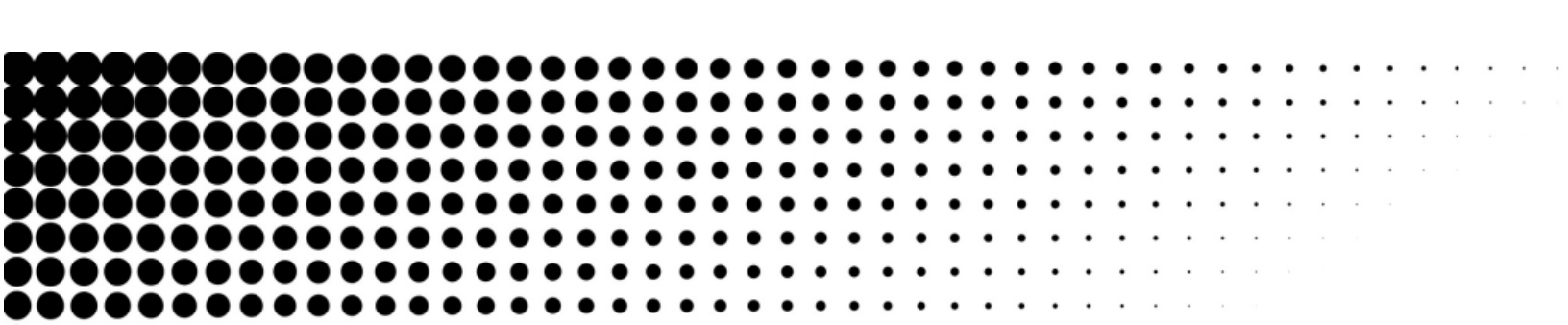
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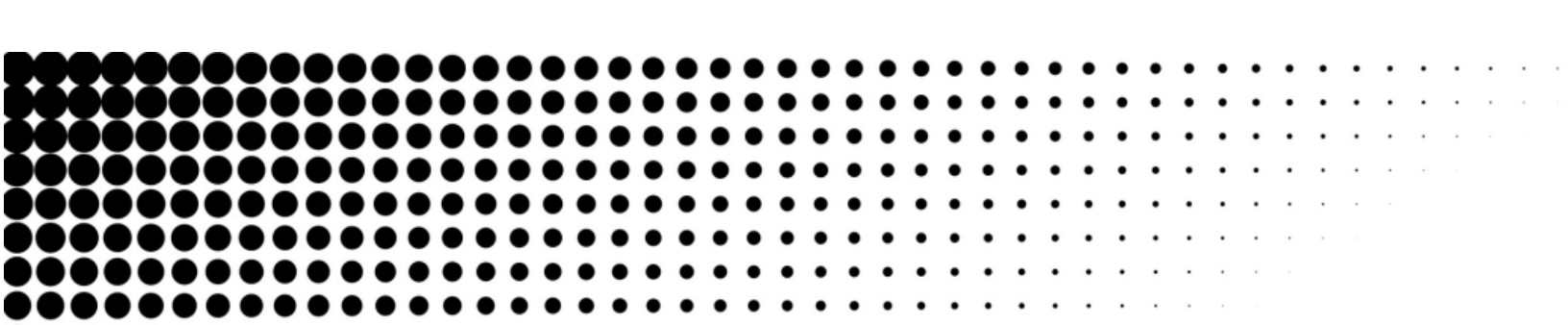
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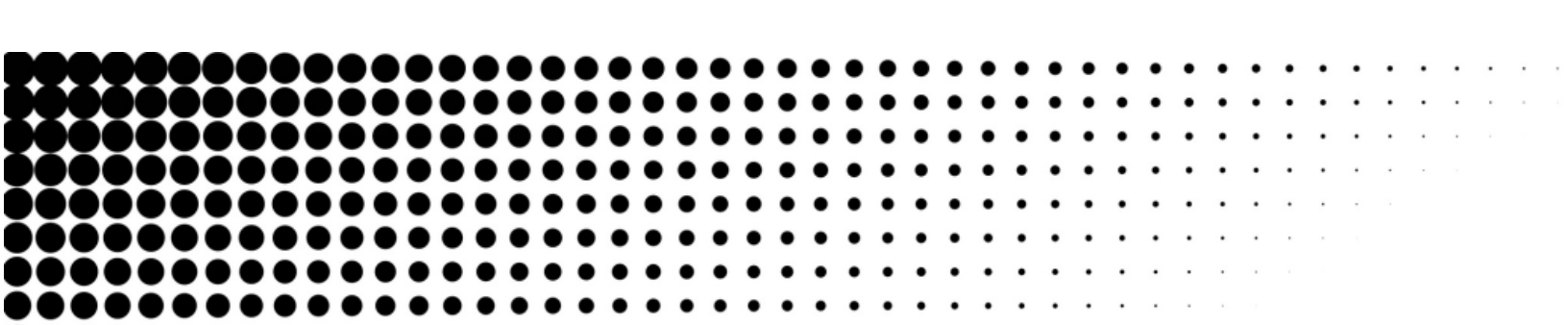
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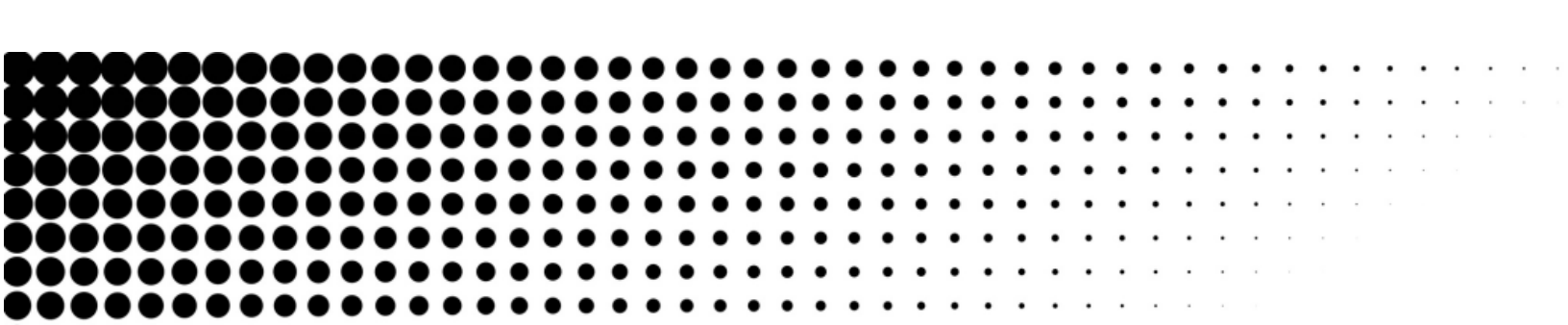
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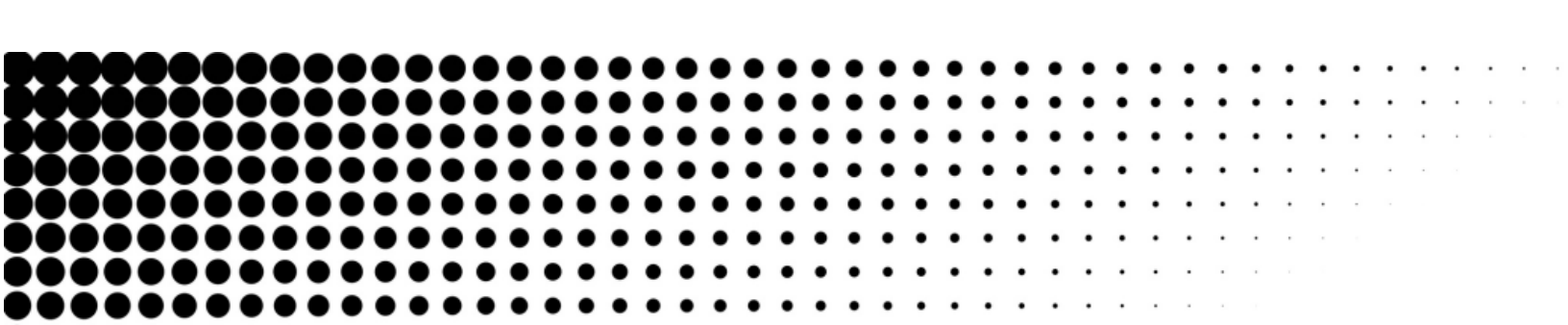
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