

#PSYCHOLOGY

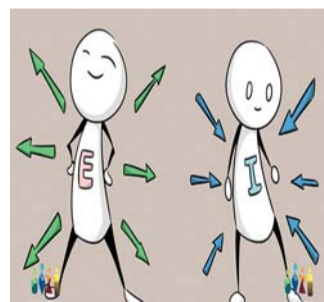
Stop Telling Introverts to Act Like Extroverts

If you're not a natural extrovert, does putting on an extroverted face really pay off?



The modern workplace is built for extroverts. Extroverts are paid more, promoted faster, and rated more positively by their colleagues and managers. As such, it's hardly surprising that many people say they want to become more extroverted, and that employees looking to advance their careers are often encouraged to engage in extroverted activities such as networking and public speaking. But if you're not a natural extrovert, does putting on an extroverted face really pay off?

Research has shown that even for naturally introverted people, behaving in a more extroverted way can be mood-boosting and energizing in the moment. For example, in one series of lab-based studies, participants were randomly assigned to participate in more- or less-extroverted activities, and researchers found that the participants in the more-extroverted group consistently reported higher levels of happiness immediately after the experiment. In our own research, we've demonstrated similar effects in a



real-world work setting. When employees acted more extroverted than they typically did, they felt better, happier, and more energized.

That said, both our own research and that of others has also shown that acting in a manner that's out of character can be depleting in the longer term. In particular, one study found that when introverts acted extroverted, they experienced improved moods and energy levels in the short term, but because these behaviours were inconsistent with their natural personalities and preferences, their energy levels fell substantially just one hour after the fact, ultimately hampering their ability to benefit from these activities.

This suggests a substantial mental toll associated with acting more extroverted than you are - a toll whose long-term costs may sometimes outweigh the benefits. For example, going to a networking event might be an opportunity to meet people that can help you grow professionally and get more excited about your work. But if you're an introvert, these events can also be so exhausting that you



Inderjit Khanna.

#LONE RANGER



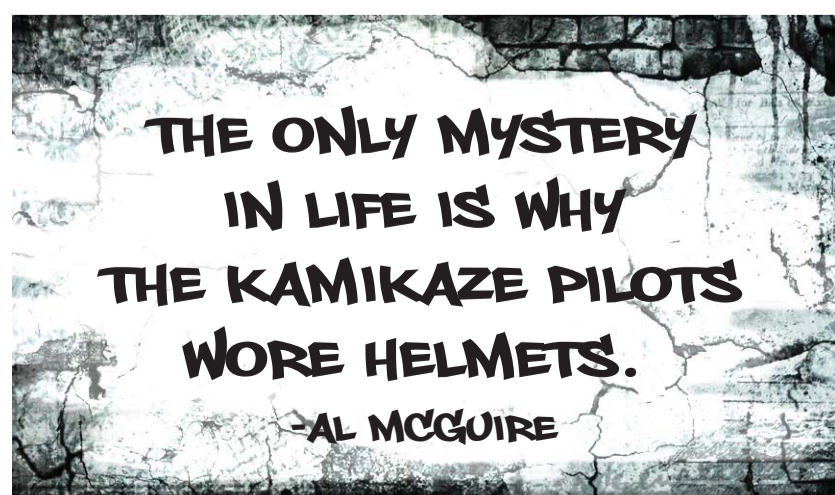
Shailaza Singh
Published author,
poet and a YouTuber

think IAS or IFS and people get the impression of a high flying, jet-setting lifestyle. Most believe that foreign trips on government expense are a norm for such positions. Perhaps, to an extent yes. But there is more to it than meets the eye. Even IAS officers have to struggle to be with their family amidst their gruelling schedules and trainings. Inderjit Khanna too was determined to not leave his family behind as he went on training to England in 1980s. He writes:

"The concept of encashing privilege leave (PL) came in the mid-seventies. One has to take PL of thirty days to be able to encash another thirty days of PL. We were then quite often in need of money. In April 1979 I took a month's PL but remained in Jaipur working throughout. Soon, government found that absence of thirty days was sometimes too much and so it was changed to taking fifteen days of PL to entitle you to encash thirty days leave. My personal circumstances brought about another change in this policy. I was to go to England in early January 1981 for a three-month training programme under the Colombo Plan. We decided that Yasmin and Shonali would accompany me, but the cost of travel for the two of them was to be borne by me. So, in December 1980 I took fifteen days PL and encashed thirty days PL. During the leave period I was in Jaipur and working on most days. On 15th December 1980 the CS, FS and I were briefing the CM regarding the forthcoming discussions in the Planning Commission with regard to the

Sixth Plan 1980-85 and the Annual Plan for 1980-81. At the end of the discussions, the CM asked all three of us to accompany him to Delhi for the discussions. The CS told him that the FS and he would accompany the CM but since I was on PL, I would not be able to accompany them. CM inquired that if I was on PL how was it that I was attending meetings in Jaipur. CS then explained that the fifteen days PL had been taken so as to enable me to surrender thirty days PL, get the extra salary for those thirty days to enable me to pay for my wife and daughter's travel to England where I was to go for training in early January 1981. The CM turned to PS and told him that we should change the rules and not insist on the taking of PL as a pre-condition to encash leave. Of course, I could not get the immediate benefit for this as I was already on leave, but I did attend the meeting on 19th with a special sanction of the government to enable me to draw my Travelling Allowance (TA) and Daily Allowance (DA) for that journey!"

THE WALL



Scaling the heights and reaching the peak of their fabled mountain is perhaps the dream of many. Many fall prey to temptations and the glittery life that beckons them. However, the climbers who don't compromise on their values and do make it at the top are often left alone despite all their hardwork and efforts.

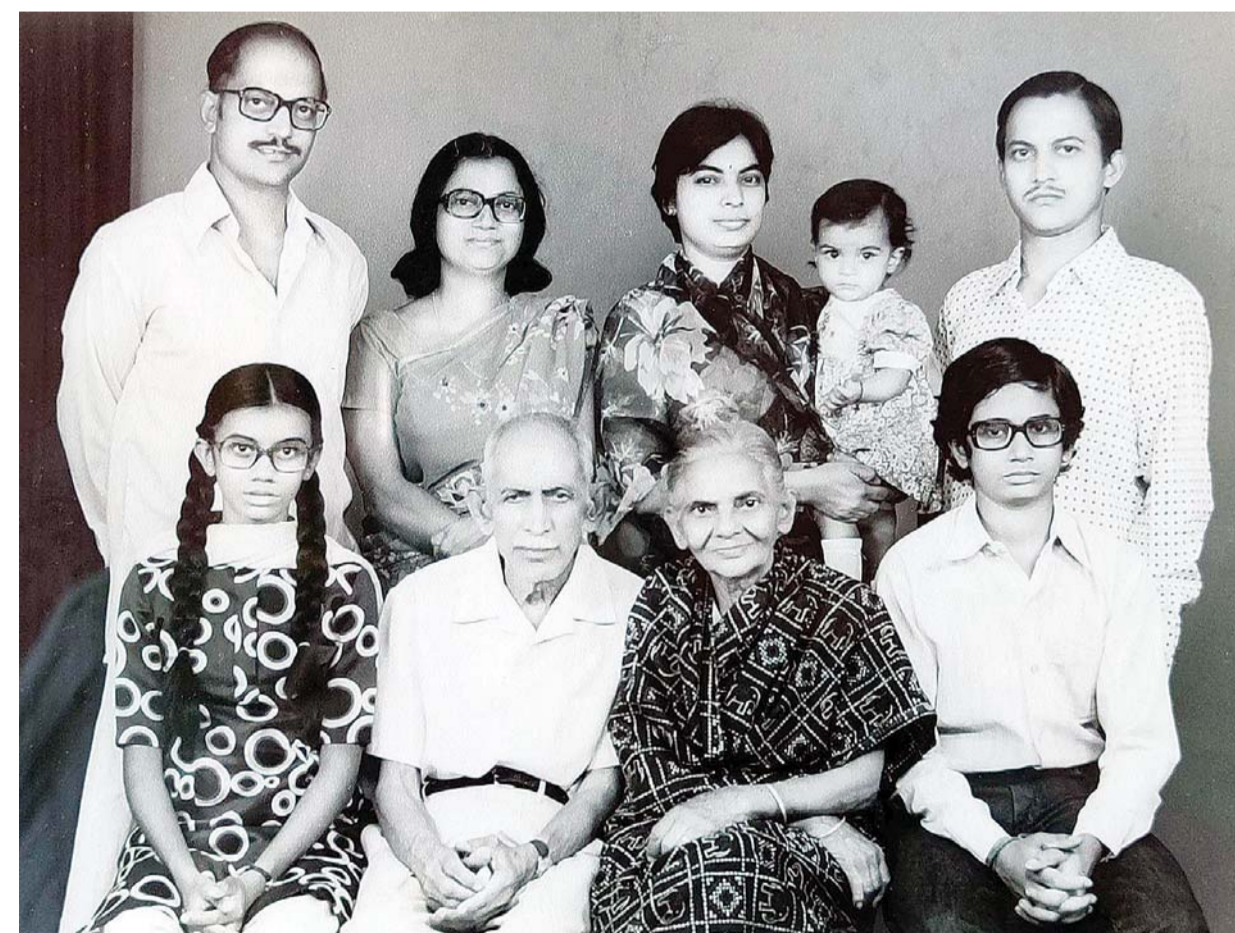
The Tussle Between 'Propah' & Corp de Spirite

(...2)

which was on privilege leave. These provided me with some respite from the extreme pressure of work and enabled me to unwind. Also, to be able to spend more time with Yasmin."

Somehow it is commonly assumed that there will never be a dearth of vegetables in a green-grocer's home or a doctor's family will always have readily available medicines. In case of IAS, people often believe that their family will never have issues with administrative issues like voter's cards or even government loans. However, in his book Inderjit Khanna points out how despite being a part of the system for more than three decades, he still could not change certain mistakes and even lost his faith in the system. He says:

"Why do I have this lack of faith in the system even though I have myself worked in government for over thirty-six years? Let me give you some personal examples. My mother-in-law, Mrs. Victoria David was staying with us in Chanakypuri, Delhi. She passed away on 1st January 1997. I duly informed the ERO of this and asked that her name be deleted from the electoral roll. Elections came in mid-1997. Yasmin and I went to vote. To our horror we found that Yasmin's name had been struck off the electoral roll while her mother's name was still on the electoral roll though her mother was no more alive and I had dutifully informed the ERO (Electoral Registration Officer) of this. Our request, that



Inderjit Khanna with his family.

BABY BLUES



By Rick Kirkman & Jerry Scott



Haunted Refrigerator Night

It may be a little harsh but let's face it, there isn't a huge amount of things you can do with certain leftovers. When you forget about those leftovers, you can rest assured they certainly haven't forgotten about you. Instead, they sit lurking in the back of the refrigerator waiting for you to delve into its darkest corners and unleash the disgusting rotten mess. Haunted Refrigerator Night is time for you to don your protective gear, grab your proton pack, and bust the ghosts of dinners past that still lurk in your refrigerator.



Inderjit Khanna with Manmohan Singh.



Inderjit Khanna with Bhairon Singh Shekhawat.

Know the Enigma...

Mr. Inderjit Khanna, IAS, eminent scholar will bare his soul talking about his trials, joys, frustrations, both personal and professional. All admirers, critiques are invited to come and have a heart-to-heart conversation with him. At 4:30 pm on 30 October 2022 at Sudharma, Chameliwala Marker, M.I. Road, Jaipur.

As

can be seen from the various incidents narrated in his book, Inderjit as a person and professional has also made it a point to be clear about propriety in government service. His strict principles of car usage are probably outlandish in today's bureaucratic environment. When he applied these strict rules, they did not sit well with the IAS community.

to prove that I had actually paid that instalment. This, I observed, did happen in quite a few cases of very senior officers who had been on deputation to Gol or even gone abroad on posting. The unfortunate moral of the story is not to trust the government in the maintenance of one's records but to maintain the record yourself."

Many a times, it is difficult to understand when a position of privilege has been used or misused by an officer. Mr. Khanna also faced the same dilemma. He says:

"In IIM, Ahmedabad, once, after a three-day visit to Jhabua district, while driving back to Ahmedabad, we decided to take up an evaluation of the officers we had met and interacted with during the three-day visit. For the current purpose, I will discuss our evaluation of the Collector and DM of the district. ... Coming straight to the evaluation of his performance, which was done by each one of us and disclosed individually, I had rated him as a very good officer but not in the outstanding category. ... Ravi felt that I had downgraded by assessment of this officer because during the one-hour interaction with him I had seen the Collector's wife and children return home, presumably from a visit to a friend or the bazaar in a government vehicle. He said that I saw it as a misuse of the government vehicle and I said yes."

Inderjit Khanna was perhaps one of the few IAS officers who was deputed as the visiting professor at the Indian Institute of Management, Ahmedabad. He stayed on for two years and taught compulsory paper "Indian Social and Political Environment" (ISPE) in the first year and optional paper on "Management of Social Development Programmes" (MSDP) in the second year at the two year Post Graduate Programme (PGP) along with many short-term Management Development Programmes (PGPs) ranging from one week to four months.

Of his IIM experience he writes, "Quite often, some PGP students would come to me to discuss the possibility of a career in the IAS. Generally, they were put off when they learnt of the salaries given in the IAS. I remember one student

telling me that he had four or five sisters to marry and that was one of the reasons why he was seriously considering IAS as an option. I told him that since money was a prime consideration for him, the option of a job in the corporate sector was a better one for him.

As can be seen from the various incidents narrated in his book, Inderjit as a person and professional has also made it a point to be clear about propriety in government service. His strict principles of car usage are probably outlandish in today's bureaucratic environment. When he applied these strict rules in evaluating the IAS officer's performance as in the case of Banswara collector, it did not sit well with the IAS community and he lost many friends.

No wonder after the death of his wife and the marriage of his daughter, he is alone and trying to immerse himself in work. Nevertheless, the loneliness is there and one wonders why hardworking, honest, competent person are often lonely at the end of the day.

On a lighter note, just because it talks about the reality of civil service and life, it does not mean that this book does not have a generous sprinkling of humour.

On 15th September 2000, Shonali, his daughter took the delivery of her Maruti 800 car at Gurgaon. Tich was in Delhi on 13th and 14th for events relating to the visit of Bill Gates. He says, "Shonali and I decided to drive the new Maruti back to Jaipur. I drove it and so the official car in which I had come from Jaipur on 13th was being driven ahead of us by the driver. Whenever we would pass any toll or other barrier a salute would be given to the Ambassador car, which was not carrying the CS. Shonali had a hearty laugh that the individual Inderjit Khanna was not of any consequence. Maybe that is the truth of the matter?"

In another incident, he was conferred with the powers of Magistrate 1st Class. To which he says: "I enjoyed judicial work. Simultaneously, I was also hearing revenue cases under the Revenue and the Tenancy Acts. A hilarious incident needs to be mentioned. One day while recording an order sheet on a case file I wrote 'Bhains (meaning buffalo) suni gayee'. My reader came running to me with the file and sheepishly said 'Sir, bebes meaning argument) suni gayee'. Such was my Hindi at the time."

Though he misses his wife, his constant companion of fifty years, Inderjit Khanna is a contented man. He still feels satisfied with the roll he has played-impartial, frugal and efficient. He is proud of the fact that Rajasthan gave him a chance to serve without too much interference from politicians.

Concluded
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Inderjit Khanna with Bill Clinton.



Inderjit Khanna with his grandchildren.

By Jerry Scott & Jim Borgman

ZITS

