

Positive Thinking as a Successful Management Tool

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ABSTRAKT

Cílem této práce je poukázat na výhody pozitivního myšlení nejen v manažerském prostředí. V první části práce jsou vysvětlena základní teoretická východiska použitelná i pro každodenní život. Je rozpracován samotný způsob myšlení a poukázáno je zejména na to, že při procesu myšlení je možné používat odlišné přístupy v různých situacích. Dále je rozebrán vztah stresu a pozitivního myšlení.

V druhé části práce jsou zpracovány dvě verze dotazníků, jejichž vyhodnocení je analyzováno a na základě získaných údajů jsou prezentována doporučení pro praxi.

Klíčová slova: pozitivní myšlení, manažer, úspěch, komunikace, motivace

ABSTRACT

The main goal of this Bachelor Thesis is to specify the advantages of positive thinking not only in the managerial environment. In the first part of the Thesis the basic theoretical ideas are explained that can be used for the everyday life as well. The process of thinking is further elaborated on and especially the possibility of different interpretations in various situations is pointed out. Furthermore, the stress is put into the relation with positive thinking.

The second part of the Thesis contains evaluation of the two versions of the questionnaires that are analyzed and based on the gathered data, the recommendations are suggested to be used in the practice.

Keywords: positive thinking, manager, success, communication, motivation

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INTRODUCTION

In mathematics, negative and negative equal positive. It is very simple, very basic. Even small children know that. When we have some mathematical formula and if there are two negatives following each other – represented by symbol minus – we normally cross these two negatives out and put the positive symbol instead providing the same result.

Not considering mathematics any more it is possible to say that the above written can be also interpreted like this: positive beats negative. Positive symbol is stronger than the negative one. I have mentioned this basic example because that is what this thesis is going to be about. I will provide ideas supported by examples – from the real life as I believe it is the best option – that the positive aspect of living, positive attitude and positive thinking makes life easier. It can reflect in daily routine life as well as in managerial abilities, it can make a difference in the question of whether one will be a successful manager or not. Today's life is all about communication among people, about cooperation, about leading and being led. We have many ways of how to organize our life, many ways of how to make a decision, how to create a path our life is going to follow.

This thesis will be written in a slightly different way than it is usual. Instead of providing just the facts collected from the books I will do my best to include everything one needs to know in order to be able to use this thesis as a guide, as a manual to follow every day seeking results. Many of academic papers are written, read and put in the archive collecting dust of library's basement. I do not like this style of doing work; it seems a little bit useless. When I have to spend hours by doing research followed by hours of sorting the knowledge and by hours of writing afterwards, I would like to produce something valuable what people would be able and willing to use in the future. And I mean really use in the way that they will read it more than once, they will highlight some parts and they will follow what is written here. I also suggest the reader to make pauses during his reading after each section and to think if he or she can identify himself / herself with what is written here. That is why you will not find too many scientific definitions on the following pages; even though I believe it will be of some value as I have been interested in this topic for many years up to now and I have gathered some knowledge both gained from the books and experienced on my own in everyday life.

Positive thinking is a way to achieve success, a technique that will provide satisfying results. Positive thinking is one of the methods to become a successful manager.

I. THEORY

1 THINKING

One of the most mysterious parts of human body is the brain. Not even the brightest scientists know how it really works as a whole. Of course, we know that without brain we would not be able to live. We know what processes take place in our brain. But what I mean is the well-known fact that we are actually using only 10% of our brain capacity. The rest is still a mystery. Or at least this is a very favored definition by millions of people. It is something commonly believed in but in fact, it is not true. According to the article published by Dr. Eric H. Chudler from the University of Washington, we use 100% of our brain. The idea that we use only 10% of our brain is interpreted by media and also it is something attractive that people willingly stick to. It has its origin in the fact that we are using only one nerve cell out of ten at the same time. But it does not mean that we are not using the rest of our brain. Even the slightest injury may cause dysfunction of major parts of the brain and we cannot just simply remove 90% of our brain and expect the rest to work as before.¹

1.1 Thoughts

What remains the truth is that we use our brain for everything we do. There is not any single action that would not have its beginning and its initial impulse in the brain. It is like a big central processing unit governing all we do. Let me tell you some examples and try to think about it with me.

1.1.1 Abstract creates tangible

Imagine the situation that you are hungry. It is normal and usual everyday process no matter what is one's political status, color of skin or level of education. This rule is the same for everyone. And what will you do? You will probably decide to prepare some meal. Where did this decision happen in a first place? Our brain tells us we are hungry, we need to eat and therefore we will probably prepare something. After a short time we have prepared a food and it is in front of us, ready to be consumed.

Another example: imagine some old ancient times – the primeval age would be suitable. The man is going through a period of tough winter and he is freezing outside.

¹ Eric H. Chudler, "Do We Use Only 10% of Our Brains?" Neuroscience For Kids - 10% of the Brain Myth, <http://faculty.washington.edu/chudler/tenper.html> (accessed February 2, 2012).

What is he going to do? Obviously his brain capacity at that time was not as exquisite as ours nowadays, because he did not have the chance to evolve and to train his brain properly, but still. He would probably decide to make some shelter. Or at least to try to find a cave and block its entrance with some material to make it a little bit warmer inside. It might sound very primitive and stupid nowadays but what I am trying to say is this: everything we do, everything we make, and all of our actions are preceded by a thought. In this chapter a food has been prepared, prehistoric man created a primitive home for him. Both of these results of actions that I mentioned are tangible, we can touch them, we can see them and probably smell them as well. All these signs prove that we are using our senses and that is why we can say we have something tangible.

1.1.2 Measurable thoughts

As the level of science has advanced enormously during the past few decades, the scientists are now able to measure a thought, to some extent. Personally I am little bit afraid of the future because everything indicates that during a few decades (maybe a few years only) it will be possible to determine what a person thinks without him or her even noticing. But we are safe in this question for now because so far it is just possible to specify for example the functionality of our brain – to decide when our brain works without problems and to mark out some problems if necessary. It is possible because every thought uses different part of our brain and each thought has its frequency and according to the article published in December 2011 by IBM research department, we will be able to control some electronic devices using only our thoughts within a few years.² Until now all of this was a subject of science fiction movies. But it can change pretty soon. We can see that every thought has its value, its frequency; otherwise we would not be able to distinguish one from another. And now more than ever we have to / will have to pay attention to every thought that come across our mind.

1.2 Subconscious

Our brain is not just about the things we think about. We can produce some of our thoughts intentionally but some of them also *unintentionally*. Let's think about the process of

² Kevin Brown, "IBM 5 in 5: Mind Reading is no longer science fiction," IBM Research, <http://ibmresearchnews.blogspot.com/2011/12/mind-reading-is-no-longer-science.html> (accessed February 28, 2012).

communication. We might not realize it, but it is mainly influenced by the subconscious. According to the scientific research what we really say or do, when we communicate, is not as important as *the way* we say it or do it. In other words, people respond to what is not visible at first sight, because it is only our subconscious that reacts without us even noticing. It is something done absolutely automatically. But still, we are able to determine what is really going on during a conversation even if the words that are being communicated might tell us something else.

1.2.1 The importance of non-verbal communication

The study says that the importance of individual factors during a communication is divided as follows: 7% belongs to a verbal communication – the words we say – and the rest is of a nonverbal nature.³

As you can see, the factors that really matter, factors what a person in a position of receptor will mainly respond to, are done without us fully realizing it. There is again some example for better understanding: you are at work and your manager tells you that he likes you. At the same time a colleague tells you the same thing but only one of them really means it. They both said the same thing but they acted differently. They might act differently in their gestures, their posture, the tone of their voice, the length of eye contact et cetera. And not just in this very moment of telling you but for the whole time you have already spent in that particular job. There is absolutely no way you can rely only on what people say. In this example when you come to the boss with some problem he is always willing to help you, to appraise all the work you have done. But when the only thing your colleague does is to make fun of your mistakes, there is probably something wrong about the fact that he likes you. All I am trying to say by this example is that no matter how hard we try – because there are really some people able to act differently than they think, to some extent, this is something what one is able to learn – our subconscious comes into play whether we want to or not. This quotation describes this phenomenon the best: “The most effective communication occurs when verbal and nonverbal messages are in sync, creating

³ “Body Language in the Classroom,” Goliath: Business Knowledge on Demand, http://goliath.ecnext.com/coms2/gi_0199-5060801/Body-language-in-the-classroom.html (accessed March 2, 2012).

communication synergy.”⁴ We act according to what we think; our thoughts form what we do.

The same idea is confirmed also by British psychologist Rob Yeung (Ph.D.) in his book titled *How to Succeed at Interviews*. He says that it is possible to distinguish three main parts: brain, body and behavior and that all three are connected together and at the moment one of them is changed, the remaining two are instantly influenced as well.⁵

1.2.2 Gestures

There is also another aspect of communication. We do not even have to be in a direct confrontation. We form our opinions without knowing the person just by looking at him or her. Let's say there are two people and they are waiting for someone who they do not know. And they see the person approaching but before he has a chance to introduce himself, the two mentioned immediately form some kind of perception from the way the person holds his body, from the style of person's walk et cetera. We instantly *think* something. The point is that everything we do is crucial, even the way of our thinking. Sometimes we can tell whether the other person thinks in a positive or a negative way. There is no chance that the person would be smiling and thinking negatively at the same time. Yes, there may be those who might be the experts in this field, who can act differently than they think, but after some time it will come to light eventually. The person will have different style of movement, will produce different style of handshake and even though we might not realize it, it counts in the result. Another nice example would be at a bus station. Imagine there are two female friends and a man waiting for a bus. They talk about him and make an opinion. How come they form an opinion though they have never met him personally? And what's more; based on this opinion they might decide whether they will be willing to meet the man or not. It is our subconscious that works silently somewhere in the background of our brain not bothering us with the process itself but providing a result. This applies not only for meeting new people. We have to consider this

⁴ “Body Language in the Classroom,” Goliath: Business Knowledge on Demand, http://goliath.ecnext.com/coms2/gi_0199-5060801/Body-language-in-the-classroom.html (accessed March 2, 2012).

⁵ Rob Yeung, *How to Succeed at Interviews: Includes Over 200 Interview Questions*, 3 ed. (Beggrook: How to Books Ltd, 2008), 31.

aspect also at the managerial positions where the manager deals with other people on a daily basis. I will talk about this particular situation in one of the following chapters.

1.2.3 What do you think about me?

There is another proof of what is written in the previous paragraph. Try to recall some situation in which you met somebody new. You might have been with someone else who had introduced you the new person. And imagine that after the introduction the new person goes somewhere else, toilet for example. And you are immediately asked the question: ‘what do you think about him / her?’ No matter how long you know the person, there are some signs that let you form an opinion instantly. It goes through your subconscious and after a few moments you know whether you like the person or not. Those signs can be for example a smile, handshake, distance between you when meeting, even the smell of your opponent. And it works vice versa as well. The new person is forming an opinion as you do. So we have to consider this fact before we decide to take any action – to meet somebody new or to attend a business meeting.

1.2.4 The first impression

In fact, there are many studies that support this theory and importance of the very first moment during a meeting. There is one disadvantage in the question of creating the first impression with somebody – we all have just one chance. And sometimes this one chance can be the only possibility we got when dealing with other people, with other managers. What is more – sometimes unfortunately, sometimes luckily – this impression can last for a very long time; in some cases it is very difficult to change it. That is why we have to pay extreme attention to this factor.

Henrik Edberg – the author of various books on the topic of positivity – suggests on his website that we should be positive otherwise we might be considered a negative person who complains all the time. He also provides very nice definition of the first impression: “A good or great first impression can create a positive role in the minds of the new people we meet. When we meet them again, we are often drawn back into this role.”⁶

⁶ Henrik Edberg, “How to Make a Great First Impression,” The Positivity Blog, entry posted March 16, 2007, <http://www.positivityblog.com/index.php/2007/03/16/how-to-make-a-great-first-impression/> (accessed March 15, 2012).

Well known website careerbuilder.com says that, according to the research, the moment of the first impression takes only 20-30 seconds and can be considered as important as 20 minutes long interview providing very similar results.⁷

1.2.5 Managerial aspect

Sometimes our decisions are far too important and we do not trust our subconscious completely. There are many studies and many books written concerning this topic but practically what is vital to realize, what is essential before we can step further, is to use our common sense. Think for a while who is a better business partner for you from the following example. Imagine you are about to choose new merger and the proposal is the same, just presented by the two different managers with completely different personalities. It is up to you with whom you will do the business. One of them warmly welcomes you at the moment you arrive, asks you if you want coffee or anything else, asks you about your flight and your day and then talks about positives the business will have. This is important. Why do we want to make a deal? We do so because we are expecting something from it. We are expecting something positive. It means expectations of some advantages; otherwise there would be absolutely no point of doing business without any positive aspect.

On the other hand there is a manager waiting impatiently for you, who smiles not once during your meeting, who follows strictly the rules, presents you the papers and you can see that he has no other intentions but to make business with you at that particular moment so he can benefit from it. He does not care about what benefits it might bring to you.

When doing a business, one of the first things we should do is to stop thinking as ourselves and about ourselves only. We should start thinking as the other person we are doing a business with. What do we want to gain? We want positives for ourselves. We want advantages. And what does the other person want? He wants exactly the same for himself! We want to deal with someone positive, someone who will take care about our own interests. So does our business partner! We have to think on the part of our opponent. And once we are done with that we have to start thinking and merging expectations both ours and of our partner. There is again the time for you to think about it. You are about to buy something on the Internet for example as the online shopping grows incredibly fast

⁷ Kate Lorenz, "How to Conquer the First Impression," Careerbuilder.com, <http://www.careerbuilder.com/Article/CB-409-Getting-Hired-How-to-Conquer-the-First-Impression/>

nowadays. What do you expect from doing a business with the seller? You probably want the product to be cheap, of a high quality and you want to have guaranteed a good service meaning that if something goes wrong, the seller will be available and willing to help you. And once you get that, there is absolutely no reason for you not to do business with the seller in the future. And it is beneficial for the seller as well because it is not difficult to get a new customer; difficult part is to retain him. That is why every manager should treat his customers nicely, in a positive way because the negative approach will probably backfire on him.

1.3 More examples to think about

Bellow I am providing more example situations to think about that support what is written in the paragraphs above. I believe that the reader should think about what is written in order to get the most out of it. And by providing examples the reader has a chance and space to think for his own.

1.3.1 Bad day

I am sure almost everybody has experienced this at least once during his life. You woke up in the morning and it does not take long and something bad happens. And this pattern follows all day long. You might get a fine during your travel to work, you might spill a coffee when sitting in the bus. After that, when the day is over, you realize that probably nothing good happened during that day. The truth is that your mind is getting only all the negative aspects of the day, one already happened recalling the others. And your conscious follows this pattern; when you have a bad day you will probably not smile, you will not follow your rules about positive thinking and thus more bad things will happen.

1.3.2 Attention getter

Isn't it quite strange that when you buy a new thing, all of a sudden people in your neighborhood have the same thing or a similar one? When you buy a black car, you can see other black cars everywhere? You might start asking a question 'how come that everybody has a black car as I do? It was not like this before I bought it.' The truth is that it was the same but you did not focus on it. You did not put much attention because simply not even

your subconscious or your conscious part of your mind did not have any reason for that. As you can see, *the way we think can really make a real difference.*

2 REAL LIFE

It is really important to know what the theory is in each topic we are dealing with, but what is more important is the ability to use it in a real, everyday life, because for example in case of some job offer, not many employers will ask you what you memorized by heart. Almost every good manager will care just about what an employee can really do and why such an employee can be beneficial for him and his company. That is why we should know how to turn the theory into something practical – and especially in the question of positive thinking. We not only need to know what to do, but what conditions we have for what we want to do and also we need to know how to do it. We have to realize a few things first before we can proceed to the positive way of thinking itself. First of all, we have to get to know ourselves.

2.1 No one is the same

Have you ever asked yourself what makes the difference between those people who are at the top ten percent of the humanity possessing 85% of the world's wealth?⁸ What makes them different from those who are not satisfied with their lives? What makes them so special? One of the factors is the way they behave and especially the way they think.

2.1.1 Equality is not possible

According to Dennis Prager from Prager University, there is so called The American Trinity – American value system – in which there exists the equality only in one way. We are all born equal. But where we end up is just our business and our responsibility. On the other hand, there is the liberty. Liberty and equality are often in conflict because if you want people to have liberty, there is a big chance and also some level of certainty that after some time there will be pure equality no more. People are different, in fact no one is the same and that is why we do not share the same destiny. In order to pursue equality forever there would have to be some restriction to the liberty. I am speaking about the exact rules for everything, no one would be able to step out from the crowd and that is in contrast with the basics of democracy. And not just with democracy but with the whole human evolution. It is based on diversity, everybody chooses different path for life and contributes mankind

in a different way. Everybody thinks differently, somebody thinks in a negative way and the other ones think positively. And even in this basic aspect we are not equal at all. We cannot pursue equality because there is really no way it will work for a longer period of time.⁹

Let's imagine two people: Mr. A and Mr. B. Mr. A is smart, he is interested in science, his wish is to become an astronaut whilst Mr. B wants to stay at home and breed animals on the farm. And both are successful at fulfilling their established dreams. Mr. A becomes recognized scientist after some time and is awarded the Nobel price. Mr. B is on his farm taking care of chicken. Are they equal? Yes, to some extent they are, they are both human beings, but if considering more factors such as contribution for humanity or fame for example, they are not equal. Mr. A is probably recognized all over the world while Mr. B is known just in his neighborhood. What I am trying to say is that we cannot expect to be equal the whole life, to be the same as the rest of the world. We are born equal but where we end up depends just on what decision and effort we make during our lives. And one of those decisions is the way we think. Actually, it is one of those rights that no one can take away from us. And we should use it in a right way.

2.1.2 Accept yourself first

There are different types of people. It is the fact. Some people are rich, some are not, some are funny, some are ugly. As I am still a student I can mention this as firsthand information. And I believe everybody had a chance to experience this at a certain point of life. There are groups of people who just fit together. They are of the same social status, they share the same values, same hobbies. Nice example would be a group of rich teenagers who put importance on money (even though that money is not theirs) and for example some expensive clothes. Now imagine that another person would like to become a member of their "cool" group. But he is aware of the fact that he is different, that he is not as "cool" as they are and that he is not *right* for them. So he tries somehow make them to like him, he does what they want him to do. But still it has no result. They might not appreciate any of

⁸ Wim Naudé and James C. MacGee, "Wealth Distribution, the Financial Crisis and Entrepreneurship," The United Nations University World Institute for Development Economics Research, http://www.wider.unu.edu/home/en_GB/index/ (accessed March 16, 2012).

⁹ Dennis Prager, "Prager University: The American Trinity," FLV file, <http://www.youtube.com/watch?v=Nn4IH3yng4k> (accessed March 5, 2012).

what he did. The reason for that is that he did not do it because he wanted to; he did it because they wanted him to do it. We have to accept the fact that no one is the same and the first thing we have to do is accept ourselves, accept who we are. As I mentioned in the chapter regarding gestures, the fact who we are will unfold sooner or later.

Study shows that one of the five things people regret before they die is that they wish they would have lived the true life to themselves, not the one that was expected of them. Another thing that is mentioned in the article is a wish for more positive and happier life.¹⁰

2.2 Faith and belief

The same applies for positive thinking. We have to really believe it, otherwise there is absolutely no sense in dealing with this topic. Because once again our subconscious will apply here and if we are in the position that we do not believe, we will say something like this: 'I have tried, but it does not work, I did not believe it anyway, no surprise'.

The same approach is described in and taken from the world's bestseller book written by Napoleon Hill *Think and Grow Rich*. In one of his chapters he describes that for completing what we wish for to become reality, we have to believe in it no matter what. One of the strongest positive emotions is the faith and belief which further influence our thinking.¹¹

2.3 Captivity of negativity

The problem of today's society is the lack of positive attitude considering the whole humanity in general. In fact, it is completely different, majority of people think mostly in the negative way. But why is that so? We are influenced by the media and they present mostly the negative news. This was confirmed when the local news website decided to make an experiment. They decided to devote one day purely for publishing the positive news. Unfortunately, I was not able to get the specific numbers, because none of the representatives replied my emails, but according to the result they have presented on their own, this experiment was of a big success and people reacted affirmatively saying that they

¹⁰ Susie Steiner, "Top Five Regrets of the Dying," *The Guardian*, <http://www.guardian.co.uk/lifeandstyle/2012/feb/01/top-five-regrets-of-the-dying> (accessed March 21, 2012).

¹¹ Napoleon Hill, *Think and Grow Rich* (New York: Tribeca Books, 2011), 41.

liked the idea and that they really feel the fact that the majority of the news are negative and they wish to change this trend.¹²

The same activity could be spotted abroad in Slovakia where a group of people called the journalist to stop presenting only the negative news saying that people are tired of and frustrated by getting only the bad news and that this attitude will hardly improve the society as a whole. The initiator of this activity is the Slovakian businessman Róbert Sedlák. They have urged other citizens to sign the petition for this purpose so the journalists and representatives of media are forced to make a change.¹³

This is also proved in the analytical part of this thesis (Appendix P III, Graph 18) where the majority of the respondents confirmed that they feel surrounded by the negative approach of the media.

As you can see, there is no need of any research for realizing the negative aspect of life all around. Try to recall some moments from your childhood. I can think of the things that I was banned to do. My mother used to always say what is not allowed, what I can't do. And we, not intentionally, learn this style of thinking from our youth. I was brought to this idea by Peter Krištofovič, a successful Slovakian businessman, during his lecture. I had no other option but to agree with his ideology.¹⁴

Another source this idea is proved in is the book whose original name is *The Art of Managing* written by Bill Scott and Sven Söderberg. They refer to something they call the *Automatic Response NO*. They say that the child in very early age is said *no* the majority of time and that is why it influences not only the rest of his childhood but also his whole life. The child is by this taught to be afraid of new experiments, of the things he or she does not know yet.¹⁵ Of course the child has to be told so because it might be dangerous in some situations, but the child has no chance to realize that and to recognize what is right or wrong. He only remembers the reaction from the outside world. And that reaction is: not to try any new things. We remember this attitude, and the style of negative thinking is

¹² "Veliký zájem o Den dobrých zpráv na Aktuálně.cz. Díky," Aktuálně.cz, <http://aktualne.centrum.cz/zpravy/kuriozity/clanek.phtml?id=739548> (accessed April 13, 2012).

¹³ Róbert Sedlák, "Petícia za dobré noviny," Petícia za dobré noviny - Menej krvi v spravodajstve - Viac pozitívnych správ, <http://www.dobrenoviny.sk/peticia> (accessed April 19, 2012).

¹⁴ Peter Krištofovič, "Recept na úspech?" (August 14, 2011), MPEG4 file, <http://vimeo.com/27690881> (accessed December 18, 2011).

¹⁵ Bill Scott and Sven Söderberg, *Umění řídit*, trans. Martina Čapounová (Prague: VICTORIA PUBLISHING, a.s., 1994), 67-68.

connected with this fear. When facing something unknown we sometimes respond to this by taking ourselves out of that position by saying that something is not possible, that something is not likely to work and so on.

Bad influence of negative thinking can be also seen in the research done by the company called Monster where almost 47% of working adults, between the years of 40 to 50, regret that they did not follow their dreams and the things they wanted to follow.¹⁶

Another mistake lot of people do is that they do not appreciate good and positive deeds. This idea is nicely described on the website of Steve Ellinson, an English target recurve archer and a member of the UK's Grand National Archery Society. He says that we very easily see the mistakes but less often we realize the success. I will quote what he has written because I think the following two sentences offer very nice idea to think about. "How much time do we spend on what can go wrong? And how often does it stop us trying?"¹⁷

2.3.1 The first step towards positive thinking

First of all, before we can proceed with this step further, it is important to know what positive thinking is in general. There is no scientific definition to this question; it is possible to find many different interpretations. In fact, everybody can adjust each of the proposed definition to suit his needs. The website Mind Tools, awarded the Queen's Award for Enterprise – the UK's top business award¹⁸, describes the positive thinking as: "successfully overcoming the situations causing the original negative thinking will open up opportunities. You will acquire new skills, you will be seen as someone who can handle difficult challenges, and you may open up new career opportunities."¹⁹

Company The Silva Method perceives the positive in this way: "As the term might imply, positive thinking is simply a matter of learning to think more positively and to

¹⁶ "Každý druhý člověk nedělá své vysněné povolání z dětství," Novinky.cz, <http://www.novinky.cz/zena/styl/254884-kazdy-druhy-clovek-nedela-sve-vysnene-povolani-z-detstvi.html?ref=ostatni-clanky> (accessed March 27, 2012).

¹⁷ Steve Ellinson, "Positive Thinking," Tenzone Home page, <http://www.tenzone.u-net.com/psych/postthink.htm> (accessed March 28, 2012).

¹⁸ "Press Release: Mind Tools Wins Queen's Award for Enterprise: 2012," MindTools.com, <http://www.mindtools.com/QueensAward.htm> (accessed April 23, 2012).

¹⁹ "Thought Awareness, Rational Thinking, and Positive Thinking," MindTools.com, http://www.mindtools.com/pages/article/newTCS_06.htm (accessed April 23, 2012).

express your thoughts in terms that convey your ability to reach life goals and feel successful. Positive thinking substitutes helpful self-talk for negative.”²⁰

The website SuccessConsciousness.com views positive thinking like this: “Positive thinking is a mental attitude that admits into the mind thoughts, words and images that are conducive to growth, expansion and success. It is a mental attitude that expects good and favorable results.”²¹

Following the previous paragraphs and the chapter 2.3, it is quite obvious what will be the first step. First of all, it is important to *realize and admit* we are thinking negatively and we have to stop this negative way of thinking. I really can't imagine when and how the negative thinking might be helpful. And how do we do that? We have to find the negative aspect and simply replace it with the positive one. For example we might know that we are bad at accounting. But instead of telling ourselves ‘I am bad at this, I will never succeed’, we can and we should say something like this instead: ‘I know I am bad at accounting, but nobody said I can't improve’.

I can use my own student's experience here once again. I can see all those nervous and stressed people waiting in front of the lecture halls during each of the exam periods. And when I ask somebody if he or she is ready for the exam, I barely get a positive answer. Instead I am told ‘I know nothing, ‘I will not pass’, ‘I should not have come’. Now stop for a moment and try to think about this. In what possible way are these thoughts helpful? I can't see any positive outcome at all. Those people standing there waiting for the teacher to test them have been studying, so they must know at least something. But they are making it extremely harder for themselves by creating the stressed environment. Instead they should calm themselves down. I know it is impossible to predict the future, sometimes the student lacks self-confidence, but even if we are not absolutely sure about the exam, there is no reason to be negative.

I am often asked how come I am so calm all the time. And the answer is really simple. I do not think in the negative way. It is very briefly said but it is really the main point. The

²⁰ “Positive Thinking Techniques To Build Self-Esteem,” Silva Life System, <http://www.silvalifesystem.com/articles/positive-thinking/positive-thinking-techniques/> (accessed April 23, 2012).

²¹ Remez Sasson, “The Power of Positive Thinking,” SuccessConsciousness.com, http://www.successconsciousness.com/index_000009.htm (accessed April 23, 2012).

truth is that life does not provide only positive events, but there are always different ways how to approach even the negative moments. I will get to this later in one of the following chapters.

As I said, before we can start thinking positively, we have to realize that we are thinking negatively. We cannot stop something we do not know about. We can, for example, try to focus and every single time we are thinking negatively, we can write it down and at the end of the day we can count how many times we were thinking negatively. By this method we can try to lower this number. Or always somebody comes and presents us some idea, we do not respond immediately with our opinion but we can say that we will think about it for some time and meanwhile we will try to find at least one positive aspect and then present the answer.²²

2.4 Stress

This chapter will be described in more detail because I strongly believe that the positive thinking and stress are well interconnected and that the positive thinking is the best way of how to avoid and eliminate stress.

Stress is not a problem only of students. In this century, stress is a very common feature occurring in lives of managers quite often. They are expected to produce more and more work in less time and sometimes the working conditions can be really stressful. Survey done amongst UK managers says that the stress related illnesses had a value of £5.2 billion loss if converted to the amount of possible extra work done in the case that there had been no stress. Over 70% of the responding managers admitted that it is the stress that has a big impact not only on their working effectiveness but affects also their private lives.²³

To become a successful manager, we should avoid being stressed. The manager has to target the reason that makes him stressed and find a solution for how to remove this source of stress. Not always, but sometimes the stressed atmosphere can be solved by positive thinking. As in the case of students in the previous paragraph, the reason can be too much of negative thinking. For example, we might need to complete the tight deadline but there

²² Bill Scott and Sven Söderberg, *Umění řídit*, trans. Martina Čapounová (Prague: VICTORIA PUBLISHING, a.s., 1994), 71.

²³ "Managers under Pressure," Flexibility.co.uk, <http://www.flexibility.co.uk/flexwork/general/pressure.htm> (accessed March 20, 2012).

is a lack of self-confidence. We think that we will not complete the deadline, thus we are making ourselves stressed and therefore our working abilities lowers as well and this can be the reason why the deadline is not completed. We have to choose a different approach. But first of all, there is one thing we have to keep in mind all the time.

2.4.1 Stay realistic, adjust your approach

There is one problem that might happen while dealing with positive thinking. So far I have presented the fact, that every manager should be positive. But I am not saying that the manager should say ‘ok, everything is going to be fine, I do not have to take care of anything’. That is also wrong and it might cause serious problems. No matter what, we should keep the *realistic point of view*. That is the essential part. But instead of joining realistic and negative, we should connect realistic with positive. It means an approach like this: ‘I have a lot to do, so I better organize it properly, if I feel I will not make it, I should ask somebody to help me and together we will accomplish what needs to be done’.

Possibility of a different approach in every situation is described by well-known saying *glass can be both: half-empty or half-full*. And this aspect can be applied for any problem and any situation in our lives. There is also one technique I personally use. When facing some problem or possible stressful situation I always ask myself. ‘Why could not I solve it?’ And once I ask this question I also try to answer it. And what do I get from the answer? I get a possible *solution*. Better explanation will be by showing examples:

I will use, once again, the situation before the exam as this is the one I encounter the most often at this time. I meet my friend and I see he is nervous. I ask him what is happening, what is wrong. He answers that he is being nervous because of the exam, that he thinks he will not pass. What I do is that I ask him whether he had studied or not. By this question I provide and secure the *realistic aspect* as I have already mentioned above. Of course there is no reason for me to calm him down in the case that he did not prepare at all. If he said so I would not believe in his success as well. Now again you can see we are back in the chapter 2.2 – faith and belief. But if he answers that he did study, I can help to calm him down. I ask him if he thinks he is stupid and worse than others. His answer would be no in the most cases, so I continue and ask him why he should fail the exam if he has studied. It is quite usual that the answer will be that he does not know. And we very often may conclude the former fear in something like: ‘I might not get the best grade, but I won’t fail. And if I really do fail, it would be a lead for me for the next time and I will

know what to improve’. To practice this for your own, without need of any friend to calm you down, you can just simply ask yourself: ‘what makes me worse than the others?’ We must not forget that everybody is different; each of us is good at different fields, so even though we find ourselves a little worse than the others, there is no reason to panic. Because we know, that we are better in something else than the person we are comparing ourselves with.

Another very common situation that I am often a witness of is the stress and nervousness before providing a class presentation. I would say that about 80% of all students are being nervous. But why do they do that? The thing is that they do not ask this question. They are not trying to find a reason for being nervous and, logically, it is difficult to avoid the stress when they do not know the reason. I have tried to identify the source myself both in my situation and while talking to my colleagues in the past and I came to the conclusion that many people are afraid of being embarrassed – they are afraid of saying something bad, that they will forget some part of the prepared text and the situation will not be good. It is again the problem of inner thinking. In many cases negative thinking has been applied and in order to deal with this problem it needs to be changed. It is necessary to realize that our real friend will not make fun of us – they will try to calm us down instead – and those who will, are not really our close friends, are they?

These were just some examples of what is possible, but there are many different situations and each of them requires a different approach but the point is that we can always look at things and problems in the two ways, from two different angles. There is the negative one – that does not really help anybody – and the positive one.

There is the term *self-talk*. It says that you have to focus on yourself first. This task is very nicely described on the website of nonprofit worldwide leader in medical care – Mayo Clinic. Apart from the stress, the positive thinking can be also helpful and beneficial for one’s health. They provide few examples showing possibility of transforming our negative approach into a positive one:

Table 1: Transformation negative into positive

Negative self-talk	Positive thinking
I've never done it before.	It's an opportunity to learn something new.
It's too complicated.	I'll tackle it from a different angle.
I don't have the resources.	Necessity is the mother of invention.
I'm too lazy to get this done.	I wasn't able to fit it into my schedule but can re-examine some priorities.
There's no way it will work.	I can try to make it work.
It's too radical change.	Let's take a chance.
No one bothers to communicate with me.	I'll see if I can open the channels of communication.

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But I will stress this once again. This is something that needs to be trained, it takes some time, but it is possible. Positive thinking can be learned, although we can't change the way we think during one night. We have to practice this technique for some time until we fully adapt it and it becomes our automatic reaction and response for different situations. One possible way of how to train ourselves is that we can make a statement promising ourselves that we will change. And for example each morning we will read this statement and we will do our best to follow it every single day. We have to imagine something in our mind what we want to achieve. This ideology is described in and taken from Napoleon Hill's book.²⁵

Paddy O'Brien suggests to do a five minutes long brainstorming during which we are supposed to write down all we would like to achieve in the future and to point out those ideas that are either realistic or so important that cannot be avoided. Then we should add positive notes to each of these points of what we actually do for accomplishing them. When we are done we should write one more thing to each point and that is what we are

²⁴ "Positive Thinking: Reduce Stress by Eliminating Negative Self-Talk," Mayo Clinic, <http://www.mayoclinic.com/health/positive-thinking/SR00009> (accessed March 20, 2012).

²⁵ Napoleon Hill, *Think and Grow Rich* (New York: Tribeca Books, 2011), 46.

going to do for more probable accomplishing. This task does not serve for creating some mysterious fantasies but for sealing off the negative thoughts.²⁶

2.4.2 Positive and negative thinking are contagious

We have to realize that we can stress not just ourselves; we can also stress our friends, our colleagues. The various inducements are provided in a book written by Jaroslav Štěpaník, psychologist and coach of management psychology. We can mention pessimism, talking about our set-back, too much criticism, complaining.²⁷ As you can see, all of these are of a negative character.

Imagine you come to work in the morning and the first thing your secretary tells you is how bad the weather is, how much work she has. Then you are about to meet one of your customers who wants to complain about the quality of your goods. If the whole day follows like this (complaining of our colleagues and customers), your mood is likely to fall off. It happens so because people we are surrounded by affect us. They can really boost our state of mind or worsen it on the other hand. That is why the manager should keep the positive attitude when dealing with his employees or when negotiating possible business opportunities. He has the power to increase collective aspiration which leads to a better productivity.

The fact that the positive / negative approach is contagious is confirmed by Robert T. Kiyosaki in his book where he says that if we want to change our life, we should change or adjust the most important people we are surrounded by, because we are influenced by them. To be more specific we are influenced by the five people we spend the most time with. He provides an example of our salary that is approximately the average amount of salary of our five closest friends.²⁸

The same idea is also nicely explained by Randy Gage in his video where he directly suggests that we should avoid the negativity of other people by lowering their presence in our lives. We do not have to directly avoid meeting them or communicating with such people, which might be really difficult as they may be inseparable part of our life (as Randy

²⁶ Paddy O'Brien, *Positive Management: Assertiveness For Managers* (London: Nicholas Brealey Publishing, 1994), 199-200.

²⁷ Jaroslav Štěpaník, *Umění jednat s lidmi 3: Stres, frustrace a konflikty* (Prague: Grada Publishing, a.s., 2008), 61.

²⁸ Robert T. Kiyosaki, *Byznys pro 21. století* (Prague: PRAGMA, 2011), 91-94.

mentions for example the wife), but we should find another people who we want to be inspired by. He claims, among other things, that healthy people think differently than unhealthy people, rich people differ from poor people.²⁹

It is rather directly said but this idea is worth considering. Try to think about it. We want to find such people, with whom we have something in common. We do not get along with someone who does not share the same values. Imagine you like some kind of sport for example. Who will you look for? You will try to find someone who likes the same kind of sport as you do. You will let him to form your surroundings. Why do we feel comfortable in the presence of our friends? Because they are probably same as we are. If we want to change ourselves, which is not an easy process, we have to find also the target group of friends we want to belong in. One more example can be for instance the foundation of a new company. Who will you address if you want to start a new business? You will probably choose someone who shares the same enthusiasm about the project with you. You will definitely not choose such a person who is full of doubts.

And the very same pattern works for stress. If we spend time in a stressful place, we will increase our own level of stress as well. This works vice versa as well, if a manager is a stressful person, it might project on his employees.

2.4.3 Vilfredo Pareto's 80/20

There is also another way what to do while preparing how to fight with stress. Many stressful situations are caused by insufficient time management. There is so called *Pareto principle*. It says that we can divide what we do into 80 and 20 percent and that only the 20% is really important. Does it remind you the distribution of wealth as we have talked about it at the beginning of the second chapter? It should, because it is sometimes used for that as well. This rule applies also for example in company sales saying that 80% of company's profit is made by 20% of products. In the 20% of a text there is included 80% of all information. Managers are often responsible for many various tasks but following the idea of this rule this is, what should be done in the first place: it is important to decide what is really important. We have to choose the first 20% of what we have to do and the rest can be postponed. After we are done with the 20% of important things, we can move to the

²⁹ Randy Gage, "Letting Go of Negative People," MPEG4 file, <http://www.youtube.com/watch?v=mNz8595DfN0> (accessed April 13, 2012).

rest. Or we can just simply depute someone who can do the task instead of us, therefore we will have more time for ourselves and there will be lower probability of stress caused by insufficient time.³⁰

The strategy of involving only what is important is also mentioned in the book written by Paddy O'Brien who says that in our communication we should only include the basic idea avoiding unnecessary talks that only take time and basically say nothing. Including only the important part is the most effective way that helps us to achieve what we are trying to achieve. It should be expressed by a short, simple and positive sentence. If we do not follow this rule, it can not only consume more of our time, but sometimes the person we are dealing with can be influenced by that in a bad way and may start showing the signs of impatience. Usage of redundant words can also make an impression of us being nervous. We can compare these two phrases that in their essence are the same. *I hope you do not mind when I say that I think you have done an excellent work.* Instead of that we can simply say: *Good job.*³¹

"Pareto's Principle should serve as a reminder for us to stay focused on investing 80 percent of our time and energy on the 20 percent of work that's really important. It's not just important to "work hard" and "work smart", but also to work smart on the *right things.*"³²

We can see that no matter how big the problem might be, we should not give up and we should not let the negative thoughts captivate our mind but in every single of these situations we have to stop for a while and recall this: every problem has a solution; all I need to do is to find it.

2.5 Positive stimulation

Another thing related to the problematic of stress is receiving a positive response. Imagine yourself in some difficult situation; you might be giving a public speech for example. At the beginning you might be afraid of the outcome because this is your first time. But after a

³⁰ Jaroslav Štěpaník, *Umění jednat s lidmi 3: Stres, frustrace a konflikty* (Prague: Grada Publishing, a.s., 2008), 70.

³¹ Paddy O'Brien, *Positive Management: Assertiveness For Managers* (London: Nicholas Brealey Publishing, 1993), 40-41.

³² "How the 80/20 Rule Helps Us Be More Effective," Pinnacle Management Associates, http://www.pinnacle.com/Articles/Pareto_Principle/pareto_principle.html (accessed March 22, 2012).

short time, as you go on with your speech, a few people start to ask you a question and after a while you are having an enjoyable conversation. You do not feel the stress anymore, because you feel that people like you, that they are enjoying what you say. This is something proved a long time ago, but many managers forget to implement this in their strategy when dealing with their employees or business partners.

I am convinced that there are very few people who would not know Abraham Maslow and his *Hierarchy of Needs*. One of the five groups in his chart is called *Esteem*. And in this part we are talking about features like recognition, reputation, appreciation, self-respect or respect of and by others.³³ It is really important to remember this, because another thing this positive attitude can do is to motivate others. Our employees will more likely do a better job and provide better service when they see we appreciate what they do. The example will help you understand. There is a situation when some work has to be done and employees are working really hard. When the job is almost done the boss comes to see how far they got with what is supposed to be done and when he sees that they are not getting any closer to the finish, he will just say that they are incapable of what he wants from them and says that if they do not make the deadline, somebody will be fired. What would you think in a position of such employee? You would be probably not only upset but also stressed.

The manager would be against himself by creating this kind of working environment. The reason is that it has been proved that the stress may be one of the things decreasing the working productivity – according to the research it does increase productivity in average by 4.4%.³⁴

2.5.1 I am not the only one

Another common mistake is that we are focusing just on ourselves. Imagine the situation that you are having a conversation with somebody and you are both seeking help from the other person. You are really listening, trying to do your best to help the other person and on return you expect the other person to help you. So you both hear what your partner has to

³³ C. George Boeree Dr., “Abraham Maslow,” Shippensburg University, <http://webpace.ship.edu/cgboer/maslow.html> (accessed March 2, 2012).

³⁴ “Stress Appears to Decrease Worker Productivity,” BLR® — Solutions for Employment, Safety and Environmental Compliance, <http://safety.blr.com/workplace-safety-news/employee-health/employee-wellness/Stress-Appears-to-Decrease-Worker-Productivity/> (accessed March 25, 2012).

say and you agree that you will meet the following day and you will share the solution of your problems. When you meet you are having a ten minutes long speech about how to solve the problem of your partner and in return you expect the same. But only thing you get from the opponent is: 'sorry, I do not know how to help you, I did not catch all you said, but I thank you for your help so much'. How would you feel? I think the answer is not really necessary, it is so obvious. The fact is that the problem of a person with such attitude is that he is unable to think about anything else but himself. It is quite selfish. Such a person has also problems with accepting the opinions of others. And for the company this person would not be beneficial at all.³⁵

2.5.2 Empathy

The right procedure is to apply *empathy*. It means to be able to listen to other people. But not only to listen to them in the meaning that we hear what they say, we should also be able to understand them, to know what they really mean and how they feel. We should ensure the person that we are really listening by occasional nodding for instance. By this we show that we are really interested and the relationship between the two gains strength. During the negotiation we do not have to agree with the person, but we can assure that we know, what the other person means. We also show the respect to the other person because when he explains something, he puts some kind of effort and by not listening we might insult the speaker. From the position of the speaker the empathy of an addressee creates positive and relaxing effect.³⁶

³⁵ Bill Scott and Sven Söderberg, *Umění řídit*, trans. Martina Čapounová (Prague: VICTORIA PUBLISHING, a.s., 1994), 68.

³⁶ Paddy O'Brien, *Positive Management: Assertiveness For Managers* (London: Nicholas Brealey Publishing, 1994), 54.

3 POSITIVE ATTITUDE

Positive thinking is just one of many features and forms of positive attitude. We can keep the positive attitude and we do not have to literary think. We can, for example, have a good mood, be happy about something and so on. Positive attitude involves much more than just positive thinking but is closely connected to it.

3.1 Positive energy

We do not have to talk to anybody and yet we can send a positive signal to other people. As I have already mentioned non-verbal communication in one of the previous chapters, it is one field in which the positive energy can be applied. This is very nicely described in the book *The Fine Art of the Big Talk* written by Debra Fine. The more positive we are, the easier it is for us to build mutual trust in business meeting or to create better working environment among our employees.

She says that no matter what you say, the important thing is that you have to send positive energy. According to this, for example, we choose with whom we talk in a situation where we do not know anybody yet. We choose such a person, who seems open, willing to talk with us, positive. Positive people like to smile; they are funny, because they want others to enjoy their presence as well. Positive energy is send also when we show an interest in others – to do so we should not interrupt anybody during the speech and show patience.³⁷

We can not only send positive energy, we can create it as Debra Fine says. We can do so simply by saying for example: ‘thank you’, ‘good bye, have a nice day’.³⁸ The similar idea is supported by well-known Czech businessman Tomio Okamura who says, that it will make the society better if we are nicer to each other and that we can start by these simple phrases.³⁹

3.1.1 How to master positive energy

Debra Fine recommends that we should look at the whole thing using the reversed point of view. We should realize what makes us attracted to those people we are willing and eager

³⁷ Debra Fine, *Umění obchodní konverzace* (Prague: Pavel Dobrovský - BETA, 2009), 103-6.

³⁸ Ibid., 108-9.

to talk to. We should watch their body language, because they are not likely to use crossed hands for example, they are standing straight, they express they are happy to be there. Smile and eye contact are also very important. Positive people show signs of empathy and respect for others (see chapter 2.5). And to make the best use of it we should carefully notice those signs and apply them in our behavior.⁴⁰

3.2 Creativity

Another important part that the positive attitude helps maintain is creativity. How exactly? Let's use reversed thinking again and look at this question from the point of view of negative thinking. We can say that negative thinking destroys creativity. And now we can ask the question – how? Imagine you have some idea that you did not think through yet but you have an outline in your mind. Some doubts appear and what is the reaction of a negative thinker? The person with the negative attitude will decide that there are still some parts missing, that he does not know completely what to do and that it has no potential to be managed. The person with the positive attitude will at least give it a try or will think about it more than just superficially.

Creative person has to be willing to accept new ideas and has to be eager to know unknown opinions and new information. To do so, creative thinker is required to be open and consider each idea as a possible good one unless it is proved otherwise. But in the initial point, creative person has to be positive and should not deny any initial impulse without further exploration.⁴¹

An advice is written by John Adair in his book *The Art of Creative Thinking* where he says that we should always keep a notebook or a piece of paper with us because we never know when an important idea might come across our mind and it might happen that we will not write the idea down and after some time we might regret it. It does not matter whether the idea is right or wrong. Most of the time we are not able to recognize that at the

³⁹ “Dobrý Den, Děkuji, Na Shledanou. Tomio Okamura Představil Brnu Český Sen,” Brnovinky, <http://www.brnovinky.cz/knizni-tipy-a-novinky/dobry-den-dekuji-na-shledanou-tomio-okamura-predstavil-brnu-cesky-sen> (accessed April 15, 2012).

⁴⁰ Debra Fine, *Umění obchodní konverzace* (Prague: Pavel Dobrovský - BETA, 2009), 104.

⁴¹ John Adair, *The Art of Creative Thinking: How to Be Innovative and Develop Great Ideas*, Reissue ed. (London: Kogan Page, 2009), 45-49.

specific moment but we might benefit from it in the future. We have to keep an open mind for everything; otherwise our creativity will not be developed.⁴²

Another aspect that kills creativity is too much of criticism. We should not be afraid of receiving criticism. It is a good thing but we should always keep in mind that it is just one possible point of view. Nothing so important that would stop us in doing what we believe in.⁴³ I can mention Emily Dickinson, famous American poet who was criticized for the way she was writing her poems. But she did not allow herself to accept the criticism and she continued in the way only she wanted. And as we know now, she became famous despite all the criticism and that was especially her unique style that has made her well-known.⁴⁴

3.3 Expectation of success

There is one technique I personally use and according to my experience it is a good way of thinking. When I do something, I see myself at the end of that process. It means when I produce some work, I see myself at the point when the job is done and I have a good feeling about a good job. But more often I use this technique when I have to do something unpleasant, when I am in a situation I do not particularly like. I imagine myself when that moment is over and I focus only on that. It provides a distraction from that uncomfortable situation; I do not have to think about it that much because I am thinking of what I am going to do when it is all over. This also creates an image that everything can be dealt with.

According to me, this can be used in a business world when a manager creates an image of a successful business, for instance. The business cannot be done without any picture of success. There would be no point in doing so if the manager did not expect result.

3.4 Optimism

Optimism might be understood as a synonym for positive thinking. When we think positively, we are being optimistic. The problem a lot of people encounter is that they do not have enough optimism to start their own business. Robert T. Kiyosaki describes such a

⁴² Ibid., 57-60.

⁴³ Ibid., 89-92.

⁴⁴ "Emily (Elizabeth) Dickinson Criticism," eNotes - Literature Study Guides, Lesson Plans, and More., <http://www.enotes.com/emily-dickinson-criticism/dickinson-emily-elizabeth> (accessed April 15, 2012).

situation in his book when he says that we all have dreams but just a few of us are really devoted to fulfilling them. And even if we are devoted enough, we might make a mistake of setting too low aims. Higher goals should be rather chosen. And the optimistic approach offers the possibility of realizing that we might not really reach the high goal but we will do our best to get as close as possible. We can get into a situation when we want to buy something but we know we cannot afford it (realistic aspect). But instead of reconciling with that fact by saying 'I cannot afford it' we can say: 'how can I afford it?' / 'what do I have to do to be able to afford it?' This seemingly slight difference between those questions makes a huge difference in our thinking. In the first case, we stop and give up trying, but the second one forces us to think about it over and over and eventually to take any action until we might find a solution.⁴⁵

Thomas Alva Edison is a person known all over the world. Before he invented the light bulb, he failed many times.⁴⁶ But it did not stop him from trying again and again. He was optimistic and finally one day he got the result he wanted. He did not tell himself that it was not possible otherwise it would have been already invented. He has set the goal as high as he could probably imagine and he tried to get as close as possible. Without being optimistic he would not get to the final stage.

3.5 Motivation

When an employee reaches certain level of social status, money is not enough to increase his motivation. We have to use different techniques. The manager has to show that he values his employees. He can do so by showing an interest in what an employee considers important, by acknowledging suggestions. The manager has to be accessible by showing that he is the manager but at the same time one of the employees as well as the rest. The manager should also inform his team about any success a company achieves and any changes within the company. If some change has to be applied the manager should explain all employees why such change has been done. An employee needs to have a feeling that he is really important and that without him the whole company would not be complete.⁴⁷

⁴⁵ Robert T. Kiyosaki, *Byznys pro 21. století* (Prague: PRAGMA, 2011), 125-126.

⁴⁶ Gary S. Goodman, "Exactly How Many Times Did Edison Fail?" *EzineArticles.com*, <http://ezinearticles.com/?Exactly-How-Many-Times-Did-Edison-Fail?&id=185615> (accessed April 15, 2012).

⁴⁷ Paddy O'Brien, *Positive Management: Assertiveness For Managers* (London: Nicholas Brealey Publishing, 1994), 161-162.

3.6 “Can-do” attitude

There is, once again, no scientific definition for this term. All that is possible to find is a definition by the dictionary. The Meriam-Webster Online Dictionary provides definition of can-do as: “characterized by eager willingness to accept and meet challenges <a can-do attitude>”.⁴⁸

In other words, it is an attitude that pursues possibility in all the situations. It embraces the person to always find a solution. In the business environment it might serve as a motivational tool for the employees. The functionality is described in the following example taken from the web dealing with the children (employees are substituted by children, but the main point remains the same). Substituting the children for an employee it proposes a clear picture of a successful motivational tool.

“True self-esteem comes from real accomplishments. Needless to say, the more competent children feel, the more motivated they'll be to stick with a difficult task or try something new. This is especially important for a child who doesn't show much initiative. Instead of jumping right in with five ideas for his science project, take a mental step back and see what he comes up with first. The child who senses your faith in his abilities will learn to trust his perceptions and judgments, derive more satisfaction from his accomplishments, and stay motivated. In the long run, he'll be better equipped to handle the typical rigors and disappointments of school without feeling like a failure.”⁴⁹

⁴⁸ “can-do,” Dictionary and Thesaurus - Merriam-Webster Online, <http://www.merriam-webster.com/dictionary/can-do> (accessed April 23, 2012).

⁴⁹ “Foster a Can-Do Attitude,” Scholastic.com, <http://www.scholastic.com/resources/article/foster-a-can-do-attitude/> (accessed April 24, 2012).

II. ANALYSIS

4 QUESTIONNAIRE SURVEY

This part of the thesis is devoted to the evaluation of the two versions of questionnaires. I have done the survey to prove or disclaim the theoretical part and all the information that are mentioned. First version was targeted to the managers. The second version of the questionnaire focuses on the employees and their perception of a manager.

4.1 Survey for managers

As mentioned above the first version of the questionnaires has been completed by the managers as it is them who this thesis mainly deals with. The truth is that all that is written in this thesis should be a universal rule and it should be applicable for every single manager, not just for the manager from one specific country. That is why I have decided to address various managers from several different countries and the managers themselves are of various ethnicity and culture. I have included the following countries: the Czech Republic, the United States of America, England and Spain. The Czech Republic is included because it is the home country, the United States of America as one of the world's most influential country, England as the independent country of European Union who, despite all the problems, remains its economic strength and Spain, on contrary to England, is the country encountering economical problems at these days. Apart from the managers I have asked also a professional in the field of coaching and personal management with many years of experience to fill out the questionnaire providing the information based on how the manager should respond from the professional point of view.

The questions are created very clearly and the majority of them require only *yes* or *no* answers. It is so because it is difficult to request big amount of time from the manager as the manager is a busy person. The style of the questions is also very apparent so everybody can create and find a definite result quite quickly. I will now analyze the questions providing the answers of every manager involved. Only relevant questions (not the ones that are not important for the analysis such as name or those where no answers are provided) will be included, the whole questionnaire can be found in appendices.

The respondents were addressed with the following statement: This survey is to provide manager's attitude towards positive thinking that would contribute to my bachelor thesis ideology.

4.1.1 Respondents

Before we can proceed to the analysis itself, it is necessary to know the respondents. Hereby I provide information about each of the participants.

Philip Moody – British manager working at the Plandome Country Club; New York.

Martina Špatná – the director of the Czech translation agency Easytalk, s.r.o.

Tereza Breckova – Client Executive at the market research company Kantar Worldpanel; London.

Adil Lakhdar Ghazal – Senior Project Manager at WorldOne Research, from Morocco.

Květoslav Nezveda – Coach, Trainer, Product Manager at Results Coaching Systems.

Vekas Karwal – Senior Sales Manager at Cross-Tab Marketing Services, English nationality.

Vincenzo De Luca – Italian working at the position of Communication Specialist at Accenture Prague.

Rene Kozub – Czech manager working at Dorisol Hotels, Madeira.

Andrea Kunkel – Project Manager at Research Now; Plano, Texas.

4.1.2 Questions 1, 2, 3 - interpersonal relationship

The first question (stated below) is to provide an idea of the most suitable behavior during a business meeting. The answers are edited to the extent so they do not include any mistakes, the content is left unchanged.

- *How would you briefly characterize another manager you are doing a business with; especially his behavior during a business meeting?*

Table 2: Question 1 (a manager)

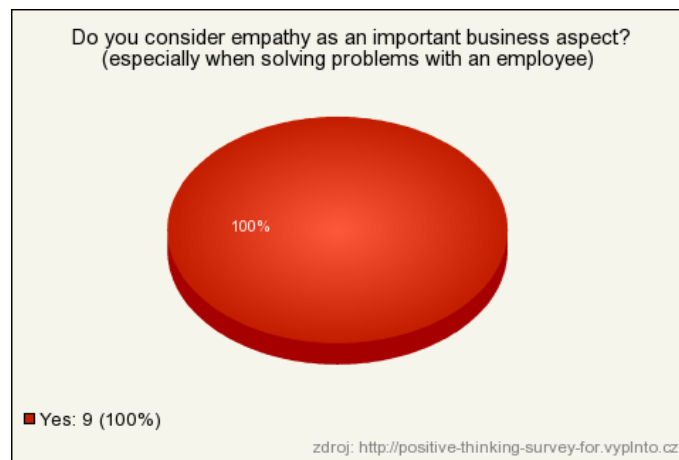
Philip Moody	Clear discussion; bring together any questions or concerns with regards to meeting topic.
Martina Špatná	Usually it depends on the gender. In case of meeting a woman the manager is more talkative and friendly.
Tereza Breckova	Friendly, 'can do' attitude, taking on my opinion, let me feel valuable.
Adil Lakhdar Ghazal	Professional, positive, understanding and very well organized.

Květoslav Nezveda	Most of them are high standard professional coaches and business people with great communication skills and "can do" attitude. I have very good and enriching time with them at every meeting.
Vekas Karwal	I would expect the manager to have a precise understanding of what he wants to communicate and to have a good team working ethic.
Vincenzo De Luca	Especially what he says during important points for my business.
Rene Kozub	I would say that the behavior should very active and going forward to the problem or a reason for what we met so we can make a deal which is good for both of us.
Andrea Kunkel	Being positive and keeping people interested in the meeting. It is also very important to engage people in the discussion during the meeting.

The value that is highly appreciated is that the manager should avoid any unnecessary information but should remain talkative. This can be achieved by pointing out the information directly regarding the topic, as Phil Moody says supported by Adil Lakhdar Ghazal who says that the manager should be well organized. Couple of times there is also mentioned so called *can do* attitude which is further elaborated on in the theoretical part in chapter 3.6. This approach is also recommended by personal coach Květoslav Nezveda. Tereza Breckova together with Vincenzo De Luce and Rene Kozub mentions, that the manager should clearly state what benefits the deal will have for all the people involved in such a meeting.

To sum up this question I would highlight three main points: positive (can do) attitude, precise communication skill and letting the other party know their interests are considered.

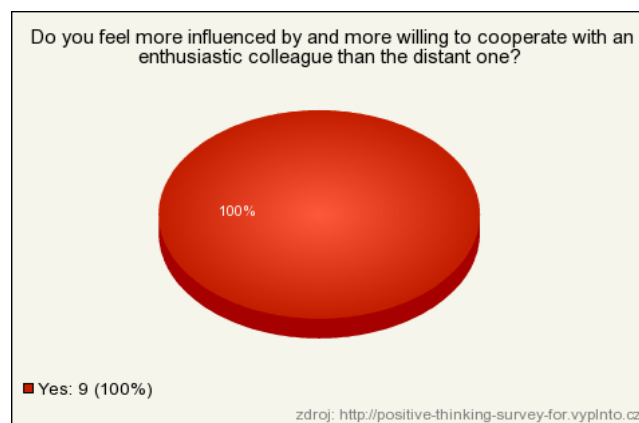
- *Do you consider empathy as an important business aspect (especially when solving problems with an employee)?*



Graph 1: Question 2 (a manager)

All the managers consider empathy as an important business aspect, they are aware of the fact that it is not only them who they have to take into consideration. But it is not only the empathy that managers find important. In the following question it is obvious that the other party should be enthusiastic as well.

- *Do you feel more influenced by and more willing to cooperate with an enthusiastic colleague than the distant one?*



Graph 2: Question 3 (a manager)

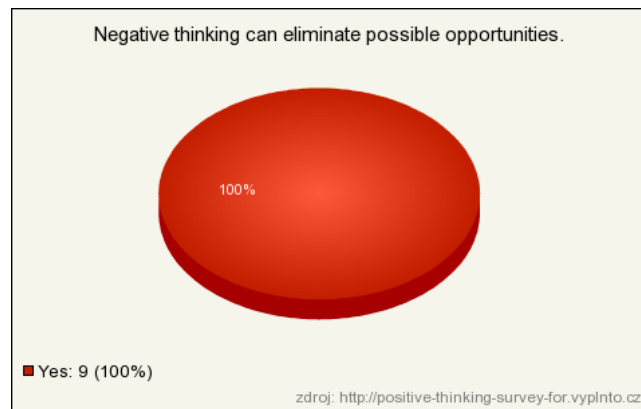
The two previous questions are linked together possessing the same value, ensuring the manager that an enthusiasm is very well appreciated and should not be underestimated.

4.1.3 Questions 4, 5, 6, 7, 8 - working possibilities

The first question of this block was very direct so the manager did not encounter any ambiguity.

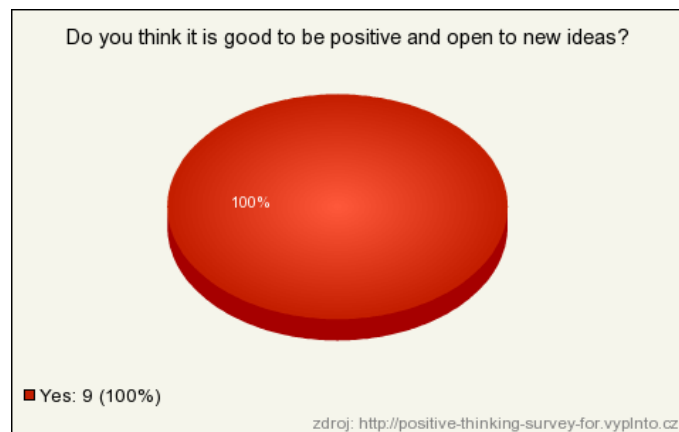
- *Negative thinking can eliminate possible opportunities.*

The respondents could choose answer *yes* or *no* and the outcome for this question is more than clear. All of the respondents have chosen the *yes* answer.



Graph 3: Question 4 (a manager)

- *Do you think it is good to be positive and open to new ideas?*

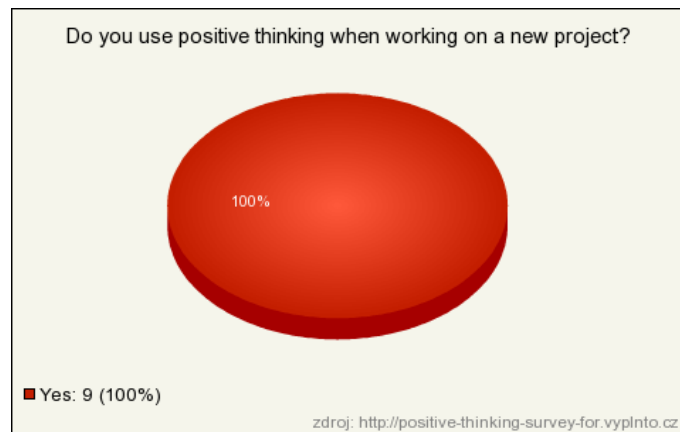


Graph 4: Question 5 (a manager)

Managers also, as in the first question, agreed all together on the question of positivity as a key factor to the new ideas.

The next question was also very clear; I wanted to find out whether the managers use positive thinking in the situation when they are working on a new project.

- *Do you use positive thinking when working on a new project?*



Graph 5: Question 6 (a manager)

The answers for this question were also the same from all the managers, all of them stated that they use positive thinking.

The fourth question follows the previous one because I wanted to find out in what exact way the positive thinking might help when working on a new project (or basically in any situation during a working process).

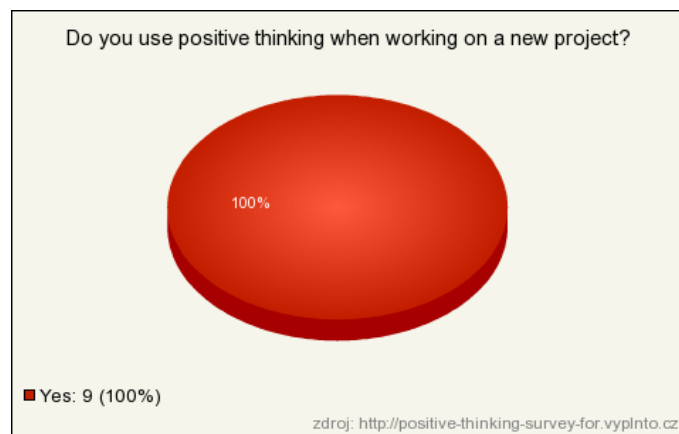
- *How does it help you?*

Table 3: Question 7 (a manager)

Philip Moody	Positive outlook from manager helps promote positive thinking from staff.
Martina Špatná	Gives me energy to start. And sometimes hope while any difficulties occur.
Tereza Breckova	It helps me to complete a project faster.
Adil Lakhdar Ghazal	It helps in attracting all the positive energy around me and making all the people working with me positive and motivated.
Květoslav Nezveda	It helps me to bring clarity, vision, possibilities and courage to set ambitious goals and plan steps ahead towards them. There is no BUT.
Vekas Karwal	I work in sales so you have to stay positive to stay motivated.
Vincenzo De Luca	It helps me to find out concentration and new ideas.
Rene Kozub	I can have new better ideas.
Andrea Kunkel	It helps me to better manage project load and people.

In this question, Philip Moody sees the positive thinking as a way of how to embrace his employees. The same attitude is pointed out by Adil Lakhdar Ghazal who sees the positive energy as a way of motivating his colleagues. The same understanding poses Vekas Karwal who uses the positive thinking to motivate himself. The similar approach is shared by Andrea Kunkel who uses positive thinking for managing people too and in addition it helps her to manager project loads, which is, to some extent, the same aspect used by Tereza Breckova who is able to fasten the process and hence she can lower the number of the tasks. The opinion provided by Květoslav Nezveda opens new possibilities and creates the space for better and more successful achievements as he is encouraged to set more ambitious goals. This can be found in the theoretical part in chapter 3.4. Martina Špatná claims that positive thinking helps her to deal more easily with the difficult tasks. This is also the answer for the following question I have asked the managers.

- *Does positive thinking help you to get difficult tasks done more easily?*



Graph 6: Question 8 (a manager)

All the answers brought together can be interpreted to a conclusion that all the respondents see the positive thinking as a good way of managing people, they use the positive thinking to solve difficult situations and to make the best use of the potential possibilities.

4.1.4 Questions 9, 10, 11, 12, 13 - workplace situation

These questions discuss the motivation of the employees and situation in a workplace in general.

- *How would you increase the work efforts of your employees?*

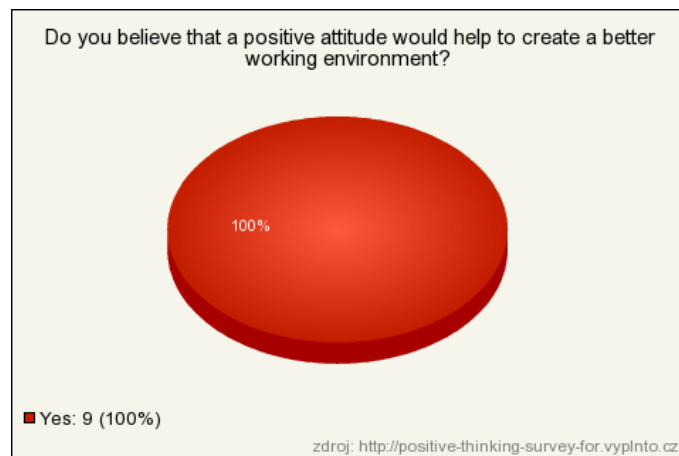
Table 4: Question 9 (a manager)

Philip Moody	Encourage them in what they are doing and offer them any help they may need in undertaking the job at hand. Offer an open door policy so that the employees know that they can talk about any issues they may have.
Martina Špatná	I always show them my respect and trust.
Tereza Breckova	I always try to give my employees a good reason why the completed project will be a great benefit to all of us. Incentive scheme and recognition is a very important part of it.
Adil Lakhdar Ghazal	By trying to be closer to them and understanding of all their requirements so that I can make them feel comfortable and motivated in their work.
Květoslav Nezveda	Today I prefer so called "brain-based" approach while working with people. It means to support their social motivation. If they are appreciated, given certain expectations, autonomy, fairness and treated with respect and interest they tend to work exceptionally well.
Vekas Karwal	Communication is the key, if your colleagues understand what factors are affecting the business and they feel they are important in making the business successful, they will feel more responsible, proud, and compelled to work harder. Also incentives like company/group activities and socializing are important to make a cohesive team.
Vincenzo De Luca	Usually giving free time for personal needs or helping to find a good solution to a problem.
Rene Kozub	Give them better motivation.
Andrea Kunkel	The most important thing is to keep them motivated. Each person is motivated differently. As a good manager, you need to think of the best ways how to motivate your employees. Motivated employees = working hard and delivering better results.

It can be seen that all the managers have the same opinion and that is the proper motivation of the staff. For this purpose it is necessary, according to the answers, to make the employee feel important, to create feeling that any problem can be discussed with the manager by applying *open door policy* as Philip Moody describes it. Květoslav Nezveda agrees with the same procedure although said in other words, but the essential is that the employee should be respected and given a feeling that every employee is important followed by proper recognition as Tereza Breckova answered. Very important note is stated by Andrea Kunkel that every employee is different and requires different approach in the question of certain details.

The similar situation is further elaborated on by the following question.

- *Do you believe that a positive attitude would help to create a better working environment?*

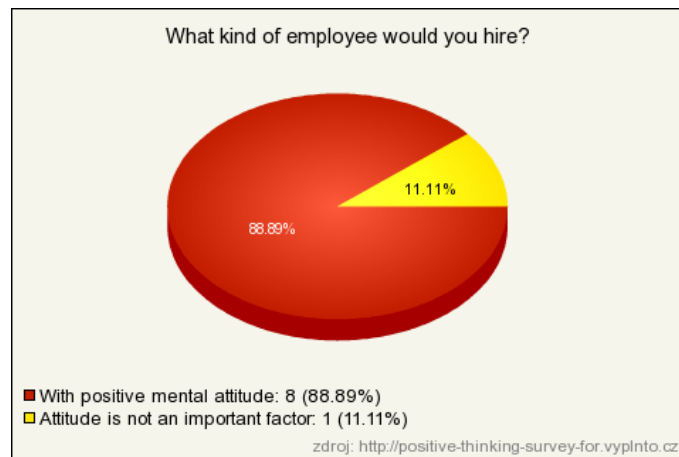


Graph 7: Question 10 (a manager)

This only confirms what was already said in the previous question; that the manager should be positive, should be open and willing to communicate with his employees.

But it is not only the manager who should be positive. From the previous questions, the managers are aware of the fact that they should be positive. I wanted to find out whether they expect the same approach from their employees.

- *What kind of employee would you hire?*

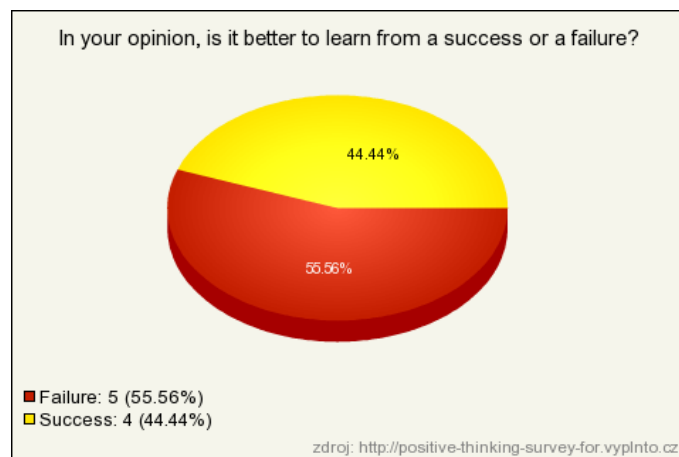


Graph 8: Question 11 (a manager)

Almost all the managers responded that they would expect the employee to have the positive attitude. No manager have chosen the negative attitude, only one (Vincenzo De Luca) does not consider employee's attitude as important.

By the last question, but not least, I wanted to find out whether the managers see the positives even in the negatives events.

- *In your opinion, is it better to learn from a success or a failure?*



Graph 9: Question 12 (a manager)

The answers for this question are not that identical as for the previous ones. To get a better understand of the answers, the respondents were also asked to clarify their decisions.

- *Why?*

Table 5: Question 13 (a manager)

Philip Moody	F	If successful you may believe a product is the best it can be but failure will help improve a product.
Martina Špatná	F	Failure gives you a space for improvement. Once you achieve a success you can only work to continue to have it. You don't see such a big goal anymore.
Tereza Breckova	F	Because you can learn from your own mistakes and this is the best learning to the success in my opinion.
Adil Lakhdar Ghazal	F	Because a failure shows the weaknesses rather than the strengths. So knowing your weaknesses makes you stronger than just identifying the strengths.
Květoslav Nezveda	S	If we focus on what works we have better chance to succeed again in another situation. It is highly connected with how our brain changes.
Vekas Karwal	F	If you are successful then you have already done it right! (what is there to learn from that) But failure teaches you how to become successful...we all wish our projects would run successfully but it doesn't always happen! Thus, as long as you learn from a project with has struggled you can improve the team dynamics/communication to ensure any risks are minimized next time.
Vincenzo De Luca	S	I think there is not a right answer for this question, but for sure it is better learn from a success.
Rene Kozub	S	I think it is always better to have success rather than failure.
Andrea Kunkel	S	As you can also lean from the mistakes you have made in past, it is more important to learn from success in my opinion. Once you are successful, you want to keep it up

The second column after the respondent's name gives information whether the respondent answered F – failure or S – success. Basically, what all the respondents who answered *failure* share, is the space for improvement. When facing failure, everybody can find an incentive for not making that mistake that brought the failure, again. According to

those, who have chosen the answer *failure*, looking for weaknesses is much better because our strengths do not force us to improve ourselves that much. That is very clear example of the positive thinking – finding always some positive aspect even in the negative situations. On the other hand, four answered that it is better to learn from success including Květoslav Nezveda stating that success inspires us to keep on going with the success. It can be understood that success will inspire us to get of more it, to be successful again and again so one can fulfill the hierarchy of needs as referred in chapter 2.5. But even though there is no possible sign of the negative thinking.

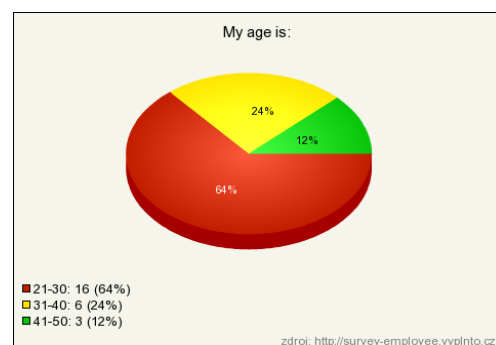
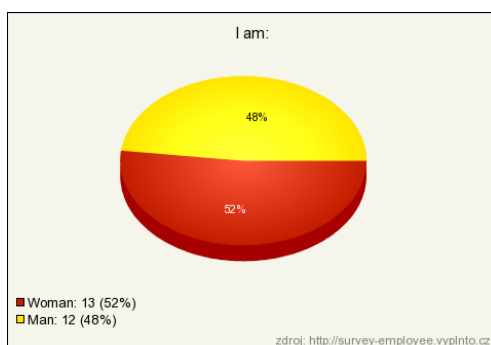
To sum up this survey, it is possible to say that each of the persons involved claims, that positive thinking is a good way and they have a real and satisfying experience with it in their field of work. Not only when handling any difficult and problematic situation but also in creating rapport with the employees and when considering the future events.

4.2 Survey for employees

Despite the fact that the managers are the key persons in this thesis, it is still impossible to evaluate properly the issue of positive thinking as a whole. It is psychological discipline and as such it puts an importance on the people. And asking only the managers would not be objective enough. It is also important to get a feedback from the other group of people participating in the process. And by that group it is meant the group of employees.

Employees were given the questionnaire containing the question mainly of their perception of a proper manager and how different factors connected with thinking influence them. The whole version of the questionnaire is included in the appendices; the less important questions are left out in this chapter.

These respondents consist of the men and women in almost the same proportion. The second question creates an overview of an average age of the respondents showing, that mainly young people in the age of 21-30 have been involved.

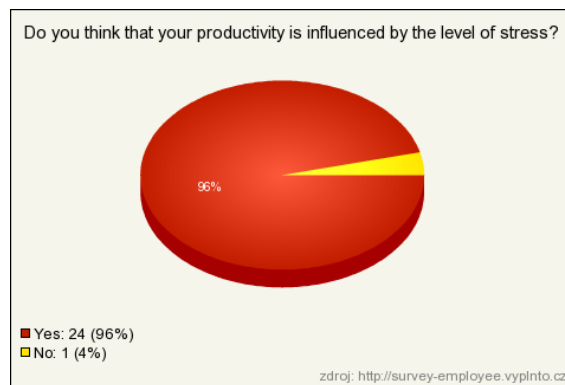


Graph 10: Sex (an employee), Graph 11: Age (an employee)

4.2.1 Employee – focused questions

The first block (of total two) of the questions focuses on the employee himself and his relation to the positive thinking. I wanted to find out whether the employee is even aware of the fact that there is the technique of positive thinking and if the employee uses it in any way. Further on, in the second block, the possible influence and connection of positive thinking in the work environment will be examined.

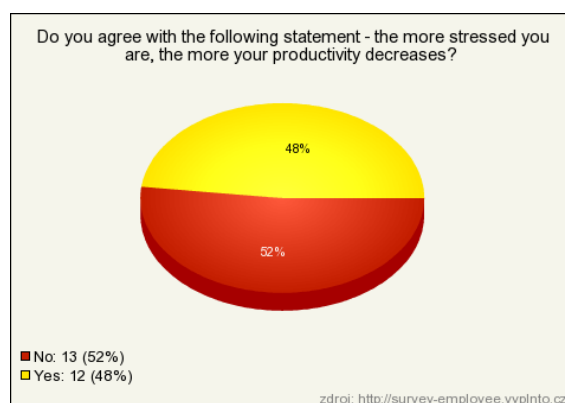
- *Do you think that your productivity is influenced by the level of stress?*



Graph 12: Question 1 (an employee)

The majority of the respondents agree with the fact, that their working productivity is influenced by the level of their stress. But it is still not obvious in what way. The next question will serve that purpose to clarify the answers.

- *Do you agree with the following statement - the more stressed you are, the more your productivity decreases?*



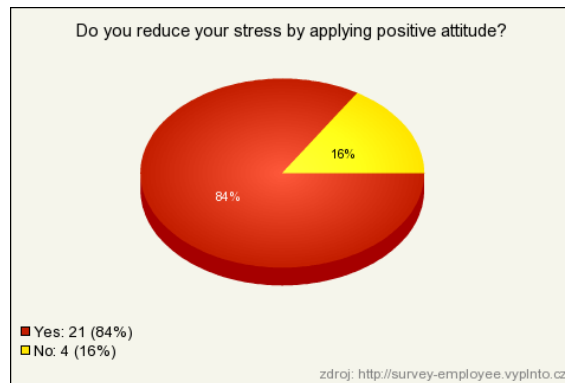
Graph 13: Question 2 (an employee)

As can be seen on the pie chart, almost fifty percent of the employees did not feel influenced in the way that stress reduces their working productivity. It is an interesting fact

that does not fully supports the previous question. But on the other hand the question remains whether the employee is capable of proper evaluation of his productivity. According to my opinion, it should be the manager who can evaluate and compare one’s productivity with the other employees and based on this, make a conclusion.

The majority of employees agreed with first question in this block. Consequently I wanted to find out the practical usage of positive thinking as a tool for reducing the stress. As the graph below indicates, positive thinking serves as a stress reducer for 84% of respondents.

- *Do you reduce your stress by applying positive attitude?*



Graph 14: Question 3 (an employee)

In addition to the previous question, the employees were asked to elucidate their answers. The table below provides the answers supporting of those respondents, who have chosen the answer *yes*.

- *How exactly?*

Table 6: Question 4 (an employee)

It depends.
If you are positive, then it will be easier to manage stress.
Trying to think about the time, when what makes me stressed will be finally over.
I say myself it will be all right and that it is no problem for me to do that and after dealing with the issues I have to solve within deadline I will bought something for me or take few days off.
Thinking about something nice.
I try to think outside the box and see the problem from different perspective. I try not to

take problems too much personally.
I try not to panic, tell myself, that it's going to be ok. Like always.
Music, doing exercises, going into gym, meeting friends.
I try to calm myself down, breathe deeply, listen to the music, taking a short walk.
Well, sometimes I get really stressed which makes me crazy. And when it is just too much I usually say to myself that even if I am working on something really important, there are still things that are even more important, namely my health.
Smiling around, thinking of nice things, etc.
I am trying not to show others that I am stressed so they cannot stress me even more.
I am optimist and I believe that when you do your best...things will end in a good way.
I try to get into my mind that I can handle my task and that there are even more complicated tasks.
Encouragement, jokes, trying to show the better side of the situation.
Smiling, thinking of a successful activity, singing.
Relax, sport.
Doing my best and then switch off by some exercise or sport activity to don't think about it.
By thinking positively and imagining everything is going to be alright according to plan.
I assure myself that everything is going to be just fine.

To form a conclusion from all the answers the following aspects can be pointed out:

- realization that the situation can be always worse
- assuring oneself that the situation will end up eventually good
- imagination of something positive

Those respondents, who have chosen the possibility that they do not reduce stress by applying positive thinking, I asked for the reason.

- *Why not?*

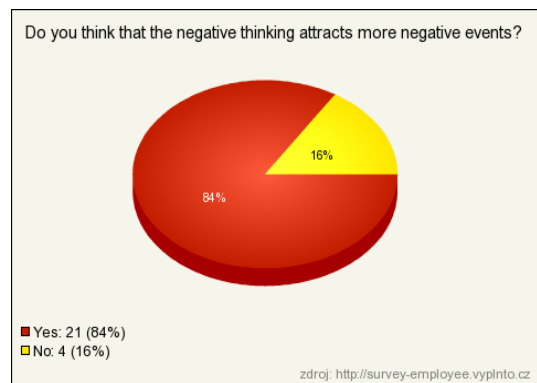
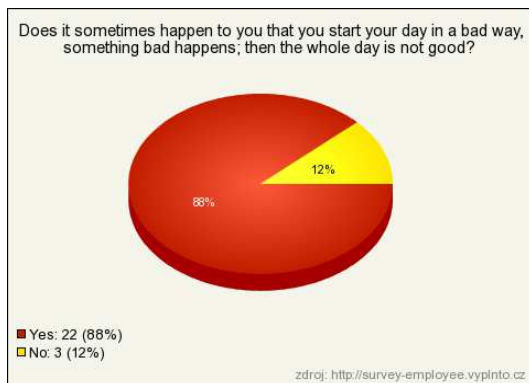
Table 7: Question 5 (an employee)

I do not know how to do it.
I would be lying to myself that things are OK.
It might be helpful but it just doesn't work for me.
I do not have any positive attitude towards anything.
I often count rather with worse.

The problem of this group of employees is mainly inability of the proper use of positive attitude. As the first answer indicates, the person is aware of that. The second person is keeping the realistic aspect, which is absolutely a good thing, but does not create positive attitude as described in the theoretical part.

The following pair of question is closely connected as mentioned in the first part of this thesis, more specifically in chapters 1.3.1 and 2.4.2.

- *Does it sometimes happen to you that you start your day in a bad way, something bad happens; then the whole day is not good?*
- *Do you think that the negative thinking attracts more negative events?*



Graph 15: Question 6 (an employee), Graph 16: Question 7 (an employee)

More than 80%, in both questions, agree with the fact, that positive thinking is contagious, although not said directly, but it is visible from the results. The negative thinking influences one's behavior and may lead to attracting more negative events.

4.2.2 Employee – manager relation

The second part of the questionnaire provides an outlook on the relation of positive thinking and its influential possibilities between the employee and the manager. The three questions from the survey will be analyzed together as they closely complement each other, to some extent – all can be considered as a possible motivational factor. The full version together with all the responses can be found in appendices.

- *What makes you satisfied at your work?*
- *How would you prefer your boss to react when you make a mistake?*
- *How would you characterize ideal manager; especially his behavior?*

The most occurring response for the first question is a proper appraisal and acknowledgement supported by feeling valuable, together with positive atmosphere and good relationship among the co-workers. The positive attitude should be also applied in case of any misunderstanding or a mistake caused by an employee. In such a situation employee would expect the manager to stay calm, not to involve any emotions. Instead, the manager, according to the responses, should be straightforward, talk to his employees and should be willing to understand why such a problem happened. Furthermore the manager is expected to give an employee chance to remedy the situation. The communication is very important. This has also been proved when the respondents had answered the third question stated above, describing the ideal manager. The most recurring words shows that the manager is ought to be *fair, empathetic, self-aware and should possess ability to recognize and criticize as well*. The question of criticism might be sometimes problems as the following questions shows.

- *How do you perceive criticism?*

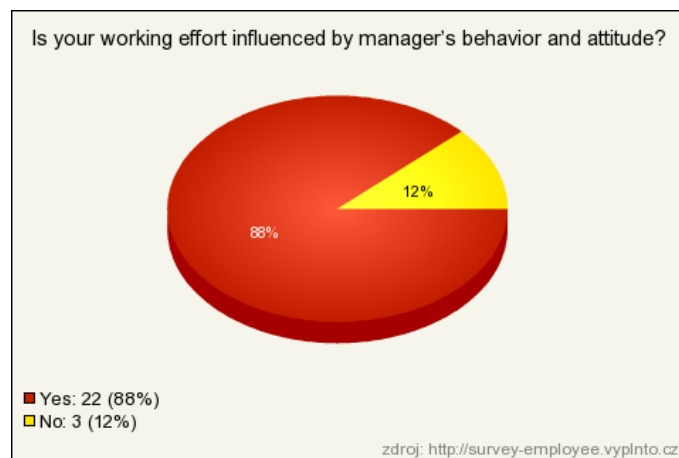


Graph 17: Question 11 (an employee)

The greater part does not consider criticism as anything bad, just four of them do not like being criticized. What is more important is the second group which may indicate the bad approach caused by the manager. As the survey has been done anonymously, it is difficult to determine whether this group of employee is from the same company. If yes, it might be highly recommendable to further focus on this issue.

The manager should be aware of the way he acts and should not underestimate this factor as it does influence his employee. At least 88% of the respondents say so in the last question proving that manager's behavior has an effect on working effort of the employees. And according to the first survey for managers, employee is expected to be positive; in order to do so, manager should be positive as well.

- *Is your working effort influenced by manager's behavior and attitude?*



Graph 18: Question 12 (an employee)

These are the most important parts of the survey done among the employees. The rest of the questions can be found in a full version in appendices.

5 EVALUATION AND RECOMMENDATIONS

The results of both surveys might be interpreted in many ways and much more detailed analysis from the psychological point of view can be done. What remains the truth is the fact that both groups involved in this survey acknowledge the positive attitude as a good way in the business world. Both managers and employees see the positive thinking as a way of how to improve working effort, especially the employees endorse that the positive energy in a workplace is a required factor. It is demonstrated that neither a place where the manager works nor his nationality does not influence his attitude towards positive thinking. Examples presented from Europe or the United States of America are almost the same, managers are aware of the importance of proper way of thinking and especially of the importance in the question of interpersonal relations.

Very important part is when the responses of both questionnaires come across each other. It is vital for manager to be able to recognize what is expected of him from the employee. The most occurring demands mentioned by the employees are: *fairness, empathy together with positive workplace, and recognition*. On the other part the managers themselves mentioned following outcomes of the positive thinking: *motivation of employees, empathy, positive thinking as a tool for creating better working environment*. Not only that positive thinking can be used for the purposes mentioned above, the managers should be able to use positive thinking as a self-help tool to increase their own performance and avoid complications caused by negative thinking. To make a recommendation to be applied in a practical way, it can be put in the following points:

- Avoid closing possible opportunities by using positive thinking instead of the negative one.
- Being positive leads to creating better working environment as it is expected by the employees.
- Recognition of working effort of an employee must not be forgotten.
- The manager should be firm and authoritative in his decision but fairness and empathy are one of the key values.

CONCLUSION

As the industrial science evolved over the past few decades, it is no longer the technology that needs to be paid main attention to in the business world. The focus is now relocated on the human factor. The employees themselves start to play more and more important part in today's world. And that is why the importance of the behavior of an individual and interpersonal relationships increase. The technology of this century made the working process easier and extremely faster. And the same is more or less expected from the employees. They are supposed to work faster and subsequently their lifestyle reflects these changes and high demands. The problem of the stress is very common in this century. But unlike the machines, the employee is still a human being, and as such, it is natural for him to make mistakes. The mistakes can lead to complications and problems in the workplace and if not handled properly, those might create unpleasant environment and worsen the whole situation.

That is the reason why it is necessary for the manager to be prepared to face these kinds of situations and to know how to deal with them. As the phenomenon of the stress has emerged, the new attitude started to appear. The concept of positive thinking can be spotted more often on the Internet as the Internet has developed into the major communication tool of the society. Together with this new approach, the new field appeared in the educational system. It is now possible to encounter many specialized agencies concentrating mainly on self-development and coaching. All of these have something in common. They are presenting the most proven ways in the process of creating rapports and teaching the managers how to handle their inferiors.

The main aim of this thesis was to point out the advantages of the positive thinking in the managerial position. It has been achieved by explaining the functionality of the human brain, realizing that one is highly influenced by the way of thinking. The way of thinking can influence not only the acts of the person, it affects his behavior as a whole and this behavior influences his surroundings. People are aware of what is happening around them and they respond to it, whether it is visible or not as has been proved on the previous pages as well as in the theoretical part by the participants of the whole process themselves. The positive thinking is a successful management tool otherwise it would not be accepted all over the world by various cultures and supported by many institutions.

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APPENDICES

- P I Questionnaire for managers
- P II Questionnaire for employees
- P III Questionnaire for employees – answers

APPENDIX P I: QUESTIONNAIRE FOR MANAGERS

Managers were presented this sentence before answering the questions:

This survey is to provide manager's attitude towards positive thinking that would contribute to my bachelor thesis ideology.

1. My name is:
2. I work at [company's name]:
3. How would you briefly characterize another manager you are doing a business with; especially his behavior during a business meeting?
4. Negative thinking can eliminate possible opportunities.
 - a. Yes. / No.
5. Do you use positive thinking when working on a new project?
 - a. Yes. / No.
 - i. Yes. – how does it help you?
 - ii. No. – why not?
6. Do you consider empathy as an important business aspect (especially when solving problems with an employee)?
 - a. Yes. / No.
7. Do you feel more influenced by and more willing to cooperate with an enthusiastic colleague than the distant one?
 - a. Yes. / No.
8. Do you think it is good to be positive and open to new ideas?
 - a. Yes. / No.
9. How would you increase the work efforts of your employees?
10. Do you believe that a positive attitude would help to create a better working environment?
 - a. Yes. / No.
11. In your opinion, is it better to learn from a success or a failure?
 - a. Failure.
 - i. Why?
 - b. Success.
12. Does positive thinking help you to get difficult tasks done more easily?
 - a. Yes. / No.
13. What kind of employee would you hire?
 - a. With positive attitude.
 - b. With negative attitude.
 - c. Attitude is not an important factor.

APPENDIX P II: QUESTIONNAIRE FOR EMPLOYEES

Employees were presented this sentence before answering the questions:

This survey is to provide employee's attitude towards positive thinking that would support my bachelor thesis ideology.

1. I am:
 - a. Man. / Woman.
2. My age is:
 - a. 21-30
 - b. 31-40
 - c. 41-50
 - d. 51-60
 - e. 61+
3. Is your work environment positive, neither positive nor negative, or negative?
 - a. Positive.
 - b. Neither positive nor negative.
 - c. Negative.
4. Do you think that your productivity is influenced by the level of stress?
 - a. Yes. / No.
5. Do you agree with the following statement - the more stressed you are, the more your productivity decreases?
 - a. Yes. / No.
6. Do you reduce your stress by applying positive attitude?
 - a. Yes. – how exactly?
 - b. No. – why not?
7. Does it sometimes happen to you that you start your day in a bad way, something bad happens; then the whole day is not good?
 - a. Yes. / No.
8. Do you think that the negative thinking attracts more negative events?
 - a. Yes. / No.
9. What makes you satisfied at your work?
10. Do you sometimes feel surrounded by the negative news (e.g. in media)?
 - a. Yes. / No.
 - i. Yes. – does it influence you in any way? How?
11. How would you prefer your boss to react when you make a mistake?
12. How do you perceive criticism?
 - a. I am afraid of being criticized.
 - b. I consider it a positive thing, I can learn from it.
 - c. I do not like being criticized.
13. How would you characterize ideal manager; especially his behavior?
14. Is your working effort influenced by manager's behavior and attitude?
 - a. Yes. / No.

APPENDIX P III: QUESTIONNAIRE FOR EMPLOYEES – ANSWERS

This appendix includes the full answers to the questions from chapter 4.2.2 and also the two questions not mentioned in chapter 4.2 at all. The reason for not including them directly in the stated chapter is that the analysis would consume lot of space and the importance of the answers is not of the highest value; they refer to the first part of chapter 4.3.

- *What makes you satisfied at your work?*

Table 8: Question 8 (an employee)

Good surroundings and good co-workers.
Help people, feel good and if you earn some money.
Meaningful tasks.
Colleagues and their positive attitude, good mood and atmosphere.
Well done job, if everything goes right and by the time management.
When I solve any problem or finish any task and even get some recognition from my boss.
Gaining recognition, I enjoy what I'm doing.
Food, money.
Well done work/activities, good atmosphere etc.
When I see good results of my work.
Friendly and positive atmosphere, friendly attitude of my boss and colleagues towards me, gaining recognition for what I have done.
Salary, awards, competitions (for presents), financial bonus.
Achievement, acknowledgement, etc.
I have no idea.
Communication with people, good outcome.
Results and positive working atmosphere.
Friendly people, good environment.
The work itself.
A good feeling from the job done, appreciation, good relationships, salary.
Success, positively tuned environment, smiles of the others, weather, favorable news.
When I have something to look forward to.
Compliment, results of my work.
Feel that you grow up and develop your skills with your work and achievements.
Good personalities.
Good results, money.

- *How would you prefer your boss to react when you make a mistake?*

Table 9: Question 9 (an employee)

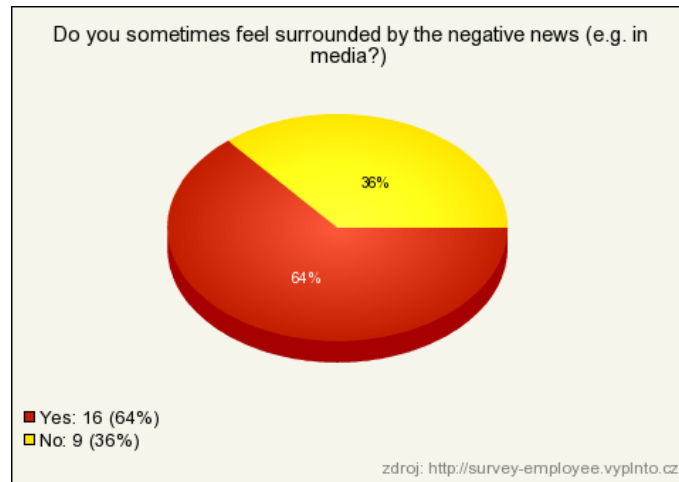
To point out the mistake and explain how to do it right.
Tell me what mistake I did and how to fix it.
I'd appreciate if my boss gives me a chance to make it right.
It depends if it happens often or just sometimes, but I think that it is much worse to solve it by negative attitude than to talk about it and solve it together by some agreement.
In polite, calm way and not among my colleagues.
He should be straightforward and he should explain me where exactly my mistake was.
To be patient, understanding and able to forgive me.
Tell me.
He should say it straightforward to me but in good mood, of course.
I would appreciate if he acted without the impulsive emotions - screaming etc.; listen to my explanation of the unfortunate situation.
Well, I would like him not to scream and act like it is the end of the world. This makes me feel really bad I feel like crying which has a negative impact on how I work in the rest of the day. Instead I would like him to explain this should not happen next time but in more friendly way.
I would appreciate if he tells me why my solution for the situation was bad, and if he understands me.
To show me outcome of the mistake but encourage me not to make it again.
Tell me how to fix it. No bitching around.
Tell me I made a mistake so I can learn from it.
To talk about it.
To tell me I did a mistake and that I should try harder next time.
I expect him/her to be calm and direct.
To tell me in a kind way that I have spoiled something and he/she might give me an advance how to fix the mistake.
They would explained what exactly was wrong, would be really serious about the thing but at the same time, they would show that they are aware that everybody makes errors but hopefully it was the last time now.
Do not yell at me.
Demand on explanation and then draw the consequences.
Not yelling at me.
Just say how to fix it.
To explain what was the mistake and to encourage me not to make it again.

- *How would you characterize ideal manager; especially his behavior?*

Table 10: Question 10 (an employee)

Innovative, creative, collaborative.
Positive, friendly, clever and hardworking.
Understanding, people-focused, precise, efficient, an expert in what he does, respectful, intelligent.
open minded, creative, positive attitude - willing to solve problems in positive way, definitely encouraged, positive thinking, team worker, clever, funny, but authoritative.
Natural authority, self-aware.
He must be mentally stable and objective. If any problem occurs, he should be professional and should not put his feelings in his job. He should possess ability to recognize and criticize as well.
To be able to estimate when it is good have a hands-in and when hands-off attitude. encouraging, easy-going, intelligent, perceptive, understanding.
Honest, careful, confident, motivated.
He must be emphatic, treat people with respect, appreciate their work.
he/she always stands for his/her employees, create friendly atmosphere, establishes authority by, establishing credibility, tries t create a culture of trust, always helpful, hardworking, demanding but in an acceptable way, fair.
He must be mature, positive. And always has time to help me.
Open towards the employees, interested in their development, etc.
Mature, self-aware, people focused, sympathetic.
Self-confidence, fair, not aggressive.
Always in a good mood, opened for help.
He should give good advice, have an overview.
People oriented problem solver.
Fair, punctual, charismatic, intelligent, to be able to react quickly.
Leader.
Empathetic, fair.
Fair, precise.
Self aware, confident, open to new ideas and collaborative with excellent team leading ability.
He must have a respect above employees and must have the best knowledge in his line of business.
Supportive, motivational.

- *Do you sometimes feel surrounded by the negative news (e.g. in media)?*



Graph 19: Question 13 (an employee)

- *Does it influence you in any way? How?*

I hope it doesn't.
I think about bad things which happen in our world every day and then my mood is worse.
yes, I feel sorry for people who suffer etc.
No.
I am getting more pessimistic/or realistic, it depends.
Yes, it does influence me. It sometimes happens that I am in a good mood but after hearing or watching bad new either in TV or in a radio or after listening to my boss' never ending complains, negative thoughts come to my mind and occupy it for hours sometimes! This results in the fact that I do not concentrate as I should and my productivity is lower that normally.
Negative perspective on life/world.
It is all negative; I decided to reduce this news as much as possible.
It makes me think about the world. It's like Veci Verejne. Everyone knows about the deal they made with their sponsors. "We'll give you 200 000 000 CZK but we want state contracts for 400 000 000 CZK". Than there's the buying of loyalty. Yesterday Vít Bárta claimed he'll leave politics and today's he's like "nope".
I am trying to not perceive it.
Well sometimes it can ruin your day.
No, I can stop watching news on TV.
It influences me a lot. For example I really hate watching TV news because they usually say only terrible thinks there. When I watch it I feel really down and I must think about all of it.
I feel sorry for people suffering some kind of misfortune/accident.
No.
Sometimes I feel depressed.