

VENTRAX BE TIME WISE OCT 2016

Resilience

Resilience is that ineffable quality that allows some people to be knocked down by life and come back stronger than ever. Rather than letting failure overcome them and drain their resolve, they find a way to rise from the ashes. Psychologists have identified some of the factors that make someone resilient, among them a positive attitude, optimism, the ability to regulate emotions, and the ability to see failure as a form of helpful feedback. Even after misfortune, resilient people are blessed with such an outlook that they are able to change course and soldier on.



The Art of Resilience

Resilience may be an art, the ultimate art of living, but it has recently been subjected to the scrutiny of science. This much is known so far. At the heart of resilience is a belief in oneself—yet also a belief in something larger than oneself.

Resilient people do not let adversity define them. They find resilience by moving towards a goal beyond themselves, transcending pain and grief by perceiving bad times as a temporary state of affairs.

Resilience



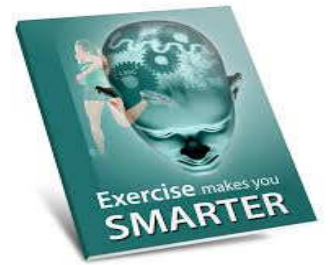
Resilience can also be cultivated. It's possible to strengthen your inner self and your belief in yourself, to define yourself as capable and competent. It's possible to fortify your psyche. It's possible to develop a sense of mastery.

Relationships foster resilience. Everyone needs reminders of the strengths they have. One should cultivate resilience by thinking along three lines:

- **I Have:** strong relationships, structure, rules at home, role models; these are external supports that are provided;
- **I Am:** a person who has hope and faith, cares about others, is proud of myself; these are inner strengths that can be developed;
- **I Can:** communicate, solve problems, gauge the temperament of others, seek good relationships—all interpersonal and problem-solving skills that are acquired.

EXERCISE MAKES YOU SMARTER

If you think muscles are just for meatheads or gym rats think again! Did you know that just 30 minutes of exercise a day can make you a genius? Ok, you still might not become Einstein but you can get pretty close.



1. Increases Energy

The more you move, the more energized you will feel. Regular physical activity improves your muscle strength and boosts your endurance, giving you the energy you need to think clearer and come up with **new ideas**. A good 15 minutes of moving around, even just around your living room, makes your body produce more energy on a cellular level.



2. Sharpens Focus

Dr. John Ratey, author of “Spark – The Revolutionary New Science of Exercise and the Brain” says that exercise improves your brain in the short term by raising your focus for two to three hours afterwards. If you have a presentation or speaking engagement try to work out beforehand; you’ll be at your peak when you have to perform. In the long term, it can even help starve off brain aging and Alzheimer’s. This works on the cellular level through neuroplasticity, the ability of the brain to improve itself with blood flow and levels of brain-derived protein. He calls it “miracle-gro” for the brain, and it all comes from regular exercise!



3. Enhances Mood

Exercise releases endorphins, which has been shown to improve memory. Exercise also releases serotonin, which improves mood and alleviates symptoms of depression, according to the Mayo Clinic. Duke University researchers proved that depressed adults who exercised regularly improved as much as those treated with the antidepressant Zoloft!



Exercise releases endorphins, also known as nature’s mood elevator, which has been shown to improve memory. Exercise also releases serotonin, which improves mood and alleviates symptoms of depression, according to the Mayo Clinic. Duke University researchers proved that depressed adults who exercised regularly improved as much as those treated with the antidepressant Zoloft!



4. Helps Impulse Control

Exercise helps trigger endorphins, which improve the prioritizing functions of the brain. After exercise, your ability to sort out priorities improves, allowing you to block out distractions and better concentrate on the task at hand.

5. Improves Memory

Your brain remembers more when your body is active. In an experiment published in the journal of the *American College of Sports Medicine*, students were asked to memorize a string of letters, and were then allowed to run, lift weights, or sit quietly. The students who ran were quicker and more accurate when they were tested than students who chose the other two options.



3 SIMPLE TIPS TO IMPROVE YOUR FOCUS QUICKLY

Unless you're perfect, you encounter distractions from time to time that minimise your effectiveness in getting your work done. The reason that most people struggle to achieve their objectives is not that they lack the knowledge or skills; it is more common that they **lack the ability to stay focused on their work** for long enough to see tasks to completion.

Even where tasks are completed, they are often so late that it has a knock on effect on everything else that needs to be done. It can be easy to rush to the conclusion that you require more training or education but before you rush down that path, take a moment to consider that you might just need to improve your focus.

When you improve your focus, you find it easier to identify the tasks which require your attention and, you complete them more effectively, allowing you to get more of the important stuff done while eliminating tasks which contribute little, or nothing, to the bottom line.

The internet and computers were supposed to make things easier but they have **actually made things more disrupting with email messages, status updates, and more**. Distractions are not just restricted to computers and technology though they also include co-workers, family, and our own wandering minds. Most distractions don't seem like such a big deal and you might think that it is relatively harmless to succumb to one of these distractions for just 5 minutes. The problem is that these 5 minute chunks add up to a whole lot more and before long, you find that you have dawdled large periods of time away, leaving you behind in the activities that matter most. That's why it is so important to improve your focus.



eliminate distractions while working. This article just focuses some key strategies for

3 SIMPLE TIPS TO IMPROVE YOUR FOCUS

The big question is how to defeat distractions and eliminate them from your life; allowing you to focus on your most important tasks. There are many different methods that can be used to

eliminating distractions while working on computers, however, these strategies can be adapted and used offline too.

Try turning these strategies into daily habits that help you become more effective:

1. USE TIME LIMITS

When you set a time limit, you are forced to improve your focus. It almost becomes a game of **'beat the clock'**. You will need to use a little trial and error to identify the appropriate time limits for you but you might start with the following:

Use a timer and limit your work periods to around 25 or 50 minutes – with a 5 minute break in between tasks. If a task is going to take longer than 50 minutes, break it down into smaller chunks which will allow you to experience a sense of accomplishment upon completion of each chunk. Using time limits will also improve your focus in the following ways:



- **You are forced to do the most important parts of any work** e.g. if you only assign an hour, you're going to have to decide what's most important. This is a more effective approach than simply picking a task and working on it until completion. Decide on the length of time that you are going to assign to a task, set your timer and, get working.
- **Using a timer enables you to improve your focus and keep your attention on only one task.** When you do this, time flies and you complete a lot more work. Controlling your focus and attention like this has major benefits in the fight against stress. As you are only thinking about one task, you eliminate any unnecessary worry caused by the countless other tasks that you could be working on.

2. IF IT IS NOT BEING USED, REMOVE IT

Everything on your computer that isn't necessary for the task at hand should be closed down. I have had a bad habit of having the internet browser open, along with my email account when I am only typing a document. If these things are open, sooner or later, you will switch to them and take a look. You may promise yourself that you are just taking a quick look at your email but a quick look soon turns into 5-30 minutes. This is time that you will never get back. ***Remember that although it is called time management, you cannot actually manage time; you can only manage your use of time.***

Therefore, if you do not need something to complete a task, get rid of it (if possible). That includes all your email, notifications, games, and blogs.

Close your door and unplug the phone, if possible. If you do not need your mobile (cell) phone, put it somewhere that it cannot distract you. This may all sound a little anal but once you have tried it, you will soon see the benefits it brings as it will improve your focus in record time.

Remember that nothing is going anywhere, including you. If you don't see anybody for a few hours, it is not a big deal. If they cannot reach you for a few hours, it is not a big deal. If you don't respond to a message on Facebook for a few hours, you guessed it; it is not a big deal.

3. PAUSE FOR THOUGHT

In order for a distraction to occur, you have to be doing something useful in the first place. The key to avoiding the distraction is to realise that you are doing what you actually need to do, before you make a change. Once you have made the change in what you are doing and become distracted, it is much more difficult to get back on track. When you first implement new habits to eliminate distractions, you will find that you have stronger urges to do the thing that you are trying to eliminate e.g. check email, Facebook, chat with colleagues etc. ***This is a natural resistance to change.***



Before you succumb to the urge, take 10 seconds and pause. Take a long, deep breath and ask yourself '*what is the most important thing that I could be working on right now?*' Be honest with yourself and you will usually find that the distraction is unimportant and best avoided. When you determine the most important task, commit yourself to working on it. It is the simplest way to improve your focus.

If you want to complete the most important tasks and get ***the results you desire, from life and work***, you need to be able to stay focused. The ability to focus has been largely lost for many of us. If your results are not as good as you would like them to be, it is likely that there is room for you to improve your focus. The habits outlined above will not solve all of your problems but they will enable you to make significant progress and improve your focus greatly. It's likely to be challenging at first, but you can do it. You can get more done, in less time, by learning to improve your focus and avoiding the things that waste your precious time.

The sooner you implement these habits; the sooner you will see improved results.



12 Aspects of assertive behaviour

Assertiveness is a key communication skill. It allows you to pursue your own objectives and ***stand up for your own rights, values and beliefs***; all while respecting the rights, values and beliefs of others. Assertive behaviour is the ultimate win-win behaviour. It is not always possible for both parties to get what they want from every situation but adopting assertive behaviour allows you to seek the best possible result for both parties. Where it is not possible to reach a suitable compromise, adopting assertive behaviour will help you to maintain a positive and friendly relationship.

There are times in life when assertive behaviour is not the best course of action; however, in the vast majority of cases, it will produce the best results. If you want to improve your

assertiveness, it pays to have a clear idea of what assertive behaviour looks like. When you have a clear idea, you can identify which areas need the greatest work. Pick one area at a time, focus on improving that area, then move on to the next. It takes time and effort to become more assertive but with each small step forward, you will see great improvements in the quality of your relationships. Becoming more assertive will also allow you to improve your time management and reduce your stress.

12 Aspects of assertive behaviour

There are many aspects of assertive behaviour but the 12 below are some of the most important. If you master these 12 aspects, you will see massive improvements in the quality of your relationships.

1. Take responsibility

Your feelings are a result of how you choose to view a situation. Nobody can make you feel any particular way. If you feel angry, upset etc., it is important to remember that the other person did not choose for you to feel that way. They chose their behaviour, you chose your response. If you blame others for your feelings, it comes across as an attack and they go on the defensive. This closes down the channels of communication. Rather than blame, take ownership of your feelings, e.g.:



'When you show up late for our meetings, I feel disrespected'

2. Use descriptive language

Avoid assumptions, judgements and opinions where possible. To do this, accurately describe what happened. When you do this, both parties have a point of agreement to start from. To elaborate from the last example:

'You have been late for our last 3 meetings. When you show up late for our meetings, I feel disrespected.'



3. State opinions and interpretations as such

In order to explain your point of view, you may need to express an opinion or explain your interpretation of events. Where this is necessary, make sure that you state it as an opinion or interpretation. Do not try and present your point of view as fact as it tells the other person that their view is irrelevant to you. Use language such as:

- *'In my opinion'*
- *'As I see it'*
- *'My thoughts are ...'*

4. Seek alternative views

If you are offering your view, it is imperative that you allow the other person to express theirs. Do not just assume that they will, actively seek their view, e.g.

- 'How do you see it?'
- 'Am I interpreting this correctly?'
- 'What are your thoughts?'

Asking for feedback and opinions demonstrates that you respect their opinion and you want to reach a common understanding.

5. Use constructive feedback

It is often necessary to offer negative feedback and express disappointment. Constructive feedback allows you to adopt assertive behaviour, and express your views in a constructive manner, which encourages improvement by seeking an effective solution which works for both parties. Focus on the solution rather than the problem.



6. Invite suggestions / solutions

Rather than impose your own will on others, you can invite suggestions and solutions from them. Even if you cannot implement their ideas, you allow them to feel valued by seeking and considering their ideas.

7. Use a warm, welcoming tone

Tone of voice is incredibly important in communication. It is far more important than the actual words you use. When you have a warm tone of voice, it tells others that you welcome their views and are happy to engage in conversation with them.



8. Use the appropriate volume

Your volume communicates a great deal about you too. If you are too loud, you come across as aggressive. If you are too quiet, you come across as timid and lacking in confidence. Where possible, you should select an appropriate location for your communication. Where this is not possible, it is essential that you adjust your volume to suit the location.

9. Speak fluently

When you are using assertive behaviour, you are calm and confident. One clear sign of this is that you speak fluently. Fluent speaking is a sign that you have confidence in your message and you are calm about the situation. To ensure fluent speaking, listen attentively and take sufficient time to process what the other person has said and to formulate your response, before you reply.



10. Maintain eye contact

Appropriate eye contact signals attentiveness, confidence and trustworthiness. Maintain consistent eye contact but keep it gentle and inviting. Avoid staring or excessive looking away.

11. Use congruent facial expressions

Your facial expressions should be consistent with the message you're delivering. This consistency communicates honesty and sincerity. You would be suspicious of someone who smiles when they deliver bad news or who frowns when delivering good news. You might be trying to put spin on a message but your facial expressions are likely to communicate how you really feel.



12. Use open body language

Open body language is one of the clearest signs of assertive behaviour. Next time you are in a cafe or pub, observe 2 people who are in deep conversation. Notice how their body language is open. They look relaxed and their movements are natural and fluid. They are not putting any barriers (e.g. folded arms) between them.

Adopting assertive behaviour is one of the best choices you can make in your life. It improves your relationships, your **time management** and your health. Assertiveness is not a quick fix solution. It is a long-term commitment to pursuing your objectives in a manner which respects your rights, values and beliefs; while respecting the rights values and beliefs of others. It takes time and commitment to become more assertive but each little improvement will lead to large improvements in multiple areas of your life. Familiarise yourself with the 12 aspects of assertive behaviour, highlighted above, and pick one aspect to focus on. It won't take long for you to notice the difference in your quality of life. When you have mastered that aspect, move on to the next one.

13 EMAIL RULES WHICH WILL SAVE YOUR TIME

Email can be one of the most time consuming parts of your day. Email has become the default method of communication for business. There are so many advantages to email but, if email is not used correctly, it can actually be one of the biggest time wasters in your day. Like any tool, email is only as effective as the person who is using it. To use email effectively, you need to have a clear set of rules which govern how you will use email. Each person will have their own rules, but there are some core rules which will work for anybody. When applied consistently, these rules will allow you to manage your email effectively.

Before I run through the rules which I apply to my email management; it is important to highlight what happens when you don't have rules for managing your email. When you don't have rules for managing your email, your email manages you. No matter what you are doing, when that alert goes off to tell you that you have new mail, you immediately switch to your email to check what it is. Of course, 99% of the time, it will not be important or a priority. You will have been distracted from your tasks with absolutely no benefit. This is made worse by the fact that it takes time to regain your concentration and get back on track with the task you were working on. Of course, the more often that alert goes off, the more often you will be distracted and the more time you waste.

Applying email rules to your life

The following email rules have helped me to improve my time management and stay focused on the tasks at hand. That way I can complete tasks to the highest standard, in the quickest time possible. This is what effectiveness is all about. Try the following email rules (which I have adapted from the Email Charter) to help you get more done:

Email rule 1: Close your email

I don't mean that you should stop using email. I just mean that there is no need to have your email open most of the time. I have read so many experts tell us that we should turn off the notifications which tell you that you have new email.

However, I suggest you go one step further – if you are not working on your email, do not have it open. There is no need to have it open in the background and you won't be getting any alerts. Instead, you can work on the task at hand; giving it your full attention.

Email rule 2: Have set times for checking your email

There are very few, if any, people who need to check their email very frequently. For most people, 4 times per day or less is more than sufficient. I know that Tim Ferris recommends far less frequently and that may well work for some people.

When you have set times for checking your email, you are able to deal with a number of emails in one go and get back to your work without having wasted too much time. Dealing with a number of similar tasks (e.g. dealing with emails) at the same time is far more effective than responding every time that a new email arrives.

Email rule 3: Unsubscribe from irrelevant email

We are all on email lists which communicate with us regularly. These often make up the bulk of the mail that we receive. If you are not reading these emails, unsubscribe from them and you will dramatically reduce the number of emails you see.

Note that you may also be receiving notification emails from systems that you have set up. For example, every time that somebody signed up to one of my email lists, I was receiving a notification email. This was adding up to approximately half of my daily emails. By turning off these notifications, I have a less cluttered inbox which is far easier to deal with.

Email rule 4: Remember the greatest benefit of email

The greatest benefit of email is that we can communicate with others, anywhere in the world, without both parties needing to be present at the same time. This means that I can send you a request for information today and you can reply to it when you get the time.

Too many people view email like they view the telephone i.e. they expect an immediate response. They then get impatient and send unnecessary follow up emails. If it is urgent, email is rarely the best option. When you use email, exercise some patience and then allow the other person plenty of time to respond. Where possible, send the email with plenty of time to spare.

Email rule 5: Have a ‘waiting’ folder

When I send an email for which I need a reply, I save a copy of that email to my ‘waiting’ folder. On a weekly basis, I will review my ‘waiting’ folder to see if there is anything which I need to follow up on. If there is, I will then send a follow up email or, if it has become urgent, I will make a telephone call.

A ‘waiting’ folder allows you to have patience because you know that you have a record of the request for information and, you have a system which will remind you to follow up should you need to do so.

Email rule 6: You do not need to rush

Just as you should not rush anybody whom you send an email to; you should not be rushed by those who have sent you an email. If they were in a rush, they really should have chosen a more appropriate method of communication.

I aim to reply to all email within 24 hours and that is generally the standard in email communication. I often reply quicker but 24 hours is a realistic timeframe.

Email rule 7: Get to the point

Be respectful of others and their time. Email is not meant for essays. Get to the point so that they can help you in the quickest timeframe. Generally, there should be only one point per email however, if you are seeking information, you may have a number of questions. In this instance, I find it best to number the questions so that the recipient can be clear about what I am looking for.

The clearer you are about what you want; the easier it is for the recipient to handle your email. You do not want to get into a lengthy exchange of emails trying to clarify what you are looking for. Take the necessary time to set your first email out correctly and you will find that it saves time for everybody.

Note: If you receive an email where the sender is not clear about what they are looking for, don’t waste time guessing; send them a reply asking them to clarify their request.

Email rule 8: Clarity, clarity, clarity

Building on the previous point, make clarity the focus of your email. The subject line should make it clear what can be expected from the body of the email. The first line should make it clear what you are looking for.

Email rule 9: Closed questions

Open questions are a fantastic tool in communication but they are not really suitable for email. When you ask an open question, you are inviting the other person to go off on a tangent. Email is all about getting specific answers and information. To do this, it is best to use closed questions which required a limited reply.

Not only does this save you time; it saves time for the recipient too as the more specific the question, the easier it is for them to answer.

Email rule 10: Only invite those necessary

One of the biggest killers of productivity is badly organised meetings. The biggest mistake with meetings is inviting people who do not need to be there. It adds unnecessary conversation and they are often not up to speed with the topic which causes problems.

The same goes for email. Do not CC people on emails if it is not necessary. When you do, it is even worse than inviting the wrong people to a meeting. You end up with an excessive amount of emails and it becomes impossible to follow the thread of the conversation.

Note: If you are CC'd on an email when you don't feel you should be; send one reply asking to be removed. Of course, you should be polite about it but explain that you have nothing to add to conversation and do not need to be kept up to speed on the topic.

Email rule 11: Inform others

Most of your email is likely to come from the same few people. Tell them how you manage your email and what they can expect when they email you. Most people are only too happy to behave accordingly once they are clear about what is expected.

Example:

Most companies use this approach in customer service e.g. when they tell customers when they can expect a reply and how their query will be handled. As the customer knows when they can expect a reply and how their problem will be dealt with, they are happy to leave the situation in the company's hands. The same approach can be applied to email. When people know how their email will be treated and when they can expect a response, they are happy to wait for you to get back to them.

Email rule 12: Send your email on vacation

If you are going on vacation or you are going to be away for an extended period, you don't want to come back to an inbox full of email. It is more effective to have an out of office reply which informs the sender that you are away and that when you return you will be deleting all of your email. If their email is important, they can follow up with you upon your return.

This may seem rude at first but in reality it is highly effective. In many cases, they will find somebody else to deal with it while you are away. If it needs to be you who deals with it, most people are more than happy to take responsibility for their issue and contact you upon your return. This takes a great deal of pressure off you.

Email rule 13: Don't send the email

As already mentioned, most of our email communication is with the same small group of people. If this is the case, it is often easier to note any requests you have for these people on

a list. You can arrange to meet them at least once a week and during that meeting, you can raise each of the issues that you have.

Where you only require information, there will often be no need for further communication; saving the need to send multiple emails. Where the other person needs to come back to you, you can follow up the meeting with one email which outlines everything that was agreed. These meetings, when organised properly, are usually far more effective. Another benefit is that these meetings help to build better relationships.

ACKNOWLEDGE RECEIPT OF EMAILS

“Thanks, I’ll get back to you on this.”



SELF DEVELOPMENT SEMINAR

TOPIC for NOVEMBER, 2016

Knowing Oneself: The Importance of Understanding Oneself

Date: 1st November 2016

VENUE (MALAYSIA)

Banker's Club Kuala Lumpur (Amoda Building)
Jalan Imbi (Opposite Berjaya Times Square)

Time : 6pm – 8pm



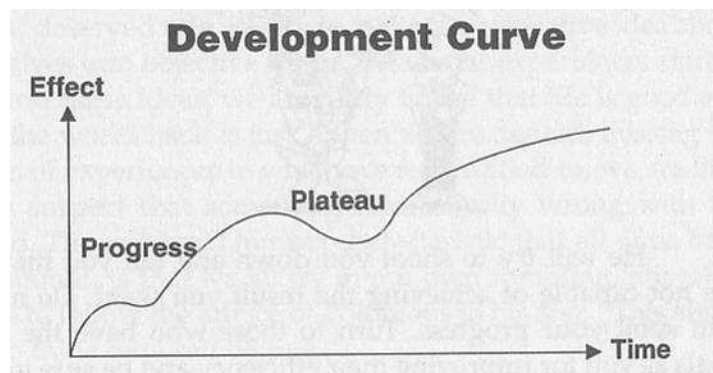
Timely Inspiration

“Self Management with Dr. Venga”



this, you will try to push harder with the hope that you will begin to experience progress again.

In the process of improving on your time management habits, you will have to make changes to your everyday thinking, habits and “the way things should be done”. Any change follows the same law of nature which is indicated in the diagram below. The Development Curve shown below illustrates the fact that you will start out being enthusiastic and will quickly progress. Without warning, you will suddenly fail to see any further progress. You might even begin to see things moving backwards. When you realise



This curvature applies not only to your work development but also to people trying to lose weight, to athlete's training or to a person practicing for their driver's license. In all these endeavours, it will be completely natural to plateau at some point. It is therefore vital to persist in development, and it is crucial that you have people who will be able to support you and encourage you on. Just remember that if you believe that you will be successful – then you are that much closer to *being* successful.

If on the other hand you are one who dwells on past failures, you may be thinking “I probably won’t finish it,” “it’s too difficult,” or “it’s impossible!” Charles Darwin put it well when he said, “Survival depends on the ability to change,” and you will need to change to succeed today. Future challenges and demands on business forces everyone to re-evaluate the way things have been done in the past. You have to change. You must develop!

(Extracts from “How long can you wait for results”)

5 WAYS TO BE MORE POSITIVE

1. SEE THE GOOD IN PEOPLE

It’s easy to find things to complain about in life and reasons to gossip about someone, but it’s kind of a fun challenge to see the good in people. So if someone does something wrong or gets on your nerves, instead of jumping to conclusions and assuming the worst, how can you still see the good in them? Now, I’m not talking about when someone is genuinely harmful to you, but in general. If you see bad things happening on the news, how can you seek out the times when people are doing random acts of kindness or creating other positive change in the world? There are good people in the world. You just have to look for them.

2. HAVE GRATITUDE FOR EVERYTHING IN YOUR LIFE RIGHT NOW

Your life might not be exactly the way you want it to be right now, but you can still be grateful for what you do have. I like to have the attitude of being grateful for what I have now while trying to improve things for the future, too. So it’s not being grateful in a complacent way, like you’re not going to change anything and you’re accepting the status quo, but just recognizing and appreciating whatever good things already exist in your life, however small.

3. LET GO OF NEGATIVE INFLUENCES IN YOUR LIFE

Letting go of the negative things in your life can mean not watching the news, not following celebrity drama, which can be super negative. Figure out what “channel” of communication you spend the most time using or watching (like social media, TV, hanging out in real life, etc) and slowly let go of the parts of it that really just make you feel bad.

4. ASK YOURSELF, “HOW CAN I SEE THIS IN A POSITIVE WAY?”

This is a great question to ask yourself when you feel tempted to complain or see something negatively. While there’s a time and place for that, most of the time it’s helpful if we keep a positive attitude about what’s going on in life. Just ask, “How can I see this in a positive way?” Miss a bus? Maybe it wasn’t meant for you. Maybe you’ll

meet an old friend on the next bus. Who knows?



5. BE GENUINELY HAPPY FOR OTHER PEOPLE'S SUCCESS AND HAPPINESS.

This is some next-level positivity right here. If you're depressed, it can be really hard to be happy for other people's wins and happiness, but if you think about it, it actually just means that it's possible for you too. Seek out positive and successful role models who you can look to for advice about how to improve your life.

Happiness is not something that if one person has it that means someone else can't have it. Happiness is an unlimited abstract concept, and usually when a few people are happy, it becomes contagious and starts spreading to other people. So if you see someone doing well at something, congratulate them and be excited for their victories. It means it's possible for you too!

How do you think positively?

The word "reflections" is rendered in a large, 3D, multi-colored font. Each letter is a different color: 'r' is purple, 'e' is pink, 'f' is red, 'l' is orange, 'e' is yellow, 'c' is green, 't' is blue, 'i' is dark blue, 'o' is purple, and 'n' is purple. The letters have a 3D effect with shadows and are arranged in a slightly wavy line.

Failure will never overtake me if my determination to succeed is strong enough.

**“LIFE CAN ONLY BE UNDERSTOOD BACKWARDS; BUT IT MUST BE LIVED
FORWARDS.”**

-Soren Kierkegaard