

UNIT-II

Etiquette and Fundamental Duties:

As an Indian citizen, certain rights and duties are provided to us. The duty of every citizen is to abide by the laws and perform his/her legal obligations. A person should always be aware of his/her fundamental duties. 11 fundamental duties are laid down by the Indian Constitution.

Origin and scope of fundamental duties:

Origin:

On the recommendations of the **Swaran Singh Committee**, the fundamental duties were added by the 42nd Amendment, 1976 in our Indian Constitution. The fundamental duties were originally 10 in numbers but in 2002, the 86th Amendment increased its number to 11. The 11th duty made it compulsory for each and every parent and guardian to provide the educational opportunities to their child who is more than 6 years but less than 14 years of age. These duties are borrowed from the Constitution of Japan.

Scope:

Neither there is a direct provision in the Constitution for the enforcement of these duties nor there is hardly any legal sanction in order to prevent violation of these duties. These duties are obligatory in nature. The following facts provide for the importance of fundamental duties:

1. A person should respect the fundamental rights and duties equally because in any case, if the court comes to know that a person who wants his/her rights to be enforced is careless about his/her duties then the court will not be lenient in his/her case.
2. Any ambiguous statute can be interpreted with the help of fundamental duties.
3. The court can consider the law reasonable if it gives effect to any of the fundamental duties. In this way, the court can save such law from being declared as unconstitutional.

Fundamental duties taken from

The fundamental duties are taken from the USSR (Russia) constitution. The addition of fundamental duties in our constitution have brought our constitution aligned with the **Article 29(1)** of the Universal Declaration of Human Rights and with various provisions of the modern constitution of other countries.

11 Fundamental duties:

Only one Article that is **Article -51A** is there in Part-IV-A of the Indian Constitution that deals with fundamental duties. It was added to the Constitution by the 42nd Amendment Act, 1976. For the first time, a code of 11 fundamental duties was provided to the citizens of India. Article 51-A states that it is the duty of every citizen of India:

1. ***To respect the Constitution, its ideals and institutions, the National Flag and National Anthem***— Ideals like liberty, justice, equality, fraternity and institution like executive, the legislature, and the judiciary must be respected by all the citizens of the country. No person should undergo any such practice which violates the spirit of the Constitution and should maintain its dignity. If any person shows disrespect to the National Anthem or to the National Flag then it will be a failure as a citizen of a sovereign nation.
2. ***The noble ideas that inspire the national struggle to gain independence, one should cherish them***— Every citizen must admire and appreciate the noble ideas that inspired the struggle of independence. These ideas focus on making a just society, a united nation with freedom, equality, non-violence, brotherhood, and world peace. A citizen must remain committed to these ideas.

3. ***One should protect and uphold the sovereignty, unity and integrity of India***– This is one of the basic duties that every citizen of India should perform. A united nation is not possible if the unity of the country is jeopardized. Sovereignty lies with the people. **Article 19(2)** of the Indian Constitution put reasonable restrictions on the freedom of speech and expression in order to safeguard the interest and integrity of India.
4. ***One should respect the country and render national service when called upon***–Every citizen should defend the country against the enemies. All the citizens apart from those who belong to the army, navy etc should be ready to take up arms in order to protect themselves and the nation whenever the need arises.
5. ***One should promote harmony as well as the spirit of common brotherhood amongst the citizens of India, transcending religious, linguistic, regional or sectional diversities and to renounce practices that are derogatory to the dignity of the women***– Presence of one flag and single citizenship not only reflects the spirit of brotherhood but also directs the citizen to leave behind all the differences and focus on collective activity in all spheres.
6. ***One should value and preserve the heritage of our composite culture***– India’s culture is one of the richest heritages of the earth. So, it is compulsory for every citizen to protect the heritage and pass it on to future generations.
7. ***One should protect and improve the natural environment including forests, lakes, rivers, wildlife and a citizen should have compassion for living creatures***– Under **Article 48A** this duty is provided as a constitutional provision also. The natural environment is very important and valuable for each and every country. So each and every citizen should make efforts in order to protect it.
8. ***One should not only develop the scientific temperament and humanism but also the spirit of inquiry and reform***– For his/her own development it is necessary for a person to learn from the experiences of others and develop in this fast-changing environment. So one should always try to have a scientific temperament in order to adjust with these changes.
9. ***One should always safeguard public property and abjure***– Due to unnecessary cases of violence that occurs in a country which preach for non-violence, a lot of harm has already been done to the public property. So, it is the duty of every citizen to protect the public property.
10. ***One should always strive towards excellence in all spheres of life and also for the collective activity so that the nation continues with its endeavour and achievements***– In order to ensure that our country rises to a higher level of achievement, it is the basic duty of every citizen to do the work that is given to him/her with excellence. This will definitely lead the country towards the highest possible level of excellence.
11. ***One should always provide the opportunity of education to his child or ward between the age of six to fourteen years***– Free and compulsory education must be provided to the children who belong to 6 to 14 years of age and this has to be ensured by the parents or guardian of such child. This was provided by the 86th Constitutional Amendment Act, 2002.

Need for Fundamental Duties:

Rights and duties are correlative. The fundamental duties serve as a constant reminder to every citizen while the Constitution specifically conferred on them certain fundamental rights. Certain basic norms of democratic conduct and democratic behaviour must be observed by the citizens. The then ruling party, Congress, claimed that what the framers of the Constitution failed to do is being done now. This omission was rectified by introducing a chapter on citizen’s duties towards the nation. In India, people lay more emphasis on rights and not on duty.

This view was wrong. In this country, there has been a tradition of performance of one’s duties even in partial disregard of one’s rights and privileges. Since time immemorial emphasis was on individual’s KARTAVYA which is the performance of one’s duties towards society, his/her country and his/her parents. The Geeta and Ramayana also provide that people should perform their duties without caring for their rights.

Traditional duties have been given a constitutional sanction. If one clearly looks in the Constitution not only he/she will discover his/her rights but also the duties. A careful look at the Constitution will definitely solve the question of the people who claim that the Constitution only provides for the rights to the citizen and not the duties of the persons towards the society. The Fundamental Rights that are provided to all the citizens are present in the Preamble of the Indian Constitution like liberty of thought, expression, belief, faith and worship. These are not absolute rights as the state can put reasonable restrictions on them in the interest of society. The remaining Preamble put emphasis on the duties like justice, social, economic and political.

Importance of fundamental duties:

The government in order to create a strong foundation with a strong national character introduced fundamental duties. It not only lay emphasis on human dignity but also creates a feeling of harmony in the community. Our society can only be uplifted if each and every citizen focuses on bridging the gaps that have been created in the society, by performing their duties towards the society. Judicial reforms help in enforcing such duties from time to time because there is no provision in the Indian Constitution for their enforcement. If every person wants their fundamental rights to be realized then everyone should fulfill their duties.

II) Ethics and Human Relationship:

Our lives become meaningless when we lose the value of justice and ethics. We all have an equal right to pursue happiness; no one wants pain and suffering. And yet justice and equality are uniquely human principles. We should not sacrifice these principles in the pursuit of power or material wealth. Instead, we should employ them in serving others' interests. But to do so, we need a firm foundation in ethics.

If we are not guided by a sense of ethics and morality, our actions tend to seek our self-interest alone to the detriment of others. Such behavior is the greatest obstacle to the cause of justice and equality. These days, many people complain about the general loss of ethics and morality in our world, to which they attribute the myriad problems we face. I believe that if we want to achieve effective change in our society, we need to promote ethical values.

Everyone benefits if we put others before ourselves. I am convinced that steady effort in this direction will bring about peace and stability in our societies. Since other people need happiness just as much as we do, we should not exploit them for our selfish ends. Regardless of whatever material progress we achieve, if we, who have to share this planet from birth to death, lose our respect, love, friendship and empathy for one another, our lives will become meaningless. On the other hand, if we spend a day preoccupied with kind thoughts, we will feel peaceful in the evening, which, in turn, enables us to sleep soundly. However, if from the time we wake in the morning, we indulge in unkind thoughts and deeds, our triumph over others will leave a bad taste in our mouths. Even our sleep will be disturbed.

Compassion is one of the principal things that make our lives meaningful. It is the source of all lasting happiness and joy. And it is the foundation of a good heart, the heart of one who acts out of a desire to help others. Through kindness, affection, honesty, truth and justice towards everyone else we ensure our own benefit. This is not a matter for complicated theorizing. It is a matter of common sense. There is no denying that consideration for others is worthwhile and that our happiness is inextricably bound up with the happiness of others. Nor is there any denying that if society suffers, we ourselves suffer. In fact it is clear that the more our hearts and minds are afflicted with ill-will, the more miserable we become. Therefore, even if we reject everything else—religion, ideology and all received wisdom—we cannot escape the necessity for love and compassion.

In the course of our lives we often make misguided decisions that harm others or ourselves. We do this out of ignorance. We think that a certain mode of behavior will bring us happiness when in fact it brings us suffering. Feelings of self-righteous anger and the urge for revenge may sometimes lead us to harm others in the mistaken conviction that it will benefit us and bring us some kind of happiness. Actually, it creates suffering not only for the victims of our deeds, but also for us. However justified we may feel, doing others harm, even in the name of revenge, severely disturbs our own peace of mind and creates conditions for our own suffering.

Human beings need to live together and are dependent on each other in many essential ways. In human society we therefore need moral codes of behavior in order to live in peace and harmony with one another. Although victims may have a psychological need to feel that justice is being done, the infliction of pain on someone else

only serves to add to the suffering already done and does not increase the potential for happiness of anyone involved. Instead of revenge, it is the notion of forgiveness that should be encouraged and developed.

If we truly act out of concern for others' well being, we will recognize the potential impact of our actions on others and order our conduct accordingly. When we become angry, we stop being compassionate, loving, generous, forgiving, tolerant, and patient altogether. We deprive ourselves of the very things that happiness consists in. And not only does anger immediately destroy our critical faculties, it tends toward rage, spite, hatred, and malice—each of which is always negative because it is a direct cause of harm to others.

If, on the other hand, we can let go of anger and hatred, if we can apply reasoning to analyze the situation, adopt a wider perspective and look at other angles of the situation, the end result, the product of patience and tolerance, is forgiveness. When we are truly patient and tolerant, then forgiveness comes naturally.

Although we may have experienced deep hurt in the past, with the development of patience and tolerance it is possible to let go of our sense of anger and resentment. If we think clearly about the situation, it is possible to realize that the past is past, that continuing to feel anger and hatred serves no purpose. They do not change the situation, but just give rise to further disturbance within our minds and cause our continued unhappiness. Of course, we may still remember what happened, but forgetting and forgiving are two different things. There's nothing wrong with simply remembering what happened, but with the development of forgiveness, it's possible to let go of the negative feelings associated with what took place. This is why forgiveness brings us freedom. Forgiveness is not about letting off the perpetrator of some wrong; it is about freeing the victim. If you can forgive, you no longer have to concern yourself with who did what to you and how you are going to make them pay for it. You will be free of that entire burden.

It is my sincere hope and prayer that forgiveness, may come to be seen as effective not only in individual's private lives, but also in the arena of public and even international relations. The idea that concern for others is a matter only for personal interaction is simply short-sighted. Compassion and the forgiveness and tolerance it gives rise to belong to every sphere of activity. As the source both of inner and external peace, they are fundamental to the continued survival of our species. On one hand, they constitute non-violence in action, and on the other, they give meaning to our lives and allow us to be truly constructive.

III) Self- Development and Leadership:

Priorities For Leadership Self-Development

1. **Measure yourself on how much you have learned lately.** True leaders are never satisfied with what they know about their leadership, as well as their products, and are always in pursuit of new learning. That means constantly seeking feedback, taking time for relevant seminars and guidance, and looking for positive changes in the organization.

Another approach is to tackle one specific problem at a time. For example, if feedback tells you that you don't communicate well, start measuring yourself on how many times you send out unsolicited notes on status, strategy, guidance, and praise for results.

2. **Don't be afraid to demonstrate your vulnerability.** Without vulnerability, you can't have an objective understanding of your leadership effectiveness. Until you admit your weaknesses, such as marketing or communication, your team won't have the courage to take the initiative to show what can be done, and help you learn how to improve.

In my own business career, this was a tough one for me. I felt that vulnerability itself was a sign of weakness, and the team needed strength. Over time, I learned that I could get more personal results, as well as satisfaction, by enlisting the natural strengths of others.

3. **Practice deep empathy for everyone on your team.** With empathy comes compassion and an understanding of the impact your decisions as a leader have on your team. It's the necessary foundation for helping everyone on the team develop into their best selves and optimizing the output to be greater than the sum of the individual capabilities.

If you're naturally low on the empathy scale, make an extra effort to not just recognize team member feelings and your impact on others. In private team member discussions and counseling, don't be afraid to ask about feelings, and be willing to share your own.

4. **Foster a sense of connectedness between team members.** Self-improving leaders recognize that what positively impacts one member impacts others, to improve actions, careers, and lives. All are interconnected, so optimal team performance is dependent on optimizing each individual role to their particular set of strengths, including yours.

One of the best things you can do to establish that connection with your team members is to focus on building strong personal relationships with each, and foster relationships between them. As the leader, you must reach out to them, not the other way around.

5. **Understand what you can control and accept what you can't.** No leader can control all external circumstances around them, whether it's politics, people, economics, or even the luck of the draw. Good leaders never complain about what they can't control, and never demand results from team members which are outside their control.

Ways to learn and improve on your personal development journey

How to improve and grow on your personal development journey

1. The practice of generosity

If your measurement of generosity is solely based on whether or not you give to charity, How much you give. You are probably not developing a sense of generosity that truly results in self-improvement. Generosity is not an act or acts of charity or donations of money and time, although these are definitely ways to express generosity.

The practise of generosity is placing the well-being of others at a high priority level. It means getting to know people, understanding their needs, and caring about doing your part to meet those needs. When you are generous in your relationships, the people around you feel valued.

2. Improving yourself through education

Too many people limit the education that they receive to that which they can use to further their career. This is unfortunate because being well-educated means developing the knowledge required to become an informed and active citizen. Not simply a person who is trained to do a particular job.

Fortunately, continuing to educate yourself isn't something that requires an investment of large amounts of time or money. You can become more educated by reading, learning the facts on current events for example. You can take advantage of the often free online courses that are available on a variety of topics. Even within your community, there are probably libraries, community centres, museums, and other places that offer a variety of classes and other enrichment programs that you can enjoy while becoming a more well-rounded person.

3. Developing your spirituality

This one can be a turnoff to people who do not belong to a particular religion, or who do not believe in any supreme being. However, it is absolutely possible to have no religious beliefs and still have a spiritual side that you nurture and grow. It is also possible to be devoutly religious and have an extremely immature sense of spirituality. Your spirituality impacts two things. The first is your own sense of inner peace. If you have inner peace, you have a strong focus, are able to avoid or negotiate conflict, and aren't prone to fall victim to the effects of stress.

The second is the energy that you exude that impacts others. Some people believe that carrying negative thoughts and feelings literally throws your chakras out of balance and causes you to release negative energy. Others simply believe that negativity in your thoughts come out in your words and actions whether you want them to or not. Meditating, praying, yoga, and other practices can help you boost your spirituality.

4. Getting your physical and mental health on track

Your physical and mental well-being are two very important yet often overlooked aspects of personal development. Physical health has a direct impact on energy level, focus and concentration, and mood. It also affects your ability to socialize, actively participate in life with your friends and loved ones and reveal your personality.

Then there is your mental health. If you ignore that, you can put yourself on a path to many bad results ranging from burnout to damaged relationships with loved ones. It's extremely important to think of your physical and mental health as things that need constant care and attention. This doesn't mean simply going to appointments and taking care of things when they come up. It's exercising regularly, getting enough sleep, and doing things that make you feel happy and recharged.

5. Honing your relationship skills

If you cannot relate to other people, it is extremely difficult to become a successful person in any area of your life. People who have the ability to relate well to others have empathy. They are intuitive, care about others, know when to be assertive. They can handle conflict while maintaining a cool head. Not only do people with relationship skills handle things well when they are in contact with people, but they also make an effort to continually improve their relationships and their relationship skills.

You can hone your relationship skills by first being aware of any deficits that you have when it comes to relating to others. For example, are you too impatient with people? Do you avoid conflict to the extent that it is unhealthy? When you are aware of what you need to work on, you become more conscious of these things in your dealings with others.

IV) Time Management:

Reasons time management is crucial:

1. **Time is limited.** No matter how you slice it, there are only 24 hours in a day. That applies to you, and to your coworker who only seems able to do half the amount of work you do. But it also applies to the former coworker who consistently accomplishes more than you, and was promoted as a result. If you want to rise through the ranks, you have to acknowledge the importance of finding a way to manage this limited resource.
2. **You can accomplish more with less effort.** When you learn to take control of your time, you improve your ability to focus. And with increased focus comes enhanced efficiency, because you don't lose momentum. You'll start to breeze through tasks more quickly (the workday will also seem to fly by).
3. **Improved decision-making ability.** Whether you rely on a time-chunking technique or discover the power of list-making, you'll soon find that a nice side benefit of good time management skills is the ability to make better decisions. When you feel pressed for time and have to make a decision, you're more likely to jump to conclusions without fully considering every option. That leads to poor decision making. Through effective time management, you can eliminate the pressure that comes from feeling like you don't have enough time. You'll start to feel more calm and in control. When the time comes to examine options and make a decision, instead of rushing through the process, you can take time to carefully consider each option. And when you're able to do that, you diminish your chances of making a bad decision.
4. **Become more successful in your career.** Time management is the key to success. It allows you to take control of your life rather than following the flow of others. As you accomplish more each day, make more sound decisions, and feel more in control, people notice. Leaders in your business will come to you when they need to get things done. And that increased exposure helps put you in line for advancement opportunities.
5. **Learning opportunities are everywhere.** Obviously, the more you learn, the more valuable you are to your employer. And great learning opportunities are around you, if you've got time to stop and take advantage them. When you work more efficiently, you have that time. You can help out with that new product launch your development team's been working on. Volunteer to help host your company's open house. Even just enjoying a nice lunch with teammates in other departments can prove eye-opening. The more you learn about your company and your industry, the better your chances of making a positive impression on the C-suite.
6. **Reduce stress.** When you don't have control of your time, it's easy to end up feeling rushed and overwhelmed. And when that happens, it can be hard to figure out how long it's going to take to complete a task. (Think of a time when you were about to miss a deadline and were frantically trying to finish the project. If someone

dumped a surprise on your desk at that moment and asked you how long it would take to finish the surprise task, how could you even begin to answer their question?) Once you learn how to manage your time, you no longer subject yourself to that level of stress. Besides it being better for your health, you have a clearer picture of the demands on your time. You're better able to estimate how long a given task will take you to complete, and you know you can meet the deadline.

7. **Free time is necessary.** Everyone needs time to relax and unwind. Unfortunately, though, many of us don't get enough of it. Between jobs, family responsibilities, errands, and upkeep on the house and the yard, most of us are hard-pressed to find even 10 minutes to sit and do nothing. Having good time management skills helps you find that time. When you're busy, you're getting more done. You accumulate extra time throughout your day that you can use later to relax, unwind, and prepare for a good night's sleep.
8. **Self-discipline is valuable.** When you practice good time management, you leave no room for procrastination. The better you get at it, the more self-discipline you learn. This is a valuable skill that will begin to impact other areas of your life where a lack of discipline has kept you from achieving a goal.

Best tips for managing your time:

One of the biggest problems that most entrepreneurs have isn't just in how they can get enough done in such a demanding market, but also how they maintain some semblance of balance without feeling too overworked. This isn't just about achieving and going after goals around the clock. This is also about quality of life.

Balance is key. If you lack balance in your life, you're going to feel stressed out. Even if you're able to effectively juggle your responsibilities, without proper balance you're going to eventually reach your breaking point. So, it's important to not only follow a system that will help you get things done, but also one where you prioritize personal and family time.

Don't forget to do things like take a walk in the park or just sit and listen to your favourite music with headphones on, or paint a picture, go on a date night and so on. That's more important than you can think. And when you do that, you achieve some semblance of balance. **Life is short.** So don't ignore those things while you reach for your bigger goals. With that said, here are 15 crucial time management tips for getting the proverbial job done.

1. Set goals the right way.

There's a right and wrong way to set goals. If you don't set your goals the right way, then you'll lack the proper targets, which will force you to fall off track. But when you set them the right way, the sky is the limit. Use the **SMART goal setting** method to help you see things through. And when you do set those goals, make sure you have powerful deep down meanings for wanting to achieve

2. Find a good time management system.

One of the tips for managing your time is to find the right system to actually do it. The quadrant time-management system is probably the most effective. It splits your activities into four quadrants based **on urgency and importance**. Things are either urgent or important, both, or neither. Neither (quadrant 4) are the activities that you want to stay away from, but it's the not-urgent-but-important quadrant (2) that you want to focus on.

3. Audit your time for seven days straight.

Spend seven days straight assessing how you spend the time you do have right now. What are you doing? Record it in a journal or on your phone. Split this up into blocks of 30 minutes or an hour. What did you get done? Was it time wasted? Was it well spent? If you use the quadrant system, circle or log the quadrant that the activity was associated with. At the end of the seven days, tally up all the numbers. Where did you spend the most time? Which quadrants? The results might shock you.

4. Spend your mornings on MITs.

Mark Twain once said, "If it's your job to eat a frog, it's best to do it first thing in the morning. And if it's your job to eat two frogs, it's best to eat the biggest one first." His point? Tackle your biggest tasks in the morning. These are your **most important tasks (MITs) of the day**. Accomplishing those will give you the biggest momentum to help you sail through the rest of the day.

5. Follow the 80-20 rule.

Another great time management tip is to use the 80-20 Rule, also known as the **Pareto Principle**. This rule states that 80% of the efforts come from 20 percent of the results. In sales, it also means that 80 percent of the sales come from 20 percent of the customers. The trick? Identify the 20 percent of the efforts that are producing 80 percent of the results and scale that out. You can do this with meticulous tracking and analysis.

6. Instill keystone habits into your life.

Charles Duhig poignantly coined the keystone habit in his book entitled, *The Power of Habit*. In architecture, the keystone is the stone that holds all other stones in place. Similarly, [keystone habits](#) help to not only solicit other good habits, but also help to eliminate bad habits as well. Focus on keystone habits and you'll get much better at managing your overall time by making your habit development much easier.

7. Schedule email response times.

Turn off your email throughout the day. When your email is pouring in, it's easy to get distracted. Schedule time to read and respond to emails. If there's something urgent, someone will call or text you. But when you have your email open, those distractions interrupt your thought flow and it's harder to get back on track.

8. Eliminate bad habits.

One of the biggest time-wasters we have are our bad habits. Whether it's Netflix binge-watching, excessively surfing social media, playing games, going out frequently to drink with friends, or so on, those bad habits take away the precious little time that we do have. Use your time wisely by eliminating your bad habits if you're serious about achieving big goals in life.

9. Take frequent breaks when working.

One study suggests that you should work for 52 minutes and break for 17. You might not have the luxury to do that. But you should take frequent breaks. If you're an entrepreneur working for yourself, this is crucial. It's easy to run on fumes and not even know it. Keep your mental, emotional and physical states at peak levels by breaking frequently.

10. Meditate or exercise every morning.

You might not think that this will help to better manage your time, but meditating and exercising every single morning gives you balance. Cut the toxins out of your life and get serious by doing this and watch as your energy, stamina and mental focus takes a drastic shift.

11. Make to-do lists in the evening for the next day.

Every single evening before bed, make a list for the next day. Look at your goals and see what you can do to help move you closer. This doesn't happen overnight. It takes time. But by making to-do lists, you're effectively setting goals for the day. Daily goals are easier to achieve while helping to move us towards the longer and bigger goals. But that happens by creating to-do lists.

12. Find inspiration when you're feeling lackluster.

Turn to YouTube, TED Talks and any other inspirational source you can turn to when you're lacking inspiration. It's hard to stay on track with your time when you lose that drive inside of you. Find ways you can turn the fire back on by focusing inspiring content and seeking out others who've achieved big goals.

13. Get a mentor who can guide you.

Finding a mentor is crucial. It's easy to get distracted and dissuaded when you don't have someone guiding you. But when you can personally rely on someone who's been through the wringer and can help you achieve your goals, it's easier to stay on track with your time. Find a good mentor that can help you along your path.

14. Turn off social media app alerts.

Incessant social media app alerts aren't helping you with your time. It's definitely hurting you. Turn them off. You don't need alerts every moment or to know everything happening with your friends. It's not important. What's most important is to have some peace of mind and be better able to focus on the task at hand.

15. Declutter and organize.

Studies have determined that clutter in our environment helps us to lose focus. When we lose focus, we lose time. If you want to avoid that, declutter and organize. Don't do it all at once. Start small. One drawer today. A shelf tomorrow. Maybe a closet the next day. Just one per day. You build momentum and eventually find yourself turning into an organizing warrior.