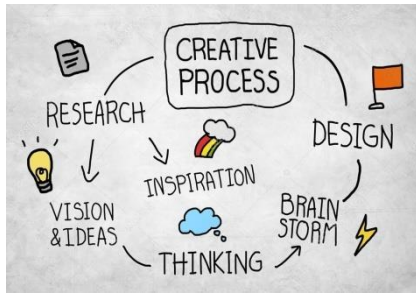


A MODULE
on
SOFT SKILLS FOR SCHOOL LEADERSHIP IN SPECIAL REERENCE
OF HARYANA



National Centre for School Leadership



विद्यालय नेतृत्व अकादमी

राज्य शैक्षिक अनुसंधान एवं प्रशिक्षण परिषद्, हरियाणा

गुरुग्राम- 122001

School Leadership Academy

State Council of Educational Research & Training, Haryana, Gurugram

122001

SOFT SKILLS FOR SCHOOL LEADERSHIP IN SPECIAL REFERENCE OF HARYANA

DR. NIRMAL GULIA*

INTRODUCTION

It is assumed that a person with a distinct personality, characterized by different ways of thinking, feeling, and behaving, is a leader, and their unique way of working constitutes leadership.

Have you ever thought about what makes someone unique, unequalled, distinct, peerless, and masterly? Perhaps it is their personal attributes, behaviour, and

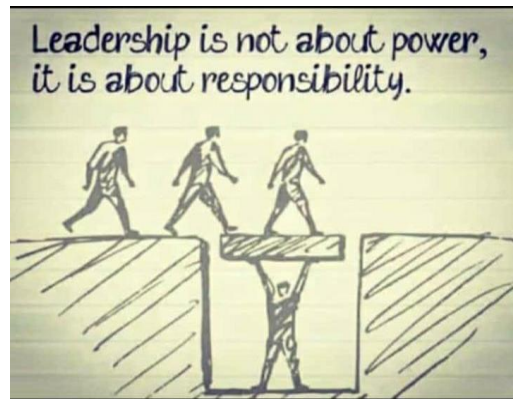
interpersonal skills, which enable them to interact effectively with others and handle situations superbly, smartly, and confidently in a lively manner.

"Know-how-to-be" and "Savoir-vivre" (French for "ability to live elegantly") are very important notions to be an exemplary personality with matchless behaviour, which we call SOFT SKILLS.

Let's take a precise look at Soft Skills through live examples from the Haryana Schools Scenario.

Teachers sitting in the office, talking happily with one another in a very cordial, free, and open environment. The involvement of the school head makes it feel more homely. Suddenly, their friendly conversations turn into heated arguments, with personal comments, forgetting work ethics and protocol. The situation might have become violent if the leader had not shown a very cool attitude, understood the sensitivity of the issue, and listened to both parties fairly and considerately. This not only resolved the issues with the balanced and witty approach of the school head but also made them realize their mistakes. It is crucial for the school head to re-establish rapport between the two parties in the same cordial environment using their ingenious power skills.

Soft Skills are often more focused on ways of being, thinking, or doing. They are much more than just Communication and Presentation skills. Soft Skills are a combination of an individual's character or personality traits, attitudes, mindsets, social and emotional intelligence, and most importantly, thinking ability and analytical skills. These enable people



to manage their own mental health and deal with social environmental situations. They are a great help in enhancing one's potential and personality.

SOFT SKILLS—KEY TO HAPPINESS IN LIFE

OBJECTIVES

Objectives are goals towards which efforts are directed to plan and achieve something. The objectives of discussing and writing this module are not only to inculcate leadership traits but also to enhance them in a true sense, as good leadership in schools makes a direct impact on students' experiences and performance. (Here we are talking about schools, school leaders, and their leadership. They are Principals, Headmasters, DDOs.)

This module will enable school leaders to:

- Enlist/identify and know various interpersonal skills
- Understand the need and importance of soft skills
- Know the crucial roles of soft skills
- Understand the influence of soft skills
- Develop excellent interpersonal skills
- Learn the art of building relationships within the team
- Foster the art of delegating tasks and motivating culture
- Build an environment of operational best practices and innovative ideas
- Develop strategic thinking skills
- Develop the art of management skills by promoting assertiveness
- Develop ethics and values
- Enhance the art of developing oneself and others through a commitment to professional development, personal health, and well-being
- Enlist Do's and Don'ts concerning traits of soft skills

WHAT IS A SKILL?

Very often, we are not aware of our skills, talents, and special attributes. Let's try to understand this with an example:

This is a communication between two persons, A and B. While communicating, person B revealed to person A that the clients he worked with reported a 94% success rate at resolving computer problems under his guidance. What should we call this? Of course, it's a SKILL.

SKILL?



“I haven’t worked since last many years”



“I have no skill!”



“I have just done work in my cabin, nothing else.”

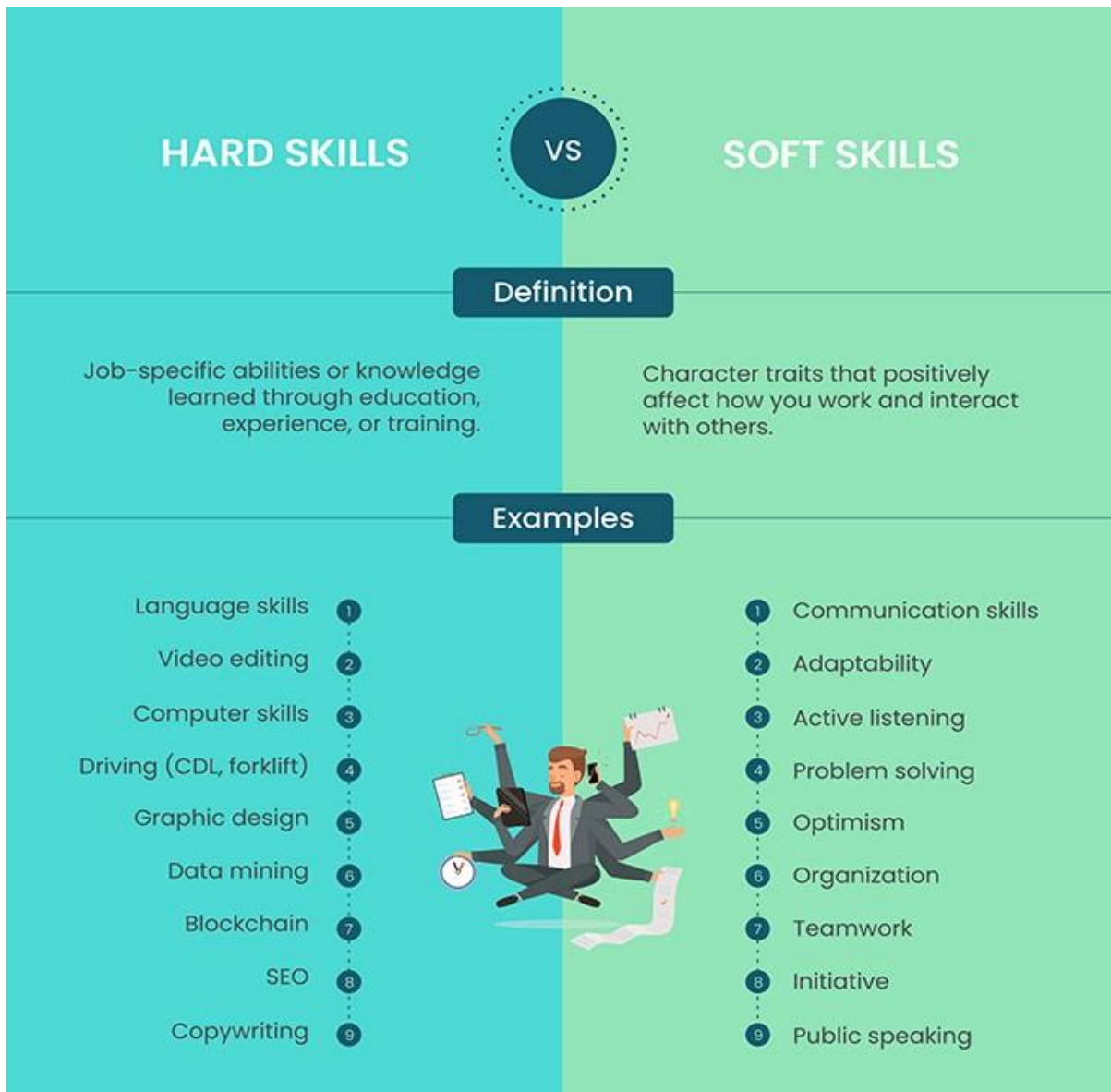
The truth is that everyone is a champion in one way or another. We only need to know, identify, accept, and expose these skills. Skill is the ability and art to use one’s knowledge effectively with performance and outcome—a learned power of doing something competently or with dexterity, often through repeated practice or training.

Let’s think about a person who has a great personality, a strong educational background, and good technical skills but can’t work with a team or communicate properly. Is he fit for the workplace? You might have guessed the answer.

Hard skills refer to the job-related knowledge and abilities that employees need to perform their job duties effectively. They typically come with credentials, degrees, or certification. Soft skills, on the other hand, are the personal qualities that help employees truly grow in the workplace. They can only be measured qualitatively. Hard skills help you identify candidates who are good on paper, whereas soft skills indicate which of

A good mix of hard and soft skills is the need of an hour which is always preferred and desirable

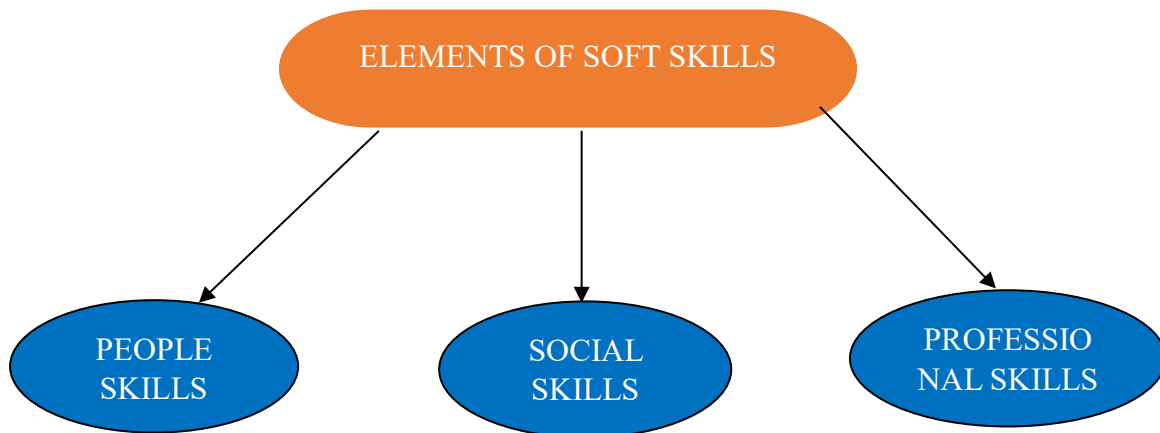
these candidates are good in person too.



Employees develop hard skills through education and on-the-job practice, while they develop soft skills through various lifelong professional and personal experiences. For example, computer operators can learn computer techniques and tools by attending training and through practice, whereas they could grow their collaboration skills by working on a project in a team or by participating in a sports team.

Harvard University reported that 85% of success in the workplace is attributed to soft skills and only 15% to technical skills. Researchers at Boston University and the University of Michigan's Ross School of Business found that workers with soft skills training are 12% more productive than those without it.

SOFT SKILLS



“We help people find answers, solve problems, walk together, and reach their destination.”

Soft skills are non-technical skills that relate to how you work, how you interact, how you solve problems, and how you manage tasks.

PEOPLE SKILLS

People skills are the various attributes and competencies that allow one to interact well with others. It is an umbrella term for skills under three related sets of abilities:

- Communication skills
- Patience with others
- The ability to trust others
- Active listening skills
- Negotiation skills
- Flexibility
- Good judgment
-
- Empathy
- Mentoring skills
- A great sense of humour
- Proactive problem-solving
- An open mind
- Good manners

SOCIAL SKILLS

Social skills are the skills we use every day to interact and communicate with others. Social skills define how you conduct yourself, how you talk, the language you use, your gestures, and your body language.

- Observation
- Active listening
- Conflict resolution
- Empathy
- Written and verbal communication
- Non-verbal communication
- Collaboration and cooperation
- Relationship management

PROFESSIONAL SKILLS

Professional skills are career competencies and abilities used in the workplace that are beneficial for any job or smooth functioning of work. They are a combination of both hard skills (job-specific duties that can be trained) and soft skills (transferable traits like work ethic, communication, and leadership).

- Professional awareness
- Teamwork
- Negotiation and persuasion
- Thinking skills - problem-solving
- Decision making
- Leadership
- Organization
- Perseverance
- Motivation
- Initiative
- Managing ambiguity
- Resilience
- Analytical skills
- Entrepreneurial skills
- IT skills
- Willingness to learn

Top Soft Skills

Leadership comes in all forms and shapes. While there are formal roles that expect leadership, there are also countless opportunities for people to build leadership skills and to take on acts of leadership. People who are well-adjusted, sociable, have strong communication skills, are ambitious, curious, approachable, and efficient are much more likely to become leaders.

A leader is someone who is visionary, knows the way, goes the way, and shows the way.

LEADERSHIP

Leadership comes from the root word “lead,” which means to lead, head, or guide. It is a visionary endeavour—the ability to see the present in terms of the future while maintaining respect for the past. It requires the flexibility to put vision into action. Skillful negotiation, smart mentoring skills, and the ability to delegate tasks and work with others play a vital role.

The main motive is building and leading the team to attain the desired objectives and goals.

LEADERSHIP IS A PROCESS OF GIVING PURPOSE—MEANINGFUL DIRECTION TO COLLECTIVE EFFORTS

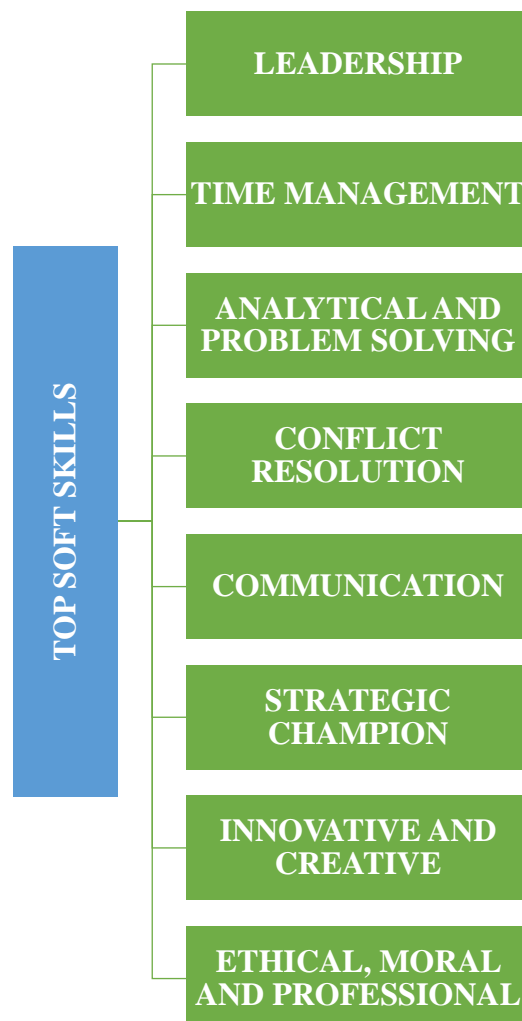
Key Elements

- Visionary
- Adaptability
- Building and leading a team
- Delegation of work

- Mentoring
- Collaboration and negotiation

Let's try to understand it more through various activities. Tools: Building blocks, pen, paper, whiteboard, stopwatch, and marker.

- Divide the groups into two teams with their leaders.
- One member will be chosen voluntarily other than the teams, but the teams don't know about this.
- The volunteer makes a structure with the help of blocks as per school infrastructural needs.
- (It will be done out of sight of the two teams.) Both teams don't know who has built the structure with blocks.
- The team leaders are instructed to build their own structures as per the school's needs. They are given the freedom to view the structure made by the volunteer for 10 seconds and 40 seconds to explain to their teams in each round.
- They are allowed to do:
 - 3 rounds
 - 10 sec view
 - 40 sec to explain
 - Time limit for each team: 2 min.



The team with its unique ideas, but very close to the original one, will be the winner. Their ideas must fulfil the infrastructural needs of the school. This leadership activity is a reflection of piloting leadership. It is helpful in:

- Building a team according to areas of interest
- Skilful mentoring helps in delegation and collaboration of tasks/work
- Inspirational and motivational spirit prepares an environment to accept challenges and determine to do something innovative within a period of time
- Team traits nurture

- A proposal for a new building design of the school is presented to a few members by the school leader (maybe 3 to 4)
- The members are asked to handle everything themselves, with the condition that their design must fulfil the school's needs.
- Groups come up with leadership styles immediately
- Various ideas with different skills are used to meet the need

Leadership believes in team building and collaboration of work. Skillful mentoring and negotiating skills of convincing others always help a leader to delegate tasks nicely. Leadership trusts its team, inspires its members, and provides them with a free, open hand to pursue a long-term vision. It is a great help in accepting challenges and the consistent growth of members.

Here is the revised version of the provided paragraphs, corrected for grammar and clarity:

TIME MANAGEMENT



Time management means organizing time intelligently and effectively. It involves the coordination of tasks and activities to maximize the effectiveness of an individual's efforts. This includes analysing how working hours are spent and prioritizing tasks to maximize personal efficiency in the workplace, ensuring maximum output by utilizing one's potential within time limits (Collins English Dictionary).

KEY ELEMENTS

- **Organization of work**
- **Prioritization of tasks**
- **Scheduling everything**
- **Creating 'if-then' rules**
- **Goal setting**

How can time be managed effectively? Let's understand it more precisely. Effective time management is a crucial soft skill for leadership, involving the prioritization of work and cleansing of one's daily calendar, scheduling everything in an organized way.

Categories

P1: Routine Assignments

P2: Official Assignments

P3: Emergent Tasks

P4: Infrastructural Responsibilities

P5: Community Responsibilities

Working as a leader means being connected to work 24/7. Proper management even leaves space for what to do with time away from the desk.

Time Management Activities

Activity 1: Task Assignment

- 1) Assign a task to members of a group (5-6). Ask them to write down what they did yesterday, listing 10 tasks on paper.
- 2) Another group will evaluate these tasks, assigning points according to worth/value/weightage.
- 3) Points will be given from 1-5 in 10 minutes.
- 4) Maximum points indicate the most required and urgent tasks.
- 5) As a leader, discuss with the team how to prioritize tasks and manage time.

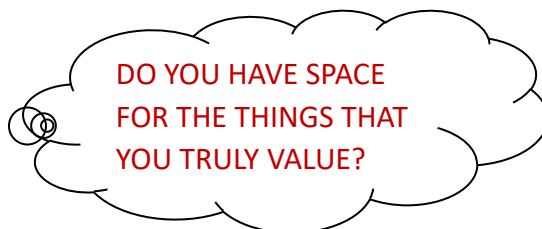
Activity 2: Daily Routine Analysis

1. Each person gets four pages with 24-hour squares.
2. On the first page, participants fill out their routine activities.
3. On the second page, they list major administrative work.
4. On the third page, they document sudden emergent work.
5. On the fourth page, they note tasks delegated to others.
6. The empty space left is productive time.
7. After observation and discussion, work on strategies to increase productive time.

Activity 3: Task Jar

Tools: An empty jar, some rocks, gravel, sand, water, and paper.

1. Divide the team into two groups.
2. Ask each group to fill the jar with different items, noting them one by one.
3. Keep both jars in front of the groups.
4. Depending on the objects placed first, determine how much of the other items can be added afterward.



5. Rocks represent the most important tasks, gravel represents necessary projects, stones are everyday routine work, sand is extra work, and paper represents unnecessary or unproductive work.
6. This exercise demonstrates that starting with the most important tasks (rocks) allows for a more organized and effective time management approach.

ANALYTICAL AND PROBLEM-SOLVING



Analytical skills are the ability to collect, process, and interpret data and information to solve problems and make decisions. In today's information-rich world, it is essential for school leadership to quickly yet comprehensively identify and evaluate the most valuable, relevant, and authentic information for the organization. Leaders may face various challenges at the workplace, including academic, infrastructural, budgetary, community, or unprecedented situations that require effective solutions.

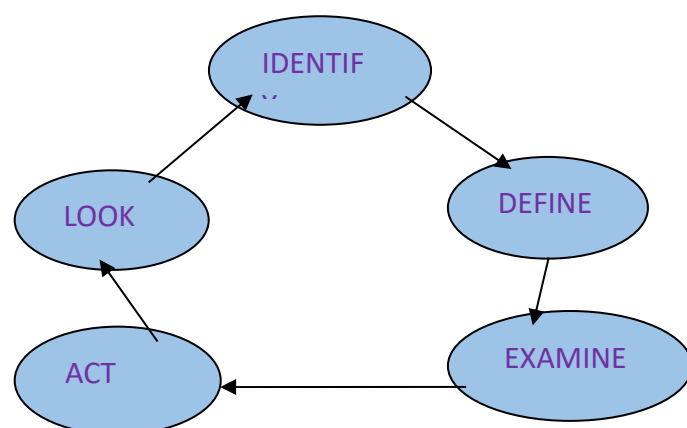
Key Elements

- **Patience and listening**
- **Open-mindedness and impartiality**
- **Analytical ability**
- **Lateral thinking (creativity)**
- **Logical reasoning**
- **Strategic thinking**
- **Persistence**

Teamwork is often crucial in problem-solving, as communication, persuasion, and negotiation are important skills for finding solutions.

Fundamental Steps of Dealing with Problematic Situations

1. Identify and define the problem.
2. Gather information.
3. Generate potential solutions.
4. Evaluate and select the best solution.
5. Implement the solution.



6. Monitor and evaluate the results.

Activity: Ideal Model of Problem Solving

1. Ask participants to share a story of a major turning point in their life and who performed the role of a mentor.
2. Divide the listeners into "askers" and "tellers." Instruct the "askers" to only ask questions while the "tellers" share their experiences. Then, switch roles.
3. Debrief by asking storytellers when they felt heard—when listeners were asking questions or when they were sharing their own experience.
4. This activity emphasizes active listening, which involves being fully focused on the speaker, understanding their meaning, and providing feedback. This soft skill makes the leader a considerate and concerned figure.

CONFLICT RESOLUTION



Conflict resolution is a way for two or more parties to find a peaceful solution to a disagreement. Types of conflicts include:

- Information conflicts
- Values conflicts
- Interest conflicts
- Relationship conflicts
- Structural conflicts

Situation Example

Two teachers are responsible for preparing students for 'Dance' and 'Skit' competitions under 'Legal Literacy.' Both want the same students to participate in their respective events. Initial discussions turn into heated arguments and a severe conflict arises. Active listening, a positive attitude, problem-solving strategies, and emotional intelligence can help differing parties agree, cooperate, and ensure expectations are met.

Activities Reflecting Conflict Resolution

Activity: What Would You Do?

1. Divide the group into smaller groups of three to four members.
2. Present conflict situations on cards to each group.
3. Each group discusses the situation and decides the best way to handle it.



4. Representatives from each group explain their opinions.
5. The rest of the members vote on the best-proposed solution before moving to the next situation.
6. This activity allows employees to work through various conflict situations and decide the best route to take.

Key Elements

- Interviewing and active listening
- Facilitation
- Assertiveness
- Empathy
- Negotiation
- Counselling
- Persuasion
- Accountability
- Professionalism
- Sense of humour
- Socializing
- Relationship building

COMMUNICATION SKILLS

“Communication means imparting and exchanging information, ideas, and feelings effectively and worthfully through a common system of symbols, signs, or behaviour. Good communication is at the heart of good relationships.” — Dr. Susan Heitler (2010).



Types

1. Verbal communication: face-to-face interaction using words.
2. Non-verbal communication: facial expressions, gestures, postures, and appearance.
3. Visual communication: signs, maps, drawings, colour, and graphic design.

Communication skills involve listening, speaking, observing, and empathizing. Understanding different communication methods, including face-to-face interactions, phone conversations, and digital communications, is crucial (Source: in.indeed.com).

Activity: Blind Mapping

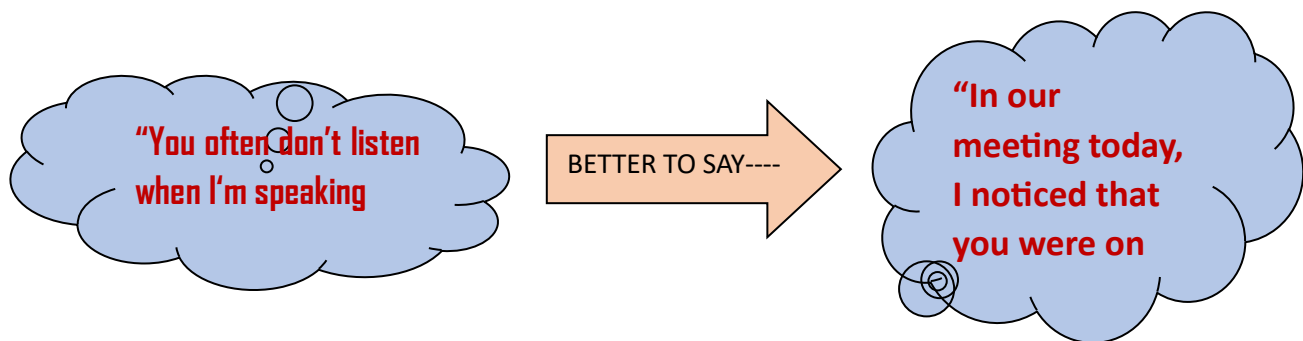
Tools: Pencil, Paper

Time Limit: 1 minute for speaker, 2 minutes for listener

1. Divide the group into pairs, with one person as the speaker and the other as the listener.

2. Give the speaker a map of a conference hall under construction.
3. The speaker must describe the map to the listener using gestures, without speaking.
4. The listener draws what the speaker describes.
5. Compare the listener's drawing to the original map.

This activity highlights the importance of two-way communication and what happens when communication breaks down.



Non-Violent Communication (NVC)

NVC helps people connect with themselves and others through empathy, using a four-stage process of observation, identifying feelings, identifying needs, and making requests. A study conducted with healthcare workers found that NVC training effectively fostered emotional and interpersonal skills, preventing empathic distress and interpersonal conflict (Wacker & Dziobek, 2018). (Reference: <https://positivepsychology.com/non-violent-communication/>)

STRATEGIC CHAMPION WITH WELL THOUGHT-OUT ACTIONS

Strategic skill involves looking forward, building a picture of the future, and facing challenges with courage and confidence. It requires creating new mental models, well-thought-out plans, and specific actions to reach set goals. Planning skills contribute to productivity, accuracy, and effectiveness in the workplace.

Key Elements

- Analytical and self-improvement approach

Activity: Self-Introspective Questionnaire

1. Divide members into two or three teams.
2. Provide a self-introspective questionnaire for them to solve.

3. Identify strategies, methods, and skills that worked and those that didn't.
4. Determine the reasons for success or failure.
5. Discuss ways to improve.

Strategic skills involve translating strategy into action, focusing on long-term growth, and creating new transformations.

Decision-Making

Decision-making involves making choices by identifying a decision, gathering information, assessing resolutions, and applying educational principles and practical knowledge.

Activity: Problem of Drop-Out Students

1. Make 3 to 4 groups and ask them to think about the problem of drop-out students.
2. Encourage free thinking about changes or decisions to reduce drop-outs.
3. Provide individual worksheets to address the problem.
4. Focus on major factors, causes, and obstacles concerning drop-outs.
5. Consider all possible options and select the best alternative with logical reasoning.

INNOVATIVE AND CREATIVE WITH MOTIVATIONAL SPIRIT



Creative visionaries have big ideas and can motivate their teams to turn these ideas into reality. They think analytically, learn actively, and have a problem-solving mindset with a can-do attitude. Strategy motivates innovation and participation, producing valued results, profit, and long-term sustainability.

People are most creative when motivated by the interest, enjoyment, satisfaction, and challenge of the work itself.

Case Study: GGSSS Noona Majra, Bahadurgarh, District Jhajjar

- This government school competes with private schools.
- Parents rush to get their children admitted.
- Girls prefer this school despite coming from distant villages.
- Girls from 22 villages study here, outside Bahadurgarh.

This structured and corrected text provides a clear and organized approach to understanding time management, analytical and problem-solving skills, conflict resolution, communication skills, strategic planning, and innovative thinking.

VISIT OF HON'ABLE DC JHAJJAR, CAPTAIN SHAKTI SINGHJI

Shri Rajvirji, Principal of GGSSS, Noona Majra, Bahadurgarh, joined the school in the 2015-16 academic year. He took the initiative and risk to start an English Medium curriculum from classes 1st to 12th for girls. He negotiated with his staff, students, parents, and villagers, gaining their consent to launch this new program from class 1st. Despite the challenges, his strong willpower and passionate efforts helped build a team that turned this dream into reality. Gradually but consistently, all necessary resources were made available, including the installation of cameras for safety, digital boards, well-equipped labs, a wide range of books and reference materials in the library, transport facilities, lively wall paintings, sanitized toilets, first aid facilities, and, most importantly, a very cordial environment enhancing joyful learning.

The results of these efforts were remarkable. Last year, seven students from class 10th achieved 500 marks out of 500, and many students in class 12th scored above 90-97% in all streams. In the "Super Hundred" program, the girls also performed excellently. During unprecedented times, the Principal and the staff, with the help of NGOs, provided smartphones to economically weak girls to continue their studies. In sports, too, the girls excelled, playing at the national level in Karate and Athletics, and securing their place in Kabaddi at the national level.



This success is the result of unique thoughts, risk-taking strategies, strong willpower, decision-making abilities, problem-solving strategies, and excellent communication skills, which involved the community with a positive temperament. The Principal and the staff, with their vision, not only utilized existing resources to the optimum level but also expanded resources with the help of villagers, NGOs, and social organizations to meet the challenges and demands of the present time. The government itself has supported such organizational skills.

ETHICAL, MORAL & PROFESSIONAL

Ethics are typically defined as the rules or standards governing the conduct of a person or the members of a profession. Moral values make reaching our higher selves easier. Leadership should behave according to a set of principles and values recognized by the majority as a sound basis for the common good, understanding environmental and socio-cultural aspects. These include integrity, trust, honesty, fairness, transparency, selflessness, empathy, and self-respect. Always contribute to the betterment of others. Prefer actions that show consideration, caring, or kindness to others. DO NO HARM. Always avoid bullying behavior or shaming others for any reason. Simply saying 'THANK YOU' or 'COMPLIMENTING SOMEONE' can work wonders.



ETHICS TRAINING ACTIVITY

In this activity, employees have the opportunity to work through various ethical dilemmas and decide the best route to take. To reinforce the desired decision, a leader should discuss what the best route is.

SITUATION

A coworker is constantly late due to his home situation. Your considerate concern and cooperation are creating a problem among other staff members. How do you clarify your stance to them? What would you say?

You see a coworker harassing another employee or a supervisor harassing or bullying a subordinate. What do you do?

Activities Directions

Duration: 15 minutes for each situation

1. Employees are arranged in groups of four to six, ensuring random groupings so friends are not together.
2. From a set of cards explaining various ethical dilemmas (including the two situations mentioned, and potentially more), one is drawn and read aloud to all groups.

3. Each group then discusses the variables of the situation and the best way to handle it.
4. When all groups have reached a decision, a representative from each group explains their opinion.
5. The facilitator then manages a whole group discussion about the best decision, including the pros and cons of that and other decisions.

Ethics and moral values simply mean making things better and more productive.

(Source: [Edge Training Systems](<https://www.edgetrainingsystems.com>))

According to the Collins English Dictionary, the term “Soft-skills” is defined as “desirable qualities for certain forms of employment that do not depend on acquired knowledge; they include common sense, the ability to deal with people, and a positive flexible attitude.”

“To be a successful team leader, one has to stay back after the din and clutter of a working day to emerge better equipped and ready to face a new day.” — Dr. A.P.J. Abdul Kalam

According to research conducted at Harvard and Stanford Universities, only 15% of your career success is attributed to your hard skills, while the remaining 85% depends on soft skills. “Soft skills get little respect but will make or break your career.” — Peggy Klaus.

“Soft Skills” correlate with terms such as “Life-Skills,” “Emotional Intelligence Quotient,” “Social Skills,” and “Interpersonal Skills.” Soft Skills include clusters of personality traits, social graces, communication skills, attitudes, career attributes, emotional intelligence, initiative, self-direction, appreciation for diversity, and the ability to demonstrate a positive work ethic, enabling a person to navigate their environment, work well with others, perform well, and achieve their goals.

Recent scientific studies suggest that leadership is 30% genetic and 70% learned. These findings propose that leaders are made, not born. A person can be born with natural leadership abilities, and someone can learn how to be a great leader at work. Educational leadership has become a priority in education policy programs worldwide. It plays a crucial role in improving school outcomes by influencing teachers' potential, interest, and capabilities, as well as the school climate and environment. Effective educational leadership is vital to enhancing the efficiency and relevance of education.

- **TRUST YOURSELF**
- **KEEP SMILING**
- **ALWAYS LEARN NEW THINGS**
- **ACCEPT RESPONSIBILITIES**
- **PRIORITISE YOUR WORK**
- **LOOK AT PROBLEMS & CHALLENGES**
- **BE GRATEFUL ALWAYS**
- **SHARE & STAY TOGETHER**

It is important to discuss and interpret the benchmark for good leadership in schools and how it can drive lasting change. Understanding soft skills and their distinct roles makes school leaders unique and exemplary.

“Soft focus is an important skill that can affect us metaphorically. In other words, the way we see the future has everything to do with how well we can look up and see the expanded horizon before us.” — Peter Kline

Experts suggest that soft skills training should begin at the school level when a person is a student, enabling them to perform efficiently in their academic environment as well as in their future workplace.

REFERENCES:

www.indstate.edu

<https://teambuilding.com/blog/conflict-resolution>

SUGGESTED READING

<https://www.feedough.com/soft-skills>

<https://www.researchgate.net/publication/soft-skills>

<https://insightglobal.com/blog/hard-skills-vs-soft-skills>

<https://novoresume.com/career-blog-soft-skills>

<https://emeritus.org/in/learn/what-is-leadership>

<https://getsling.com/blog/leadership-activities>

<https://www.thebalancecareers.com/what-are-soft-skills-2060852>

<https://www.wikijob.co.uk/content/interview-advice/competencies/soft-skills>



Dr. Nirmal Gulia, a distinguished Subject Expert at DIET Machhrauli, Jhajjar, Haryana, has been a beacon of excellence and innovation in the field of education. Honored with the prestigious Rakesh Samriti Award by the Hon'able Education Minister Kanwerpal Gurjerji and Chairman of the Haryana Board of School recognized. Her commitment to "Education for Social Purpose" was recognized with an Honorary Doctorate from the World Human Rights Protection Commission. As a SAKSHAM Officer and Mentor Champion by the Saksham Haryana Cell, Dr. Gulia's dedication to educational excellence is unparalleled. Additionally, being named the Best Innovative Teacher by the Child & Women Welfare Minister, Smt. Kamlesh Dhanda, further underscores her commitment to transformative teaching practices and the holistic development of students. Dr. Gulia has also been bestowed with a very prestigious CORONA WARRIOR and AMONG MOST POWERFUL WOMEN HARYANA AWARD by Hon'able Ex .Chief Minister Sh. Bhupender Singh Hooda and Ex. MLA Sh. B.P. Batraji sponsored by very esteemed organisation Dainik Bhaskar with LPS BOSSARD.

