Personality development through self-concept is of significant importance for individual improvement of knowledge and skills while contributing to the growth and development of others in a holistic human resource environment. Improving human relations skills involves a combination of education, experience, and practical application. Everything we do creates our personality and strengthens our self-concept especially that of our professional roles. Strengthening our human relations skills involves developing our ability to interact effectively and harmoniously with others. Active listening with empathy, good communication skills, time and stress management, conflict resolution in cultural settings and continuous learning are all areas to develop and maintain good relations with others, especially in my role as manager and leader.

Actively listening to our subordinates without interrupting shows respect, understanding, and empathy for the speaker’s perspective. Placing ourselves in the situation of others to understand, the depths of our staff's feelings assists in building trust and open rapport. Being mindful of others has to be embedded deep into our personalities as an attribute which we seek to tap into naturally. Positive interactions with others attract the same height of interactions towards us as stated by Pulcini, B. (2017) “our lifestyle, attitude and values all have a significant impact on our behaviour, having positive interactions with people in society from work to social settings all contribute to the self-concept and boosting one's self-esteem. If the situation was reversed, we would have low self-esteem if we are constantly encountering bad interactions”. Showing empathy towards employees and their personal situations, such as asking how their family is doing or about their children and studies opens a portal of personal conversations that strengthen bonds in the workplace. It shows a caring side of those in authority that not every single aspect of a person’s life is about work, they are humans and should be respected as having emotions.

Developing clear, concise, effective, and assertive communication skills and being mindful of body language, tone, and non-verbal cues channels a signal to those around us. In coaching and training our understudies in the workplace, it is always advisable to employ the techniques they were accustomed to in school, in this way they learn faster. Teachers use key phases, language and tones in the classroom to engage their students thinking and engage their attention. By displaying this type of model behaviour, teachers try to mould young minds into successfully contributing to their community and society in general. Asking students questions opens their minds to think and become curious, engaged learners and sets the atmosphere that is necessary to create a positive learning environment. “Students learn directly from their teachers and also follow the examples their teachers set in the classroom. A calm teacher chooses their words when addressing the class with utmost care and attention so as to not cause emotional hurt to students. In instances where teachers address the class in an aggressive manner, their students would also develop the same type of communication skill. Most teachers who are educated in skilful, positive and effective communication styles foster an environment that is friendly enough for their students to learn the right way to communicate and change from the negative logic they may have developed along the way. Some teachers may also ask the views of their students while engaging in classroom discussions, as to what the students think is effective or ineffective communication styles. The feedback from these discussions would now assist the teachers in understanding their students at a personal level even better (Denton, P. 2013).

I am in the habit of learning techniques to manage conflicts constructively, aiming for win-win solutions rather than win-lose outcomes. I like to know each of my team members personally, Athanasou, J. A. (2012) “learning employees' personality and literacy levels assist in deciphering if they would be excellent critical thinkers, problem solvers and future leaders who would add significant value to the organization in the long term. This also allows employers to match their employees' strengths with the relevant task for effective execution, customer service and in the shortest timeframe possible contributing to the profits of the organization”. Knowing our employees gives us the advantage of having a level-headed crew who would be able to work through differences easily and quickly without dragging conflicts on and on in a petty manner.

Rewarding and recognizing staff efforts is crucial in maintaining harmony among everyone. I recognize everyone by calling their names individuals in meetings because I realize that people like to hear when their names are called and it motivates the underperformer to aim higher because they always want to hear their names called in meetings and training for greater achievements. This shows appreciation and the staff is aware that I notice them. III, E. E. L., & Lawler, E. E. (2003) “in contemporary organizations there is a fast-paced work environment, often enough employee efforts go unnoticed and unrecognized and this causes demotivation which ultimately affects production. Organizational leaders are recognizing that motivating their employees through recognition and rewards is a positive reinforcement to keep staff interested in their jobs. By recognizing staff efforts and rewarding them, employers are creating a win-win relationship because employees realize that their bosses care about them and they repay them by performing to the best of their abilities”.

The history of most interactions with employees in the organization has been one of a reserved fear of approaching and having discussions with senior officers and this creates a lose-win atmosphere. Lose-win relationship is demotivating, people accept that they are victims and they prefer not to fight because they prefer peacefulness in their everyday interactions. The consequences of this type of mindset are emotionally harmful to individuals because they are always sad and withdrawn from others, especially from the people who are hurting them. In order to change people's thinking from lose-win to win-win, they must be supported and motivated to get out of toxic environments or maintain a certain distance from harmful people. Individuals who are hurting must be counselled into thinking positive thoughts and developing a healthy self-concept because they may have been suffering from low self-esteem due to what other people think of them. Changing their self-concept into building good self-esteem can assist in leading a lot of people away from suicidal thoughts just by letting them know that they are not losers but winners (Covey, S. R. 2013). This type of interaction with staff makes them feel valued and I have gotten feedback from my staff that I have assisted them to achieve more in their career as well as become better individuals which filers into their personal lives.

Building trust and credibility by keeping our promises and demonstrating integrity where the consistency in our actions and words builds trust over time with those around us, both staff and clients. The concepts of honesty, integrity, justice, equality and respect are displayed by leaders in mentoring and coaching which set standards and provide guidance on the right and wrong for personal and organizational growth and development especially when leaders employ the right approach to each employee to reap greater results. Each individual is unique and this is why managers show interest in employees and take the opportunity to learn personality types to determine which approach is best suited for each person. Mentor and coach without discouraging the mentee, use tough love to give constructive criticism, and keep information about the mentee private and confidential by not disciplining the mistakes on a public forum. The leader should clarify their purpose by providing direct and honest feedback which would aid in the development of the mentee, explaining why improvement is necessary would assist in sharpening skills and fostering growth (Maxwell, J. C. 2003).

Flexibility and Adaptability to change and willingness to adapt to different situations and personalities. As technology enhances most organizations gunning for major profits always aim to provide their staff with the best ways to keep abreast with updated sale items, especially in the finance industry. I train my staff with the aim of understanding new products and services as well as having the ability to diagnose the issues that may arise to minimize turnaround times with clients. I devised strategies for department supervisors to address clients with high-risk issues while CSRs attend to low-level risk related matters to enhance service delivery and to ease the burden off of the shoulders of junior staff keeping in mind that they have to learn from their supervisors the techniques to address high-risk issues as a part of our department's leadership coaching sessions. Sometimes experimental ways assist in developing our department, Pulcini, B. (2017) “through cyclical learning processes, or from efforts of creating units specifically designed for experimentations of products and services, training modules designed especially for staff, people would discover entirely new ways of perceiving problems in a changing environment. Simple breakthroughs lead to major innovations, these new advancements become standard procedure and the cyclical learning process begins all over again, creating new ways to keep the cycle flowing.”

Successful organizations attain goals of ethical standards by setting priorities when it comes to their core values and living by these values. The burning issue is that not all organizational leaders live by their core values that they claim to religiously follow. Leaders enforce strict rules for junior staff to follow, stating that the guidelines are the core values of the organization and aligning oneself to the values of the organization creates prospects for self-development. While employees continuously work hard, follow the rules of the organization and strengthen the organization by making the right decisions and commitments, their managers get leeway to engage in personal luxuries, taking the credit for the organization's success. In this regard, although organizations set priorities and follow their core values, it is not certain that the managers and leaders don't use company assets as their own, there may be a few who sweep the ethical issue under the rug to cover up for bosses so unethical issues are unheard of on those companies. Maxwell, J. C. (2003).

I display a high level of respect for diversity and inclusion in all undertakings. I train my staff to value and respect individual differences in terms of race, gender, culture, religion, etc. Foster an inclusive environment because while it’s the polite and respectful thing to do it is also the legal thing to abide by. Staff who feel threatened and disrespected can involve such matters with industrial relations under employment law, in this way, it’s very crucial to recognize when employment law has to be brought into action to protect employee rights. Bennett-Alexander, D. D., & Hartman, L. P. (2014) “employment law covers a wide area and encompasses worker's compensation, employment discrimination, labour relations, family and medical leave, immigration, employee benefits, social security, wrongful termination, occupational safety and health and minimum wage. Employees have to keep in mind their rights regarding their characteristics and how they can bring employment law into action to protect themselves from falling prey to ill-treatment within the organization. Cultural competence in the workplace is respectful in our diverse cultural society”. I am fully aware of industrial relations guidelines and inform those around me to also be aware of their rights, in this way I want the staff to know that their rights matter as well as understand that not each little fracture in their feeling has to be a legal battle.

Learning about different cultures and customs, and being sensitive to cultural differences is mandatory in our multicultural society. Adler, R. B., & Rodman, G. (2006) “every organization has its own unique culture and this is incorporated in the way they communicate. Someone who is not accustomed to the culture of an organization may be new or they may have had different childhood foundations in communication styles and develop a resistance to accepting something that they may deem improper. Resistance to accept workplace culture creates noise for people who are not willing to conform just in order to communicate effectively in the work environment". Respecting cultural differences is the ethical thing to do, especially since a lack of workplace ethics can be considered discrimination, Copp, D. (Ed.). (2007) “morals, philosophy, responsibility, intention and duty are aspects of deontology which assist in fulfilling moral and ethical obligations to others. In deontology ethics, people have a duty to respect other people's rights and treat them with respect and dignity because they are human beings and should be treated with such respect”. Employees who know that their leader respects their cultural differences are loyal and portray the same level of respect to others even though they may not have started that way.

With most jobs stress management and time management are easier said than done. Since I have been in the finance industry for nineteen years I have had first-hand experience with how stress can affect individuals at work especially because time management is not done properly. I developed techniques to handle stress because it affected my interactions with others, especially my family. I practice mindfulness, meditation, or other stress-reducing activities. Much respect was not shown towards me when I joined the organization because maybe at that time people were not trained to be mindful enough towards others due to limiting emphasis placed on healthy workplace relationships. Most people came to the office with their home behaviour which showed little grooming for a white colour job. As workplace training and coaching became a requirement in growing industries it was necessary to have human relations skills at the office because a new generation started work, the generation who showed little respect for rude authority. The age of the millennials who started working was in full force. When I became part of the supervisory team I showed immense respect for others' time and that assisted me in managing my own time effectively. I am always punctual because punctuality and timely responses show consideration and in turn, staff would begin to follow the same pattern of actions. My aim as a leader is to have a zero ignorance approach to life and everything in general as well as pulling those around me into enlightenment, Cook, M., & Poole, L. (2011) “leaders must always remember that ignorance is a curable condition for employees as well as coaches and mentors. However, initiating a cure that is effective enough to change narrow thinking to a critical and outside-of-the-box mental approach is a powerful ingredient in leadership, if a person can manage to do this then ignorance can be on its way to being cured”. Enlightening employees on better workplace practices saves time in the long run because the team functions efficiently to assist each other to complete duties on time to leave the office at the end of the day.

Teamwork and collaboration are necessary to work effectively in a team, recognizing and appreciating the strengths and contributions of each member. Everyone must be able to communicate openly on my team because it lessens daily stress in the workplace and prevents lingering conflicts. Each member of staff is tasked with the duty and opportunity of getting to know their colleagues' personalities to foster openness and remove petty ways to develop maturity in team members, Wood, J. T. (2016) "open-mindedness and integrity are often crucial factors in group communication, maintaining objectivity at all times is of utmost importance. Both verbal and non-verbal communication have to show transparency when attending to delicate matters”. I absolutely love this type of working atmosphere I have encouraged, I can see that it is assisting in motivating each member to be better individuals not only at work but at home as well. I want my understudies to carry this type of attitude with them forever while they grow ultimately changing mindsets one team at a time in the future. Biehl, B., & Swets, P. (2007) “teamwork is an essential element in motivating employees. Protégés often pattern the teachings and behaviours of their mentor. They attempt to take away the level of team interaction a leader has with their team because it is often the same leadership qualities they want to exhibit when they demonstrate leadership qualities to their own team. Human Resource Managers motivate employees through teamwork in an attempt to effectively and efficiently coach employees on how to manage and lead their own team”.

Maintaining a positive outlook even in challenging situations. Positivity can be contagious and foster a better atmosphere for all. Keeping calm in difficult situations with both colleagues and clients can be challenging at times but necessary. I have a knack for dealing with problematic situations which I have skilfully developed over the years in customer services. My skill is to maintain a positive attitude at all times. It is always the right thing to do and it encourages others to display the same outlook on life, Chan, L. M., & Wahat, N. W. A. (2018) “managers and supervisors who display positive disposition, attitudes and outlook in their intentions to engage in ethically right decision as well as those with positive moral belief, values and etiquette regarding their intentions to act ethically are more likely to increase their positive behaviour to behave ethically in the workplace. Persons who display these attributes become great leaders in their environment, fostering positive growth through the ethical decision-making process, they set an example for their subordinates to follow”.

Looking out for the health and safety of employees is quite important they become each other's keepers and know the comfort of safety. “Human resource managers are quiet leaders who devise methods and creative ways to make the world a better place by leading behind the scenes tenaciously, prudently, shrewdly and patiently, mentoring and coaching their employees with close observation, assistance and guidance where necessary, they do not require fame for their knowledge. Human resource personnel select and recruit the right people for the job at hand and look after employees' safety while on the job. Under the Occupational Safety and Health Act of 1970, employers are responsible for all employees and their safety, in the event that the employee is harmed in any way while on the job, Human resources have to get involved to look after the well-being of the employee and any compensation paid to the employee” (Jr, J. L. B. 2002).

I foster an atmosphere where we avoid head-on conflicts but employ constructive conversations. We have to know when to address issues directly and constructively, rather than avoiding them and allowing them to fester. Employees would begin to think that they can easily escape by constantly bending rules. I want my staff to know and understand that they have to choose to do the right thing always, Lefkowitz, J. (2003) “ethical egoism is an individual's personal motivation to do the correct thing in their actions to achieve personal goals resulting in self-fulfilment. Egoism contributes to self-actualization because when an individual is motivated by their personal goals it usually takes into account their growth and development towards self-actualization. Even though an individual of motivated by egoism it does not mean that they are egotistic in nature, they do consider the views of others such as family and friends”. Being open and honest when addressing staff-related issues assists in building their own character as trustworthy individuals and maintaining this characteristic.

All employees love feedback and appreciation. I provide constructive feedback and acknowledge others' contributions in departmental meetings. Regularly expressing appreciation can boost morale and staff would not feel like performance appraisals are an attack on them all the time. I am always constructive at performance reviews because I love and care for the wellbeing of my understudies and I want to see them grow with me.

Self-discipline is developed by the actions of an individual from past experiences and what they have learned over the years. To improve character and achieve success people should aim to discipline themselves in time management, energy, goals and moods. Controlling time is not controlling how much time they have but how well they use the time they have to be productive. Aiming to use one's energy on their strengths brings success because people can control the amount of energy they spend on tasks by prioritising. It is impossible for one person to do everything, but setting goals assists in performing important things first. Emotions and moods play a huge part in an individual self-discipline, in that a person must control their emotions before it control them, maintaining a sense of calmness always brings success. The concepts of honesty, integrity, justice, equality and respect are displayed by leaders in mentoring and coaching which set standards and provide guidance on the right and wrong for personal and organizational growth and development especially when leaders employ the right approach to each employee to reap greater results. Each individual is unique and this is why managers show interest in employees and take the opportunity to learn personality types to determine which approach is best suited for each person. Mentor and coach without discouraging the mentee, use tough love to give constructive criticism, and keep information about the mentee private and confidential by not disciplining the mistakes on a public forum. The leader should clarify their purpose by providing direct and honest feedback, which would aid in the development of the mentee, explaining why improvement is necessary would assist in sharpening skills and foster growth (Maxwell, J. C. 2003).

Continuously learning and growing individuals in our field and even beyond strengthens us and makes us more marketable in the organization and to other firms as well. Maintaining curiosity and remaining open to learning about new cultures, technologies, and interpersonal dynamics is always an attractive element in employees. It makes hiring someone much easier because they have a sophisticated discipline of education which adds to their maturity and personality in general. McClure, R. (2018) “in modern societies organizations shape values, set leadership roles, motivate employees to excel and also change and fulfil work-related and personal goals. In our local culture organizations are now embarking on such endeavours in order to enhance productivity and profits in a third world economy”. Improving human relations skills is an ongoing process. Regular self-reflection and practice are key to becoming more effective in our interactions with others. Networking and relationship building assist in making a footprint for ourselves by getting of personality known and recognized where is easier and comfortable to interact with others. Cultivating professional relationships both inside and outside our organization can open up new opportunities and perspectives for assistance and growth both in our careers and personal lives.

Being self-awareness by understanding our own emotions, triggers, and communication style. Self-awareness helps in better managing interactions. Larson, G. S., & Gill, R. (2017) "employees in an organization align themselves to rules and guidelines of the organization thus forming an identity for themselves based on these set of standards. Further to this their self-concept is developed in such a manner to place them at heightened awareness of who they are and what they really stand for both in and out of the office. Organizational identity is a constant forming, repairing, maintaining, strengthening and revising of knowledge, leadership skills and critical thinking approaches employed to reinforce an employee's status within the organization". Thus we constantly ensure that our core values are in line with the organization's core values because we have become so engrossed in our jobs that we live life according to the rules of our employer. We continue on this path and teach others to develop the same set of core values for upward mobility in the organization. The positive outlook on this is becoming discipline and the drawback is that organizations all over the world expect employees to become this way to control them in line with the organization’s rules thus creating robots. Going forward I am more conscious of my thoughts, according to Haanel, C.F. (2011) “ knowledge gaining and consequent power is what determines growth and evolution. The recognition and demonstration of knowledge is what constitutes power, and this power is spiritual power, and this spiritual power is the power which lies at the heart of all things; it is the soul of the universe. This knowledge is the result of man’s ability to think; thought is therefore the germ of man’s conscious evolution. When man ceases to advance in his thoughts and ideals, his forces immediately begin to disintegrate and his countenance gradually registers these changing conditions."

I have had a long time to perfect my human relations skills, and I have learned that everything in life interplays. Whatever we learn while growing up in society, what we learn at home, school, peers and the workplace shape the individual we become and our personality. All these learned values solidifies building us stronger in our self-belief we begin to operate this way at home, in the workplace and in social settings. A well-developed self-concept that shines through our personality is an attractive trait because we are able to communicate better, work in a team and lead effectively, resolve conflicts, and become confident in networking, employees trust us that we would appreciate their efforts because we are mature enough to recognize the hard work everyone is able to push with me being their direct leader. There is so much that I can share about human relations skills but to me, it is my personality. Making a good leader is pulling our core values out of our self-concept and with it comes naturally all the skills for life especially those of human relations. Being an amazing leader is something we can naturally tap into and it shines when we interact with others.

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