

MODULE 2

Class Title: Thinking Win - Win

Aim of Lesson: To understand the importance of having the right attitude

Category: Personal Development

Lesson Format: PowerPoint presentation and discussion

(Greeting to students) *AssalamalaikumwaRahmatullahiwaBarakatuh*

(*Taooz*) *Aoodhubillahi min AsShaytanirRajeem*

(*Tasmiyah*) *BismillahirRahmanirRaheem*

(*Du'a*) *Rabbishrahlisadriwayassirliamriwahluluqdatummillisaniyafqahuqawli*(Surah At Ta-Ha 20: Verse 25-28)

(Slides 1 - 3)

Can anyone tell me what win-win means? What does it mean?

Student: both sides win.

Teacher: Yes, the thing is that thinking win-win is actually an attitude a person has. Right?

It means that I can win as well as you; both of us can win. That's the attitude that we have been talking about; thinking win- win.

You don't think: neither me nor you. You don't think: it's either me or you. It's both of us together.

(Slides 4 – 5)

The problem is that we have a very tough competition in this world; cut throat competition. One wonders that if I want to win and want others to win as well, then how will I survive in this world? Thus, there is so much competition. After all there is only one person who can come first in class right? That's how life really is.

There are certain areas in life, for example your education or business, where scoring a 95 percent is everything. Right? Getting an A or B grade, staying ahead of others is everything. But even in that I feel there has to be some kind of limitation. You can't have cut throat competition for your studies as well. To a certain extent, healthy competition is a good idea but sometimes we go overboard.

I am going to discuss this in detail today.

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All these are merely situations; we are talking about our job, our career, our schooling, college. Right? But there are certain aspects of our lives where competition is really not required. What is that aspect of life? Can anyone tell me? When do you not need a competitive spirit? When does competition actually back fire? What's that aspect of life?

As far as good deeds are concerned, you must compete, you must beat others; you must say that I am going to do more deeds without boasting about it. It should be with you only; but you must try to be better than people around you, in religion¹.

There is competition, which is considered healthy, in religion. But there is one area of life where we do not require competition. What is that area?

That area is our relationships with people around us.

Have you ever heard somebody ask, 'who is willing to give in, in your relationship, you or your friend?' Have you ever heard anyone saying that? Our relationship with people around us: with our friends, parents, teachers, colleagues, our cousins, aunts and uncles. That's an area where we don't require cut throat competition. Unfortunately, we become so competitive at school that we feel that this is the only way of survival. It is a very serious issue especially with school going children.

(Slide 7)

There are basically four ways of dealing with people around us. What are these four ways?

1. a win-lose situation relationship,
2. a lose - win relationship,
3. a lose- lose relationship
4. A win-win relationship.

These are the four types of relationships that you can have with a person. It could be your friend, your sibling, anyone. We are going to go into detail and I want all of you to assess yourself and see where you find yourself. What kind of relationships do you usually have with people around you?

¹ For each [religious following] is a direction toward which it faces. So race to [all that is] good. Wherever you may be, Allah will bring you forth [for judgment] all together. Indeed, Allah is over all things competent. (Surah Al Baqarah 2: Verse148)

(Slides 8 – 11)

Let's begin with win-lose relationships. What is a win-lose relationship? Who is going to tell me? What is a win-lose relationship according to you?

I win and you lose; that's called a win-lose situation

Let me give you an example. Let's say you and your friend, the two of you, are competing as two candidates for the election for head girl, at school. In order for you to win, she has to be a little less favored by the teacher. In order to achieve that, you put her down in front of the teacher by telling the teacher that she backbites about her. That's a win-lose situation. What do you think?

If you go and tell your teacher that she is excellent at everything but she says bad things behind her back, what do you think teacher is going to do?

She will choose you. Yes, so you win and she loses. Right? So this is an example of a win - lose situation; you basically make sure that the person you're competing with is out of your way. You do something unethical in order to make her less favored than yourself. So, that you're chosen.

That's just a small example that I have given you. Win-lose says that the pie of success is only so big, so if the other person gets a big piece, then there is less for me; that's the attitude. That's the mentality of a person who thinks win-lose.

I want you to keep assessing yourself; do you fall in this category? I will make sure that I get my slice first and a bigger piece than yours. For any kind of a relationship, if that's the thinking that you have, you fall in the category of people who believe in win-lose. You basically see life as a competition. You really don't care how good you are, as long as the other is not higher than you; other things like relationships, friendships, loyalty and all such things are secondary in your life.

What is the most important thing for such people?

“Being higher/better” than other people; it is the comparison that actually makes you so proud of yourself. You really don't care how big or small you are; it doesn't matter how “good” or bad you are....as long as you are “better/above” people around you. The pleasure of being “above” the rest; you just get this kick out of being above the rest of the girls, or colleagues or siblings or whatever. So if being above others, being better than others, actually gives you a kick; if you really don't care what marks you get, as long as you beat a friend. As long as you are getting the highest marks in the class, even if you get a B grade.

Does it ever happen to you that you come home and tell your mom, “Mom, I actually got a “B” but I am happy about it!” Your mom asks why are you satisfied with getting a “B”, to which you say: “Well, I beat the others, and I got the highest marks.” If you have that attitude you pretty much fall into the category of win-lose.

If the test was tough and your teacher says that the B that you got is good, that's fine. But if your teacher is not happy with your result, it really doesn't matter what the rest of them have done. There are times when your teacher will say that all of you did terribly and she is not happy; then you don't need to be happy just because you got a B and it was the highest. Your teacher sets the right criteria; your mother sometimes is not aware of the facts, but your teacher is the right person. A lot of times it does happen that mothers just don't know how tough the paper was, but your teacher says that you have done well, and your grade is a B minus; that's fine.

If your teacher says that you haven't done well, you were capable of doing a lot better than you have, you must take the words of your teacher seriously. Then there is no reason for you to paint the whole town red just because you have the highest. That's the point that I am trying to make.

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What are the signs of win-lose?

- The first sign is using others emotionally and physically for your own selfish reasons; using others is a sign of win-lose situation. For example, you are trying to be extra nice to this very bright girl in the class. Why? Because the exams are right round the corner and you know that you going to take advantage of her notes, take help from her. But the moment your exam papers finish, you dump her and go back to your exciting friends. That's a win-lose situation; you take advantage of people because you want to win, not because you want to be friends with them. Your intentions tell you that you have the win – lose mentality.
- Trying to get ahead at the expense of another person. For example, complaining to your teacher about the extra marks she has given to another person. Claiming that it's not fair to the other students. Actually it's a vested interest; you want her marks to go down, so yours are the highest. That's the intention that you have and you're claiming to be very just and fair; that's a win-lose situation. Your intentions are not really just and fair.
- Spreading rumors about someone else. Let's say there is a new girl in class, without actually getting to know her, you get to hear some kind of strange rumor about her. If she makes you uncomfortable, because she is very bright and is about to become as popular as you are. You want to win, but you want to win in the wrong way; you always insist on getting your way without concerning yourself with the feelings of others. For example, your parents don't want you to go to a particular party and you insist. They are not comfortable about it and you keep insisting; you keep claiming that they don't care about you. Whereas, reality is the other way around; you are not caring about their feelings. That's a win-lose situation; you want them to lose and you want to win and that's the reason you are insisting.

- Becoming jealous when something good happens to someone close to you. Your parents start talking about any of your siblings; they say, “*Mashallah* she never lies.” All of a sudden you intervene and you say, “Hold on, hold on. Two weeks back she lied to you mom. This is what she said. She actually lied to you.” That’s a win-lose situation. Why? Because you want your parents to be proud of you, rather than praise your sibling. That’s a win-lose situation.

What is your intention? Why would you wait for two weeks? Why for that particular moment when your parents are praising her. If you are so concerned about your sister or brother who actually lied and it wasn’t really bothering you, but all of a sudden if it does, then you need to question your motive. You probably became insecure and thought, “Hey, this is not right,” then you’re talking negatively about that child, mainly because you want to be the favorite. That intention again creates a win-lose situation; a win-lose mentality is based in your intentions. Yes, a question over there?

Student: what if we feel guilty and disclose things about our siblings to our parents?

Teacher: if you feel guilty, why at that particular moment? Why do you wake up all of a sudden?

What is your intention? Only Allah (swt) knows your intention and if your intention is to pull her down in front of your parents because there is slight bit of jealousy; if you couldn’t bear the fact that your parents were praising your sister or brother then there is something wrong.

Apparently two people can be doing the same thing but because of their intentions one can be committing a sin and the other one is fine. You could be sincerely concerned about your sister and you forgot about it earlier. Maybe you genuinely remembered it when your parents started talking about it; I could give you the benefit of the doubt, but it’s between you and Allah (swt).

You might hide your intentions from me, from your parents, your siblings, but Allah (swt) knows what your intention is. If there was the slightest bit of jealousy in your act, there you go, you committed a sin.

There are lots of times when you commit a sin and you don’t realize it. So what are you supposed to do? Whose fault is it? Can you justify your act by saying that I didn’t realize that I was committing a sin. No. you still need to do *tawbah* when you realize it. Not knowing is no justification. You have to be ashamed about what you have done because it’s a sin and you must ask Allah (swt) for forgiveness.

See, the point that I am trying to make, is that you have a very good observation here. But you need to understand that if you are so concerned about your sister, you must not sit on it. You must rectify the problem immediately when she hides something, if you are really concerned about her.

When your parents start praising her then you feel threatened. Your telling your parents at that time shows that it's not out of concern for your sister; it's because you are threatened, you feel jealous. That's the wrong approach; that's the win-lose mentality. If you are really concerned about your sister, you will go immediately and tell your parents when she does something wrong.

Not sharing things. Let's say your classmate is not feeling well and she is a very bright student. She missed a couple of classes and she comes and asks if she can borrow your notes. Either she or you are going to come first in class, so you make an excuse that you have already given your books to somebody else and you still have to do some work. You are just making excuses because you don't want her to get better marks than you; that's a win-lose situation. You're hitting below the belt; what you're doing is not courteous.

Hiding the truth. Your friend says, have you started preparing for the test and you tell her that you haven't, even though you are studying day and night. First of all, you have lied, that's a sin. Secondly, you are showing the mentality of win-lose; just because you don't want her to wake up and start studying, you tell a lie. "Oh no, I am not studying. I am going to do it in the last week." That's a win-lose mentality.

(Slide 13)

Do you actually win in this way? You need to ask yourself how you feel after this; you will never feel good, because what you have done is not right.

Now the point is that even if you win the rat race that we compete in all the time, you will still remain a rat. It is a rat race; so many times when we compete with our siblings, or our friends, to be more popular, to be more liked by the people around us. To achieve that, when we have this mentality of win-lose, it is actually like a rat race and no matter what happens you still remain a rat.

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It is very important for all of us to understand that Allah (swt) has already decided our fate. ²

He has already decided that in this term she is going to come first, she is going to come second and she is going to come third. It's already been decided.

How I achieve my position, how I come first is up to me. Allah (swt) has left that to me. I am going to decide if I am going to do it in a nice manner, by sharing my things, being good to my friends; by not lying and not backbiting. Do I want to achieve this position? It has already been

² The Prophet (saws) said: "When the drop of (semen) remains in the womb for forty (days) or forty nights, the angel comes and says: "My Lord, will he be good or evil?" And both these things would be written. Then the angel says: "My Lord, would he be male or female?" And both these things are written. And his deeds and actions, his death, his livelihood; these are also recorded. Then his document of destiny is rolled and there is no addition to and subtraction from it. (Sahih Muslim Hadith 6392 Narrated by Hudhayfah ibn Usayd)

decided for me, no matter what I do. If I share my notes I am still going to come first because Allah (swt) has decided that. So, do I want to achieve first position while having a big heart for my friends and colleagues or while displeasing Allah (swt)? That's the choice that we have.

But this decision of Allah (swt) is based on how well He knows us. Sometimes parents can also tell things about future because they know their children very well. Imagine how well Allah (swt) knows us! So if I will pass or fail is based on how much I will study and Allah (swt) knows that beforehand based on which our destiny is already decided. So we can't say why I should study at all if Allah (swt) has already decided that I will fail.

(Slides 15 -16)

Let's look at the lose-win situation.

What is a lose-win situation? It is just the opposite of win-lose. Rather than getting into an argument, what do you say? You say, you win and I lose. Do you constantly find yourself in such a situation? "Oh! I am so stupid, you are so bright. What a good idea, how come I never come up with this?" If that's the attitude you have then it might seem that this lose-win attitude is harmless; but it is as dangerous as win-lose. Can anyone tell me why? Why is it as dangerous as win-lose?

Student: you have complexes

Teacher: you have serious complexes; it's a doormat syndrome. Do you know what a doormat syndrome is?

You have your way with me and wipe your feet on me because everyone does that. That's the attitude that you have and this is not something which is likeable, this is not recommended. It's not good because you are going to the other extreme. To set very low expectations you just compromise on everything. A classic example of a win-lose mentality is giving in to peer pressure.

For example, there is something that the rest of them want to do, but you know based on your principles, that what they're doing is wrong. But you say, "If all of you agree to do it, then I am with you." That's a classic example of lose-win situation. It's very dangerous because in lose-win situation, you hide your true feelings deep inside you; nobody knows you or about your true feelings. You have very positive feelings but you're just hiding them; they are good for nothing. Nobody is benefiting out of it; if you see people backbiting and you go and start laughing with them that is a lose-win situation. You know what they are doing is wrong, but you don't have the strength to stand up and say, "Hey! What you're doing is wrong." You just go with the flow; you never become leaders that way, you always remain the followers. You will always be the rat in that race. Lose-win is just fine if the issue is not that important.

For example, you and your sister were just fighting to sit on the window seat in the airplane; it's a very small thing. It's fine if you let go and allow her to sit. Another example is you going out for lunch; your friend wants to have burger and you want to have a pizza. You give in and go to have a burger because she would prefer that. It's absolutely fine to give in to small things; in fact it's a good thing if you give in to small things where there is conflict between you and your friend.

(Slide 17)

Let others win the small issues, but be sure that you take a stand on your principles when big things happen. You must be able to say, "No, I am sorry what you're saying is wrong." That's the ideal way.

(Slides 18 -19)

Let's see the third aspect: a **lose-lose** attitude

What is that? Can anyone tell me? What is lose-lose attitude?

If you are not winning you're really not bothered about it as long as the other person doesn't win, either. If I am going down then you are going down with me, because after all, misery enjoys company.

When you're going down, you make sure you take a lot of people along with you and you feel fine about it. You are not bothered if you are going down; let's see, if your grades are going down you're fine about it. You are not comparing yourself with your potential. You are comparing yourself with people around you and you really want them to do badly in their studies as well.

A great example of lose-lose situation is what? Wars for power and worldly gains.

People die, there's destruction on both sides. That's a classic example of a lose-lose situation. Revenge is also a very good example of lose-lose situation. Why is revenge is a very good example of lose-lose situation?

Student: because when you suffer, you want others to suffer too

Teacher: when do you want revenge?

When you want to get even with somebody? You got what you wanted but you are actually damaging yourself, because when you take revenge, you usually stoop down to things that are not courteous. Right? So it is a lose-lose situation.

A lose-lose situation actually occurs when there is some kind of hatred involved; it usually occurs with people who are very close to you. You don't get into this lose-lose situation with people that are not very close to you.

The mentality is that, I don't care what happens to me as long as she is grounded. That's the mentality that you have. If I am not allowed to go out I will make sure she doesn't get permission either; that's the lose-lose mentality.

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Lose-lose mentality actually is a downward spiral for both the parties. It's always a downward spiral.

(Slides 21 - 23)

Coming to the fourth thing; that's a win-win attitude. What is a win-win attitude?

I want to win and I want you to win; that's a win-win.

You focus more on yourself as far as your growth is concerned. You are not comparing with people around you, but you wish well for them; that's a win-win attitude. The belief is that everyone can actually win. It's both nice and tough at once. There is competition, but very healthy competition without causing any kind of harm to another person; one wishes the best for the other person. It's like I won't step on your toes as long as you don't step on mine.

You care about others but you also care about yourself. One believes that there is plenty of success to go around, that's a win-win attitude. It is neither you nor me, it's both of us. There is more than enough food to feed everyone, it doesn't matter if the platter is big enough; you can eat and I can too. What we are talking about is having this understanding, this all- you- can- eat mentality.

Wanting another person to win along with you actually fills you with good feelings. There isn't any negative feeling involved in a win-win situation.

For example, you win an art competition. When you win an art competition rather than taking all the credit for it, what you can do? Share the praise with all the people who helped you. For example your friend or your sibling for giving you the idea, your mom for doing something, your neighbor for doing another thing; whoever was involved in it. You are going to praise everyone, and share the credit; share the praise that you get.

Let's say you been elected as monitor for the class, what kind of an attitude are you going to have, when you have win-win mentality? You're the monitor, how would you treat your friends? You are going to treat them the same. Well as far as your friendship is concerned, your best

friend remains, but when it comes to the principles, rules and your responsibility, then you have to take a stand.

What is the focal point of the people who have got a win-win attitude or mentality? Yes, you at the back?

Student: their principles.

Teacher: Yes, their principles and whatever is allowed by their principles is fine with them. But if anything goes against their principles, they take a stand.

Your best friend, for example, she just got into a team that you were trying for, what is the general attitude that we have? “Oh God! She got into it and I didn’t.” That’s a very normal reaction that comes in such a situation. But if you have a win-win attitude, you’re going to say, “Congratulations! I am really happy for you; you made it. Well I couldn’t, hard luck. Next time may be.” That’s a win-win attitude.

You want to go bowling, for example, and your friend wants to go and have a burger; a person who has got a win-win attitude will say, “let’s go to a place where you can bowl and I can eat,” that’s win-win.

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Now the question is how to think win-win? What are the things that will help us in having a win-win attitude?

(Slide 25)

The first thing is, you need to get rid of all of your insecurities; the one cause of not being able to have the win-win attitude is because of our own insecurities. That is a serious road block in becoming a win-win person. Insecure people get jealous very easily, so if you have any inkling of jealousy you can never have a win-win attitude.

For example, this new girl has just come to your class and all of a sudden everyone starts liking her. You ask your best friend how come she knows her. Your friend tells you that the new girl and she were together in school in UK. You ask if this girl would be hanging around with you two, to which your friend responds in the affirmative. You say, “Well, sorry it’s going to be either her or me?” Your friend chooses you.

What kind of attitude are you showing? Insecurity? You are insecure, right? It happens many times that we become so possessive about our friends that we don’t want an intruder... right?

(Slides 26 -29)

The second thing that will help you in becoming a win-win person is to avoid competition. Competition makes us strive to improve; there is no doubt about it. It teaches us to reach out and to stretch. Competition is a very good thing; the glory of the Olympics game is all about competition. That's a fact, but when it comes to relationships, competition can be a very negative thing.

Competition never ever works in relationships; this is something we need to understand. There is a very nice saying that, "the principle of competing against yourself, is about self improvement, about being better than you were the day before."

That's the whole idea. The competition should be against yourself, tell yourself: 'I need to become better than what I was yesterday.' But if you are constantly competing with other people and your whole life is based on getting ahead of others, you are going to fall flat on your face, especially in your relationships.

You just want to beat others and be the winner; if that's the mentality that you have then you are basing your life on competition. It might help you to be at the top in your class, to be the best in your career, but it is never going to help you in your relationships. The winning at any cost attitude or the fear of failure will not help a person to develop this win-win mentality.

The dark side of competition never leaves you with a good after taste. Even if you win, you will never feel good about it. If your friend is backbiting about the teacher and you tell her, deep down in your heart you can never feel good. You might justify it saying, "Well I was right." But no, you never feel good about it because Allah has decided something for you. You could have got it anyway, but you became insecure about it.

Not sharing school notes with others, pretending that you will study on last day. These are all the things that are done by people who are insecure and are always competing with others.

(Slides 30 - 31)

The third very important thing is that we need to stop comparing yourself with other people. If you are going to compare yourself with people around you, it's just bad news. Can anyone tell me why it is bad news? If you compare yourself people around you, why it is bad news?

Obviously, you never compare with people who are worse than you, you always compare with people who are better than you. It seems like that's a great thing because and it helps you to improve. But the point is that we all are on a different development timetable. Socially, mentally and physically, we have different timelines to achieve our goals. Some people grow very fast in a certain area of life, other people they take little more time; but when they grow they grow very fast. Comparing is not good!

Comparing is not always a good idea. We all bake differently and we don't have to open the door of the oven and see how the cake is rising as compared to the neighbors; but what do you think will happen, if you keep opening the door of the oven to compare your cake with the neighbor's cake? What's going to happen?

Student: the cake won't rise properly

Teacher: It wouldn't rise, right? Some of us are like the poplar tree: it grows like a tree when you plant the seeds. Some of us are like a bamboo trees. What happens with a bamboo tree? When you sow the seeds, the initial couple of years nothing happens and you feel that nothing is happening. Then the fourth year it shoots up and it shoots up taller than any other tree.

We all have our own pace; we have our own talents and capabilities, our own personality. No two people are the same. So why compare?

Life is a great obstacle course and each person has their own course; they are separated from each other's by tall walls. What good does it do if you climb your wall and see how well the neighbor is doing? It won't help you; you have got your own course to run, and she has her own. If you get security from the fact that your grades are better than your friends or you are more popular and you've got more friends, what do you think will happen when someone gets better grades than you and has more friends than you? What do you think is going to happen to you?

Teacher: Yes, you at the back?

Student: Jealousy

Teacher: Jealousy, complexes, right? For such people life is always a roller coaster; always up and down. Either you have this superiority complex or you have this sense of inferiority. Such people are called complexed people, because they keep comparing. They become very confident but as soon as they find somebody around them, who is better than them, they feel intimidated; they feel very uncomfortable and they want to get rid of that person. They want to run away somewhere.

The only good comparison is comparison with your own self. It is quite easy to feel inferior if we keep comparing ourselves with people around us, we are going to feel inferior because there will always be people better than us. Comparison with others is not good for your self esteem; it will never help in developing your self-esteem.

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You and I are not the best looking, right? We are not the richest, not the wisest, so what? What's the big deal? We have made it a big deal. There will always be people more good looking than

you, brighter than you, smarter than you, having more friends than you. We make our own lives miserable if we keep comparing ourselves with others. It's not a good thing.

(Slides 33 - 34)

What can we gain from win-win? What is the benefit for us in this win-win attitude?

1. you are big hearted
2. you help others to succeed
3. You are willing to share recognition.

The first good thing that is going to happen in your life is that you will be a magnet for friends. Won't you want a friend who is a well-wisher? Who really doesn't compete with you? When you do well, she is very happy for you; when you do badly she is there to support you. We love to have such people around us and this is the kind of a person that you are going to become, if you strive to become a win-win person. You will have a lot of friends around you; all of a sudden, not knowingly, you will become very popular.

(Slides 35 - 36)

There will still be people around you, who would want to have a win-lose relationship with you; No matter how nice you are to them. I am sure you must be having such people around you. They insist on having a win-lose relationship with you; they always want to win and want you to lose; now what do you do with them? Either you convince them and make a win-win relationship with them, or if you feel that you have tried repeatedly and it's not working, then you don't have to deal with them. You tell them that you're going to go your way and I go mine, we go separate in our ways.

For example, you and your friend are going out for dinner or lunch. She wants to have a burger and you want to have pizza and there is no way you can come to an understanding. You have tried everything, nothing is working, what do you do? You decide to get together some other day. I am not saying that you just dump such people, but give it a break if it's not working out. Give it a break; that's the attitude that we should have.

If there is something significant which is affecting your principles, then you take a stand and say, "Hey! Listen we are not on the same wave length so let's just give it a break, and we'll get together some other time." Let me just give you a better example. Let's say, your friend is insisting that you listen to music and based on your principles you know that this is not right, what would you do? You walk out and see; if it is not working out then just meet up some other day. That's the simple thing you can do.

(Slide 37)

To see what kind of a person you are, test yourself; are you a win-lose person, lose-win person, a lose-lose person, or a win-win person? Evaluate yourself, what frame of mind do you have? Are you positive about things around you or is your thinking clouded because of your negative feelings? If that's the case, then either you are in a win-lose situation or a lose-win situation. But if you are feeling confident, happy, light hearted and you're pleased with yourself; you don't have bad feelings for yourself that means you are a win-win person.

You are a win-win person and this will give you a lot of confidence *Insha'Allah*. You will have a lot of love coming from people around you, you'll enjoy great relationships with people around you and you'll radiate that warmth and sincerity to those around you *Insha'Allah*.

This was all about thinking win-win. Are there any questions or is everything clear to you?

(Du'a for end of a gathering) *SubhanaRabbikaRabbullzzati 'ammayasifunwasalamun 'alalmursaleen, walhamdulillahiRabbil 'alameen*

(Parting salutation to students) *AssalamalaikumwarahmatullahiwaBarakatuh*

Reference for teacher:

“The 7 habits of highly effective teens”, by Sean Covey, ISBN13: 9780671708634
ISBN10: 0671708635, Simon and Schuster Ltd