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BBA | Semester III | UK3VACMGT201

Skills for Managers

Course Code: UK3VACMGT201 • Module 1 Notes

Module 1: Personality Development and Success Architecture

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1. Concept, Foundations, and Determinants of Personality

Personality represents the dynamic and organized set of psychological traits, behavioral patterns, emotional responses, and cognitive styles that uniquely characterize an individual and determine their interaction with the social and professional environment. Derived etymologically from the Latin term *persona* (referring to the mask worn by actors in classical Greco-Roman theater to project specific roles), personality in modern behavioral science extends far beyond external superficial appearance. Gordon W. Allport formulated the foundational psychological definition, conceptualizing personality as "the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment."

The development of human personality is governed by an ongoing, interactive interplay between biological endowments and environmental experiences:

Biological and Hereditary Determinants

- **Genetic Inheritance:** Hereditary chromosomes transmit baseline temperamental predispositions, including baseline energy levels, sensory sensitivity, and neurochemical responsiveness. Twin studies demonstrate that approximately 40% to 50% of personality variance across populations is attributable to genetic heritage.
- **Neurobiological and Endocrine Architecture:** The balance of neurotransmitters (dopamine, serotonin, norepinephrine) and endocrine hormones (cortisol, adrenaline, testosterone) directly modulates mood stability, risk-taking propensity, stress tolerance, and emotional reactivity.
- **Physical Constitution and Somatotypes:** Physical health, stamina, sensory acuity, and outward vitality influence how an individual perceives themselves and how they are received by social groups.

Environmental and Cultural Determinants

- **Family Environment and Early Socialization:** Parenting styles, emotional security in early childhood, parental modeling, and birth order establish foundational attachment styles and behavioral norms.
- **Cultural Conditioning:** National culture shapes fundamental values, interpersonal etiquette, and cognitive worldviews. Individualistic cultures foster autonomy, personal ambition, and competitive assertiveness, whereas collectivistic cultures emphasize group harmony, filial respect, and consensus alignment.
- **Peer Groups and Socialization Institutions:** Educational institutions, peer circles, professional workplaces, and religious communities reinforce socially approved behaviors, reward ethical compliance, and sanction deviant actions.

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- **Situational Determinants:** Traumatic life events, severe professional crises, leadership opportunities, and sudden socioeconomic shifts can profoundly alter personal perspectives, resilience, and maturity.

2. Major Psychological Models of Personality

Organizational psychology utilizes standardized psychometric frameworks to analyze human personality and evaluate managerial aptitude:

The Big Five (Five-Factor) Model (OCEAN)

Formulated by Robert McCrae and Paul Costa, the Big Five framework represents the most scientifically validated taxonomy of personality traits across international cultures:

Personality Trait	High-Scorer Characteristics	Low-Scorer Characteristics	Managerial Performance Implications
Openness to Experience	Intellectually curious, creative, imaginative, adventurous, open to novel ideas.	Conventional, pragmatic, prefers established routines, skeptical of abstract theory.	High scorers excel in strategic innovation, organizational transformation, and change management.
Conscientiousness	Disciplined, organized, goal-oriented, reliable, meticulous, high impulse control.	Spontaneous, disorganized, procrastinating, easily distracted, casual about deadlines.	The strongest single predictor of overall job performance across all managerial roles and industries.
Extraversion	Outgoing, assertive, talkative, energized by social interaction, high sociability.	Reserved, introspective, prefers solitary work, drained by prolonged crowds.	High scorers thrive in public relations, sales leadership, external negotiations, and keynote speaking.
Agreeableness	Compassionate, cooperative, trusting, empathetic, seeks harmonious social consensus.	Competitive, skeptical, challenging, tough-minded, unconcerned with pleasing others.	High scorers excel in team mediation, customer care, and servant leadership; moderate scores aid hard negotiations.
Neuroticism (Emotional Stability)	Anxious, emotionally volatile, vulnerable to stress, prone to negative affectivity.	Calm, emotionally resilient, composed under pressure, self-assured.	Low neuroticism (high emotional stability) is vital for crisis management, executive composure, and high-stakes leadership.

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The Myers-Briggs Type Indicator (MBTI)

Rooted in Carl Jung's psychological types and developed by Katharine Briggs and Isabel Briggs Myers, the MBTI categorizes individuals across four cognitive preference dichotomies:

1. **Energy Orientation: Extraversion (E) vs. Introversion (I):** Focuses on whether an individual draws psychological energy from the external social world of people and activities (E) or from the internal reflective world of thoughts and ideas (I).
2. **Information Gathering: Sensing (S) vs. Intuition (N):** Distinguishes individuals who absorb tangible, empirical facts through the five physical senses (S) from those who perceive abstract patterns, future possibilities, and holistic meanings (N).
3. **Decision-Making: Thinking (T) vs. Feeling (F):** Evaluates whether decisions are made through objective logic, analytical principles, and detachment (T) or through personal values, human impact, and empathetic harmony (F).
4. **Lifestyle Orientation: Judging (J) vs. Perceiving (P):** Reflects whether a person prefers a structured, planned, orderly lifestyle with clear closures (J) or a flexible, spontaneous, open-ended approach adaptable to emerging options (P).

Combining these four dichotomies yields 16 distinct personality profiles (e.g., ENTJ: The Executive, INTJ: The Architect, ESFJ: The Provider) utilized in team building, leadership coaching, and interpersonal role alignment.

3. Executive Presence, Emotional Maturity, and the Johari Window

For managers, personality development translates into **Executive Presence**: the ability to project confidence, poise under pressure, authenticity, and leadership gravitas that inspire trust among subordinates, peers, and senior boards. Executive presence integrates three critical pillars: Gravitas (emotional stability, moral integrity, graceful decisiveness under crisis), Communication (compelling articulation, active listening, commanding body language), and Appearance (professional grooming, situational dress code alignment, and confident physical posture).

The Johari Window: A Model for Self-Awareness

Developed by Joseph Luft and Harry Ingham, the Johari Window provides a cognitive framework for evaluating and expanding self-awareness in managerial relationships:

Analytical Arena	Known to Self	Unknown to Self
Known to Others	**Open Arena (Public Self):** Behaviors, feelings, skills, and values known to both the individual and colleagues. Expanding this quadrant via honest dialogue enhances organizational trust.	**Blind Spot:** Mannerisms, biases, or communication flaws visible to colleagues but unperceived by the individual. Shrunk through soliciting constructive 360-degree feedback.

Analytical Arena	Known to Self	Unknown to Self
Unknown to Others	**Hidden Facade (Private Self):** Personal feelings, insecurities, or aspirations known to the individual but concealed from colleagues. Reduced through appropriate self-disclosure.	**Unknown Potential:** Latent talents, subconscious motivations, or unrecognized capabilities undiscovered by either self or others. Unlocked through novel challenges and coaching.

4. Psychological Hurdles in Achieving Success and Cognitive Reframing

Managerial careers are frequently derailed not by a lack of technical expertise, but by unaddressed psychological barriers that inhibit executive functioning:

- **Fear of Failure (Atychiphobia):** The paralyzing dread of making mistakes, leading to risk aversion, decision paralysis, and missed entrepreneurial opportunities. Managers overcome this through Carol Dweck's *Growth Mindset*, reframing failures as informative diagnostic feedback rather than permanent personal indictments.
- **Procrastination and Temporal Discounting:** The voluntary delay of important tasks despite anticipating negative consequences. Grounded in Temporal Motivation Theory, individuals prioritize immediate comfort over distant rewards. Mitigation strategies include breaking complex projects into bite-sized micro-tasks, utilizing the 2-Minute Rule, and instituting external accountability mechanisms.
- **Impostor Syndrome:** The chronic internal feeling of intellectual phoniness, where high-achieving professionals attribute their success to luck or deception and live in fear of being 'unmasked' (Clance and Imes). Overcoming impostor syndrome requires documenting factual metrics of achievement, normalizing self-doubt, and internalizing objective success.
- **Cognitive Distortions:** Irrational thought habits—such as catastrophizing, black-and-white thinking, and overgeneralization—that distort managerial judgment. Cognitive Behavioral Therapy (CBT) techniques enable managers to identify automatic negative thoughts, interrogate empirical evidence, and replace distortions with balanced rational assessments.

5. Success Architecture: Goal Setting and Systematic Habit Formation

Sustained managerial excellence is the direct product of disciplined goal-setting and automated behavioral habits:

The SMART Goal Framework

Effective goals transform vague ambitions into actionable operational blueprints through the SMART criteria:

- **Specific:** Unambiguously defined outcome answering who, what, where, and why (e.g., "Increase regional sales revenue for enterprise software" rather than "Do better in sales").

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- **Measurable:** Quantifiable key performance indicators (KPIs) enabling objective tracking of progress (e.g., "Achieve a 15% increase in annual recurring revenue").
- **Achievable:** Realistic and attainable given available capital, team bandwidth, and market conditions, avoiding demoralizing overreach.
- **Relevant:** Closely aligned with overarching corporate strategy, market demand, and core career milestones.
- **Time-Bound:** Anchored to a definitive completion deadline (e.g., "By the end of Q4 2026"), establishing urgency and eliminating drift.

The Four Laws of Habit Formation (James Clear)

In *Atomic Habits*, James Clear outlines the neurological feedback loop governing human behavior (Cue → Craving → Response → Reward). Managers engineer high-performance daily routines through four practical laws:

1. **Make It Obvious:** Design environmental cues that trigger positive managerial behaviors (e.g., keeping an executive planner open on the desk; scheduling calendar time-blocks for strategic reading).
2. **Make It Attractive:** Pair mandatory managerial tasks with enjoyable rituals (temptation bundling) to stimulate anticipatory dopamine releases.
3. **Make It Easy:** Slash friction by reducing the physical steps required to begin productive work (the 20-Second Rule; preparing meeting agendas the prior evening).
4. **Make It Satisfying:** Provide immediate positive reinforcement upon completion (e.g., visual habit trackers, crossing off milestones) to reinforce neural pathways for automated daily execution.

6. Psychoanalytic, Humanistic, and Trait Theories of Personality

To acquire deep executive self-awareness, managers study the seminal theoretical paradigms that shaped modern personality psychology:

Freud's Psychoanalytic Tripartite Model

Sigmund Freud conceptualized human psychic apparatus as a perpetual dynamic tension between three structural components:

- **The Id:** Operating entirely in the unconscious on the *Pleasure Principle*, seeking immediate gratification of primal biological drives, impulses, and instincts without moral constraint.
- **The Ego:** Operating primarily in the conscious and preconscious on the *Reality Principle*, mediating realistically between the unrealistic demands of the Id, the moralistic ideals of the Superego, and the constraints of the external physical world. Effective managers possess strong Ego strength, allowing them to balance urgent corporate pressures with ethical reality.
- **The Superego:** The internalized repository of societal, parental, and cultural moral standards operating on the *Morality Principle*, punishing the Ego with guilt when ethical boundaries are violated.

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Humanistic Psychology: Maslow and Rogers

Rejecting both psychoanalytic determinism and behavioral conditioning, humanistic psychologists emphasize human potential, free will, and the innate drive toward **Self-Actualization**. Abraham Maslow organized human motivations into a five-tier hierarchy (Physiological, Safety, Social Belonging, Esteem, and Self-Actualization), positing that higher-level managerial innovation and creative purpose emerge once baseline security and esteem needs are satisfied. Carl Rogers formulated the concept of the *Fully Functioning Person*, arguing that personal growth requires unconditional positive self-regard, authentic congruency between one's ideal self and real self, and open experiential awareness.

7. Behavioral Patterns: Type A, Type B, and Psychological Hardiness

Medical cardiologists Meyer Friedman and Ray Rosenman identified distinct behavioral patterns that strongly predict occupational stress, cardiovascular health, and executive burnout:

Behavioral Dimension	Type A Personality Profile	Type B Personality Profile
Time Urgency & Pace	Severe 'hurry sickness'; chronically impatient, obsessed with punctuality, walks and eats rapidly, multitasks constantly.	Relaxed, unhurried, patient; works steadily without panic, comfortable taking pauses without guilt.
Competitiveness & Ambition	Hyper-competitive; evaluates personal worth through quantifiable trophies, promotions, and status milestones.	Enjoys achievement and competence for its own intrinsic satisfaction; non-competitive in casual settings.
Hostility & Anger Proneness	Prone to free-floating hostility, irritation, and aggressive outbursts when facing minor delays or incompetence.	Calm, emotionally forgiving, slow to anger, responds to setbacks with constructive humor.
Health & Burnout Risk	Significantly higher risk of coronary heart disease, hypertension, insomnia, and executive burnout.	Lower incidence of stress-related physiological disorders; enjoys higher long-term emotional well-being.

The 3 Cs of Psychological Hardiness (Suzanne Kobasa)

Why do some executives thrive under intense corporate pressure while others collapse into clinical depression? Suzanne Kobasa's longitudinal research identified three core psychological dispositions termed **Hardiness**:

1. **Commitment:** A deep sense of purpose and curiosity about life, work, and relationships, preventing individuals from feeling alienated during organizational crises.
2. **Control:** An unshakeable belief that one has personal agency and influence over life outcomes (an Internal Locus of Control), rather than viewing oneself as a passive victim of external corporate fate.

3. **Challenge:** Viewing major life and career changes as stimulating opportunities for personal growth and learning, rather than as existential threats to security.

8. Root Cause Failure Diagnosis and Constructive Career Reframing

Every successful managerial trajectory traverses periods of acute professional failure—such as project cancellations, demotions, entrepreneurial bankruptcies, or executive dismissals. What separates visionary leaders from broken professionals is the capacity for rigorous failure post-mortems:

- **Ego Separation:** Decoupling personal identity from professional outcomes. A failed commercial venture does not define the entrepreneur as a failure; it signifies a flawed business hypothesis that was tested and disproven by the market.
- **Objective Attribution Audit:** Bernard Weiner's Attribution Theory warns managers against self-serving biases (attributing success entirely to internal genius while blaming failure on external villains). Visionary leaders impartially dissect internal strategic oversights, operational execution flaws, and external macroeconomic headwinds.
- **Post-Mortem Institutional Learning:** Transforming private career setbacks into organizational wisdom through documented retrospectives, refining future risk parameters, and emerging with tempered humility and renewed strategic focus.

9. Psychometric Instruments: DISC, 16PF, and the Dark Triad

Modern corporate human resources and leadership development programs deploy sophisticated psychometric profiling tools beyond the Big Five to evaluate managerial candidates, assemble complementary executive teams, and anticipate workplace behavioral frictions:

The DISC Behavioral Profiling Model (William Moulton Marston)

The DISC model categorizes behavioral tendencies across two environmental axes (Pace: Fast/Decisive vs. Deliberate/Reflective; Focus: Task-Oriented vs. People-Oriented):

- **Dominance (D - High Drive, High Task Focus):** Direct, decisive, competitive, results-oriented, risk-tolerant. Under stress, may become abrasive, impatient, and dismissive of personal feelings. Thrives in turnaround situations and rapid competitive expansions.
- **Influence (I - High Drive, High People Focus):** Inspiring, enthusiastic, communicative, persuasive, optimistic. Motivated by social recognition and collaborative brainstorming; struggles with detailed procedural paperwork and routine administrative follow-through.
- **Steadiness (S - Deliberate Pace, High People Focus):** Patient, calm, loyal, supportive, predictable, exceptional active listener. Values organizational harmony and stability; highly resistant to sudden, unannounced strategic pivots.
- **Conscientiousness (C - Deliberate Pace, High Task Focus):** Analytical, meticulous, systematic, quality-focused, skeptical. Demands verified empirical data and robust proof before committing; prone to perfectionism and analysis paralysis.

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The Dark Triad in Managerial Leadership

Organizational psychologists Paulhus and Williams identified a sub-clinical personality cluster termed the **Dark Triad**, which frequently surfaces in executive suites:

1. **Machiavellianism:** Characterized by cynical manipulation, strategic deception, emotional detachment, and an unshakeable belief that the ends justify the means.
2. **Sub-Clinical Narcissism:** Grandiosity, an insatiable craving for admiration, perceived entitlement, and an absolute lack of empathy for subordinates.
3. **Sub-Clinical Psychopathy:** Impulsive thrill-seeking, low empathy, remorseless manipulation, and low anxiety under threat.

While Dark Triad individuals often project superficial charm and rapid upward corporate mobility, their long-term presence erodes psychological safety, triggers toxic turnover, and fosters systemic corporate scandals.

10. Albert Bandura's Social Cognitive Theory and Self-Efficacy

Stanford psychologist Albert Bandura demonstrated that human achievement is driven by **Self-Efficacy**: an individual's belief in their capability to execute behaviors necessary to produce specific performance attainments. Bandura identified four primary psychological sources that build executive self-efficacy:

Source of Self-Efficacy	Psychological Mechanism	Managerial Development Application
1. Mastery Experiences	Direct personal success in overcoming challenging obstacles through sustained effort; the most powerful single source.	Assigning stretch assignments with progressive difficulty, allowing junior managers to accumulate verifiable wins.
2. Vicarious Experiences (Modeling)	Observing relatable, highly competent peers and mentors successfully navigate complex leadership dilemmas.	Executive mentorship programs and cross-functional shadowing of seasoned directors during high-stakes negotiations.
3. Social Persuasion	Credible, authentic encouragement from respected leadership authorities reassuring the individual of their capabilities.	Specific, positive executive coaching and validation from senior mentors focusing on demonstrated strengths.
4. Physiological and Emotional States	Interpreting somatic bodily cues (heart rate, adrenaline, sweating) as energizing excitement rather than paralyzing anxiety.	Cognitive reframing techniques and somatic regulation training (breath control, somatic awareness) before major keynote presentations.

11. Seminal Motivation Theories and Managerial Drive

Sustained career achievement requires understanding the psychological engines of human motivation. Organizational psychologists distinguish between content theories (identifying what drives human needs) and process theories (analyzing how cognitive choices operate):

Herzberg's Two-Factor (Motivation-Hygiene) Theory

Frederick Herzberg demonstrated that job satisfaction and job dissatisfaction are not polar opposites on a single continuum, but rather are governed by two entirely independent psychological dimensions:

- **Hygiene Factors (Extrinsic / Maintenance Factors):** Elements of the work environment including base salary, job security, company policies, physical working conditions, and supervisory relationships. Adequate hygiene factors prevent job dissatisfaction, but they possess zero intrinsic power to motivate superior performance or career excellence. When a company provides clean offices and fair base pay, employees feel pacified, not inspired.
- **Motivators (Intrinsic Factors):** Elements inherent in the work itself, including challenging achievement, meaningful responsibility, personal growth, professional recognition, and advancement opportunities. Motivators alone ignite proactive executive ambition, internal drive, and sustained high performance.

David McClelland's Acquired Needs Theory

McClelland established that individuals acquire three dominant psychological needs through life experiences and cultural socialization:

1. **Need for Achievement (nAch):** The intense drive to excel, achieve against difficult standards, solve complex operational challenges, and receive rapid, objective feedback on performance. High-nAch individuals make exceptional individual contributors, technical specialists, and early-stage entrepreneurs.
2. **Need for Affiliation (nAff):** The desire for warm, harmonious interpersonal relationships, mutual friendship, and social acceptance. High-nAff managers excel in customer mediation and collaborative team harmony, but struggle when forced to deliver tough performance appraisals.
3. **Need for Power (nPow):** The desire to influence, coach, guide, and direct others. McClelland distinguished between Personalized Power (seeking power for selfish status and dominance) and Socialized Power (channeling authority to empower organizations, mentor talent, and achieve collective institutional goals). High Socialized Power is the defining trait of great corporate CEOs.

12. Neuroplasticity, Deliberate Practice, and Overcoming Procrastination

The human brain is not a static biological computing machine; it possesses **Neuroplasticity**: the lifelong capacity of neural networks to rewire, strengthen, and adapt in response to intense experiential learning and deliberate practice.

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K. Anders Ericsson's Deliberate Practice Framework

Ericsson's research disproved the myth of innate, effortless genius. Exceptional managerial competence is built through **Deliberate Practice**, characterized by four essential parameters:

- **Operating at the Edge of Capability:** Pushing outside comfortable routines into the zone of high cognitive challenge.
- **Defined Goal Architecture:** Focusing intensely upon a specific, discrete micro-skill (e.g., mastering the 3-second rhetorical pause in board presentations).
- **Immediate Corrective Feedback:** Utilizing seasoned executive coaches or video recording to review errors in real time.
- **High Repetition with Mental Representations:** Building complex cognitive schemas that enable instant pattern recognition during corporate crises.

Overcoming Procrastination: Implementation Intentions and Parkinson's Law

Managers eliminate task avoidance through evidence-based cognitive strategies:

- **Implementation Intentions (Peter Gollwitzer):** Formulating precise 'If-Then' behavioral plans: *"If it is 09:00 AM on Monday, then I will close my email and write the strategic budget proposal for 90 uninterrupted minutes."* By pre-committing time and location, decision friction is eliminated.
- **Parkinson's Law:** *"Work expands so as to fill the time available for its completion."* If a manager assigns two weeks to draft a vendor memo, the task will consume two weeks of cognitive dread. Constraining deadlines to 48 hours forces focused, high-efficiency cognitive output.

13. Emotional Labor and Emotional Regulation in Executive Roles

Modern managerial leadership involves significant **Emotional Labor**: the psychological effort, planning, and control necessary to express organizationally desired emotions during interpersonal transactions (Arlie Hochschild). Sociologists and organizational psychologists distinguish two primary mechanisms of emotional regulation:

- **Surface Acting:** Faking or simulating required professional emotions (e.g., forcing an artificial smile, feigning calmness during a financial panic) while inner feelings remain anxious or hostile. Surface acting causes acute cognitive dissonance, emotional dissonance, and rapid psychological exhaustion, directly accelerating executive burnout.
- **Deep Acting:** Intentionally modifying internal psychological feelings, cognitive appraisals, and empathetic perspectives to align genuinely with the required emotional display (e.g., actively cultivating genuine compassionate concern for a struggling subordinate before delivering a performance review). Deep acting reduces emotional dissonance, preserves psychological well-being, and projects compelling executive authenticity.

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14. Edgar Schein's Career Anchor Theory and Life-Career Stages

Career success and professional satisfaction depend upon aligning managerial roles with an individual's dominant **Career Anchor**: the composite of self-perceived competencies, motives, and core values that an executive will not give up when forced to make difficult career choices (Edgar Schein). Schein identified eight universal career anchors:

Career Anchor	Core Psychological Motivation	Ideal Organizational Environment & Role
Technical / Functional Competence	Passion for technical mastery and specialized expertise; dislikes general administrative management.	Chief Technology Officer, Principal Financial Analyst, Lead Data Scientist, Technical Fellow.
General Managerial Competence	Ambition to coordinate diverse functions, bear bottom-line commercial accountability, and lead enterprise strategy.	Chief Executive Officer, Managing Director, Business Unit President, General Manager.
Autonomy & Independence	Need for freedom from organizational constraints, corporate bureaucracy, and rigid working hours.	Management Consultant, Freelance Strategist, Academic Professor, Independent Contractor.
Security & Stability	Need for predictable career progression, job tenure, geographic stability, and comprehensive retirement benefits.	Public sector enterprises (PSUs), civil service administration, mature banking institutions.
Entrepreneurial Creativity	The urge to create new businesses, invent products, build commercial enterprises, and conquer market risks.	Startup Founder, Venture Capital Partner, Corporate Intrapreneur, Venture Builder.
Service & Dedication to a Cause	Driven by core human values, environmental protection, social justice, or aiding humanitarian causes.	Non-profit director, corporate social responsibility (CSR) head, healthcare administrator.
Pure Challenge	Motivated by solving unsolvable problems, out-negotiating tough opponents, or overcoming impossible odds.	Turnaround specialist, corporate restructuring consultant, high-stakes litigator.
Lifestyle Integration	Prioritizing total harmony and balance between professional career, family life, personal health, and hobbies.	Flexible remote organizations, corporate environments offering sabbaticals and parental leaves.

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