# **VOLUME III**

**JUNE 2020 ISSUE** 

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AUTHOR OF THE MONTH

OBAL ARTBUSTERS

Anuradha Prasad est selling author of the year N THE LITERARY WORLD



A QUATERLY MAGAZINE BY DE MODE NEWS BUR

# How to Keep Your Workplace Safe!

# Practice good hygiene



Stop hand shakes and use **non-contact greeting methods** 



Clean hands at the door and schedule **regular hand washing** reminders



**Disinfect surfaces** like doorknobs, tables, and desks regularly



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Use **video conferencing** instead of face-to-face meetings

When video calls are not possible, hold your meetings in well-ventilated rooms and spaces

Suspend all non-essential travels and trips

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- You are **feeling sick**
- You have a sick family member at home





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**VOLUME 3 ISSUE 15 (NON-PAID PUBLICATION)** FOR THE MONTH JUNE 2020 (SPECIAL ISSUE) **TOTAL NO. OF PAGES 40** 

# FROM THE EDITOR'S DESK

## Dear Readers,

Presenting you the "Author Of The Month" issue of DE MODE featuring Anuradha Prasad. We have listed her under "Best Selling Author Of The Year". She is the author of 3 amazing books, find them inside with her exclusive interview. This is a special issue which focuses on the life of authors, writers, novelists & poets who has made or is making an impact in the global literary world by their writing practices. She is an artist, columnist, academician, an author and a fitness buff.



She is also a PhD holder in English Literature. Started writing since the age of 7, she loved to write poetry and songs after school hours without letting anybody know about it. Naturally, at that age she did not know either that she was creating something great and inspirational.

Talking about the situation in the entire world, Geologist Nitish Priyadarshi speaks about the side-effects of Coronavirus. How actually the world will be habituated to live their lives after this pandemic is gone. Every statement means something and puts you in deep thought.

DE MODE Photo-Journalist, Michael Foust, took the tough decision to come out and photograph the current scenario of Paris city when the lockdown was lifted on 11th May. People still feared to come out. Explore the photologue inside and understand the deepness of staying sfe and keeping your family safe from this deadly virus.

Take a cup of coffee, enjoy the rain & amaze yourself reading DE MODE JUNE 2020 ISSUE and share your feedback BY RATING US ON GOOGLE.

> Vikhil Chandra Rana **EDITOR-IN-CHIEF**



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# ANURADHA PRASAD

The author of 3 amazing books, 'RAIN DROPS AND CATERPILLARS', 'COMING BACK HOME', 'TWO WINTERS & 365 DAYS'.

Her earliest memories of writing were at the age of 6 or 7 when she wrote poetry after school hours. The verses were lost to time as life happened. Studies, marriage, work, home, child happened.

The writer in her raised its creative head now and then. An inspiring note here or there, an article that provoked thoughts, a revolutionary out-pour for a leading magazine found its way through her pen. She never experienced a struggling writers pit falling woes. Her work found its way to publishing easily.

Teaching English in a prestigious college, to a crowd of inquisitive teenagers took all her vigour that youth could churn. She loved her job, loved her life, loved her paradise. At that point everything was perfect. Only she did not know that paradise came with a price.

To cut the long story short- She lost her father, was passing through a personal crisis. She had to leave her well-paying job to embark on a journey to the U.S. It was the year 2003.

She had travelled into a black hole. The only familiar asset from her old life were some two hundred and odd pages of reference material, she had collected from the American Center Library in Mumbai for her thesis. Those were the testing times. But then women have it tougher. Spaced out with what life could give, she started putting together the material to finish her thesis. Under the trees of fall, in a wooden house and the quietude of Californian winter, she came alive. The pages she wrote created kaleidoscopic images of



black people, their history, African American struggle along with the assumptions she wanted to make, conclusions she wanted to draw, fell spot on effortlessly. As she put the finishing touch to her book, she knew her calling.

Writing gave her peace, it made her whole, it felt right. Then why was she not doing it?

After a year she submitted her doctorate which was then nominated for a Gold medal. She always believes that the universe conspires to bring what you deserve to the fore.

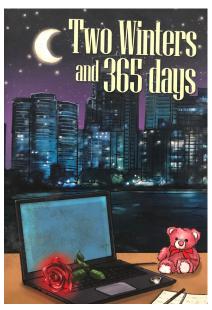
One day she landed in the Times Westside office at the behest of a journalist friend. She had carried her previously published work. Then she came to know that the chief editor was looking for writers for his segment. Times had some of the best feature writers in the country. She had just embarked on a journey she knew nothing about. Her literary background sure, put her above the rest but the editor did not want to take chances. She was given a beat that was the flavour for the next edition. If her article got picked for publication that weekend then, she had the chances of being hired. It was a tough competition. At any given time, even minutes before going to the press at least 100 journalists fought to publish their work. The stories changed at the last minute so did the beat. In the uncertain world of press, anything was possible. She was a nobody!

She wrote her first feature with absolute honesty. She posted and waited. Her article was accepted as a second lead story. She was hired. She went on to write for Times West Side for the next two and a half years. Since she was not a trained journalist had to work trying to exceed anyone in the game. Hard work paid off.

A separate line in the office was entrusted for her to take the reader calls. Her writing had an edge they said. They called it universality. Some said the flow was flawless. When she quit, she was put on the cover as a farewell gift.

In the subsequent years she wrote for several leading magazines and newspapers on invitation. She also has thousands of published works. Edited lifestyle magazines.

Time to time she was persuaded by fans to write a book.

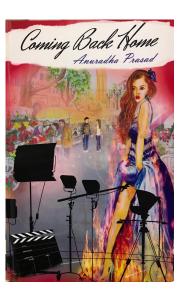


After much thought, trial and error, her first book -"Two Winters and 365 Days" was born. The catchy title grabbed the eyeballs instantly. She was very sure that she did not want to write a selfhelp book, or a 'preachy experiences put together anecdotal classic. wanted to write an inspirational journey in a story. That is what "Two winters..." is all about. With her first book she experienced power about what she can create. She could do what she wanted

with characters, situations and dialogues. The experience was cathartic. Critics and reviewers loved it.

er second book '**Coming Back Home**' released the very next year. She took hundreds of interviews of struggling actors for this book. It has the backdrop of the big bad world of films.

Last year she published a collection of short stories -'Rain Drops and Caterpillars'. Her fourth book is on the threshold of publication. Her books are on the shelves of the best bookstores in the country today. The leading newspapers carry interviews. She is available on google search as an author who had the maximum kindle downloads of her second book. She has a dedicated Facebook page to publish her which impressive following.



Her days after the release was never normal. She travelled to sign copies and talk to readers, gave interviews. The world of books fascinates her. Nothing came to her easy. Burning the midnight oil, a hunger for truth and perfection has led her to where she is today. She doesn't write to live but because she wants to live.



# INTERVIEW WITH AUTHOR ANURADHA PRASAD

BY ANNE

Author Anuradha Prasad answered our questions about her heartfelt books and her explorations of morality, justice, abandonment, oppression and, ultimately, hope.

# Q: What was your first thought when you started writing and when?

I remember I was a bundle of greedy energy to put my thoughts into perfect sentences and words. Pinning a single thought would be difficult. Long before writing books, I was a feature writer with Times of India. Writing for Times took tremendous ambition to excel in the craft, better than any other writer on the block. After all, it was the number one newspaper. Before the stories went to print the chief editor exercised his discretionary powers of rejection.

One 'Feature Space' was dedicated to several beats. Only the best ran to the printing machine; to see the daylight the next morning. I would go giddy re-writing the scripts before submissions. I put myself in the shoes of a reader, to draft an honest pouring of truth for a gainful engagement. I believed that one thought of a writer expands to a humongous form if understood by millions. My self-punishment with the pen paid off. I had very few rejections. It was 16 years back in the year 2004.

# Q: What literary pilgrimages have you gone on?

None. I write from the spaces and the places I visited in the past. I did not particularly take a journey to write a book.

# Q: What is the most unethical practice in the publishing industry

Asking to be paid to publish a book.

#### Q: Does writing energize or exhaust you?

Writing must exhaust me to energize me. It has to be one exhausting focal point of intense concentration and cerebral activity. The outcome is energy.

# Q: What are the common traps for aspiring writers?

Most aspiring writers should be ready to struggle. They should have a realistic expectation of themselves and the publishing industry. They trap themselves in thinking that they will earn a lot of money and fame, which is

not possible always. They are trapped with a glamorous picture that disappoints them mostly.

# Q: Does a big ego help or hurt writers?

Depends. Ego is like spice. It can be increased or decreased situation wise. Each to his own. For me, humility helps so far as it can. On hindsight, the big ego can be an ornament or an obstruction. Famous writers do suffer from big ego hassles. If used constructively, the ego can be an asset. Ego should not mature into arrogance. The balloon of ego can deflate, while arrogance turns into harmful personality trait that needs harder work to overcome. Ego is good as far it helps but harmful if it turns into arrogance.

# Q: What is your writing kryptonite?

I am naturally gifted, and writing gives me the adrenaline rush that I so thrive on. I can say my weakness in writing works as a strong point. So, I don't think I have drawbacks.

# Q: Have you ever gotten readers block?

Yes. Several times. A bad book does it to me.

# Q: Did you ever consider writing under a pseudonym?

I am proud of my craft and so never thought of hiding behind a fake identity. Besides I want to pass on a legacy reflecting the original name given to me by my parents. I never considered using a different writing name and do not understand why others do it.

# Q: Do you try more to be original or to deliver to readers what they want?

I wind around delivering what the readers want in my characteristic style. My honest endeavour always is to go to the readers' level and bring them to mine. According to me, writing is all about delivering the original in the most demanded package. I swing both.

# Q: Do you think someone could be a writer if they don't feel emotions strongly?

To be a writer and to be a well-read writer are diametrical connotations. Anybody can be a writer but to be a successful writer one must have that extra strong punch. Writing experiences universality when it is deeper. Penmanship to dive deeper requires a friendship of language with experience.

That extra is churned from originality. Originality has to come from the heart. The heart is all emotions. I ask budding writers. "Will

you read what you have written if it is published? If the answer is no then you have not felt strong enough." You cannot be a successful writer if your words don't emote. You need to feel strongly to be read widely. Strongest emotions illumine profundity. Language, profundity, experience and emotions are siblings of this talent. So, my answer is big-NO.

# Q: How did publishing your first book change your process of writing?

The first book is like a virgin. Everything is new. Everything is a learning experience. But then it is also the most exhilarating experience. I cried when I held my first published copy. I still do. Coming to the question I did not struggle to frame the theme of the book or to place and write dialogues later on. I did incorporate the market demands though. I used a simpler writing style at places or exaggerated certain parts according to the demands. My process of putting together was much easier compared to the first book.

# Q: How many unpublished and half-finished books do you have?

My fourth book is on the threshold of publication. No half-finished ones.

# Q: What does literary success look like to you?

Do I feel arrived? Am I successful? Every day gives me a reason to soar higher. Still learning to fathom the depths of literature. Right now, the horizon is full of opportunities that I am ever greedy to grab. I am a long way from success. Still, miles to go before I stop. When you are still dreaming you never think about the milestones that you cross to reach there. Arrogance, a sense of success is far from my mind. Yes, I can say I feel at home and content in delivering a good book; to bask in the limelight.

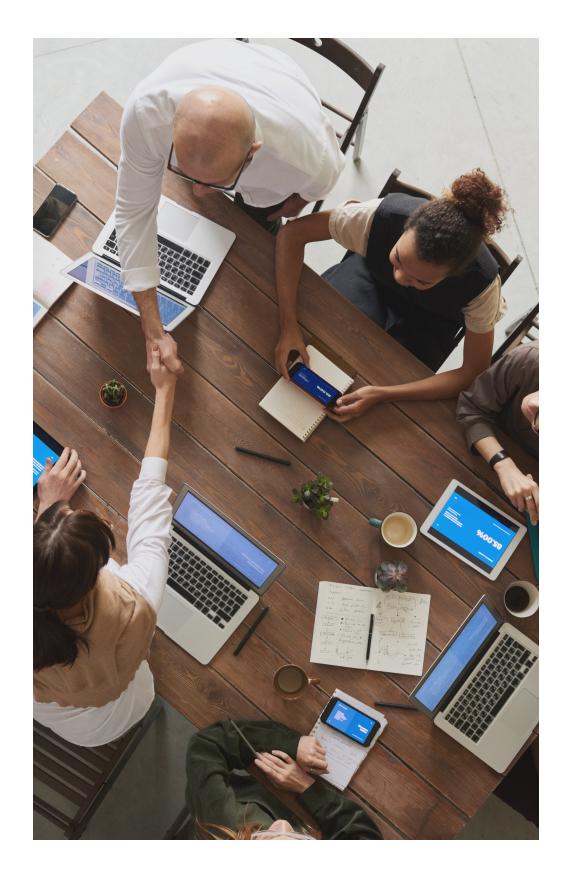
# Q: What kind of research do you do, and how long do you spend researching before beginning a book?

Most times characters, situations take life and the story flows on its own. In such a flow, a lot of situations demand deeper insight. I research along to double-check scientific terms.

# Q: How do you feel about being featured under "AUTHOR OF THE MONTH" by DE'MODE?

"Humbled."

Read the full interview on www.demodemagazine.com



# **POSITIVE LEADERSHIP**

30 Must-Have Traits and Skills

By Courtney E. Ackerman, MSc, Researcher

f you're a leader in any sense of the word, you know that it's a difficult job. Leadership is about much more than giving orders, managing employees' time and making schedules, or providing annual

performance reviews; it's a task that requires dedication and a wide range of skills.

Leading others can get messy and complicated, but it's a vital role—and a vital role to get right. Read on to learn about how you can approach leadership in a positive, effective, and impactful way.

## This article contains:

- What is Positive Leadership?
- Positive Leadership Styles
- The Key Traits and Skills of a Positive Leader
- Implementing Positive Psychology into Leadership
- A Look at Positive Leadership in Project Management
- Essential Leadership Skills Needed in Childcare
- Recommended Articles
- Recommended Books
- 5 YouTube Videos
- 5 Quotes on the Topic
- A Take-Home Message

# What is Positive Leadership?

Positive leadership is an area of study within positive psychology concerning leadership styles, techniques, and behavior that can be classified as deviant—positively deviant.

Being positively deviant means that the style, technique, or behavior the leader engages falls outside of the normal range observed in leadership. Think of a bell curve of leadership behaviors, with negative behaviors on the left and positive behaviors on the right. Most leadership behaviors will fall somewhere within the middle, the thickest part of the bell curve. Bad behaviors will fall in the far left tail, while positive leadership behaviors fall in the far right tail.

We spend a lot of time talking about bad leadership, pointing out what not to do, and trying to get people to shift their behavior from the left side to the middle-right of the bell curve. Positive leadership's aim is to get leaders to shift their behavior from anywhere it may fall on this curve to the far right of the curve.

# A Look at the Theory and Model

Positive leadership is a catch-all term, an umbrella under which several different leadership theories live.

The most well-known of these theories include:

- Authentic Leadership Development (ALD)
- Transformational Leadership
- Charismatic Leadership
- Servant Leadership
- Spiritual Leadership (Avolio & Gardner, 2005)

The models employed by these theories differ based on the unique assumptions and relationships in which the theory is grounded, but generally, they all include a few agreed-upon components:

- Positive leadership involves experiencing, modeling, and purposefully enhancing positive emotions.
- A positive leader is interested in his or her employees' development as well as the bottom line.
- High self-awareness, optimism, and personal integrity (Avolio & Gardner, 2005).

# A Look at Positive Organizational Leadership

Positive organizational leadership is an area of focus within positive organizational psychology that generally takes a broader perspective on the subject, looking at how leaders influence the organization itself.

This subfield of positive leadership explores topics like positive deviance on an organizational level, organizational citizenship behaviors (behaviors that indicate loyalty, commitment, and a willingness to go above and beyond), change management (particularly positive-focused change management), and other high-level ways that positive leaders can impact an organization.

# Positive Leadership Styles

There are tons of positive leadership styles out there, and the exact number and description will depend on who you ask.

Ask leadership researchers Bruce Avolio or William Gardner and you'll learn about the popular theory of authentic leadership development. An authentic leadership style is characterized by four factors: self-awareness, relational transparency, internalized perspective (a sense of ethics and integrity), and balanced processing (being fair and openminded; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2007).

If you ask emotional intelligence expert Daniel Goleman or his colleagues, researchers Richard Boyatzis and Annie McKee, you'll hear about four of them:

 Visionary (or Authoritative) Leaders – they have an ambitious vision and they inspire others to pursue it.

- Coaching Leaders they know how to further development, and get the best out of those around them, and they usually do just that.
- Affiliative Leaders these leaders are wellversed in applying and enhancing positive affect in the workplace, and they can bring harmony and conflict resolution to a team.
- Consensus (or Democratic) Leaders they thrive on collaboration, bringing together a diverse range of viewpoints to gather information and make decisions (Goleman, Boyatzis, & McKee, 2002).

Talk to a number of organizational leaders and business executives and they'll tell you about Bass' transformational leadership style, which is characterized by:

- Idealized influence: the leader is liked and respected by their followers, and serve as a role model.
- Inspirational motivation: the leader motivates and inspires their followers.
- Intellectual stimulation: the leader promotes creativity and innovation through openmindedness and non-threatening questioning of ideas.
- Individualized consideration: the leader treats each follower as a unique individual with unique strengths, weaknesses, and needs (Bass & Riggio, 2006).

You might also hear about charismatic leadership, a sub-type of transformational leadership. In charismatic leadership, the leader checks all four of the boxes outlined above but he or she is also very skilled in communicating with others, especially on a deeper level (Riggio, 2012).

Finally, one of the other popular styles of positive leadership you may hear about is servant leadership. Servant leadership is defined as leadership that embodies three important factors:

- It empowers and develops people.
- It expresses humility, authenticity, interpersonal acceptance, and stewardship.
- It provides direction (van Dierendonck, 2010).

# What Does the Research Say?

Although the research is not settled, positive leadership is generally linked to better outcomes than negative leadership styles or "plain old leadership" styles. For example, transformational leadership has been found to contribute significantly to follower performance, job satisfaction, and extra effort expended (Molero, Cuadrado, Navas, & Morales, 2014). Further,

servant leadership has been shown to enhance follower development, job satisfaction, and both follower and team performance (van Dierendonck, 2010).

We'll look at some of the findings from research on positive leadership later in this piece, including ways to implement positive leadership tools and techniques.

# 6 Examples of Positive Leadership in Action

So what does positive leadership look like in action? It looks like leaders who care, who empower their employees, and who support their employees.

For example, a leader who cares will respond to a rare mistake from their most productive employee with concern and compassion rather than condemnation. A leader who cares will understand that we are all human and each and every one of us will make a mistake at some point. An effective positive leader will also understand that there is probably a reason behind the mistake, and she will talk to the employee to see if he or she is struggling with something that's not immediately obvious.

A leader who empowers his employees is one who gives them as much power and self-determination as possible. A good positive leader does not give orders or answers but provides the guidance and resources necessary for his employees to do their best work.

An empowering leader might delegate projects and large-scale tasks to staff, but allow them to choose how they will go about tackling them. He may also encourage them to choose their own training and development opportunities to ensure they are invested in their own growth.

Finally, a positive leader supports her employees. This entails more than just seeming supportive; being a truly supportive leader requires acting as a backup for your employees and being there for them when they need it the most. This might look like acting as a buffer between his employees and a micromanaging middle manager, or it may manifest as speaking up for an employee in a meeting when he or she is struggling.

# The Key Traits and Skills of a Positive Leader

To be a positive leader, there are some important skills and traits that you can develop or improve. Although this is nowhere near a comprehensive list, a few of the most vital of these traits and skills include:

- Positive affect
- Mindfulness
- Hope
- Confidence
- Self-esteem
- Self-efficacy
- Locus of control
- Emotional stability (Carleton, Barling, & Trivisonno, 2018; Hannah, Woolfolk, & Lord, 2009).

# The Role of Resilience in Leadership

In addition to the traits and skills listed above, resilience plays a particularly vital role in leadership.

Think about how often something goes wrong at work or some unexpected problem crops up. The leaders that have to deal with these issues (and sometimes widespread fallout over such issues) are well-served by a solid foundation of resilience; without it, they would crumble at the first sign of trouble.

Resilient leaders are simply better leaders; not only can they handle a crisis better, but they are also generally more socially competent, have better problem-solving skills, and have a better sense of purpose and future (Luthans, 2002).

#### The Work of Kim Cameron

Kim Cameron is one of the biggest names in the positive leadership realm—you might even call him a "founding father" of positive leadership—and his work has proven to be a significant source of knowledge about positive leadership.

For example, Cameron's description of positive leadership has been widely used to define the boundaries of the subfield; the three connotations of positive leadership according to Cameron are:

- It facilitates positively deviant (extraordinarily positive) performance.
- It features an affirmative bias, meaning that it is oriented towards the positive (strengths instead of weaknesses).
- It fosters the good in people (e.g., virtuousness, moral integrity; Cameron, 2008).

This simple but comprehensive description of positive leadership perfectly captures what sets it apart from all other types of leadership. Cameron's work has made positive leadership more accessible to everyone as well as adding valuable findings to the literature.

# Implementing Positive Psychology into Leadership

It's easy to say (and believe) that implementing the principles of positive psychology into

leadership is a good idea, but it can be difficult to know how to actually implement it.

Below are some practical ways to put the theories into practice.

# Positive vs. Negative Leadership

The difference between positive and negative leadership is fairly simple once you strip away the technical terms and academic language: positive leadership encourages, empowers, and energizes people, whereas negative leadership drains them, discourages them, and demoralizes them.

At the most basic level, you can determine whether a leadership behavior is positive or negative (or neutral) by asking yourself these questions:

- Does it encourage or discourage followers?
- Does it empower or demoralize followers?
- Does it energize or drain followers?

If the answer is the former (encourage, empower, energize), it is likely a behavior at home in positive leadership. If the answer is the latter (discourage, demoralize, drain), it's probably a negative leadership behavior.

# 7 Behaviors a Leader Needs to be Effective

To be an effective positive leader, there are seven behaviors that you may want to incorporate into your toolbox:

- Self-awareness (asking for feedback)
- Relational transparency (having a clear leadership philosophy)
- Balanced processing (using active listening)
- Ethical behavior (following through on what you say you will do)
- Trustworthiness (treating others with respect and keeping your word)
- Supportive-ness (giving appreciation and support to followers)
- Empowerment (giving your followers freedom and choice; Wong & Cummings, 2009).

Implement these seven positive behaviors in your day-to-day leadership and you will see a marked improvement in follower performance, organizational climate, and morale!

# 9 Tips on How to Best Model Positive Leadership Behavior

To model positive behavior for your followers, don't just think about the behaviors themselves, think about the values behind them. For example, if you go around telling your employees about the importance of collaboration and assigning them to teams, but never work as part of a team

yourself, your employees will probably not feel encouraged and inspired.

To ensure you are modeling good leadership behavior, keep these tips in mind:

- Model your personal values behind the behaviors, not just the behaviors themselves.
- Promote self-determination in your followers by showing them how it's done.
- Encourage positive emotions and positive social exchanges in the workplace.
- Set high expectations, and live up to them.
- Make sure you deliver on the commitments you make.
- Value your followers (and others) and be sure to nurture relationships as well as skills and professional development.
- Work well with others, and promote (and engage in) teamwork and collaboration.
- Try to resolve the inevitable conflicts that will arise in the workplace as quickly and effectively as possible.
- Be open about your desire and willingness to help, support, and develop others

# 6 Ways to Deliver Positive Feedback

Leaders generally find that delivering positive feedback is much easier than delivering negative feedback, but that doesn't mean you can kick back and relax; there are right and wrong ways to do it.

Here are some basic tips on how to deliver positive feedback in the most effective way:

- Try to identify with the recipient of your feedback and imagine how he or she would feel if they were to receive this feedback.
- Explain your purpose in giving feedback; is it to simply congratulate them, to help them see where they should focus their efforts, or perhaps to encourage them to build on their existing skills?
- Focus on the future and help your follower figure out their next steps.
- Make sure to keep a positive facial expression; avoid expressing judgment and remember to smile and nod!
- Keep your tone friendly and uplifting.
- Keep your focus on the positive and avoid slipping into the negative (Porath, 2016).

# A Look at Positive Leadership in Project Management

Positive leadership is applicable in all scenarios where leaders exist, and we can always find ways to improve our leadership abilities and become more effective in our leadership abilities. Project management is one area where such exploration is actively happening; as many of the world's organizations have shifted to a project

management perspective, there is greater demand for integrating positive leadership into project management.

What does positive leadership look like in project management? Take it from Frank P. Saladis, an expert in project management and leadership:

"Positive leadership is about establishing relationships, understanding other points of view, not always having the answer (or pretending to have the right answer), and creating an environment of creativity and innovation. The truly effective and positive leader is an observer, a mentor, a change agent, and someone who enables others to succeed" (2015). Positive leaders are not only more effective as project managers, but they also have the opportunity to create a culture of positive leadership in their project staff.

# Essential Leadership Skills Needed in Childcare

Although we tend to think of leadership in organizations and offices, there is a need for leadership in all walks of life. One important area for leadership development and implementation is in childcare and early childhood education. Not only is leadership needed for effective care and education, but it is also an excellent role to model for young children.

There is a lot of overlap in the skills needed for more traditional leadership and leadership in childcare, but there are a few skills, abilities, and practices that are unique to or especially important in this area:

- Identifying and articulating a vision.
- Ensuring shared understandings, meanings, and goals.
- Effective communication.
- Encouraging reflection.
- Monitoring and assessing practice.
- Commitment to ongoing professional development.
- Distributive leadership.
- Building a learning community and team culture.
- Encouraging and facilitating genuine family and community partnerships.
- Striking the balance between leading and managing (Siraj-Blatchford & Manni, 2007, as referenced in Lewis & Hill, 2012).

These skills allow leaders to engage in vital activities like:

- Making children's learning, development and wellbeing the core focus
- Addressing children's rights and honoring diversity of all kinds in positive, constructive, and courageous ways
- Building respectful, trusting, nurturing, and equitable relationships

- Building respectful and genuine connections with families and communities
- Collaboratively developing a culture of ethical inquiry
- Collaboratively creating a community of learners (Lewis & Hill, 2012)

# **Recommended Articles**

For further reading of the academic variety, give these fundamental positive leadership articles a try:

- Authentic leadership development: Getting to the root of positive forms of leadership by Bruce J. Avolio and William L. Gardner
- Positive leadership: Meaning and application across cultures by Carolyn M. Youssef-Morgan and Fred Luthans
- Positive global leadership by Carolyn M. Youssef and Fred Luthans
- Psychological capital: A positive resource for combating employee stress and turnover by James B. Avey, Fred Luthans, and Susan M. Jensen (not publicly available, but check your local library!)
- Positive leadership and employee well-being by Kevin Kelloway, Heidi Weigand, Margaret McKee, and Hari Das

# Recommended Books

If you're looking for a bit lighter reading but you have enough time to dedicate to a whole book, you might find the books below helpful.

# The Power of Positive Leadership: How and Why Positive Leaders Transform Teams and Organizations and Change the World

This book from popular author and leadership guru Jon Gordon explores all the ways that being a positive leader makes a positive impact. He defines what positive leadership is (and what it is not), outlines some of the research behind the effectiveness of positive leadership, and describes how you can implement positive leadership in your workplace.

# • Positive Leadership: Strategies for Extraordinary Performance

Renowned researcher Kim Cameron provides an excellent introduction to positive leadership in this book. He describes what makes positive leadership so positive—what he terms "positively deviant performance"—and notes some of the results that you can expect from such leadership, including impressive gains in productivity and effectiveness.In this book, you'll learn that positive leaders emphasize strengths over weaknesses, foster virtuous values and actions, encourage positive goals, and enable their followers to find meaning in their work.

# Practicing Positive Leadership: Tools and Techniques That Create Extraordinary Results

Another entry from Kim Cameron, this book goes into more detail on how to actually implement the strategies and styles from the previous book. The four strategies include: creating a positive organizational climate, building and maintaining relationships, positive fostering positive communication, and encouraging positive meaning in the workplace. The tactics and techniques in this book are well-described and backed up by meaningful research in the positive leadership literature.

## • Positive Academic Leadership

This book was written by author and coach Jeffrey L. Buller, and has earned the praise of multiple experts in positive leadership (including Kim Cameron) for its practical tools, easy-to-understand tips, and lighthearted style. Although Buller cites his sources, providing evidence from research in neuroscience, psychology, management, and organizational behavior—among other disciplines—he does it with a sense of humor and he incorporates real-world examples to make his tactics and tools easy to implement.

# Positive Leadership: The Game Changer at Work

This book from author and executive coach Steve Gladis is another impressively robust entry on the list, with plenty of sources to back up its point. It's split into two sections: "The Concept" covers the research behind positive leadership and why you should care about it, while "The Story" shares a tale of a successful business executive who was brought low in life, even becoming homeless, and his experience climbing back up out of that pit.

# 5 YouTube Videos

If you don't have time to read a book on positive leadership, don't worry! There are some excellent videos that can give you at least a basic understanding of positive leadership and related topics. Here are a few to help you get started:

- Kim Cameron's Talk at Google Positive Leadership: Strategies for Extraordinary Performance (<u>WATCH HERE</u>)
- Lars Sudmann's Great Leadership Starts with Self-Leadership TEDx Talk at UCLouvain (<u>WATCH HERE</u>)
- Tom Thibodeau's Positive Power of Servant Leadership TEDx Talk at Gustabus Adolphus College (<u>WATCH HERE</u>)
- Steve Gladis' Positive Leadership Introduction (WATCH HERE)
- Simon Sinek's Why Good Leaders Make You Feel Safe TED Talk (<u>WATCH HERE</u>)

# 5 Quotes on the Topic

Need a good quote on leadership? Check out these 5 quotes.

"Leaders establish trust with candor, transparency, and credit." - Jack Welch

"Leadership is the ability to guide others without force into a direction or decision that leaves them still feeling empowered and accomplished." - Lisa Cash Hanson

"You don't lead by pointing and telling people some place to go. You lead by going to that place and making a case." - Ken Kesey

"Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish." - Sam Walton

"If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea." - Antoine de Saint-Exupéry

# A Take-Home Message

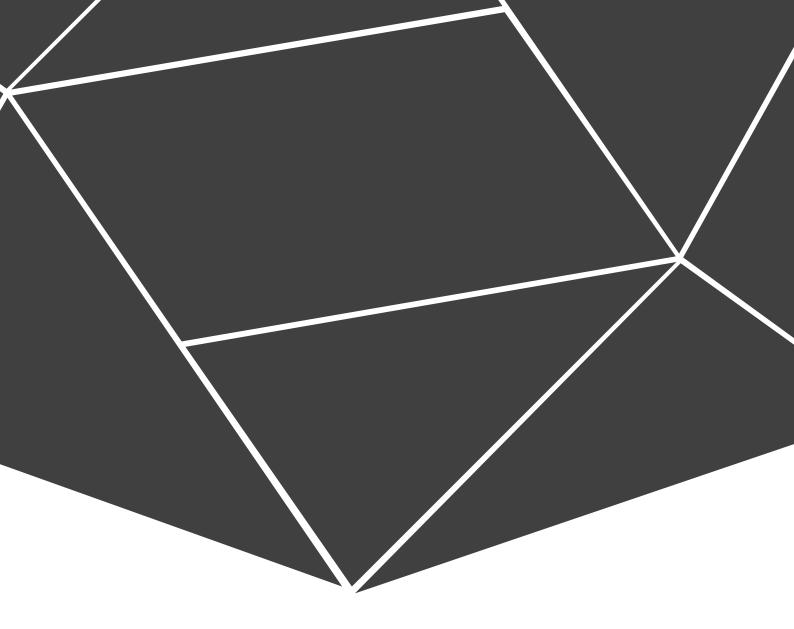
We hope this piece gave you a good primer in positive leadership. If you feel you know a little bit more about how to be a positive leader than you did at the beginning of the piece, we've done our job!

What are your thoughts on positive leadership? Do you have any examples you'd like to share? How do you incorporate positive leadership techniques into your personal style?

Let us know in the comment section of the same online article on www.demodemagazine.com

Thanks for reading, and happy leading!





# WHEN YOU FEEL LIKE QUITTING, REMEMBER WHY YOU STARTED

JOHN DI LEMME

# 5 Books to Read This Summer That Will Make You Feel Better

A PERFECT LIST BY DE MODE



# 'The Dragons, the Giant, the Women: A Memoir' by Wayétu Moore

# **BRIEFING THE BOOK**

An engrossing memoir of escaping the First Liberian Civil War and building a life in the United States.

When Wayétu Moore turns five years old, her father and grandmother throw her a big birthday party at their home in Monrovia, Liberia, but all she can think about is how much she misses her mother, who is working and studying in faraway New York. Before she gets the reunion her father promised her, war breaks out in Liberia. The family is forced to flee their home on foot, walking and hiding for three weeks until they arrive in the village of Lai. Finally, a rebel soldier smuggles them across the border to Sierra Leone, reuniting the family and setting them off on yet another journey, this time to the United States.



Spanning this harrowing journey in Moore's early childhood, her years adjusting to life in Texas as a black woman and an immigrant, and her eventual return to Liberia, The Dragons, the Giant, the Women is a deeply moving story of the search for home in the midst of upheaval. Moore has a novelist's eye for suspense and emotional depth, and this unforgettable memoir is full of imaginative, lyrical flights and lush prose. In capturing both the hazy magic and the stark realities of what is becoming an increasingly pervasive experience, Moore shines a light on the great political and personal forces that continue to affect many migrants around the world, and calls us all to acknowledge the tenacious power of love and family.

# **ABOUT THE AUTHOR**



Wayétu Moore

Wayétu Moore is a Liberian-American author and social entrepreneur. Her debut novel, She Would Be King, was published by Graywolf Press in September 2018, and was named a best book of 2018 by Publishers Weekly, Booklist, Entertainment Weekly & BuzzFeed.

She is also the founder of One Moore Book. She is a graduate of Howard University, Columbia University, and the University of Southern California. She lives in Brooklyn, New York.

Moore was born in 1985 in Liberia. She is one of five siblings. She is of mixed Vai, Gola and Americo-Liberian ancestry. Her mother is professor of English and Founding Dean of Liberia Honors College at the University of Liberia. Her father is professor of engineering and Dean of The College of Engineering at the University of Liberia.

When she was five years old, Moore's family fled their home in Monrovia to escape civil war. Along with her father and sisters, Moore wandered for weeks in the forest, eventually finding shelter in her maternal grandmother's rural village. To protect the children from the horrors of the war, Moore's father and grandmother created a magical narrative for them in which gunshots were "dragons fighting" and dead bodies were "people sleeping on the road". At the time, Moore's mother Mamawa was studying at Columbia University on a Fulbright scholarship, and

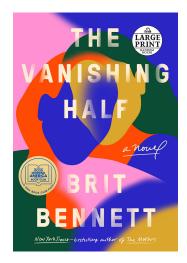
had no news of her family's fate. Mamawa flew to Sierra Leone, where she eventually found a female fighter who was able to locate the rest of the family and bring them across the border. Subsequently, the Moore family moved to Houston, Texas. There, Moore read and wrote prolifically, which she credits with helping her overcome the trauma she experienced during the war.

# 'The Vanishing Half': A Novel by Brit Bennett

# **BRIEFING THE BOOK**

The Vignes twin sisters will always be identical. But after growing up together in a small, southern black community and running away at age sixteen, it's not just the shape of their daily lives that is different as adults, it's everything: their families, their communities, their racial identities. Many years later, one sister lives with her black daughter in the same southern town she once tried to escape. The other secretly passes for white, and her white husband knows nothing of her past. Still, even separated by so many miles and just as many lies, the fates of the twins remain intertwined. What will happen to the next generation, when their own daughters' storylines intersect?

Weaving together multiple strands and generations of this family, from the Deep South to California, from the 1950s to the 1990s, Brit Bennett produces a story that is at once a riveting, emotional family story and a brilliant exploration of the American history of passing. Looking well beyond



issues of race, The Vanishing Half considers the lasting influence of the past as it shapes a person's decisions, desires, and expectations, and explores some of the multiple reasons and realms in which people sometimes feel pulled to live as something other than their origins.

# **ABOUT THE AUTHOR**



**Brit Bennett** 

Brit Bennett is an American writer based in Los Angeles, the author of the New York Times-bestselling novel The Mothers; a finalist for the NBCC John Leonard Prize for the best first book, the PEN/Robert W. Bingham Prize for Debut Fiction, and the New York Public Library Young Lions Award; and a National Book Foundation 5 under 35 honoree. Her work has been featured in The New Yorker, The New York Times Magazine, The Paris Review, and Jezebel.

Bennett was raised in Southern California and received an undergraduate degree in English from Stanford University. She later attended the University of Michigan for her M.F.A. She also studied at Oxford University.

While she was completing her M.F.A. at Michigan, Bennett's 2014 essay for Jezebel "I Don't Know What to Do With Good White People"[4] gained considerable attention, generating over one million views in three days. While at Michigan, she also won a Hopwood Award in Graduate Short Fiction as well as the 2014 Hurston/Wright Award for College Writers. She has since published other nonfiction essays, including a history of black dolls called "Addy Walker, American Girl" for the Paris Review, as well as a review of the 2015 Ta-Nehisi Coates book Between the World and Me for The New Yorker. Vogue said Bennett's nonfiction essays "recall Ta-Nehisi Coates [with] a similar ability to contextualize the present moment in a bigoted past."

In 2016, Riverhead Books published her debut novel The Mothers to critical acclaim. The New York Times said The Mothers is "shaping up to be one of the fall's biggest literary debuts, with an initial printing of 108,000 copies and starred reviews in Booklist, Library Journal and Publishers Weekly." Bennett was named in the National Book Foundation "5 under 35" list of promising debut novelists. In March 2017 it was reported that The Mothers had been tapped by Warner Bros. for a film adaptation, with Kerry Washington as a producer.

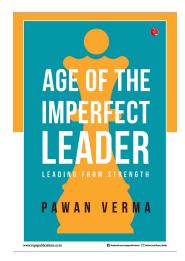
# Age Of The Imperfect Leader: A Book by Dr Pawan Verma

# **BRIEFING THE BOOK**

If you continue to lead today with the methods of yesterday, you will go out of leadership tomorrow.

While disruptions in products, services and technology are commonplace these days, it is not so often that we come across a disruption in management thinking. Therefore, in a world forever looking out for perfect leaders, it is so refreshing to see the concept of the Imperfect Leader being celebrated. In his book, Age of the Imperfect Leader, published by Rupa Publications, New Delhi, author and leadership expert Dr. Pawan Verma challenges our conventional wisdom on leadership and demystifies the complexities of leadership success in the modern world.

Dr. Verma points out that traditional leadership development models focus on grooming leaders toward perfection. In their pursuit of perfection, they usually mandate a set of leadership traits and expect everyone to master them in order to become a leader. However, this one-size-fits-all model



ignores the fact that humans are essentially imperfect creations – a mix of strengths and weaknesses. Therefore, the pursuit of perfection eventually ends up in a quest for mediocrity; while our weaknesses do get marginally improved, our strengths remain drastically under-developed. It is a universal fact that if you try to be good at everything, you'd never be great at anything.

## ABOUT THE AUTHOR



Dr Pawan Verma

Dr. Pawan Verma is an author, thought leader, professional speaker and Management Consultant from India's financial services sector. He has got a rich experience in guiding start-ups, serving on boards and leading business initiatives in large organizations, such as the Reliance Group of Industries, Reliance ADA Group and the LIC of India. As the COO of an Indo-Japanese start-up, Star Union Dai-ichi Life Insurance, he shaped up the emergence of a new-generation life insurance company with pioneering SOPs and customer-facing solutions, supported by an innovative technology platform.

As an author, Pawan has three books to his credit. His latest book, Age of the Imperfect Leader advocates a disruptive approach to leadership and serves as a pragmatic guide for leaders aspiring to convert their leadership challenges into a competitive advantage for themselves and for their organizations. His upcoming book is an edge-of-the-seat crime thriller, titled Woman on the Run. His first book No Closure No Forgiveness published on Amazon was also a crime thriller that received a warm welcome from the readers. Earlier he had also published a number of e-books on Amazon and a series of short stories on juggernaut.com. He has also written for some of India's leading dailies and periodicals, such as Times of India, Hindustan Times, Economic Times, Indian Express, The Pioneer, BFSI Vision, Insurance Times and IRDA Journal.

As a Professional Speaker, Pawan has been associated with some of the leading speaker bureaus. He covers areas like Leadership & Motivation, Innovation & Creativity, Insurance, etc. He has been the Chairman of two ETFs Asia Conferences at Hong Kong and has addressed a number of international conferences. He is a frequent speaker at some of the national and international forums as well as at corporate and academic conferences. His book "Age Of The Imperfect Leader" is available to buy on Amazon in Paperback and Kindle edition.

# The Splendid and the Vile: A Saga of Churchill, Family, and Defiance by Erik Larson

# **BRIEFING THE BOOK**

On Winston Churchill's first day as prime minister, Adolf Hitler invaded Holland and Belgium. Poland and Czechoslovakia had already fallen, and the Dunkirk evacuation was just two weeks away. For the next twelve months, Hitler would wage a relentless bombing campaign, killing 45,000 Britons. It was up to Churchill to hold his country together and persuade President Franklin Roosevelt that Britain was a worthy ally—and willing to fight to the end.

In The Splendid and the Vile, Erik Larson shows, in cinematic detail, how Churchill taught the British people "the art of being fearless." It is a story of political brinkmanship, but it's also an intimate domestic drama, set against the backdrop of Churchill's prime-ministerial country home, Chequers; his wartime retreat, Ditchley, where he and his entourage go when the moon is

A SAGA OF CHURCHILL, FAMILY,
AND DEFIANCE DURING THE BLITZ
THE

SPLENDID
AND THE
VILE

ERIK
LARSON
THE 11 NEW YORK TIMES BESTSELLING AUTHOR OF
THE BEVIL IN THE WHITE CITY AND BEAD WARE

brightest and the bombing threat is highest; and of course 10 Downing Street in London. Drawing on diaries, original archival documents, and once-secret intelligence reports—some released only recently—Larson provides a new lens on London's darkest year through the day-to-day experience of Churchill and his family: his wife, Clementine; their youngest daughter, Mary, who chafes against her parents' wartime protectiveness; their son, Randolph, and his beautiful, unhappy wife, Pamela; Pamela's illicit lover, a dashing American emissary; and the advisers in Churchill's "Secret Circle," to whom he turns in the hardest moments.

The Splendid and the Vile takes readers out of today's political dysfunction and back to a time of true leadership, when, in the face of unrelenting horror, Churchill's eloquence, courage, and perseverance bound a country, and a family, together.

# **ABOUT THE AUTHOR**



**Erik Larson** 

Erik Larson is the author of eight books, six of which became New York Times bestsellers. His latest books, The Splendid and the Vile: A Saga of Churchill, Family, and Defiance During the Blitz and Dead Wake: The Last Crossing of the Lusitania, both hit no. 1 on the list soon after launch. His saga of the Chicago World's Fair of 1893, The Devil in the White City, was a finalist for the National Book Award, and won an Edgar Award for fact-crime writing; it lingered on various Times bestseller lists for the better part of a decade. Hulu plans to adapt the book for a limited TV series, with Leonardo DiCaprio and Martin Scorsese as executive producers. Erik's In the Garden of Beasts, about how America's first ambassador to Nazi Germany and his daughter experienced the rising terror of Hitler's rule, has been optioned by Tom Hanks for development as a feature film.

Erik's first book of narrative nonfiction, Isaac's Storm, about the giant hurricane that destroyed Galveston, Texas, in 1900, won the American Meteorology Society's prestigious Louis J. Battan Author's Award. The Washington Post called it the "Jaws of hurricane yarns." Erik is particularly pleased to have won the Chicago Public Library Foundation's 2016 Carl Sandburg Literary Award for Non-Fiction. He graduated summa cum laude from the University of Pennsylvania, where he studied Russian history, language and culture; he received a masters in journalism from Columbia University.

# 'Valentine: A Novel' by Elizabeth Wetmore

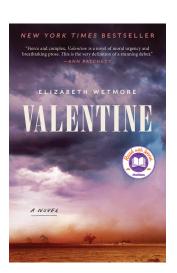
# **BRIEFING THE BOOK**

Written with the haunting emotional power of Elizabeth Strout and Barbara Kingsolver, an astonishing debut novel that explores the lingering effects of a brutal crime on the women of one small Texas oil town in the 1970s.

Mercy is hard in a place like this . . .

It's February 1976, and Odessa, Texas, stands on the cusp of the next great oil boom. While the town's men embrace the coming prosperity, its women intimately know and fear the violence that always seems to follow.

In the early hours of the morning after Valentine's Day, fourteen-year-old Gloria Ramírez appears on the front porch of Mary Rose Whitehead's ranch house, broken and barely alive. The teenager had been viciously attacked in a nearby oil field—an act of brutality that is tried in the churches and barrooms of Odessa before it can reach a court of law. When justice is evasive, the stage is set for a showdown with potentially devastating consequences.



Valentine is a haunting exploration of the intersections of violence and race, class and region in a story that plumbs the depths of darkness and fear, yet offers a window into beauty and hope. Told through the alternating points of view of indelible characters who burrow deep in the reader's heart, this fierce, unflinching, and surprisingly tender novel illuminates women's strength and vulnerability, and reminds us that it is the stories we tell ourselves that keep us alive.

## ABOUT THE AUTHOR



Elizabeth Wetmore

Before devoting herself to writing, Elizabeth variously tended bar, taught English, drove a cab, edited psychology dissertations, and painted silos and cooling towers at a petrochemical plant. For a time, she lived in a one-room cabin in the woods outside of Flagstaff, Arizona while she worked as a classical music announcer. A native of West Texas, she is most at home in the desert, near the sea, or on the side of a mountain. She lives in Chicago, but she dreams of being bicoastal (Lake Michigan and Lake Travis).

She is a graduate of the Iowa Writers' Workshop and is the recipient of a fellowship from the National Endowment for the Arts and two fellowships from the Illinois Arts Council as well as a grant from the Barbara Deming Foundation. In addition, she was a Rona Jaffe Scholar in Fiction at Bread Loaf and a Fellow at the MacDowell Colony. In the spring of 2015, she was one of six Writers in Residence at Hedgebrook.

Elizabeth Wetmore's debut, Valentine, explores the aftermath of a violent sexual assault on a young Mexican American girl by a white man in the 1970s. West Texas may be overrun by oil men, but the women are the heartbeat of this brutal and beautiful story. The novel is a heartfelt novel and its explorations of racism, morality, justice, abandonment, oppression and, ultimately, hope makes it a must-read this summer.

Explore more books on www.demodemagazine.com



# SIDE-EFFECTS OF CORONAVIRUS

# EXCLUSIVE APPROACH BY GEOLOGIST NITISH PRIYADARSHI

oronavirus will be gone tomorrow if not today but will leave many troubles and many questions behind it. Ahead Mr. Nitish Priyadarshi speaks about the type of questions and troubles we will face after the Coronavirus pandemic situation worldwide.

People may be sick with the virus for 1 to 14 days before developing symptoms. The most common symptoms of coronavirus disease (COVID-19) are fever, tiredness, and dry cough. Most people (about 80%) recover from the disease without needing special treatment.

More rarely, the disease can be serious and even fatal. Older people, and people with other medical conditions (such as asthma, diabetes, or heart disease), may be more vulnerable to becoming severely ill.

Coronavirus has spread to almost all over the world. Thousands have lost their lives, millions are affected. To avoid this, the entire world is under lockdown and curfew in some places. It is not known how long this will last. No one can say about the due date. Everyday new cases are

coming in India too. Today it seems that we are still far behind in the strength of science which has so much faith. It is an irony that even with such great advances in science and technology, we are not able to cope with this pandemic.



Today, due to the corona pandemic, we are all locked in our houses. But there are information some people also leaving from houses. The reasons may be many. But one of the main reasons is that despite the administration's assurance, the food items are not reaching the homes. On the one hand it is advised that people should eat nutritious food and increase their body's resistance to fight with corona and on the other side there is also a shortage of food items.

The number that has been released is also not working properly. I also had a list of vegetables and other food items on these numbers four days ago but so far no news from anywhere. Now even vegetable from outside is getting reduced. The people of the villages have kept themselves in lock down. Due to this, there may be a severe shortage of vegetables in the coming days. As many flour mills and rice mills are closed, there is a shortage.

Work is still going on with whatever was stocked-up, but with uncertainty over how long it will last. We hope people do not die of hunger instead of corona-virus. Irritation and anger will increase in people due to empty stomachs and lock down.

The most serious risks will be on medicines, especially medicines for diabetes, high blood pressure and heart disease, which cannot be skipped even for one day. Such is the case today. We are keeping ourselves in lock down, but the weather is not in lock down. It is changing according to its time. There may be a shortage of green vegetables in the coming time because farmers are not going to the fields out of fear.



Seed shops are open in cities, but people from villages are unable to come to buy seeds. If we do not plant seeds now, there will be a shortage of vegetables in the coming time.



Mr. Nitish Priyadarshi is a guest writer at DE MODE. Read his blogs nitishpriyadarshi.blogspot.com or www.priyadarshi.blog

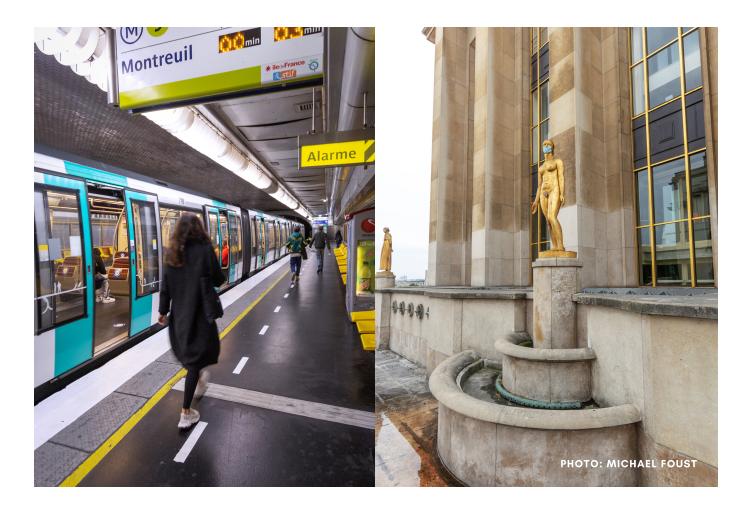
.co.in. He is doing research on various environmental disaster issues in India.



If we talk about our state Jharkhand in India, many vegetables were spoiled in the fields or in the village itself. It is still Corona but before that hailstorm and off-season rains have caused great damage to the fields. Many factories are closed in the country especially biscuits and other food items. Rice mills and flour mills are closed at many places.

Because at one time there will be a huge shortage of workers due to the lock down. A lot is going to change in the coming time, because Coronavirus will be gone today or tomorrow, but will leave many troubles and many questions behind it.





# PARIS MOVING FORWARD FROM CORONAVIRUS AS FRANCE ANNOUNCED TENTATIVE MEASURES TO EASE LOCKDOWN FROM 11 MAY

BY MICHAEL FOUST
/: PHOTO-JOURNALIST, DE MODE

- France eased COVID-19 lockdown measures on 11 May'20.
- It introduced a \$20 million scheme to get more people cycling - to cut pollution and keep people safe.
- Around the world, public transport is starting to move again with new safety measures.

As Albert Einstein wrote to his son Eduard, in 1930: "Life is like riding a bicycle, to keep your balance, you must keep moving."

Paris, the city of love and of light. On May 11, France opened up again after a long time in quarantine and social distancing. The train ride into town was marked by a large police force and also the SNCF workers checking for proper paperwork authorization, masks, and cleaning the train station space.

It mirrored the cold front and rain that arrived last night that felt a bit off. The train was marked with signs all over for physical spacing to keep the spread of the Coronavirus to a minimum. Very few were actually on the train into town which was a surprise to me given how many days we have spent in self-care at home.

In the metro to La Défense the spaces were equally empty.....a far cry from the days just a few months earlier. All the spaces were really clean though which made the ride a bit brighter and was actual a welcomed effect from the quarantine.



PHOTO: MICHAEL FOUST

PHOTO: MICHAEL FOUST



In La Défense, the business district, empty offices and the space was open like I have never experienced even on the weekends. Continuing down the Champs Élysées to the Arc de Triumph, the roads were clear. A few other photojournalists and news crews also were around equally amazed at how little traffic there was and being able to see the Arch clearly. No tourists lined the shopping areas surrounding the Champs Élysées which was also a welcomed breath of air. The Louvre where I took some of my last shots and an editorial just a few months ago was empty. A line and sign cautioning to be on the grass and even the pyramid was closed off.





Many subways were still seen closed.
Many still feared to come out. As I would recommend to come out less often only when it's very much required.





Michael Foust is a Photo-Journalist and Writer at DE MODE based in Paris, France, where he covers fashion, and also lifestyle news. His coverage is not limited to Paris, but also travels with the magazine, and covers internationally. He also has contributions of his photos, film, art, photojournalism, and articles in several publications, social media, and art galleries. He enjoys a good hike and is a mix of cultures from the southwest to his home in Paris. Follow Michael Foust on IG: @mfphotographie



# CUSTOM COWBOY HATS

There's something about wearing a truly fine Custom Cowboy Hat that excites a person.

SANTA FE, NEW MEXICO



# about

Kevin O'Farrell's fascination with the old-world process of hat-making began more than 30 years ago and led him through many years of study with hatters from Oregon to Florida.

The real history of hat-making after John B. Stetson is hard to find (or lost) - cataloged only in the minds of those who apprenticed with the masters. Among Kevin's mentors were the most respected names in the business, names you may not know:Jack Waldrip, Grady Nutt,Joe Bishop, "Tex" and Jim Jones.

Kevin chose his preferences of technique and design, applied skill and inventiveness and honed his ability to "know" the best proportions of crown and brim for each person.

He developed his craft to the point where O'Farrell hats are known and sought after in all walks of life, by all kinds of men and women, all around the world.





Kevin passed along all of this to his son, Scott who now operates the second generation of the O'Farrell legacy.

Today, when you walk through the door, Scott and the O'Farrell staff give you a warm smile. With a wave of a hand or nod, they already know how to guide you in fitting your hat.

The O'Farrell Hat-making Team is a highly skilled and very particular group of men and women.



# ordering info

While the best way to order a custom hat is to visit their store in Santa Fe at O'Farrell Hat Company and let them take your measurements, which they understand is not convenient for some folk. If you can't visit, please call O'Farrell Hat Company to place your order.

They will take a deposit from you when you place your order. This will start the process and allow them to send out a Sizing Kit containing detailed instructions on taking measurements of both the circumference and shape of your head. They can also send color samples to choose from if you are unsure of what you want.

Hatbands seen in their shop in Santa Fe, or on their website are not included in the price of a hat and must be purchased separately. However they do include a grosgrain ribbon hatband with your custom order and there are many colors and widths to choose from.

Approximately 1-2 weeks before your hat is complete they will call to confirm your shipping address and collect the balance due on your order.

Shipping is via UPS Ground at a cost of \$35 including insurance. Your hat will arrive in a sturdy O'Farrell Hat Company box and will contain cleaning tools and instructions on caring for your hat.

## **Insurance**

The cost of shipping hats and other items includes insurance.

All items shipped are the property of O'Farrell Hat Company until the recipient takes delivery. Loss claims due to shipping events are the sole responsibility of O'Farrell Hat Company.

## **Guarantee**

They guarantee their custom hats for fit and style. In the unlikely event that your hat is not perfect, they will arrange to pick it up via UPS and have it returned to O'Farrell for adjustment.



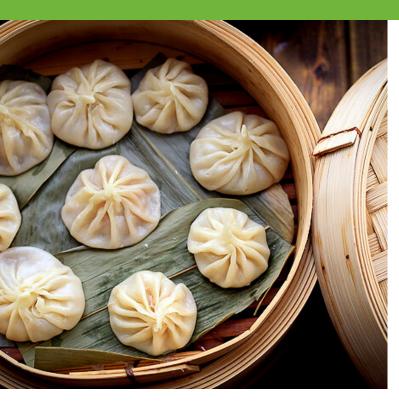


# SHANGHAINESE CUISINE



DE MODE COOL

# XIAOLONGBAO OR SOUP DUMPLINGS



# **INGREDIENTS**

#### Soup

10 cups plus 3 tablespoons (or more) water

2 3/4 to 3 pounds chicken wings, backs, and necks

2 1/2 ounces Chinese-style cured smoked ham, cut into 4 slices

3/4 cup coarsely chopped green onions (white parts only)

2 (1-inch-diameter 1/2-inch-thick) slices peeled fresh ginger

1 whole dried shiitake mushroom

1 large garlic clove, flattened

1 tablespoon soy sauce

2 teaspoons Shaoxing wine (Chinese rice wine)

1 tablespoon unflavored gelatin (from 2 envelopes)

#### Sauce

1 cup black vinegar

6 tablespoons soy sauce

2 tablespoons very thin matchstick-size strips peeled fresh ginger

#### **Filling**

1 pound ground pork

1/4 pound peeled deveined uncooked shrimp, finely chopped

1/3 cup finely chopped green onions (white parts only)

3 tablespoons sugar

2 tablespoons soy sauce

1 large garlic clove, minced

3/4 teaspoon salt

1/2 teaspoon ground black pepper

1/2 teaspoon finely grated peeled fresh ginger

1/2 teaspoon Shaoxing wine (Chinese rice wine)

1/4 teaspoon Asian sesame oil

# **Dumplings**

75 (about) 3-inch square or round dumpling wrappers (from two 14-ounce packages)

1 large head of Napa cabbage, leaves separated

Xiaolongbao is one of the most famous Chinese steamed dumplings, but one of the most time-consuming to make from scratch. Inside the dumpling are little pockets of gelatinized broth made from chicken, pork and cured ham. When you steam the dumpling, the broth gelatin melts. It is a type of Chinese steamed bun from the Jiangnan region, especially associated with Shanghai and Wuxi. It is traditionally prepared in Xiaolong, which is a kind of small bamboo steaming basket, which give them their name.

These soup dumplings should be your first meal in Shanghai. Delicate thin-skinned dumplings, with pork/vegetable/chicken/shrimp or crab fillings inside with a delicious hot broth, each is an explosion of flavor in the mouth.

# INSTRUCTIONS

#### Stock your pantry

Look for the ingredients and supplies featured here at an Asian market or online at adrianascaravan.com: Chinese-style cured smoked ham (or use Smithfield ham), dried shiitake mushrooms, Shaoxing (also spelled Shao Hsing) wine, black vinegar, dumpling wrappers (don't use wonton wrappers; they are too thin), and bamboo steamer sets.

#### Make the soup

Combine 10 cups water and all remaining soup ingredients except gelatin in large pot. Bring to boil, spooning off any foam that rises to surface. Reduce heat and simmer, uncovered, until chicken pieces are very soft and beginning to fall apart, adding more water by cupfuls if necessary to keep chicken submerged, about 2 hours 30 minutes.

#### Strain and chill

Strain soup; discard solids. Return broth to same pot. Boil until reduced to 2 cups, about 35 minutes. Season with salt and pepper. Pour 3 tablespoons water into small bowl; sprinkle gelatin over. Let stand until gelatin softens. Add to hot broth; stir until gelatin is dissolved. Transfer to 13x9x2-inch glass dish. Cover; refrigerate aspic overnight.

#### Make the sauce

Mix 1 cup black vinegar, 6 tablespoons soy sauce, and 2 tablespoons fresh ginger strips in small bowl. DO AHEAD Can be made 1 day ahead. Cover and refrigerate. Bring to room temperature before serving.

#### Make the filling

Combine all filling ingredients in large bowl and mix with fork just until blended. Cut aspic into 1/3-inch cubes. Add aspic to pork mixture; stir gently with wooden spoon just until incorporated. DO AHEAD Can be made 1 day ahead. Cover and refrigerate.

### Assemble the dumplings

Line 2 rimmed baking sheets with parchment paper. Place 1 dumpling wrapper on work surface. Spoon 1 very generous teaspoon filling onto center of wrapper, including at least 2 or 3 aspic cubes.

#### Pleat the wrapper

Lightly brush edges of dumpling wrapper with water. Bring 1 corner of wrapper up around filling, then pleat remaining edges of wrapper at regular intervals all around filling until filling is enclosed and wrapper forms bundle-like shape with small opening at top.

#### Twist the top

Gather top edges of wrapper together and twist at top to enclose filling. Place on baking sheet. Repeat with remaining wrappers and filling. DO AHEAD Can be refrigerated, covered, for 1 day, or frozen in single layer in covered containers for 2 weeks.

#### Prepare the steamer

Line each layer of bamboo steamer basket with cabbage leaves; place over wok filled with enough water to reach just below bottom of bamboo steamer basket. (Or line metal steamer rack with cabbage leaves and set over water in large pot.) Place dumplings atop cabbage, spacing apart.

#### Steam the dumplings

Bring water to boil. Cover; steam until cooked through, adding more water to wok if evaporating too quickly, about 12 minutes for fresh dumplings and 15 minutes for frozen. Serve dumplings immediately, passing sauce alongside for dipping.

# SHANGHAI SMOKED FISH, XUN YU



# **INGREDIENTS**

#### For the fish and marinade

2½ pounds of small buffalo carp, pomfret, or king fish, cut into ¾-inch thick cross-sections 4 tablespoons Shaoxing wine

4 tablespoons shaoking wine

 $\frac{1}{2}$  teaspoon ground white pepper

½ teaspoon salt

3 teaspoons grated ginger

## For the "secret" sauce

3 cups water

4 slices ginger

2 star anise

1 Chinese cinnamon stick (gui pi)

5 bay leaves

90 grams brown rock sugar

½ cup Shaoxing wine

1 tablespoon oyster sauce

5 tablespoons light soy sauce

1½ tablespoons dark soy sauce

½ teaspoon Chinese black vinegar

4 scallions

½ cup orange juice

Shanghai-style Smoked Fish, Xun Yu is another traditional Shanghai dish. Ideal for those who like highly spiced food, Shanghai's "smoked" fish slices (fresh fish marinated and spiced to taste like smoked fish) make a tasty dish. The fish is usually a carp and is prepared in a way that it tastes smoked and delicious. It has a crispy outer skin and the meat inside is beautifully cooked and tender, thanks to all that deep frying goodness!

# INSTRUCTIONS

## Step 1

Wash and clean the fish pieces, and pat them thoroughly dry with a paper towel. Gently mix the fish and all of the marinade ingredients, spreading them out to a single layer on a baking sheet, uncovered. Let the fish marinate in the refrigerator for 4-6 hours. Overnight is best. The fish will dry out slightly, which is perfect for frying later.

#### Step 2

For the sauce, add the water, ginger, star anise, cinnamon and bay leaves to a small pot, and bring it to a boil. Turn the heat down to low, cover, and simmer for 15 minutes. After 15 minutes, remove the star anise and cinnamon. Add the brown rock sugar, Shaoxing wine, oyster sauce, light soy sauce, dark soy sauce, Chinese black vinegar, scallions, and orange juice. Simmer slowly over medium low heat until the sauce reduces to about 2 cups (about 20-30 minutes). If necessary, remove the lid towards the end to achieve a slightly thicker sauce, but do keep an eye on it to avoid over-reducing the sauce. Once it's done, scoop out all the solid spices with a slotted spoon, and let the sauce cool completely. Then it's ready to use.

# Step 3

Now, to fry the fish. Add 2-3 inches of canola or vegetable oil in a deep, small pot (to avoid using too much oil). Heat the oil to 375 degrees F, and fry the fish in batches of three to four pieces until they turn golden brown. Do not stir the fish around until there is a golden crust, or the delicate fish might fall part in the cooking oil. It's also best to fry the fish once to get a golden brown color, and then fry the fish again until it's a dark golden brown. There is no need to worry about over-frying the fish.

#### Step 4

Next, put the sizzling fried fish directly into the prepared sauce. Ensure all of the pieces are totally coated. The golden brown crust on the fish will soak up the sauce and flavor the fish. Let the fish soak in the sauce overnight, or at least for a few hours before serving. To serve, plate a few pieces and leave any leftovers in the sauce in the refrigerator until you're ready to serve it.

# **GRILLED OYSTERS**



Shanghai is sea food foodie heaven and we have an entire street dedicated to oysters, mussels, scallops, crawfish and abalone (and for cheap!) to prove it. Every vendor on Shouning Lu has a slightly different take on three preparations of grilled oyster: oysters with black bean sauce, oysters with chili oil and garlic, and wannabe French oysters in "cheese" sauce.

# **INGREDIENTS**

2 cups butter, softened

1/2 cup finely grated Parmesan cheese

1/4 cup finely chopped parsley

2 garlic cloves, minced

1 tablespoon Worcestershire sauce

1 teaspoon paprika

1/2 teaspoon ground red pepper

1/2 teaspoon hot sauce

2 dozen large fresh oysters on the half shell

# **INSTRUCTIONS**

# Step 1

Preheat grill to 450°. Pulse first 8 ingredients in a food processor until well combined.

# Step 2

Arrange oysters in a single layer on grill. Spoon 2 tsp. butter mixture into each oyster; grill, uncovered, 7 minutes or until edges curl.

# Step 3

Broiled Oysters: Preheat broiler with oven rack 3 inches from heat. Prepare recipe as directed, placing oysters in a single layer in a jelly-roll pan. Broil 4 minutes or until edges curl and butter drips over the shell.

# Chartbusters

ONE

Toosie Slide

DRAKE

SIX

Skechers

**DRIP REPORT** 

**TWO** 

**Blinding Lights** 

THE WEEKND

**SEVEN** 

Death Bed

POWFU

**THREE** 

Dance Monkey

TONES & I

**EIGHT** 

Play Date

MELANIE MARTINEZ

**FOUR** 

Stuck with U

ARIANA & JUSTIN

NINE

Falling

TREVOR DANIEL

**FIVE** 

Roses

SAINT JHN

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