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MEMBERS AREA

'RC DAILY DOSE'
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PASSAGE – 1

I wish I could say that doing something about what matters most is just as simple as following the outlined principles. Unfortunately, you'll still need to find ways to deal with unwanted telephone callers, folks who poke their heads into your office to share the latest gossip, and the unplanned-for emergencies at work, home, and elsewhere. There may still be times when even your new and clearer personal vision of who you are will not be sufficient to motivate you to do something about what matters most.

An interesting phenomenon takes place in most people's lives when they decide to accomplish something important. The decision may be little or big: to go back to school, to change jobs, or to accomplish some big task at work. After making those decisions, we often experience a battle with what I call our demons. It's almost as if little devils sit on our shoulders and speak words of discouragement and defeatism into our ears. These demons seem to dispense all the reasons for your not doing what you've just decided to do.

There was a time when I had gained some weight that I didn't want, and I decided to lose it. At first I got pretty motivated about it: "Gee, I've got to lose twenty-five pounds, and I'm really going to do this." But within nanoseconds after making that decision came the demons: There's no way you're going to lose that weight. You have to exercise, and you hate exercise. These inner voices tried to convince me that I couldn't do it. We have to deal with these kinds of inner demons throughout our lives, and if we're going to whip them, we must not allow them to be successful in their quest to stop or derail us.

The most effective tool I have discovered in whipping the demons is to have regular victories in my life every single day. When you do something right, take a moment and savor the feeling. Even a little victory does wonders for your confidence and motivation. Make a conscious effort to successfully complete some task each day related to something that really matters to you. That'll help keep the demons at bay. There are many types of diseases that afflict the human body, and we spend millions and perhaps billions of dollars trying to find cures. But there is one disease of epidemic proportions in our society on which we spend little or no money or effort-the crippling disease called fear of failure.

When my oldest son was a junior in high school, he competed for and won a position on the basketball team. He was very excited about being able to play for his high school. In the first part of the season I noted some interesting behavior during his games. When he shot a ball and missed, he didn't shoot for the rest of the game. If he ran into one of the opposing team players, he backed off. He stopped being aggressive and stopped going after the ball. This pattern was repeated off the basketball court. If he got bad grades in school, he became very difficult to be around and turned inward; he even got ugly on occasion because of my reaction to his grades.

Being a concerned parent, I confronted him on one occasion and asked him why he stopped shooting, why he backed off when he ran into one of the opposing players, why he got so ugly when he got bad grades. I didn't get my answer immediately. We talked about it for some time, but finally, in a moment of total openness, he mentioned that he was deathly afraid of failing. A big red flag went up when I heard him say that, and I said, "I think we finally found the root cause of the problem. You have a belief that failure is bad. Where did you get an idea like that? In a trembling voice he said, "Dad, you don't know anything about failure." Surprised, I said, "What do you mean I don't know anything about failure?" He responded, "Come on, Dad. You have this big company. All these people work for you. What do you know about failure?" This exchange was followed by my describing to my son the failures that I had experienced in my life, and we resolved together that there was really nothing wrong with failure. It was part of the learning process, and the point was to get back on course after messing up.

One of the biggest things that keeps people from achieving what matters most to them is this kind of fear. Suppose I really identify what matters most to me. Then I'll have to come face to face with what I'm not doing about what matters most to me, and I may see that as failure and I don't want to fail. I don't want to go through the ugly feelings that failure can sometimes bring. Therefore, I won't take the time to sit down and go through any of this stuff because knowing what matters most to me is going to open up the possibility of failing. Fear like that can extinguish the human spirit. Don't let it immobilize you in your quest to do something about the things that matter most to you.

When we ended our conversation about failure that day, my son and I decided that there was a better and truer principle that he could believe in failure is part of growth and that is how we learn. Armed with that principle, my son was a completely different basketball player. There were games when I thought he was too aggressive. He lost his surliness about getting bad grades. His failures were now learning experiences. Closely related to the fear of failure is the fear of change: Maybe I'm not totally happy, but at least I'm comfortable. If I do all these things this book talks about, my life might have to change, pushing me out of my comfort zone and sending me into unknown territory.

In his wonderfully motivating book 'Release Your Brakes', James Newman talks about comfort zones, those places and conditions we gravitate to by the paths of least resistance, usually by default. Leaving our comfort zones can be difficult unless,

as Newman counsels, we realize that doing so can be an adventure, a rejuvenating and exhilarating experience. If we can consider leaving comfort zones as adventures, then we won't be afraid to fail and can understand that we might fail many times before we eventually succeed. Thomas Edison failed a number of times before he achieved some of his most important inventions, including the electric lightbulb. Mark McGwire and Sammy Sosa struck out more times than they ever hit home runs, but a person never hits a home run without taking a very healthy swing at the ball. And today no one remembers Babe Ruth's strikeouts. Remember, failing is nothing more than a lesson for the next and greater battle.

There is a wonderful story about a very successful entrepreneur who was asked why he was so successful. His response was "Good decisions." The second question was "Well, how do you make good decisions?" The response: "Experience." And then the final question: "How do you get experience?" And the response: "Bad decisions." That's a wonderful treatise on how we grow. We learn by our experience. We learn by mistakes. We learn by failing. We learn by attempting something. Sometimes it works and sometimes it doesn't, but we find the better way. Do whatever it takes to get the fear of failure out of your system. Failure is a marvelous, magnificent blessing that teaches us how to grow. The processes and principles we've talked about are powerful and proven tools that will help you identify what you want to do and how to do it. Over the past two decades these concepts have made a major difference in my personal effectiveness and self-esteem. I've also seen them at work in the lives of thousands I have taught. They can do the same for you if you use them to live in accordance with what matters most in your life.

1. *Which of the following would best agree with the author's contention, as conveyed by the passage ?*
 - (1) Fear motivates a person to perform still better.
 - (2) Fear prevents people from failing and is responsible for their success.
 - (3) Fear of failure is not warranted and should be got rid of.
 - (4) Fear is a desirable feeling, for it keeps people on check.
2. *Which of the following is not a representation of the contents of the passage ?*
 - (1) Life should comprise daily regular victories over the 'demons'.
 - (2) Nobody really desires to fail and go through the ugly feelings.
 - (3) Failing is nothing more than a lesson for the next and greater battle.
 - (4) Failure shatters and destroys a person.
3. *All of the following are false, with respect to the passage, except that :*
 - (1) fear of failure should not be cultivated but should be removed.
 - (2) failure stifles the confidence of a person.
 - (3) failure makes a person run away from challenges.
 - (4) failure makes a believer an unbeliever.
4. *The main theme of the passage is that :*
 - (1) hard work is the key to success and happiness.
 - (2) failure is a magnificent blessing which teaches one how to grow.
 - (3) failure is a prime cause of demotivation and demoralisation.
 - (4) luck plays an important role in shaping the destiny of a person.
5. *As per the passage, Newman feels that leaving the comfort zone is :*
 - (1) difficult and foolish.
 - (2) is adventurous and thrilling if one accepts 'failure' in the proper spirit.
 - (3) nothing to worry about as man learns to adapt favourably with the environment.
 - (4) None of the above.
6. *In the passage the author has expressed :*

(1) apprehensions.	(2) cynicism.
(2) positive thinking.	(4) Utopian ideas.
7. *A suitable title for the passage is :*

(1) Failure – A Stopping Stone To Success.	(2) Suicides Are Attributed To Sense Of Failure.
(2) Nothing Succeeds Like Success.	(4) Failure Is A Good Teacher.
8. *The author has handled the passage in a manner which is :*

(1) descriptive.	(2) motivational.
(3) idealistic.	(4) impractical.
9. *The passage is most likely an extract from :*
 - (1) the chapter on a book on improving the mindset and attitude towards changes in life.
 - (2) an article containing tips on how to succeed.
 - (3) a description of the feeling of elation on being successful.
 - (4) musings on reasons of failure.

10. *A conclusion drawn from the passage is that :*

- (1) fear of failure removes complacency in a person.
- (2) fear of failure is necessary for one to value success.
- (3) failure is the growth factor as one learns from it and grows.
- (4) the loss of faith and hope is believed to arise from failure.

PASSAGE – 2

Those who grow up in the Hawaiian Islands learn to swim at a very young age. In fact, the Hawaiian people throw their children in the ocean when they're just starting to walk and let them discover its power. In such circumstances, you learn to swim very quickly out of a sense of self-preservation. When we went to school, we wore our swimming shorts under our school clothes so that immediately following school, we would be on our bicycles and into the ocean within minutes of the school bell ringing. That was as normal to us as it was for mainland kids of my generation to head for a sandlot base ball game after school. You grew up in the ocean. I learned to respect the ocean and its power because I was mangled more than once in the gigantic waves at Pounders Beach over on the north shore of Oahu or at Pipeline or any of the great places where you now see surfing movies filmed.

One of our favorite swimming holes was a place called Hanauma Bay. It lies just a few miles past the Hawaii Kai area on the island of Oahu and is a magnificent natural bay. At one point in the evolution of things it was a volcano; then the sea broke through one side and created the bay. As youths we used to go spear fishing there because the fish were so plentiful. So many people fished there that the fish eventually left, and about twenty years ago the bay was closed to fishing. The fish have since come back, and it's a wonderful place to visit today. The mouth of Hanauma Bay, where it opens into the sea, is approximately three-fourths of a mile wide. Once in the open sea, you can fall prey to what is called the Molokai freight train, the powerful current that flows in the channel between Oahu and the island of Molokai. It's a very strong and dangerous current, and I don't think there are many swimmers who can swim against it.

Another subject of our boyhood debates was whether anyone could swim across the mouth of Hanauma Bay, the three-fourths of a mile between two rocky promontories. The water there is probably about 80 to 90 feet deep, and there is no protection from large fish as is usually afforded by coral reefs close to the surface. We would dare one another to swim across the mouth of the bay. When I was eleven or twelve years old I decided to swim it. After all, I had heard all my life, "Hyrum, you can do anything you want to do if you want to do it badly enough." So I went to the left side of the bay, to a place we called the Toilet Bowl, a wonderful natural bowl where the water comes surging up when a wave comes in. I stood on the edge of the bay for a long time, looking across that three-quarters of a mile to the other side and wondering if I could really do it. "Hyrum, you can do anything you want as long as you want to do it badly enough and you're willing to pay the price."

I suddenly found myself diving into the surf; and I began to swim across Hanauma Bay. As I look back on it now, it was probably a very foolish thing to do. There was no one there to help me if I got in any trouble. The swells were quite high that day—probably 2 to 3 feet and sometimes 4 feet. I had no idea how close I was to the Molokai freight train, but I had great determination. I swam for what seemed a very long time and calculated that I was about halfway across. I was getting tired, fighting the current was becoming more and more difficult, and I was becoming afraid that I could not make it back to where I started, let alone to the other side. At one point, treading water and facing out to sea, I wondered whether I should keep going or go back. I was not sure if I had reached the halfway point and was in a quandary as to what to do. Suddenly I saw a fin gliding through the waves, about 20 yards away and about 8 inches above the water. The experience is as vivid to me now as it was when I was in the water at age twelve. I remember thinking, "you know, it's probably okay to drown, but it's not okay to get eaten." Then I began swimming like never before in my life. I swam in a frenzy, a demon in the water. I swam faster, harder, and stronger than I had ever done before or since.

I got to the other side of the bay a great deal faster than I had gotten to the middle where I had seen the fin. I climbed up the sharp rocks, which was no small feat in itself but I was determined to get as far above that water as I could. Shaking from the experience, I looked out over the bay. Running through my mind was my own version of my mother's words: "I knew I could do that. After all, I can do anything I want to do if I want to do it badly enough." Whether or not the fin represented a man-eating shark or a friendly dolphin, or was just a fin of a manta ray gliding by, I will never know. But in my mind I had a great white shark behind me who hadn't eaten for four days and was looking at my white legs in that surf I sat on the rock for some time waiting for the shaking in my legs to stop and thinking about what had just occurred. I had been foolish to try it. But I also felt a surge of euphoria at the accomplishment: I had actually swum across the mouth of Hanauma Bay.

That was one of the truly great victories of my life. It has been a source of inspiration on many occasions: when I wondered whether I could finish a task that I had started; whether I could get through high school or college; whether I could graduate from Officers Candidate School; whether I could be a good battery commander of a Pershing missile unit in Germany; whether I would be a good salesperson; whether I could perform well when I became a senior executive; whether I should start what would become Franklin Quest and, later, Franklin Covey; and, once we had started it, whether we should continue, whether we could really make the dream happen. Whenever doubts surge into my brain, I still recall that feeling of euphoria while sitting on those rocks overlooking Hanauma Bay.

Much water has flowed through the entrance to Hanauma Bay in the years since I swam it for the first and only time. That event, clear as it remains in my memory, also seems to be far down on the road I have traveled. While I have not always lived up to the expectations I have set for myself I feel a degree of inner peace about my ongoing quest to make a difference. Among the things I most strongly feel have made a difference are the principles I have tried to teach. They will truly help you find out who you really are, what matters most to you, and how to do something about what matters most. I can promise that the rewards that come from following the process-identifying those electrons of roles, governing values, and personal mission, and spinning them around the nucleus that is uniquely you-will make a major difference in your own life. Most important, you will find a greater measure of what we all seek in life: inner peace and a sense of fulfillment.

Of course the desired results don't necessarily happen in a day or even a month or a year. They will come imperceptibly, through little daily victories when what matters most truly becomes a part of your everyday life. When those personal victories come, the increase in self-worth, the sense of well-being, the sense of oneness with oneself are things that no one can take away.

11. *Which of the following agrees best with what the author has to state in the passage ?*
- (1) The desired results of one's efforts manifest through little daily victories.
 - (2) With personal victories come the sense of well-being, increase in self worth and sense of well-being.
 - (3) Success does not reach a person in a day or a month, despite the total involvement and efforts put in.
 - (4) All of the above.
12. *Which of the following negates what the author has to state in the passage ?*
- (1) The ocean displays power that is worthy of respect.
 - (2) Nature provides man with the required power to combat any adversity.
 - (3) Learning to swim takes place quickly out of a sense of self-preservation.
 - (4) People rise and become famous if they master the art of swimming.
13. *According to the passage, the speed with which the author swam reflected the :*
- (1) deftness latent but surfacing during moments of adversity.
 - (2) instinct of survival knowing the critical position and danger looming large.
 - (3) urge to prove to friends that the ocean could be swum without any difficulty.
 - (4) presence of tides in the ocean making swimming dangerous and fatal.
14. *The central idea of the passage is that :*
- (1) one has to weigh the pros and cons before taking the plunge.
 - (2) one can do anything one wants provided one wants to do it badly enough.
 - (3) adventurism is dangerous and can become costly.
 - (4) inspiration is not the only thing that matters.
15. *The manner in which the passage is handled is :*
- | | |
|-----------------|----------------|
| (1) satiric. | (2) inspiring. |
| (3) misleading. | (4) casual. |
16. *The passage could have most likely been extracted from the author's :*
- | | |
|--------------|-------------------------|
| (1) memoirs. | (2) essays. |
| (2) thesis. | (4) critical viewpoint. |
17. *A suitable title for the passage could best be :*
- (1) Swimming Causes One To Surge Ahead.
 - (2) Grit And Determination Are The Oars To Swim The Tide Of Life.
 - (3) Accidents Are Self-invited.
 - (4) Ocean Has Its Own Message.
18. *All of the following are true, with respect to the passage, except that :*
- (1) the author swam fast, more out of fear than out of the desire to show something spectacular.
 - (2) one's efforts are not immediately crowned with success, success takes its own time to reach the person.
 - (3) the author's swim across the mouth of Hanauma Bay was a traumatic experience.
 - (4) children learn the act of swimming naturally out of the inner urge.
19. *All of the following one false, with respect to the passage, except that :*
- (1) personal victories relate to daily battles and are not perceptible.
 - (2) the author's fears were unfounded, as there were plenty of ways to seek protection from big fish and shark.
 - (3) the author felt stupid in having to swim across the Hanaum Bay and has cautioned against such misadventures.
 - (4) it is possible to swim against strong and dangerous currents by mastering certain techniques.

20. Which of the following statements reflect the author's resolute will, grit and determination, as made out by the passage ?
- (1) Among the things I most strongly feel have made a difference are the principles I have tried to teach.
 - (2) The results of efforts trickle unseen through small victories.
 - (3) I can do anything I want to if I want to do it badly enough.
 - (4) I feel a degree of inner peace about my ongoing quest to make a difference, even though I have not always lived up to the expectations.



Detailed Solutions

1. **Ans.(3).** Option (3) is the desirable one, for the passage, in the fourth paragraph, states of the fear of failure which should not be there and, if present, should be cured. Options (1), (2) and (4) are not true.
2. **Ans.(4).** Each of the options (1), (2) and (3) finds its place in the passage. The fourth, seventh and the tenth paragraphs mention them. Option (4) is not appropriate and is the one sought.
3. **Ans.(1).** Option (1) is the appropriate one. The passage has emphasized the removal of the fear of failure as its cultivation could destroy the individual. Options (2), (3) and (4) are not appropriate and can be sidelined.
4. **Ans.(2).** Options (1), (3) and (4) might be correct in themselves, but they are irrelevant from the point of view of the passage. Option (2) best fits in as the main theme of the passage, which elucidates on the niceties of 'failure'.
5. **Ans.(2).** The penultimate paragraph mentions of Newman's ideas. It is option (2) that portrays correctly Newman's idea. Having accepted 'failure' in a balanced manner, every venture or activity becomes adventurous, thrilling and enjoyable. Options (1), (3) and (4) are incorrect, for the passage does not relate to them.
6. **Ans.(3).** Clearly, it is option (3). The author has seen the positive side of failure. There are no apprehensions, cynicisms or Utopian ideas, thus invalidating options (1), (2) and (4).
7. **Ans.(4).** The title for the passage represents its theme. The passage is about the positive aspects of 'failure', how it teaches one to improve, makes one to realise the lapses and omissions. Option (4) is the suitable title for the passage. The remaining options are not suitable titles.
8. **Ans.(2).** The passage inspires and motivates the reader. It removes the cobwebs of dread, fear and negative aspects of 'failure'. The brighter side of 'failure' is projected. Option (2) best evens and is the chosen one. The remaining options are not correct and are rejected.
9. **Ans.(1).** Option (1) is most likely the source of extraction of the passage. It is the attitude that matters. Failure becomes dreadful the way one looks at it. Options (2), (3), and (4) are not correct, as they are not likely the sources from where the passage could have been extracted.
10. **Ans.(3).** The last paragraph describes failure as means for one to grow and develop. Option (3) best describes this and is the appropriate conclusion. The remaining options (1), (2) and (4) are not stated in the passage and are incorrect.
11. **Ans.(4).** Each of the options are present in the passage. The last paragraph of the passage states them and upholds them. Hence they agree best with what the author has to state in the passage. However, option (4), their combination, is the ideal pick.
12. **Ans.(4).** Each of the options (1), (2) and (3) find their place in the passage. The first paragraph upholds options (1) and (3) and option (2) can be inferred from the passage. Option (4) is not what the author avers and is the one sought.
13. **Ans.(2).** Options (1), (3) and (4) are out of place, for the passage does not state them, direct or implicit. Option (2) is the correct one, for the fourth paragraph implies it. The author swam faster apprehending that fin was chasing him for capturing and eating.
14. **Ans.(2).** Options (1), (3) and (4) are out of place, as far as the passage is concerned. Option (2) is mentioned in the third and the fifth paragraphs respectively. It was the driving force for the author to go ahead amidst all odds. Option (2) is the one sought.
15. **Ans.(2).** The author has inspired the reader to go ahead with grit and determination, unmindful of the ups and downs of life. The passage is not misleading, causal or satiric in nature. That eliminates options (1), (3) and (4) upholding option (2).
16. **Ans.(1).** Obviously, the choice is option (1). Clearly, the passage is a memoir and is about the past events in the author's life which have left behind an impact. Options (2), (3) and (4) are totally incorrect.
17. **Ans.(2).** The theme of the passage is best reflected in its title. The passage is about grit and determination required to swim the tide of life and face its vicissitudes. Option (2) best reflects this and is the suitable title for the passage. The remaining options are not suitable.
18. **Ans.(3).** Options (1), (2) and (4) are all implied in the passage. They are correct. However, option (3) stands out, as the passage nowhere has stated the author's swim across Hanauma Bay as a traumatic experience. Option (3) is the sought one.
19. **Ans.(1).** The last paragraph states and upholds option (1). Life is a daily battle and small yet significant victories matter a lot and go a long way in increasing the self worth of the individual. Options (2), (3) and (4) are not stated in the passage and are false.
20. **Ans.(3).** Though each of the options appear in the passage, it is option (3) which displays the author's grit, determination and resolute will. Option (3) is the sought one, with the remaining options becoming sidelined.

Answer Keys

20.(3)	19.(1)	18.(3)	17.(2)	16.(1)	15.(2)	14.(2)	13.(2)	12.(4)	11.(4)
10.(3)	9.(1)	8.(2)	7.(4)	6.(3)	5.(2)	4.(2)	3.(1)	2.(4)	1.(3)