

I have to motivate people



I have to inspire my colleagues



I have to coach and be a mentor



I should have a clear vision



I should encourage team work



Finally, We should win





Advanced Leadership Skills

Course Objectives

Delegating

Managing conflict

Negotiation skills

Problem solving

Improving creativity

Team building for work teams

Building high-performance teams – The Rocket Model

Team building at the top

Development planning

Credibility

Empowerment

Managing your team aspirations

Leadership through forgiveness

Systematic planning

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Why delegating is important

Tom worked as a Assistant Manager (AM) of Shopping Arena (MSA)

Tom loved his job and had worked hard to get to the position of AM. In March, as he had expected, Tom was promoted and made Manager

Ever since Tom had been promoted, he had been working late, sometimes till midnight.

Most of the work that he was doing was something that he should have delegated to her juniors



Why delegating is important

Hey! Don't do this yourself

Delegation frees time for other activities

YOU HAVE TO DELEGATE SOME AUTHORITY!



Delegation develop followers

Delegation strengthens the organization



Common reasons for avoiding delegation

- Delegation takes too much time
- Delegation is risky
- The job will not be done as well
- The task is a desirable one
- Others are already too busy



Principles of effective delegation

- The first step leaders should take when deciding what to delegate is to identify all of their present activities

- Next, leaders should estimate the actual time spent on these activities

- After collecting this information, leaders need to assess whether each activity justifies the time they are spending on it



Decide whom to delegate to



I think Tom would be good for this process

There might be one individual whose talent and experience makes her the logical best choice for any assignment. However, leaders must be careful not to overburden someone merely because that individual always happens to be the best worker

What do you think Jack?

Leaders should look for ways to optimize, over a series of assignments, the growth of all subordinates by matching particular opportunities to their respective individual needs, skills and goals

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Make the assignment clear and specific



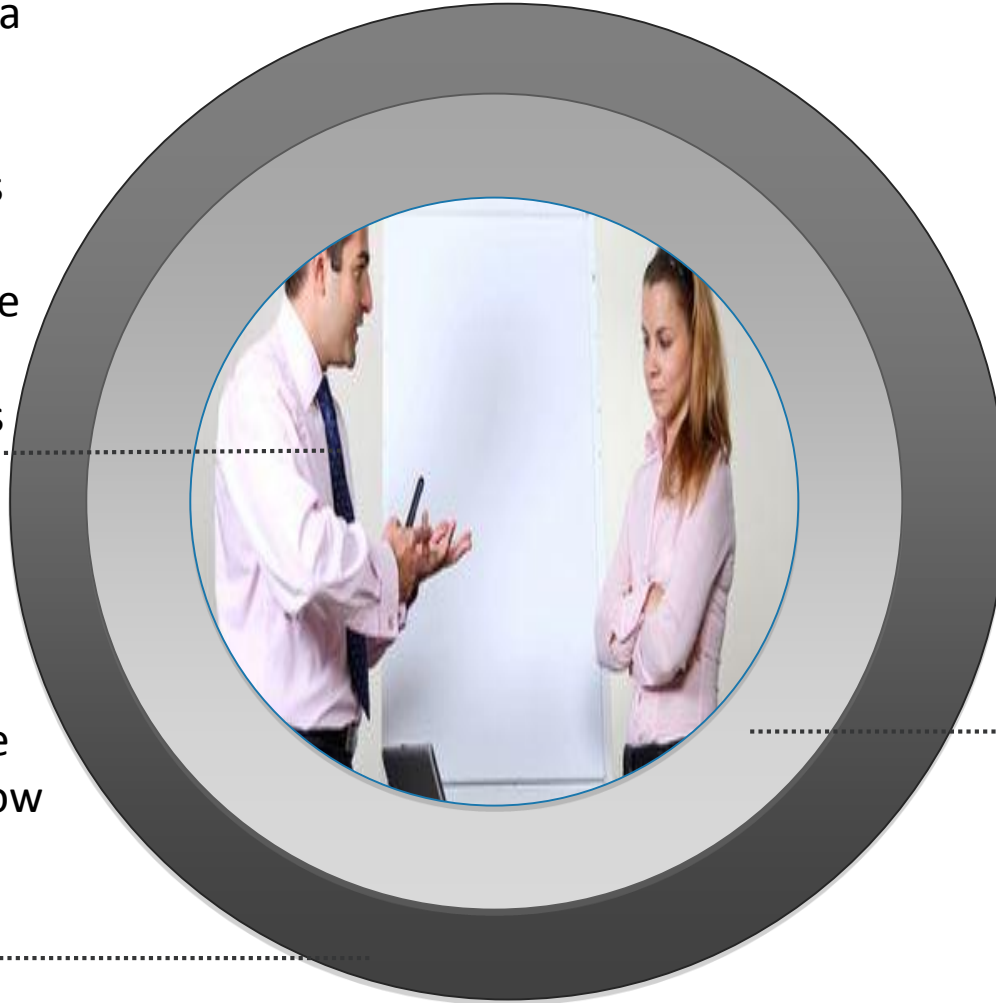
As with setting goals, leaders delegating an assignment must be sure the subordinate understands just what the task involves and what is expected of him.

Leaders should welcome questions and provide a complete explanation of the task



Assign an objective, not a procedure

Leaders need to be clear about the criteria by which success will be measured, but allowing subordinates to achieve it in their own ways will increase their satisfaction and encourage fresh ideas



Leaders should not assume their ways always were and always will be best

Indicate what is to be accomplished, not how the task is to be accomplished



Allow autonomy, but monitor performance



Leaders need to give subordinates a degree of autonomy (time, resources and authority) in carrying out their new responsibilities, and this includes the freedom to make certain kinds of mistakes



An organizational climate where mistakes are punished suppresses initiative and innovation



Mistakes are important sources of development.

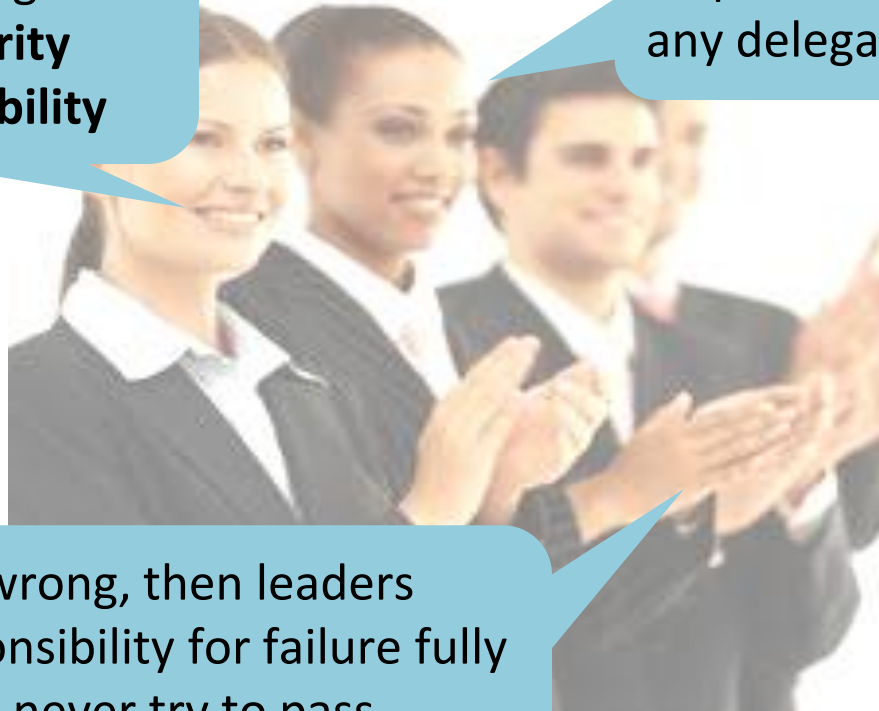


Give credit, not blame

Whenever leaders delegate, they must give subordinates **authority** along with **responsibility**

Leaders always fully remain responsible and accountable for any delegated task

If things should go wrong, then leaders should accept responsibility for failure fully and completely and never try to pass blame on to subordinates



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What is conflict?



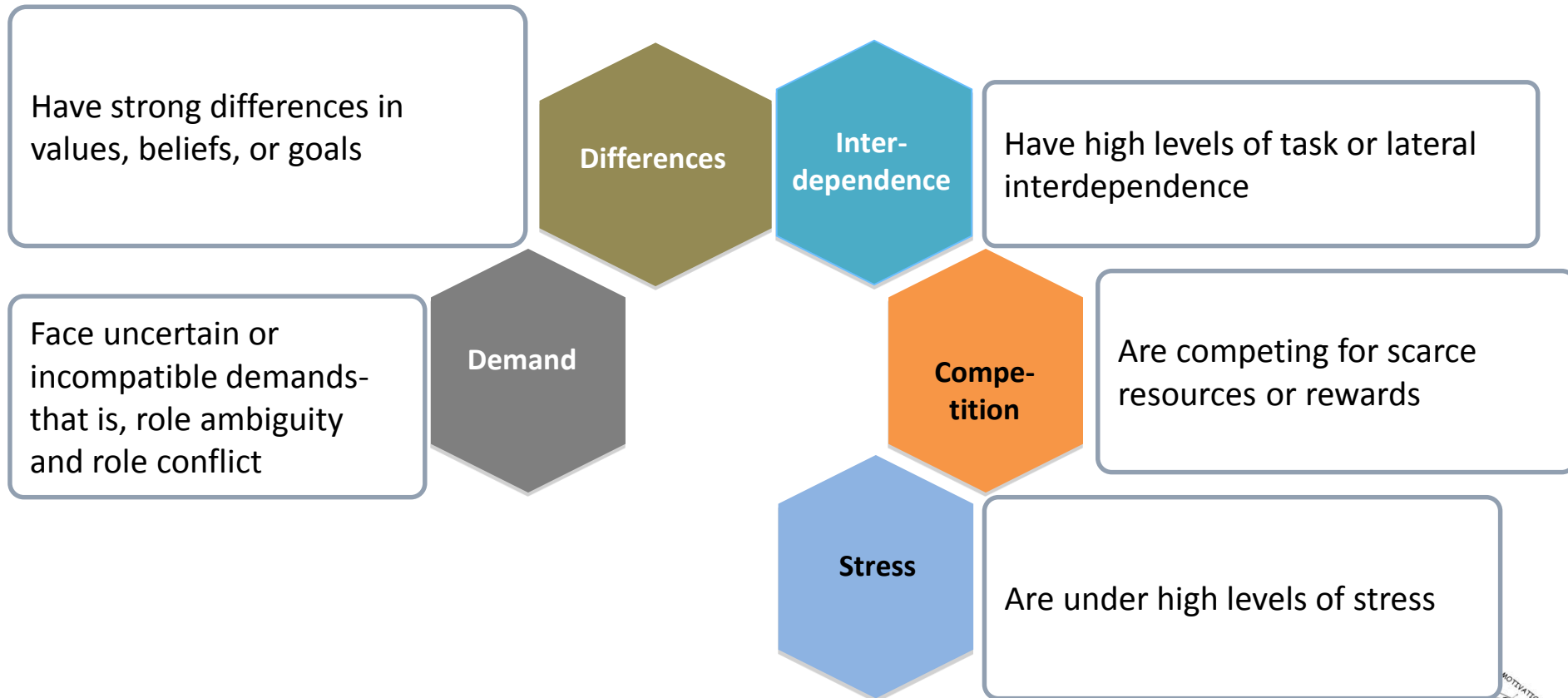
Did you know he is wasting several hours daily on phone calls which in turn effects our production

Aah! Wait, I'll explain the situation

I feel he is in several forms of stress and he is not suited for this role . . . Maybe we should make a role change

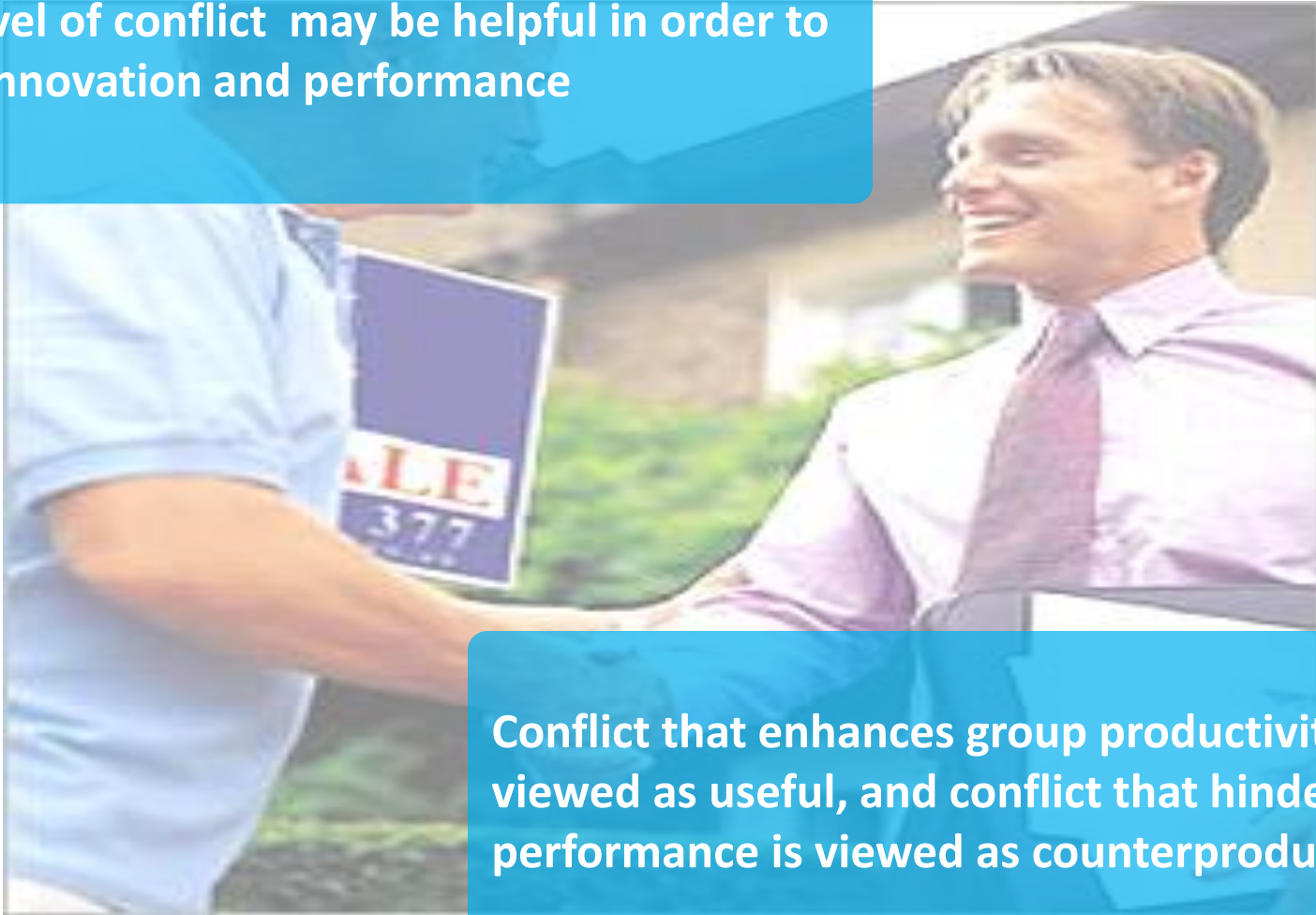
What is conflict?

Conflict can occur when group or team members



Is conflict always bad?

Some level of conflict may be helpful in order to bolster innovation and performance



Conflict that enhances group productivity is viewed as useful, and conflict that hinders group performance is viewed as counterproductive



Let us see some positive and negative effects of conflict in next pages

Possible positive effects of conflict

- Increased effort
- Feelings get aired
- Better understanding of others
- Impetus for change
- Better decision making
- Key issues surfaced
- Critical thinking stimulated



Possible negative effects of conflict

- **Reduced productivity**
- **Decreased communication**
- **Negative feelings**
- **Stress**
- **Poorer decision making**
- **Decreased cooperation**
- **Political backstabbing**



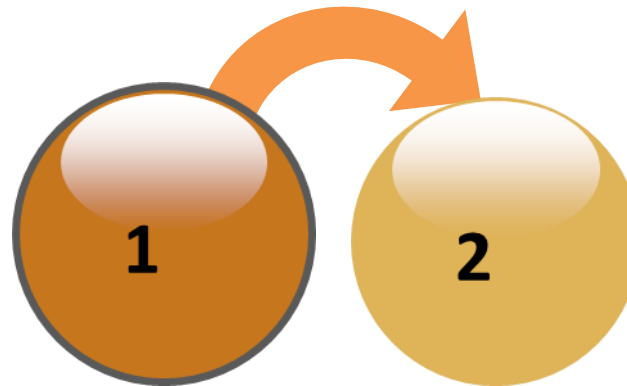
Conflict resolution strategies



In addition to spending time understanding and clarifying positions, separating people from the problem, and focusing on interests, there are five strategies or approaches leaders can use to resolve conflicts

Perhaps the best way to differentiate between these five strategies is to think of conflict resolution in terms of two independent dimensions

Cooperativeness/
Uncooperativeness



Assertiveness/
Unassertiveness

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Let us see the five strategies in detail . . .

General approaches to managing conflict

Competition

Reflects a desire to achieve one's own ends at the expense of someone else

Accommodation

Reflects a mirror image of competition, entirely giving in to someone else's concerns without making any effort to achieve one's own ends

Sharing

Is an approach that represents a compromise between domination and appeasement. Both parties give up something, yet both parties get something

Collaboration

Reflects an effort to fully satisfy both parties. This is a problem-solving approach that requires the integration of each party's concerns

Avoidance

Involves indifference to the concerns of both parties. It reflects a withdrawal from or neglect of any party's interests



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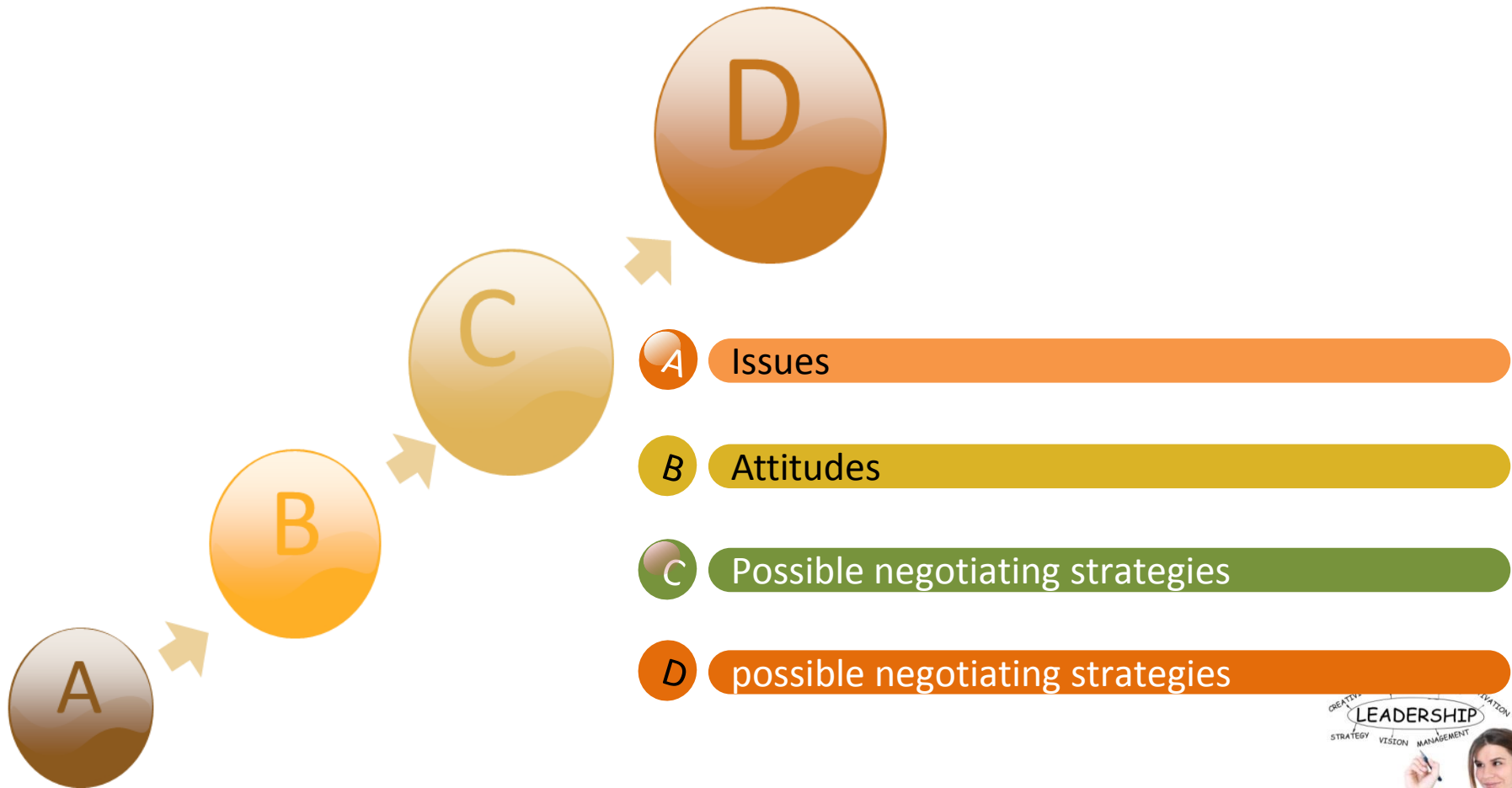
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Prepare for the negotiation

To successfully resolve conflicts; leaders may need to spend considerable time preparing for a negotiating session. Leaders should anticipate each side's key concerns



Separate the people from the problem

A group of teachers angry that their salary has not been raised for the fourth year in a row may direct their personal bitterness toward the school board president



Im not comfortable with the salary package.. Do you?

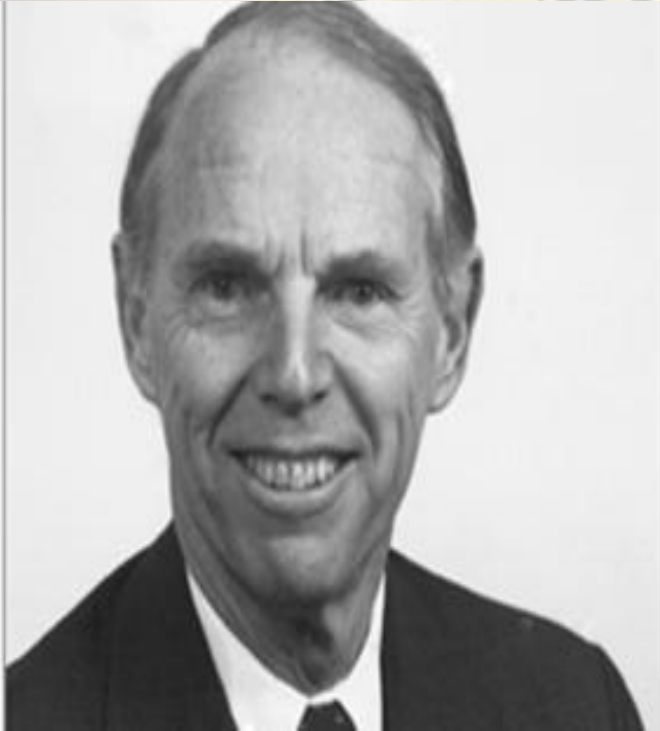
Me too! I don't think is good

Oh no! what can be done?

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Separate the people from the problem



Fisher and Ury (1981) also advised negotiators to separate the people from the problem

Parties may inadvertently treat the people and the problem as though they were the same

Focus on interests, not positions

Say Kavi has had the same reserved seats to the local symphony every season for several years and he was just notified he will no longer get his usual tickets

Feeling irate, he goes to the ticket office to complain. One approach he could take would be to demand the same seats he has always had; this would be his position. A different approach would be to find alternative seats that are just as satisfactory as his old seats had been; this would be his interest



In negotiating, it is much more constructive to satisfy interests than to fight over positions



It is also important to focus both on your counterpart's interests (not position) and on your own interests (not position).



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Identifying problems or opportunities for improvement – an example



Sarah has difficulties in her study skills because she is spending what seems to be plenty of time studying, yet she is still doing poorly on examinations

A little discussion, however, may reveal that she is having difficulty concentrating on schoolwork because of problems at home

If the counselor had moved immediately to develop her study skills, the real cause of her difficulties would have gone untreated

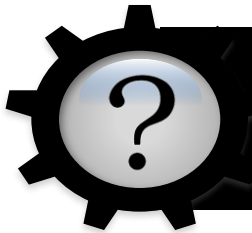
Finally, she might have become even more pessimistic about her abilities and the possibility that others can help her

The first step of problem solving in an organization to state the problem so that everyone involved in developing a solution has an informed and common appreciation and understanding of the task

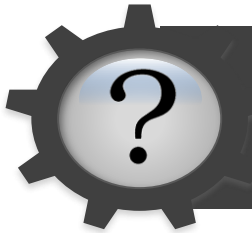


Selecting and implementing the best solution

It is better to select a solution on the basis of established criteria. These include such questions as the following:



Have the advantages and disadvantages of all possible solutions been considered?



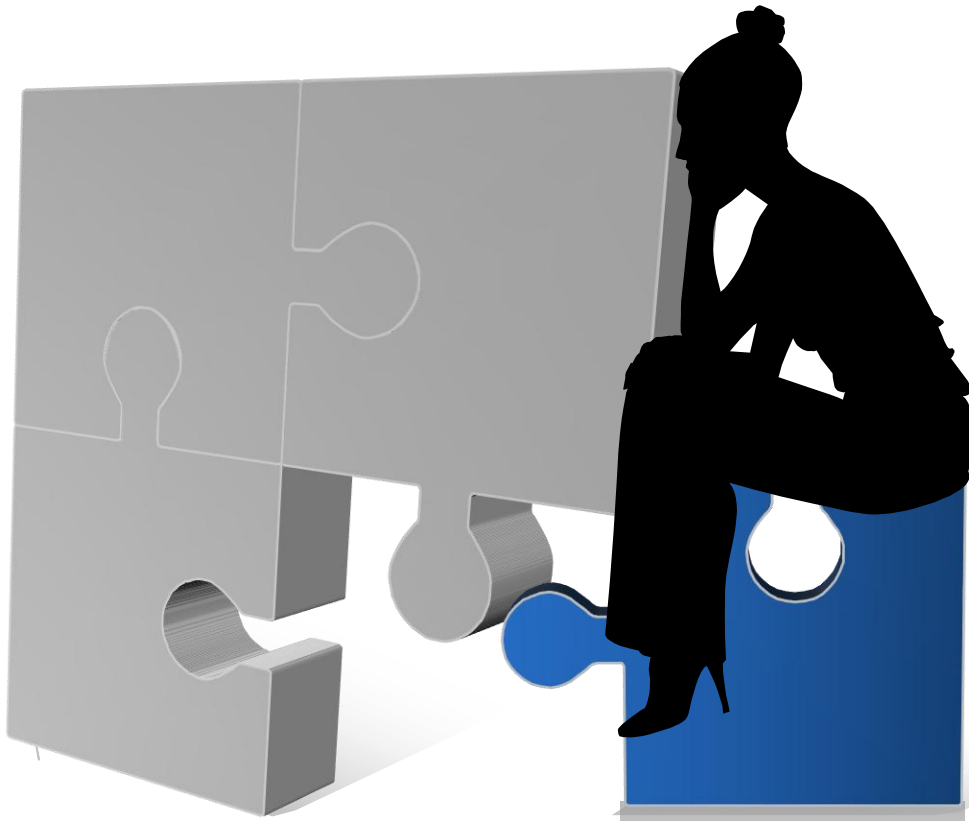
Have all the possible solutions been evaluated in terms of their respective impacts on the whole organization, not just a particular team or department?



Is the information needed to make a good decision among the alternatives available?



Assessing the impact of the solution



Leader should not assume that just by going through the preceding steps the actions implemented will solve the problem

The solution's continuing impact must be assessed, preferably in terms of measurable criteria of success that all parties involved can agree on



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Seeing things in new ways



There are several things leaders can do to increase their own and their followers creativity

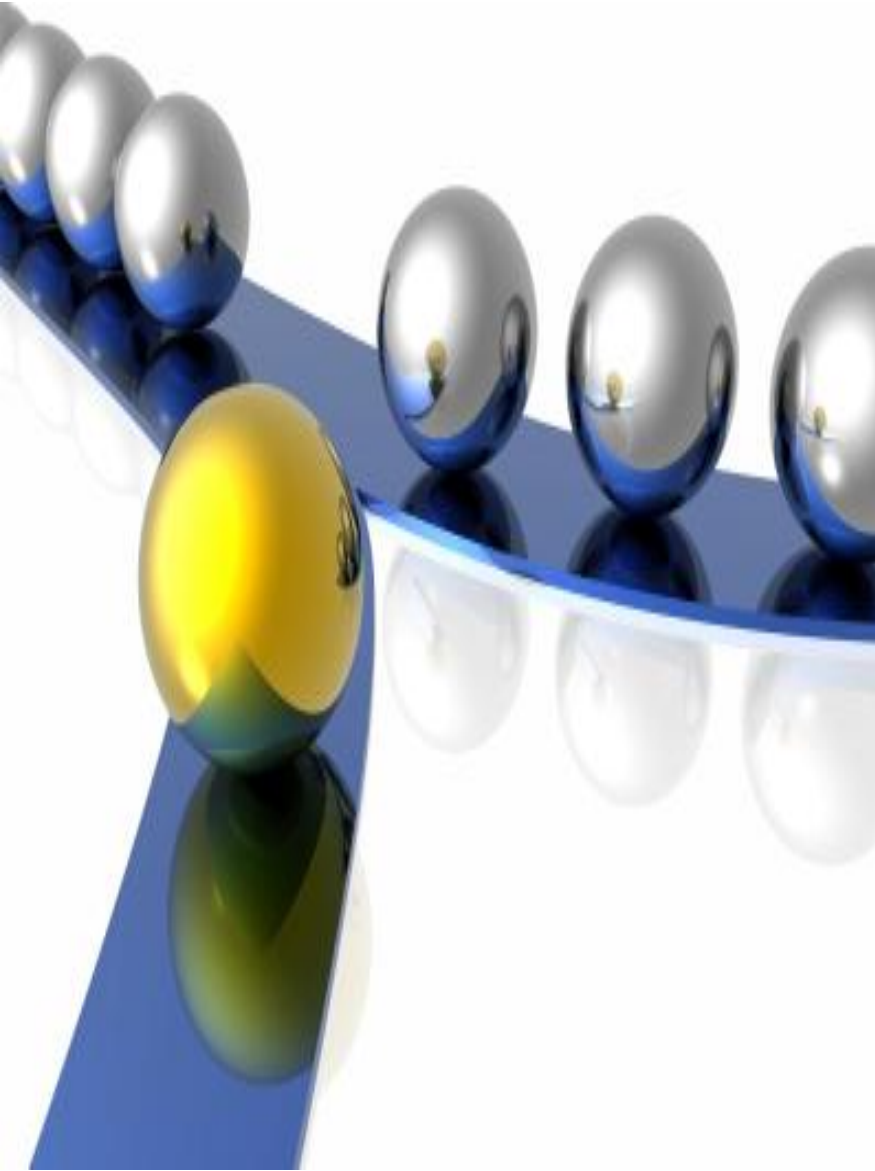
Leaders can do to enhance creativity is to see things in new ways, or to look at problems from as many perspectives as possible

Another way to see things differently is to try putting an idea or problem into a picture rather than into words

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Using leader's power constructively



Key Benefits

- ▶ A leader can also use her power constructively to enhance creativity. This can enhance followers and leader can see problems as many perspectives as possible
- ▶ Leaders who wish to create a favorable climate for fostering creativity need to use their power to encourage the open expression of ideas and to suppress uncooperative or aggressive reactions between the group members
- ▶ Leaders can help followers to build credits which in turn will encourage them to take risks and to be more creative



Forming diverse problem-solving groups

Selecting people for a group or committee with a variety of experiences, values, and preferences should increase the creativity of the group

Although these difference may also increase the level of conflict within the group and make it more difficult for the leader to get consensus on a final solution, the leader should use his skills and techniques to manage conflicts

Diagnosing performance problems



Let us see each one in detail . . .



Expectations



There are many instances where talented, skilled groups accomplished the wrong objective because of miscommunication or waiting for instructions that never arrived

It is the leader's responsibility for ensuring that followers understand their roles, goals, performance standards, and the key metrics for determining success

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Capabilities



Sometimes followers and teams lack the capabilities needed to achieve a goal or perform above expectations

Abilities and skills are the two components that make up capabilities

Leaders need to know individual capabilities and their skills for accomplishing a task or to give appropriate training in those areas

Although followers may have the raw talent needed to perform a task, they still may lack the skills needed to perform at a high level



Opportunities



Passengers are hungry but flight attendants do not have any meals to pass out during the flight

In this situation the flight attendants could have very high levels of customer service goals, capabilities, and motivation but will still not be able to satisfy customer needs

Leaders must ensure that followers and teams have the needed equipment, financial resources, and the opportunities to exhibit their skills if they want to eliminate this constraint on performance

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Motivation



Motivation

Many performance problems can be attributed to a lack of motivation. The two critical issues here are whether followers or groups choose to perform or exhibit the level of effort necessary to accomplish a task. If this does not occur, then the leader should first try to learn why people are unmotivated. Leaders have several options to resolve motivation problems in followers and teams.

First, they can select followers who have higher levels of achievement or intrinsic motivation for the task.

Second, they can set clear goals or do a better job providing feedback about performance.

Third, they can reallocate work across the team or redesign the task to improve skill variety, task significance, and task identity.

Fourth, they can restructure rewards and punishments so they are more closely linked to performance levels.

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Team-building interventions

Problem occurs when organizations are committed to team-work, are willing to change structures and systems to support it, but are not committed to the “bottom-up” work that will be required



They must be able to answer the questions:

“What do I bring to the team?”

“What do I need from the team?”



A rationale for individual, interpersonal, team and organizational training



Individual:
What do I bring to and need from the group?

Interpersonal What do you bring to and need from the group?

Team
What will we do?

Organization
How will we organize and create?



What does a team-building workshop involve?



The first requirement involves awareness raising.



Second, we need some diagnostic, instrument-based feedback so team members can have a reasonably valid map of where they and their teammates now are located.



Finally, each intervention must include a practice field.



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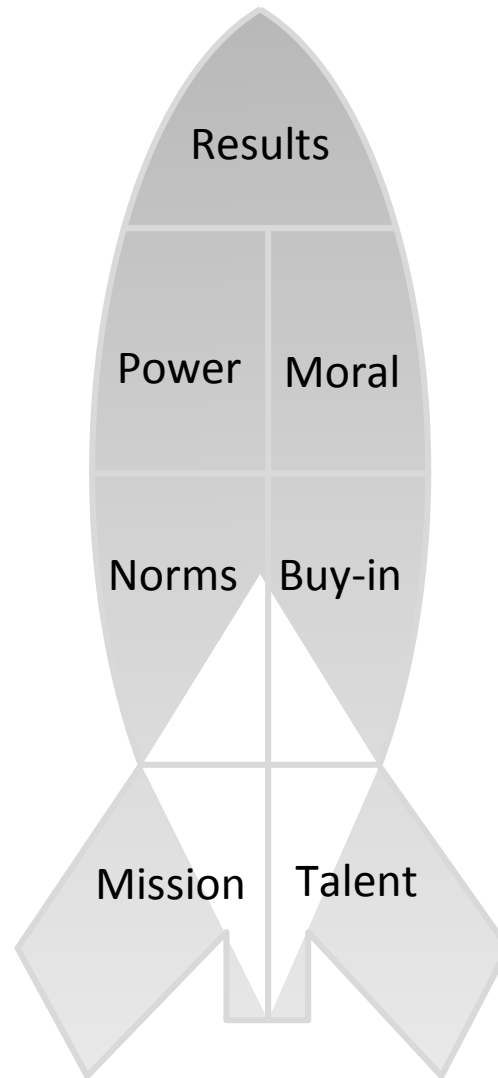
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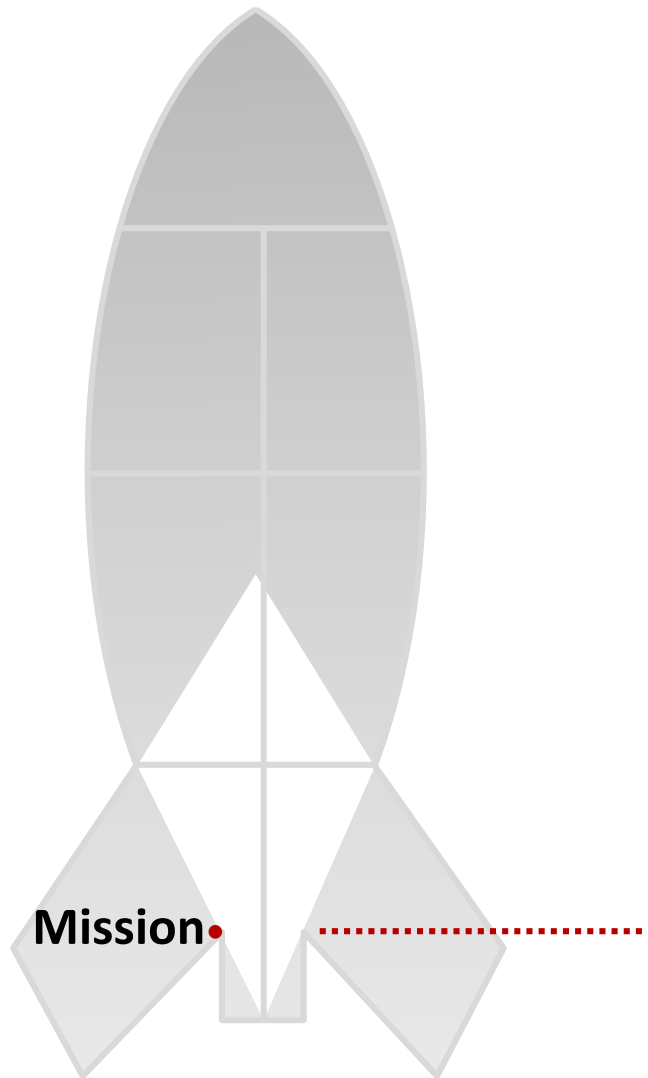
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The Rocket Model



Let us see each one and know how each one is integrated for final results . . .

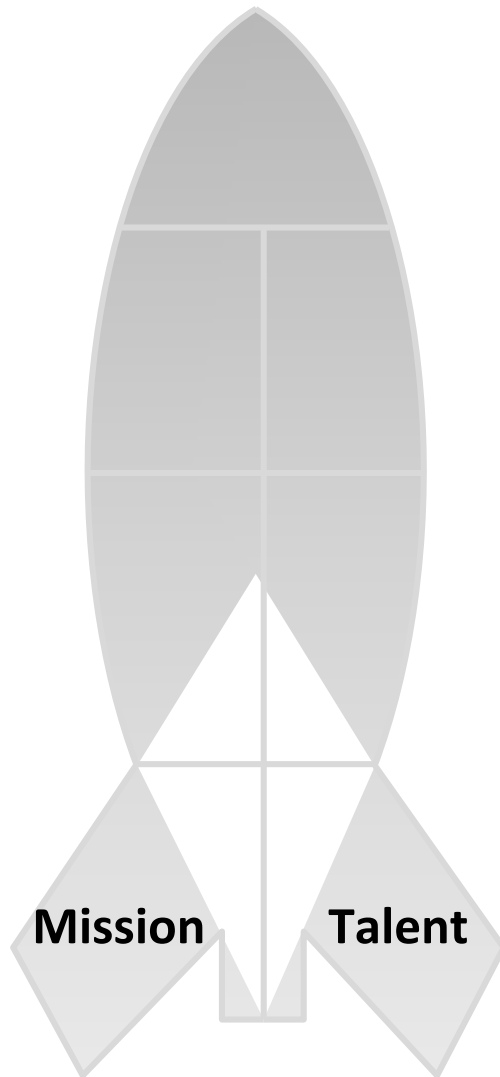
Mission



The mission component of the Rocket Model is concerned with setting a common direction for the team. Of all the components in the Rocket Model, it may be the most important component. This is the case because it drives all the other components of the model.



Talent

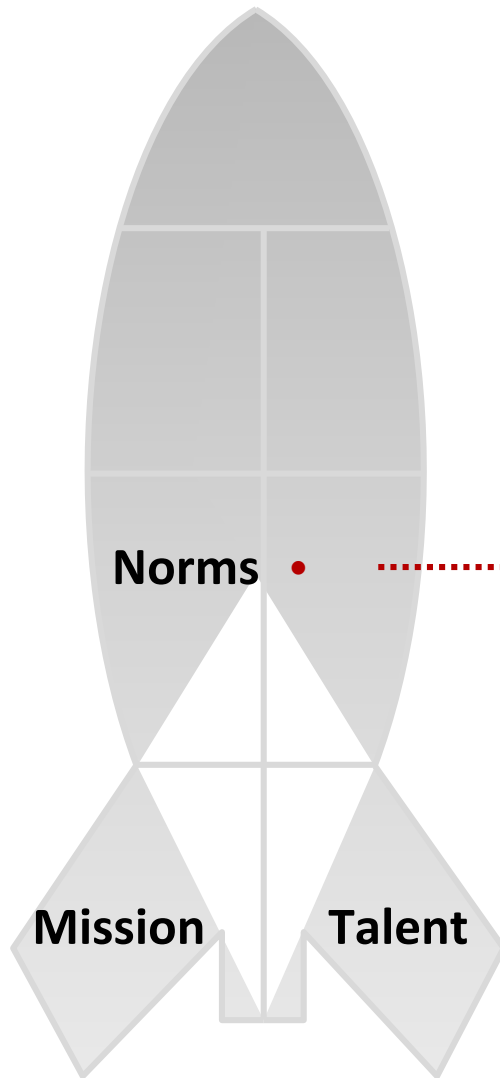


- Selecting the right kind of people and continuously developing those skills needed to achieve team goals are two key leadership activities in this component of the Rocket Model
- Once the team was assembled, team leaders would then determine what skills they still needed to develop and work to ensure the team improved in these areas
- Team skills could be developed through coaching, training programs, practice test sessions, and so on

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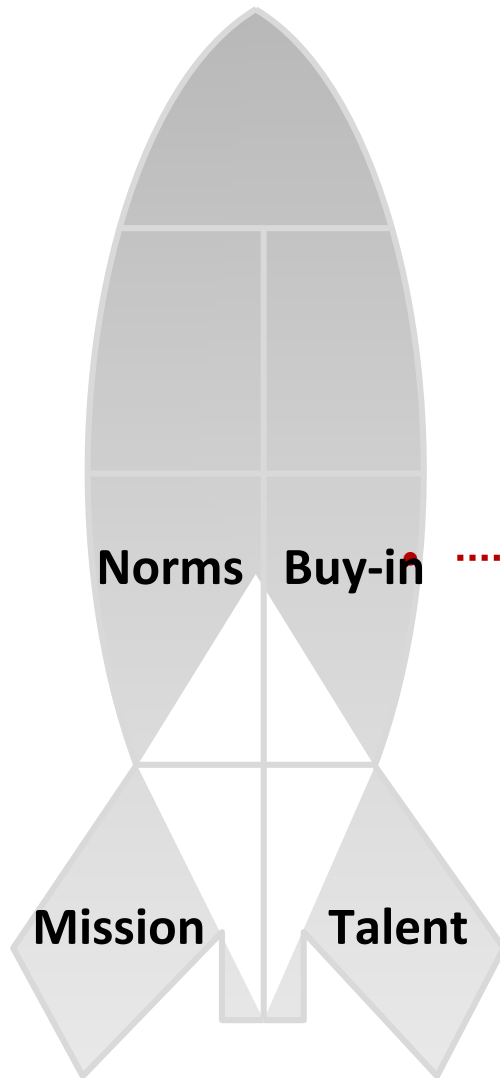
Norms



- Norms are the rules that govern how teams make decisions, conduct meeting, get work done, hold team members accountable for results, and share information
- Corporate teams often fail because they do not explicitly set decision-making, communication, meeting, and accountability norms or ask themselves if the rules they have adopted are still working or need to be improved



Buy-in



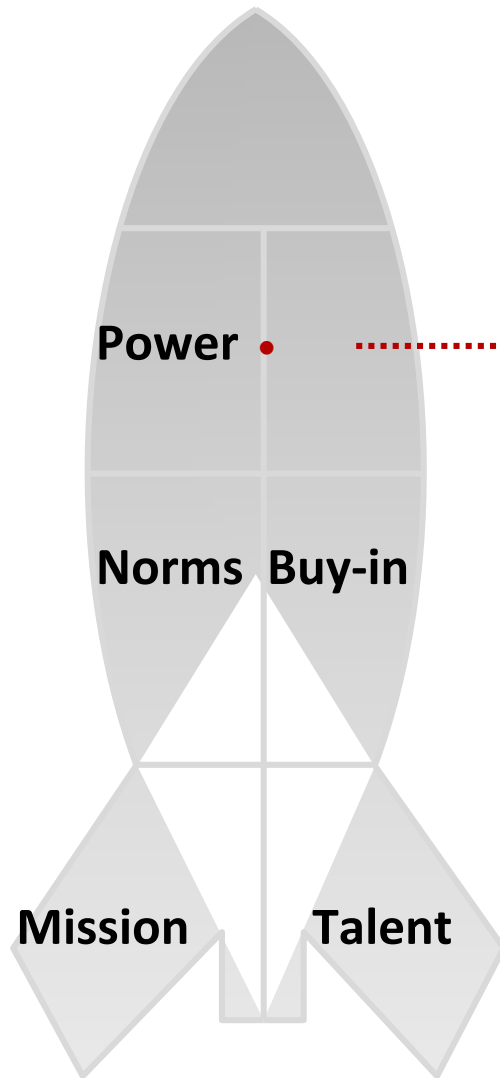
Many times team members will do north to south head nods on the team's goals, rules, and action steps in team meetings, but then turn around and do something entirely different after the meetings. This is an example of a team that lacks buy-in. There are three basic ways team leaders can build buy-in:

- One way to build buy-in is to develop a compelling team vision or purpose
- A second way to create buy-in is for the team leader to have a high level of credibility
- Third way to enhance team buy-in is to involve team members in the goal, standard, and rule-setting process

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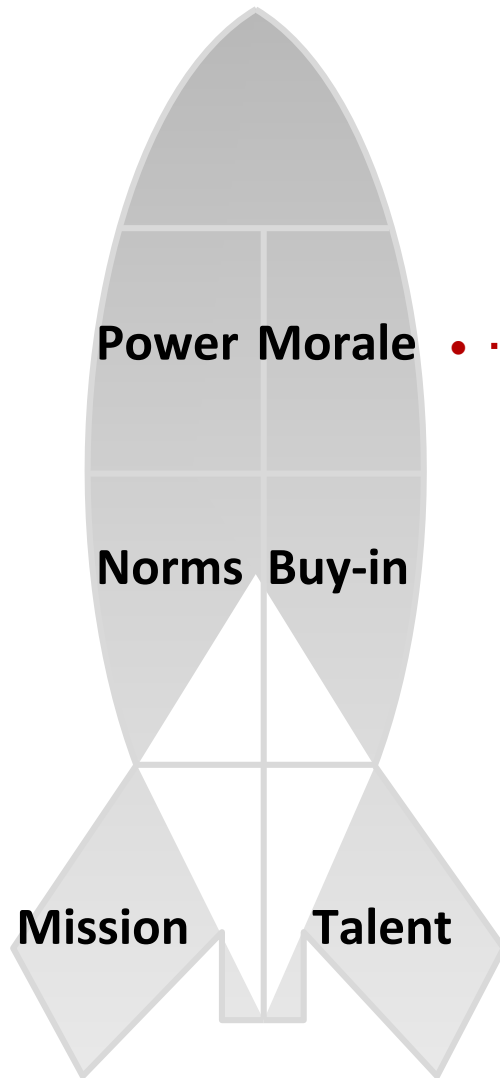
Power



- The power component of the rocket model concerns the decision-making latitude and resources the team has in order to accomplish its goal
- Team reporting high levels of power have considerable decision-making authority and all of the equipment, time, facilities, and funds needed to accomplish team goals
- To improve the power component of the rocket model, team leaders will first need to determine if they have all the decision-making latitude and resources they need to accomplish group goals



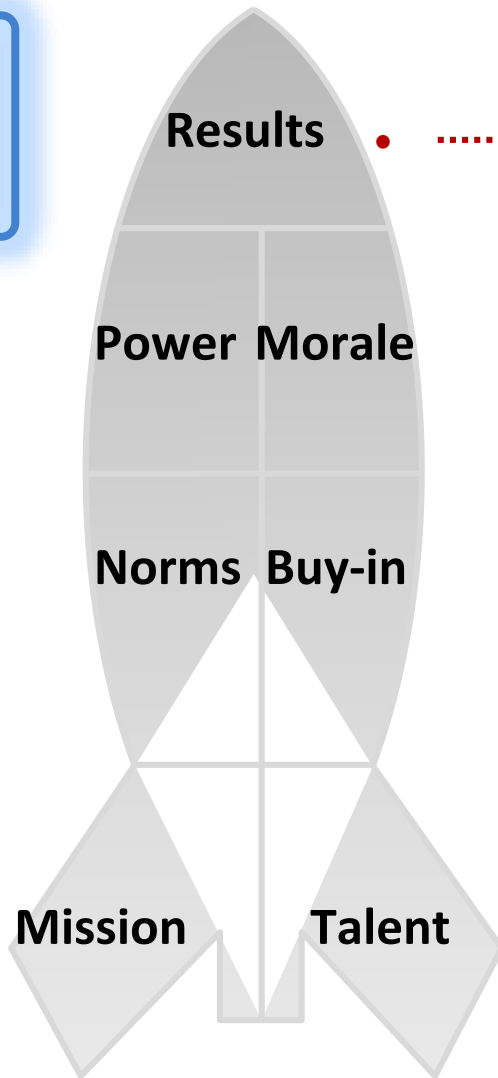
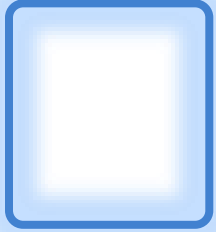
Morale



- Teams that report high levels of Morale tend to effectively deal with interpersonal conflict and have high levels of morale and cohesion
- This does not mean that highly cohesive teams do not experience interpersonal conflict. Instead, teams with high morale scores have learned how to get conflict out on the open and deal with it in an effective manner
- Leaders can also improve Morale is by working with team members to determine the rules for addressing team conflict



Results

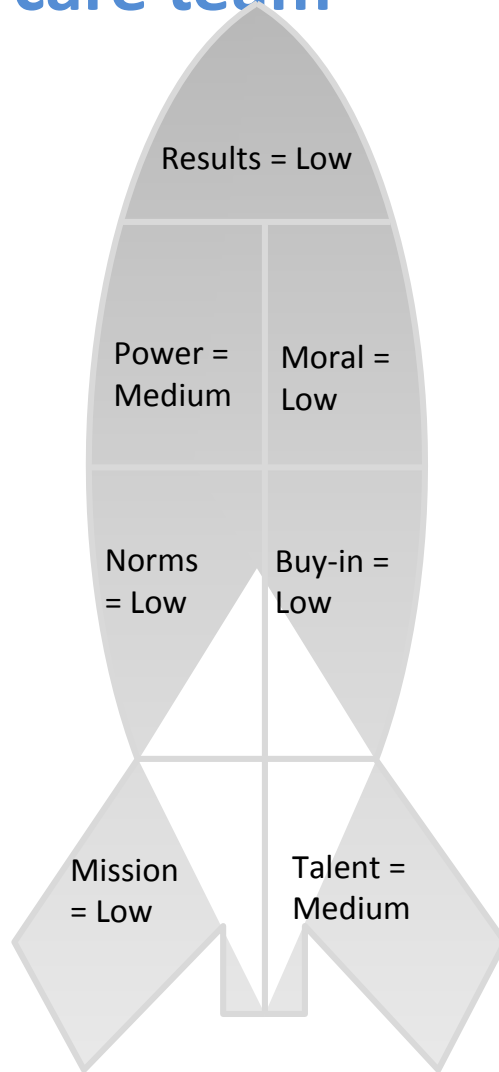


- The Results component of the Rocket model describes the ‘**what**’ of team building – what did the team actually accomplish?
- High performing teams get superior results because they have attended to other six components of the Rocket Model
- Those teams achieving less than optimal results can improve team performance by focusing on those problematic components of the Rocket Model



Let us now see couple of examples using this Rocket Model . . .

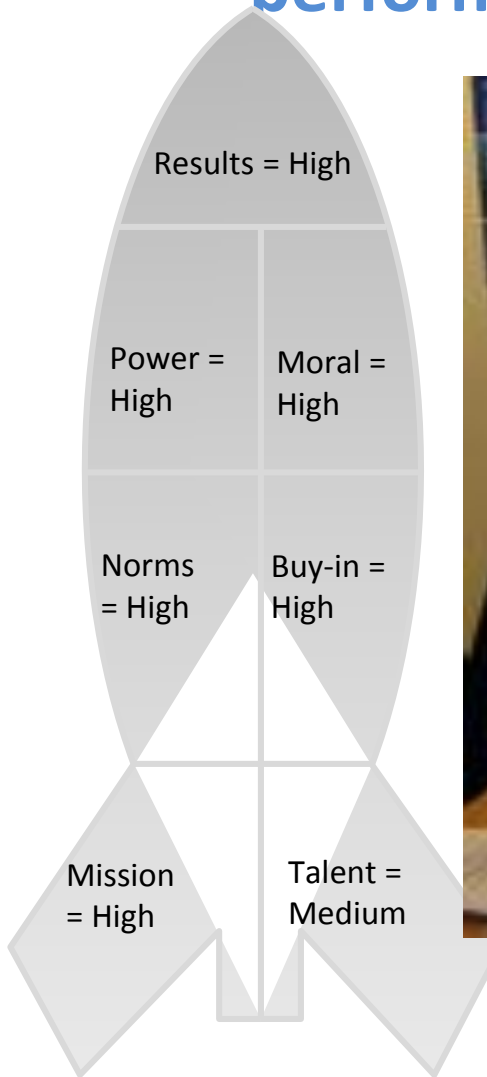
Team assessment results for a dysfunctional health care team



This rocket is a highly dysfunctional group of executives who led a billion dollar health care organization. Because these executives never learned how to work together as a team, many were let go less than six months after their team assessment survey was completed.



Team assessment results for a high performing retail team



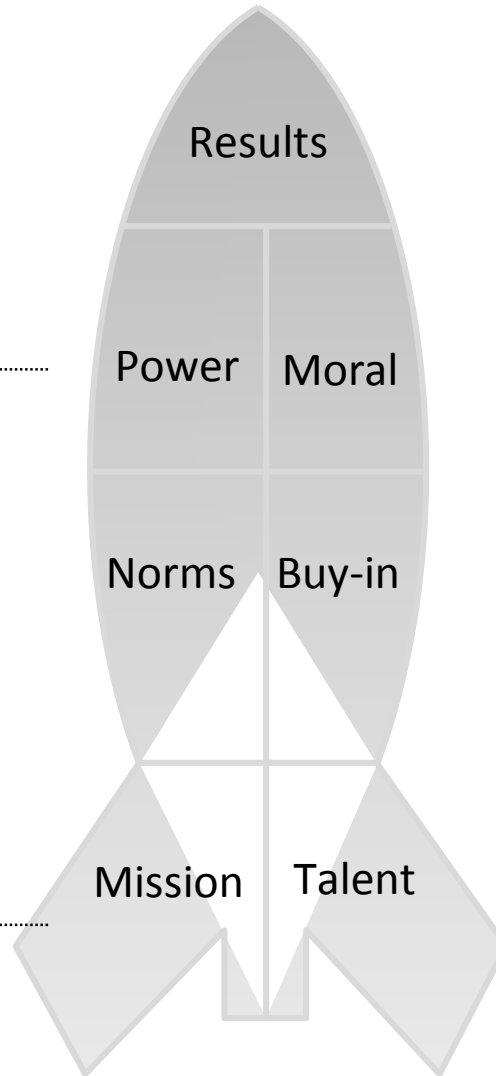
This shows the results for a top executive running a six billion dollar retail organization. This team was more or less hitting on all cylinders



Implications of the rocket model

The Rocket Model is both prescriptive and diagnostic, and the model works equally well with student-through executive-level teams

When building a new team or determining where an existing team is falling short, leaders should always start with the Mission and Talent components before moving to other parts of the model



As a rocket needs a large booster to get off the ground, so do teams need a clear purpose and the right players in order to be successful



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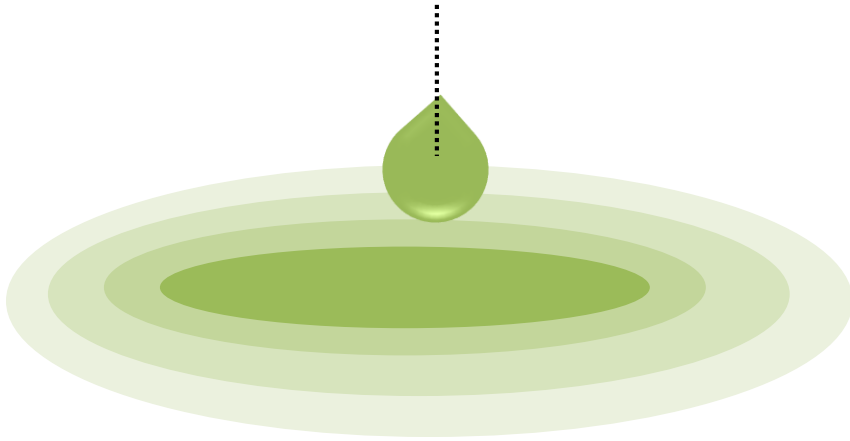
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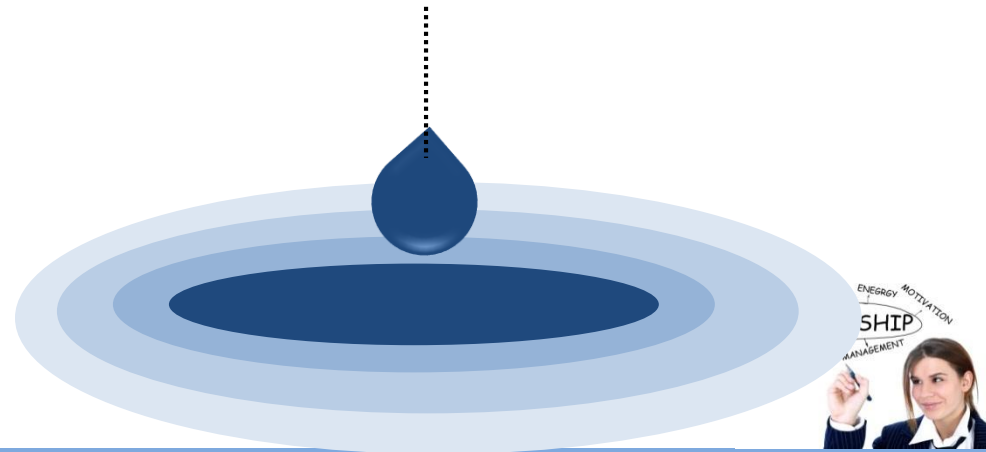
Applying individual skills and team skills

There are two critical requirements if this is to work.

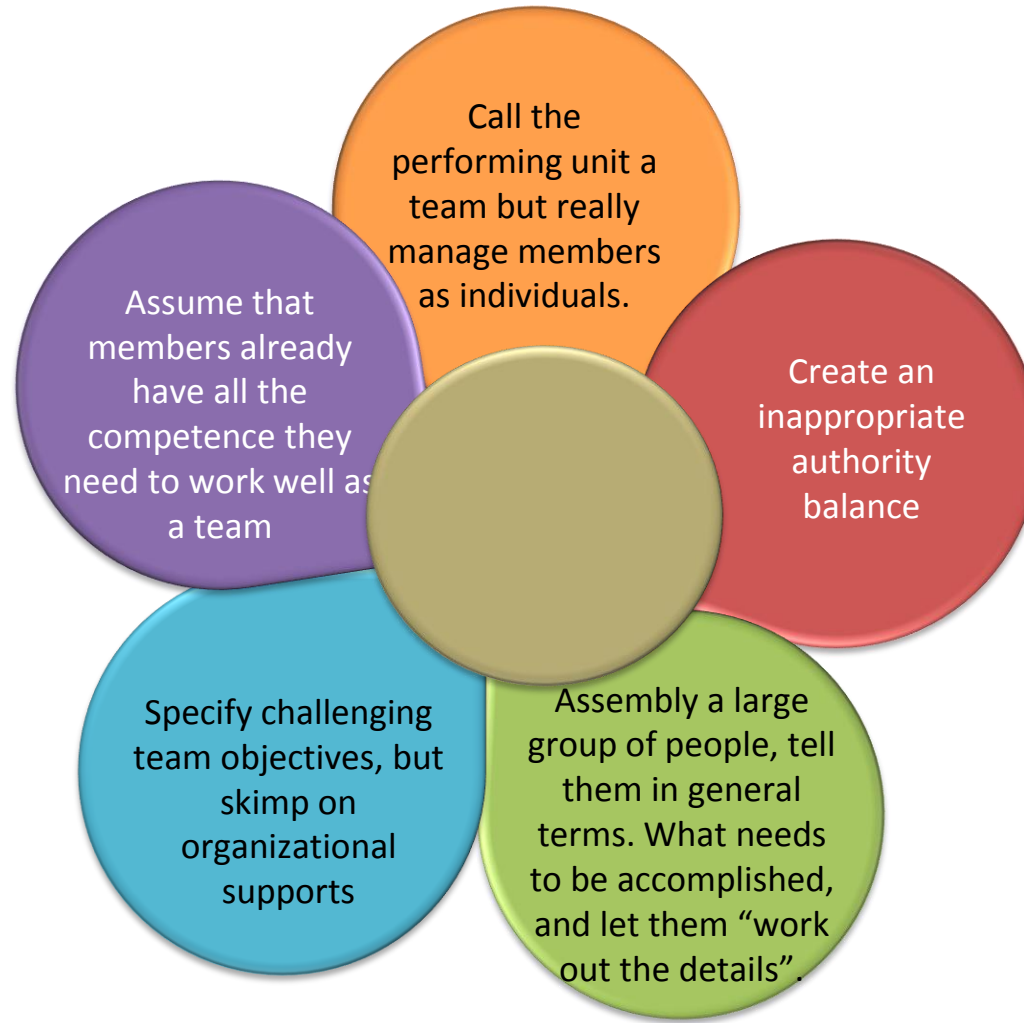
First, one must have the **diagnostic skills** to discern whether the challenge presenting itself involves an individual situation or a team situation



The second difference with executive teams is that they have an **opportunity** to enhance team work throughout their organization that few others have.



Team building components – What leaders need to know



Let's discuss each one in detail

Team building components – What leaders need to know



One way to set up work is to assign specific responsibilities to specific individuals and then choreograph individuals’ activities so their products coalesce into a team product.



Team building components – What leaders need to know



The exercise of authority creates anxiety, especially when one must balance between assigning a team authority for some parts of the work and withholding it for other parts. Because both managers and team members tend to be uncomfortable in such situations, they may collude to “clarify” them.



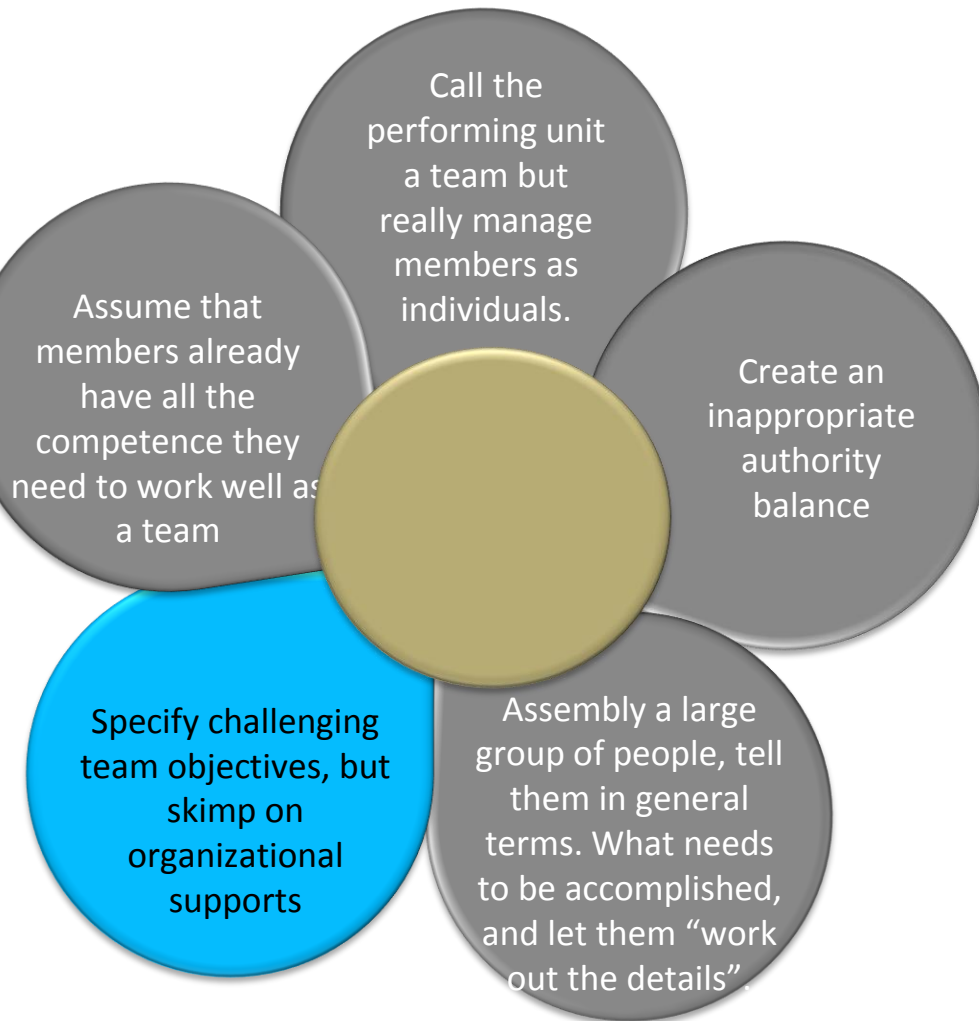
Team building components – What leaders need to know



Managers who hold this view often wind up providing teams with less structure than they actually need. Tasks are defined only in vague, general terms. Group composition is unclear or fluid.



Team building components – What leaders need to know



Teams in high-commitment organizations fall victim to this type when given “stretch” objectives but not where to accomplish them; high initial enthusiasm soon changes into disillusionment



Team building components – What leaders need to know



Once a team is launched and operating under its own steam, managers sometimes assume their work is done. However, a strict, hands-off managerial stance also can limit a team’s effectiveness, particularly when members are not already skilled and experienced in teamwork.

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Conducting a GAPS analysis



Goal



Abilities



Perceptions



Standards



Bridging the gaps: building a development plan

Career and development objectives

①

Criteria for success

②

Action steps

③

Whom to involve and reassess dates

④

Stretch assignments

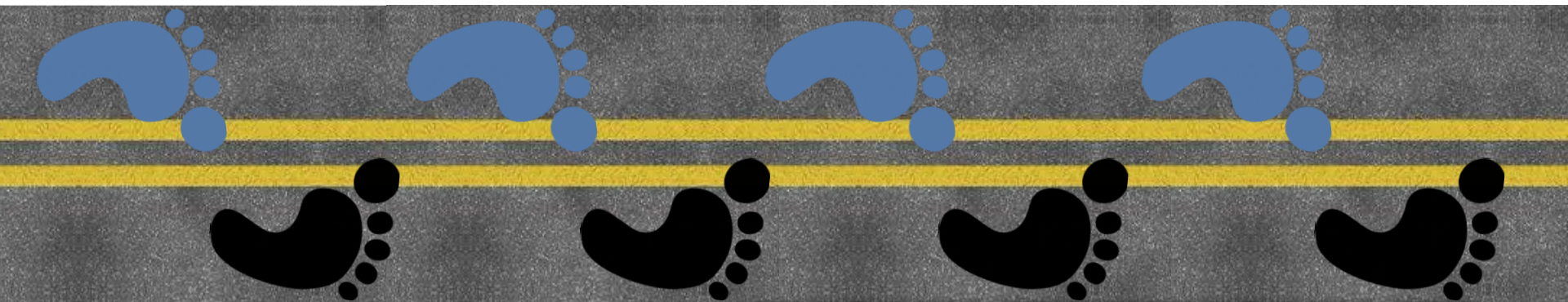
⑤

Resources

⑥

Reflect with a partner

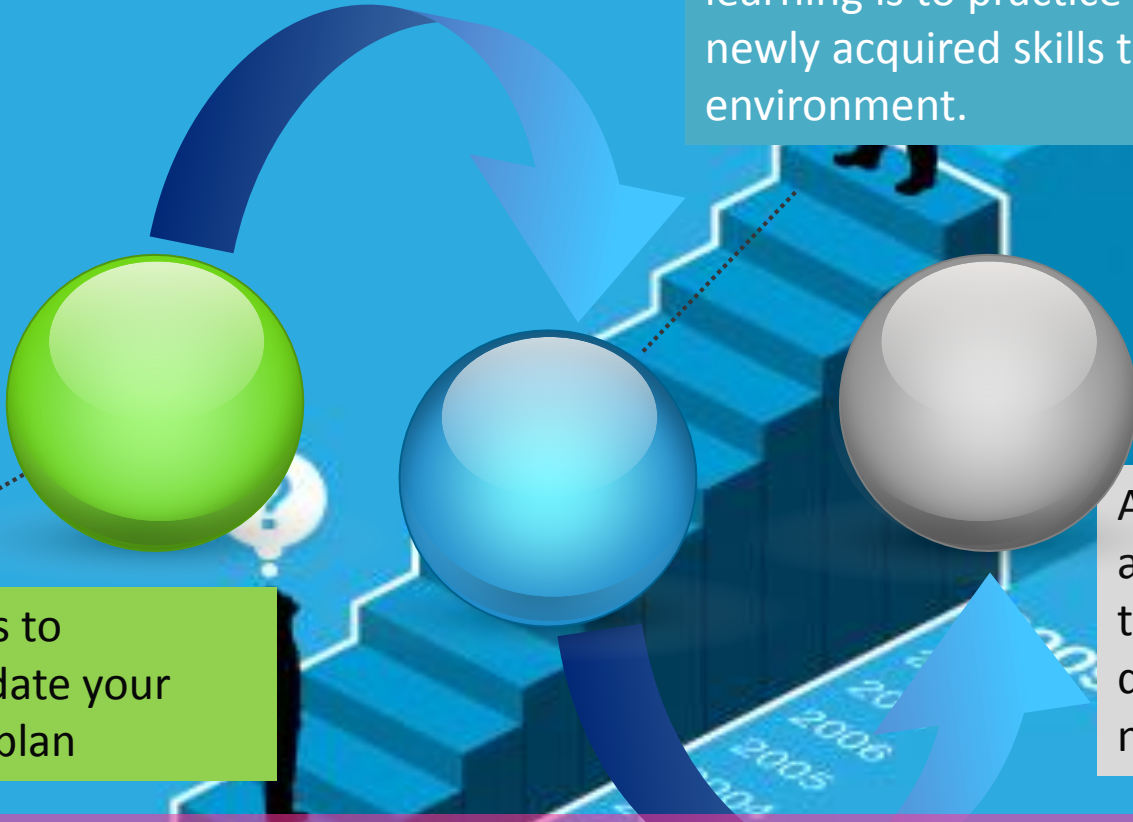
Reflecting on Learnings: Modifying development plans



Just as the development plan is a road map, this phase of development planning helps leaders to see whether the final destination is still the right one, or if an alternative route might be better, and whether there is need for more resources or equipment



Transfer learnings to new environments



Another way to enhance your learning is to practice your newly acquired skills to a new environment.

The first way is to constantly update your development plan

A final way to hone and refine your skills is to coach others in the development of your newly acquired skills.

Your development plan should be a “live” document; it should be changed, modified, or updated as you learn from your experiences, receive feedback, acquire new skills, and overcome targeted development needs. There are basically three ways to transfer learnings to new environment

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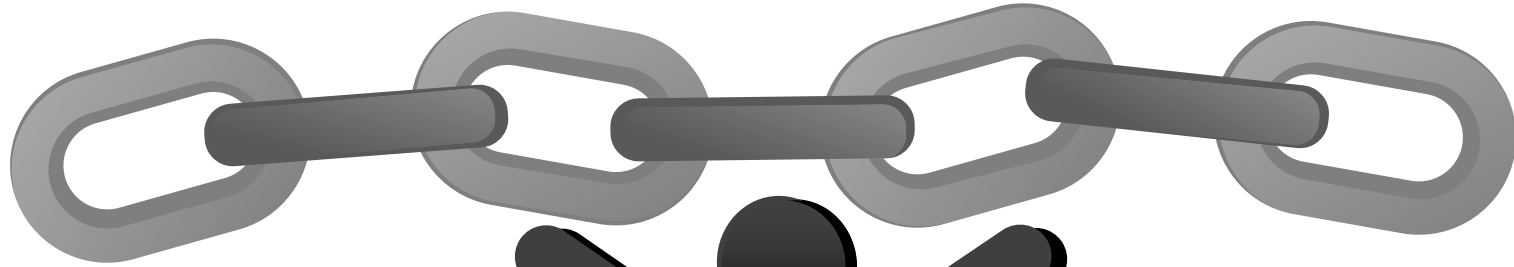
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The two components of credibility

Credibility is made up of two components



Expertise

Trust

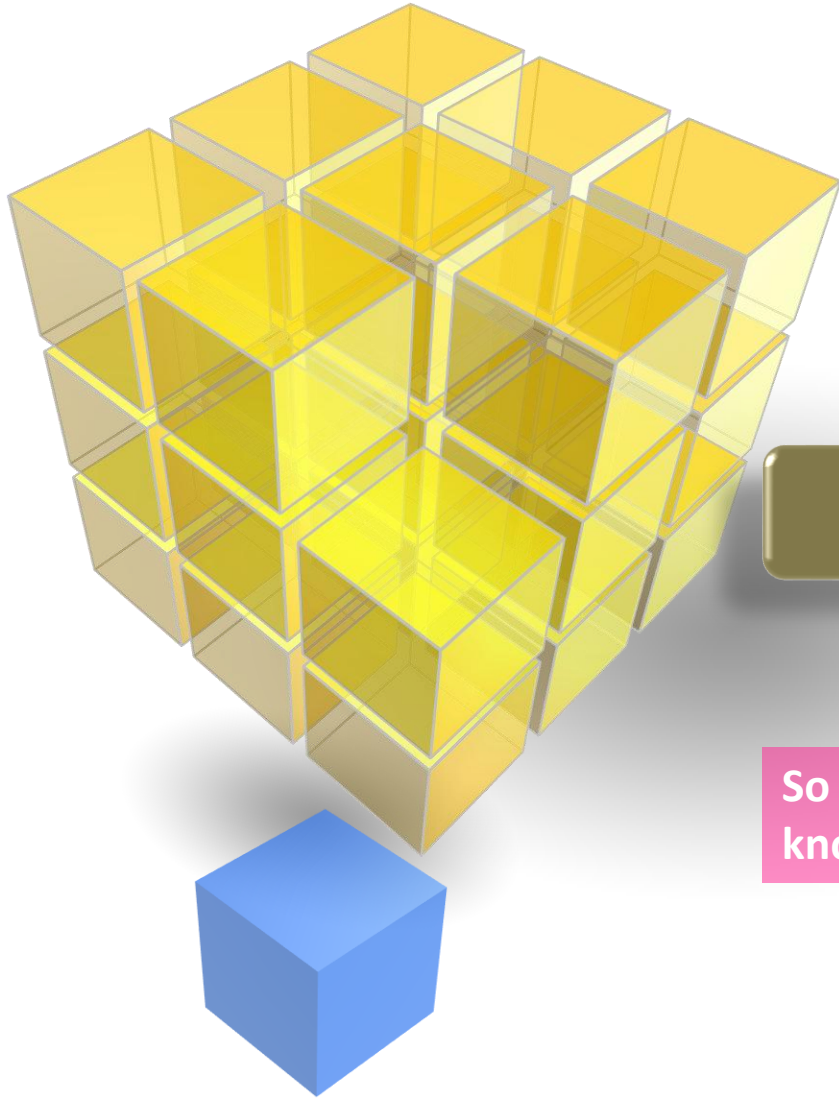
Followers will not trust leaders if they feel their leaders do not know what they are talking about



Leaders will not trust their followers if they feel confidential information will be leaked



Building expertise



Expertise consists of

Competence

Organizational
industry knowledge

So building expertise means increasing your
knowledge and skills in these areas

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Building trust

The other component of leadership credibility is building trust



Clarifying



Communicating your values



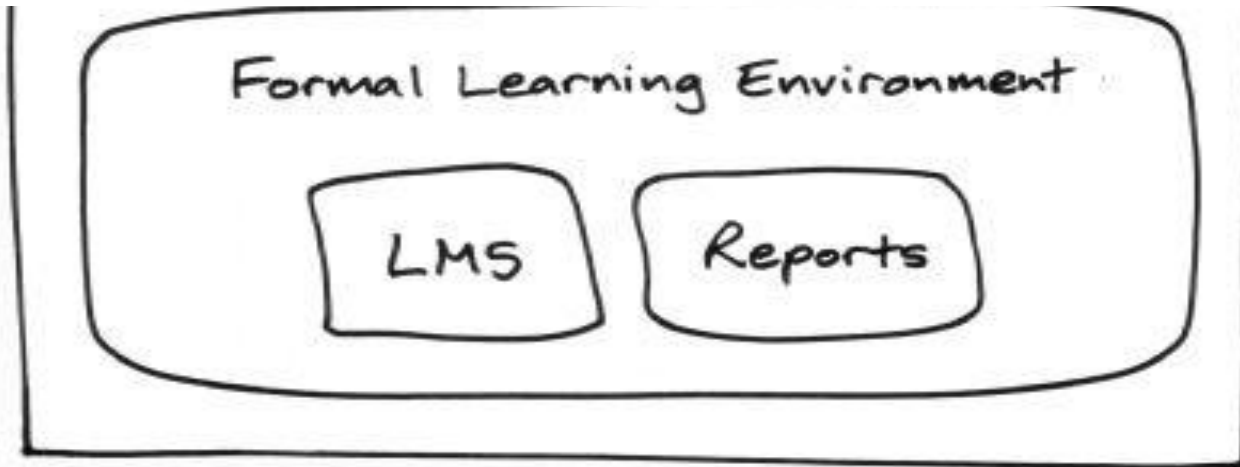
Building relationships



Transferring skills: creating a learning environment



Leaders need to create a learning environment so that personal development becomes an ongoing process rather than a one-time event



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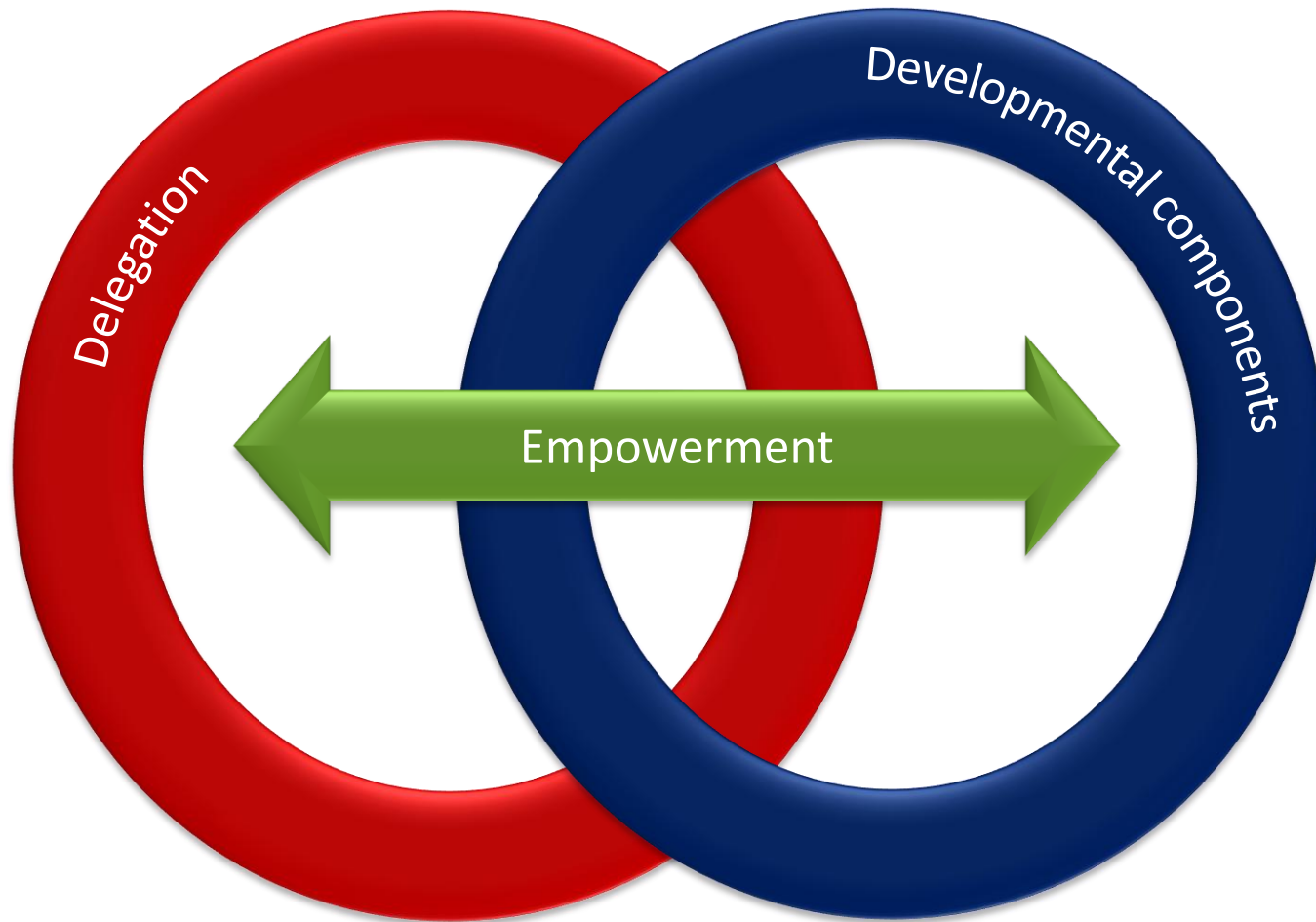
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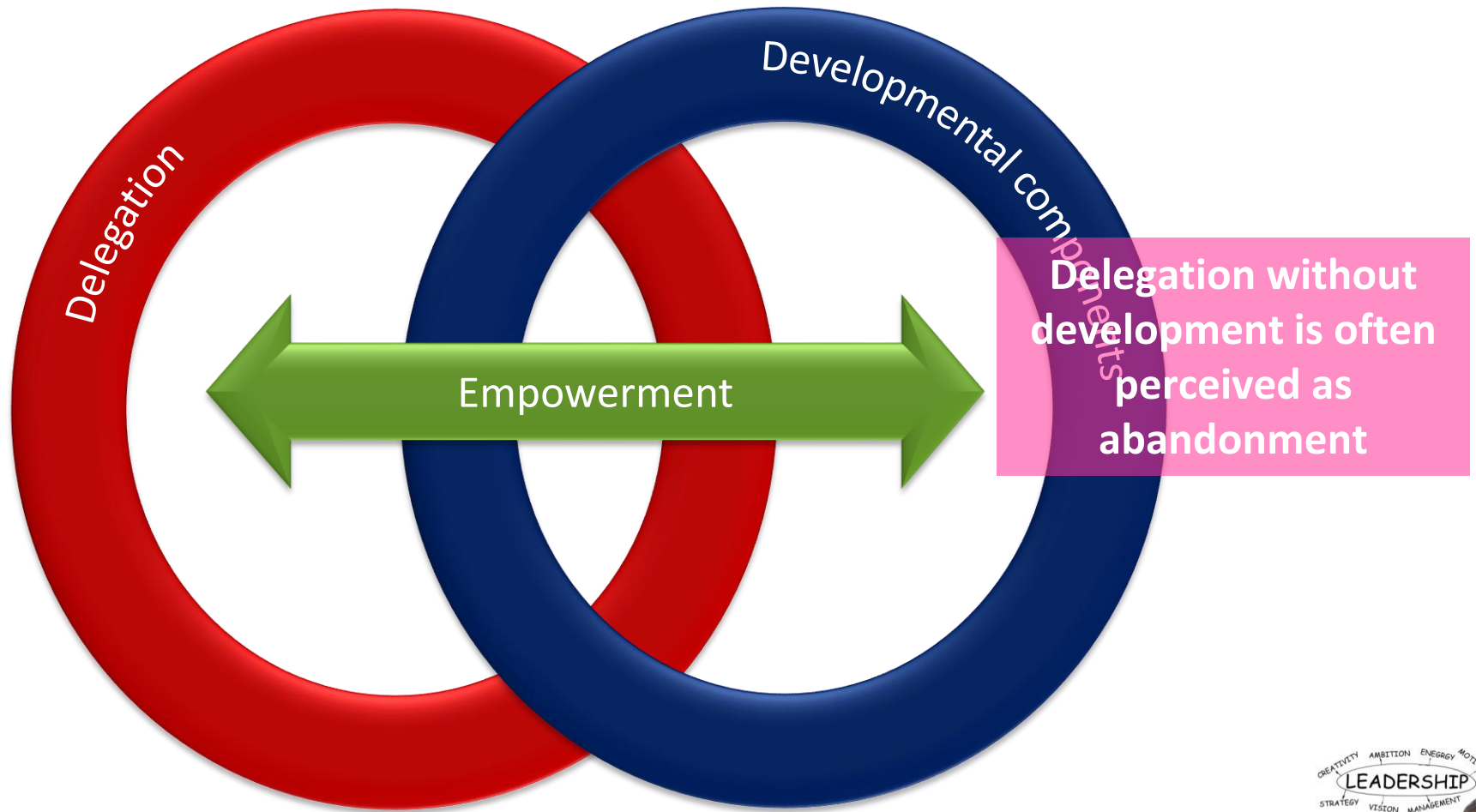
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What is empowerment?

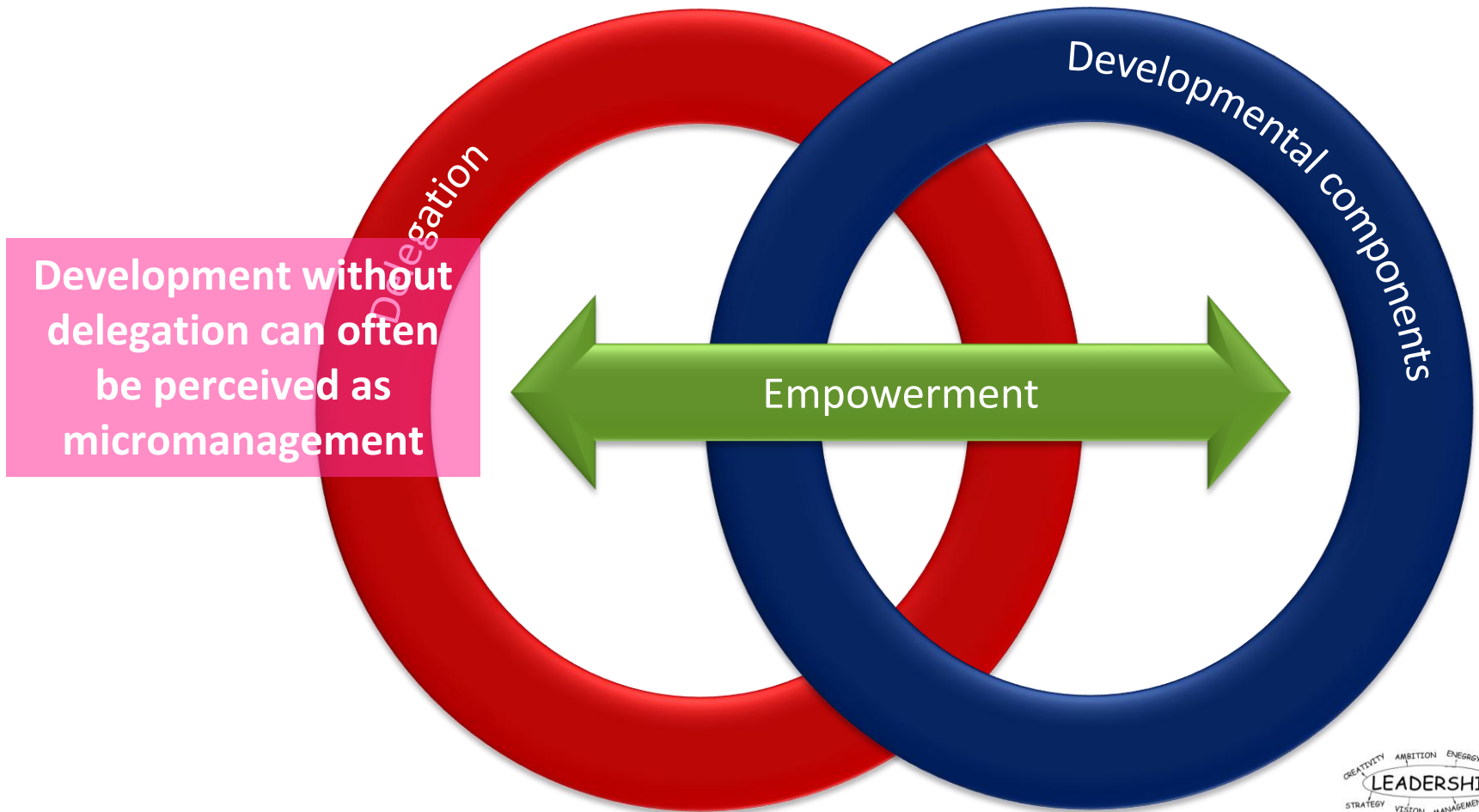
Empowerment has both delegation and developmental components



What is empowerment?



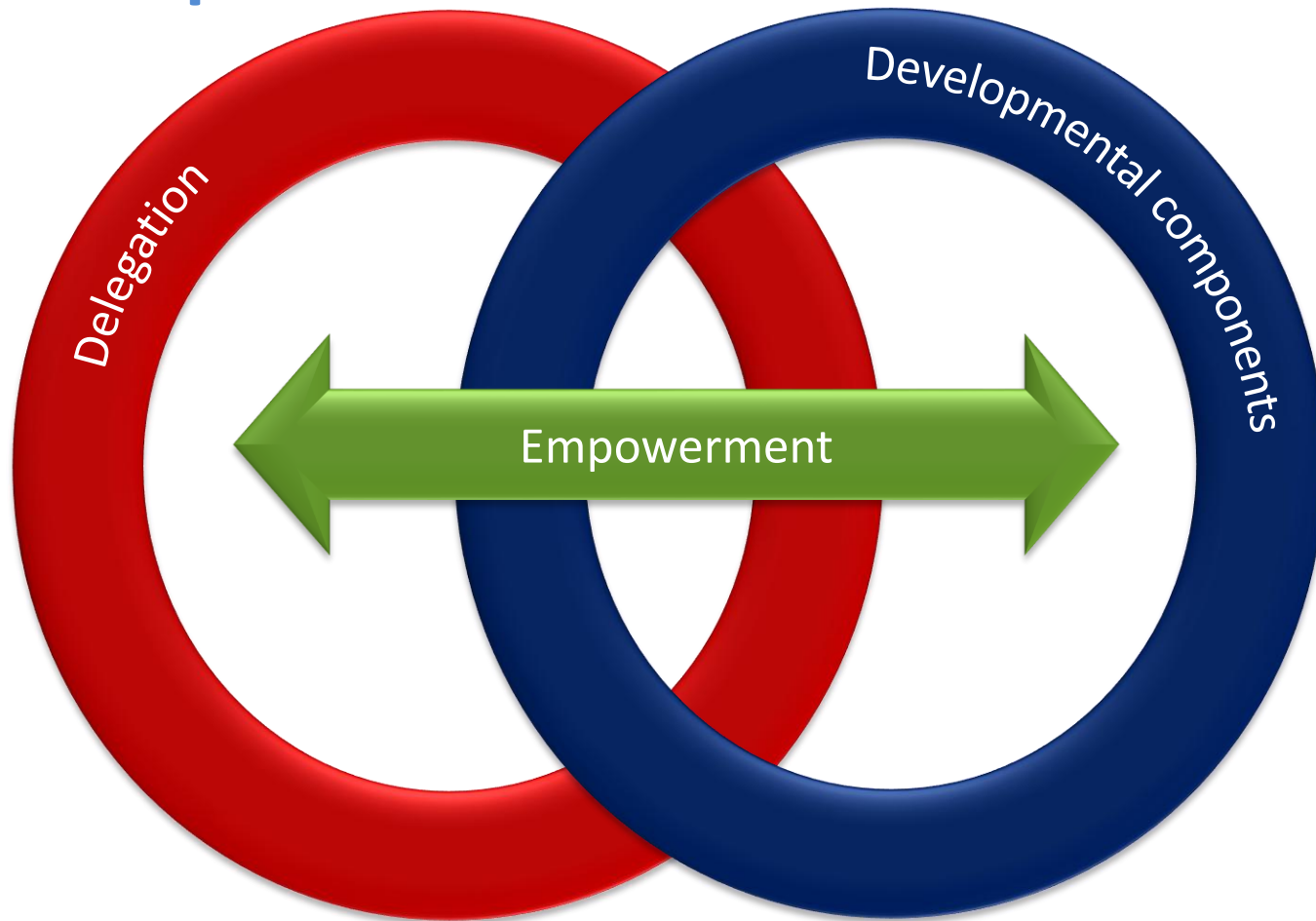
What is empowerment?



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What is empowerment?



Leaders wishing to empower followers must determine what followers are capable of doing, enhance and broaden these capabilities, and give followers commensurate increases in authority and accountability

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The empowerment continuum

Empowered Employee



Unempowered employee



..... Self-determined

..... Sense of meaning

..... High competence

..... High influence

..... Low competence

..... Low influence

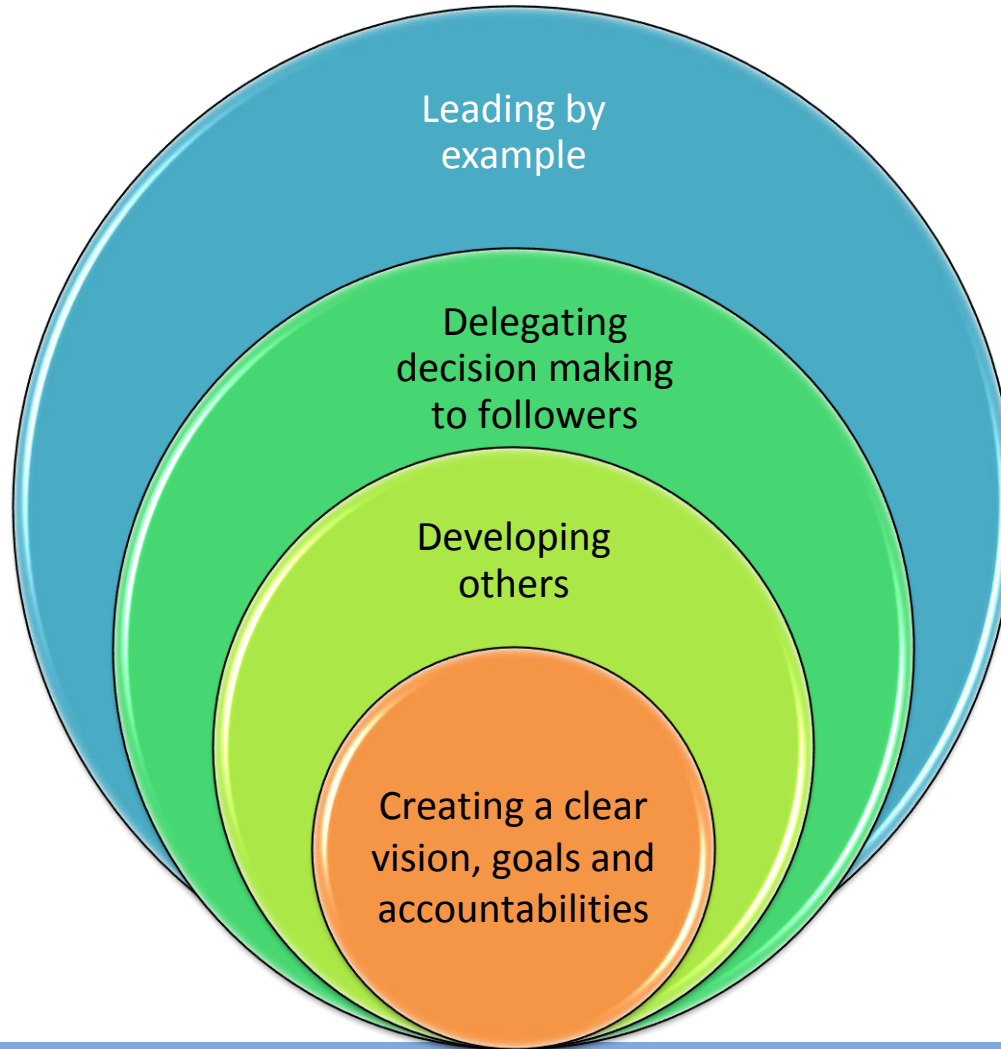
..... Not sure what they do is right

..... Low morals

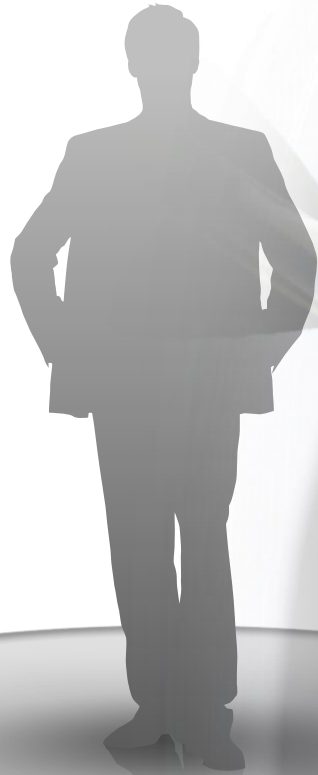


Best practices of empowerment

Do we really want or need empowerment?



How to set more effective goals



Goal setting is extremely important for your performance and your career whether you are a people manager setting goals with your team or if you as an individual want to set goals to boost your own performance, knowing how to set effective goals is imperative

SMART goals

s

Specific

The task needs to be carefully articulated and the goal clearly described

m

Measurable

The results and behaviors that determine goal accomplishment need to be measured and quantifiable

a

Action-oriented

The goal needs to be framed in terms of engaging in certain behaviors

r

Reasonable

The goal needs to be challenging, but realistic, accepted, and consistently applied

t

Time-bound

There needs to be a clear end point for when the goal should be accomplished and it needs to be accompanied by feedback



Effective goal setting



Mark Horstmanon

Measurable

Mike Auzenne

Time-bound

Mark Horstmanon and Mike Auzenne recommend that you only focus on the two most important aspects of SMART – which are Measurable and Time-bound. The other criteria will more or less “fall in to place” anyway.

Define a success metric for all goals



If you can't measure it, you can't manage it – which means it's not a good basis for a goal. Every goal needs to be defined in a way that clearly articulates success and the best way to do that is by setting numeric measures



Set a deadline for all goals



The second part of the SMART framework that you should make sure to include in your goal setting is the deadline. Each goal needs to have a finish date. Each goal should have a clear deadline



Start with the end in mind

Each goal will take some planning to achieve, so when you have defined your goal you need to come up with an action plan. But there is no use in planning actions without having a clear picture of what you are aiming to achieve.



Give yourself a constant reminder



Sam has been submitting his goals into a system and then he don't look at them until half of the year has gone. Now it's time for Sam and his manager to have a mid-year review

We can achieve anything we put our mind to, but in order for this to work our mind has to be constantly reminded – consciously and subconsciously, of what it is we want to achieve



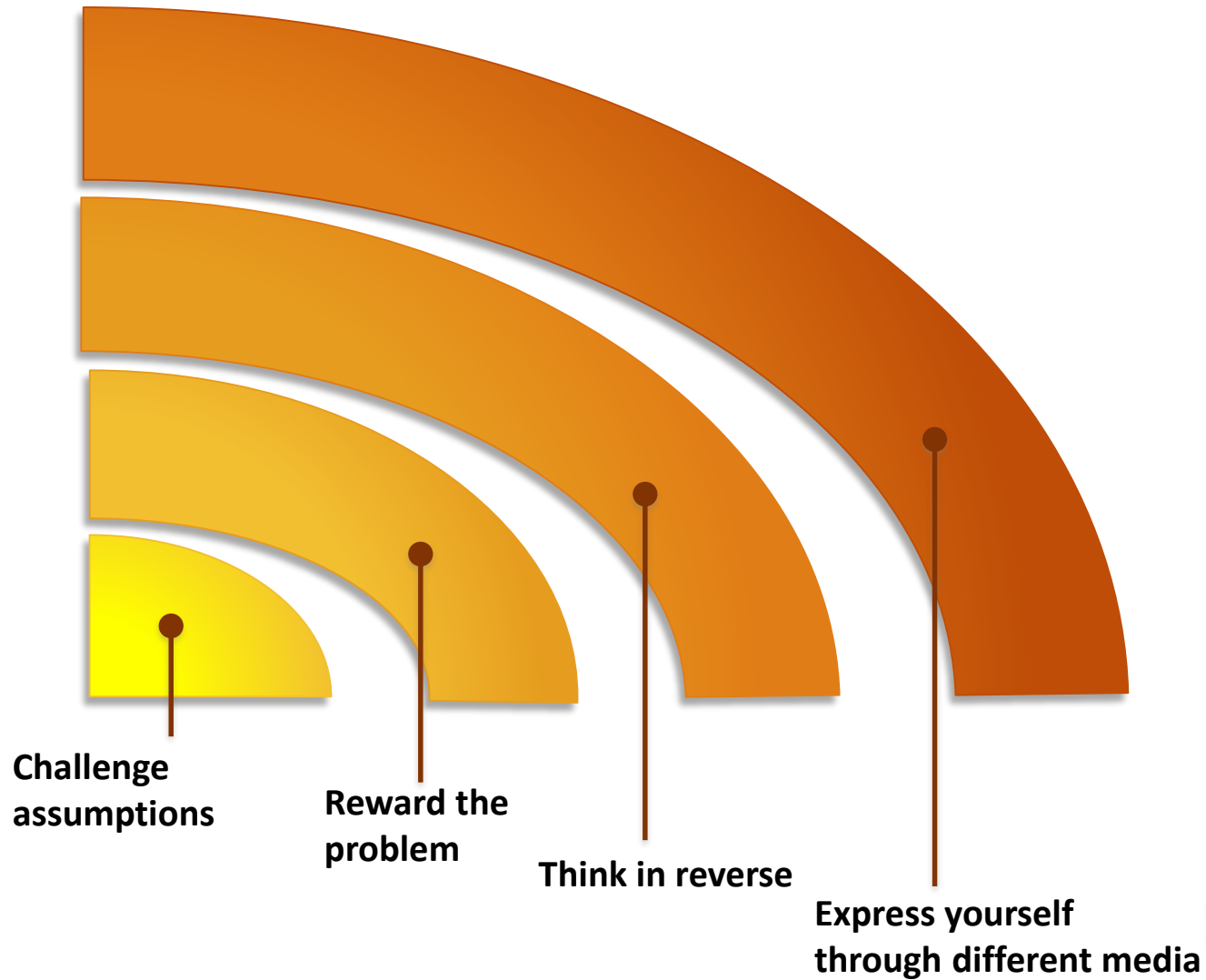
Managing individual ideas in a team



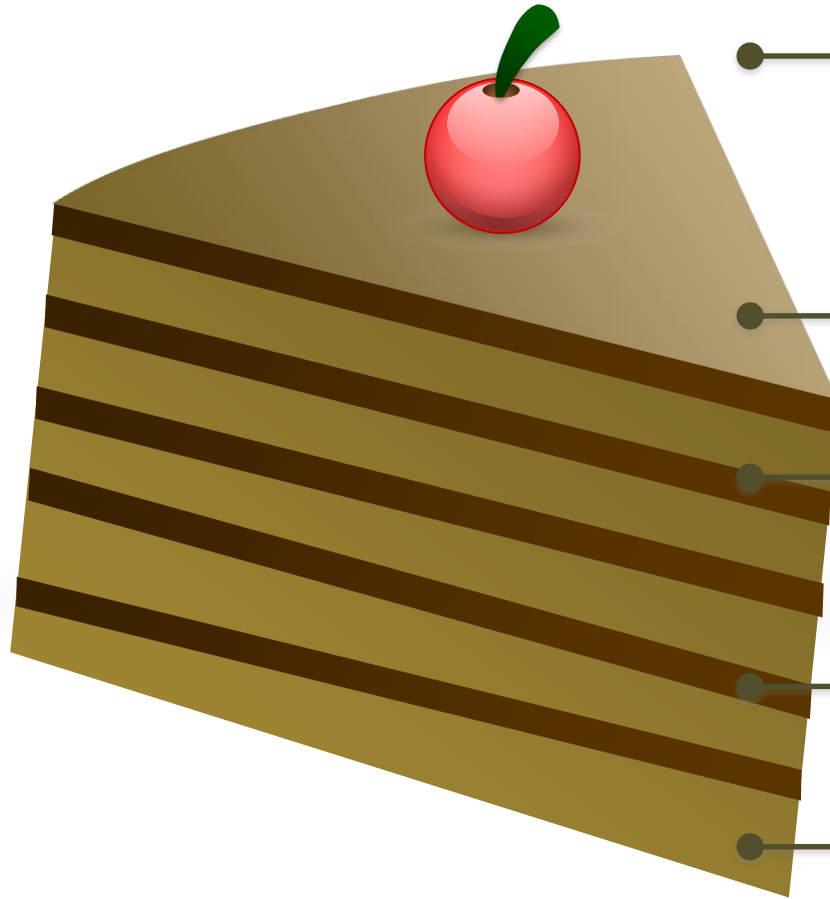
When people's ideas start to flow you will find that the person initiating the session becomes part of the group and can play an equal role without pushing any authority.



Breaking thought Patterns



Employ Enablers



Belief in yourself: Believe that you are creative, believe that ideas will come to you; positive reinforcement helps you perform better

Creative loafing time: Your mind needs the rest, and will often come up with connections precisely when it isn't trying to make them.

Change of environment: Sometimes changing the setting changes your thought process.

Shutting out distractions: Keep your thinking space both literally and mentally clutter-free.

Fun and humor: These are essential ingredients, especially in team settings

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Foundations and Assumptions

It is important to begin with an understanding of what forgiveness is and is not

Forgiveness is a universal human virtue

Forgiveness usually occurs in collaboration with other virtues such as compassion, humility, gratitude, hope, and love

Complete forgiveness has both an intrapersonal dimension (a reframing of personal feelings and attitudes) and an interpersonal dimension (reconciliation in relationships), so both personal and interpersonal change is required

Forgiveness is not neutral. It does not require abandoning anger or resentment, nor does it require pardoning or dismissing the offense. It involves acknowledging and reframing negative feelings and attitudes

Foundations and Assumptions

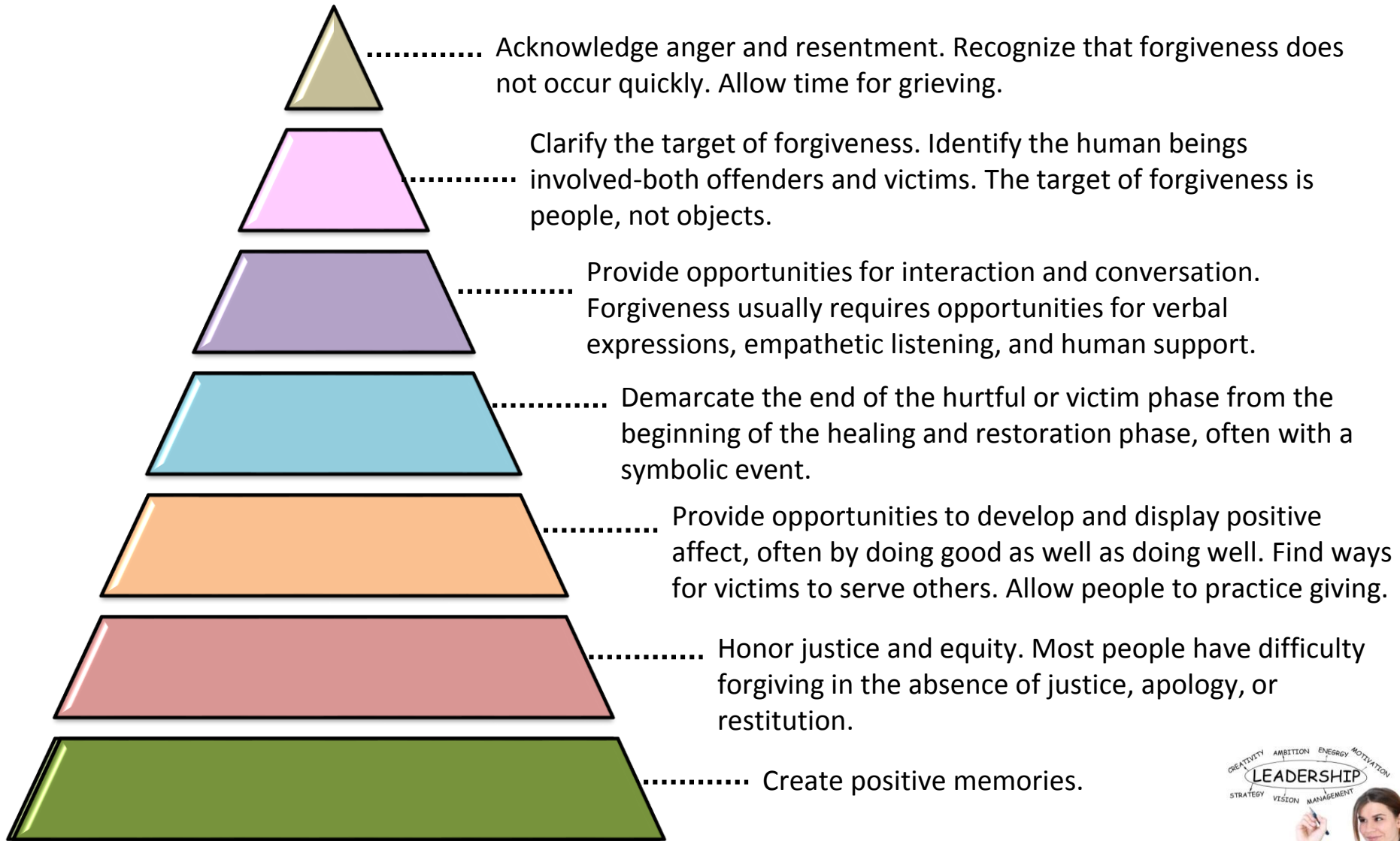
Forgiveness is not weak, cowardly, or a retreat. It is a gift that requires strength and the ability to create transformational change

Forgiving organizations experience more trusting alliances, social capital, humanness in the workplace, productivity, quality, customer care, and a sense of calling among employees

Forgiveness is active not passive. It involves not only the cancellation of negative emotions and attitudes, but also the development of positive emotions and attitudes

Forgiveness is not all or nothing. People differ in the motives and maturity with which they can forgive

Some Leadership Prescriptions



Some Leadership Prescriptions



Provide reinforcement and resources for activities that help organization members progress toward meaningful, instrumental objectives.

Maintain leadership visibility and accessibility to those harmed in order to inspire confidence, clarify vision and reinforce concern.

Gather and record stories and examples of virtuousness. Recount incidents where the organization fostered virtue



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Planning process :Steps in planning

SWOT Analysis



S



W



O



T

Internal analysis

External analysis



Seeking necessary Information

These information can be used in two ways



Effective planning

Establishing the planning premises

In order to develop consistent and coordinate plans ,it is necessary that planning is based upon carefully considered assumption and predictions

Identifying the alternative course of action

After established the goals or objective and taking other related steps , feasible alternative programs or course of action are searched out .



Evaluating the alternatives

Problems consequences of each alternative course of action in terms of its pros and cons are assessed and then relative importance of each of them.

Selecting the alternative or Course of action

The alternative which appears to be most feasible and conducive to the accomplishment of company's objective, is selecting the final plan of action as strategy



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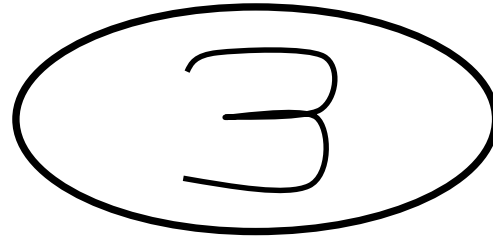
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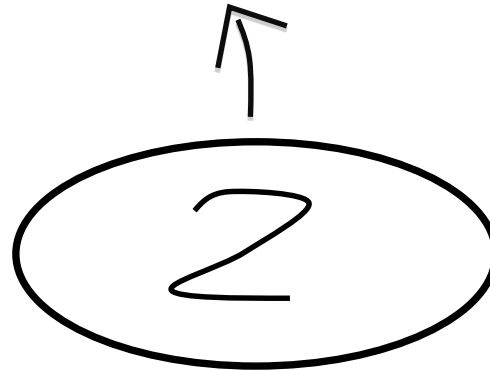
Improving your presentation skills



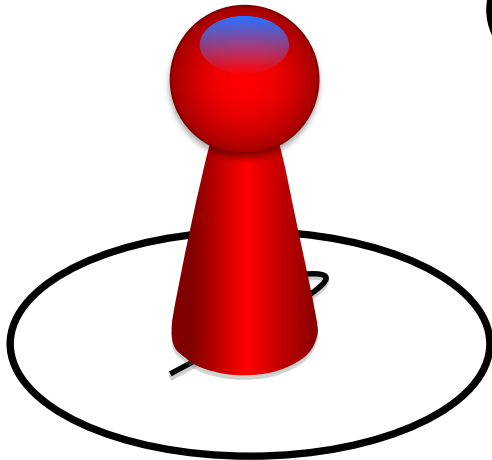
Basic Principles of Successful Succession Planning



Succession planning is a responsibility of the management, not just the employee.



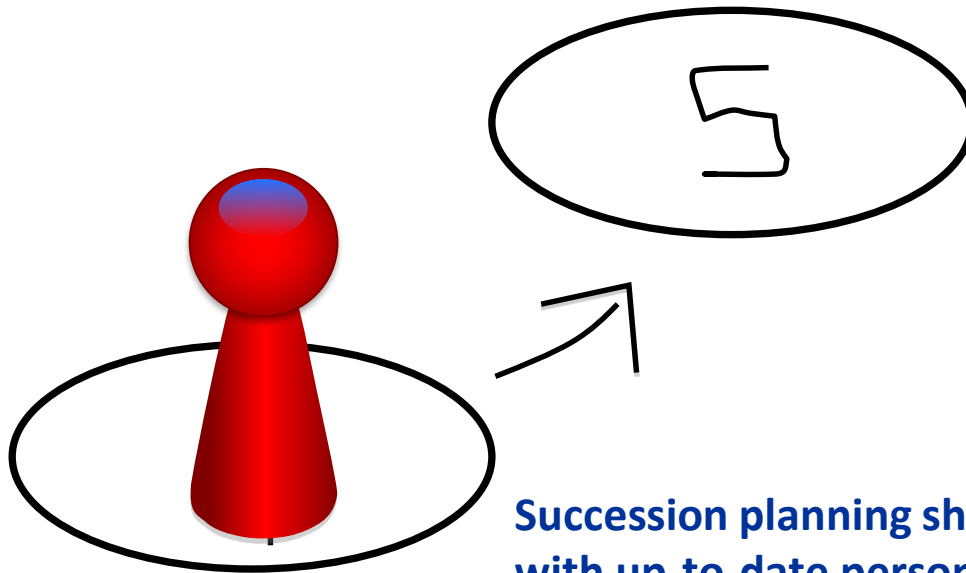
Focus on policies, procedures and practices, not on personalities.



**Do not wait until the employee will be leaving.
Start planning now.**



Basic Principles of Successful Succession Planning



Quality in managing succession is proportionate to the quality of the new employee.

Succession planning should be in accordance with up-to-date personnel policies.



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Improve your presentation skills



When sound is shaped by the narrow chambers of a trumpet, it comes out stronger and clearer.



When speech is shaped by good presentation skills, your ideas and personality come out with more punch and impact



Improve your presentation skills



Presentation skills can be described as, Speaking to an audience, in the language of that audience understands

Presentation skills can lead to personal development, and professional advancement, and both those things are rewarding

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Advantages of effective presentation skills

Conflict is reduced



Most conflict is the result of misunderstood communication. When you become an effective communicator/presenter, you can resolve conflict and create harmony by bridging the communication gaps that create conflict. You can even use your skills to mediate conflict between other people



Advantages of effective presentation skills

Get more of what you want out of life



When you learn to present effectively in ways that people instinctively understand, they will be delighted to help you and in turn they provide you with the resources that you need to achieve your goals and dreams



Advantages of effective presentation skills

Have stronger relationships



Effective presentation skills builds strong business and personal relationships because you learn to understand exactly what people want and how to give it to them. Learn to present your thoughts and emotions in ways that they instinctively understand at an unconscious level.



Advantages of effective presentation skills

Help people to adopt your ideas



Effective presentation is not about "you" and getting what you want... it is about discovering what other people want and need and then adapting your presentation to match their needs

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Advantages of effective presentation skills

People will like you better



Using effective presentation will help you to understand other people better and when you understand them, you will relate to them better. When you relate better, people will like you



Summary



- Leaders should look for ways to optimize, over a series of assignments, the growth of all subordinates by matching particular opportunities to their respective individual needs, skills and goals.
- As with setting goals, leaders delegating an assignment must be sure the subordinate understands just what the task involves and what is expected of him.
- Leaders should welcome questions and provide a complete explanation of the task.
- Leaders need to be clear about the criteria by which success will be measured, but allowing subordinates to achieve it in their own ways will increase their satisfaction and encourage fresh ideas.
- Leaders need to give subordinates a degree of autonomy (time, resources and authority) in carrying out their new responsibilities, and this includes the freedom to make certain kinds of mistakes. Overcoming these mistakes are important sources of development.
- To successfully resolve conflicts; leaders may need to spend considerable time preparing for a negotiating session. Leaders should anticipate each side's key concerns.
- The first step of problem solving in an organization is to state the problem so that everyone involved in developing a solution has an informed and common appreciation and understanding of the task.