

# Leadership Skills

# Who is a Leader??

- At the most basic level, a leader is someone who leads other.
- A leader is a person who has a vision, a drive and a commitment to achieve that vision, and the skills to make it happen.
- There are things that set leaders apart from other people. Some people are born with these characteristics. Others develop them as they improve as leaders
- These are no magic bullets. They are things you can do and be if you want to be a leader.

# Traits and Skills a leader must have

- **Enthusiastic** : A good leader is enthusiastic about their work or cause and also about their role as leader.
- **Trustworthy**: It is of utmost importance that a leader is trustworthy to lead others.
- **Confident** :A good leader is confident. In order to lead and set direction a leader needs to appear confident as a person and in the leadership role.
- A leader also needs to function in an **orderly and purposeful manner** in situations of uncertainty .
- Good leaders are **tolerant** of ambiguity and remain calm, composed and steadfast to the main purpose.
- Storms, emotions, and crises come and go and a good leader takes these as part of the journey and keeps a cool head.

# What is effective leadership?

- Effective leadership is the ability to successfully integrate and maximize available resources within the internal and external environment for the attainment of organizational or social goals.

# Why leadership lessons through literature?

- “ literature lets us watch leaders as what they think, worry, hope, hesitate, commit, regret, and reflect...
- Literature lessons help us to put our self in their shoes, and at times let us share their experiences

# Leadership lessons through literature

## Mother Teresa

- 10 Aug 1910 About 20 years before India gained its freedom, Yugoslavia came to India to render humanitarian services.
- They were extremely affected by the conditions of poverty rampant in India and so invited people from their country to serve here. Amongst these was a special girl called “ Agnes Goxa Bojaxiu” , who is today known as “Mother Teresa”.
- Arrival In India : Agnes was just 19 years when she came to Calcutta.
- Her aim in life was to serve the sick & the poor & she dedicated her full life towards this purpose. She offering food and shelter to the poor.
- Compassion, dignity & sympathy marked her every action.
- Health problem
- Mission of Charity Through her efforts she managed to open several institutions to help the down- trodden e.g. Missionaries of Charity ,Nirmal Hriday ,Shishu Bhavan .Houses the mentally and physically challenged children.

# Leadership lessons through literature

## Dhirubhai Ambani

- Background :
  - The leadership style and its central characteristic of the Indian leading industrialist Due to shortage of money, he left education after matriculation and went to Aden to earn money.
  - He worked for almost eight years in a petrol station where he learned about oil business Initiative (Reliance Mobile) Passionate (Tea)
- Leadership Qualities :
  - He would always grab an opportunity and strike on it.
  - He then started his yarn business in the 60's and then he build his own spinning mill in 1966 known as Reliance Textile industries .
  - Whenever he wanted to approach the government to get licenses, information about the competitors, market size etc. he would collect all these information, no matter at what cost it came.
- Thoughts he believed in ' Simple thinking, Modern thinking.'
- He always believed in ' Think big, think fast and think ahead .' He has never had an ego problem and he knew how to get his work done from people.
- This was possible because of Dhirubhai's vision , confidence , dedication, proper logistical planning and making available all resources.
- Good decision maker.
  - picking up the best talent. motivated workforce.
- He only believes in providing leadership, vision and strategy.
- Money & Time Solutions.....

# What is a Team??

- A team is a small number of people with complementary skills who are committed to a common goal for which they are mutually accountable



# What is Teamwork & Team Building

## Teamwork

- Concept of people working together as a team

## Team player

- A team player is someone who is able to get along with their colleagues and work together in a cohesive group

## Team Building

- Process of establishing and developing a greater sense of collaboration and trust between members

# Teamwork

## “Create A Story”



# Why Should We Be a Team?

- When staff use their skills and knowledge together, the result is a stronger agent that can fulfill its mission

*“To provide accurate information that would assist individuals in achieving a better quality of life.”*

- People working together can sustain the enthusiasm and lend support needed to complete the work of each program.

# How does a Team Work Best?

A Teams succeeds when its members have:

- **a commitment to common objectives**
- **defined roles and responsibilities**
- **effective decision systems, communication and work procedures**
- **good personal relationships**

# Team Morale Depends On

- Support
- Resources
- Communication
- Personalities

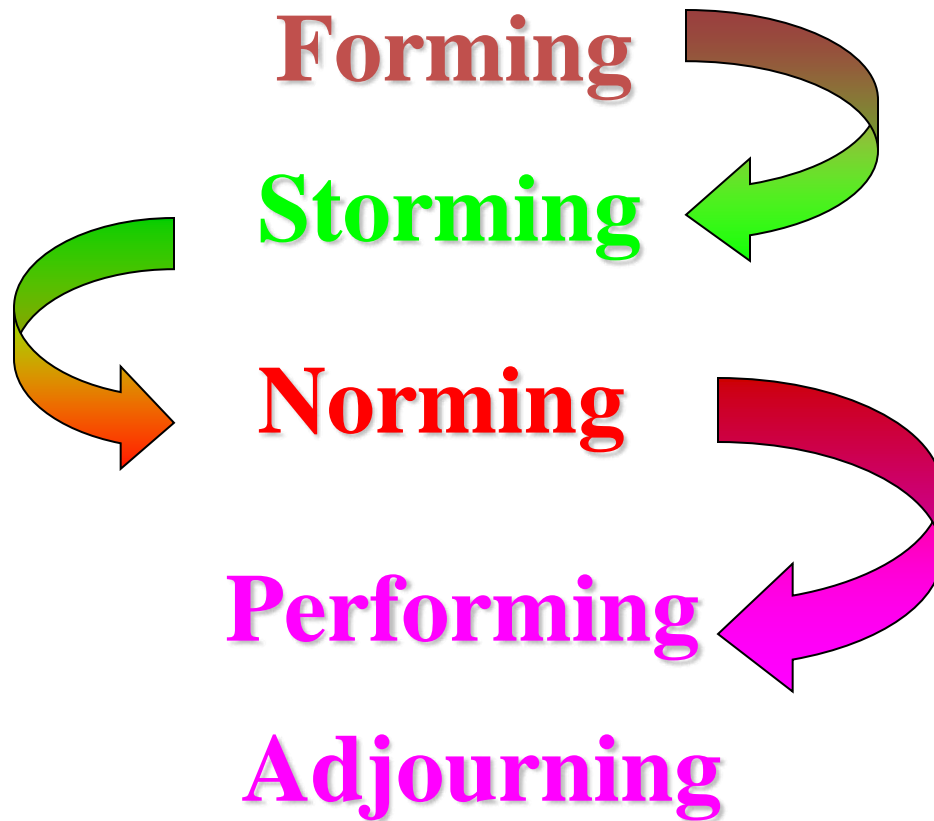
# Teamwork Skills

- **Listen**
- **Question**
- **Persuade**
- **Respect**
- **Help**
- **Share**
- **Participate**

# Characteristics of a Team

- Clear purpose ,Action Plan mission  
Goals tasks Vision
- Informality
- Listening techniques
- Questioning
- Paraphrasing
- Summarizing
- Civilized disagreement Conflicts and criticisms are welcome within the team
- Consensus decision making
- Open communication They share ideas and opinions openly
- Clear roles and work assignment  
What? Why? When? For whom?
- Shared Leadership
- External Relations
- Self Assessment Focus on goals  
Monitor their performance Evaluate the performance Concerned about deadlines
- Allocation right roles to the right people
- Selection of members on the basis of skills and competencies
- Challenging the group regularly with fresh facts and information Innovative Ideas Updated knowledge
- Individual responsibility and accountability
- Each employee is aware of what is expected from them
- Achievement of individual tasks leads to the achievement of teams tasks
- Developing trust among the members

# Stages in Team Building



Forming

Uncertainty

Effort to understand their purpose

Interactions patterns tried out

Storming

Conflicts and confrontations

Redefinitions of tasks and goals

Members withdraw

Norming

Cooperation and collaboration

Cohesiveness

Open communication and great interactions

Performing

Group is fully functional

Work for the achievement of set goals

Adjourning

Due to task completion or goal attainment

Marked by positive emotions or feeling of loss



# Conflict management

# Conflict..... Meaning

- an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals
- a process that begins when one party perceives that another party has negatively affected or about to affect something that the first party cares about

# Types of conflicts

- Organization
  - Within & between organization
- Group
  - Within & between group
- Individual
  - Within & between individual

# Individual Conflict

- Interpersonal conflict:
  - between two or more people a differences in views about what should be done
  - differences in orientation to work and time in different parts of an organization
- Intrapersonal conflict:
  - occurs within an individual
  - threat to a person's values
  - feeling of unfair treatment
  - multiple and contradictory sources of socialization

# Group Conflict

- Intragroup conflict
  - conflict among members of a group
  - early stages of group development
  - ways of doing tasks or reaching group's goals
- Intergroup conflict:
  - between two or more groups

# Conflict Management

“the opportunity to improve situations and strengthen relationships”

# How to cope with conflicts

- Avoidance
- Competition
- Accommodation
- Compromise
- Collaboration

# Negotiation Skills

# Negotiation

- Negotiation is an interactive communication process that may take place whenever you want something from somebody else or they want something from you .
- It is a dialog intended to resolve disputes , to produce an agreement upon courses of action , to bargain for individual or collective advantage or to find outcomes that satisfy various interests . Negotiation is an important part of communication
- “Negotiation is about getting the best possible deal in the best possible way.”
- “you cannot learn negotiation techniques from a book or from a lecture , you must actually negotiate”  
James c. freund
- Means art of negotiation requires more practice than theory



- Negotiation occurs in business , non-profit organizations , legal proceedings or even personal situations .
- In business , negotiation frequently occurs in conflict of bargaining in sales or purchase deal , etc . In negotiation , both parties want to arrive at the agreement of conflict or want to buy or sell the goods or other things .
- Negotiation involves being clear about one's objectives and to understand the position of the other party as well as one's own offering and accepting proposals to reach the agreement ☐ Since it is a delicate process , it should be handled with great care .

# Types of Negotiation

- Distributive negotiation (WIN –LOSE strategy / ZERO SUM STRATEGY)
- Integrative negotiation (WIN –WIN Strategy)

# Distributive negotiation

- A distributive negotiation is a negotiation in which the parties compete over the distribution of a fixed sum of value .
- The issue in a distributive negotiation is who will claim the most value out of the fixed value .
- This is also referred as zero-sum or constant-sum negotiation . Here relationship and reputation mean little in this tug of war .
- Information plays an important role in this type of negotiation.
- The less the other side knows about weakness and real preferences , and more it knows about your bargaining strength , the better will be your position .
  
- Egs: Wage / salary negotiation, sale of goods...

## TO ACHIEVE SUCCESS DISTRIBUTIVE NEGOTIATION , ONE SHOULD REMEMBER THE FOLLOWING

- The first offer can become a strong psychological anchor point , one that sets the bargaining range . Always start at the right price and place .
- Do not close any significant information about your circumstances- including why you want to make a deal , your real interests or business constraints , your preferences among issues or options .
- It is beneficial to know the other side's picture . Learn as much as possible about the other side's circumstances and preferences- including their motive to deal , their real interests and business constraints , and their preferences among issues or options .
- Do not overshoot . If you claim aggressively or greedily , the other side may walk away . You may not have to repent of losing the opportunity to make deal .

# INTEGRATIVE NEGOTIATION

- In an integrative negotiation , the parties cooperate to achieve maximum benefits by integrating their interests into an agreement while competing to divide the value .
- Here both parties strive to create values and claim it . The example of integrative negotiation is a situation where buyer of marble is approaching the seller and both are sharing their interests and requirements .
- Seller is offering the tacit knowledge of marble that can help the buyer to enhance the beauty of floor besides catering his requirements

## TO MAKE INTEGRATIVE NEGOTIATION SUCCESSFUL ONE SHOULD REMEMBER THE FOLLOWING

- Provide significant information about the circumstances and reasons of making a deal .
- Talk about their real interests or business constraints .
- Reveal and explain in general terms their preferences among issues or options .
- Consider and reveal any additional capabilities or resources they have that might meet the other side's interests and could be added to the deal
- Find the creative option that will meet the interests of both parties to the greatest extent possible



**YOU**

**WIN**

**LOSE**

**WIN**

**We Both Win**

**I Win, You Lose**

**ME**

**LOSE**

**I Lose, You Win**

**We Both Lose**

# Negotiating Strategies

- Know your “BATNA” – Best Alternative to Negotiated Agreement .



# Negotiating to win

# Negotiating to solve problems

# Refusal skills

# Selling Skills