

UNIT III: TEAM BUILDING

LEADERSHIP SKILLS

DEFINITION: "Leadership is Influence". A leader is a person who can influence others to work towards the achievement of common goals. Leadership can be defined as a process by which one individual influences others to work towards the attainment of group or organizational goals. For example a captain of a sports team, a general of an army, a CEO of a company, a Project Manager of a group, a Head of an Institution a captain of a ship or flight or a Prime Minister of a council of ministers. Though research studies have not been successful in defining one single personality trait or set of qualities that are common in all leaders, the following have known to be necessary in a leader in this modern age:

- A person who knows how to inspire, inject enthusiasm into people
- Who has vision, passion and commitment to achieve great things
- Help people and organizations to perform and develop

Leadership is more about good behavior and attitude than skills and talent.

MOST COMMON MYTHS ABOUT A LEADER

The following are some common myths (disbeliefs) that are assumed for a leader:

1. Leaders are born and not made (mostly made by circumstances)
2. Leader should know everything (they have vision and they too learn from others)
3. Leader cannot make mistake (they admit their mistakes and learn lessons from them)
4. Leader should only give orders (they inspire others to do what is required and work along with them)
5. Leaders must be charismatic (they are followed not for their looks but are respected for their honesty, hard work, integrity, ideas and commitment)
6. Leadership comes with age and experience (there is no specific age to become a leader. Mark Zuckerberg for example)
7. Leader must possess absolute power (true leadership is an ability to command and not power)

QUALITIES OF A LEADER

A good leader:

- ☐ Vision and Goal: People like Henry Ford, Steve Jobs, Nelson Mandela etc had ideas well ahead of their times and the passion to make them a reality.
- ☐ Self Confidence: confidence to make decisions, stand by them and never give up. All Olympic records are examples of how self confidence can help achieve higher and better.

- ☐ **Discipline & Persistence:** It is not possible to imagine an effective leader, who lacks self-discipline, self-control and self-mastery. A leader holds on without giving up and gets up after a failure and tries again. "You fail only when you quit". Thomas Edison failed nearly ten thousand times while inventing the light bulb.
- ☐ **Planning:** Defines the objective, designs an execution plan and is prepared for the unexpected.
- ☐ **Proper Decisions:** Takes well informed and wise decisions " Good decisions come from Experience--- Experience comes from Bad Decision"
- ☐ **Patience:** Great things cannot be achieved overnight. Gandhi, Martin Luther King etc had the patience to accomplish their goals. Helps and supports other team members in times of difficulty.
- ☐ **Accept Responsibilities:** one who cannot accept responsibilities cannot lead. A good leader is accountable for both good and bad. 90% failures come from people who have a habit of making excuses. Good leaders give credit to the team for success and take the responsibility for the failure. E.g. Prof Satish Dhawan, Chairman of ISRO – during the SLV3 Project.
- ☐ **Accept Changes:** In this highly competitive business world, change is vital for growth and development and an opportunity for improvement. A leader must be the driving force behind the change.
- ☐ **Pleasing Personality:** respects different views and approaches, is a patient listener, keeps emotions in check, avoids interrupting, offending, belittling, condescending, and intimidating, does not use his power as a weapon, has a positive attitude, has courtesy, pleasant tone of voice, smiling nature and a good body language.
- ☐ **Communication Skills:** It is simply impossible to become a leader without being a good communicator.
- ☐ **Risk taking Ability:** Take calculated risks. For example Dhirubai Ambani , the Wright Brothers etc
- ☐ **Delegation:** Understand the strengths and weaknesses of the team members and delegates the right work to the right person
- ☐ **Problem Solving Skills**
- ☐ **Time management Skills**
- ☐ **Ability to motivate people:** different people have different motivating factors like pay, more recognition, promotion, praise or off time etc. Identify the right factor to motivate and continue to maintain the motivation level high.
- ☐ **Lead by Example:** be a good team player first before being a leader. Do yourself what you expect others to do.

WORK OF A TEAM LEADER

1. **Defining the Team's Objectives and Planning:** Design a plan for the job to be done (Why, What, When, How). Use SMART goals to set clear objectives.

2. Briefing: Communicating objectives and plans to the team. It requires good communication and public speaking skills.

3. Controlling: it involves directing, regulating, restraining or encouraging the team efforts on the task to achieve the goals.

3. Evaluating: it is a continuous process used for evaluating progress and appraisal.

4. Motivating: Understanding the psychology of human behavior and human needs.

5. Organizing: Managing time and setting priorities

6. Identifying the right person for the right job

7. Knowing the strengths and weaknesses of all members

8. Locating, gathering and utilizing available resources

9. Taking important decisions: deadlines, absence of a member etc

10. Willing to allow, consider, and accept suggestions of the team members

CASE STUDY 1.

Captain Edward J Smith, Captain of THE TITANIC as a Leader

1. Disregarded the fact that the sea was calm--- sped ahead knowing that icebergs were plentiful at that time of the year and failed to supply even binoculars to the lookouts.

Learning Points

Overdependence on technology- no prior planning- not prepared

2. Capt Smith was well aware that travelling at a speed of over 22 knots in the North Atlantic ocean at that time of the year was foolish as an experienced sailor. He gave in to the pressure of his superiors over his professional experience.

Learning Points- Do not sacrifice common sense to pressure from others

3. Over Confidence that the ship is unsinkable-----no back up-----only 20 life boats were available on board Titanic enough only to save one third of crew and passengers----- The life boats were loaded improperly----most life boats left with only 20% of their passenger capacity-----crew was ignorant of the procedure and protocol to be followed in case of emergency-----only one life boat tried to go back to rescue the survivors-----

Learning Points

- ☐ Crew members should have had complete training regardless of the fact that Titanic was unsinkable

- ☐ Leader can leave no scope for such negligence
- ☐ Leader's work is to address the crisis by taking charge
- ☐ Capt Smith made the band play to give an illusion that there is no crisis----

Learning Points

- Get others' opinion and help to resolve crisis if you fail
- At least some of the 2224 people on board might have thought of some rescue ideas
- Never keep others who are involved, in dark in case of a crisis

3. RMS Carpathia arrived at the site of the sinking, one and a half hour after Titanic went underwater

Learning Points

Something could have been done to hold on afloat for this time of one and a half hour

Leader should use all his resources and never give up till the end

Therefore Captain Edward J Smith failed as a leader for the above mentioned reasons.

CASE STUDY 2

M S Dhoni as a Captain

Uses his instincts

Never hesitates in expressing his opinions in order to keep the interest of the team above everything else.
(Requested the elimination of Harbhajan Singh and

Supports new talent (believes in bringing in new skills with changing requirements)

Ready to take responsibility (pushes himself up the batting order whenever the team needs him the most)
In the finals of the 2011 ICC World Cup critical match he stood unbeaten at 91 runs off 79 balls and sealed the match in favour of India

Communicates and Interacts with the team members on a constant basis

Learns from experienced and talented players in the team like Sachin, Dravid and Ganguly

Believes in achieving goals by collective team effort

Dhoni has been one of the most successful captains in the world of cricket and captaincy by demonstrating most of the qualities that a leader must possess.

Team Essentials

Teams are made up of people and people have certain needs when working together in teams. These have been called The Keys To Effective Teamwork. They include:

1. Communication. This is the essence of effective Teamwork. Effective communication provides understanding, interpretation and action. Ineffective communication leads to misunderstanding, misinterpretation, and either inaction or inappropriate action.
2. Active listening. There are two responsibilities here: That of the sender and that of the receiver. The sender must ensure that the message is clear and understood and the receiver must ensure that if the message is not clear that they ask for clarification.
3. Resolving conflict. People are different and inevitably clashes of personality or other conflicts may arise. The conflict must be resolved and people should use an effective, consistent approach to resolve it.
4. Team diversity. People come from different backgrounds and this can present challenges and opportunities. People have to recognize and understand their own uniqueness and that of others and make allowances.
5. Team motivation. Motivation inspires commitment, innovation and teamwork. Team leaders and members need to be aware of the factors affecting motivation and techniques they can use to enhance and maintain motivation levels.

"With teamwork we can build towards excellence". Stew Leonard.

Negotiation Skills

Negotiation is the key to business success. Successful negotiation involves good interpersonal and communication skills, used together to bring a desired result. In fact, negotiation is one of the main qualities employers look for when recruiting staff nowadays.

- **Preparation**

Preparation is responsible for 90% of negotiating success. The more prepared you are preceding a negotiation, the more likely it is that the result of the negotiation will be acceptable for all parties involved. The 2 most important things to do during preparation are: Firstly, make sure to have all the information that you can about the forthcoming negotiation. Secondly, think about the negotiation process from the beginning to the end and be fully prepared for any eventuality. You need to know about the product or service, and the person with whom you will be negotiating. You obtain this information by choosing good questions to ask that are well thought out. Remember that the power is always on the side of the person with the best information.