Lec-56 LEADERSHIP AND TEAM EFFECTIVENESS - SETTING GOALS AND PROVIDING CONSTRUCTIVE FEEDBACK

Setting Goals
- Importance of setting goals and action plans for individuals and groups
- Setting team goals should be an inclusive process allowing open exchange of ideas
- Goals should be specific, observable, and time-limited
- Goals should be attainable yet challenging
- Example: Tata Nano's goal of being the world's cheapest car without compromising safety/quality
- Goals require commitment from leadership to provide resources and rewards
- Goals require feedback for monitoring and improvement

Constructive Feedback
- Feedback provides information to improve performance
- 6 elements of constructive feedback:
  1. Helpful
  2. Direct
  3. Specific
  4. Descriptive
  5. Timely
  6. Flexible
- Importance of listening before giving feedback
  - Attend to nonverbal cues
  - Demonstrate active listening
  - Interpret the sender's message
  - Use paraphrasing for mutual understanding
  - Avoid defensiveness
- Types of responses for feedback:
  - Advising
  - Deflecting
  - Probing
  - Reflecting

Research Paper Summary
- Field experiment using goal setting and feedback for productivity improvement
- Findings suggest improved performance, efficiency and goal setting with timely feedback
- Limitations: short time frame, sequence effects

Case Study: River Bank
- Training intervention to improve managers' influence tactics
- Used feedback reports and training workshops
- Findings showed improved manager effectiveness with training + feedback

Book Recommendation
- "Feedback Skills for Leaders" by Patti Hathaway
- Covers techniques for giving/receiving constructive feedback
- Highlights impact of feedback, praise and gender/generational differences

Lec-57 ENHANCING CREATIVITY AND PROBLEM SOLVING SKILLS

What is Creative Problem-Solving?
- Approach developed by Alex Osborn to find unique solutions through problem identification and resolution planning
- Goes beyond conventional methods

Core Principles of Creative Problem Solving
- Balance divergent and convergent thinking
- Ask problems as questions
- Defer or suspend judgment
- Focus on "Yes, and" rather than "No, but"

CPS Learner's Model
1. Clarify
   - Explore vision, gather data, formulate challenges
2. Ideate
   - Explore ideas
3. Develop
   - Formulate solutions by evaluating and selecting
4. Implement
   - Formulate a plan for implementation

Steps in Problem Solving
- Define the problem
- Analyze the situation
- Generate options
- Evaluate alternatives
- Decide on the best solution
- Implement and follow up

Convergent vs Divergent Thinking
- Convergent: Figuring out one concrete solution (speed, accuracy, logic)
- Divergent: Exploring multiple possible solutions (spontaneous, free-flowing)

Creative Problem Solving Tools/Strategies
Divergent:
   - Brainstorming
   - 5 W's and H
   - Reverse assumptions
Convergent:
   - How-How Diagram
   - Evaluation Matrix
   - Pair & Share

Being More Valuable in Career
- Growth mindset + curiosity + problem solving tools = potential innovation
- Learn problem solving frameworks
- Allow innovation to happen

Improving Creativity Skills
- Work on self-awareness
- Practice empathy

- Expand knowledge
- Draw on experiences
- Collaborate with others

Sharpening Problem Solving Skills
- Question repeatedly with "Why?"
- Draw a mind map
- List all possible solutions
- Be willing to learn
- Practice puzzles/brainteasers

Case Study: Coke vs Pepsi
- Coke's failed New Coke launch due to conceptual blocks
- Importance of real-world product testing beyond blind taste tests
- Analyzing decision making under time pressure

Research Paper Summary
- Why creative techniques may not produce useful results
- Importance of team personalities, thinking styles, motivation
- Role of facilitator in planning ideation process

Book Recommendation
- "Creativity and Problem Solving" by Brian Tracy
- Covers developing creative thinking skills for professional growth

Lec-58 Building High-Performance Teams: The Rocket Model

What is a High Performing Team?
- Highly focused on goals and achieves superior results
- Open communication, mutual trust, common goals, shared leadership
- Clear roles, early conflict resolution, accountability

Characteristics of High Performance Teams
- Inclusive thinking
- Diversity
- Respect and trust
- Personal excellence
- Communication
- Healthy conflict
- Adaptability
- Openness to innovation
- Ability to surmount challenges
- Decision-making flexibility

The Rocket Model
- Framework and tools for boosting team performance
- 8 Critical Questions:

1. Context: What are our assumptions?
2. Mission: Why are we here?
3. Talent: Do we have the right talent?
4. Norms: What are the rules?
5. Buy-In: Are we committed?
6. Resources: Do we have what's needed?
7. Courage: How do we handle disagreements?
8. Results: Are we achieving goals?

- Team Assessment Survey to identify areas for improvement

GRPI Model
- Goals, Roles, Processes, Interpersonal relationships

T7 Model
Internal Factors:
- Thrust (common goal)
- Trust
- Talent
- Teaming skills
- Task skills

External Factors:
- Team leader fit
- Organizational support

7 Habits of Successful Team Leaders
- Manage individuals as people, professionals, colleagues
- Manage team workload, energy, customers, practices

Building High Performing Teams
- Prioritize communication
- Set SMART objectives
- Tackle conflict
- Understand current & desired state
- Build emotional intelligence
- Develop trust
- Provide feedback

Leading High Performing Teams
- Get to know team
- Build people
- Provide actionable feedback
- Lead with vulnerability
- Navigate change through conversation

Case Study: Smart vs Dumb Teams
- Smart teams have equal contribution, emotional intelligence, more women
- Findings on what makes teams smarter
- Potential spillover effect on individual performance

Research Paper Summary
- Dynamic Organic Transformational (D.O.T.) Model
- 5 Dimensions: Purpose, People, Partnerships, Process, Performance
- Holistic approach for knowledge workers

Book Recommendation
- "The Rocket Model" by Gordon Curphy & Robert Hogan
- Practical advice on building high-performing teams

Lec-59 BUILDING CREDIBILITY AND TRUST

Trust
- Definition: Firm belief in reliability, truth, strength of someone/something
- A confident expectation of relying on others' fairness, openness, honesty
- Types: Social trust, trust in organizations, intra/inter-organizational trust

The Trust Triangle
- 3 Drivers of Trust: Authenticity, Logic, Empathy
- When trust breaks down, it relates to one of these drivers

4 Practices to Earn/Keep Trust
1. Be authentic (embody values, acknowledge gaps)
2. Show empathy (create opportunities, be a safe space)
3. Balance transparency (set boundaries, invite dissent)
4. Build bridges (turn rivals into allies, create belonging)

Trust, Diversity and Team Performance
- Diversity doesn't automatically benefit decision-making
- Creating trust allows diverse perspectives to be leveraged effectively

The Trust Equation
- Trust Quotient (TQ) measures trustworthiness
- 4 Variables: Credibility, Reliability, Intimacy, Self-Orientation

Credibility
- Reputation for being trustworthy
- Degree to which others believe/trust you

3 Components of Credibility
1. Competence (knowledge, skills, track record)
2. Caring (understanding interests, cultivating community, accountability)
3. Character (adhering to commitments, ethics/values)

Case Study: Trust is Earned
- Manager doesn't involve boss in decisions, boss explains trust must be earned
- Uses Mahabharata analogy of Arjun and Krishna's guidance
- Trust strengthened by right actions/words, weakened by wrong ones

Research Paper Summary
- Examines interplay of trust, leadership and motivation/performance
- Propositions on how leadership behaviors affect different trust types
- Guides research on underlying mechanisms of effective leadership

Book Recommendation
- "The Speed of Trust" by Stephen M.R. Covey

- Importance of trust in personal/professional success
- How to intentionally establish trust to improve performance

Lec-60 Leadership and Team Effectiveness - Skills for Developing Others":

1. Developing Others
   - Process of training and developing employees/team members
   - Enables them to take on bigger challenges
   - Managers play a critical role in helping employees build needed skills

2. Principles of Developing Others
   - Personal conditions for growth
     - Felt need, encouragement from respected person
     - Moving from general goals to specific actions
     - Moving from lower to higher self-esteem
     - Moving from external to internal commitment
   - Organizational conditions for growth
     - Respect for all, recognizing individual differences
     - Addressing people at their development level
     - Good communication, rewarding growth
   - Principles to follow
     - Respectful attitude, desire to achieve
     - Build self-esteem
     - Use correct techniques (coaching, training, conferences etc.)
     - Sabbaticals to keep leaders motivated

3. What Leadership Skills to Develop Others (HBR Study)
   - Motivating others, operational management, entrepreneurship etc.

4. 3 Requirements to Develop Leadership in Others
   1) Standard development process
      - Initial discussion, find opportunities, make plan
      - Set up accountability, follow-up meetings
   2) Supportive leader prioritizing development
      - Committed to process, provide resources
      - Be a good example, stay in communication
   3) Candidate committed to development
      - Already interested or easily motivated
      - Patience is essential

5. 5 Skills to Develop to Become a Leader (Forbes)
   - Creativity
   - Team mindset
   - Business acumen
   - External perspective
   - Communication

6. Six Cs for Guiding Behavior
   - Coaching, Clear Goals, Confrontation
   - Capability, Consequences, Common Context

7. 4 Keys to Developing Others
  1) Leader's skill at performance management
  2) Involvement of team members
  3) Recognition
  4) Job fits the person

8. Case Study - Andy's Recipe (Italian restaurant)
  - Analyzes Andy's approach and his 3 managers' skills

9. Research Paper Summary
  - Discusses developing new leadership traits for future generations

10. Book Recommendation
  - "Remarkable Leadership" by Kevin Eikenberry

Let me know if you need any clarification or have additional questions!