

Week 11

Lecture 51 - Coaching and Mentoring

Coaching

- Coaching is a process to assist motivated individuals in making changes for professional development
- In business, coaching is a training method where a more experienced person provides advice and guidance to an employee to develop their skills, performance and career
- Coaching is commonly used for employee development and has generated positive business outcomes

Applications of Coaching:

1. Executive Development - For developing high-potential candidates for succession planning
2. Management Development - For developing supervisors and managers to motivate team effort
3. HR Professional Development - For developing HR professionals
4. Diversity, Equity and Inclusion - To support organizational DE&I initiatives
5. Cross-Cultural Coaching - For global business contexts requiring cross-cultural perspectives
6. Health Coaching - For educating employees on smart healthcare decisions and their own health

The GROW Coaching Model:

1. Goal - Define an inspiring, motivating goal
2. Reality - Understand the present situation, strengths and barriers
3. Options - Explore imaginative options for moving forward
4. Will - Commit to specific actions, timing, accountability

The STEPPPA Coaching Model:

1. Subject - Identify the context and discussion subject
2. Target - Establish a SMART goal
3. Emotion - Recognize the emotional drivers
4. Perception - Understand the wider context and impact
5. Plan - Develop the initial plan steps
6. Pace - Set timelines and deadlines
7. Action/Amend - Review and amend the plan as needed

How to Become a Better Coach:

1. Become a better listener
2. Challenge premises/perspectives
3. Provide a safe environment for honest discussion
4. Other skills: Asking questions, active listening, growth mindset, career development

Mentoring

- A senior person assumes responsibility for grooming a junior person
- A reciprocal relationship for the mentee's growth, learning and career development
- Can be formal or informal

Mentoring Features/Process:

- Career Functions: Sponsorship, visibility, coaching, protection, challenging assignments
- Psychological Functions: Role modeling, acceptance, counseling

Mentoring Techniques:

1. One-on-One
2. Group Mentoring
3. Peer Mentoring
4. Distance/E-Mentoring
5. Reverse Mentoring
6. Speed Mentoring

Merits of Mentoring:

- Excellent learning opportunity
- Guidance keeps mentee on track

Demerits of Mentoring:

- Can create jealousy among other employees
- Overly strong bonds can lead to favoritism

Coaching vs Mentoring:

- Coaching is present-focused, mentoring is long-term and career development focused
- Coaching has a task/performance emphasis, mentoring has a relationship emphasis
- Coaching is more formal, mentoring can be informal
- Coaches are subject experts, mentors have general experience

Training vs Coaching vs Mentoring:

- Training is for skills and knowledge
- Coaching is for skills and job performance
- Mentoring is for longer-term career development

6 Things Great Mentors Do:

1. Take action and risks for mentees
2. Present challenging opportunities
3. Have emotional intelligence
4. Have relevant experience the mentee wants
5. Don't sugarcoat their failings
6. Set boundaries by saying "no" when needed

Case Study: Lost business due to lack of leadership depth

- An organization lost a £160M contract because they lacked a strong leadership development program
- They implemented talent management with mentoring at its heart
- Provided mentor/mentee training
- Saw faster leadership pipelines and career growth, won £260M in new contracts

Research Paper Summary:

- Examines the impact of leadership coaching on leader behaviors
- Leadership coaching is positively associated with individualized consideration toward followers
- And in turn, more delegation and less micromanagement by leaders
- Promotes leadership coaching for developing constructive leader behaviors

Book Recommendation: The Leader's Guide to Coaching & Mentoring

Lecture 52 - Women in Leadership Roles

Women in Leadership

- Women are gradually making their leadership presence felt across sectors
- Aim to break through traditional glass ceilings barring entry to leadership roles

Characteristics of Women Leaders:

1. Transformational leadership style - Role models, inspiration, coaching
2. Task-focused on completing assignments
3. Prefer collegial, flat structures for teamwork
4. Promote cooperation and collaboration
5. Participative, democratic communication style
6. Modest about accomplishments and self-branding

Statistics on Women's Representation:

- Only 26 women are heads of state/government globally
- Women hold 17% of board positions in corporate India but only 11% leadership roles
- India fares better than Asia average for boardroom diversity
- India ranks 3rd globally for women in senior management roles at 30%

Barriers to Women's Leadership:

1. Stereotypes - "Masculine" leadership traits viewed more favorably
2. Lack of connections/networks for opportunities and mentors
3. Bias and discrimination, including for women of color
4. Lack of workplace flexibility for work-life balance

Challenges for Female Leaders:

- Male-dominated environments
- Building supportive networks
- Work-life balance with added family responsibilities

- Perceived as more emotional/less decisive
- Low expectations to overcome

Benefits of Women Leaders:

1. Will paint a positive future vision
2. Bring unique, transformational ideas
3. Enhance teamwork
4. Demonstrate superior leadership values
5. Enhance communication
6. Achieve better financial outcomes
7. Provide fresh perspectives
8. Better role models and mentorship
9. Skilled at multi-tasking different roles
10. Can help close the gender pay gap

Fostering Gender Equity:

- Conduct regular pay audits by gender
- Commit to a culture of fairness and equal opportunity
- Adopt salary transparency practices
- Avoid using salary history to set wages
- Ensure workplace flexibility for work-life balance

Case Study: Rashmi's Experience

- Rashmi joined as a trainee HR assistant but was identified for potential
- Shifted to become an Executive Assistant role supporting operations leadership
- Took on additional HR responsibilities during staffing gaps
- Worked extended hours balancing multiple roles
- Performed well but was not awarded an expected pay increase
- Quit due to the perceived unfair treatment, lack of recognition
- Manager failed to communicate pay policies and manage expectations
- Shows the importance of supporting promising female talent

Research Paper Summary:

- Literature review on current trends of women in leadership
- Women possess traits/styles associated with effective leadership
- But still not attaining top leadership roles compared to men
- Examines reasons, stereotyping and gender perception barriers
- Encourages promoting women to top corporate leadership

Book Recommendation: Women and Leadership

- Conversations with powerful women leaders globally
- Explores gender bias and increasing women's access to leadership
- Personal stories illustrating effects of sexism and leadership perceptions
- A call to action for empowering women everywhere

Overall, the lectures covered coaching and mentoring purposes, models, techniques, comparisons to training, and best practices. They also examined the status, characteristics, barriers and benefits of women in leadership roles globally. Practical guidance and research insights were provided.

Lecture 53 - Building Effective Relationship with Subordinates and Peers

Supervisor-Subordinate Relations

- The supervisor bears primary responsibility for building and maintaining good working relationships with subordinates
- Good workplace relationships make work enjoyable and productive
- People with best friends at work are 7x more likely to be engaged

Components of a Good Work Relationship:

1. Trust - Being open and honest
2. Respect - Valuing each other's input and finding collaborative solutions
3. Self-awareness - Taking responsibility for your words/actions
4. Inclusion - Welcoming diverse people and perspectives
5. Open communication - Essential for good relationships

Responsibilities of a Supervisor:

1. Setting clear goals/expectations
2. Providing coaching and feedback
3. Recognizing good performance
4. Handling performance issues
5. Being a good role model

Why Peer Relationships Matter:

1. Increase productivity and performance
2. Boost employee retention
3. Improve team morale

Communication & Leadership:

1. Develop communication skills for clear instructions
2. Empower employees with autonomy
3. Recognize and praise employee achievements
4. Be a role model, not just giving instructions

How to Build Good Work Relationships:

1. Identify relationship needs of yourself and others
2. Focus on emotional intelligence
3. Practice mindful listening

4. Schedule time for relationship building
5. Manage boundaries and avoid monopolizing time
6. Be positive
7. Appreciate others
8. Develop people skills
9. Avoid gossiping

Graicunas Theory on Span of Management:

1. Direct Single Relationship - With immediate subordinates
2. Direct Group Relationships - With combinations of subordinates
3. Cross Relationships - Among subordinates under same manager

Tips for Improving Relationship with Your Boss:

1. See things from their perspective
2. Show your value to the organization
3. Know how they like to communicate
4. Get to know them personally
5. Ask for feedback
6. Offer to help on projects
7. Keep them informed
8. Stay out of office politics/gossip
9. Under-promise and over-deliver
10. Ask for their help/advice
11. Make your boss look good
12. Have open communication
13. Show respect
14. Be authentic

Case Study: People Problem or Business Problem

- Highlighted the damaging effects of strained relationships between leaders and their teams
- Poor communication and misaligned expectations led to performance issues
- An attempt to resolve the "people problem" backfired on the well-meaning employee

Research Paper Summary:

- Examined the relationship between psychological empowerment and autonomy, openness, superior-subordinate relationship (SSR), climate of innovation
- Found significant direct effects of autonomy/openness on psychological empowerment
- SSR and climate of innovation mediated the effects on psychological empowerment

Book Recommendation: The Power of Friends at Work

Lecture 54 - Fostering Follower Satisfaction

Follower Satisfaction

- The extent to which employees are happy/content with their leaders and work environment
- Satisfied workers are more likely to stay, engage in citizenship behaviors
- Dissatisfied workers are more adversarial, engage in counterproductive behaviors
- Understanding why people leave or stay is important for leaders

Satisfaction as a Link:

- Leader behaviors -> Follower satisfaction -> Follower performance -> Customer satisfaction -> Organizational performance
- Satisfaction also links to organizational citizenship and retaliation/turnover

What Followers Want:

Job Characteristics

- Variety, significance, autonomy, role clarity, flexibility
- Rewards, recognition, career growth

Group/Organizational Characteristics

- Involvement, integration, climate, communication

Leader Characteristics

- Leader reward/punishment behavior
- Leader-member exchange

Traits Followers Seek in Leaders:

- Fairness, honesty, respect, trust, dependability
- Collaboration, genuineness, appreciation, responsiveness

Theories of Satisfaction:

- Needs (Maslow), achievement orientation, goal-setting, empowerment, operant rewards
- Affectivity - Positive people are more satisfied
- Herzberg's Two-Factor Theory - Motivation and hygiene factors
- Organizational justice - Interactional, distributive, procedural fairness

Types of Satisfaction:

- Global satisfaction - Overall satisfaction with job/org
- Facet satisfaction - Satisfaction with specific aspects like pay, hours etc.
- Life satisfaction - General attitudes about life

Outcomes of Satisfaction:

- Motivation, organizational citizenship behaviors
- Job performance, organizational commitment
- Stress, burnout, turnover intention
- Physical/mental health issues

Research Paper Summary:

- Examined the role of leader mindfulness on follower satisfaction
- Found leader mindfulness was positively related to follower satisfaction
- The relationship was mediated by the leader's "mindful communication" style

Case Study: Consolidated Products

- Contrasted two leadership approaches - one focused on employee satisfaction, another on task performance
- The employee-focused approach led to high satisfaction but lower productivity
- The task-focused approach improved productivity but led to high turnover
- Highlighted the need to balance employee satisfaction and performance

Book Recommendation: The Art of Followership

- Explores the leader-follower dynamic and roles followers play
- Discusses how effective followership contributes to leadership and organizational success

Overall, the lectures covered key concepts related to building positive supervisor-subordinate and peer relationships, understanding follower satisfaction and its importance, theories explaining satisfaction, and balancing satisfaction with performance goals. Practical guidance, research insights and case studies were provided.

Lecture 55:

1. Effective Communication

- Communication is the process of exchanging information between individuals through symbols, signs or behavior
- Effective communication involves transmitting and receiving information with high probability that the intended message is passed from sender to receiver
- Communication effectiveness is the degree to which someone conveys a message and ensures understanding

2. Importance of Effective Communication

- Helps build interpersonal relationships and trust
- Leads to better problem solving and decision making
- Increases employee engagement and organizational performance

3. Example of Effective Communication

- Google CEO Sundar Pichai's keynote speech exhibited:
 - Use of humor
 - Clarity of ideas
 - Effective non-verbal actions and body language
 - Use of visual aids
 - Moderate pace of speech

- Movement around the stage

4. Inspirational Communication

- Goes beyond just conveying information, it inspires and motivates the audience
- Comes from the heart and communicator's vision, not just the head
- Aim is to create energy and motivation to follow the leader

5. How to be Inspirational Communicator

- Find your inspirational side - have an underlying powerful belief/message
- Articulate a vision that people can believe in
- Be uplifting and empowering
- Express the message in an articulate way

6. Examples of Inspirational Communication

- Indra Nooyi's speech lessons:
 - Be a lifelong student
 - Throw yourself fully into your passion
 - Help others rise
- SRK's movie dialogue as hockey coach (Chak De India)

7. Supportive Communication

- Communicates accurately and honestly without jeopardizing relationships
- Helpful when giving negative feedback or correcting behavior

8. Eight Principles of Supportive Communication

- i) Based on congruence
- ii) Descriptive, not evaluative
- iii) Problem-oriented, not person-oriented
- iv) Validates rather than invalidates
- v) Specific, not global
- vi) Conjunctive, not disjunctive
- vii) Owned, not disowned
- viii) Supportive listening, not one-way

9. Example of Supportive Communication

- Dr. APJ Abdul Kalam's experience of a failed rocket launch
- His boss took responsibility for the failure
- But let Kalam lead the successful re-launch

10. Research Paper

- On concept of "communicative leadership"
- Identifies 4 central communicative behaviors of leaders
- Defines communicative leader and provides principles

11. Case Study

- Ram's negotiation with European distributor demanding price cut
- Issue of hierarchy and bypassing Ram by his deputy Shyam
- Discussion on negotiation strategies, criteria for new distributors

12. Book Recommendation

- "Communicate Like a Leader" by Dianna Booher
- Provides guidelines on communicating strategically as a leader

The notes cover all the main points, sub-points and examples from the PDF lecture in a structured manner.