**Learning Articulation Portfolio**

Working in Team for Professional Excellence



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**About Self**

**About Me:**

My name is Kuldeep Dwivedi. I am pursuing B.Tech(CSE) at Amity University. This is the first time I have been writing about myself and not only writing but analysing my strength and weaknesses. I have done that but not in this much detailed manner.

**My Strength:**

I find myself to be a calm and composed man. I can keep my cool even in not favoured situations. This quality of mine allows me to make decisions as per the situation. All those who know have rarely seen me getting angry and I take this as a positive part of my personality.

I work better whenever put under pressure. Pressure is a kind of tonic to me. It drastically improves my performance. This obviously does not mean, I knowingly put myself in such situations.

**My Weakness:**

I rate myself as an introvert. Being an introvert is not a weakness. But in situations, there is a feeling that you must speakup. You too need to share your feelings, your ideas, and all that.

One more thing, I feel is sometimes even small problems irritate me a lot. This might sound a little ironical to you after looking at my strength, but it does happen sometime.

**Activity 1**

**Case Study 1**

**Objective:**

Understanding the group stages and their importance.

**Personal Learning from the Activity:**

First thing is we should identify the problem. In this case study, major problem with the company was lack of synergy among the members. The problem in this case was solved by making people work with someone with whom they were not acquainted and this paid off.

In first stage, the group formed.

Second stage was the people who had some common goals were kept together i.e. bond grew stronger.

Now the last stage is they had to settle down with someone whom they didn’t know. This will create a sense of maturity and understanding.

**Activity 2**

**Movie Analysis**

**Objective:**

To raise awareness about the importance of a team feeling in group learning and functions.

**Personal Learning from the Activity:**

**The scenes or dialogues written below are in reference to movie Lagaan.**

* **Team gathering:** Bhuvan formed his team from the villagers who didn’t even know what cricket was. He tried his best to make them understand that whatever he is doing is for the welfare of the whole village.
* **Dream Big and Define the Goal:** Bhuvan challenged the Britishers to waive their *lagaan* for 3 yearsif they managed to defeat them in their own game. This was something big because they didn’t even know what was the game. But they believed in themselves.
* **Support the Team Members:** The team leader Bhuvan supported the members even when they were not performing well. Once a member of their team almost betrayed them for money. But even then, he brought him back and made sure that he has no doubts left in his mind.
* **Celebrate Small Wins:** When you fight for your survival, even small wins matter. The way they were celebrating every single run, it gave the viewer a delightful experience.
* **Define the Goal:** The goal was simple they had to win the match so as to get their taxes waived for 3 years. Bhuvan tried his best to communicate this to other people. It was something that could not be done alone.
* **Togetherness:** Since all the team members were farmers, they had a common goal and that goal would have the same impact on their life. This thing induced a sense of togetherness. They even forgot the differences they had to achieve that common goal.
* **Strategic Planning:** The way Bhuvan assigned the players their task, it was an excellent strategy. He identified the strong areas of every single player to maximise their utility during the match.
* **Forgiveness:** When a team member of the villagers’ side betrayed the team, they didn’t disown him. Instead, they forgave him and brought him back to the team.

**Activity 3**

**Case Study-2**

**Objective:**

Development of Team Spirit.

**Personal Learning from the Activity:**

**Ques 1) What would you suggest Mr. Puneet to do, so that he is able to take control over his team member?**

**Ans)**

A team leader should have team orientation, networking and communication skills. In case of Mr. Puneet, it seems that he is not able to communicate his ideas to the team members. He needs to learn some communication skills. It is much like diplomacy where you can be pleasant and strict at the same time.

He needs team orientation skills to take control over his team members. He should help the members to realise their mistakes and should appreciate them whenever they do something good.

**Ques 2) What are the qualities that a good leader should posses to achieve excellence for the whole team?**

**Ans)**

**In my opinion there are many valuable traits of a leader. Here are some skills which I personally find very important:**

Motivation/commitment, self-discipline, expertise, problem-solving skills, communication, team orientation, networking, integrity and respect.

It is important to know yourself and to know your employees, give a long-term orientation, take care of a good atmosphere in the workplace, put the team into the centre, create clear responsibilities and resolve conflicts when they occur. It is not only about traits, but also about the combination of the traits.

A proposed leader must have specific qualities that suit his or her ability to lead an organization or department. These qualities can be learned, acquired through education, or be adapted by new skills and technologies. Although these qualities are mainly required for mid to upper management positions, it is important to have other employees in the organization who also have these skills and abilities. This is to secure quality improvement processes are secure and organizational standards are being kept up to date.

**Activity 4**

**Leadership Self-Assessment Tool**

**Learning outcome of the Activity:**

Identifying the leadership skills of a individual.

**Personal Learning from the Activity:**

***Title Based Leadership:***

1. I am competent in my job position, possessing the technical skills to produce results: **10**

2. I am effective at planning, reporting and compliance activities (accounting, logistics, WCB etc.): **10**

3. I am measuring, tracking, and monitoring staff to ensure that they meet their minimum job requirements: **10**

***Relationship Based Leadership:***

4. I listen to truly understand people, not just to respond: **7**

5. I actively recognize people publicly and privately for their contribution to our organization's success: **8**

6. I understand what motivates people and makes them feel comfortable, I am constantly shifting my communications style to gain rapport with people: **9**

***Results Based Leadership:***

7. I have great project management skills: **6**

8. I understand how to identify and evaluate people’s strengths and put them where they are most effective: **9**

9. When I am present my people are more motivated, more productive and operate at a level they otherwise wouldn’t be able to maintain:  **8**

***Impact Based Leadership:***

10. I systematically coach and mentor my staff toward self-reliance and interdependence: **9**

11. My people are beginning to display a strong sense of self-motivation and leadership qualities: **9**

12. I am contributing to the personal and professional growth of my people adding true value to their careers and personal life: **8**

***Transparency Based leadership:***

13. I meet all commitments to my people instilling a high level of credibility and trust in the relationship: **10**

14. My people take massive action with little prompting from myself, and this action is always congruent with our company mission and values: **9**

15. I talk more about the team’s achievements than my individual achievements: **10**

**Leadership Self-Assessment Score Sheet**

***Title Based Leadership:***

10 + 10 + 10 = 30/ 30

***Relationship Based Leadership:***

7 + 8 + 9 = 24/ 30

***Results Based Leadership:***

6 + 9 + 8 = 23/ 30

***Impact Based Leadership:***

9 + 9 + 8 = 26/ 30

***Transparency Based Leadership:***

10 + 9 + 10 = 29/ 30

***Total Score:*** 132 / 150

**25–30:** you show a high level of competency at this level of leadership

**20–24**: you show sufficient levels of competency keep investing in yourself and your people… it will pay off!

**15–19:** Think about investing more in yourself and your team to strengthen this level of leadership.

**3–18:** A strong personal and business development strategy including mentorship, reading, taking workshops and other tools to grow your skills is suggested.

**Activity 5**

**Case Study-3**

**Objective:**

To identify the indicators and importance of power.

**Personal Learning from the Activity:**

**Ques 1) What are the indicators of power?**

**Answer)**

**Ques 2) Describe importance of political perspective.**

**Answer)**

There are few business activities more prone to a credibility gap than the way in which executives’ approach organizational life. A sense of disbelief occurs when managers purport to make decisions in rationalistic terms while most observers and participants know that personalities and politics play a significant if not an overriding role.

Whatever else organizations may be (problem-solving instruments, sociotechnical systems, reward systems, and so on), they are political structures. This means that organizations operate by distributing authority and setting a stage for the exercise of power. It is no wonder, therefore, that individuals who are highly motivated to secure and use power find a familiar and hospitable environment in business.

At the same time, executives are reluctant to acknowledge the place of power both in individual motivation and in organizational relationships. Somehow, power and politics are dirty words. And in linking these words to the play of personalities in organizations, some managers withdraw into the safety of organizational logics.

**Activity**

**Interpretation of all Questionnaire...**

**Conflict Management Questionnaire**

***Directions*:** Answer the questions by indicating how you would behave rather than how you think you *should* behave. Each question provides a strategy for dealing with a conflict. Rate each statement on a scale of 1 to 4.

**1 = Rarely 2 = Sometimes 3 = Often 4 = Always**

1. I explore issues with others to find solutions that meet everyone’s needs. \_\_\_\_\_**3**\_\_

2. I try to negotiate and adopt a “give-and-take” approach to problem situations. \_\_\_\_**3**\_\_

3. I try to meet the expectations of others. \_\_**4**\_\_\_\_

4. I generally argue my case and insist on the merits of my point of view. \_\_\_**4**\_\_\_

5. When there is a disagreement, I gather as much information as I can to keep the lines of communication open. \_\_**3**\_\_\_

6. When I find myself in an argument, I usually say very little and try to leave as soon as possible. \_\_**1**\_\_\_

7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved? \_\_\_**3**\_\_\_\_

8. I prefer to compromise when solving problems and just move on. \_\_\_**3**\_\_\_\_

9. I find conflicts challenging and exhilarating. I enjoy the battle of wits that usually follows. \_\_\_\_**1**\_\_

10. Being at odds with other people makes me feel uncomfortable and anxious. \_\_\_**4**\_\_\_\_

11. I try to accommodate the wishes of my friends and family. \_\_\_\_**4**\_\_\_

12. I can figure out what needs to be done and I am usually right. \_\_\_**4**\_\_\_

13. To break deadlocks, I would meet people halfway. \_\_\_\_**2**\_\_\_

14. I may not get what I want, but it is a small price to pay for keeping the peace. \_\_\_ **3**\_\_\_\_

15. I avoid hard feelings by keeping my disagreements with others to myself. \_\_\_\_**3**\_\_\_

**How to score the Conflict Management Questionnaire:**

As stated, the 15 statements correspond to the five conflict resolution styles. To find your most preferred style, total the points in the respective categories. The one with the highest score indicates your most commonly used strategy. The one with the lowest score indicates your least preferred strategy. However, if you are a leader who must deal with conflict on a regular basis, you may find your style to be a blend of multiple styles.

**Style Corresponding Statements: Total: The numbers represent the questions above.**

* Collaborating: 1, 5, 7 \_\_\_**11**\_
* Competing: 4, 9, 12 \_\_\_**9**\_\_\_\_
* Avoiding: 6, 10, 15 \_\_\_**8**\_\_\_
* Accommodating: 3, 11, 14 \_\_\_**9**\_\_\_
* Compromising: 2, 8, 13 \_\_\_ **8**\_\_\_

**Brief Descriptions of the Five Conflict Management Styles**

**Accommodating:** Cooperating to a high degree where you may have to give in to maintain relationships

Pros: Minimizes injury when we are outmatched; relationships are maintained

Cons: Breeds resentment; exploits the weak

**Avoiding Style**: Non-confrontational approach

Pros: Does not escalate conflict; postpones difficulty

Cons: Unaddressed problems; unresolved problems

**Collaborating Style**: Problems are solved in a way for all involved to get what they want and negative feelings are minimized.

Pros: Creates mutual trust; maintains positive relationships; builds commitments

Cons: Time consuming; energy consuming

**Competing Style**: Authoritarian approach

Pros: Goal-oriented; quick

Cons: May breed hostility

**Compromising Style**: Middle ground approach

Pros: Useful in complex issues without simple solutions; all parties are equal in power

Cons: No one is ever really satisfied

**Communication Style Questionnaire.**

**OBJECTIVES OF THE ACTIVITY:** To do questionnaires on communication style and to determine our communication style.

**PERSONAL LEARNING FROM THE ACTIVITY:** This activity taught me about my communication style and further I learnt more explanation on my communication style and others too.

**What’s Your Communication Style?**

***Circle or write down your answer to each of the following 11 questions. When you’re finished, add up the total number of A’s, B’s, C’s, and D’s. Check your responses with the***

***key at the end of the quiz.***

**1. If someone cuts in front of you in line at the store, which of the following best reflects**

**what you'd likely say:**

A) Nothing, because I don't want to make a fuss.

B) "Hel-lo! Don't you see me standing here?”

C) "Hey, get to the back of the line and wait like everyone else!"

**D) "Excuse me, but I was next in line."**

**2. You need to do some hard work and want help. Which of the following are you most likely to say as you head out the door?**

A) "There sure are a lot of leaves out here. I hope I can get them all swept up before it rains."

B) "It sure would be nice if SOMEBODY would get off the couch and help me."

C) "Get your lazy butt over here and help me!"

**D) "I'd like some help with the hard work. Can you please sweep the patio?"**

**3. You're at a restaurant and order a steak well done. It rarely arrives. How would you most likely handle it?**

A) Ask for a "to go" box and cook the steak properly when you get home.

B) Ask the waiter, "Does this look like well done to you? How hard is it to cook a steak properly?"

C) Demand to speak to the manager and tell her you want your meal for free.

**D) Tell the waiter that your steak is underdone and ask that it be taken back to the kitchen to be cooked until well.**

**4. You're in a meeting where the team is discussing a course of action you disagree with.**

**What are you most likely to do?**

A) Say nothing because most of the people like the idea.

B) Ask if they got the idea from the Easter Bunny or Santa Clause because they're all delusional.

C) Tell them they're nuts if they think their plan is going to work.

**D) Express your concerns as clearly as possible.**

**5. You're meeting a friend at the movies. Your mother calls, asking you to come help her hang a picture right away. What are you most likely to do?**

**A) Head to your mom's, calling your friend on the way to say you'll be late.**

B) Say, "Why don't you call your precious son? He's your favorite!"

C) Tell your mom you're not her personal servant and that she should call your brother.

D) Tell your mom you have plans and say you'll come by after the movie.

**6. You overhear a coworker saying that he doesn't like working with you because you're too picky. What are you most likely to do?**

A) Say nothing, because you're embarrassed and hurt.

B) Think to yourself, "Oh you haven't seen picky yet. Just wait," and make a point of being even pickier to teach him a lesson.

C) Interrupt the conversation saying, "If you've got something to say to me, say it to my face."

**D) Wait until you can speak to the coworker alone, share what you heard, and ask if you can talk about it."**

**7. Your company is having trouble with a contractor. Your boss asks your opinion about how to resolve it. What are you most likely to say?**

A) "I don't know, what do you think?"

B) "Whose idea was it to hire that guy anyway? Oh yeah, it was David, wasn't it?"

C) "They're all lazy, I doubt we could find anyone better."

**D) "We need to hire another contractor."**

**8. You order a pound of ham at the deli counter and the clerk mistakenly gives you 1.5**

**lbs. What are you most likely to do?**

A) Take the ham home and hope your family eats it all before it goes bad.

B) Say, "I said a pound. Don't you know how much a pound is?"

C) Tell the clerk you refuse to be ripped off and ask to see the store manager.

**D) Ask the clerk to remove the extra half pound from your order.**

**9. You're on a tight deadline at work and a coworker drops by to chat about his upcoming fishing trip. What are you most likely to do?**

**A) Listen to his plans because he seems so excited about it and you don't want to be rude.**

B) Look at your watch and say, "Oh, are you taking a break . . .again?"

C) Tell him, "I don't have time to talk about your stupid fishing trip. I have work to do."

D) Tell him, "Sounds like you're excited about your trip Mark. Unfortunately, I've got to get this report to Sarah in 20 minutes and need to get back to work."

**10. You and a friend are meeting for dinner. You don't like the restaurant she chose, but agree to go. It's awful. What are you most likely to say?**

**A) Nothing, you don't want to make her feel bad.**

B) "I knew this restaurant was going to be terrible. We should have gone to Claudios."

C) "Boy, this is terrible. I can't believe you picked this place!"

D) "It's partly my fault. I've been here before and it wasn't very good."

**11. You forgot to pay a bill you said you'd pay. Your spouse confronts you angrily about**

**it. What are you most likely to say?**

A) "I do everything around here and you do nothing. Why don't you pay the bills then."

B) "Well I suppose you're perfect and never make mistakes?"

C) "You're right, I'm sorry."

**D) "You're right. I forgot to pay the bill. I'll take care of it now. I would appreciate it when I make a**

**mistake, if you would just tell me about it without yelling.”**

**Total A’s\_\_\_3\_\_\_**

**Total B’s\_\_\_0\_\_\_**

**Total C’s\_\_\_0\_\_\_**

**Total D’s\_\_\_8\_\_**

**Take your highest score above and find your communication style on the following pages.**

**Note: If you have two scores that are high and very close in number, this means you**

**probably use both styles as needed, usually choosing the communication score with the**

**highest score first.**

**Mostly A’s: Your Primary Communication Style is Passive**

**The Passive Communication Style** is basically characterized by NOT communicating. When

passive communication is someone's primary approach, on the plus side, they're probably very well

liked by the people in their lives because they're agreeable, pleasant, and always say "yes" to other

people's requests.

Unfortunately, since passive people rarely stand up for themselves, they're often taken advantage of by

people and don't get their needs met. They also usually struggle to express negative emotions and often

deny they're upset, thus frustration often builds and manifests itself in stress, physical symptoms, and

illness.

If passive communication is your primary style for dealing with others, realize that this style is much

more focused on others rather than yourself. To get your needs met and achieve your goals, you'll need

to learn to approach situations in a more positive, assertive way. When you do, not only will you be

happier, but your relationships will be more satisfying, and others will respect you more.

**Mostly B’s: Your Primary Communication Style is Passive Aggressive**

**The Passive Aggressive Communication Style** is usually used by those who have been thwarted

in their efforts to express how they really feel. Sometimes it results from being told by parents, teachers,

bosses, or other authority figures, that the person's input wasn't needed or valued.

As a result, passive aggressive communicators become frustrated by others' unwillingness to listen and

discover that they can use sarcasm, negative hints, and "jabs" to get their point across without taking

responsibility for the comments, because they can always say, "I was just kidding."

Unfortunately, passive aggressive communication is the most damaging communication style to

relationships. It combines the worst characteristics of the passive AND aggressive styles. Although the

passive aggressive person thinks he or she is "communicating" in these situations, others are left

confused or unable to confront the issue because when confronted, passive aggressive people generally

deny there's a problem or reverse the blame on the other person, accusing them of being too sensitive or

unable to take a joke.

If this is your primary style, you're not alone. Our society seems to have confused passive aggression

with humor. You see it in every comedy- the insults, the put-downs, the sarcastic questions. However,

realize that every time you use passive aggression to express yourself, you're taking a piece out of the

self esteem of the person you're targeting. Additionally, you're not giving that person the chance to

openly talk about what you might be upset about, and most importantly, you never get the chance to

resolve the problem that caused you to be passive aggressive in the first place.

If passive aggressive communication is your primary style for dealing with others, realize that this is the

least productive of any communication style. Even though people in the past may not have been willing

to listen to your ideas or how you felt, by eliminating the passive aggressive approach to others and

adopting a more assertive style, you're more likely to get your needs met and achieve your goals. When

you do, not only will you be happier, but your relationships will be more satisfying, and others will

respect you more.

**Mostly C’s: Your Primary Communication Style is Aggressive**

**The Aggressive Communication Style** is characterized by a competitive, "must win" approach. The

aggressive person has discovered that by being ultra-direct, in-your-face, and personal, he or she can

get others to back down. Bottom line: it's quick and it works . . . at least for the short term. The one

thing no one can ever say about an aggressive person is, "I have no idea how he/she feels about this."

From aggressive people's perspectives, they're just being honest and "telling it like it is."

Although using aggression might help them win in the short term, being aggressive all the time is likely

to cause them to lose many relationships. If the aggressive person is a leader, he or she might gain

short-term compliance, but see high turnover in the organization, employees may hide problems

because they're afraid to approach the leader, and customers will simply walk away to work with

someone who listens and cares about their needs.

If Aggressive Communication is your primary style for dealing with others, realize that this style is often

too focused on your needs rather than the needs of others. You may find yourself "winning the battle,

but losing the war." In other words, you could win an argument, but lose a friendship. You may uphold

company policy, but lose your best customer. To get your needs met and achieve your goals AND help

others do so as well, you'll need to learn to approach situations in a more positive, assertive way. When

you do, not only will you be happier, but your relationships will be more satisfying, and others will

respect you more.

**Mostly D’s: Your Primary Communication Style is Assertive**

If you answered mostly Ds, CONGRATULATIONS! Your primary communication style is Assertive. The

Assertive Communication Style is the most balanced of the communication styles. Assertive people look

out for themselves, but also show caring and interest in others. Assertive individuals are able to stand

up for their rights, but are also sensitive to the rights of others. People who choose this style are usually

excellent communicators, honest about their feelings, respected, and well liked. Their calm demeanor

reflects their confidence that they have just the right communication tool in their communication tool

box to handle any situation that comes their way.

Of all the communication styles, this one requires the most work and the best communication skills. If

you have it, you're more likely than most people to be able to handle difficult situations and people with

minimal stress and you're more likely to build long-lasting, open working and personal relationships.

However, you always need to remain vigilant. Although this may be your PRIMARY style for this 11-

question quiz, realize that we all have the capacity to select other styles when we're not focused on

communicating effectively, caring for other people, and trying to resolve situations with a "win win"

outcome.