

**Soft Skills for Business Negotiations and Marketing Strategies**  
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**Lecture – 16**  
**People Skills (Contd.)**

Good morning, I am discussing over various soft skills related to people skill. In the last few weeks, I have discussed about various others, but now I am focusing on the people skill, the last one that I discussed was diplomacy.

(Refer Slide Time: 00:33)



The slide is titled "People Skills" in red text. It contains a bulleted list of skills: Dispute Resolution, Encourage team members, Giving Directions, Giving Feedback, Leadership, Managing Project, Manager Management, and Managing Difficult Conversation. On the right side of the slide, there is a video inset showing Prof. Uttam Kumar Banerjee, a man with glasses and a goatee, wearing a dark suit, white shirt, and red tie. At the bottom left of the slide, it says "2 of 4". At the bottom center, there are logos for "IIT KHARAGPUR" and "NPTEL ONLINE CERTIFICATION COURSE".

Now, let us see what next, dispute resolution. This is a skill you will find that it is a very special skill of somebody who can resolve the disputes. If you are resolving a disputes; that means, you are not one of the player in creation of the dispute that is first thing, if suppose there is a fight with you and somebody else. Fight means I am not talking about physical, I am talking about the oral fights, I am taking about the ideological fights, I am talking about your rights oriented fights or you know patent rights fights, whatever. If you are not a party in it then you have a strong people skill in solving this or resolving this disputes.

But if you are one of the parties then you cannot, because one of the party is biased you may be right or you may be wrong. If you are right let somebody is resolved this dispute, dispute resolution is whenever there are between 2 individuals or 2 parties or 2 groups

there are differences in something. It may be opinion, it may be ideology, it may be political ideologies, it maybe you are in a business, it may be opportunities your people skill is those skill in which you are now going to communicate both the persons both the groups and then trying to come bring them both to a platform in which both of them are now going to listen to you and you rationalize the situation. By rationalizing the situation you bring it to a level where there comes to a compromise, this is a very strong people skill.

In earlier days what is to happen in the villages, Indian villages wherever there is to be dispute between 2 families, 2 property owners then the disputes were brought to the common place in the community level and they used to be one leader. It can be [FL] it can be Panchayat leaders, it can be or say leader of the (Refer Time: 02:48) or the village and then he along with many other experts use to review both sides and then give a very rational judgement and by which you know both are going to come to a level in which you know it is some win, some lose. And if you find that there is something like same when one group is crossly wrong then in that dispute resolution the person who is grossly wrong is also told that you are grossly wrong the other party saying is right.

But this is a very very strong people skill, though there is any protocols, there is an rules, there is an decorams you know and it is not everything out of the hat, it is based on facts, figures, context, situations, future implications, past occurrences based on all this thing this dispute resolution comes into play. Our legal system is 2 certain extend or to create extend rather is dispute resolver and when they do it, they do it based on facts and the facts that they get and then when the fax or recorded established, substantiated then they take a decision that decision which may be something very new, that decision which may not be a copy of others. It is only at that point of time the right decision maybe it can be challenged later if and then found that they had been something wrong in that dispute resolving.

Then again reopened, rediscussed, more witnesses more facts and figures and ultimately a decision which originally was there may be discarded, that is why people go from lower court to the higher courts the supreme courts because they are looking for the right judgement. In the dispute resolution as a people skills in it has to be very very honest, the system has to be honest. Now, if you say to the people still you have it is a dispute

resolving then I cannot be biased, it has to be honest, it has to be fair, it has to be transferred and it has to be very clear.

Another strong people skill is encouraging team members, scene where you are working on large projects or any ventures or any endeavors hardly we do something alone. Think about a musician and artist, vocalist when he is 6 he can sing alone, but the entire performance rendition does not really rich that excellent quality unless there is a somebody who is playing the precautions in it. We tabla beats, sitar beats, guitar beat, drums or whatever, we flute or whatever; that means, any activity that we do to reach that particular activity to the highest level of excellence there are many other associates were involved who are you know helping and enough they are basically they are adding to the whole quality; that means, a team.

I given example of artist, vocalist think about a sales persons, every sales person wants to go alone the reason is he was to take the credit of getting this sales done, but if you really look into it as a company's view point you will find that sales person has gone alone maybe because he cannot go with the group. But, they had me several people who are working at the back background they are working day and night to give provide facts, figures, technical literatures, brochures in the marketing materials to the sales person who is going maybe alone to a client to sell the product, but it is a total team you are working.

Now you think if the person who has gone for sales and ultimately close the deal and came back and says oh you are done nothing. In fact, I have done everything, I will tell you this is grossly wrong, grossly wrong because he cannot do everything. If a person does it himself the he deserves a marketing brochure, he plans he find out the client, he develops the material he creates a product ultimately he launches in self and go to the market I have no issue, I then I am not really talking about the team because alone very very unrealistic.

When there are in a profession or the business when you have a group work in such case encouraging team members is one of the very strong people skill and which I have found is not very common, what you know you. Then encouraging team members is very very strong mechanism by which you will get it done and I will tell you is I have read a book on ivms philosophy, I am mentioning it because it is in the published document. The ceo

who insured one thing that, whoever is working at which our level in this particular organization must be respected in which available they are; that means, everybody is self respect has to be maintained and sustained is a very strong encouragement to the team members. That means, if you make a mistake then you will be told what is a mistake, but you will not be really cute, it is not necessary that you make a mistake and immediately set, then in that case everyday you after set somebody and you too had somebody which is impractical ok.

So, encouraging team members your very strong people skill, if you a encourage your team member I can assure you does not mean that you are putting somebody above you no, it is only you are strengthen your own team and everybody now falls for you to give you all possible supports and helps a tips and tricks by which you can go forward. So, encouraging team members do that giving directions is certain extend like delegations.

But there is a difference with a difference between directions means you have to instruct what is to be done. In this case you know very strong point which you have to poses is this, if you are giving directions first of all it has to very clear, very tangible what you want somebody else to do whom your directing; that means, you should be first clear within your own mind what is expected out of this work.

So, number one is first you know what is to be done, then you know who all can do it, then you know up to what extend it can be done, then you know what is the level of expectation from there, then you know what is the excellence level up to which you can meet and then you know whom you have to tell at which point of time. Rather, whom you are to direct at which point of time within what time frame, in what context, with what compensation for giving direction is very very difficult situation.

Given an opportunity anybody can say I am directing, but the any ways you then have to undergo a series of resources which are split second in your mind, that you have to immediately think about it and example suppose you want to direct somebody to get something from somewhere. Then you must know that what you are getting, then you must know where is it available, can you must know that who is supposed to go and in which mode he supposed to go, should you walk or should he cycle or should I take a car. That means, you know everything and then you know where it is available and then you know what price he has to pay to get it for you and then ultimately you have to tell

him that within this time I need it otherwise the purpose is lost; that means, you have to analyze the entire scenario.

So, giving direction is not a very you know, is not a very simple words set it is a process which you comprehend first, very quickly and you know all facts and figures and now you help the person whom you are giving directions. So, that he can successfully undertake your directions and ultimately become successful. I will give one case a person who give directions to his subordinate saying that you go and communicate this particular point to other person, other department and then you have when your communicating this you hand over this file to him and get his opinion on the file noted, very simple business activity we do it every day in the administration.

Case 1 the person who is instructed, he is a directed he is told exactly where the person will be available, at what time he will be available, what is the actual task this person has to do after reaching their. How to see go, when does a comeback, what is the final result that I am expecting if I am giving a directions everything is fine.

That gentleman goes to the person whom he has been sent to then he finds he is not there, very obvious reaction is the person will wait for some time and then ultimately come back because the person is not there and reports to you saying that I went there I waited for 1 hour are the person was not there and so I could not get it done. So, this is my file back is very simple, but the actual direction is this, you go there meet the person if you do not find the person then find out who is the next person authorize to deal with this file, this is a very clear reaction is a difference.

The first reaction is you go and get this file to a person and get his feedback and come back, good. If the person is not available then what he should, do he should be told and then if that person is also available then when both of these persons are likely to be available, when should he go next all this inputs he has to bring back before he comes and surrender saying that if nobody was available this is the right direction.

It makes a lot of difference I will tell you it is something like if you go to, if you send somebody to an office and then the officer who we have sent to you did not know that officer is on leave for 7 days and if you are those who is directed to go and get fetch the feedbacks, he sets of a 1 hour and then he comes back because the boss was not there it makes no sense. It is a total time wasted of yours as well as your own person, if that

person who founded the who whom he supposed to meet his out of station for 7 days, who is next authorized.

Then he should make all attempts to meet him and get his is feedback, if you find protocol why's that person is not authorized then your action is going to be send him 7 days after this is a right direction. So, direction when you are giving this is a good people skill, direction does not mean you order and ultimately expected results are you now you really not and really cannot be taught, pictures somehow comes in is in your mind is not working.

So, this is a strong people skill, giving feedback this is very funny thing, you are working in a company and organization and your immediate supervisor or superior is supposed to give feedback about to his superior for whatever, you either for your promotion or your annual reports or what about, giving feedback is very very important thing, it should be very clear in clear terms, you must know the purpose of the feedback.

This is first time, I am expecting the that you are that superior who is going to get the feedback about your subordinate, I am seeing in that perspective now. You must know that the form or the format that has come to you is asking for a feedback of your junior and the junior's carrier, juniors promotions, juniors opportunities, his impressions everything depends on your feedback and the feedback that you gave makes a lot of difference.

So, the people skill is how do you get the feedback, quite often in some organizations they hesitated to give right feedbacks because they know usually in many of the companies it is a confidential report, we call c r in the confidential report your supposed to get the feedback.

But I will tell you very frankly nothing is confidential it is called c r, but still nothing is confidential and now a days with all our r t is and all that nothing remains confidential and should not be. The people skills this you talk to the person for whom you are giving the feedback number 1, number 2 is you tell him that you have been requested to give a feedback about him very difficult situation, nobody wants to know that you are giving your impression about me nobody wants you know.

So, the thing is you, but you tell him. So, if you know the purpose then you should also know the purpose and tell the purpose to the person, if it is called c r then you are occurs handicapped, but the thing is if you really want to feedback then know the purpose and tell the purpose to the person that, look I have been requested to give a feedback about you. Then try to be honest and transparent in telling what is the strength of the person and what is the limitation of a person, if you tell the person strength first then he becomes related and that you had your negatives, witnesses.

But if you started the weakness this will be a poor skill, poor I will say poor people skills the thing is what you do as you give all you know you give your feedback saying look, I have been given an opportunity to give a feedback about you, you are good in this, you are good in this, you are good in this.

So, I am writing all those things good, you will appreciate you will you will also encourage you, if there is certain things which you have not noticed, but he has really done it then he will add, he will say I have also done this, I have also done this, I have also done this good. So, please add it if you have an opportunity, this is a very positive way of giving feedback.

But do not forget to mention the witnesses also you say these are set of positives or your strengths I am going to highlights, but there a small, small negatives or weakness which you have which I am also bound to write. Since I am responsible for giving the right feedback these are the weaknesses I am seeing in you I am writing this now, but that is not mean that is going to impede your growth or prospect, but you try to improve on this. But, if you do not say that the person whom for whom you are given the feedback he does not know what his weakness. In fact, I will tell you as encouragement is required also expression of the weaknesses of persons are also equally important.

So, giving feedback is a very tricky skill and feedback which is superficial, less discrete, slightly fuzzy or fake, makes no sense and such kind of feedbacks if you give I will tell you nobody will tell you personally that your feedback was not of any use because he did not speak about the person properly and you made a very superficial statements and you know like say beating around the bush in the situation you did not really say exactly what is what. So, your feedback is meaningless, dump into the dustbin, it will happen I

know many situations where people when they write recommendations see quite often students come to us for recommendations.

Recommendations for admission to the foreigner university or to write you know write for some exams or for testimonials in such cases, if you write a recommendation which is very superficial not very discreet not highlighting exactly the positive also not highlighting was negative that recommendation has no value, for giving feedback is a very important skill one should possess.

So, when you get the feedback structure it yourself, you for structure it very simple structure at 2 things, 1 is strength and weaknesses is a third component the prospect of improvements; that means, you first right all the strengths, then you write all the weaknesses of the person and then the areas where he can be improved or the areas which is not within his domain of work, but as given positive benefits to the company that is also another.

So, make a very clear researched structure for feedback, leadership is one which guides everybody, guides the team takes it forward, whether it is physically going like see on war or in an march past all right, but the thing is leadership is when you are having business, when you are having communications, when you are having work ships workshops, when you are having conferences, when you are leading a class.

The leadership is basically that skill which is going to have all positive skills by which you comment a good respect of everybody and you make sure that people are going to follow your instructions the way you want not, everybody cannot be the leader. Maybe that everybody is born with us a some leadership skill, but the thing is ultimately by virtue of either experience or exposure people may lose the leadership skills.

Leaders are you know people say our leaders born, but the thing is leaders are not born really because leaders are the persons who learnt the way of doing things through their experiences. So, if suppose a leader is experience and exposed then probably he will become a leader, but the suppose somebody is not experienced or not exposed at all you will not be the leader in all, take one case captain of a team football team who becomes the captain, captain is nothing, but the leader.



Basically who leads the whole group he decides the strategy along with the manager may be or maybe or say vice captain, but he decides the whole strategy because he is responsible for making the game plan of the strategy of the entire say. He becomes a leader because he has been given an opportunity to become leader, he has been selected and how these leaders been selected just like that no people have been watching his skills, all those who are captains all those who are leaders they are watched, they are under scanner, selection committee without letting them know they are watching this probable leaders and so your leadership skill is manifested from your earlier days itself.

So, today you maybe are very low rang soldier, in future you might become leader I am not talking about such people who by virtue of the age becomes the leader no, I am not talking about such kind of mechanism. I am talking about the true leader who is likely to lead, maybe in your school you have one last bencher or backbencher who does not appear to be having strong leadership skill, do not under mind may be at the age of 50 he will become a very good leader because situation is pushed into such a such cases when he earned or learned the way of giving leadership.

This is how you really look at it in terms of leadership; that means, leader means somebody who can guide the whole team, whole group, whole bands, whole armies this is what you leadership is very very strong people skills. Individually if somebody is very good does not mean that he could be a good leader, managing projects all these are coming in sequential order in alphabetical form that is why some are coming I mean little later maybe.

How do you handle a project, is a people skill because managing project means you are first taking a physical condition of the situation, the assignments, the team, the objectives, the targets, the finance, the manpower, the machineries there are so many things involved in it. That time when you take everything into consideration, if with every aspect is important in this how do you handles it, how do you manage it, manage managing projects does not mean that you become a leader not necessarily.

Managing project is one of the responsibilities that you got and you are always responsible up to a certain limit, that is why there is a deputy manager, there is a chief manager, there is a manager, there is a you know such; that means, there is a hierarchy

each manager managing a project each at each level has certain limited domain of his decision making and then handling the whole stuff.

So, wherever he is going it basically he is managing a project means he is handling up to the domain that has been that he has been assigned. If you has to go beyond that if you feel that the beyond that something is something need to be there then what he does his he takes the function of the higher authority who is more, who is having more domain of operations.

So, managing project if you think Austin manager, deputy manager, manager, chief manager, senior manager, additional chief manager there are so many you know such things are given. Basically what are these is these are nothing, but a hierarchical you are being given little more responsibility, little higher responsibility, little higher responsibility.

But ultimately it is a same thing, you are managing a project since your handling lots of people people skill, but there is one more which come have come now managing management, see the thing is you now have a project in which you have multiple arms and multiple domains. So, for each domain there is an expert manager you require another manager who is not supposed to manage, this is very interesting and I have found that this is very very true in large organizations, in large organizations it is almost like you know CEO of a company he handles many arms the CEO is responsible for every arm or the business of that particular company.

So, he manages, basically he manages the other managers and again suppose under if located as a tree that below this you have 3 businesses of which 1 business in which you also have different arms like sales, purchase, marketing, production each of them you will have a manager; that means, this is the another people skill when you are supposed to manage the managers.

Quite often it becomes very sensitive because everybody is you know well qualified well experienced, but one thing take it very honestly and sportingly that if you are assigned as a manager for one up to a particular domain then you must be able to respect the manager who is above you because your domain is up to this and his domain includes you as well as other domains.

So, you cannot really even if you are more qualified than him or say less, you know lesser paid by him or whatever or may be more paid by virtue of your sincerity whatever do not bother take it sportively that if you are a manager then you also make yourself manageable by higher managers, that is how the whole thing works. So, it is you know why these things have been discuss because they are not very simple and they are not very methodical, they are only intrinsic internally means you have to imbibe this and then ultimately practice.

Managing difficult conversations, this I am writing here, but I will hold up I will not talk about this conversations now because this conversation will come in my next set of next week's lecture in very very strong terms. But still it is a people skill when you find the conversation is going in such a level that it is difficult, then you how to handle it, how to control it, how to trim it, how to cut it, how to guide it or how to wrap it how to stop it these are all managing difficult conversations.

In fact, I will tell you managing conversations itself is a skill, how do you manage conversations here its negative; that means, difficult conversation we are trying to manage. Basically, we are saying managing is when everything goes on at a time you how do you manage it and difficult conversation is one which is not good, not healthy that is why we are writing it here, but I will tell you if managing conversations.

When I will talk about verbal conversation there you will find that conversations can be of many type and not all conversations are in a good, but even if I will tell you even if there is a good conversation, but it is eating a way you are right time or prime time then managing the conversation is also a good skill; that means, how you cut it.

An example let me tell you a friend has come to you when you are very busy with your work, the friend has come to see you after once if you (Refer time: 28:51) he sits in front of you and he keeps some keeps on telling you about his own story of the past, but you are very tied up with your time.

You do not want to hurt him by saying that I have no time, you want to encourage him to say something, but then the conversation that you are having in between you know that has to be cutle by you, that is a very strong trick. How do you do it and really there is nothing like something called right or wrong in this, it is only at that point of time whatever way you can trim it in such a manner and guide the conversation to such

minimal that he finishes his you know urge of telling you or letting you know what you have been doing in the past and where he stands at now at the same time he did not eat away your prime time.

These are very very strong and interesting things which we are expecting this will come in different courses of time. So, my suggestion is I will go for further people skills you know all the skills that we are talking about, I have one set of experience you have another set of experience all of you there is. So, many who listening to this lecture have different sets of experience, I do not say that there is a bible for this where these are basically you try to understand try to analyze yourself.

So, when you will go for each one of them individually as I am explaining to you, you also try to understand yourself and try to analyze yourself then you will find that you find us a way out. What is important here is essentially to understand that what are the skills and in case you find that you are lacking this skills then my first suggestion is try to improve this skills and if you find that you have the skills then I would again say try to respect your skills, respect your own skill, but do not miss use it.

All this skills are good let me pick it up from here, giving directions given an opportunity everybody would like to give directions. So, if you have a good skill of giving directions you can every time you only can keep on giving directions, but if it is you keep on giving directions you never take directions of anybody because you are actually in giving directions is country, is negative. Giving feedback yes you have the opportunity have the right to get the feedback, but imagine somebody is also taking feedback about you, then how do you behave? How do you manifest? How do you perform? How do you face it? How do you tackle it?

So, whenever you are doing all this things will find that all these are very very positive people skill, but mind it that this skill has to be used very very selectively and cautiously. So, skill does not mean that you have been given the authority to do whatever you wish to do the way you want. There a certain code of conducts, there are certain ethics, there are certain decorum, there are certain protocols, there are certain rules and regulations, there are certain norms social norms.

So, whatever you do in this kind of cases you know people doing researches on this since several locations, but you know this not set book, does not one book or maybe us series

of books which gives you exactly what is to be done only thing is understand the advances of this and essence of this, this is what I want to share with you. Thank you for today, again I will go further on this.

Thank you.