

**Soft Skills for Business Negotiations and Marketing Strategies**  
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**Lecture – 17**  
**People Skills (Contd.)**

Good morning friends. We are discussing about the people skill. So, far I have discussed about certain skills under people skill, I hope by now, you have gone through it repeatedly checked with your own experiences on understanding and try to configure in your mind that what this people skill is about.

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**People Skills**

- Managing Remote Teams
- Managing Virtual Teams
- Mentoring
- Organising
- Performance Boosting
- Performance Management
- Strategic Planning
- Supervising

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The slide features a video of Prof. Uttam Kumar Banerjee, a man with a goatee and glasses, wearing a dark suit, white shirt, and red tie, speaking into a microphone.

Now, I will go through few more skills which are considered to be people skill. In that skill usually what will happen is you will consider your skill personal, but manifested as a people skills. So, what we are talking about their people skill is every individual has its own skill and that skill which works with people and very personal skill very innovative skill is it works with oneself.

Social skill it works with others. So, when it comes to more number of people then people skill becomes very very effective. Now, managing remote teams managing managers managing teams managing project managers is one kind, but how about managing remote teams whom you are not interacting with every day maybe or who are not in front of you that is another skill. You know nowadays nothing is really remote, it is

only a physical location of different people whom you are interacting with. The availability of various mechanism by which you can communicate like go to meeting for con you know conferencing like Skype for conferencing, remoteness has been almost eliminated.

Any part of the globe somebody is sitting with one's laptop with a camera on and you are sitting here diametrically opposite on this part of the globe and communicating with him or her through Skype it is no longer remote really, physically yes, theoretically yes, virtually no virtually you are not remote. You are in fact, being able to identify or rather his camera has a little bit of wide angle lens then you can see many other objects which are not of your business in this direction in this discussion, but you can see such books are lying on the table is of this color table is of this size there is a lamp shed there is a cushioned chair all the things are there.

So, basically nothing is removed because you are seeing in front is almost as if you are saying in front of your eyes the situation is when you are managing remote teams you have to understand that physically they are away. So, when you are handling them, when you are giving them instructions, when you are expecting some deliverables unless it is digital digitally transferable or transmittable then your instructions have to be very very strong. You are instructing from here a team who is working sitting in some other part of the globe and you are instructing something and the persons are trying to work it out and then delivering something, delivering some service this is a very strong skill. What is required in this speciality is this you have to be very clear about what instruction you are giving, you have to be very clear about the cultural conditions of the persons where they are of the area where they are you have to understand the climate you have to understand that time, you have to understand the situation, the targets what he is supposed to do. So, managing remote teams is also very strong people skill and today's days remote teams are almost becoming inevitable.

In fact, we are working on projects where we have teams different other collaborators are partners from different part of the world we are sitting and working from India we have not stepped into that country at all, but the thing is the way we communicate, the way we take the feedbacks, the we take the instructions or we give the instructions this is a skill this skill you will you could acquire just by working it is not a rocket science you can also acquire it, it is not difficult. Initially there may be a little bit of difficulty. What is

important is your communication system has to be proper, I am talking about the digital communication system the computerized or network system has to be proper and not only that your mind must be able to comprehend exactly what is the purpose of using that time which is priced. So, when you are managing a remote team minded every minute counts in terms of price. So, learn it.

Managing virtual teams means you are not seeing the teams in the remote teams as you are watching, but the virtual team says you are expecting that there is somebody who's working for you this is another people skill. Managing virtual skill is slightly tougher than the remote skill remote team. Remote teams is like you are watching them, but the virtual team is you know that you have taken this action from your end. Now, the action is not floating and reaching your other team member somewhere and they are not working and you are not being able to regulate them it is only what level of information you have transmitted, what is the degree of correctness, what is the degree of transparency in it or the degree of discrete information that you have communicated. So, that somebody is working.

So, here nowadays in today's conditions where network system has connected the entire world digital is such that you really do not think that you are separated physically not even in terms of time then in such cases virtual teams are very strong things which are coming in the market. You are working, somebody is working from somewhere and you only have to have an idea any instruction that your are given whom it has gone to and how it will be taken; that means, how you encrypt the information and how he decrypts the information and how one infers your instruction and then goes forward.

So, not every time you are going to see whom you are giving this instruction, it is almost like you know manuals. Man working manuals the company makes. Working manual is created by one group of you know highly experienced persons, technically competent and also educationally competent. That working manual which now, goes into hands of every person in the company and the persons who prepared the manual they do not see the other person's how they are taking it, how they are working on it virtual team they have to visualize what all instruction should be there in the manual and how this instructions are to be carried out to the correctness this requires a good amount of visual comprehension of something which you are not seeing. So, instructions policies working manuals such things are almost like the managing the virtual teams.

Mentoring is very strong in school means you. Now, as I said coaching coaching and mentoring almost go side by side I have said for other also. Mentoring is it is very interesting likes a coaching first let me repeat again in coaching what happens is you are not the game player, but you know the tricks of doing it playing the games you are coaching somebody and he plays on his behalf you are only giving him the knowledge tricks and tips, but mentoring is slightly different in mentoring you had been the game player and you may be the game player even now, and you will be the game player in future and you are trying to mentor some people to play the games the way you train them.

So, you understand the difference a cricket coach may not be a good cricket player, but he knows theoretically how to play good cricket. So, he teaches or coaches the young, young stars to play right cricket grammatically correct you know all techniques, but he might not have ever got a chance to play cricket in a big scale, but he may be coaching somebody who becomes a world famous cricketer. Mentoring his person who had been a very good cricketer he was a captain and now, he is still the captain and he is mentoring the young stars in his team or he is mentoring the others to become good cricketer. So, he may be still performing. So, this has to be very clearly understood.

So, coach can be alright, but mentoring is slightly more emotional. Coaching is you are asked to give a training you give, but mentoring it comes from your within your own urge to mentor somebody. And by mentoring I will tell you some talented young people suddenly blooms into excellent quality. May be absence of mentoring has would result into not proper flourishing of that talent of that person, but true mentoring may suddenly trigger such kind of zil in the mind of the youngsters that he realizes his own skill and ultimately practices the way he has been taught. So, this is important.

Now, here not everybody can mentor and not everybody wants to be the mentor if everybody wanted to be the mentor then every time a senior would have mentored a junior. An experienced person would have mentored a experiencing person, but not everybody wants it because it is not you know some people say I may be good in my own you know activities, but I am not a good mentor because I cannot really take that much of you know activities or I cannot take that much of effort to mentor somebody because mentoring is almost every day you have to through some means of interactions influencing, convincing, conferences or conversations you have to we are trying to

mentor not, it is not very easy. But however, organizing some people in the group has a strong organizing ability. This organizing is basically whenever there is some even has to be organized everybody is talented, everybody is qualified, everybody is good, but there are some who possesses exceptional quality of organizing things.

Now, he may be having many other you know such skills that we are talking about here in terms of people's skill. Some people who may not have a very strong personal skill, but has a strong people skill. So, organizers who can arrange overnight a large group of you know mass for attending a political ready a good organizer. An organizer who may be a good organizing ability person means who can arrange to see that the program that one is going to launch is going to be successfully attended by many good organizing. Not only that, another who is good in organizing the event not necessarily the spectators or the house the event. So, the even managers are good organizers and of that also there will be some plus minus qualities in between means in terms of hierarchy or in terms of exposure, but the thing is this organizing ability is a people skill is how do you organize a large mass to work or behave the way you are guiding them.

Performance boosting is something which I have found that people try to do as not much why because there is always a fear I have seen I have experienced myself. Seniors if they see a junior is doing very good tries to resist himself saying that you are doing excellent. What is a fear? I have asked I have asked some seniors that why you are afraid of saying that you are excellent in your performance. The answer was very funny, also was if I tell him that he is performing very well then probably he will become complacent, contented and he will not give more effort to become better. I personally think it is comfortable update know maybe it is just look at it in the other way. Somebody is performing well, he is not very sure that how good is his performance. So, there has to be somebody who has to say you are doing good performance.

Now, simply saying you are doing good performance does not mean anything. In the performance most thing you have to save that you have performed well, you have started from here reached up to this point you do this improvement in your performances. So, that you can reach at this target point; that means, performance boosting simply is not backing on the back. Saying excellent and giving a big high sounding clap no performance boosting is you are going to help him first to let him know that what he is doing is up to a good quality number one. Number two is you are also going to say how

he could improve his performance so that he now, knows extra work that extra effort that he has to put in and also tell him what is the targets.

So, performance boosting is not simply saying oh you are performed well no. So, for which in fact, if you are the person who is a good performance booster then you also have ought to have a good idea about what is expected and where he stands and how much is likely to go based on his talent. So, it is very very critical. Performance management is a people skill which is most often done by the even managers.

You know organizing the system making the system work and be in place is not very easy. So, if you are expecting that somebody has to perform well; that means now, think about your company. I will give you certain clue in your company you have say 10 workers who are working these workers does not mean there are all bottlers no worker means a team, team of other 10. Your role is to see that everybody is performing to the level that he is expected to this is what is performance management, for which you have to do a lot of things one is to get the proper performance out of one of the team members you have to give him or her the right situation, right place of work, right gadgets to or tools to work with, right time good compensation of his time encouragement for his work or her work. So, performance management is simply not saying that you perform an IC oversee no it is not performance supervision it is a performance management for which you have to go a little extra mile. To help the person to perform better and perform by performing management you can always improve you can always improve the situation.

So, what you do is make a team identify the talents of each of the person. This point may be coming after some time identify the right challenge for each task you break the work into say 10 components if you have 10 team members and everybody has to work and you are taking this as 10 team members for you are working then you divide the roles of each one of them depending on their talents. First is even if you do not know individually anybody suppose you have not made your team, but still you can break down the work. By breaking in the work for each work you advertise for suitable person; that means, now once you are divided broken down the 10 works you know which work has a start point and an end point and which work is going to give support to the next work or which works are going to go parallel, but not connected to each other, but which work is ultimately going to add to the others altogether, all works done by, all team then broken down components is leading to the final successful outcome.

So, whether you have the people or team in which you are not immaterial first, first you must know that; what are the different components in which you require 10 different experts. If out of that components if you find that there are certain works which are of the similar nature, but to be divided into 5 persons because the time is limited, within that time if it has to be performed the same quantum of work has to be done by 5 persons within the limited time. So, your team member is 5 for one task one set of tasks and 5 for other 5 sets of task. If it so, then of this 5 what you do is you find out that who is going to be doing what component of that same task it is something like think about an arc regional of his performance management.

I got a project and I know that I have to deliver within 3 months a certain amount design products. I require a designer who will design the buildings. I require 5 drops person who is going to draw this whatever this design is giving. Now, I have 6 components, 6 component is one component together is drafting component another company's a design component, they are not comparable neither exchangeable. Now, a designer if I see the project is so large that one designer cannot do justice in 3 months I require two designers. So, I have two such components. So, entire work broken down is now, broken into 7, 5 draftsman I require two designers I require.

Now, suppose if it is a cad oriented work I require a cad manager who is going to control the whole works production then I require a cad manager. So, now, it is an 8 person who came in. Now, let us say 8 let us take this example what I have to do is I have to first not knowing who is going to be the designer who are going to the designer who is going to be the cad manager or the roc's person. I know my whole entire work and I am going to divide this into such components and then look for the right person for right job depending on their experience skills and you know expected compensation and all and then I design and design an advertisement and I call for appointments. Whichever means I follow whether it is advertising through newspapers or through net or through reference it is immaterial. As long as I get right person for this suppose, now I got eight persons one cad manager two designers and file transfer.

Now, my role as a performing manager is I must see to it that everybody is giving their best to attain my target. This is the performance manager, imagine, situation case one. Out of the 5, 3 persons are working very seriously and 2 others are very casual though. They are talented, but only thing is they are not working properly this is in turn is going

to demoralize the other 3, these 3 are thinking that why you are working, hard when the other two are really. So, casual and the management is not thinking about anything it is a question of a performance management you have to sit with that everybody gets their due in terms of you know time in terms of compensation and also you tell them what is expected. If you can do this what will happen in 3 months if you are rightly decided that took designers one kind of manager and 5 draftsman with truss person will work on a project can be done it will be done, but if you find that no it is not means you require more then you include more team members or if you find that no you require we do not require. So, many then what you can do is you pick up one out of that and assign some other projects ok.

So, entire thing is basically based on what, basically based on the performance management you have to really regulate and manage the whole stuffs in such a manner that right people are assigned the right jobs with the right time or right situations right budgets with the right compensation. So, it is not very simple minded we think that it is actually it is not.

Strategy planning is another very strong people skill. Strategy planning you know essentially when I will talk about the marketing strategy there are very strategic approaches which I might talk about. I am not committing now, but there are many many strategies.

Basically strategy, what is this strategy? Strategy is how to do it to working out paths how to do it, how to do something you have a target you have your machineries you have your team hope you really do it they are strategizing this it is very important. So, strategic planning is also a people skill because to make strategy you can you can save by not making strategy you can always take the load on yourself and work with your strong personal skills, but actually for organizations you are using strategy planning with other people.

Your strategy planning is, your strategy planning is like this you are strategizing how to create products for marketing number one. To create product how would you get approvals for manufacturing licenses number 2 which authorities you have to approach in what time and with what kind of documents. So, that you know you get the approval you work it out, fourth is you get that rule once you got the approval how do you set up



your manufacturing unit, which are the raw material sources that you are going to tap, where are you going to get the funding from how are you going to get the manpower and machineries, how you get the experts to guide you. After that how you are going to market your products, who are your market segments, how we are going to network with them or reach them, how we are going to take your product on their table, how do you tell them about your products, how you do the publicity and then how you make them convinced about the utility of your product, is it unique is it proprietary, if not if it is under tree you know tremendous competition then it is all the more strategy that you have to work it out.

One company buys a product and the other companies are selling the products gem. You are producing the same product, now you want to see it with the company who is buying others product and now, you have created another competing products how do you make a headway and reach this company who had in mind this product for last 10 years. You tell them event, that our product is better they will not believe you how you make them believe that your product is better. Even if it is not better it is comparable then how do you scoop out a share of your business from the same company that if that company was placing order for say 100 you scoop out at least 30 out of 100. The other company gets 70 it is not easy. Someday you will be really having a big comfortable laugh when you see that you have bagged all 100 and the other company is not having any order you know all these are a matter of strategy.

How do you plan the study? Strategy planning do not take it as a negative we say game plan. People sometimes miss seems the term called game plan you know this is our game plan as if you are making a game plan in which you are making everybody lose it no, no game plan is how you are going to play the game we do not lose the time you will see we will lose your approach will say, your strategy will say, the market will say, game plan is how you are going to work out your roller play.

Strategic planning is very strong people skill because you do not get a chance to get approval for all strategies that you work it out. At the board of directors of a company they listen to a proposal by other members, otherwise the company secretary or whoever CEO. They listen to the whole thing then try to judge they try to judge that how you know all the approaches that the CEO has presented what is the worth of it what is the pitfalls of it, what is the negative of it, what is the benefit of it, what is a loss out of it,

what is the speculation out of it, all this since they work basically what they are doing you know the strategy worked out by the CEO which is presented to the board of directors board of directors also. Now, scrutinize this and ultimately think is it right; that means, they are now, stamping positively on the strategy.

They are saying yes this approach which our CEO is not presenting is work of an expert group a committee expert committee, but this strategy by which our company will flourish go further, but if suppose they found that it is a strategy planning that the CEO has given. But it has pitfalls and is likely to lead to negative then they will say discard it is not it. So, the point is strategy planning is the way you are supposed to take it forward. Even I will tell you one more thing will come in more in my discussion that is called exiting it will come in one of my discussions exiting. Strategy plan does not mean there is always a forward move.

Strategy planning also may be for backward move for retreating I will elaborate more its some of my personal you know experiences or knowledge which I have gathered from others. So, strategy planning most often is for positive move. But if you find you are running at a loss your business is running at a loss your manufacturing is going on you cannot retrench to your attentional workers you are running at a loss there is a limit up to which you can do it then you will find out a mechanism by which strategically you are gradually withdrawing your manufacturing units giving sufficient time to your workers to look for other opportunities or giving them some benefits and having golden handshake by saying that your term was supposed to be many more years, but we are requesting you to leave with this much of benefits so that we can withdraw the operations strategy planning. So, it is not necessary strategy planning is always for gaining it can also be strategy planning for saving the losses.

Supervising is a very standard people skill in which somebody who is authorized to supervise the entire set of works and this supervision is essentially done by people who are competent in that (Refer Time: 28:51). Supervision is never assigned to somebody who does not know the work, who is not knowledgeable about it and who cannot guide and if suppose. Now, it is a question of guiding coming knowledgeable somebody is knowledgeable it is a personal skill and how to get the things done is a innovative skill it is, but the thing is how do you really supervise you watch, you check the quality, you see the things are being done the way it was supposed to be done or it is supposed to be done

as for the manual or as for the code of conducts as for the codes and getting the things done.

So, supervisors generally is people who are working in a particular area for long and then gain sufficient amount of experience beyond his knowledge also and that person now, becomes supervisor for supervising the other set of people who are working I would not use the term call under him it is nothing called under him in a company in a team play of a company. Nobody's above nobody is under. Basically each individual has its own domain of action.

Maybe by virtue of our positioning or say designations we say he is above me he is below me. I will tell you very honestly that if you take out this above and under if you think the entire thing is a team play and everybody is equally responsible in that particular domain he is working then it becomes a very good team playing. The person who does not in football game person who does not shoot a goal on to the other goal force is a goal keeper there are sometimes some good goalkeepers who takes the ball ultimately dribbles and puts the ball in the net I am not talking about them. But the goal creeper is not supposed to put a goal a ball in the net of the opponent's goal post.

The thing is, but his role is to defend and protect that nobody can shoot the ball into his net, does that mean that the goalkeepers role is anywhere less compared to the others no. Every individual in a team play has its own role to play. So, if we take that stigma of positions the hierarchy the designations the salary scale differences then you will find it will be a fantastic team play and here supervisor if he starts thinking that today he has become supervisor because he had been working as a subordinate till yesterday, today he has been promoted to be a supervisor and then he starts behaving like a supervisor then I will say it is negative.

So, it is that that kind of team play that you should look into. So, up to this is the people skills that I have discussed some few more which I will be discussing in my next set of lectures. So, the summary is in case I will just go back to sorry one sec, this summary you manage the remote teams you manage the virtual teams you mentor. Now, you consider I am just mixing it all together a person who can supervise well also can mentor and who can organize the whole set of work and boost the performance of individuals whom he is supervising and then checking the performance management of each the

persons and makes a full strategy of how to get this product out of his workshop. You know that is how you should look at it. Each individual points are individually unit maybe, but when you start combining them together then you will find that they are all becoming almost like a set of the skills which are working. So, in the next day I will talk about the others.

Thank you.