

**Soft Skills for Business Negotiations and Marketing Strategies**  
**Prof. Uttam Kumar Banerjee**  
**Department of Architecture and Regional Planning**  
**Indian Institute of Technology, Kharagpur**

**Lecture – 18**  
**People Skills (Contd.)**

Good morning, the points which I had been discussing, have you thought about it? Is there any doubt in your mind? Is there any confusion or do you agree with it or do you want to add something to it? I will be very happy to get your feedback. I will conclude the people skill today and go further in the next weeks lecture. A little bit of summarizing people skill is possible, when you have positive personal skills. People skill is you know it is not endowed automatically, people skill can be grown. What happens in colleges or schools? There are some students they come forward to learn or exercise various kind of skills associate with the people; that means, they do not remain you know bogged down with own notebooks and books. They want to come forward and meet people, mix with people, organize events, participate in the events, by which what happens is the people skill gets generated.

My suggestion to youngsters is, that do not sit back, do not watch, do not hesitate, go forward. Try to learn all the skills it is not necessary that in one day you will become rich in this case because many people; they earn the skills overtime. You are lucky if just genetically you have some of the skills, but I can tell you this skills are the results of the association during your growing period. If you remain or if you are you know if you are growing, in a joint family or a bigger extended family, then many of the things that you automatically imbibe learn. Seeing others, your relatives, your seniors, your contemporaries, your juniors.

But if you are from a single nuclear family that you have your parents father mother and yourself then what happens is many of the manifestations of this kind of soft skills you are not exposed to. Now, if you are not exposed to now you go to school and you do not mix with people because you are very introvert and you do not like to mix with people because, you feel comfortable not by mixing because mixing means there will be chats, they will be a bit of teasing each other, there will be more of humors funny jokes and slangs and all that which you do not like, then what happens is if you do not

communicate with people do not mix with people then what happens this kind of skills do not come within you.

You are growing up in a very strongly small nuclear family. In which your parents and you and now you go to school and remain introvert do not really interact much with others and suddenly one day you become a good event manager or manager. I do not think it is possible. No, it is not because to become a good manager, to become a good leader, to become a good you know coach or mentor there are many things which you are learning from others. I consider mixing socializing with people with a note of cautioning right people you know socialize with anybody it does not help. Socializing with a right people and then you imbibe all the positives and then you emulate what you thought is something which is missing in you and just you have seen in some others if you could emulate try it and if you emulate it and then you try to work. You will find that you're all these people skill social skill all this will come up.

Sometime even your innovative skill, which are not very intrinsic innovative skill you innovate facing a situation and the you face a situation when you mix with people. If you do not talk to anybody then how do you know how do you converse? If you do not talk to difficult people then how do you know what are difficult conversation is? If you do not talk to a boring conversation-oriented people how do you know that it is boring? If you do not talk to somebody who speaks. So, nice. So, it is a good orator if you do not mix with him how do you know what is a good orator is? The point is my suggestion to get your sub skill enhanced.

You really did not go to a school special school good teacher soft skill you mix with people, mix with people with caution, mix with people with restrictions mix with people with your judgement and then you acquire all the positive that you think you do not have, but others do have emulated. At the same time, you also be very honest to yourself there are many things which may be negative in you as a personality or in terms of skill. Then I would say if you find something negative, then when you are mixing with people, when you are imbibing, the positive, then you dumb out the negatives.

You will find one day you will become a good personality with over personality with several positive soft skills, but if you mix with wrong groups socialize with wrong people, then you are likely to land up in a wrong kind of skill enhancements or

emulation. It is that is why I said that people are known by their company, if the company is good the person is going to be good if the company is bad then the person is going to be bad.

People are known by their company. My suggestion to the youngsters to the budding student that always select right company at the same time at least keep your eyes and ears open for the bad company. That you know what is bad if you are ever seen what is bad then suddenly when you face some bad situations then you would not be able to tackle it. It is you know those people who are mixing with majorly with good people good company and you know minorly with a bad companies they make their own judgements.

But it is only you who can control your own skills set. Who can enhance your skill set? Nobody can inject a skill within you.

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The slide is titled "People Skills" in red text. It contains a bulleted list of skills: Talent Management, Talent Identification, Talent Searching, Team Building, Team Work, Team Performance, and Troubleshooting. On the right side of the slide, there is a video inset showing a man in a dark suit, white shirt, and red tie, speaking. At the bottom of the slide, there is a blue footer with the IIT Kharagpur logo on the left and the NPTEL Online Certification Course logo on the right. The text "4 of 4" is visible in the bottom left corner of the slide area.

If it is people skill I am continuing by your mentors, talent management is done by your project managers. Basically, what it is? You remember I said that you encourage performances or talents; that means, if somebody has talent then encouraging is one thing at the same time can you tackle it? Because if you are lucky then you will have say 5 6 talented people in your group.

Again, I am putting a note of cautioning, I am not saying they are your subordinates, I am saying your team. In this particular team if you have 5 6 such talented people then it becomes very difficult to handle this talent or tackle this talents. Because, to tackle this talents means you are you are going to go through a tremendous emotional you know emotional activities. That is important talent management is trying to identify talents, pick the talents, give the opportunity to get the talents flourished or nourished and then take the benefit of it. Talent management many big organizations you know they try to spot the talents and spotting the talents is not done straight on the face, spotting the talent is through feedbacks, through observations, through results, through testing.

When these are done talents are being tracked and then you how do you manage to get the best result is your target. Natural talent identification is going to come. Now, talent identification if you can identify this properly right talent. See, in the host of people whom you are working with people have applied to your organization and they have joined when they have joined, you have identified their talents and that is why they you have selected and once your selected then in such cases what will happen? Is you have identified. That what talent the person has why did you select him why do you appoint him because you want to get the best out of that person. If I put it. In fact, alphabetical it should have been earlier. You identify proper talent and then you manage those talents you have if you do not do it. Identify your good talent and not managing properly does not give you a good benefits.

If you are manager, if your owner of an organization, if you are leader of a team, if you are a mentor, if you are a coach, then your first skill should be in terms of talents. Identify the talents when you identify the talents I will just put a little bit of note of cautioning based on my personal experience. You know quite often what happens is, in a company if there is a talented person and he finds there is another talent coming in, he becomes threatened. It is a reality, is a psychological play, nobody can deny it that he because slightly threatened that will he be replaced by another talent now? It happens in the team selections, it happens in the position selection in the company.

Talent identification has to be done by people who are not in competition. If you are not in competition then you can identify talent better, but if you are yourself a very talented person and you are now in competition and you are trying to find out another talented person then you feel threatened. This is a very strong reality harsh reality. Talent

identification has to be done by a set of people who are assigned in your company and who will now spot the talents? Spotting the talents in 2 way one is spot the talents within; that means, in a organization you are 50 people who are working and now you identify each and every individual's talents.

These are also sometimes done by feedbacks. Wrong feedback given by your superior may lead to your less explored talent of yours. Be very careful try to you know try to give a clear idea about your talent; that means, how do you show your talent by performance? You perform, now here I have a suggestion to all of you if you are now performing to show your talent then make sure that your talent has been identified. This a different kind of game I am saying. You are expecting that you do perform well and your superior or your boss is going to identify your talent. I am sorry it may not happen that way it may not be intentional, but the thing is it is taken as I like a you know natural process. A person I have taken he is performing well, but if you have talent than in such case if you are performing a little better than others. Then you have to make sure that your authorities or your organization leaders they are spotting your talents. For which you do not have to fake.

But make sure that your talent is identified, not necessary that immediately you will be given increments or a better position not necessary, but if your talent is identified, then what will happen is you might be given more opportunities, more privileges, more compensation. You must see that your talent is first of all your if you possess your talent, you make sure. Now in the talent identification once I have said that if you are talented yourself and you are looking for another person similarly talented. Then there is quite likely that you will be threatened, but here also I would put it that it is not always true. Honest talented person would probably make his team better.

Good scientist will always take a very good scientist and good leaders of very flourished companies they always say that if you are running your company, when you make a selection you select people who are more talent than you. Who is better than you who is a better performer than you now this is a very nice philosophy here you never consider that you are threatened, because you consider you are talented, you are taking a person a talented person more talented than you. Basically, it is going to add your talent and his talent together now becomes double talent.

Do not look at it negatively never feel threatened if you find that you are getting a good talent, take him in the team and give me an opportunity to flourish or you know show his talents. That it can also take some of your loads; that means, you can off load your some of your activities to another talented person. One thing is very sure that if you are talented and you take a less talented person in your team and you're off loading your work that does not work. The thing is here identify good talents and then make sure that his talent is also you know recognized, appreciated, bring him under the umbrella of the same team and work together.

Never feel threaten in such cases, but when I am saying people feel threatened I have seen people feel threatened quite often for if there is there are 2 experts for the same subject where only one course will be offered and there are 2 options, then quite often the person who is taking a course for last few years. Either he wants to shirk it off and give it to the other person who is talented is fine or else he feels that if that person join, my subject will be taken away from me and given to him feels threatened. Look at it positively sportingly that never consider another talented person is your competitor.

Consider another talented person who is going to push you forward together. Talent search is a process, you must have heard about the head hunters you might have been getting lots of telephone calls from somewhere you never knew, who he or she is you are getting a call that your details are there and would you like to join some company? Or would you like to float your own cv or resume to them? They can contact the other companies the head hunters are there head hunters why it is called head hunters what is the head?

Head is nothing but the talent the host of talent the container of talent that is call head hunter. If they are looking for workers they will say body shoppers you know; that means, they want workers who will do manual labors, but talents are not simply manual labor. A manual labor maybe aided with talents, but talents is everything in the mind in your intellectual capability. Talent searching there are lots of techniques by which you can do the talents searches, but still I will say all these processes are to certain extent fuzzy is not the pure mathematics, that you do this this this this this then you are talented no it may. Happen a highly talented person is not performing well it may. Happen because the situation that you have lead him to he is not be going to perform well.

Talent you have searched, but the talent has not been performing well you know. You have to understand this very clearly. When you think about searching now you have to be open to the public. You have to look for item to be seen in the mind of the others the talents in the mind of others. Search your talent very selectively most often people who are searching talent let us take an example like you must have seen selection committees selection committees who are selecting talents for 11 or 12 players for the cricket team of the country or football field of the country or basketball of the country. There is there is team comprising of 3 to 5 persons who are sitting there somewhere watching everybody play, everybody is playing within a given time with a given framework.

Now, this selectors role is to see within that limited time, how do you spot the talents? A very, very mind boggling you know intellectual exercise or emotional exercise. If you make a mistake maybe one very rare activity you performance you are considering this to be a talent. Which may not be true which may be of fluke or somebody is not performing well, but he has a strong talent and you do not select him this may happen. Right or wrong I am not questioning it is a selection committee will decide, but it is a very strong emotional exercise intellectual exercise. They are trying to see in different situations how these people are performing.

When you are selecting somebody for your business, watch them from somewhere else; that means, you now make a selection committee and you know for selecting various top-level positions in our country, we have search committee the search committee may the first action maybe that advertise and once it is advertised, if the advertisement has fallen in the right hands they will now apply and now the search committee will scrutinize it. With the facts that has been stated in the resume of the applicant the now it is very critical that the search committee is competent that they can make out from that resume that what is the actual talent of that. Person and then they short list and after short listing then they take interview and; that means, the search committee has talent search the talents the talented people and make sure that that their advertisement is reaching all the talented people.

Sometime what happens if for some positions is not only newspaper advertisements, even sometime personal calls by which you know one is in requested to apply for this post it happens with the top-level positions or sometime even from a distance somebody is being watched. Search committee identifies the talents and once the search committee

identifies the talents and then make them apply so that they come into the selection processes and then they short list. After they have shortlisted now they will take interviews and then they will make the final selection.

if 100 people applied of age 20 have been shortlisted and then out of that one person has been selected. Can you imagine the whole process? Is not very easy there has to be fairness, there has to be transparency, there has to be proper process, there has to be protocol, there has to be information, there has to be a structure of information by which one should apply. Now if you are running a business, then in such cases your talent search starts with referrals. You ask you know which are the companies whom you are interacting with? Then you ask your known people insider there about some people.

But sometime this results in to poaching we call poaching; that means, there is one talented person in one company who is your competitor now you put an insider into it and then ultimately give a hint to the other person apply in my company and then you take him with a little bit of increment that that person leaves that company and comes to you. That is called poaching, that is negative, but that poaching I am not going into is right or wrong in business I do not want to comment on it, but the thing is what one companies doing is searching the talent, identifying a talent, in another company and alluring the particular talented person to join this company with benefits opportunities and all that and the growth opportunities and all this promises; this is the process.

Summary we will always say do not take my people. It happens, one faculty joins here after one year he is being allured by another institution. This faculty after one year leaves and goes to the other company other institutions. Right or wrong I should not one should not comment because it may be right, but if some people argue saying no it is wrong. When he didn't have a job this this institution has given him a job, but who ensure that for the lifetime he is supposed to be here. If suppose the after joining he finds that he will his growth trend or growth pattern or his competitions in front or maybe the prospects for promotions or for increments are not very good and he is finding another company is there who is going to give or another institutions is there, who is going to give a better opportunity why shouldn't we leave.

Right or wrong ethics are not ethics or say wrong ethics this I do not want to comment on this issue, but I am only focusing on talents if there is a talent, talent can always be



taken by others. Team building is basically the group making. I have talked about this team building earlier means you select now if I try to connect. If you search for talent, you identify a talent and you make a team if you go by this process you make a team of talented people and now you manage this talented people to get a product out it is a very right positive approach.

But it requires your own skill to communicate with people, to encourage people, to motivate people, to mentor people, who are talented to get certain products this is how you should look at it. People skill may be individually they are all individual skills, but the thing is when you think about up in totality many of them start working together. Teamwork team building is alright, but how the teamwork? Team building you have done, but is it working properly it depends on team management as well.

How it works? That you have a target you have a start point you have an end point how the entire team is working, but I will tell you the team work will be good if your team building is right. If your team building is done, but the team work is not really working together in harmony in synergy then your result is going to be negative. This is also another important thing. In which the leaders have a great role to play, the managers have a great role to play, sometime team building is done by the organization and some people are you know selected from different departments of that company and to undertake a work, but the teamwork is not functioning teamwork means everybody is putting their own self and the best they are trying to put in getting the results.

Teamwork good team building does not necessarily become a good teamwork, but I can tell you a good teamwork definitely may depend on good team building. You did not make a good team, but you are expecting a good teamwork impossible and selecting the right person in the team is one of the very essential things. You want to put if you do not see a good team work then you have to be very seriously watching and analyzing that what has gone wrong which team member is not the fittest over there or is there any team member who is odd person out in this particular team who is not performing well.

This team work is working together. This becomes very important. Team performances teamwork will result in a good team performance here see why I put it here after this after work though it is alphabetical should have come afterwards. Basically, team building leads to good teamwork and good teamwork is going to give a good performance this is

very much inevitable. If you take these cases very seriously and try to understand you will find that all this which is coming in these particular slides is so much you know person specific or person dependent. Everywhere you are the person who is trying to make things positive and such.

Team performance will be good if the team work is good. Teamwork will be good if the team building has been good and team performances is going to give you the good results. When you are in the business I will tell you, I will always consider a good business is a good indicator of a good team selected by the company. Good workers do not use the term call workers in negative way, but the worker is everybody who is performing and a good output of a company is a result of good team that has been selected based on good talents and who are having a good teamwork very harmonized and synergetic work and then performing well and producing some outcomes that indicates a good company's work.

But if you see in a different manner you have a bad team build you cannot ensure a good teamwork. Because, bad team will never be able to work and good if it is a bad team work then you cannot expect that everybody will be performing well. Individually they may be good, but sometime you must have heard this very in loosely said unite individually we are heroes, individually we are heroes, but unitedly we are 0. What does it mean? Individually there are all talented people, but the team building has been so weak so poor that every individual may be highly talented, but good teamwork was not there. Unitedly the result was 0.

You have to pay very strong attention to this, what we want in business is united individually must be all hero and then unitedly we should also be heroes; that means, then it makes a real good outcome of a company. Troubleshooting is one a very strong people skill which is you know the I talk to the crisis management, I talked about the problem solver, basically troubleshooting is there are some people in a company or in your organization or maybe amongst your friends who can solve the trouble in a very, very simple manner. We call them as trouble shooters, but if you keep on solving lots of such you know you know shooting all this trouble several time. This trouble shooters some time is given extra incentives. Because. This person is always eager to solve the trouble to solve the problem.

Troubleshooting is one of the people skill because troubleshooting cannot be done individually it has to be though there has to be an individual activity maybe, but he has to take many people in the team and work together to solve this problem. Troubleshooting is another very strong people skill. Up to this is the people skills that have talked about in the next classes I will talk about the other types of skills and those skills are you know basically is going to be slightly specialized and the specialized skills are highly dependent on individual intrinsic capability of the person. One can imbibe people's skill, but look at this, somebody who has a specialized skill it is just by chance that one has gotten up exposure and he has become specialist in solving such kind of problem such has that can skill.

Whenever we are thinking in terms of let say personal skill, it is what you the skill you must have intrinsically build. Innovative skill within your intellectual limits or abilities you can innovate, but the personal skill is very, very important because before you walk into the domain of social skill or people skill and other skills, you have to be personally very, very proper into skill. A very poor personal skill rarely has demonstrated good people skill, but I cannot say. Strongly may be in some cases where we find that some weak personal skills helps in solving some people skill.

But I am not citing this examples now, maybe in discussion sometime it will come. But; however, looking at it positively try to have all positive personal skills innovative skill you may have, may not have, but that does not make you weak. Your social skill is the experiments by which you own your skills to interact with people. People skills is when you are having more social skills and now you are more experienced or exposed to the people's interaction. You start getting the people skills imbibed. Specialized skills are something which can be you know you have to earn it, you have to learn it, but sometime we say all this soft skills are not generally taught, but I think there are some skills which can be no not taught really, but trained it is possible.

In the next, week we will discuss more on this kind of soft skills. In fact, you will see in this particular course the way I have declared earlier and I thought I will talk less about soft skill and then I will go into the others, but more I am discussing on this, I am finding that unless I discuss over all this soft skills a little more detailed. Then probably I will not be able to do justice when I will give examples for the others. Whatever I have declared

in my course I will cover them up in my time, but only thing is I am making a little bit of interval adjustments.

That something which I am elaborating more and in other cases, I can take advantage of this discussion and reduce my time over there wait for this 12 weeks altogether so far today I am completing my 4th week. Let us wait for the fifth week if you have any points to be raised. You can always write to me I have already given my contact email id and the contact phone number. Please feel free even individually contact or write it in forum or contact through forum and we will communicate.

Enjoy this course and if you take all the positives out of this course we will be very happy, because we are doing this with a lot of research in between. Thank you very much for your time dispensed.

Thank you.