

Soft Skills for Business Negotiations and Marketing Strategies
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Lecture – 20
Specialized Skills (Contd.)

Good morning, till the last class I was discussing about the specialized skill and the last skill that I discussed about was exiting. You know there can be a lots of discussion of on art of exiting. I have just cited one example with you there are many such, and in the profession in the business in the agreements in the contracts you will find that there are several reasons or several consequences for which you would like to exit. It is because of this if you ever gone through any agreement or contract. You will find that there is a termination clause given this termination clause does not mean that somebody terminates you can also terminate your clients.

So, termination clause given with a certain amount of time contract which gives a very comfortable exit route to either of the parties; so, out of exiting or exiting is a specialist skill, but the thing is you do not consider this to be a negative one, if you see there is trouble exit. Suppose you have taken a project somewhere in some other country the country was running ferries you know there was no law no problem there was no political problem there is no inter country you know continental problem, but suddenly after about working for about 5 years then you realize that something is brewing for you know global political situations. That does not mean there just by virtue of signing a contract you have to stay there do the work and then finally, meet up you know very sad and no. You should find out that how should you move out of that particular place. You should be able to sense and then you should have sufficient amount of time before things gone worse you just exit.

So, out of exiting is a very, very strong skill dear friends if you can if you have it I really salute you.

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Specialised Skills

- Intercultural Competence
- Knowledge Management
- Marketing Skill
- Meeting Management
- Organising Ability
- Organisational Behavior
- **PENETRATING**

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IIT KHARAGPUR NPTEL ONLINE CERTIFICATION COURSES

The slide features a list of specialized skills on the left and a photograph of a man in a suit and glasses on the right. The man is speaking, and the slide is part of an NPTEL online certification course from IIT Kharagpur.

Now, the next parts continuing with this specialized skill intercultural competence intercultural competence is you know I am seeing it quite frequently now, you know you know in a country like us where there are lots of you know linguistic barriers; that means, different states have different kind of languages, different dialects, different kind of mindsets, different kind of cultural system, different kind of traditions, different kind of dresses different kind of speaking style different kind of mindsets or attitudes.

When there are so much of diversity. Cultural diversity in such cases if you are trying to do some business in such cases your intercultural competence is very essential. I have found that that knowledge of language sometime breaks the barrier of the intercultural competence of intercultural differences. If you can speak at least to certain extent the language of the of that particular locality where you are doing your business then you will find that you definitely get our edge over they know that you are not expert in that language, but they know that you are honestly trying you remember I told you a story that one person he thanked me because I was trying to learn another state's language this is it; that means, basically this confidence comes from within.

In fact, I have found that the reason for having strong's specialized skill in intercultural competence is intermixing mix with different kind of cultural people right from your early days it suddenly does not come up, and quite often I have found the people from one region of the country finds it very difficult to immediately communicate with others sometimes

language helps like say English. If English is a common language in our country everybody is supposed to speak in such case then English is the first language by which you break the intercultural differences.

Then another our national language Hindi. If suppose Hindi is being is in such case what happens is if you speak in that particular language and there are many states, where the primary language is Hindi and you have a very good prospect for of your business because you break the barrier of intercultural differences it is true for all whereas, north India versus south India what is the east university west India the point is when you I am focusing only on India because I do not want to talk about the other continents such intercultural differences here it matters.

So, if you mix with people of different cultures right from your young age if you are lucky that you have studied in a school, where people from our different students from different culture they came and they are studying it together then I will tell you are in a greatest advantage whether this competence is essential my suggestion to all the friends is that even if you belong to one set of culture you try to learn or imbibe the other cultural traits who at least when you are doing business. If you are if you want to remain where you are and do not want to do the business with other cultural groups there is no harm, but the thing is if you are planning for doing this then you have to also imbibe, how you speak, how you greet how do you communicate all these are very, very important.

So, intercultural competencies are specialized skills and quite often you have found some people who are very strong at it others is. So, so you know they somehow run it knowledge management is another why it is a specialized skill knowledge management why it is a specialized skill. Do you know everybody is educated? Suppose in a class there are 40 students graduating this year. The knowledge that has been imparted by the teachers or the institution through the course is same.

But how you are using your knowledge when you go to the profession, how you utilize your knowledge? Everybody learnt the same thing, but how do you exercise it? How do you implement it? How you execute it? It is a specialized skill you might find that somebody who was a little you know weak in classes, but when it comes to really applying a certain knowledge which he has which is there at the back of his mind and he gets an opportunity to interact and you know, execute that he is a boss; so your knowledge management not

necessarily that all knowledge that you have got every time you will be trying to use it. How do you retrieve the knowledge? And then apply on ground at that instance is very, very important skill and that is very specialized skill.

Many things all of us learn, but when it comes to a real application suddenly somehow, we fail to retrieve it cannot help it we are not supernatural powers. So, it may happen that I am not being able to retrieve it, but you know what you generally do at that point of time maybe instantly you are not implementing it, because you are not being able to retrieve, but specialist you know what he will do immediately he will know at least this I have learned in one of my third year first semester. That is all he will say I will get back tomorrow this problem solutions I will be able to find out tomorrow.

So, when he says that this particular points I will elaborate tomorrow, he goes back and looks at his notes and the books and then immediately he you know walks up with the knowledge and the next day when it comes he comes as an expert. This is a knowledge management skill. I have found quite often some students you know they asked me and also asking other colleagues other professor colleagues that why should I learn this subject? I found some subjects where students might have asked quite often asked me that; sir tell me why should I learn that subject. Am I going to be a specialist I am going to hire a specialist it is a very, very nice question a you know honest question and since they are still a students are still in the process of maturity development I do not take this as a negative question I take this as a very positive question.

Then I try to give him an idea that why should you learn this subject, and if I say that this is how you can apply and he is anticipating that he probably may not apply in future. The point is he does not know what is lying in future maybe something like a subject called acoustics why should I learn a physicist or a accosting expert will give me service, but the point is maybe that you being an architect certainly and in one time in your life you have got an origin to be designed if you are going to design an auditorium for which you are going to get some crores of money or laps of money as a fees at that point in time what will happen is you should not be in a position to think what is call acoustics what is the caustics?

I am supposed to design an auditorium what is acoustics then who are really accosting experts this is what is you know the knowledge gaps that you do have. That is why I told my students that subjects which have been worked out for you in the course always have been

thought for your benefit is not for clinger time for your benefit and you learned that knowledge and then how you manage the knowledge in your profession or even your day to day life has different things that is one specialized skill one should have. So, everybody is knowledgeable, but everybody cannot manage their own knowledge.

So, simply degree my I want to say simply having a degree does not make you a specialist how do you retrieve your knowledge how do you execute successfully with a degree is your actual thing marketing skill is there will be more detailed discussion on this simply saying that how do you sell, how do you sell your products, how do you bring your products out of your workshops to the market and then reaches the end users, whoever they are depending on the products how do you bring it forward and ultimately reaches the end user through you is the marketing skill we are talking about the products I can tell you one thing as an academician how do I take out my knowledge from my knowledge bank and then disseminate to others or communicate to others. So, that other that is a benefit is also the marketing skill.

There are lots of knowledgeable people highly knowledgeable, but they cannot teach well they are knowledgeable, you know in many of the companies I have found that there are some very specialists in knowledge by qualification and also is their competence, but when it comes to selling their knowledge they are not very good at it that is why teaching communicating these are certain skills. Which people do have it is a soft skills which people do have. So, marketing is that which you have a product whether it is a knowledge or up or an item and now you want to reach this item to of end user and the whole process is the marketing.

So, when in any company you will find that they are recruiting people they are recruiting people as marketing specialists, there they are may be 200 applicants, but they will judge by certain criterion certain qualities and certain kind of skills like this by which they can be sure that this person can market our products. So, that is why every 200 persons is not you know it is not simply that they can pick up anybody and give them a marketing job marketing is not easy and there are lots of you know lots of ifs and buts in the marketing.

So, when I will talk about the marketing strategies and such things and maybe to certain extent when I will be discussing with the business negotiations or service negotiations at that point of time I will bring in more detail of it is essentially, how do you take sell your product to an end user. Meeting management is another this will come in my detailed discussion see

these are the skills if I do not mention now then I am not focusing on it I will discuss about this where I will talk about the negotiations the discussions in which the meeting, but here basically what I what we mean to say is whenever there is an organized meeting. There has to be a specialist who can manage the whole meeting if is there something to be managed in meeting yes, it is you know what should be managed? The points the agenda items the w8age of agenda items that time for each agenda items the total time that you are booking the total time that you are not using are you reaching your decisions, are you reaching to a conferences, are you reaching to a conclusion which is evolving out of the mock meeting.

So, meeting management is a very strong skill every manager should have a good meeting management skill, but not everybody has that it is somehow some people who are specialists in it. I have seen there are many meetings I have attended in my life so many being administrators in my institution at all I have found many meetings in which I have found that I have wasted my 3 hours, it is not because the content was bad it was only become because the meetings were not conducted well it was not properly managed. In there might have been a very important agenda which is at the end, but we have wasted our time in the very, very trivial or less important agenda which came in the first and then ultimately had hardly any time to really deliver it on the last agenda which is very, very important one it is I would say it is a fault of the person who is managing the meeting like say chairman of that particular committee of that meeting. So, meeting management is one which we I found that some people are specialists in it and they know exactly where to stop and how to cut.

They will cut them say suppose an example is suppose the chairman has raised an agenda and now everybody is saying something or the other, different people are giving their opinions whether it is supporting or contrary to it now there are some in the meeting I have found you have also found this that who keeps on you know brewing the sentences over and over again just to show their importance or just to show their presence, but really they are not helping the meeting to come to a conclusion.

In such cases what happens is immediately, immediately the chairman has to understand that this is going out of the context this person is taking unnecessary time he is wasting the time of the others. The conclusion is not going to be reached by this discussion then he has an art of stopping him, giving opportunity to another one some people do it very rudely he said you have talked enough you have said enough I would not lis10 to the others he is a very rude way of saying it. Somebody says I think you know you had been always at every point you

are saying something or the other please think about the points that you are raising let others speak, these are rude way of doing it, but there can be way very soft swerve way by which you can request him to now either conclude or stop and then request others to speak.

So, these are specialized skills. These things you know it comes automatically whenever you learn about it and many of these examples and some do's and don'ts I will bring out when I will discuss in further classes organizing ability I have talked about it earlier that some people who has a strong ability to organize something out of nothing he will organize everything organizing ability we consider this as a specialized skill not everybody can organize see for any kind of workshops or conferences or any kind of meetings or events different people are given different it is not based on hierarchy, but different people are given different responsibilities and the responsibilities may be such that one group has to report to the higher.

Next upper group and this group is supposed to report to the others, but the point is there should be in a free group there has to be a good organizer somebody with a very specialized skill of organizing because each group is working in a group. So, multiple people with multiple kind of mindsets attitudes you know communication skills and all the skills that I am talking about. Individually is loaded with such kind of skills positive or negative some more or less. So, the thing is amongst each group there should be somebody who is specialized in organizing skill. So, this committees outcome is probably going to be guided by that person who is organized again he may not be a leader he may not be called a leader he may be another person in a group and he works it out organizes the whole thing in such a manner with the help of everybody and then ultimately reports to their leader.

So, this is specialized skill. So, organizing skill at every hierarchical level is important. Organizational behavior is a slightly different thing if you are along with other colleagues in an organization then there are certain rules or certain norms or certain behavioral norms of that per combination. How do you speak? How you greet your colleagues? How you react to some negative or opposition's how you react to something like failure? How do you appreciate in terms of good things or success you know there is something called behavior? I might cite certain examples later on, but still let me tell you one thing in the organizational behavior the first thing that is important is never disrespect any position never disrespect. Every position held by anybody starting from the lowest of the ring to the highest every position has a role to play. It is by virtue of they are selected by virtue the kind of works that they are assigned to do and their qualifications may be compared to be the equivalent salary.

But nobody is least important everybody is important. So, in the organizational behavior the first thing is you must demonstrate respect. Every individual knows his strengths and limitations, if somebody is having a wrong notion about his strengths and weaknesses I am not talking about those people, but I can tell you one thing everybody knows his strengths and weaknesses, but that does not mean that you have to disrespect somebody you may rectify somebody, but disrespect no self-respect is the one which you are that is the biggest treasure that we do have. Self-respect means I first know how to retain my respect how to create my respect of how to get the respect of others. In the organizational behavior respecting the self-respect of individual is supreme.

The rest can be created if somebody is less knowledgeable he can be added with knowledge if somebody is less competent he can be trained to our knowledge, but you cannot really play with others respect. So, organizational behavior is how do you manifest in the organization whether you shout out your colleagues, whether you throw away the papers and ultimately show disrespect are you trying to demonstrate somebody that he is subordinate. Sometime even subordinate gives the higher authority a very good suggestion you should be immediately appreciative about it and he knows that giving a suggestion which never came in your mind does not make him a boss and you become a subordinate no he knows that for the benefit of the company if my boss does this then probably it will help. So, he suggests and he suggests with lot of hesitations maybe in conversation verbal conversation when I will come to it I will give 1 or 2 such kind of demonstrative examples, but the thing is it is he knows his limits and with being within the limits he suggests something to the boss and the boss then appreciates him for a good solution which never come never came in his mind, but came in the other person's mind who is subordinate.

This is a good organizational behavior and next time he will also get another, but at the same time he will also make sure that every time this subordinate does not keep on loading in with all suggestions and all solutions and all solutions. So, organizational behavior is a very tricky thing there are courses who are teaching how about different aspects of organizational behavior with cases you can always attend those and try to know, but individual organization every organization has their own system and own culture work process the kind of man powers the quality of man powers the kind of compensation.

So, you cannot expect that what you learn in the organizational behavior is going to be summarily or uniformly used in all the organizations. So, what is my suggestion is

organizational behavior is first thing is your behavior should be positive number 1. Number 2 is if you are joining an organization then first you try to understand the organizational culture and kind of behavior that you have to now manifest. If you find that something which you have not been trained with or you did not experience in an earlier company, but then you are trying to understand the culture of this particular organization.

So, for organizational behavior manifestation the first thing is for anybody is to understand the original culture. Earlier you do earliest you do you are in a better position if you take 5 years to understand what is the culture of the organization then I am sorry you really do not make a headway. This one again you see it is all in caps and bold, just like exiting I said this is another penetrating another very strong specialized skill what is this penetrating. In professional life in business in sales in marketing how do you penetrate your market it is the point it is a skill; how do you penetrate it.

You know you know this is one skill which is highly respected exiting skill is rarely executed because nobody wants to exit really, but penetrating skill for sales person or business person is very important let us say there is a business you know the opportunity and you have analyzed the trend of the business and you want to do the business. This I discussed earlier now you want to do the business you know that there are 10 other people who are already serving this company for 20 years in different time and you are 11th one trying to end up how would you penetrate this?

The first thing will be waiting for if they bring out another notice inviting tender in it or expression of interest will be waiting for this. If you wait for this and suppose they are looking for some changes some different things and now they find that they do not know whom to really approach and you somehow you are not contacted then your work starts you know you will just want to see whether they require you or could you give service to them or could you make business with them if you wait for the UOI expression of interest or nit notice inviting tender then probably you will be waiting for years and years.

The action is penetrate; how do you do it? You try to find out an internal contact not necessary you are going to do the business try to find out the internal contact and then connect when I will talk about the connection and the networking you will find this more in detail, but I will just give a clue over here connect with the internal contact. So, what is very vital is try to find out the actual reliable potential internal contact make him a friend do not

beg for business just try to understand what they do require what services they require they try to explore who all are giving these services to them already. See you are in competition does not mean that the other competitors are your enemies for god sake never think the other people who are selling along with you there your enemies know. You are only expanding the team playing either that person there's a job where you get a job respect, respect the others who got the job and try to analyze why did you lose the job.

So, here. So, I am not considering them as an enemy, but I am trying to find out that who are they. Then I would like to find out more what are their specialties for which they are giving service to this company and then you cross check with the requirements of the company which you have gathered from the internal sources. Compare them find out that up to what degree this service provider is matching the requirements find out the gaps. If you can find out one gap do not bother about the rest of it which they are giving, you highlight that particular gap and make an appointment with the chairman or the person of authority decision making. Group anybody try to make a contact to the internal contacts internal sources and then do not say that they cannot give I can give do not say that you just tell them that they have these requirements many of the requirements are met by their other counterparts or other competitors and this is one gap area in which you know you can provide services and you would first request them would you like to give me an opportunity to give you service in this gap areas which others are not being able to give.

Basically, what you have done you have penetrated within. This penetrating when it comes to salesperson there are many, many ways of penetrating there is a you know they are saying that foot on in the door; that means, a salesperson when he first time meets you he puts his foot on the threshold of the door so, that he cannot close the door basically what he has done he has penetrated it if suppose a salesperson comes to your door and he rings the bell and you opened the door he has penetrated. At least by his appearance if he can bring you to about 2 minutes conversation when you are going to highlight your products his painting further and if he can make business and make you purchase the item he has penetrated further and if he has satisfied you with the product then next time you can always come and he will be very happily saying yes, yes, I have exhausted that earlier supply give me more your penetrating further.

So, this penetrating capability is not a very common one in everybody. Penetrating ability you know it has one small you know hitch in this everybody who penetrates, first thinks that his

self-respect hit he is thinking that am I begging, am I trying, am I showing him that I need. So, this hits the psychology of the person of the salesperson now this is only thing that people are afraid to negotiate or compromise with their self-respect not everybody can penetrate, but I can tell you absolutely maintaining your dignity and self-respect you can still penetrate only thing is you have to know this trick.

Now, this trick is not every time a learner will trick this trick is it just generates in split second in the mind, but this is one very strong skill which we call specialized skill it is because of this many companies they try to select sales persons to the marketing persons depending on the very strong intrinsic strength or intrinsic skill of penetration; that means, out of nowhere you enter into your office and get an appointment and talk about your products and if you are lucky then you sell your products and come back basically the penetration the first culture that you have to do in an organization is not very easy it is very, very, very difficult and there are certain systems like certain organizations when they go by certain protocols you know there is a there are hierarchical decision making in such cases penetrating is much more tough it is very easy to penetrate when the customer is one person is very difficult to penetrate when the customer is an organization and it is very difficult to penetrate if the customer is a common organization of public bodies. So, all the things maybe more I can discuss later, but this is one of the very strong specialized skill is it please think over it any questions ask me we will go to the next week.

Thank you very much.