

Soft Skills for Business Negotiations and Marketing Strategies
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Lecture – 38
Leadership Quality

Good morning. I am discussing over the group discussion. I concluded the last discussion saying that, there should be somebody who is concluding it. Basically, what happens is, I give an example of a bureaucrat. The leader, admits to a bureaucrat, he takes the decision. So, basically, he is a leader. So, in the group discussion, what people are looking for is that, what is your leadership quality?

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Leadership Quality

- Adopt Roles natural to yourself
- **Leadership role emerges**
- Maximum talker > poor leadership
- **Speak-first syndrome**
- Listening to others
- **Ensuring others to speak**
- Well composed
- **Maintaining Emotional health of group in case of disagreement**
- Offer Alternatives & Solutions to Differences

The slide includes a video inset of Prof. Uttam Kumar Banerjee, a man with glasses and a goatee, wearing a suit and tie. At the bottom left, there are logos for IIT Kharagpur and NPTEL Online Certification Courses.

Now, this I will discuss now in terms of leadership quality. Leadership quality will be reflected through the entire process of group discussion then finally, again they will be interview and there will be lot of questions in terms of judgment of your leadership quality, but here most of the cases leadership quality is judged during the group discussion and interview is conducted essential to see what is your intrinsic skills are.

Now, in the leadership quality you know what is likely to be assessed I am trying to give an idea in terms of like say, how you should manifest, adopt roles natural to yourself to reflect your good leadership quality. Do not try to emulate somebody, do not try to copy somebody. Even if you find that somebody is a better personality than you, you do not

try to emulate that personality, because personality is in intrinsic quality which you earn through our long practices.

Overnight you just do not pick up the kind of styles or personality of others and quite often I found that some people who speaks English, but speaks an English emulating some other people like an Indian speaking or English in American style not being in America, is basically an emulation which makes the person very funny sounding. So, here I would first suggest that, adopt roles which is natural to yourself because, your intrinsic qualities will be reflected through not simply by how you speak, also there are many other things which will come.

Once you be natural to yourself, then you will find the universal role will emerge. At the same time, your personality, your experiences, your manifestations, your body language, your communication skills, your people skill, your specialized scale, all these will bring a situation where your leadership role will emerge and you will be washed and you will be noted.

Most often it is found the maxim talker are the poor leaders, but again I clarified, the political leaders whose job is to speak to a mob. So, if a political leader who is trying to influence a mob or large mass of people for his or his party's ideology or his personal ideology, then if he is a less talker it does not communicate. So, this cannot be equated with this here. This is a kind of situation where, the group is small, they are educated, they are informed, they are knowledgeable and you are tending to be the leader.

Where, you are trying to communicate, your viewpoints to them. At that once a time if you talk much, then it leads to a reflection of your poor leadership. I said be brief; that means, short discussion. We lose it; that means, very easily communicable to the point. Means, we are focused to the point which you are trying to communicate.

That was my last thing that I discussed in the last lecture. So, you do not need to speak much in the group discussion, also you need to do not need to speak much to show that you are the leader. In fact, I will tell you during this group discussion, if somebody is trying is seen that he is trying to grab the attention of everybody and grab the opportunity for himself to speak much, automatically he earns lesser marks; it has become 0, because he has good skill, but the thing is automatically his core reduces.

So, maximum talker generally are considered to be poor leaders. There is another thing called speak first syndrome. You remember I said, that when a topic is floated on the house for group discussion to begin, at that point of time, unless somebody coax as a person, they valid a coax is a person and says pin pointedly can you start the discussion, then, in unless that the situation is that they would like to see who is the first person who was to speak.

Now, it is a good thing that if you can be a first speaker, but if you have a syndrome of speaking first then it is negative. What is the syndrome? The syndrome is me first, me first you know it is something like, if suppose, the elder says who wants to speak first; you will find some fingers will be up. It is good it is volunteering. It is positive, but for every discussion, every kind of discussion, if you find the same person it is in his finger; that means, he is suffering from the speak first syndrome.

Which is negative speak first syndrome means, do not give opportunity to others and try to pose that he is the mister know all. So, it is negative. So, leadership quality does not come with the idea of speaking first. What is very important in terms of leader's qualities is that listen to others. Have patience to listen to others. Listen to others only up to the extent that you should be giving a right time.

It may so happen again, see whenever I am saying something that this is good, I will also try to give you a picture of what is negative, always give opportunity to somebody to speak and listen to him very carefully. Two advantages there, one is you are giving him an opportunity to speak. So, you are being polite and sober number one. Number 2 is you are first listening to his points and then you at the same time when you are listening you are also framing your own points. So, whatever points you have framed before.

Now, we can always make a little bit of adjustments to your points, depending on what he is saying. If he is saying something right, then pick that particular lead, if you are saying something wrong, then make your points ready for contesting it. That means, you buy time. So, by listening, I said earlier also, by listening not only you hear what others have to say first to make yourself ready to say next, the same time we are buying time to think about what you are likely to say. So, listen to others. Listening to others is a good leadership quality. Another thing is, ensuring others to speak you know what this is. In a group, the leader identifies that somebody is not speaking or somebody is got not getting

an opportunity to speak because, others are speaking and somehow in course of discussion is found there, that he is not being able to take a start, then ensure that he speaks. In such cases, quite often this is done like gentlemen fine we have heard everybody. I haven't heard anything from that gentleman, would you please say you have if you have any points to raise. You know, this is ensure that he is speaking that is a good leadership quality.

Now, here during group discussions, it is not the role of the evaluator and evaluator can do that only if he finds that there is no such persons in the group, who can ensure the other person who has not spoken. Ensure that hi speaks. And if he finds that, amongst a group, there is somebody who has spoken, maybe enough, also you know participative voluntarily doing everything right fully and then finally, he finds that one person did not speak, then he can also say a gentleman, dear friends, we have spoken we have heard each other each other's viewpoints.

But unfortunately, we haven't heard anything from him, can we request him to say something? This is how the whole group discussion goes on. It is a strong leadership quality. Well composed means, the leader in the group discussion the potential leaders are well composed. They did never dominate over others. They never push others they never ridicule others. They never humiliate others. They become so good friend, well composed, that they know what they know, they know what they want to say and they have said what they want to say, wanted to say.

But it is a composure, which gives a reflection to the re evaluator that, this person made his point rightly. At the same time, he is saying that he is not disturbing the whole set. You know quite often; the entire group discern can be scuttled. There are some one or 2 persons in a group might be there that, who can scuttle the whole group discussion and brings in such kind of points that ultimately leads to nothing; that means, it is scuttled.

Basically, the group discussion should lead to a very, very concrete discussions. Maintaining emotional health of group in case of disagreement. This is one of the very strong point in the GD and that can reflect your leadership. All these points that I am saying is, when you read it over and over again, you are not listening to me. When you read it over and over again, you try to make an image of it make an image of a group

discussion as if a group discussion is going on, a GD is going on and then you role play the way I have suggested and you will see the positives in it.

Maintaining emotional health of group in case of disagreement is a very strong thing; is a very strong point, which reflects a good leadership quality. What happens is, we know there is a point everybody does not necessarily will speak the same language, the same speed, same pace, same good English, same good judge, good logics, maybe some time not even right points, that may lead to a kind of emotions or conflicts among the members, that may lead to you know sarcasm that may lead to ridiculing or humiliation of some that may lead to you know dominating by some. So, when these things keep on going on then, the whole group discussions in health.

Now, that is disturbed now. Because, it is resulting out of the disagreement. When there is a disagreement, you will find that the volume will keep on raising the decibel level of that particular discussion will keep on rising. Now, this because it is a disagreement and somebody who is trying to put up one for others in order not ready to listen under again, it is back and forth which will go on. It is a contest, which will go on that is not healthy for a group discussion.

In such cases, somebody who is trying to maintain the emotional health of everybody or every individual trying to maintain the emotional health of the entire group discussion through this contrasting, is a strong point. Another thing is a good leadership qualities, you offer alternatives. You offer alternatives and solutions to differences. If there are differences, yes, there could be and in fact, always it is better if suppose, one point raised or multiple point raised and then, it is being you know, their oblique points which are coming forward. There is no harm that is good and when these things come forward, your discussion starts taking a healthy direction. And here, if you find that there are disagreements then, let there be some identification of some alternatives or solutions for this disagreement.

If you are participating in this and you find that you could be doing this then, you can always take it for granted that you are being judged positively. Now so, naturally this thing brings into some points which are like do's and do not's. I will be very briefly highlighting each one of these points, but friends, I am suggesting that all the points I am

discussing you look at the headings. Headlines like leadership quality and try to see all the points that have just that is just now under this domain and try to practice.

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So, quick tips on do's and do not's. If you see, I have discussed about the structure. I have discussed about the guideline. I have discussed about the leadership quality. So, I have said many points which will be repeated here to certain extent because, I have to draw it draw some references to this. So, when I will go for these do's and do not's and then I will also give you a clue that, what are the demerits in a candidate when he is participating in a in a group discussion, that will be identified as and what are the positive points which will be discussed.

Now, do's and do not's under this.

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The slide features a blue header with the title "DOs and DON'Ts" in white. Below the header, a list of six items is presented, each with a yellow square bullet point. The items are: "Be aware of - World Scenario, Current Affairs, Social Issues"; "Wait for your turn to come - Don't Hurry"; "Be polite - Don't Be Aggressive"; "Show your confidence - Not Overconfidence"; "Be creative Thinker - Usefulness To The Company"; and "Express your target for future - Five Year Down The Line". To the right of the list is a photograph of a man in a suit and glasses. At the bottom of the slide, there are logos for IIT KHARAGPUR and NPTEL ONLINE CERTIFICATION COURSES.

- Be aware of -
World Scenario, Current Affairs, Social Issues
- Wait for your turn to come -
Don't Hurry
- Be polite -
Don't Be Aggressive
- Show your confidence -
Not Overconfidence
- Be creative Thinker -
Usefulness To The Company
- Express your target for future -
Five Year Down The Line

Very categorically I am saying, do's be aware of one scenario; current affairs and social issues when you are going to go for GD. Group discussion is essential to see what, how strong you are emotionally, how strong you are communication wise, how strong you are in terms of your special skill, how strong you are in your social skill, your people skill, how strong you are in your body language.

Group discussion, I said earlier at the group discussion is not to assess your actual hard skills. Hard skills will be assessed during the interview. So here, the topic can be of any kind. Suppose, you are being selected as a chief engineer of a position. You will be asked about something which is nothing to do with engineering. There may be have very strong social issues. Essentially, you are being judged with respect to you know, how are you concerned or conscious about the current scenario, the world scenario, the social scenario, the economic scenario. It is necessary because, if you want to be a leader, if you want to be guiding many people, all these issues will come in and not only that if you are being selected as a chief engineer.

Then, you are also likely to come into a situation, where social aspects, current affairs, economic aspects, everything is going to play a role. The whole world's scenario is going to affect your business, your operations, your marketing, your production. So, this is the kind of things which are generally brought in the group discussion. It is just like in schools, you had been learning or exercising essay writing. Many of the topics which

you have selected or you have been given to write an essay on you might not have ever income, might not be encountering in your life in future what the thing is it is essential to see how good you are in writing, how good you are writing points sequentially, how good your concern and knowledgeable about the affairs around you that is the assessment. So, the first 2 is, be aware of the world scenario and current affairs and the social issues.

Then, wait for your turn. In the whole GD, wait for your turn. You do not have a haste, do not have to hurry. The first speaker syndrome I said it is, basically he is in a hurry to put his point forward and get noticed do not worry. You do not have to. Wait for your turn and if you find that your turn is not coming, then in that case you grab your turn. So, some tools and some tones you try to follow.

Be polite throughout, be polite. You do not have to really dominate others. Politeness is one of the strengths any leader will have and if you are polite people will listen to you, they will take your instructions and follow. If you are impolite, even if you are right, your instructions will be half taken. So, be polite; so, naturally the opposite is do not be aggressive. During the GD, you do not think that if you be if you are aggressively putting your point forward people will. So, come to it and then they will accept your point no. Because, here everybody is your competitor and they will also become doubly aggressive to you, to cut you down and prove that what you are saying is rubbish.

But at the same time, if you be polite and put your point forward, you will also get a reaction of politeness, you will also be contested, your points will be cut with a politeness and which you deserve. Because, basically what happens is amongst the group everybody has self-respect which I said earlier, I have mentioned this earlier. Everybody has a self-respect and the self-respect should not be hit by anybody.

Aggressiveness generally hits the self-respect of every individual. So, even if somebody is wrong, give a polite smile and prove him wrong. He will very happily accepted that he was wrong. Then, show your confidence. Do not read the next line first; the red one. Show your confidence. The first thing do what is show your confidence to the people. In the group, your conference should be reflected, people should see that you are very, very confident.

In whether, speaking first or whether, take carrying the point forward or the way you are placing your points, show your confidence. Never be shaky, never. Something like, I will give an example, never say that, yes, I want to say there is actually, I have a feeling this is something like this. No. These are showing your lack of confidence.

You should be very distinct and straightforward saying, I feel these are the things based on these facts and figures. As far as I have learnt from various sources, this is what is the reality and this is a situation. You are putting it very upfront without any confusion and something if you do not know, you say that the other facts I do not know. Since I do not know, I do not want to comment on that. That is also confidence, but somebody who is trying to bluff who is trying to lie, who is trying to impress others with something, eventually he will be caught that you are not really knowledgeable.

So, your confidence should be there. That is why I said, not overconfidence. Show your confidence. If you show overconfidence, you are likely to falter, you are likely to make false moves and you are likely to make false statements. So, do not be overconfident. Be confident, be a creative thinker in the GD. You know GD is such a game. Within the 30 out is in a 30 minute to 60-minute duration is such a game, that the topic is to impromptu it is just like impromptu extempore debates, the topic is given just 10 minutes before and you get only 10 minutes time to prepare.

Here also, you will be given some time to prepare. Maybe a 5 minutes not more than that or it may so happen that, you will not be given a 5 minutes you are just told this is the topic. Now, I would like to see that, who starts, but now it is the house. Whoever wants to volunteer to start, started. You will find that there will be a gap of about 1 minute because, everybody's trying to configure the points on that particular topic and there, if you find that within few seconds, one person raises his finger and start speaking then, you definitely can make out that he is a person suffering from the first speaker syndrome. And now, if you listen to his points, you might find that all the points he has said, some of them are right.

But many of them are wrong. And the smart people do not really start. You know they always try to remain cool, calm and quiet and then watch if there is anybody who is starting first. Because, if the person is starting first, he will take few minutes and that is the minute he is going to buy for himself to prepare his own points. So, the first speaker

syndrome in my opinion is generally a negative, one negative one. So, be creative thinker. Whenever you are working on the topic, be creative. Do not just follow what you have read in the newspaper and do not just deliver a run of the mill kind of points. Be creative in it.

Even if you have taken the facts and figures from the newspaper or from the media be creative, innovative in putting your points in your own way Also, you try to see one thing, since the GD is for your recruitment, a company is trying to assess you. Whenever you are saying all those points try to project something like, what is your usefulness to the company, in this particular slide, do not misinterpret all the reds as negative, no.

I am making a very clear statement on this. Something which is written in the red, not necessarily as negative. I have only divided the color just for your catching your attention. So, here in this we are creative thinker and is try to find out the usefulness to the company and then, when you are putting up one forward and do it in such subtly that, the company understands that you are very, you are likely to be useful to the company that adds. And then, express your target for future as much possible through your discussion, express your target for future.

And do not say that, if I am selected then this can be done in the company. You can always say if a topic which is, which may bring benefit or some kind of conflicts to the company. You can always put your point force in such a manner that how it benefits. Highlight such points and if you think that particular topic is such that which can also be given some examples with respect to relevance to the company, then you try it. Because, you are there essentially to be recruited by the company.

So, all your discussions, all your focus of attentions should be almost around with the company and also have a plan that, what is your plan for the 5 year down the line? This will be a very common question you asked in the interview. How do you see yourself 5 year down the line? That means, after 5 years where do you want to see yourself not necessarily in this company where you are giving the interview for., It is basically they are trying to see that, how do you, how are you creatively thinking about the future; that means, not it is not only how good you are performing today, how do you want to perform or how do you perceive to perform in the next coming years, 5 years. Sometimes people ask a little longer duration, how you want to see yourself 5 year down the line and

their 10 year down the line? Quite often many people have answered that 5 year down the line, I want I would like to be the director of this company; 10 year down the line, I would like to be the chairman of this company. I have heard this kind of situation. Good no problem, but the thing is, during the GD, if suppose, it is found that he does not have the leadership quality, his dream may be fiber down there are he was.

So, a director and then 10 year down the line he was to be a chairman, but didn't the GD the evaluator has identified that he is very aggressive, he does not allow anybody to speak, he does not have the leadership quality and his points are not very positive, he is not very confident about what he is saying, he's not knowledgeable about any of the current affairs. So, even if I go down the line he dreams to be a director, he is absolutely cut out of this particular special process. This is how the whole process goes on you know then.

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The slide features a blue header with the title "Negative Impression". Below the header, a list of six items is presented, each preceded by a small square icon. The items are: "Argumentative", "Cross-talking", "Extra Body Gestures", "Interruption / Interjection", "Overtaking others", and "Quietness". To the right of the list is a video frame showing a man in a suit and glasses. At the bottom of the slide, there are logos for "IIT KHARAGPUR" and "NPTEL ONLINE CERTIFICATION COURSES".

There are certain things which you create negative impressions. I am highlighting some points, which are going to create negative impressions and then, I will highlight some points which will create the positive impressions. Here the negative impressions. If you are argumentative during the group discussion, it is negative.

You are trying to put your point for us is one thing, but always trying to create an argument against anything that somebody is saying is negative. Cross talking is negative. What is this cross talking? You know, it is found in the group discussion. Suppose, one

person is speaking, others are listening; the people who have already spoken, now they have nothing much to do because, they have spoken their words all right. It is found quite some time that 2 persons sitting side by side you know, they could have crosstalk.

They just bring their heads together and then whisper want to each other. This is what is cross talking. It simply gives a clear indication that, if they are involved in the pairwise discussion, then there both of them are not focusing on the discussion which has been continuing now. This is very negative. Cross talking whether it is in a class, whether it is in a workshop, whether it is in a conference, whether it is in a group discussion is very, very negative. Extra body gesture; What is it? See, whenever you are speaking, you will find that your hands will move, your torso will be, your head will move, your eyes will move, your lips will move.

The whole thing will move. It is quite natural that expression never comes from a stone statue, means you are being absolutely like a stone statue and speaking. That is not normal, that is not natural. It will be there, but what is not desirable is extra gestures. So, you are using your hand, but every time, we are using my hand and you are trying to say you are pinpointing and it is moving, not required. And if you want to seize, there are certain things, which have courteous.

Courtesy wise is very important. You are trying to say that, what that gentleman has said and if you do it like this, that what that gentleman has said, pointing a finger or thumb to him it is very, very uncourteous. It is extra, if you say that what that gentleman has said is very courteous, but if you speak to others and point your finger to others, saying what that gentleman said and what that gentleman said is very, very uncourteous. I will tell you in terms of your quality, this will be treated as a very strongly negative. So, your body gesture, extra body gesture is not at all desirable.

Some people, while speaking, you will find when they are speaking, they will be continuously doing this kind of swaying back and forth movement or they will be having a continuously moving their heads around to when they are speaking. These are extra body gestures, very negative should not be there. Interruption and interjection is the another negative. If suppose, you have the habit of interjecting or interrupting others when they are speaking is very, very negative. When you should interject? Let me give you a clue, if somebody is speaking in a flow, do not interject. If it takes a little longer

pause, then you interject. There are many ways of interjection. I will come to that point, but this interruption or interjection, frequent interruption. Interjection from your end is negative because, the discussion has to go on.

Allow him to speak and if you find that he is repeating a sentence, at that point you can interject. See if somebody is repeating, because, everybody wants to grab the time for speaking and at that point of time, if you find that one person has said something and then again, he says as I said, he repeats the last sentence and then again he said I have already said repeating the sentence; that means, he is now repeating the same issue 3 times just to kill that time and take the time away. In such cases, you can interject you can interrupt, but otherwise a standard habit of interjecting or inter interruption is negative.

Over taking others. This is another very negative thing. See it is just like traffic rule. Everybody has a channel to move drive their cars in. Everybody has the chance to drive their cars through the channel. Now, there are some who are in a hurry, they like to overtake and, on the road, if there everybody is moving then, overtaking has certain rules and there are certain stretches, divider lines where, only you can take go, take over. In the group discussion, never have a habit of overtaking others.

Wait for your turn. I said wait for your turn and for waiting for your turn does not mean that if wait for your turn eternally and give everybody else that is the power to speak or the opportunity to speak and you do not speak. That is not waiting for your turn. You intelligently find out what is the right moment when you should speak. Say something like this, you have allowed the first speaker to speak, the second speaker is speaking and then, if you think that it will come sequentially one after another that is a different thing and if it is decided, it is a different thing.

Otherwise, if you think that this is a right moment when I should speak, then you pick up your lead from there, by some body gestures, you draw attention of the group and then start speaking, but that does not mean that you are overtaking others. Overtaking others is like say, when somebody just about to start and then you start your sentence and continue, that is negative. It happens quite often and if the other person who started and then found that you are not stopping, then he will be politely stopping, please continue. I will tell you that goes into his positive and you're negative. So, never overtake during

discussion. You can always say something like may I speak, you can always raise your finger drawing attention, you can always raise your hand that you want to speak, but the moment you found that somebody has started and immediately, you also start because, you want to be the one before him, anyone and you saw that he has started only few words are told and you continue that is negative.

Then quietness is also negative. You cannot remain quite. I say the leaders will speak less; I never said the leaders will be mum. I never said the leaders will be quite. Yes, the leader, if he is listening to others, he has to be quite. There are also some leaders who always, whenever somebody is speaking he also keeps on speaking or trying to prove that what you are saying I already know.

And there are such people who always say I know, I know, I know. You know that is negative. So, as I am saying, that overtaking is bad; the same time saying quietness is also bad that you do not remain quite. If you remain quite, then and if you are asked by the evaluator that you haven't spoken anything please speak, you can take it for granted. You have been treated already as negative your score, for your volunteering to speak has already earned low score. So, do not be quite.

I will discuss about the rest of the points in my next lecture. So, here the situation is what you want to be a leader. I have given you some clues in terms of do's and do not's and I am giving you the clues in terms of what is negative. Maybe some more points in terms of negative or positive will come forward. I will again suggest that, go through these points in detail, configure yourselves.

The situation which I have tried to express very deliberately with reasons I am not citing any examples. Because, there are many people who suffer from this kind of negatives. I do not want to hurt anybody neither I want to create animalize. So, I am not really drawing any attention to any specific examples, but I am whatever. I am trying to show you, to my individual enactment. So, that you understand exactly what I am trying to hint that.

So, friends, you go through it in detail and you will understand the utility of this discussion.

Thank you.