

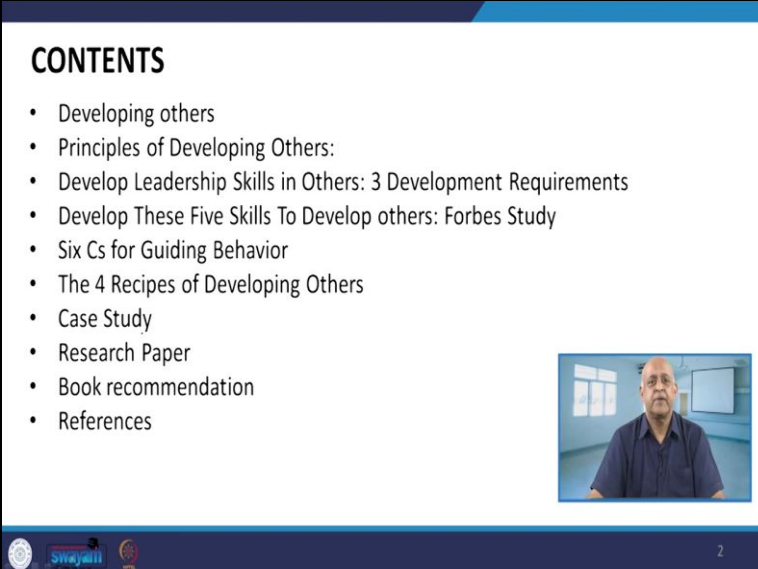
Leadership and Team Effectiveness
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Lecture - 60
Skills for Developing Others

Basically, in the previous sessions, we had talked about that is how we are going to develop that leadership with the getting work done from the team members then the recipes for the team effectiveness, recipes for the models for these effective. And finally, we have reached to this particular concept that is leadership is nothing but it is the skills for developing others. The earlier all sessions have talked about how whenever we are talking about the team effectiveness, we are talking about how we can develop our people those who are working with us.


So, now when we are talking about the leaderless teams when we are talking about the empowerment when we are talking about that is the team building team effectiveness and all are one there. is nothing like that one is special and others are different. Then definitely we have to also learn how we can develop that particular skill so, that we can develop our team members.


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So, therefore it is about the developing the others then the what are the theoretical support is the principles of developing others develop leadership skills in three others development

requirements develop these five skills to develop others according to the four best studies concern six is for the guiding behavior. The four recipes of the developing others and then as usual we will be discussing the case study research papers and the book recommendations with the references are there.

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Developing Others:

- The process of training and developing your employees or team members to enable them to become more effective, take on bigger/ more significant challenges. Developing others also involves helping current employees learn new skills as the nature of their work- or the organization-changes.
- Managers play a critical role in helping their employees build the skills they need to be successful now and in the future.
- Managers and leaders should help direct reports determine which changes in behavior they would find beneficial, exploring options for how to get there, and providing them with opportunities to experience situations in which they can try out the new behaviors and receive the feedback and support they need to continue to learn and develop.



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Now, whenever we want to develop others and we have talked about that is always know your team members that is how you are the identifying your team members with their strengths weaknesses and with their personalities their capabilities their ability their skills their knowledge. And therefore then when you know your team members then definitely, in that case, you will be able to manage whatever the challenge is there.

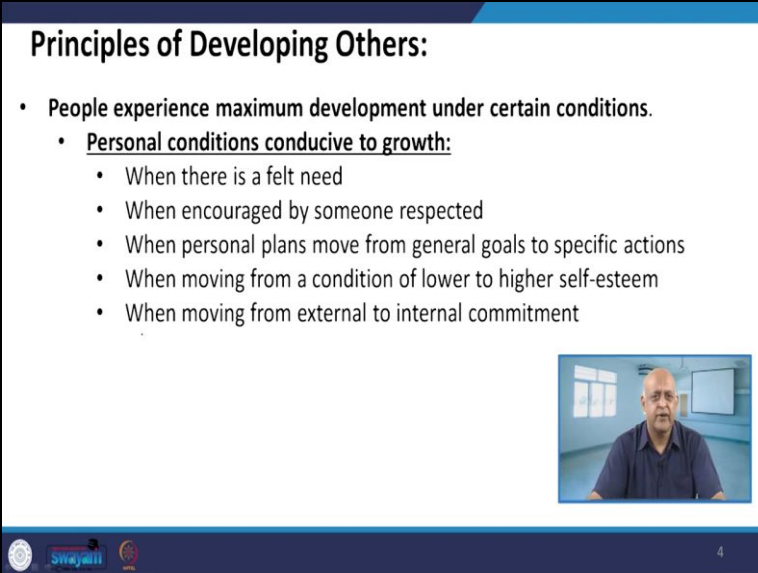
Whatever the biggest challenge is there. that you will be able to match once you understand to develop the people right. So, it is helping current employees learn new skills now here I will also like to mention that whenever we are talking about learning the new skills are concerned that is what new skills are there. Please always refer to the different forums for example the world economic forum is concerned the industrial reports are concerned Asian businesses are concerned or the European business is concerned.

And therefore, in that case identify to do before you develop your team members the leader that not to repeat that is your visionary and therefore you know for example a 2025 then the 2030

than 2050. So, India is having these documents the vision 2025, 2030 and 2050 is there. So, what will be the new skills are there. A leader should be able to understand that whatever these national when we are talking about the global.

Now global means that is a big global remaining local. So, then in that case what will be the new skills will be there. When we are combining all these aspects then definitely in that case we will be able to develop these team members for meeting the future challenges or concerns.

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Principles of Developing Others:

- People experience maximum development under certain conditions.
 - Personal conditions conducive to growth:
 - When there is a felt need
 - When encouraged by someone respected
 - When personal plans move from general goals to specific actions
 - When moving from a condition of lower to higher self-esteem
 - When moving from external to internal commitment

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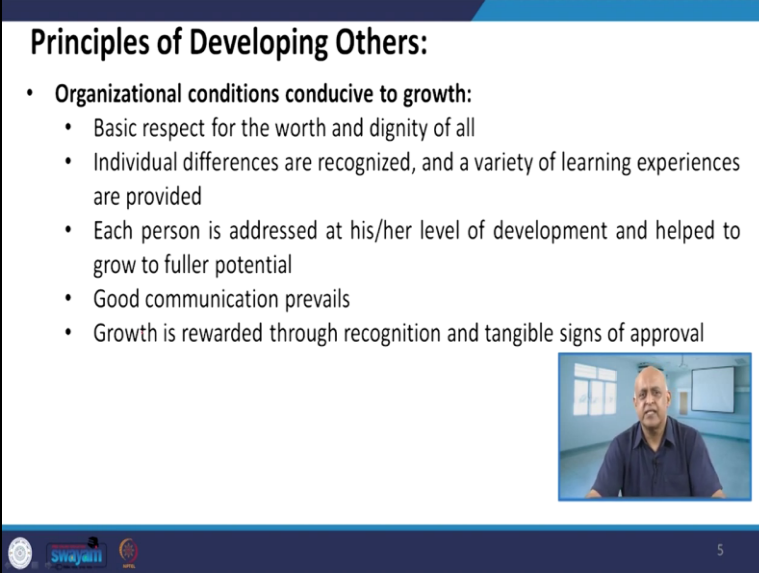
Related to this now I will talk about these the theoretical aspects that are the principles of developing others. So, when the people experience maximum development under certain conditions that is the when there is a felt need when encouraged by someone respected when personal plans move from general goals to the specific actions moving from a condition of lower to higher self-esteem. When moving from the external to internal commitment is concerned.

Now it is always important that is the matching the need right. We have talked a lot about motivation we have talked about the job descriptions. We have talked about the work organization fit culture. So, therefore whenever there is a need has been felt right. So, then of course in that case you have to identify and when you are encouraged by someone when the respected. Now somebody comes to you and say no you are an expert in this I would like to give a very routine example.

That is whenever we go to any particular shop or the vehicle repair garage and therefore when we talk to that particular skilled person or that particular sales person that is you know you last time you were given the very good service. So, that is why I have come again. So, that is about because they are also the team members you have to get a lot of work done whether at the domestic front or at the professional front is there.

So, you know your team is there. Now here I would also like to mention that is the however we talked about the employees and team forming and the team members and organization context.

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Principles of Developing Others:

- **Organizational conditions conducive to growth:**
 - Basic respect for the worth and dignity of all
 - Individual differences are recognized, and a variety of learning experiences are provided
 - Each person is addressed at his/her level of development and helped to grow to fuller potential
 - Good communication prevails
 - Growth is rewarded through recognition and tangible signs of approval

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But here I would like to mention in our daily life also we have to also consider that is the who are our team members are there. So, someone who is helped us in delivering our duties especially and of course the rights also then they are our team members and therefore always please see that is the we respect them and we take care of them. And whenever there is a need is felt and those who have stood with us then definitely, they are they are our team members are there.

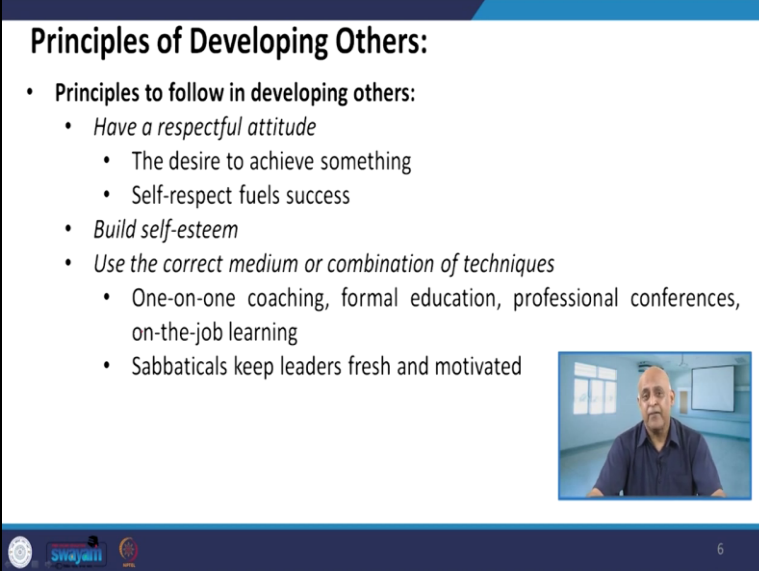
Now when we talk in the professional context, so, then organizational conditions that are conducive to growth will be there. If basic respect for the worth and dignity of all is there individual differences are recognized and a variety of learning experiences are provided. And we

understand that is the yes what can and what cannot. Each person is addressed at is her level of development and helped to grow to her fuller potential is there.

We talk about the potential appraiser and the leader should not be only for the purpose of this performance appraisal. Because the performance appraisal is always about the boss-ism about it is the yes how you have performed but when we are talking about the concept of developing others. So, naturally, we fully extent the potential identification of the potential there are a number of examples where the formal managers have said that is this employee is good for nothing.

And then the CEO he is interrupted giving the opportunity to transfer the sections and that person has done the wonderful jobs are there, number of case studies you will find. So, what was that and that was that is the that the manager who is a subordinate where he was having the perception is good for nothing that has done the miracle in the with another manager is there. So, that in this case, that is the professional learning that is becoming a very important.

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Principles of Developing Others:

- **Principles to follow in developing others:**
 - *Have a respectful attitude*
 - The desire to achieve something
 - Self-respect fuels success
 - *Build self-esteem*
 - *Use the correct medium or combination of techniques*
 - One-on-one coaching, formal education, professional conferences, on-the-job learning
 - Sabbaticals keep leaders fresh and motivated

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Now, whenever we another principle is to in developing others is a have a respectful attitude is there. So, naturally whenever the whenever somebody he wants to and to achieve something then definitely, we have to see that is the; we give that opportunity. So, how we develop the person there is though one who is desires to achieve something and we give the opportunities. So, then

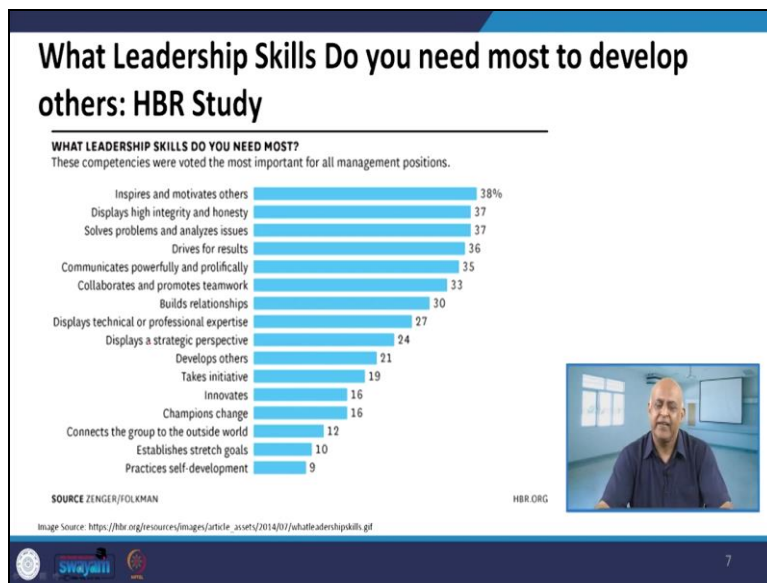
in that case definitely that person will always be you remaining your team member because the and he will never forget that whatever the skills he has developed.

Whatever he has achieved that has been provided by that particular leader is there. Now with these exercises what we do is we increase the self-esteem, enhance the self-esteem, and then therefore how we do that there is one on one coaching is done, formal education is done, professional conferences are there, on the job learnings are there. In addition to this I would also like to say that is the always give them an opportunity which is they are not expected because the and that will be diversified from their routine work.

So, therefore in that case that many times I have found that is the; people were not aware of that what the miracles they can do and, therefore now these all are the formal processes are there formal education professional conferences on the job learning is there. But when we give an opportunity at the national and international level then we find that is yes the person has explored the different areas.

So, these are sabbaticals that keep leaders fresh and motivated. So, therefore as I am saying about the international level and national level when you are giving them different opportunities and then they go on the sabbatical you and then they develop.

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A very simple example I would like to give is the assignments the assigned research assignments is there teaching assignments are there. And therefore, in that case even if one may not be knowing that is where he is good, he might be good in teaching assignment he might be good in the research assignments he might be good in the project. So, he might be good into the industry. So, therefore in the case that the person is strong right there is a potential that the leader only can identify and then develop that particular person in that area.

So, what the leadership skills do you need most to develop the others is there that is the leader should inspire we have talked about that is the inspirational leadership is there. Display the high integrity and honesty to then solves the problem the drives for the results is there communication powerfully collaboration and promote builds relationships displays technical professional expertise the strategic perspective develop others taking initiatives innovates champion change connecting the group to the outside world establishing the stress goals and practice and self-development is there.

Now here I would like to talk about the building champions, building champions employees. Now see it in every organization there. are certain mentors and those mentors are known by anybody who has worked during what happens you know in many organizations during the orientation program the batch is sent for the training under these champions. And therefore, what they do they buy through their mentorship programs and they develop them and therefore they make the champions.

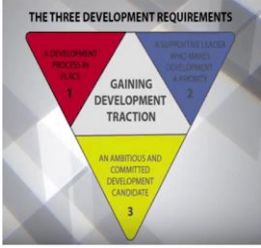

So, anybody who has worked under that particular leader then he will be a champion right. So, therefore that confidence that image now that is built and that is by the these all these supportive practices which have been mentioned is an exercise that particular mentor.

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Develop Leadership Skills in Others: 3 Development Requirements

- These are three pieces you need in place for effective leadership development. They work together like the three legs of a stool, which would fall over without one or two of the legs, so don't move forward in developing others without all three.

1. A Standard Development Process
2. A Supportive Leader Who Prioritizes Development
3. A Candidate Committed to Development

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/> Image Source: https://cmoe.com/wp-content/uploads/2017/05/2019-09-12_0728-1.png

Whenever the mentor will be having these encouraging practices inspirational practices transformational practices and there you see there is a percentage in all has been given that is how much wattage has been given it might be the culturally specific that I understand but yes but the dimensions are important. So, these are the developed leadership skills what is required basically. So, the leader should be able to design at the standard development process right.

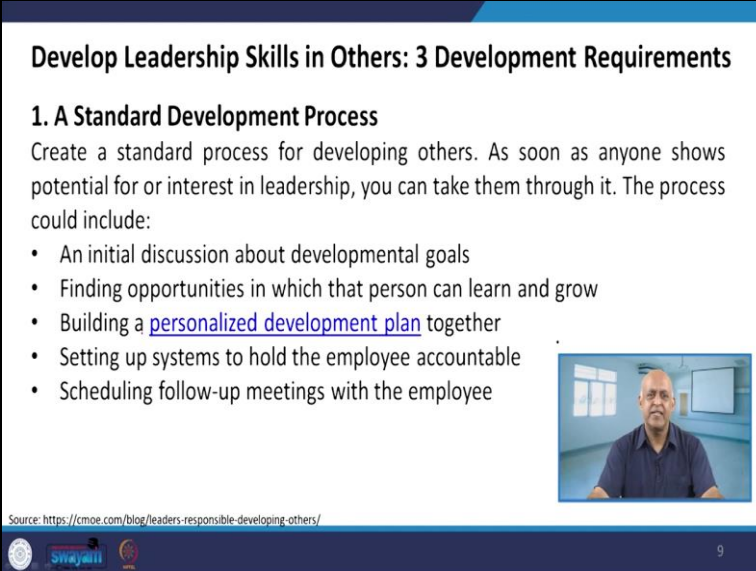
So, therefore in that case it is a very good example analogy has been given it is for us to. So, unless until there or not the three legs will be there right. So, do not move forward in. So, unless and until and that the all these supports have not been provided. So, a standard development process is to be designed supported leader who prioritized a development a candidate committed to the development is there.

So, do not forget in this particular course I also talked about the followers the satisfaction, the followers' roles, followers' responsibilities the and whenever we talk about Sri Krishna, Arjun Chanukah, Chandra Gupta then Dronacharya in all the cases it was the candidates commitment is there. And that is why you find that is a leader is leader he is known for his leadership his ability skills and qualities but the team building will be there.

When the candidates' commitment is also there and for the development is there. Now you want to develop a particular candidate and then the candidate's commitment if it is not there. Then it

will be difficult for a leader right. So, then who will be the Arjuna who will be the Chandragupta who is having the very high commitment and once the commitment is there. towards the leader and the leader is having the developmental approach practices and the then definitely the leader will be able to develop his team members.

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Develop Leadership Skills in Others: 3 Development Requirements

1. A Standard Development Process

Create a standard process for developing others. As soon as anyone shows potential for or interest in leadership, you can take them through it. The process could include:

- An initial discussion about developmental goals
- Finding opportunities in which that person can learn and grow
- Building a [personalized development plan](#) together
- Setting up systems to hold the employee accountable
- Scheduling follow-up meetings with the employee

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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Now in these the developed leadership skills the first is required that is the development process right and as we were talking about that initial discussion about the developmental goals is there. Leader and the candidate the mentor and mentee a leader and follower employer employee in the beginning itself they should be very clear their developmental goals. And the transparency has to be there otherwise what will happen the leader will waste of the time and candidate will also waste of the time and end of the result there will be the zero.

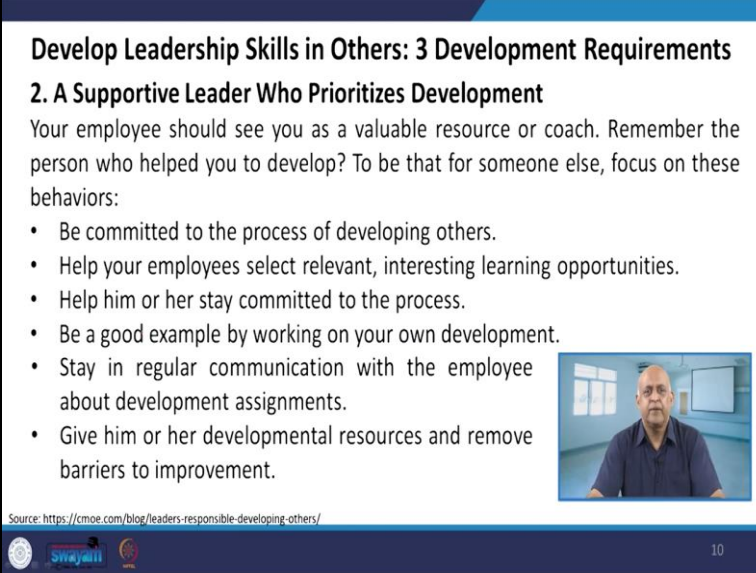
So, therefore finding opportunities in which that person can learn and grow and therefore leaders should ask the follower whether are you interested in which vertical in organizations if you want to develop and therefore, I always say there is a given opportunity to choose the favourite vertical right. And. So, then he will choose that his favourite vertical and then you see he will do the excellence.

So, this in when we are giving an opportunity that personalize development plan that in the beginning the interaction between this leader and the follower right that will create the

personalized development plan is there. So, that standard development process should be designed at the mutual accepted terms and conditions are to be there. So, setting up the systems to hold the employee accountable now naturally the process you will start.

So, then you have to also create a place in the organization structure. Scheduling follow-up meetings with the employee is there and that is why now you see in many organizations successfully has done mentor type program and they have done this successfully it is because they were having the frequent meetings. And whenever there is a meeting there is a input process and output defect will be there.

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Develop Leadership Skills in Others: 3 Development Requirements

2. A Supportive Leader Who Prioritizes Development

Your employee should see you as a valuable resource or coach. Remember the person who helped you to develop? To be that for someone else, focus on these behaviors:

- Be committed to the process of developing others.
- Help your employees select relevant, interesting learning opportunities.
- Help him or her stay committed to the process.
- Be a good example by working on your own development.
- Stay in regular communication with the employee about development assignments.
- Give him or her developmental resources and remove barriers to improvement.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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So, therefore the development processes that has been designed once the development process has been designed then leaders' support is required. A supportive leader who prioritizes development. So, he is committed to the process of developing others which is also necessary. So, many bosses not necessarily leaders not necessarily mentors because many bosses are so, low self-confidence that is if they think that is if I will develop my subordinate will become the boss tomorrow.

So, therefore in the end case but this type of false notion the competent leaders do not have. So, help your employees select relevant interesting learning opportunities to stay committed to the process. The development process which has been coming mutually committed then that has to

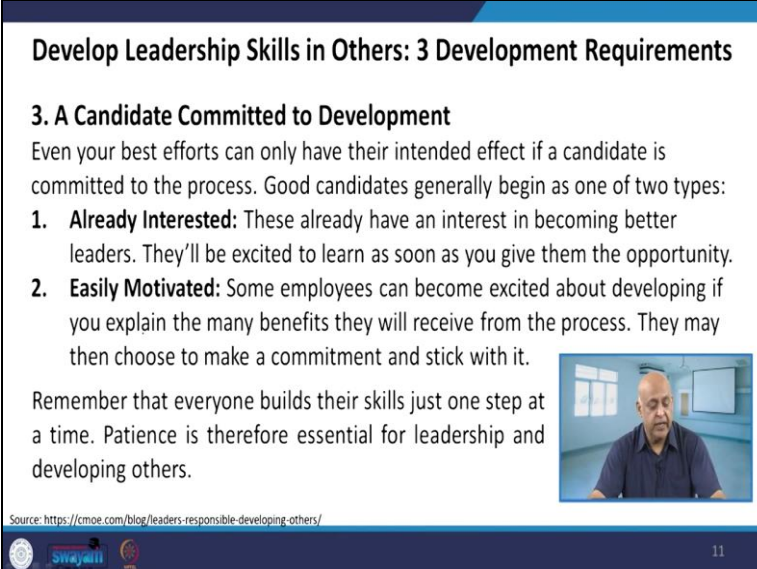
be continually be a good example by working on your own development in regular communication with the employee about development assignments.

Give him or her developmental resources and remove the barriers to improvement is there. Now this is the supportive leader and I always say and you also know that is unless and until your equipment is not enough competitive you cannot give the competitive output. So, what is your instruments are your resources what are your resources main machine material money method minutes whatever you require.

Suppose you require technical support then the leader should give the technological support sometimes the main power is required then the main power is to be given sometimes it is the supporting material that is required that supporting material has been given. So, therefore in that case the leader supported leader should be able to manage the resources and I feel very happy that is the whenever we are talking about the successful leaders.

So, then all the successful leaders personally took an interest to provide the resources to their followers.

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Develop Leadership Skills in Others: 3 Development Requirements

3. A Candidate Committed to Development

Even your best efforts can only have their intended effect if a candidate is committed to the process. Good candidates generally begin as one of two types:

- 1. Already Interested:** These already have an interest in becoming better leaders. They'll be excited to learn as soon as you give them the opportunity.
- 2. Easily Motivated:** Some employees can become excited about developing if you explain the many benefits they will receive from the process. They may then choose to make a commitment and stick with it.

Remember that everyone builds their skills just one step at a time. Patience is therefore essential for leadership and developing others.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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Now that is the in a candidate committed to the development. Now, this is the very, very important part. You see any process will be incomplete if it is one-sided right. So, it is required

from the two-sided and that we understood in the team-building process also. So, even your best efforts can only have their intended effects if a candidate is committed to the process is there. And good can generally begin as one of the two types already interested and easily motivated is there.

So, therefore some followers are right the team members they already. So, much motivated that is that they know where is the goal where is the vision what they want to achieve and they will achieve it. Some sometimes you find that is the employee has joined but he is not that motivated but he can be easily motivated and that is why some employees can become excited about the developing if you explain them that is what is the future is.

So, it is not the Alice in the Wonderland and you are taking the journey, journey of that wonderland and when then the Alice becomes very happy because she gets that the butterflies are there right. So, therefore similarly at our profession when we when we start our journey. So, then we find there is a lot of factors to motivate us as an academician or as an industrialist is there. So, remember that everyone builds their skill just one step at a time patience is therefore essential for leadership and developing others.

Now the leaders are what is the problem with the leaders many times they do not have time and therefore they do not cannot spare that is to develop others. I would like to give the examples most of my students when they joined the organization as a trainee management trainee and the second day they telephone me and say sir here is nothing like a training they are asking me directly deliver the task.

So, the days have gone dear friends the days whatever your designation is there. But it is expected that is you will deliver the task is there. If this is a situation then what is a that is the you are supposed to be well equipped before even you try to learn something is there. And therefore, in that case, like you see we give these MBA students these industry exposure those who are fresher's that is a do the live projects.

And therefore, in that case they get these opportunity to interact with the industries for the two years and then therefore they; it is not only the summer training or the industry projects in addition to that their live projects are giving them opportunity. And therefore, but so, it is important that is the leader gives them that is the learning opportunities and that is required the patience is there and then he will be able to develop.


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Develop These Five Skills To Develop others: Forbes Study

If you aspire to become a business leader, you'll need to develop these five skills, which will enable you to be viewed as "leadership material" and help you to eventually rise to a leadership position.

1. Creativity

According to the [LinkedIn Learning 2020 Workplace Learning Report](#), creativity is one of the top skills all employees need. Creativity is important because nothing in business is static. As conditions change, leaders must adapt and execute on a new plan. Without the ability to be creative, companies become obsolete very quickly.



Source: <https://www.forbes.com/sites/forbescoachescouncil/2020/06/12/develop-these-five-skills-to-leap-into-leadership?sh=e22c44b7e788>

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Then similarly the forwards have done the study and therefore they also come out of it with these five skills that is the, yes. If we develop these five skills in others then definitely, they will be the successful leaders will be there. They will be able to work with others they will be created and a learning organization and a successful organization. So, it is the business leader you need to motivate that is the which enables you to view as leadership material.

And help you to eventually to raise a leadership position is there right. So, and all thirties we have talked about I am sure that you will not be having the question whether it is hereditary or it is contingencies theory or it is a situational theory. So, therefore we have talked about that we develop leaders right. And therefore, that the creativity the essential, essential you know is the according to the LinkedIn learning 2020 workplace learning report it is a creativity is one of the top skills or employees need.

And that is why I tell you now the departments industries are started having the department of design thinking nobody has thought of earlier it was a part of the academic only. But now the industries are also working on the design thinking process is there. And that is about that is actually the creativity and research and nothing in business is steady. So, therefore its keep on changing, and leaders must adopt and execute a new plan is there.

Now you see that is the develop a vision plan. So, and normally you see this is given to the very young employees and especially the trainees employees. Their first assignment is there learn about the organization and give propose a development plan for this organization, why? Because they are fresh. So, therefore they have different beautiful ideas, and whenever those ideas and then there is no barrier in their mind that this will work or this will not work.

And so, therefore in that case of development giving this opportunity is really an excellent opportunity for the learners.

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Develop These Five Skills To Develop others: Forbes Study


2. Team Mindset

For companies to function optimally, they need everyone to work together like a team. Everyone knows their position and knows that ultimately their role is to support other positions on the team. In the last few years, we've heard a lot about "brand you" and "you be you," but to be viewed as a leader, you need to be seen first as a team player and a team supporter.

3. Business Acumen

Business acumen can be defined as an understanding of how business works in general and how your business works in particular. For instance, all companies have interdependencies — customer service is dependent on sales, which is dependent on marketing, which is dependent on product development, and so on.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



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Second is a team mindset is there. They need everyone but creativity is there and creativity should not be only theoretical. It should not be on the document. A document is; a vision document that is prepared no that is required a team mindset that is the everyone knows their position and knows that ultimately their role is to support other position working together. And in the last few years, we have heard a lot about the brand you and you be you right.

And therefore in their many organizations whether it is manufacturing organizations or the service organizations and whether it is a start-up especially then did not find that is you be you. So, therefore but to be viewed as a leader; you need to be seen first as a team player and a team supporter is there. Ultimately understand that is if you believe that I alone only I then definitely you cannot you can never be a leader.

It is always that is we the and we have discussed a lot about these things earlier. Now business acumen is there that is an as an understanding of the how business works in general and how your business works in particular and you see that that day is the experience. So, when we talk about the Dhirubhai Ambani right as business acumen. So, therefore it is not that is there. it is to be learned from somewhere it is they understand that their business that is what is a business is.

So, here example is given customer service is dependent on the sales which is dependent on marketing which is dependent on product development and soon. So, therefore there are different departments are there. And they then but the leader, leader is a coordinator also and therefore he understands what sales will do need, what marketing will need, what production will need, what finance will need what HR.

And before asking now the beauty of the leader is what? It is not that is a; that he is reading the manual and understanding the functioning of the different departments, no. He knows in this business where will be the requirement and where the support will be required. And now this time who is to be supported. So, sometimes the finances to be supported sometimes marketing is to be supported sometimes production is to be supported.


And but that is will be the vision of the leader that is this is the condition and I would like to connect in developing skills of others the Doctor Kalam and then here he was known in the advance that is the what my scientists will be having the requirement right. And the number of scientists has written about Kalam that is the; we do not know how he was knowing in advance what is our need is there. And what we will mean having these particular skills to be developed. So, that was the vision.

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Develop These Five Skills To Develop others: Forbes Study

4. External Perspective

This final skill is one that you won't see suggested often. To have an external perspective means to have a wide range of knowledge. Many individuals rely on being an expert in their field as a way to be promoted to leadership, but a true company leader understands more than just their role or even their company. They are conversant in their industry — its competitors, its challenges, new breakthroughs in the pipeline — as well as other industries and external factors.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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Now external perspective means having a wide range of knowledge. It is a rainbow; it is not the one color is the VIBGYOR Violet Indigo Blue Green Yellow Orange Red. So, therefore many individuals are being experts in their field but they are having different colors and completely understand more than just their role. So, it is not it is I am the I like the only yellow color I love only the blue color, no.

It is I am the rainbow I am the umbrella right and therefore, in that case, the conversant in the industry and they understand its competitors its challenges these are different colors you see these are different colors of the life right. So, some are the blacks some are the whites right. So, the new breakthrough thoughts in the pipeline are there. As this is the other industries and external factors are there. And they will decide about that is the how these skills are to be developed.

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Develop These Five Skills To Develop others: Forbes Study

5. Communication

The ability to communicate cannot be overstated. A business leader must be able to communicate his or her ideas to company employees so they buy into those ideas and execute on them. As an up-and-coming leader, communication is the one skill that you can utilize daily to impress others. A confident verbal communicator will contribute during meetings without waiting to be called on and can lead discussions with others — even if they are not the one managing the meeting.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



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The communication and we have discussed in detail in our previous sessions that is about this communication that is the how this communication plays a role in developing others trust, respect, understanding, assignments, delegation right. So, the verbal non verbal meeting a simple example I would like to give up the shake hand or the are the greetings right saying the good morning and therefore that you know that is when the boss says the good morning and then that morning really becomes good. So, that is the communication is important.

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Six Cs for Guiding Behavior

1. Coaching

- Recognize gain
- Focused on improvement
- Instructive
- Balance of reason and emotion
- Informal and frequent



2. Clear Goals and Process

- Linked to common context
- Understood
- Specific/written
- Shared/of interest to us both
- Systematic and universal



Image Source: https://slidetodoc.com/presentation_image_h/abe5c8ce0d2f63f9e94c4c5492e43ee/image-21.jpg



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Now here we will talk about these six Cs for the guiding behavior is there. And the first is the coaching is there. Now when you want to develop others first your role is a coach and therefore

your goal is clear you are focusing on that the road map where you want to take your subordinate, balance of reason and emotions are there. Now you see it is the question of not only a brain it is a question of brain heart both.

And therefore, in that case it is the emotions are to be connected for the development plan. And there will be the informal and the frequent will be there. So, when we talk about you know water cooler stock. So, water cooler talks are the informal gathering it is not just for chit chatting it is not a wastage of time it is a building relationship. So, clear goals and processes are there and linked to the common context and understood specific and written.

Shared of interest to us both systematic and the universals are there. Third is we talk about the leadership and the conflict management also. So, confrontation is natural both are personalities intellectual personalities are there.

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Six Cs for Guiding Behavior

3. Confrontation
On a specific goal, commitment or behavior Real data on performance or behavior and its impact on you or others No speculation on your part as to motivation.

4. Capability
Skills in place
Attitudes aligned
Willing to make the effort

Source: https://slidetodoc.com/presentation_image_h/abe5c8ce0d2f63f1be94c4c5492e43ee/image-22.jpg

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So, naturally there will have to be the confrontation is to be there. and then but that confrontation what impacts it creates on you know it is a corrective it is functional it is not dysfunctional. So, no speculation on your part as a motivation is consistent. So, your motivation will not be down you are not motivating others even you are confronting, confronting new ideas confronting value addition and therefore many is a confrontation good yes, it is good.

So, when it is when we are having the solutions for that and definitely when we are serving others and therefore when the society is getting benefit and when there. are the difference of opinions but yes, we learn from each other? So, confrontation is better. It is a constructive confrontation I would like to say. Capability is there. Skills in place right and nothing can be compensated other than the capability.

I always talk about this thing there is yes competency and convenience are there. Capability develops your competency dear friends in developing others yes, we have to develop as a good human being also there is nothing ignoring the HR dimensions but first and foremost is that is the ability to perform and deliver the task and therefore that is the capability is there.

(Refer Slide Time: 30:34)

The slide is titled "Six Cs for Guiding Behavior". It features two main sections:

- 5. Consequences**
 - Rewards
 - Sanctions
 - Consistency
- 6. Common Context**
 - Similar view of the end game/success
 - Shared values, culture, expectations
 - Comprehensive
 - Both give and receive feedback

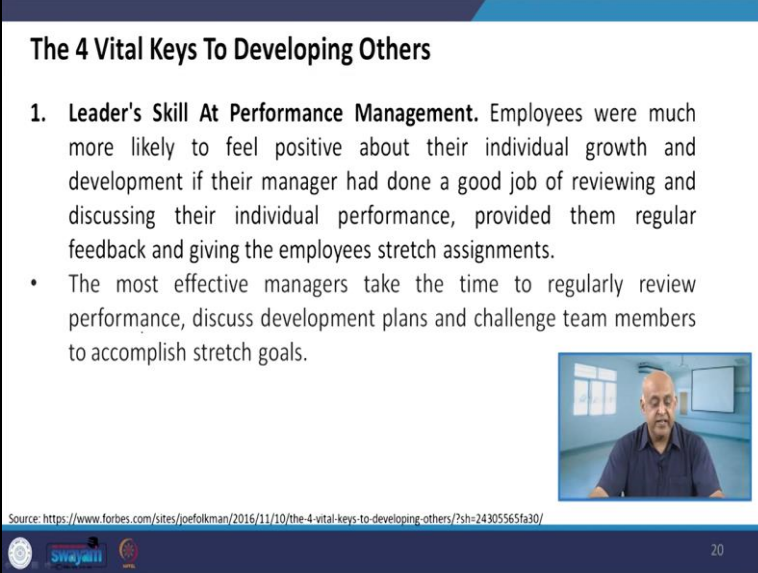
Illustrations include a cartoon character holding a trophy, a cartoon character with a megaphone, and a photograph of a man in a blue shirt speaking in a meeting room. At the bottom, there are logos for "Sri Jayanti" and "19".

Now by doing all this, what will be the consequences and consequences will be the satisfaction. So, the management of satisfaction may be two rewards or sanctions or consistency is there. But ultimately it is the creation of happiness at workplace. Job satisfaction and the last you see is similar view of the end games are success shared values right. Shared values you see itself is a big process in the organization and in during from the orientation program it is started when the organizational values are shared with the others and then like team building values, we respect here others.

So, your communication has to be like this. So, there is a shared value is there. We develop this respectful brotherhood culture is there. We have the expectations but expectation not at the cost of the depression expectations at the cost of the openness. So, therefore in that case these all comprehensive there will be the collective will be there. On both give and receive feedback will be there and it is an always a vicious circle right.

And therefore, in that case you initiate you develop that particular leader again he will initiate then again, he will develop somebody. And like this that it will be always the give and receive the feedback will be a continuous journey will be there.

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The 4 Vital Keys To Developing Others

- 1. Leader's Skill At Performance Management.** Employees were much more likely to feel positive about their individual growth and development if their manager had done a good job of reviewing and discussing their individual performance, provided them regular feedback and giving the employees stretch assignments.
 - The most effective managers take the time to regularly review performance, discuss development plans and challenge team members to accomplish stretch goals.

Source: <https://www.forbes.com/sites/jeffolkman/2016/11/10/the-4-vital-keys-to-developing-others/?sh=24305565fa30/>

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Now the four recipes for the developing others are leader skills at performance management.

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The 4 Vital Keys To Developing Others

2. **Involvement Of Team Members.** When team members are involved in decisions about their development, assist in solving problems and provide input into organizational issues, they felt better about their opportunities for growth and development.
- Manager who tell employees what to do, when to do it and where to develop think that they are developing others but in reality they are throwing darts blind folded. Team members appreciate development when they have input and involvement.
 - When development opportunities match up with a person's passion, they are energized. Even when employees get difficult assignments, when they are involved in the decision, there is a huge increase in performance.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



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And then this involvement of team members is there. So, therefore in that we have talked in the during the team building also that is how we are involving the others is there. And therefore, in that case for effective team building when we are making the development if you remember in earlier session, I have talked about there is an appreciation. And therefore, when you are talking about the developing others, please do not take the credit for yourself when you are interacting with your boss many people, they always meet the boss with their teams.

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The 4 Vital Keys To Developing Others

3. **Recognition.** Many people believe they don't really need recognition, but every person appreciates being recognized for their hard work, initiative or effort. When leaders are more effective at recognition, their employees feel more positive about their development. Development without recognition is like home work that never gets graded or reviewed. It requires la great deal of effort, but nobody seems to care.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>




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So, therefore in that case what is that that is appreciation it is not me it is we and therefore when leaders are more effective at recognition their employees for more positive and then in that case, they will be getting that is a great deal of efforts will be always there.

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The 4 Vital Keys To Developing Others

4. **Job Fits The Person.** Have you ever been in a job that was hard and where it was very difficult for you to succeed? Have you ever been in a job that just fit like a glove and success came easily? The reality is some people are going to be much better at some jobs than others and finding a job that fits a person's ability not only helps that person but the organization also wins. The best managers help their team members discover their genius.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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We talk about we talked about the personality and leadership and we talk about the personality job fit also and always try whenever you want to develop somebody it should not be the bulldozer. So, therefore make sure that is a job fits the person that is some persons are good in some jobs some persons are good in another job. So, therefore please as a leader always finding a job that feeds the person's ability is there.


In the organization there is a open vistas. So, there is nothing like this that is a you are appointed for this particular job and you have to do the job and you do not know the job you resign, no. That we are not learning this particular course dear friends we have learned in this course that is the how we have the collective efforts collective wisdom right. And therefore, the base managers help their team members.

So, discover their genius no problem you might be have been appointed for a particular task but if you are another potential yes organization is open for that to use your talent.

(Refer Slide Time: 34:19)

Case Study: Andy's Recipe

Andy Garafallo owns an Italian restaurant that sits in the middle of a cornfield near a large Midwestern city. On the restaurant's far wall is an elaborate mural of the canals of Venice. A gondola hangs on the oppo site wall, up by the ceiling. Along another wall is a row of real potted lemon trees. "My ancestors are from Sicily," says Andy. "In fact, I can remember seeing my grandfather take a bite out of a lemon, just like the ones hanging on those trees." Andy is very confident about his approach to this restaurant, and he should be, because the restaurant is celebrating its 25th anniversary. "I'm darned sure of what I want to do. I'm not trying different fads to get people to come here. People come here because they know they will get great food. They also want to support someone with whom they can connect. This is my approach. Nothing more, nothing less." Although other restaurants have folded, Andy seems to have found a recipe for success. Since opening his restaurant, Andy has had a number of managers.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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So, this is all about you know we leadership and team effectiveness. So, this was the last session dear friends. So, I am sure that is you might have enjoyed right and as usual you will find it is the case study is there.


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Case Study: Andy's Recipe

I get a piece! Well the people came and spent a lot of money. Then they told me that they had actually wanted to go to another restaurant but the other place would not allow them to bring in their own cake." Andy believes very strongly in his approach. "You get business by being what you should be." Compared with other restaurants, his restaurant is doing quite well. Although many places are happy to net 5%–7% profit, Andy's Italian restaurant nets 30% profit, year in and year out.

Questions:

1. What accounts for Andy's success in the restaurant business?
2. From a skills perspective, how would you describe the three managers, Kelly, Danielle, and Patrick? What does each of them need to do to improve his or her skills?



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So, therefore you are having the 60 case studies almost and minimum 60s and then minimum 60 research papers and 60 books. So, this all this particular the study material which I am sure will help you developing your; the roadmap for success as a effective leader and the team building is there.


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Research Paper

Journal of Management Development

Leading after the boom: developing future leaders from a future leader's perspective.
Katie Lynn Akers

Purpose
 This paper aims for an open discussion of new traits which are important to the success of future leaders. By understanding what is important to the new generations coming into leadership roles and how that differs from previous generations, a new set of leadership traits can be developed to help future leaders find success. The purpose of this paper is to challenge the current practices of leadership traits that are being developed and defined for making successful leaders.



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So, this is a leading research paper developing future leaders right. So, we are the academicians our job is to every year to develop the new leaders right and that journey is going on for my academic 26 years right. So, that is develop future leaders and be a mentor successfully may not be in the academic institute but maybe in the industry also itself right.

(Refer Slide Time: 35:33)

Book Recommendation

Remarkable Leadership: Unleashing Your Leadership Potential One Skill at a Time

Authors: Kevin Eikenberry
Publisher: Jossey-Bass; 1st edition (31 August 2007)
Language: English
Paperback : 288 pages
ISBN-10 : 078799619X
ISBN-13 : 978-0787996192

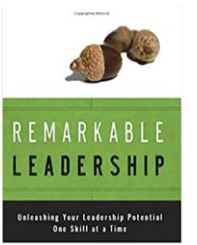




Image Source: https://images-na.ssl-images-amazon.com/images/I/41Sp3Xpdt0S_5X346_801_204_203_200.jpg

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So, this is about this research paper talks about and this is the remarkable leadership is there. Unleashing your leadership potential one skill at a time and therefore everyone is fit for the one skill is there.

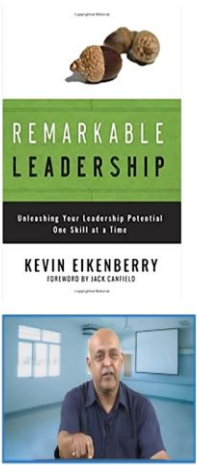
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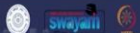
Book Recommendation

Remarkable Leadership is a practical handbook written for anyone who wants to hone the skills they need to become an outstanding leader. In this groundbreaking book, Kevin Eikenberry outlines a framework and a mechanism for both learning new things and applying current knowledge in a thoughtful and practical way.

Eikenberry provides a guide through the most important leadership competencies, offers a proven method for learning leadership skills, and shows approaches for applying these skills in today's multitasking and overloaded world of work. The book explores real-world concerns such as focus, limited time, incremental improvement, and how we learn.

Image Source: <https://images-na.ssl-images-amazon.com/images/I/41Sp3Kpd2QS> SX346 #01_204_203_200 .jpg





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Make him your team member and give him the success is there.

(Refer Slide Time: 35:52)

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So, this book is talking about these are the references as usual. So, you will find that in our study material we in every session we are having the number of references which will be taking you or the ahead for whatever has been shared in the course and even after the course. So, me with my team members Rahul Khurana and Mohit Pahwa, Nilesh Kumar Tiwari. That is thank you for joining this particular course.

That you have joined this course and hopefully we have fulfilled your expectations right. So, again with the best wishes. Thank you, all the best.