LEADERSHIP AND MANAGEMENT SKILLS

MODULE –II

a.   **Basic Managerial Skills**

Management skills can be defined as certain attributes or abilities that an executive should possess in order to fulfil specific tasks in an organization. They include the capacity to perform executive duties in an organization while avoiding crisis situations and promptly solving problems when they occur. Management skills can be developed through learning and practical experience as a manager. The skills help the manager to relate with their fellow co-workers and know how to deal well with their subordinates, which allows for the easy flow of activities in the organization**.**

According to American social and organizational psychologist Robert Katz, the three basic types of management skills include:

1. Technical Skills

Technical skills involve skills that give the managers the ability and the knowledge to use a variety of techniques to achieve their objectives. These skills not only involve operating machines and software, production tools, and pieces of equipment but also the skills needed to boost sales, design different types of products and services, and market the services and the products.

2. Conceptual Skills

These involve the skills managers present in terms of the knowledge and ability for abstract thinking and formulating ideas. The manager is able to see an entire concept, analyse and diagnose a problem, and find creative solutions. This helps the manager to effectively predict hurdles their department or the business as a whole may face.

3. Human or Interpersonal Skills

The human or the interpersonal skills are the skills that present the managers' ability to interact, work or relate effectively with people. These skills enable the managers to make use of human potential in the company and motivate the employees for better results.
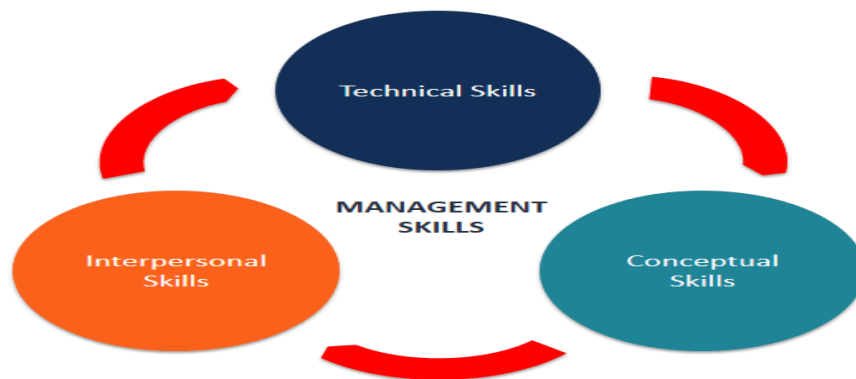
Examples of Management Skills

There is a wide range of skills that management should possess to run an organization effectively and efficiently. The following are six essential management skills that any manager ought to possess for them to perform their duties:

1. Planning

Planning is a vital aspect within an organization. It refers to one's ability to organize activities in line with set guidelines while still remaining within the limits of the available resources such as time, money, and labor. It is also the process of formulating a set of actions or one or more strategies to pursue and achieve certain goals or objectives with the available resources.

The planning process includes identifying and setting achievable goals, developing necessary strategies, and outlining the tasks and schedules on how to achieve the set goals. Without a good plan, little can be achieved.

2. Communication

Possessing great communication skills is crucial for a manager. It can determine how well information is shared throughout a team, ensuring that the group acts as a unified workforce. How well a manager communicates with the rest of his/her team also determines how well outlined procedures can be followed, how well the tasks and activities can be completed, and thus, how successful an organization will be.

Communication involves the flow of information within the organization, whether formal or informal, verbal or written, vertical or horizontal, and it facilitates smooth functioning of the organization. Clearly established communication channels in an organization allow the manager to collaborate with the team, prevent conflicts, and resolve issues as they arise. A manager with good communication skills can relate well with the employees and thus, be able to achieve the company's set goals and objectives easily.

3. Decision-making

Another vital management skill is decision-making. Managers make numerous decisions, whether knowingly or not, and making decisions is a key component in a manager's success. Making proper and right decisions results in the success of the organization, while poor or bad decisions may lead to failure or poor performance.

For the organization to run effectively and smoothly, clear and right decisions should be made. A manager must be accountable for every decision that they make and also be willing to take responsibility for the results of their decisions. A good manager needs to possess great decision-making skills, as it often dictates his/her success in achieving organizational objectives.

4. Delegation

Delegation is another key management skill. Delegation is the act of passing on work-related tasks and/or authorities to other employees or subordinates. It involves the process of allowing your tasks or those of your employees to be reassigned or reallocated to other employees depending on current workloads. A manager with good delegation skills is able to effectively and efficiently reassign tasks and give authority to the right employees. When delegation is carried out effectively, it helps facilitate efficient task completion.

Delegation helps the manager to avoid wastage of time, optimizes productivity, and ensures responsibility and accountability on the part of employees. Every manager must have good delegation abilities to achieve optimal results and accomplish the required productivity results.

5. Problem-solving

Problem-solving is another essential skill. A good manager must have the ability to tackle and solve the frequent problems that can arise in a typical workday. Problem-solving in management involves identifying a certain problem or situation and then finding the best way to handle the problem and get the best solution. It is the ability to sort things out even when the prevailing conditions are not right. When it is clear that a manager has great problem-solving skills, it differentiates him/her from the rest of the team and gives subordinates confidence in his/her managerial skills.

6. Motivating

The ability to motivate is another important skill in an organization. Motivation helps bring forth a desired behaviour or response from the employees or certain stakeholders. There are numerous motivation tactics that managers can use, and choosing the right ones can depend on characteristics such as company and team culture, team personalities, and more. There are two primary types of motivation that a manager can use. These are intrinsic and extrinsic motivation.

Bottom Line

Management skills are a collection of abilities that include things such as business planning, decision-making, problem-solving, communication, delegation, and time management. While different roles and organizations require the use of various skill sets, management skills help a professional stand out and excel no matter what their level. In top management, these skills are essential to run an organization well and achieve desired business objectives.

- **Planning for Effective Management**
  Strategic planning has always been associated with improved efficiency and sustainable growth. However, the dynamic world and hectic market competition make planning in management essential.
  To be effective and develop its potential, a company should work towards a desired goal or mission. But how can one know what is relevant to the goal and what's not?
  This is what planning is about.

  Planning in management is about what steps you need to take to reach the goal, what changes and hurdles to anticipate, and how to utilize human resources and opportunities to reach the expected outcome. The planning process involves a careful analysis of the current resources and market trends and the prediction of emerging markets and future demand.

  In simple terms, a goal is where your company wants to be at a certain time and a plan provides directions for how you are going to get there.
  Planning is considered a basic function of management. It means that a plan is necessary for any other managerial function, be it organizing, directing, staffing, or controlling:
  Planning dictates how to effectively organize a business. It encompasses determining necessary future activities, assigning them to the right personnel, delegating authority, providing tools and raw material, etc.
  Having a plan of action facilitates directing as it makes instructions, guidance, and motivation grounded in a brand strategy.
  Planning informs staffing, as it shows what work-force a company will need.
  Establishment of standards and measurement of actual performance – controlling – is done against the expectations that planning sets
  Informal planning gives a short term focus, which might be necessary for the business to operate. In an organization, various units can have their own informal plans. However, if the company wants to grow and reach ambitious goals, the process of planning should be formal, written, specific, and involve common organizational goals.

Planning is important both for small and medium-sized businesses and large enterprises with complex structure.

1. It Helps to Set the Right Goals

While a plan is a course of action towards the realization of the goal, it also supports SMART goal setting. In particular, planning helps to critically assess the goal to see if it's realistic. It facilitates decision making and allows setting a time frame by predicting when the company can achieve its goal. It also defines how to measure performance against the set goals and whose responsibility it will be.

2. It Sets Objectives and Standards for Controlling

A primary function of strategic formal planning is providing direction to lower-level managers, allowing the development of tactical goals. Planning shows objectives for each organizational department and helps managers to prioritize activities depending on their relevance to the goal.

Planning also sets the standards for assessing performance. Without such standards, managers wouldn't be able to intervene and take corrective actions to stay on track, which would also threaten the goal.

3. It Reduces Uncertainty

The uncertainty of the future puts the great risk on business sustainability, for it is always difficult to manage through change. No organization can control the economic and competitive environment; thus, the ability to anticipate challenges and have contingency plans in place is the best alternative.

Planning involves an intentional critical evaluation of the available data and experts' predictions. This makes planning in management very helpful in terms of reducing the uncertainty of the future and avoiding the risks.

4. It Eliminates Overlapping of Wasteful Activities

Effective planning gives clarity about the responsibilities and expectations of each department, team, and even team member. This helps to make sure that the activities don't overlap and improves co-ordination.

At the same time, it helps to determine which activity is wasteful and does not contribute to reaching the goal. Eliminating such activities will not only reduce wastage and save valuable time and resources but also improve productivity and motivation.

5. It Ensures Efficient use of Resources

Planning makes the use of human and material resources as efficient as possible. By starting the management process with a good plan that focuses on the ultimate goal and considers available capabilities, you can see many opportunities to cut expenses.

Without such a plan, it is easy to fall for appealing B2B offers. This can waste organizational resources on the raw materials that the employees cannot process in a due time, expensive robotics, or online software that speeds up only one aspect of the process not affecting the overall result.

6. It Promotes Innovation

If the organization has a challenging goal on the one hand, and the possibility of hurdles and market change on the other hand, it starts brainstorming creative ideas and solutions. Determining a future course of action is an important function of management. Keeping a focus on the need to reach the goal, employees or management can spot new opportunities for business development, suggest new products or services, or discover new target markets. This way, planning becomes a continuous process that encourages creative strategic thinking and innovation.

7. It Improves Decision Making

Planning improves decision-making processes and time management in two ways. First, it helps managers to keep the focus on a goal and thus ask themselves how alternative courses of action might facilitate or delay reach it. Second, the plan allows managers to be more farsighted: having a clear road map, they can think what effect an adopted decision will have on some long-term tasks and activities.

Without such a plan, managers' decisions may not be strategic but based only on the available data and current situation.

8. It Boosts Motivation and Team Spirit

It is a common fact that people feel more engaged and motivated if they understand the relevance of their work. Planning shows the link between individual input and a larger goal, which it helps to achieve.

It also shows that each person in the business environment is indispensable to reaching the common goal. This helps to reduce internal competition and nurture community and team spirit. You can use motivational quotes in your pep talks to help enthuse your team.

9. It Helps to Earn Credibility and Trust of Stakeholders

All managers understand that a solid plan is needed to persuade creditors and investors to help. However, sometimes they forget that the turbulent market environment can drive the need to engage them without planning to do so. Having a formal business plan readily available will have a great impact if you need to find and engage new investors in a short period of time.

The availability of clear goals and a formal plan also shows your social responsibility and increases the trust of employees and clients.

10. It Gives a Competitive Edge and Allows Strategic Positioning

Planning involves getting a realistic view of organizational strengths and weaknesses, as well as revealing the gaps and vulnerabilities of the competitors. Acting upon this data rather than inertly performing the same actions gives a great competitive edge.

What's more, planning helps to reveal the growing markets and enter them with new products or services earlier than any other competitor, enjoying the first-mover advantage.

Why Some Managers Fail to Plan

Although planning is a basic function of management, in practice, many managers neglect it. You may think that they don't need formal types of planning, as they can use their strategic vision and gut instinct to keep the organization on track even without it. However, this is not true. Here are the key reasons why managers fail to create a strategic plan:

- They underestimate the importance of planning.

Many managers hold a get-things-done attitude, failing to stop and analyse the right things they need to do. They don't understand how planning can affect performance and are not willing to change anything.

- They lack time for planning.

Planning takes a lot of time and managers have too many responsibilities. As a result, it is common that managers only think about strategic plans at home or when commuting to work. This can result in a failure to plan. Managers should specifically schedule planning. If it is difficult to find time for this role, a manager should delegate more responsibilities and avoid micromanaging.

- They don't have the necessary knowledge.

There are many tools used in planning such as SWOT analysis, PESTLE Analysis, VRIO Framework, environmental scanning, resource analysis, etc. If a manager didn't get good training in management, he/she may fail to plan effectively and thus see no sense in it. It may also be that they lack experience in certain areas – creating a marketing plan is very different from operational planning.

- They have too much reliance on their experience.

Some managers might have succeeded with an absence of planning, leading them to think that planning is just a waste of time. They attribute success to their own abilities rather than favourable conditions.

- They lack self-discipline.

Setting and pursuing goals, either personal or organisational requires dedication and discipline. Often, managers need to develop their personal strengths and skills for effective planning in management.

- They lack meaningful objectives and goals.

Sometimes, managers avoid planning because there is no goal that will engage or motivate them to do so. This often happens with companies that operate without any mission statement.

5 Factors to Successful Strategic Planning

If you understand the importance of planning in management and want to grasp all the benefits of this function, consider the following 5 factors that determine the effectiveness of planning.

1. Engagement

Although planning is a managerial function, it should not be done by one person behind a closed door. On the contrary, it is the task of a manager to make planning a collaborative and inclusive process. Make your employees feel engaged in the process of planning, and they will be eager to commit to the plan and take on shared responsibility for its realisation. They might even have innovative ideas you would otherwise have missed.

2. Data, not assumptions

We all hold assumptions about businesses and markets, but they are not necessarily true. Basing your plan on assumptions is a grave mistake that overrides all the advantages of proper planning. It is important to do market research, host focus groups, talk to one's own employees, consult market experts – gain any information that will help to base decisions on data rather than assumptions.

3. Communication

It is important to clearly communicate the desired results and the strategic plan to the employees. Nurture open communication encouraging everyone to give feedback and suggest improvements to the plan. Note that some benefits of planning, such as innovation in particular, depend on how eager employees are to voice their ideas and whether they feel heard and appreciated for giving them.

4. Culture of growth

A true focus on improving efficiency and growth can be maintained only in a culture that values efficiency and growth. Work to create such a culture in your organisation. If you help your employees to learn and develop their skills, appreciate and reward personal achievements, employees will be more willing to commit to ambitious goals and demanding plans.

5. Commitment to change

Effective planning requires letting go of outdated processes, revision of strategies, innovation, hiring and firing. All this means change, which is difficult to manage. Still, to truly benefit from the advantages of planning, a manager should be ready to go beyond the cosmetic changes and face the possible resentment of the team. In this respect, planning in management is a function that requires much courage and commitment.

Concluding Thoughts

Effective strategic planning will help to create a formal yet actionable document guiding priorities and day-to-day activities of your organisation. It requires much knowledge and effort, but the benefits of planning in business management make them fully justified and can eventually allow you to become a better manager. In particular, planning will help you set the right goals, reduce future uncertainties, achieve efficient use of human and material resources, engage employees, and much more.

If you understand the importance of planning, you should be ready to work on your personal qualities, professional skills, and organizational culture to succeed with effective planning. Last but not least, you should be ready to change: you cannot get different results unless you try different approaches.

- **How to organize teams?**

   Team management is the process of leading a group of individuals within an organization to accomplish a project or task with maximum efficiency. Team leaders define the project scope, craft a vision statement, delegate roles and responsibilities to the team, set project goals, and identify deliverables.
   They lay out the project schedule, evaluate the progress toward the goals, and make adjustments — while communicating this to the team so everyone is on the same page and collaborating.
   Managing a team is vital to any organization — without it, an organization won't reach its goals. Without strong direction, teams don't support each other and work toward common goals. There are few steps to be followed:

- **Be an effective communicator**

Communication is the heart of good team management. Bad communicators make bad team managers, without exception. For your team to work effectively, everyone must know their roles, who they report to, what's expected, and they must know when to pivot to another activity. If you communicate poorly, your team will waste time on non-essential or redundant tasks.

Tips for effective communication:

Team managers must do more than simply call a meeting and tell everyone what to do if they want to be effective. These ideas can ensure people are communicating with you and each other:

Invite an open, honest dialog: To foster communication throughout your team, you must welcome honest, constructive feedback, and provide channels for it. Regular meetings, one-on-one sessions, and transparency can ensure a sufficient flow of information to ensure your team runs smoothly.

Use communication tools: Communication tools are available now that didn't exist a decade ago. Slack provides an online space where your team can communicate with each other or with the entire group in real time, and with Google Hangouts, you can have video face-to-face meetings without the need for anyone to be in the room.

- **Prioritize transparency and trust**

  This corollary to strategy number one demands its own section — it's that important. It's difficult to master, because so many things go into building that trust and making yourself transparent. When we say trust, we're talking about more than just trusting you as a leader — we're talking about trust between team members.

  Without it, innovation is absent and everyone is just trying to check boxes to get the bare minimum done and get back to their regular jobs. That doesn't produce successful projects.

  Tips for increasing trust and transparency:

  This is the toughest part of team management, and it's where a lot of projects suffer. However, follow the two suggestions below and you'll increase your chances of success:

  Encourage respect: Trust is the foundation of respect. If members don't feel like their contributions are respected, they won't be effective team members. A good way to build respect is to give each person an opportunity to update the team in team meetings on what they're doing and any pressing issues they need feedback on.

  Work near each other: When working on a project, have everyone on the team work in the same space for the duration if possible. This will boost collaboration and communication.

- **Leverage individual skills**

  This is one of the most important project management steps, especially during project initiation. Instead of just throwing a bunch of employees into a project, explicitly define roles for each of them based on their skills in order to create a comprehensive, cross-functional team. By having each person work in a specific role, you have a better chance of your team performing with maximum efficiency and therefore more likely to achieve your project's goals in less time and with better results.

  Tips for leveraging individual skills:

The temptation is to simply assign random employees for each task, but you're more likely to be successful with a thoughtful and deliberative approach:

Identify their skills: You chose an employee to be a member of a team for a specific reason. Why? What skill do they bring to the table? What role do you think would make them most effective? Spell it out, and then go over it with the employee so they understand what they're bringing to the team and your expectations.
Don't force it: If you have an unfilled role, with no candidate, don't just throw a random employee into it. Round pegs in square holes will only frustrate you, the employee, and the rest of the team. Discuss with your team the best way to tackle the role — maybe splitting it up among members is a better solution.

- **Lead by example**
Leading by inspiring example shows your team how important you consider this project. That doesn't mean you browbeat your employees about keeping up with you, just that you let your actions be an example for them.

  Tips for leading by example:
  Many people want to lead but few want to lead by example — but that's what real leaders do. Here's a couple ways you can do that:

  Do the menial (but important) stuff: Don't delegate all the dirty work to subordinates and stick with the high level stuff. Grabbing a hammer and pounding a few nails shows the team you're fully involved.
  Take responsibility for results: The buck stops with you, no matter who screwed up. If something goes wrong, own it, and explore ways to fix things rather than blaming an employee. Maybe you didn't communicate the task effectively, or perhaps you didn't provide the training that could have avoided this. Either way, you're the leader, and your job is to move the job forward, not create more problems through blame.

- **Use software**
With the project management tools available today and the advanced ways they can keep your team focused and organized, it's essential you use one. Good software enables effective team communication and information centralization, ensuring key data is accessible when team members need it.

  Tips for using software:
  The right software can have a huge impact on your team's success, so choose carefully. Follow these tips when searching for software:

  Look for options with performance tracking features: You need to monitor how your team is doing, and share that data. Look for a software solution that allows you to input the project's goals and track progress toward those goals. This motivates your team and provides encouragement as you get closer to critical milestones.

Look for a cloud-based option: We're on the go more than ever and working from home is becoming much more common. Which means you need cloud-based software so your team can access it from anywhere, including their phones. This can also help you remotely manage your team.

Recruiting and retaining talent

Attracting and retaining top talent has become increasingly challenging over the past few years.

With a limited talent pool in high demand, organizations and companies must affirm their commitment to providing an excellent candidate experience during the hiring process, and deliver on the promise of competitive and exciting benefits once a candidate is hired.

Six Ways To Attract and Retain Top Talent:

1. Offer Competitive Pay

After several years of economic recovery, following the Great Recession of 2008, there have been relatively small increases in salary. However, as the talent pool shrinks, it puts more power into the hands of job seekers, allowing them to request higher paychecks in exchange for their in-demand skills and experience. In order to attract and retain top talent in any given industry, organizations should make efforts to increase job salary when hiring.

2. Provide Unique Benefits

To stand out in the job market, companies must strive to offer more than just higher salaries. Everything from more paid time off, parental leave and gym memberships can be a cost-effective way for companies to contribute to employee satisfaction. By focusing on employee appreciation through special benefits or perks, companies will find more success in attracting and retaining talent.

3. Focus on Diversity

The lack of diversity in industries ranging from IT to finance has been a hot button issue over the last few years. However, those that make a diverse workforce a priority, by being more inclusive in hiring practices and reducing bias in the recruiting process can benefit from creating a more diverse company culture, with employees bringing a wider range of insights and experiences to the table.

4. Recruit via Social Media

Creating a social media recruiting strategy has made communicating with job candidates easier than ever as targeted talent pools can now be tapped by simply searching relevant hashtags or utilizing industry interest groups.

5. Create a Remote Workforce

Working virtually continues to be a growing trend in the United States. In the past two decades, the volume of employees who have worked at least partially by telecommuting has quadrupled and now stands at 37%. This makes it possible to recruit from anywhere in the world, landing the best candidates based on their skills, as opposed to those limited to a specific geographical location. Offering remote work also helps to attract

and retain top talent as well as boost employee satisfaction thanks to an increase in work-life balance.

6. Offer Continuous Learning

Learning shouldn't stop with the on-boarding process. In order to future-proof their jobs, employees must continually develop their skills and knowledge. This employee benefit is one of the best ways to not only attract and retain top talent, but also enables workers to quickly adapt to any changes in their role, advance in their careers, and remain engaged and excited in their roles. Nowadays, it's not only important to attract the talent, to begin with, but continue to offer competitive employee benefits and new growth opportunities to incentivize qualified and trained people to stay at your organization for the long haul.

Delegation of tasks

➢ **Why People Don't Delegate**

To figure out how to delegate properly, it's important to understand why people avoid it. Quite simply, people don't delegate because it takes a lot of up-front effort.

After all, which is easier: designing and writing content for a brochure that promotes a new service you helped spearhead, or having other members of your team do it? You know the content inside and out. You can spew benefit statements in your sleep. It would be relatively straightforward for you to sit down and write it. It would even be fun! The question is, "Would it be a good use of your time?"

While on the surface it's easier to do it yourself than explain the strategy behind the brochure to someone else, there are two key reasons that mean that it's probably better to delegate the task to someone else:

First, if you have the ability to spearhead a new campaign, the chances are that your skills are better used further developing the strategy, and perhaps coming up with other new ideas. By doing the work yourself, you're failing to make the best use of your time. Second, by meaningfully involving other people in the project, you develop those people's skills and abilities. This means that next time a similar project comes along, you can delegate the task with a high degree of confidence that it will be done well, with much less involvement from you.

Delegation allows you to make the best use of your time and skills, and it helps other people in the team grow and develop to reach their full potential in the organization.

➢ **When to Delegate**

Delegation is a win-win when done appropriately, however that does not mean that you can delegate just anything. To determine when delegation is most appropriate there are five key questions you need to ask yourself:

Is there someone else who has (or can be given) the necessary information or expertise to complete the task? Essentially is this a task that someone else can do, or is it critical that you do it yourself?

Does the task provide an opportunity to grow and develop another person's skills?

Is this a task that will recur, in a similar form, in the future?

Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.

Is this a task that I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

Other factors that contribute to the delegability of a task include:

1. The project's timelines/deadlines.
2. How much time is there available to do the job?
3. Is there time to redo the job if it's not done properly the first time?
4. What are the consequences of not completing the job on time?

Your expectations or goals for the project or task(s), including:

1. How important is it that the results are of the highest possible quality?
2. Is an "adequate" result good enough?
3. Would a failure be crucial?
4. How much would failure impact other things?

➢ **To Whom Should You Delegate?**

The factors to consider here include:

1. The experience, knowledge and skills of the individual as they apply to the delegated task.
2. What knowledge, skills and attitude does the person already have?
3. Do you have time and resources to provide any training needed?
4. The individual's preferred work style.
5. How independent is the person?
6. What does he or she want from his or her job?
7. What are his or her long-term goals and interests, and how do these align with the work proposed?
8. The current workload of this person.
9. Does the person have time to take on more work?
10. Will you delegating this task require reshuffling of other responsibilities and workloads?

When you first start to delegate to someone, you may notice that he or she takes longer than you do to complete tasks. This is because you are an expert in the field and the person you have delegated to be still learning. Be patient: if you have

chosen the right person to delegate to, and you are delegating correctly, you will find that he or she quickly becomes competent and reliable.

➢ **How Should You Delegate?**

Use the following principles to delegate successfully:

1. Clearly articulate the desired outcome. Begin with the end in mind and specify the desired results.
2. Clearly identify constraints and boundaries. Where are the lines of authority, responsibility and accountability?
   Should the person:
3. Wait to be told what to do?
4. Ask what to do?
5. Recommend what should be done, and then act
6. Act, and then report results immediately
7. Initiate action, and then report periodically
8. Wherever possible, include people in the delegation process. Empower them to decide what tasks are to be delegated to them and when.
9. Match the amount of responsibility with the amount of authority. Understand that you can delegate some responsibility, however you can't delegate away ultimate accountability. The buck stops with you!
10. Delegate to the lowest possible organizational level. The people who are closest to the work are best suited for the task, because they have the most intimate knowledge of the detail of everyday work. This also increases workplace efficiency, and helps to develop people.
11. Provide adequate support, and be available to answer questions. Ensure the project's success through ongoing communication and monitoring as well as provision of resources and credit.
12. Focus on results. Concern yourself with what is accomplished, rather than detailing how the work should be done: Your way is not necessarily the only or even the best way! Allow the person to control his or her own methods and processes. This facilitates success and trust.
13. Avoid "upward delegation." If there is a problem, don't allow the person to shift responsibility for the task back to you: ask for recommended solutions; and don't simply provide an answer.
14. Build motivation and commitment. Discuss how success will impact financial rewards, future opportunities, informal recognition, and other desirable consequences. Provide recognition where deserved.

➢ Establish and maintain control.
➢ Discuss timelines and deadlines.
➢ Agree on a schedule of checkpoints at which you'll review project progress.

➢ Make adjustments as necessary.
➢ Take time to review all submitted work.

In thoroughly considering these key points prior to and during the delegation process you will find that you delegate more successfully.

➢ **Keeping Control**

Now, once you have worked through the above steps, make sure you brief your team member appropriately. Take time to explain why they were chosen for the job, what's expected from them during the project, the goals you have for the project, all timelines and deadlines and the resources on which they can draw. And agree a schedule for checking-in with progress updates.

Lastly, make sure that the team member knows that you want to know if any problems occur, and that you are available for any questions or guidance needed as the work progresses.

We all know that as managers, we shouldn't micromanage. However, this doesn't mean we must abdicate control altogether: In delegating effectively, we have to find the sometimes-difficult balance between giving enough space for people to use their abilities to best effect, while still monitoring and supporting closely enough to ensure that the job is done correctly and effectively.

Learn to coordinate

There is an African proverb that goes "If you want to go quickly, go alone. If you want to go far, go together."

Fundamental to good teamwork and therefore the success of your team is the ability to coordinate successfully with one another.

This is often easier said than done and it can be traced back to the following three elements:

1. Clear communication

How can you coordinate well with others if they can't understand you?

When speaking keep your language simple and jargon free. Speak slowly and clearly and don't be afraid to ask your audience to confirm that they've understood what you mean. This applies as much to listening as it does to speaking. Learn to listen actively and devote your whole attention to the person speaking. Again, don't be afraid to ask questions for clarification.

2. Understanding each other's personality types

We are all motivated in slightly different ways. In order to get the best out of your colleagues, take time to observe the way they prefer to work. For example, people's approach to time varies considerably. Some like to be given plenty of time up front to complete the task whilst others prefer to work 'under pressure'. If you work with rather than against their natural tendencies then you will find that your working relationship is smoother.

3. Get organized

You need to be organized. It's your responsibility to manage your own workload and ensure that it fits with the overall output of the organization. This also gives you the flexibility to handle problems as and when they arise.

Why is it important?
Poor coordination leads to suboptimal outcomes. You and your organization will suffer. When things go wrong it enables you to get back on track more quickly. It gives you the ability to foresee potential problems and obstacles before they happen.

How do I become better at it?
Here are 6 ways to improve your ability to coordinate with others:

- Learn how to be a clear communicator. Check your team have understood you correctly.

- Learn to be a better listener.

- Learn how to give feedback.

- Learn how to receive feedback.

- Become better at managing deadlines.

- Check-in regularly with your team to find out how they are progressing with their individual tasks.

- **Conflict Management**

Strong conflict management skills are an advantage in most positions, as conflict is virtually impossible to avoid. It is human nature to disagree, and disagreements are healthy when approached correctly. Eliminating conflict entirely would cause its own problems: there would be no diversity of opinion, and no way for us to catch and correct flawed plans and policies. Conflict management, also known as conflict resolution, involves having a workplace that precludes conflict and a management team that successfully handles and resolves workplace issues.

The aim for professionals in the workplace should not be to avoid conflict, but to resolve it in an effective manner. Employees with strong conflict resolution skills are able to effectively handle workplace issues. Communicating clearly, empathetically, and patiently leads to favorable

outcomes and keeps professional relationships strong. Poor communication or interpersonal tension can easily cause simple disagreements to flare up into resentment or worse. Conflicts that are allowed to fester and grow will ultimately diminish productivity and damage staff morale. This is why employers seek employees with the skills to manage and diffuse conflict.

Types of Conflict Management Skills
- o **Communication**

Much unnecessary conflict can be avoided simply with clear, accurate written and verbal communication; a single lost email could lead to failed plans and fingers pointed.
Assumptions about what other people already know, think, or intend can cause resentment or worse. Some people argue just because they want to feel heard.
Simply being a good listener can be enough to inspire trust and resolve hurt feelings.

Examples of good communication skills include:

Quickly Addressing Problems
Understanding Reluctant Participants
Formalizing Agreements
Active Listening
Leadership
Mediating
Meeting with Parties
Modeling Reasonable Dialogue
Negotiating
Nonverbal Communication
Open Dialogue
Suppressing Conflict-Provoking Behaviors
Teaching Positive Behaviors
Written Communication

- o **Emotional Intelligence**

Emotional intelligence is the ability to understand your own feelings and those of others, and to handle those feelings well. People who have high emotional intelligence are good at identifying and meeting the needs of others while taking responsibility for their own needs and feelings.

A few ways they do this are:

Being Adaptable
Being Analytical
Asserting Feelings
Compromising
Showing Curiosity
Forgiving Transgressions
Helping Others
Identifying Triggers

Recognizing Improvements
Setting Ground Rules
Showing Respect
Modifying Behavior
Being Motivated
Being Optimistic
Being Self-Aware
Displaying Self-Regulation

- o **Empathy**

Empathy means feeling what others feel. The ability to see a situation from someone else's viewpoint, and to understand their needs, motivations, and possible misunderstandings, is critical to effective conflict management.

Some people are naturally more empathetic than others, but empathy can be developed.

At its most useful, empathy is augmented by an intellectual understanding of another's situation, since emotional empathy alone can sometimes create complicated scenarios. Empathy is best applied in a work environment when paired with critical thinking, emotional intelligence, and other types of discernment.

Hallmarks of empathy include:

Accountability
Asking for Feedback
Building Trust
Showing Compassion
Embracing Diversity and Inclusion
Giving Constructive Feedback
Handling Difficult People
Managing Emotions
High Emotional Intelligence
Identifying Nonverbal Cues
Recognizing Differences
Understanding Different Viewpoints
Good Interpersonal Skills
Ability to Recognize Problems
Good Self-Control
Ability to Embrace Different Opinions

- o **Creative Problem Solving**

Understanding and communication are all very well and good, but do not help much if you don't have a solution for the underlying problem, whatever that problem may be. Conflict often happens because no one can come up with a workable solution, so resolving the conflict depends on creating a solution. That makes problem-solving an in-demand skill for employers. Examples of problem-solving conflicts in the workplace include:

Conflict Analysis
Brainstorming Solutions
Collaborating
Verbal Communication
Convening Meetings
Creativity
Decision Making
Designating Sanctions
Nonverbal Communication
Problem Solving
Sense of Humor
Goal Integration
Monitoring Compliance
Reconfiguring Relationships
Fair Resolution

- o **More Conflict Management Skills**

Here are additional conflict management skills
Apologizing
Avoiding Punishing
Being Present
Calmness
Impartiality
Intuitiveness
Ability to "Let It Go"
Patience
Positivity
Ability to Prioritize Relationships
Respecting Differences
Separating Yourself
Stress Management
Ability to Take Criticism

b. Self- Management Skills

Self-Management skills help us take control of our actions, through accountability, productivity and motivation. Team members who have these skills theoretically need less 'management' from their boss. Interestingly this applies as much to team management as to personal development. Whether we want to be an A-level employee, an A* student or a successful entrepreneur, we all need self-management skills to achieve our goals. But because, for most of our early years we're constantly guided by teachers, we rarely get to learn these skills, and we almost never think about deliberately improving them.

Self-management includes all the skills that help us control various aspects of our life. This includes the choices we make, our reactions and our ability to prioritize and control our feelings

or thoughts. Deliberate self-management lets us take control of the trajectory of our life. Broadly, we need to think about 2 things - (1) coming up with a plan, and (2) sticking to it. Without these, it's hard to achieve any personal goals. Even if we're not so keen on achieving personal goals, self-management is what all employers will be looking for in new hires. With more companies going remote, people with good self-management skills are more likely to do their job properly without being constantly watched.

1. **Organization**

"Your brain is for having ideas, not for holding them" - David Allen

Organization is the backbone of the rest of our self-management stack.

In practical terms, this usually involves using:

 (1) A calendar

(2) A to do list manager and

(3) A central note-taking app

2. Goal Setting

In the world of productivity nerds, there's a constant raging debate on systems vs goals. The pro-goals agenda talks about the power of setting SMART goals, and how that can help us move towards a better future. The anti-goals brigade talks about how goals are pointless without the systems that help us get there. After all, you don't run a marathon by setting a goal to do so. You run a marathon by signing up to one, training every day, and then showing up to run the race.

Goals are our compass. They help point us in the right direction. Systems help us move forward in the direction that we set with our goal.

3. Time Management

Time is our most valuable non-renewable resource. There are only so many hours in a day and so mastering the self-management skill of time management pretty important if we want to do lots of cool stuff.

4. Stress Management

While stress shows up in different ways for different people, managing stress and being able to move on when something isn't going our way is an important part of living a happy and fulfilled life.

- **Understanding Self Concept**

Self-concept is the image that we have of ourselves. How exactly does this self-image form and change over time? This image develops in a number of ways but is particularly influenced by our interactions with important people in our lives.

Self-concept is how you perceive your behavior, abilities, and unique characteristics.1 For example, beliefs such as "I am a good friend" or "I am a kind person" are part of an overall self-concept.

Self-concept tends to be more malleable when you're younger and still going through the process of self-discovery and identity formation. As you age and learn who you are and what's important to you, these self-perceptions become much more detailed and organized.

At its most basic, self-concept is a collection of beliefs one holds about oneself and the responses of others. It embodies the answer to the question "Who am I?"

Rogers' Three Parts of Self-Concept

Humanist psychologist Carl Rogers believed that your self-concept was made up of three different parts:

- o Ideal self: The person you want to be
- o Self-image: How you see yourself, including attributes like your physical characteristics, personality traits, and social roles
- o Self-esteem: How much you like, accept, or value yourself, which can be impacted by a number of factors including how others see you, how you think you compare to others, and your role in society.

Incongruence and Congruence

As mentioned earlier, your self-concept is not always perfectly aligned with reality. When it is aligned, your self-concept is said to be "congruent." But when there is a mismatch between how you see yourself (your self-image) and who you wish you were (your ideal self), your self-concept is "incongruent." This incongruence can negatively impact your self-esteem. Rogers believed that incongruence has its earliest roots in childhood. When parents place conditions on their affection for their children (only expressing love if children "earn it" through certain behaviors and living up to the parents' expectations), children begin to distort the memories of experiences that leave them feeling unworthy of their parents' love. Unconditional love, on the other hand, helps to foster congruence. Children who experience such love feel no need to continually distort their memories in order to believe that other people will love and accept them as they are.

Other Self-Concept Theories

As with many topics within psychology, a number of other theorists have proposed different ways of thinking about self-concept.

According to social psychologist Henri Tajfel's social identity theory, self-concept is composed of two key parts:

Personal identity: The traits and other characteristics that make you unique

Social identity: Who you are based on your membership in social groups, such as sports teams, religions, political parties, or social class

On the other hand, psychologist Bruce A. Bracken believed self-concept was multidimensional and could be broken down into six independent traits:

Academic: Your success or failure in school

Affect: Your awareness of emotional states

Competence: Your ability to meet basic needs

Family: How well you work in your family unit

Physical: How you feel about your looks, health, physical condition, and overall appearance

Social: Your ability to interact with others

- **Developing Self – Awareness**

Self-awareness involves being aware of different aspects of the self-including traits, behaviors, and feelings. Essentially, it is a psychological state in which oneself becomes the focus of attention Self-awareness is one of the first components of the self-concept to emerge. While self-awareness is something that is central to who you are, it is not something that you are acutely focused on at every moment of every day. Instead, self-awareness becomes woven into the fabric of who you are and emerges at different points depending on the situation and your personality.

People are not born completely self-aware. Yet research has also found that infants do have a rudimentary sense of self-awareness. Infants possess the awareness that they are a separate being from others, which is evidenced by behaviors such as the rooting reflex in which an infant searches for a nipple when something brushes against his or her face. Researchers have also found that even newborns are able to differentiate between self- and non-self-touch.

Types of Self-Awareness

Psychologists often break self-awareness down into two different types, either public or private.

Public Self-Awareness

This type emerges when people are aware of how they appear to others. Public self-awareness often emerges in situations when people are at the center of attention, such as when giving a presentation or talking to a group of friends.

This type of self-awareness often compels people to adhere to social norms. When we are aware that we are being watched and evaluated, we often try to behave in ways that are socially acceptable and desirable.

Public self-awareness can also lead to evaluation anxiety in which people become distressed, anxious, or worried about how they are perceived by others.

Private Self-Awareness

This type happens when people become aware of some aspects of themselves, but only in a private way. For example, seeing your face in the mirror is a type of private self-awareness.

Feeling your stomach lurch when you realize you forgot to study for an important test or feeling your heart flutter when you see someone you are attracted to be also examples of private self-awareness.

Self-Consciousness

Sometimes, people can become overly self-aware and veer into what is known as self-consciousness. Have you ever felt like everyone was watching you, judging your actions, and waiting to see what you will do next? This heightened state of self-awareness can leave you feeling awkward and nervous in some instances.

In a lot of cases, these feelings of self-consciousness are only temporary and arise in situations when we are "in the spotlight." For some people, however, excessive self-consciousness can reflect a chronic condition such as social anxiety disorder.

People who are privately self-conscious have a higher level of private self-awareness, which can be both a good and bad thing.

These people tend to be more aware of their feelings and beliefs, and are therefore more likely to stick to their personal values. However, they are also more likely to suffer from negative health consequences such as increased stress and anxiety.

People who are publicly self-conscious have a higher level of public self-awareness. They tend to think more about how other people view them and are often concerned that other people might be judging them based on their looks or their actions. As a result, these individuals tend to stick to group norms and try to avoid situations in which they might look bad or feel embarrassed.

Self-awareness plays a critical role in how we understand ourselves and how we relate to others and the world. Being self-aware allows you to evaluate yourself in relation to others.

For people who have an extremely high sense of self-awareness, excessive self-consciousness can result. If you feel that you are struggling with a self-consciousness that is having a negative influence on your life, discuss your symptoms with your doctor to learn more about what you can do to cope with these feelings.

- **Self- examination and Self – regulation**

Self-regulation or self-management is the second of the three key areas of personal skills that make up Emotional Intelligence. Self-regulation is concerned with how you control and manage yourself and your emotions, inner resources, and abilities. It also includes your ability to manage your impulses. Self-regulation also includes an element of taking responsibility for your own actions, and ensuring that what you do matches with your personal values.

Five Elements Make Up Self-Regulation

Self-control;

Trustworthiness;

Conscientiousness;

Adaptability; and

Self-Control

Self-control is NOT masking or hiding your emotions but recognizing and controlling them appropriately. This means NOT making rash decisions or over-reacting to a situation but remaining calm and rational. It leads to being able to make balanced decisions based on what is really important, and not just how we feel at the time. People who have good self-control generally remain calm even when stressed. They are able to think clearly under pressure and still make good decisions. Self-control usually manifests itself as the absence of visible emotion.

Trustworthiness and Conscientiousness

Trustworthiness and conscientiousness can be considered as two sides of the same coin, because both are about behaving 'well', in accordance with your personal values and code of ethics. Trustworthiness is your ability to maintain your integrity, which means ensuring that what you do is consistent with your personal values. People who are trustworthy act ethically.

They build trust through their personal actions, and the way that their actions are consistent with their espoused values. They are also prepared to confront unethical actions and take a stand when necessary, even if that stand will be unpopular.

Conscientiousness is taking responsibility for your own personal performance, and making sure that it matches up to your ability and your values.

Daniel Goleman, author of several books on emotional intelligence, says that conscientious people:

Meet their commitments and keep their promises to others;

Take responsibility for setting and then achieving realistic objectives in their life and work; and

Are careful about their work, organizing themselves to make sure that they can achieve it.

Adaptability

Adaptability was defined by Daniel Goleman as being flexible in responding to change.

Change is difficult for many of us to manage. Anyone who has had any close contact with children will recognize that change is unsettling and stressful for small children, and that being able to manage it is very much a learned skill. Without careful control and development of our personal adaptability and resilience, personal change can remain very stressful into adulthood.

However, by understanding what is happening, and developing our ability to manage change, it is possible to greet change as an adventure, rather than as a problem.

Adaptable people, those who have spent time developing their personal ability to manage and respond to change, tend to:

Be able to manage multiple demands on their time and energy, prioritizing effectively, and accepting rapid change when necessary.

Adapt their responses and the way that they operate to fit different situations effectively; and

Be flexible in how they see events, being able to see multiple perspectives.

Innovation

Innovation is being open to novel ideas and approaches.

Daniel Goleman said that innovative people:

Look for new ideas from a wide range of sources;

Are prepared to consider new ways of solving problems, even if that's 'not the way that we've always done it round here';

Generate their own new ideas; and

Are prepared to see things from other perspectives, taking risks in their thinking.