

GGI ASIA-PACIFIC REGIONAL EASYMEET

GOA CONFERENCE

5TH & 6TH July, 2013

EFFECTIVE THINKING

- ▶ THINKING IS A PROCESS, A WAY OF USING OUR MIND. IT IS BASED ON ATTITUDE AND HABIT OF THE MIND.
- ▶ OUR MIND FUNCTIONS THROUGH CREATION OF PATTERNS OUT OF SURROUNDINGS. ONCE PATTERNS ARE FORMED, IT IS EASY TO RECOGNISE THEM, USE THEM AND REACT TO THEM. AS WE SEE PATTERNS, THEY BECOME MORE FIRMLY ESTABLISHED.

EFFECTIVE THINKING

- ▶ PATTERN USING IS AN EFFICIENT WAY OF HANDLING INFORMATION.
- ▶ OUR MIND IS A SELF ORGANIZING, SELF MAXIMISING MEMORY SYSTEM, WHICH IS GOOD AT CREATING PATTERNS. THIS IS THE EFFECTIVENESS OF MIND.
- ▶ LATERAL THINKING IS A BASIC PART OF OUR THINKING PROCESS AND ONE CAN DEVELOP A SKILL TO ADOPT LATERAL THINKING IN A DELIBERATE AND PRACTICAL MANNER.

EFFECTIVE THINKING

- ▶ THINKING IS THE ULTIMATE HUMAN RESOURCE. NO MATTER HOW GOOD WE ARE IN OUR THINKING SKILL, WE ALWAYS WANT TO BE EVEN BETTER.
- ▶ PEOPLE WHO ARE TOTALLY SATISFIED WITH THEIR THINKING SKILLS ARE THE ONES WHO ARE POOR THINKERS, WHO BELIEVE THAT THE PURPOSE OF THINKING IS TO PROVE THEMSELVES RIGHT, TO THEIR OWN SATISFACTION.

EFFECTIVE THINKING

- ▶ MAIN DIFFICULTY IN THINKING IS CONFUSION. EMOTIONS, LOGIC, INFORMATION. HOPE AND CREATIVITY ACT ON OUR THINKING PROWESS, RESULTING INTO MORE CONFUSION.

EFFECTIVE THINKING

THE BIGGEST ENEMY OF THINKING IS COMPLEXITY, AS IT LEADS TO CONFUSION. WHEN THINKING IS CLEAR AND SIMPLE, IT BECOMES ENJOYABLE AND EFFECTIVE.

EFFECTIVE THINKING

TYPES OF THINKING

1. VERTICAL THINKING

2. LATERAL THINKING

EFFECTIVE THINKING

VERTICAL THINKING

- TRADITIONAL TYPE OF THINKING, BASED ON SOUND LOGIC.
- IN VERTICAL THINKING PROCESS, ONE MOVES FORWARD IN SEQUENTIAL STEP, EACH OF WHICH MUST BE JUSTIFIED BY SOUND LOGIC.

EFFECTIVE THINKING

VERTICAL THINKING

Cont ...

- IN VERTICAL THINKING, ONE SELECTS OUT OF INFORMATION, WHAT IS RELEVANT. IT IS SELECTIVE IN NATURE.
- IN VERTICAL THINKING, CONCLUSION IS REACHED THROUGH A SERIES OF VALID STEPS.

EFFECTIVE THINKING

VICTIMS OF VERTICAL THINKING

- ▶ “Object heavier than air can not fly and such effort need not be pursued.” --Simon Newcomb
- ▶ “There is no likelihood of man ever tapping power of atom.” --Robert Millikan

EFFECTIVE THINKING

LATERAL THINKING

- LATERAL THINKING IS UNCONVENTIONAL IN NATURE.
- IT IS BASED ON INSIGHT, CREATIVITY AND HUMOUR.
- IT IS BASED ON RESTRUCTURING OR ESCAPING PATTERNS THAT MIND CREATES AND ON CREATING UNCONVENTIONAL NEW PATTERNS.

EFFECTIVE THINKING

LATERAL THINKING

Cont ...

- CREATIVITY IS TAKEN AS A RESULT, WHILE LATERAL THINKING IS THE PROCESS WHICH YIELDS CREATIVE RESULTS.
- LATERAL THINKING IS CONCERNED WITH GENERATION OF NEW IDEAS.
- IT IS CAUSED WITH BREAKING OUT OF WEB OF OLD IDEAS AND CONCEPTS.

EFFECTIVE THINKING

LATERAL THINKING

- AT TIMES, LATERAL THINKING IS BASED ON INFORMATION, WHICH IS GENERALLY CONSIDERED AS IRRELEVANT TO THE SUBJECT MATTER.

EXAMPLES OF LATERAL THINKING

- “ If birds can fly, why can't I ?”

-Wilbur Wright

- “ In the heart of any calamity lies the seed of opportunity.”

-Kautilya

EFFECTIVE THINKING

- ▶ VERTICAL THINKING AND LATERAL THINKING ARE NOT IN CONFLICT WITH EACH OTHER. NEITHER ARE THEY SUBSTITUTES FOR EACH OTHER. THEY ARE COMPLIMENTARY TO EACH OTHER.
- ▶ LATERAL THINKING ENHANCES THE EFFECTIVENESS OF VERTICAL THINKING. VERTICAL THINKING DEVELOPES IDEAS GENERATED BY LATERAL THINKING.

TYPES OF THINKING SKILLS

1. STRATEGIC THINKING

- ▶ Helps Plan for Future
- ▶ Connects Today with Tomorrow
- ▶ Helps set a course of action

TYPES OF THINKING SKILLS

2. POSITIVE THINKING

- ▶ Based on positive thinking ability
- ▶ Concentrates on positive side of any situation
- ▶ Helps getting around thinking barriers
- ▶ Helps make correct decision

TYPES OF THINKING SKILLS

3. CREATIVE THINKING

- ▶ Provides a new way to look at a problem of future
- ▶ Gets one out of the “same way thinking” rut
- ▶ Looks at solutions from fresh angles

FIVE CREATIVE THINKING PERSONALITIES

1. VISUALISER
2. OBSERVER
3. ALCHEMIST
4. FOOL
5. SAGE

FIVE CREATIVE THINKING PERSONALITIES

THE VISUALISER

- ◆ Visualiser is like a painter, who visualises a scene and puts it on canvass; or like a musician, who has a musical theme in his mind which he converts into a musical score

Famous Visualisers are Bill Gates who created “Windows” platform and Steve Jobs who imagined one PC in every American home

FIVE CREATIVE THINKING PERSONALITIES

THE OBSERVER

- ◆ Observer is a person who notices small things and get big ideas from them.

Akio Morita, President of Sony Corporation observed teenagers carrying heavy stereo equipment from one place to another and came up with Sony Walkman

FIVE CREATIVE THINKING PERSONALITIES

THE ALCHEMIST

- ◆ Alchemist is the person who conceives breakthrough ideas from unrelated fields.

Ancient Japanese warriors got ideas for war strategies from response of animals to perceived dangers.

FIVE CREATIVE THINKING PERSONALITIES

THE FOOL

- ◆ The Fool has powerful creative skills. He has a knack of inverting a problem, gets uncommon perspective to any issue at hand.

Development of Tetrapack is a perfect example of a Fool in operation

FIVE CREATIVE THINKING PERSONALITIES

THE SAGE

- ◆ Sage is a person who can convert complicated data into meaningful information with perfect ease.

Albert Einstein is the perfect example of a Sage

TYPES OF THINKING SKILL

4. CRITICAL THINKING

Every one thinks. But there are some who think better than others. Their thinking is insightful, sophisticated and profound.

They are Critical Thinkers.

CRITICAL THINKING

Critical Thinkers are those who develop a knowledgeable understanding of complex world, a thoughtful perspective on important ideas and timely issues, the capacity for penetrating insight and intelligent judgment and sophisticated thinking.

CRITICAL THINKING

Critical Thinking Abilities and Attitudes are :

- Carefully analyzing and evaluating benefits to develop most accurate beliefs
- Viewing situations from different perspectives to develop in-depth understanding
- Supporting views with reasons and evidence to arrive at well substantiated conclusions
- Synthesizing information into informed conclusions
- Thinking clearly to avoid wrong perceptions

CRITICAL THINKING

Qualities of Critical Thinkers

- Open Mind
- Knowledgeable
- Mentally Active
- Curious
- Independent Thinkers
- Skilled Debaters
- Insightful
- Self Aware
- Passionate
- Creative

Design Thinking

Analytical and creative thinking is necessary but not sufficient for optimal business performance. The history of successful business enterprises has shown that their performance is the result of perfect interplay between analytical & creative thinking designed by what is called design thinking.

Design Thinking

Design thinking is based on unanalyzed flash of insight based on intuitive thinking, which is the art of knowing without reasoning. This is the basis of originality and invention and leads to long term business advantage.

Design Thinking

A vast majority of organizations cling stubbornly, to their past successful strategies & ignore opportunities to become more efficient in delivering values which they are currently delivering.

On the other hand, design thinking organizations reap the benefits of efficiency as it pushes activities through the knowledge funnel and frees up time and capital to tackle the next knowledge advancement challenge.

Knowledge Funnel



Analytical
Thinking

The diagram features three overlapping bell-shaped curves on a dark blue background. The leftmost curve is labeled 'Analytical Thinking'. The rightmost curve is labeled 'Intuitive Thinking'. A third curve, labeled 'Design Thinking', is positioned between the other two, overlapping both. The curves are drawn with a light blue line.

Intuitive
Thinking

Design
Thinking

Design Thinking

History of successful organizations has identified three specific steps taken by them to incorporate design thinking in their operations.

1. Deep & holistic understanding about the customer and consumer.
2. Visualization of new possibilities, prototyping and refining.
3. Designing & applying new processes & systems within the organization to convert a new idea into reality & profitable operation.

However, it must be recognized that Design Thinking can create value in areas far removed from marketing and product development.

EFFECTIVE THINKING

SIX THINKING HATS METHOD SIMPLIFIES THINKING BY ALLOWING THINKER TO DEAL WITH ONE ISSUE AT A TIME. IT ALSO ALLOWS A SWITCH IN THINKING.

EFFECTIVE THINKING

SIX THINKING HATS

WHITE HAT : IT IS NEUTRAL AND OBJECTIVE. IT IS CONCERNED WITH OBJECTIVE FACTS AND FIGURES.

RED HAT : SUGGESTS EMOTIONS SUCH AS ANGER, RAGE. IT PROVIDES EMOTIONAL VIEW OF THE MATTER UNDER CONSIDERATION.

EFFECTIVE THINKING

SIX THINKING HATS

BLACK HAT : IT IS SERIOUS AND SOMBER. IT SUGGESTS CAUTION AND CAREFULNESS. IT POINTS OUT WEAKNESSES IN AN IDEA.

YELLOW HAT: IT SHOWS OPTIMISM, HOPE, POSITIVE THINKING.

EFFECTIVE THINKING

SIX THINKING HATS

GREEN HAT : IT REPRESENTS CREATIVITY, NEW IDEAS. IT INDICATES FERTILE GROWTH.

BLUE HAT : IT IS COOL. IT IS CONCERNED WITH CONTROL, USE OF THINKING AS A PROCESS. IT TAKES AN OVERALL VIEW.

EFFECTIVE THINKING

WHITE HAT THINKING

IT IS ABOUT INFORMATION

- ▶ *WHAT INFORMATION DO WE HAVE?*
- ▶ *WHAT INFORMATION DO WE NEED?*
- ▶ *WHAT INFORMATION IS MISSING?*
- ▶ *WHAT QUESTIONS DO WE NEED TO ASK?*
- ▶ *HOW ARE WE GOING TO GET THE INFORMATION WE NEED?*

EFFECTIVE THINKING

WHITE HAT THINKING

Cont ...

IS IT A FACT OR LIKELYHOOD?

IS IT A FACT OR A BELIEF?

ARE THERE OTHER FACTS WE DO NOT KNOW ABOUT?

WHITE HAT THINKING IS A DISCIPLINE AND A DIRECTION. IT STRIVES TO BE MORE NEUTRAL AND MORE OBJECTIVE.

EFFECTIVE THINKING

RED HAT THINKING

- RED HAT GIVES YOU AN OPPORTUNITY TO EXPRESS FEELINGS, EMOTIONS AND INTUITION.
- EMOTIONS, FEELINGS, HUNCHES AND INTUITIONS ARE STRONG AND REAL. IF THESE ARE NOT ACKNOWLEDGED, THEY LURK IN THE BACKGROUND AND AFFECT THINKING IN A HIDDEN MANNER.

EFFECTIVE THINKING

RED HAT THINKING

Cont ...

- EMOTIONS GIVE RELEVANCE TO OUR THINKING AND FIT OUR THINKING TO OUR NEEDS AND CONTEXT.

EFFECTIVE THINKING

RED HAT THINKING

Cont ...

- **THERE ARE THREE POINTS AT WHICH EMOTIONS CAN AFFECT THINKING :**
 - ▶ *EMOTIONS SUCH AS FEAR, ANGER, HATRED, SUSPICION, LOVE, JEALOUSY - COLOUR OUR PERCEPTION.*
 - ▶ *EMOTIONS CAN BE TRIGGERED BY INITIAL PERCEPTION.*
 - ▶ *SINCE DECISIONS ARE VALUE BASED, WE REACT EMOTIONALLY TO VALUES AND THAT AFFECT OUR THINKING.*

EFFECTIVE THINKING

BLACK HAT THINKING

- BLACK HAT IS THE HAT OF CAUTION, FOR BEING CAREFUL. IT STOPS US DOING THINGS WHICH ARE ILLEGAL, UNPROFITABLE AND DANGEROUS.
- BLACK HAT IS THE BASIS OF CRITICAL THINKING. IT POINTS OUT WHAT DOES NOT FIT OUR STRATEGIES, VALUES AND POLICIES.

EFFECTIVE THINKING

BLACK HAT THINKING

Cont ...

- ***BLACK HAT THINKING CONSIDERS FOLLOWING QUESTIONS :***
 - ▶ *WHAT WILL HAPPEN IF WE TAKE THIS ACTION?*
 - ▶ *HOW WILL PEOPLE REACT?*
 - ▶ *HOW WILL COMPETITION REACT?*
 - ▶ *WHAT CAN GO WRONG?*
 - ▶ *WHAT ARE THE POTENTIAL PROBLEMS?*
 - ▶ *WILL IT BE PROFITABLE?*
 - ▶ *WILL IT BE ACCEPTABLE?*

EFFECTIVE THINKING

YELLOW HAT THINKING

- YELLOW HAT THINKING IS CONCERNED WITH THE VISION.
- YELLOW HAT THINKING SETS OUT SEEKING BENEFITS IN A SITUATION OR ACTION.
- IT IS LOGICAL, JUDGEMENTAL AND NOT BASED ON FANTASY.

EFFECTIVE THINKING

YELLOW HAT THINKING

Cont ...

- CONSTRUCTIVE THINKING FITS UNDER THE YELLOW HAT, AS ALL CONSTRUCTIVE THINKING IS POSITIVE IN ATTITUDE.
- YELLOW HAT PROVIDES POSITIVE ASSESSMENT AS BLACK HAT PROVIDES NEGATIVE ASSESSMENT.

EFFECTIVE THINKING

YELLOW HAT THINKING

Cont ...

- IT REPRESENTS POSITIVE THINKING AND A DESIRE TO MAKE THINGS HAPPEN.
- THE EMPHASIS OF YELLOW HAT THINKING IS ON EXPLORATION AND POSITIVE SPECULATION.

EFFECTIVE THINKING

YELLOW HAT THINKING

Cont ...

- YELLOW HAT THINKING SETS OUT TO FIND OUT POSSIBLE BENEFITS. THESE BENEFITS NEED TO BE WHETTED BEFORE JUSTIFICATION. THIS STRENGTHENS OUR MOVE TOWARDS SOLUTION. THIS LOGICAL SUPPORT IS AVAILABLE ONLY UNDER THE YELLOW HAT.

EFFECTIVE THINKING

YELLOW HAT THINKING

Cont ...

- SPECULATIVE ASPECTS OF YELLOW HAT THINKING IS PURE OPPORTUNITY THINKING. IT STARTS OFF WITH THE BEST POSSIBLE SCENARIO.
- YELLOW HAT THINKING IS INVOLVED WITH BRINGING THINGS ABOUT. IT REPRESENTS EXECUTION OF IDEAS.

EFFECTIVE THINKING

YELLOW HAT THINKING

Cont ...

- BLACK HAT CAN PINPOINT FAULTS. YELLOW HAT THINKS OF CORRECTING FAULTS AND DEFINE AN OPPORTUNITY.

EFFECTIVE THINKING

YELLOW HAT THINKING

Cont ...

- **YELLOW HAT THINKING IS USEFUL FOR :**
 - ▶ *GENERATING PROPOSALS.*
 - ▶ *POSITIVE ASSESSMENT OF PROPOSALS.*
 - ▶ *DEVELOPING OR BUILDING UP OF A PROPOSAL.*

EFFECTIVE THINKING

GREEN HAT THINKING

- GREEN HAT IS THE ENERGY HAT. IT IS THE CREATIVE HAT.
- GREEN HAT DEVELOPS NEW IDEAS, OPTIONS AND ALTERNATIVES.
- IMPORTANCE OF GREEN HAT IS THAT IT DEVELOPS POSSIBILITIES. WITHOUT POSSIBILITIES, PROGRESS IS NOT POSSIBLE.

EFFECTIVE THINKING

GREEN HAT THINKING

Cont ...

- GREEN HAT ALLOWS US TO ESCAPE OLD IDEAS. IT PROVIDES ROOM TO CHANGE.
- GREEN HAT PROVOCATES OUR THINKING WITH NEW IDEAS. WITH PROVOCATION COMES MOVEMENT.
- GREEN HAT IS CONCERNED WITH QUALITY OF DECISION MAKING, AS GENERATION OF ALTERNATIVES IS ESSENTIAL FOR APPROPRIATE DECISION MAKING.

EFFECTIVE THINKING

BLUE HAT THINKING

- BLUE HAT THINKING IS ABOUT THE OVERVIEW OF THE ENTIRE THINKING PROCESS.
- BLUE HAT IS FOR ORGANIZATION AND MANAGEMENT OF THINKING.
- BLUE HAT REPRESENTS PROCESS CONTROL.
- BLUE HAT SETS THE THINKING STRATEGY.

EFFECTIVE THINKING

BLUE HAT THINKING

Cont ...

- BLUE HAT ALLOWS FOCUS TO BE SPELLED OUT IN A DEFINITE MANNER.
- A MAJOR ELEMENT OF BLUE HAT THINKING IS TO DESIGN SOFTWARE FOR THINKING ABOUT A PARTICULAR MATTER.
- BLUE HAT CUSTOMISES THINKING TO FIT A SITUATION LIKE A CARPENTER PLANS HOW TO MAKE A TABLE.

EFFECTIVE THINKING

BLUE HAT THINKING

Cont ...

- BLUE HAT HAS THE ROLE OF A FACILITATOR.
- BLUE HAT SIGNIFIES DETACHMENT, COOL AND CONTROL.
- BLUE HAT THINKING IS ABOUT FOCUS. THE DIFFERENCE BETWEEN GOOD THINKER AND POOR THINKER LIES IN THE ABILITY TO DEVELOP FOCUS.

EFFECTIVE THINKING

BLUE HAT THINKING

Cont ...

- BLUE HAT THINKING IS RESPONSIBLE FOR OVERVIEWING, SUMMARIZING AND CONCLUDING THINKING ON ANY MATTER.
- BLUE HAT THINKER IS A CHOREOGRAPHER AS WELL AS A CRITIC.

EFFECTIVE THINKING

BLUE HAT THINKING

Cont ...

- BLUE HAT THINKING IS NOT DRIVING A CAR, BUT WATCHING THE DRIVER DRIVE THE CAR, ROUTE BEING TAKEN AND MAKING COMMENTS ON WHAT IS OBSERVED.

*IF YOU THINK YOU ARE BEATEN, YOU ARE. IF YOU
THINK YOU DARE NOT, YOU DON'T. IF YOU LIKE TO
WIN, BUT YOU THINK YOU CAN'T, IT IS ALMOST
CERTAIN YOU WON'T.*

*IF YOU THINK YOU'LL LOSE, YOU'RE LOST. FOR, OUT
OF THE WORLD WE FIND SUCCESS BEGINS WITH A
FELLOW'S WILL. IT'S ALL THE STATE OF MIND.*

*IF YOU THINK YOU ARE OUTCLASSED, YOU ARE.
YOU'VE GOT TO THINK HIGH TO RISE. YOU'VE GOT TO
BE SURE OF YOURSELF BEFORE YOU CAN EVER WIN
A PRIZE.*

*LIFE'S BATTLES DON'T ALWAYS GO TO THE
STRONGER OR FASTER MAN. BUT SOON OR LATE THE
MAN WHO WINS, IS THE MAN
WHO THINKS HE CAN !*

ART OF LEADERSHIP

LEADERSHIP

“LEADERSHIP IS ABOUT TAKING PEOPLE
WHERE THEY HAVE NEVER DARED TO GO”

Fr. William Cunningham

LEADERSHIP

“IT IS NOT LEADERSHIP TILL YOU SOMEHOW TOUCH PEOPLE IN A WAY THAT MAKES THEM WANT TO CONTRIBUTE TO THE MAXIMUM.”

RALPH LARSEN

CEO

Johnson & Johnson

LEADERSHIP

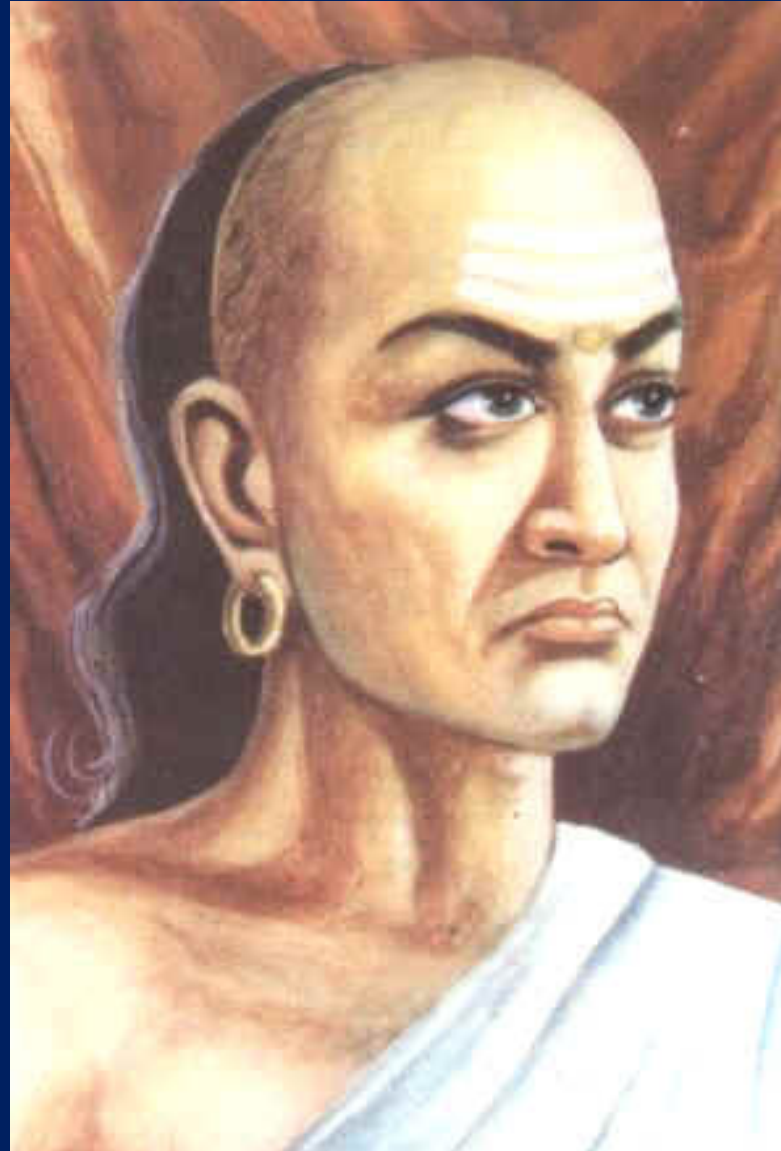
“AT THE CORE, BECOMING A LEADER IS THE
NEED ALWAYS TO CONNECT ONE’S VOICE TO
ONE’S TOUCH.”

MAX De PREE

CEO

Herman Miller Inc.

ARTHASHASTRA



ARTHASHASTRA

Leadership Essentials

VISION



PRABHU SHAKI

MISSION



MANTRA SHAKTI

MOTIVATION



UTSAH SHAKTI

ARTHASHASTRA

Leadership Essentials

DHARMA



ETHICS

NYAYA



JUSTICE

ARTHASHASTRA

Pearls of Wisdom from Arthashastra

LEADERSHIP

- **A great leader shows ability to make decision and act boldly in the face of setbacks and adversity**
- **Power goes to the person who uses it most effectively**
- **Leaders are sensitive to and are aware of the needs, feelings and motivation of those they lead**

ARTHASHASTRA

Pearls of Wisdom from Arthashastra

LEADERSHIP

- **Foundation of leadership consists of honesty, truthfulness and straight dealing**
- **Leaders develop ability to predict and anticipate the future**
- **Self discipline is the most important personal quality of a leader**

LEADERSHIP

Cont ...

- LEADERS MAKE THINGS HAPPEN. THEY SHAPE THE CULTURE AND USE APPROPRIATE MANAGEMENT APPROACH.
- LEADERS MANAGE THROUGH TIMES OF CHANGE. THEY DETERMINE THE DIRECTION & MOVE ORGANISATIONS FROM WHERE THEY ARE TO WHERE THEY NEED TO BE.

LEADERSHIP

- LEADERS ARE REVOLUTIONARIES. THEY FACE REALITY AND TAKE APPROPRIATE RESPONSE. THEY ALSO ENCOURAGE OTHERS AND MOBILISE THEM TO RESPOND CORRECTLY.
- GREAT LEADERS ARE GREAT TEACHERS. THEY ACCOMPLISH THEIR GOALS THROUGH THE PEOPLE THEY TEACH. THEY TEACH OTHERS TO BE LEADERS, NOT FOLLOWERS.

ROLE MODEL

Role Model is the one who possesses the qualities one would like to have.

Role Model is the person who influences others in a way that makes others want to be like him / her.

ROLE MODEL

MODELLING

- **Heart of leadership is to become a Role Model in the organization**
- **It is learning to establish a balance between character and competence**
- **Questionable character and true leadership do not go together**

ROLE MODEL

MODELLING QUESTIONS

- Who would follow me?
- Do I walk the talk?
- Am I trustworthy?
- Do I take responsibility?

PATTERNS OF ROLE MODELING

- ▶ VISIONARY
- ▶ INSPIRING
- ▶ STIMULATING
- ▶ COACHING
- ▶ TEAM BUILDING

PERSONAL QUALITIES OF LEADERS

- ▶ Intelligence
- ▶ Physical Energy
- ▶ Friendliness
- ▶ Communication Ability
- ▶ Knowledge
- ▶ Ability to Safeguard Group Interest
- ▶ Ability to Reward and Punish

LEADERSHIP

- CHARACTERISTICS OF A LEADER

BUSINESS LITERACY

- *KNOWLEDGE & FEEL OF BUSINESS*

PEOPLE SKILLS

- *MOTIVATION TO BRING THE BEST OUT OF PEOPLE*

CONCEPTUAL SKILLS

- *CAPACITY TO THINK SYSTEMATICALLY, CREATIVELY*

TRACK RECORD

- *PAST EXPERIENCE*

TASTE

- *ABILITY TO PICK THE RIGHT PEOPLE*
- *LET THE PEOPLE HAVE LIMELIGHT*

TRUST

The Critical Element in Managerial Skills

1. Trust begins with you. You must be as responsive to your team as you are to the boss

TRUST

The Critical Element in Managerial Skills

- 2. Effective Communication, Goal Attainment & Service Attainment are possible only in an atmosphere of Trust**

TRUST

The Critical Element in Managerial Skills

3. Twelve Steps to Build and Boost Trust in Teams

- ◆ Create Time for Face To Face Contact
- ◆ Set Clear Goals and Expectations
- ◆ Make Others' Work Visible
- ◆ Provide Ongoing & Objective Feedback
- ◆ Showcase Team Members' Competence
- ◆ Foster Cultural Understanding

TRUST

The Critical Element in Managerial Skills

3. Twelve Steps to Build and Boost Trust in Teams

- ◆ Walk The Talk
- ◆ Create Opportunities to Share Ideas
- ◆ Be Consistent
- ◆ Delegate Appropriately
- ◆ Encourage Mutually Serving Intentions
- ◆ Establish Boundaries

MANAGERIAL SKILLS FROM LEADERSHIP LESSONS

- 1. Have absolute focus**
- 2. Set up values and live by them**
- 3. Be honest and upfront**
- 4. Keep in touch with details**
- 5. If you want your team to respect you, respect them first**
- 6. Treat others how you expect to be treated yourself**

MANAGERIAL SKILLS FROM LEADERSHIP LESSONS

- 7. Challenge but never criticize**
- 8. Leading by fear is a disaster**
- 9. Make it clear what you are doing and why you are doing it**
- 10. To get the best out of people, lead from the front. If you are there, visible and seen working hard, others will follow immediately**
- 11. Nurture, educate and coach your team members and they will deliver**

MANAGERIAL SKILLS FROM LEADERSHIP

LESSONS

- 12. Leader should show his competence and prove he can be trusted by walking the talk**
- 13. Credibility is slow to build and quick to evaporate**
- 14. Leader should have the ability to inspire team members, be with them in difficult times and bring out the best in them by instilling confidence in them**
- 15. To get the best out of people, leader has to interact with them. Otherwise he will never get the best out of them**

MANAGERIAL SKILLS FROM LEADERSHIP

LESSONS

- 16. Encourage every one to speak up. No one has dumb ideas. It is just that some ideas are better than others.**
- 17. Talk to your team members regularly, but above all, listen to them**
- 18. You can achieve very little on your own. A leader is only as good as people he gathers around him**
- 19. Your team members are the most important assets you have. Give them opportunities to grow**

MANAGERIAL SKILLS FROM LEADERSHIP

LESSONS

- 20. A leader should be aware of and understand the emotional ups and down of his team**
- 21. Effective leaders do not dominate and intimidate. They share credit with their team**
- 22. Effective leaders always set up 360 deg. feedback for their teams by getting comments from colleagues and customers and share it openly with the team members for improving performance**
- 23. When things go wrong, take responsibility and help will be available instantaneously**
- 24. Persistence, patience & speed are the keys to success. Never, never give up**

BUSINESS ACUMEN

“ Business Acumen is the ability of managers to imagine future and to influence the evolution of the industry accordingly.”

Prof. C. K. Prahalad

BUSINESS ACUMEN

- “Business Acumen is the art of linking insightful assessment of external business landscape, with keen awareness of how profitability can be achieved, & executing strategy to deliver desirable result.”

Prof. Ram Charan

COMMUNICATION SKILL

Clear communication requires that all people involved are using the *same language* and understand the *same terms* and everyone is thinking in the *same direction*. To confirm it, it is necessary to ask either a clarifying question or a probing question.

Clarifying questions such as ***What specifically do you mean by that ?*** or ***How exactly you would like that to be done ?*** helps you meet the expectations of others as well as help others clarify their own thoughts.

Great Communication Skills

Best business leaders can effectively explain business fundamentals, strategy, alternatives and a course of action in ways that tap employees, sense of commitment & initiative to deliver results.

TEN GOLDEN RULES OF AZIM PREMJI

- 1. DARE TO DREAM AND SLOG TO TRANSFORM THEM INTO REALITY.**
- 2. DEFINE YOUR MISSION EARLY AND DO NOT COMPROMISE FOR ANY REASON.**
- 3. NEVER LOSE YOUR ZEST AND CURIOSITY FOR LEARNING. YOU MAY BE QUICKLY OUTDATED.**
- 4. ALWAYS STRIVE FOR EXCELLENCE. JUST BEING GOOD IS NO LONGER ENOUGH.**

TEN GOLDEN RULES OF AZIM PREMJI

Cont ...

5. BUILD SELF CONFIDENCE. REMEMBER, NO ONE CAN MAKE YOU FEEL INFERIOR WITHOUT YOUR CONSENT.
6. LEARN TO WORK IN TEAMS. CHALLENGES AHEAD ARE TOO COMPLEX FOR AN INDIVIDUAL TO FACE THEM ALONE.
7. TAKE CARE OF YOURSELF ALONG WITH ALERTNESS, PHYSICAL FITNESS IS ESSENTIAL.

TEN GOLDEN RULES OF AZIM PREMJI

- 8. PERSEVERE. IT MAKES MIRACLES HAPPEN.**
- 9. HAVE A BROADER SOCIAL VIEW. ALWAYS KEEP LARGER GOOD OF THE SOCIETY IN MIND.**
- 10. NEVER LET SUCCESS GO TO YOUR HEAD. ACHIEVEMENT DEPENDS ON OTHER FACTORS AND PEOPLE, AND NOT ON YOU ALONE.**

LEADERSHIP EFFECTIVENESS

TASK EFFECTIVENESS

- *KNOWLEDGE*
- *TECHNICAL SKILLS*
- *PRODUCTIVITY SKILLS*
- *EFFICIENCY*

INTERPERSONAL EFFECTIVENESS

- *ATTITUDE*
- *RELATIONSHIP SKILLS*
- *COMMUNICATION SKILLS*



**TEN TRAITS
OF
THE BEST BUSINESS LEADERS**

1. Passion

Having a passion for what you do, a sense of mission that comes from the heart, gives you the energy drive and the enthusiasm that is essential for leading an organisation.

2. Intelligence & Clarity of Thinking

The ability to make complex seem simple is important to lead an organisation to deliver superior results. Good judgment is based on intelligence & clarity of thinking.

3. Great Communication Skills

Best business leaders can effectively explain business fundamentals, strategy, alternatives and a course of action in ways that tap employees, sense of commitment & initiative to deliver results.

4. High Energy Level

Best business leaders have shown their high energy levels by the way they handle physical strain that emerges from the situation they handle, deal with different stakeholders, keep themselves occupied for longer hours with any sign of stress.

5. Egos in Check

Best business leaders avoid temptation of taking credit for every success of their organization. They avoid being in limelight continuously and are humble in their approach and seek help & guidance to better their performance

6. Inner Peace

Most successful leaders appear to be least stressed. This comes out of their inner peace, focus on principles & clarity in thinking.

7. Capitalizing On Formative Early Life Experience

Experiences of the formative early years in life always form a good learning experience. Good business leaders always draw on their learning's from the formative years, as they take these as key lessons for success in life & business.

8. Strong Family Ties

Strong business leaders describe the influence of a parent who made them believe that they can achieve any thing they set their minds to. Family ultimately builds the approach to life for every human being.

9. Positive Attitude

Best business leaders always show a positive attitude. They look at challenges as opportunities & failures as learning experience.

10. Focus On “Doing The Right Things Right”

Right things in business in today's time are :

- Living with integrity & leading with example
- Developing “big idea” or a winning strategy
- Building a great management team
- Inspiring employees to achieve
- Creating flexible, responsive organization
- Reinforcing management on regular basis

THE WINNING COMPETENCIES

“WHAT ARE THOSE FEW THINGS ANY LEADER MUST DO EXCEEDINGLY WELL TO WIN AND CONTINUE TO WIN IN THE DYNAMIC, COMPLEX, UNSTABLE AND CONTINUOUSLY EVOLVING BUSINESS ENVIRONMENT ?”

THE WINNING COMPETENCIES

A study conducted to answer this question led to the identification of Five Winning Competencies, which are Managerial Skills :

1. INSIGHT
2. FOCUS
3. ALIGNMENT
4. EXECUTION
5. RENEWAL

THE WINNING COMPETENCIES

INSIGHT

SUPERIOR ABILITY TO MAKE SENSE OF THE
CHANGING ENVIRONMENT

THE WINNING COMPETENCIES

FOCUS

ABILITY TO TRANSLATE THE INSIGHTS INTO FOCUS TO MAKE THE MOST INTELLIGENT STRATEGIC CHOICES ABOUT WHERE AND HOW TO DEPLOY SCARCE RESOURCES IN SUPPORT OF THE PLAN FOR VICTORY IN THE MARKET PLACE

THE WINNING COMPETENCIES

ALIGNMENT

ABILITY TO ALIGN EVERY ELEMENT OF THE ENTIRE ORGANIZATION- STRUCTURE, SYSTEMS, PROCESSES, SKILLS, MOTIVATION, COMPENSATION, CULTURE & LEADERSHIP BEHIND THE STRATEGIC FOCUS

THE WINNING COMPETENCIES

EXECUTION

ABILITY TO IMPLEMENT STRATEGIES FAST
TO EXPAND AND TO TAKE ADVANTAGE OF
THE NEXT SHIFT IN THE ENVIRONMENT

THE WINNING COMPETENCIES

RENEWAL

ABILITY TO CREATE AN ONGOING CYCLE OF LEARNING, FOCUSING, ALIGNING AND EXECUTING TO WIN CONTINUOUSLY IN THE EVOLVING ENVIRONMENT

SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE

1. BE PROACTIVE
2. BEGIN WITH THE END IN MIND
3. PUT FIRST THINGS FIRST
4. THINK WIN-WIN
5. SEEK FIRST TO UNDERSTAND
AND THEN BE UNDERSTOOD
6. SYNERGIZE
7. SHARPEN THE SAW