

Public Speaking
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Lecture: 46
Leadership Skills_ Part II

Welcome back to NPTEL online certification course on Public Speaking in the previous lecture we had started leadership skills and this lecture is also a continuation of the same but here in this lecture we shall talk about one very important leadership style and also its related skills so that you can have a thorough idea or a complete idea of leadership skills. My dear friends, you by now might have understood what is leadership and who is a leader but here we can take one observation by Sorensen and Epps.

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Leadership Skills

"A leader is a forceful and dynamic personality who really leads from the front; an architect and implementer of strategy; a mediator in conflict situations; an integrator who assures the climate of the organization; a person able to motivate, subordinate and who, by persuasion, compulsion or example to others, succeeds in getting others to follow the leader's wishes."
– Sorenson & Epps

LEADERSHIP

- ✓ Inspire People
- ✓ Empower People
- ✓ Shared Vision
- ✓ Lead Change

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who say that ‘a leader is a forceful and dynamic personality’. I mean, the focus is on personality and you remember that we have had a lecture on personality. So, “a leader is a forceful and dynamic personality who really leads from the front; an architect and implementer of strategy; a mediator in conflict situations; an integrator who assures the climate of the organization; a person able to motivate, subordinate and who by persuasion, compulsion or example to others, succeeds in getting others to follow the leaders wishes.”

Now if you can go back and think you will find that every public speaker has got these abilities---- to motivate, to persuade, and to get others to follow what the speaker wants. Now, leadership can also be understood as or leaders can be said to be people who inspire,

who empower, who share vision and who lead change. So, as public speakers you, too, can allow these things and say to it that you are able to inspire.

You are able to empower people with a sort of knowledge that you are sharing and with your vision and ideas which you are sharing that perhaps can lead to a sort of change. Now you might be thinking that what sort of change can leadership bring. Now, imagine you are working in an organization or in an institution, then naturally, from time to time you are also expected to adopt leadership.

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The slide is titled "Leadership and Change". It features a quote by Mark Twain: "The only person who likes change is a baby with a wet diaper." Below this, it lists reasons for the need for change: overcoming challenges, changing global markets, need for innovation, and market pressure. It also lists the leader's role in change management: envisioning positive change, helping followers cope with stress, emphasizing opportunities, and utilizing change for growth. A second quote by John Maynard Keynes states: "The difficulty lies not so much in developing new ideas as in escaping from the old ones." The slide includes a Swayam logo and a page number '3' at the bottom.

Leadership and Change

"The only person who likes change is a baby with a wet diaper."
-Mark Twain

The reasons behind an imperative need for a meaningful and sustainable change in an organization are:

- To overcome the challenges faced by the organization in terms of growth or decline
- The changing global markets and trends or technologies
- The need for innovation and development
- The pressure of competing with the market rivals

Leader's role in change management:

- To envision a positive change
- To enable the followers to cope up with the confusion, stress, chaos and insecurities associated with the change during implementation of the change
- To emphasize upon the opportunities, growth, excitement and adventure of the new vision
- To utilize the change to benefit the growth and development of the organization

"The difficulty lies not so much in developing new ideas as in escaping from the old ones."
- John Maynard Keynes

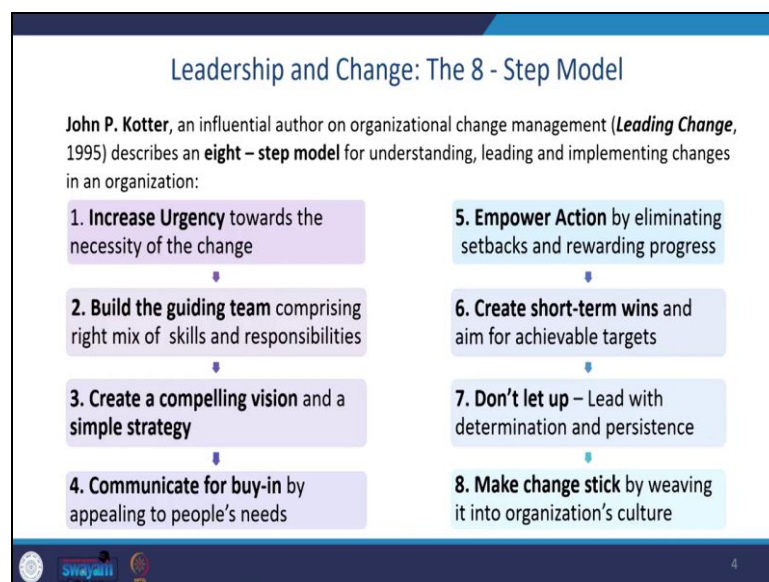
Now the reasons behind the need for a meaningful and sustainable change in an organization are to overcome the challenges, to change Global markets and trends, technologies and ultimately you want to bring a sort of innovation for development. And who can deny the fact that a leader also is to compete with other rivals in the market. Here is one very beautiful quote by Mark Twain who in a very humorous way says---“ The only person who likes change is a baby with a wet diaper.”

What is the implication? The implication is that when you are in a crisis, in a critical situation, you actually want a sort of change. As public speaker also, when you feel that you are trapped in a very difficult situation, you actually try to bring a sort of change and we have already talked about how you can bring that---- either through digression or through effective citations. Now, because we are discussing leadership, naturally there are certain things that will overlap but here we are talking about the change management by a leader in an organization.

So, what sort of change? The change has to be positive, the change should allow the followers to cope up with the confusion, stress, chaos meaning thereby, overcoming crisis. There can be from time to time opportunities for growth excitement and adventure of new visions and that only a go-getter or a person who is leading from the front can go forward to. A leader can also enable or to bring the change to benefit the growth and development of the organization.

Now here John Maynard Keynes says---“ The difficulty lies not so, much in developing new ideas as in escaping from the old ones.” There has been from time to time when there are critical moments it is not only because of the way you want to develop new ideas but also you actually want to get rid of or escape from the old ones.

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Now we shall talk about the eight step model which actually has been proposed by John P Kotter, who is an influential author and a leader of change management. So, in one of his creations entitled *Leading Change* he describes eight step model for understanding leading and bringing changes. Now the very first is increased urgency towards the necessity of change increase urgency. I mean, one has to understand the need of the hour one has to understand the urgency another step is build the guiding team.

And one has to build the guiding team by right mix of skills and responsibilities. The third is to create a compelling vision. My dear friends, what we are today and what we will be after 10 years from now. So, that only a visionary leader can think of and this vision has to be

compelled in the followers too and not only by simply saying but by creating in them, instilling in them a desire and that also through simple strategy.

Now like every effective speaker, an effective leader also has to be an expert, an exquisite communicator. He has to persuade his followers and through the communication and communication for what? To buy in by appealing to the need of the people why do we need this. Why do we need this vision this actually has to be persuaded and then another step is empower action. Empower action by eliminating setbacks from time to time you can come across certain obstacles.

And as a leader what you have to do you have to eliminate those setbacks or shortcomings and you also must ensure that your followers are rewarded. It is also mandatory to bring in short term wins and aim for achievable targets. This is only because when you win for the first time it actually boosts a sort of confidence within you. As a public speaker also those who are novices and once they have made a successful presentation or speech or have been triumphant in some other situations naturally his confidence is also boosted.

And another step in this regard is one never should let up or leave once you always try to lead with a sort of determination and persistence. Because one has to bring a sort of change and make change stick by weaving it, by tailoring it into the organizational culture. How can all these be realized.

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For that let us try to understand in depth the basics model the basics model we will see what this Basics models are and then who actually proposed this? Daryl Plecas, Colette Squires and Len Garis in their book *The Essentials of Leadership in Government* actually outline the basics model and for that Basics model you will find that every letter I mean all of these have been in capitals BASICS, fine.

So, all these letters they actually represent some or the other quality of a leader. So, how we can go for that? So, the very first one is behaviour, for every leader for everyone who tries to bring a change by persuading people, he should first have a right behaviour. He should actually try to behave with his followers in the fashion that she himself wants. Then aspirations, let all your followers aspire. Let all your followers dream for something new let there be an aspiration let there be a goal and the goal cannot be achieved if we do not have the skills. Let our followers also have a sort of skills, fine?

So many skills in the previous lecture also we talked about. So, some skills here also we shall see what other skills are required and then one also should have informational commitments if one is always hungry after knowledge. If one always wants a sort of innovation naturally he has to be a seeker of knowledge and then not only the communication commitments fine not only the communication commitments.

But he should also aim at having a sort of commitment which also can ensure sustainability. My dear friends, do not think only for today think also for tomorrow one should never think that one has to live only today. Rather we also have to think for the future generation and this is possible only when we think of sustainability, only when we think of what we are leaving for the upcoming generations. So, these all attributes are actually inherent in the basics model.




So, one also has to think that what are the other behavioural attributes associated with this BASICS model. The test of a good leadership is to do what I had said, you remember to do the right thing not as a manager doing right thing, rather to do the right thing, and right thing when at the right time for the right reason and also in the right way.

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The BASICS Model: Behavioural Attributes

The test of good leadership is to do the right thing, at the right time, for the right reason, in the right way. The BASICS model recommends the following behaviours for good leadership:

- ❑ **Visionary:** Possess a sense of vision – a compelling vision of future and strategic opportunities. Visualize the path to bring the vision to life.
- ❑ **Collaborative:** Motivate people to combine their talents, efforts, insights and enthusiasm to work together. Healthy collaboration upholds shared commitments and stimulates effective action.
- ❑ **Innovative:** Encourage innovative skills and creativity to stimulate exploratory solutions to problems.
- ❑ **Courageous:** Be bold pioneers to undertake risks, challenge conventions and experiment thinking out-of-the box to find better ways of doing things.
- ❑ **Empathetic:** Lead with compassion, empathy, respect and concern for the well-being and success of subordinates and colleagues.




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Now this Basics model recommends certain behavioural skills what are they a leader has to be Visionary, fine. You should always look into the seeds of time he should also look towards the future, fine, a compelling vision of future is required he should also aim for collaborative efforts collaborative projects. He should actually try to motivate people to bring forward their talents, insights and enthusiasm to work together.

If we allow a sort of healthy collaboration that can actually result in proper way, bringing proper commitments and it can also stimulate or drive effective action. Then a leader has to be innovative, I mean, one also should have Innovative skills and should also allow his followers to have these Innovative skills and creativity. So, that these two when combined can result in bringing the desired results and solutions in case there is a critical situation.

A leader has to be courageous, courageous to the extent that he can at times take risks challenge conventions and experiment thinking out of the box, fine. In order to find better ways of doing things and then what is actually at most essentially is a leader has to be empathetic. Now you remember that while we are discussing speeches while we are discussing other public speaking situations.

What we had told you is that as a speaker you also need to be empathetic. One should always try to ensure compassion empathy respect and concern for the well-being and success of one's colleagues one's followers once listeners and also once audience members. For this one needs to have a positive attitude, fine? A strong leadership requires optimism and commitment I mean followers look to you as a sort of inspiration and ideal.

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Positive Attitude
Strong leadership requires optimism and commitment to pursue the vision

Trustworthiness
"Leaders can no longer trust in power; instead, they rely on the power of trust."
- Charles Green

Integrity
It involves keeping one's commitments, consistency of behaviour & accepting the responsibility of one's behaviour

"Anyone can steer the ship, but it takes a leader to chart the course." – John C. Maxwell

Confidence
➤ Developed by self-competence
➤ Optimistic belief in one's capabilities
➤ Boldness to undertake challenging tasks

Focus and Clarity
➤ Focus attention, energy & resources on priorities
➤ Provide clarity of direction and workflow & resolve ambiguities

Discipline
➤ Consistent self-discipline as well as organizational discipline
➤ Well-organized, a sense of self-control, determination and will-power

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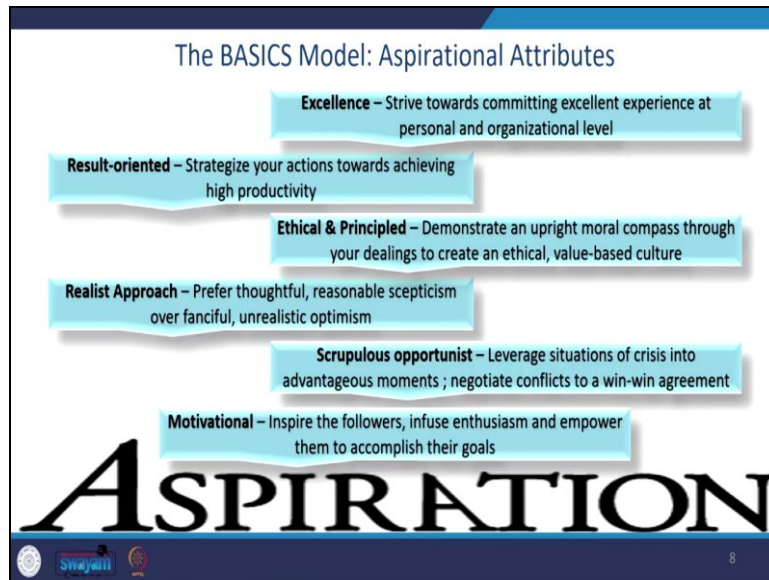
And you too in return should have a sort of trust in them leaders can no longer trust in power instead they rely on the power of trust says Charles Green. And as a leader even as a public speaker as well even one who wants to bring change one has to maintain a sort of integrity. Now what do I mean by integrity meaning thereby are you able to keep your commitments are you also able to keep your behaviour consistent and are you also ready to accept the responsibility of the behaviour of your people.

If you can stand by your people in times of need in crisis, then perhaps you actually maintain a sort of integrity and you are empathetic. Have confidence not only in yourself but you also should have the confidence to the level that you are bold enough to undertake challenging tasks. A leader should also have a focus which is very clear a focus that is determined because unless and until you have a focused attention energy and resources on priorities you cannot ensure a proper leadership.

A leader who has actually from time to time to instruct to direct he must provide his followers with the clarity of direction and also try to resolve conflicts ambiguities and what is also important is a sort of discipline not only self-discipline. I mean, if the leader is not self-disciplined, how can he expect his followers to be disciplined. One has to be well organized and one should have a sense of self-control determination and willpower. John Maxwell says—"Anyone can steer the ship but it takes a leader to chart the course."

Everyone can steer the ship but unless and until somebody shows you the path somebody tells you the route you cannot chart the course my dear friend. Now we had been talking about aspiration. So, what are these aspirational attitudes everyone as a human being wants to excel.

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So, as a leader also one should actually try to strive towards bringing excellence by commitment not only at the personal level but also at the organizational level. And another aspirational attribute is to be result- oriented. I mean, we set a deadline we also have a sort of timeline and by which time but then we should actually be result oriented we should try our level best that our action towards achieving high productivity and that also in time is materialized.

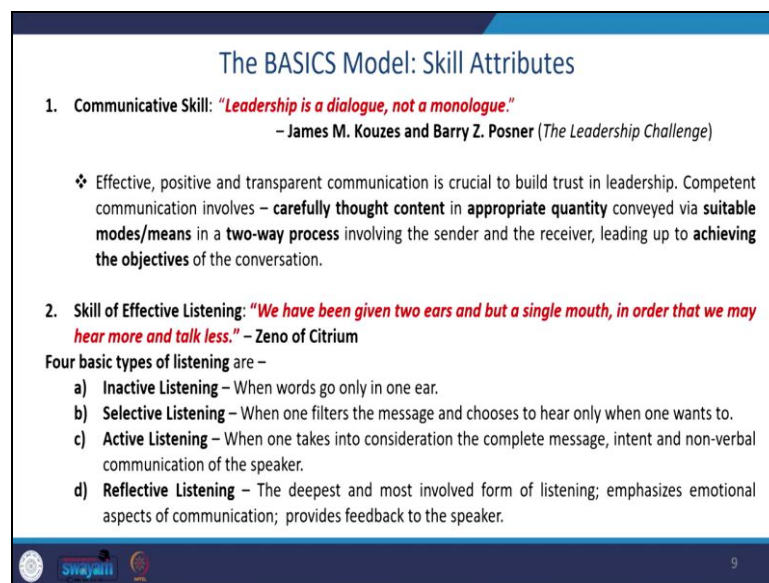
Then a leader should also follow high ethicals, and also maintain the standards of high ethicality and principles if a leader does not purchase a moral uprightness he cannot Inspire his followers. So, as a leader you should every now and then try to instil in them a sort of uprightness which is based on values which is best on a sort of culture which is based on a sort of ethics.

My dear friends, even though we say that a leader has to be visionary and as a visionary you set goals, you also have dreams but say to it that you follow a realistic approach. What do I mean by realistic approach? I mean, when you have a vision say to it that whether the vision can be completed in the given time one has to prefer reasonable scepticism over fanciful and unrealistic optimism.

I mean most of the leaders try to take something better out of the opportunities but one should not be only called an opportunist rather one should say that one brings his rational and one is scrupulous fine. One should be able to follow a lead during situations of crisis or he should have the ability to convert the crisis into a sort of optimism by negotiating conflicts in a manner that we have discussed in the negotiation where we talked off that one should always try to see that there is a win-win situation.

And ultimately a leader should motivate it should be motivational he should inspire the followers creating them a sort of enthusiasm and empower them to accomplish their goals. Now in order to achieve all these; what sort of skills are needed. These are actually the models that we had been discussing but in order to convert all these into action we actually require some skills.

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The BASICS Model: Skill Attributes

- 1. Communicative Skill: "Leadership is a dialogue, not a monologue."**
– James M. Kouzes and Barry Z. Posner (*The Leadership Challenge*)

❖ Effective, positive and transparent communication is crucial to build trust in leadership. Competent communication involves – **carefully thought content** in **appropriate quantity** conveyed via **suitable modes/means** in a **two-way process** involving the sender and the receiver, leading up to **achieving the objectives** of the conversation.
- 2. Skill of Effective Listening: "We have been given two ears and but a single mouth, in order that we may hear more and talk less."** – Zeno of Citrium
Four basic types of listening are –
 - a) Inactive Listening** – When words go only in one ear.
 - b) Selective Listening** – When one filters the message and chooses to hear only when one wants to.
 - c) Active Listening** – When one takes into consideration the complete message, intent and non-verbal communication of the speaker.
 - d) Reflective Listening** – The deepest and most involved form of listening; emphasizes emotional aspects of communication; provides feedback to the speaker.

Which sort of skills the very first is communicative ability or communicative skills. My dear friends , we have already discussed in many lectures that in order are to bring home our point either in a public speaking situation or in a leadership role, one needs to be a very good communicator because as James M Kouzese and Barry Z Jed Posner in the leadership challenge say leadership is actually a dialogue and not a monologue.

The meaning is clear that you actually need to create a sort of two-way interaction not believing only in your abilities rather trying to create in others also a desire. I mean the desire has to be accommodative. Effective positive and transparent communication is actually

crucial to build trust in leadership and for that we require a sort of content that is carefully drafted appropriate quantity which can be conveyed through suitable modes and it should always be two- way it cannot be one way.

You can neither be a good speaker if you are simply speaking to yourself nor be a good leader if you think yourself simply to have a sort of vision rather in order to achieve the objectives one has to follow a sort of interpersonal interactive communication. And moreover, a leader should also be a very good listener I mean, we do not require a sort of leader who simply believes in a sort of authority a leader should also listen to what the followers have to say.

As Zeno of Citrium says----“ We have been given two ears but a single mouth, why and the explanation is in order that we may hear more and talk less.” But what happens in most of the situations we find that we simply talk more and hear less we have already discussed in the lecture on listening that proper listening does not take place is not it. We hear but we do not listen, is not it my dear friends? So, what we should aim at----- is we should actually be a very good listener.

In order to become a good listener, we will find and we can also from time to time in several situations we find that on many occasions our audience members become inactive listener they simply hear but they do not listen. And again, here we are reminded of having two ears but a single mouth fine. Selective listening when you try to filter the message and choose to hear what you really love to then it is selective listening.

One actually has to have a sort of active listening when you can take the entire message to into consideration not only verbally but also non-verbally and then reflective listening. What you have listened, fine. So, the deepest and most involved form of listening through which you emphasize on emotional aspects of communication and you try to provide feedback to the speaker. So, a leader must have very good communication abilities he also must be a very good listener.

A leader should also have the ability to resolve a sort of conflict. One should always try to have a sort of skill through which one can resolve differences resolve conflicts.

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3. **Conflict Resolution Skill:** Since diversity and differences are an inevitable dimension of all human interactions, the skill to effectively resolve conflicting situations become crucial to leadership.

"Peace is not the absence of conflict, it is the ability to handle conflict by peaceful means."
– Ronald Reagan

Tips to Manage Conflict positively:

- Pick your battles:** Be mindful to decide whether the issue of conflict is worth your time and energy.
- Prioritise conflict resolution** over the issue of winning or being right.
- Separate the problem from the person** – attack the issues, do not be in dispute with the person.
- Listen** to get informed as well as to connect to other person's position.
- Be open to ideas** and explore solutions together.
- If consensus seems unattainable, **choose to agree to disagree**, disengage and move on.

Conflict Communication Strategies	
Win-Win	Win-Lose/Lose-lose
Clarifying questions	Accusations
Alternative solutions	Complaints
Statement of fact	Exaggeration
Logic	Aggression
Humour	Sarcasm
Deliberated responses	Hasty replies
Issues	Personalities
Diplomacy	Insults

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Since diversity and differences are inevitable dimensions of all human interactions, the skill to effectively resolve conflicting conditions become very crucial. Now here you can apply the strategies of negotiation, fine. During conflict situations because we have already talked of how you can bring a sort of win-win situation not only by clarifying questions, by having some back-up plan, alternative solutions making use of your logic humour and being very diplomatic.

But what happens is most of the time we follow the other way around. We, at times, start accusing, complaining, exaggerating making sarcastic remarks and bringing humiliations. So, all these are not going to work even in the case of a leader. So, there are certain tips that can bring a sort of positivity. One must always see to it that one is mindful to decide whether the issue of conflict is worth your time and energy.

Once you never think that this is not my cup of tea. Why should I pick your battles I mean one should be ready to resolve conflict prioritize conflict resolution over the issue of winning or being right? Sometimes if you feel that you are not winning, but there is a win-lose situation you can you should admit that as well. At times it so happens you can come across as a leader that you do not like a person but your dislike of the person should not dislike the problem.

So, separate the problem from the person and listen to get informed as well as to connect wants to be open-minded and one should always see to it to choose to agree to disagree disengage and move on what is the meaning? The meaning is that there are times when you

will have turbulent conditions but all you need to do is---- you need to move on, my dear friend. These are some more skills which we have already discussed negotiation problem solving strategic thinking and organizational skills.

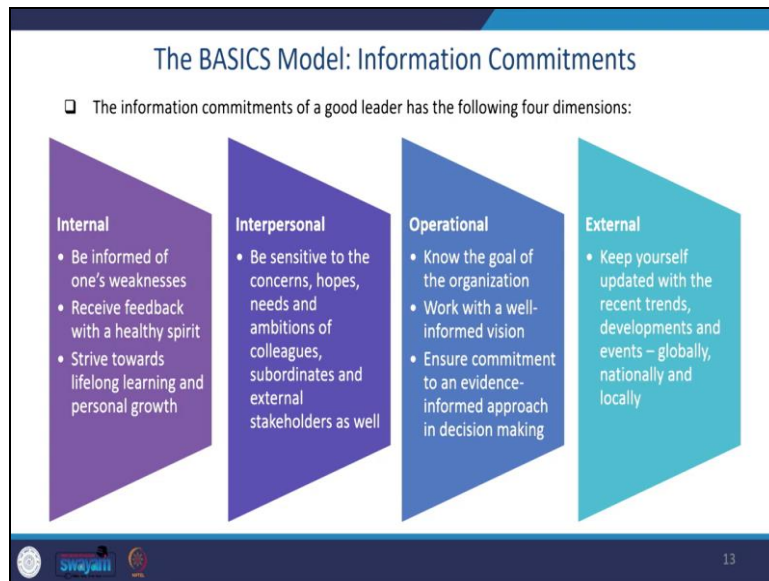
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The slide is titled "The BASICS Model: Skill Attributes (contd.)". It contains two bullet points at the top. The first bullet point is "Decision Making Skill – *“Nothing is more difficult, and therefore more precious, than to be able to decide.” – Napoléon I*". The second bullet point is "The four leadership approaches to Decision-making are as follows:". Below this, there are four colored boxes, each with a circular icon to its left, connected by a vertical line. The boxes are: 1. Red box: "Decide – The leader makes the decision guided by his/her expertise and knowledge and announces it to the group". 2. Green box: "Consult (either individually or in a group meeting)– Decision is arrived at after consulting the group members". 3. Purple box: "Facilitate – The leader acts as a facilitator – defines the problem to the group with the objective to arrive at a concurrence". 4. Blue box: "Delegate – The leader encourages the group to identify the problem and decide on the solution on its own, without any direct role played by him/her". At the bottom left of the slide, there are logos for "Swayam" and "SWAYAM". At the bottom right, the number "12" is displayed.

So, this we can skip. Now one thing that is very important of a leader is that he should have a sort of decision making skill. And you know as Napoleon I says--- “Nothing is more difficult and therefore more precious than to be able to decide”. So, decision making is very challenging. So, in order to come to a decision one must fine follow are these four approaches the one is that to decide as a leader you have to decide fine and when you decide you announce it to your group members cancel to them fine do not decide only based on your choice but only after consultation as a leader you are a facilitator my dear friend.

So, Define the problem to the group and if the need be delicate. Leaders who have simply been authoritarian they have not been very effective in all sorts of conditions and situations. So, the need today is to delegate my dear friends. Now there are some information commitments also it can at times be internal. So, if it is internal, you know the weaknesses fine and you can take a thorough view of the entire problem.

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It can be interpersonal, I mean, when you are talking to each other or to other group members then operational I mean you need to understand the goal of the organization and then external where you need to understand what is happening in the outside world and what you are going to do in order to bring a change or an innovation.

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Communicating gratitude and appreciation to the team members is very much important. The communication has to be transparent active listening which we have been saying that it is mandatory and then please see that you share information.

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The BASICS Model: Sustainability Commitments

"A sustainable leader is someone who inspires and supports action towards a better world."
– Visser & Courtice

Environmental Responsibility

- Manage material resources taking care of the effect of one's actions on the environment

Empowering People

- Show commitment towards training, mentoring and supporting the team members towards their personal growth and development

Workplace Health and Wellness

- Ensure health and safety of the employees
- Build a wellness culture at the workplace

Culture of Respect and Dignity

- Make certain that the subordinates feel valued, respected and listened to

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There are some sustainability commitments also. We have already talked about that a sustainable leader is one who inspires and supports action towards a better world meaning thereby thinking about the future. How environmental responsibility is also your part of responsibility--- how you can bring a sort of workplace health and wellness and how you must allow the culture of respect and dignity in the organization or in the group that you are working.

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The four manifestations of leadership

Centred Leader

The leader who is centred and grounded in the here and now, demonstrates authenticity and integrity and has a clear sense of purpose.

Results Leader

The leader who produces results, gets things done, and sustains commitment throughout a process of initiation, delivery and completion.

Relationship Leader

The leader who fosters relationships, creates community, and cultivates collaboration to release the potential of individuals and groups.

Visionary Leader

The leader who envisions possibilities, applies creative foresight to generate options and be a pioneer, and evokes an enthusiastic following through the inspirational communication of a vision.

"A leader is one who sees more than others see, who sees farther than others see and who sees before others do." – Leroy Eims

"Leadership is the capacity to translate vision into reality." – Warren Bennis


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Now these are four manifestations of leadership, this we have already discussed you can read all these at your own disposal by different one thing that I want to make very clear here for all those people who are thinking of becoming a leader that ‘be a leader but do not be a boss’. Now what I mean by boss leadership is that simply you believe that the goal is to be served fine.

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Boss Leadership Versus Enabler Leadership

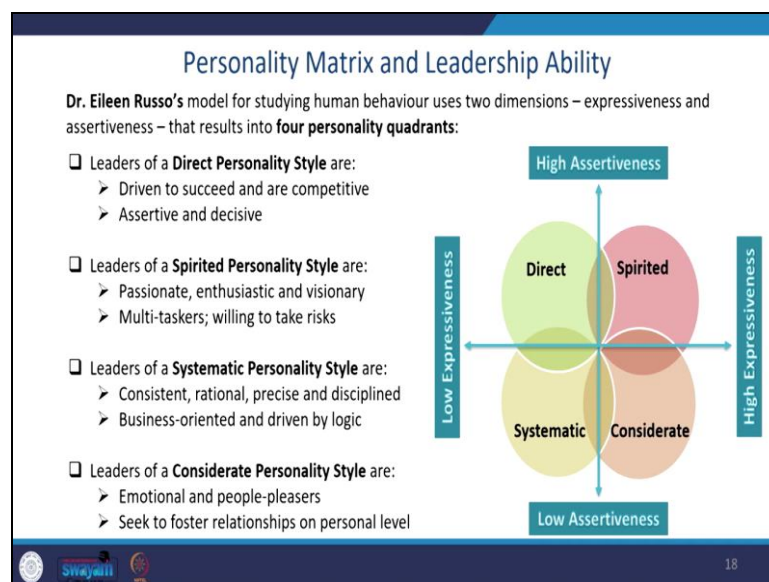
Boss Leadership	Enabler Leadership
✓ Goal is to be served	○ Goal is to help others grow to their fullest potential
✓ Co-workers are treated as subordinates	○ Co-workers are treated as team members
✓ Uses power and authority to influence	○ Influences by inspiring respect and admiration from followers
✓ Accountable only to superiors	○ Accountable to the entire team/organization
✓ Gives responsibility	○ Feels responsible
✓ Inspires fear	○ Generates enthusiasm
✓ Shuns constructive criticism; takes the credit for results	○ Welcomes input and feedback; Shares the credit for results



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I mean when you become a hard task master, fine you simply use your power and authority and you are saying your own superiority. You give the responsibility but then at the same time you are inspiring fear. Whereas you need to understand that you are enabling leadership. By enabling leadership, we mean others should also grow all the co-workers should grow and one has to feel responsible and one should also feel that everyone is responsible and welcome are the input and the feedback.

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My dear friends we are actually living in a new age fine in order to prove yourself as an accomplished and successful leader you actually are to follow a sort of personality style will not spend too much time on personality because there has been a separate lecture and

personality but then all sorts of successful leaders are expected to have as according to Dr Ellen Russo's model there are four quadrants.

And all these four quadrants actually aim at having high assertiveness high expressiveness low assertiveness and low expressiveness. So, leaders of a direct personality style are competitive leaders of a spirited personality style are very much passionate and enthusiastic a systematic personality style are consistent and leaders of a considerate personality style are emotional and though and people pleaser or satisfying our people.

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Role of Leader in the Development of a Team		
Stage	Characteristics	Leader's Role
Forming	Members disclose information about themselves in the polite but tentative interactions. They explore the purposes of the group and gather information about each other's interests, skills and personal tendencies.	<ul style="list-style-type: none"> ✓ Establish clear objectives ✓ Assign defining roles ✓ State team purpose
Storming	Disagreements about procedures and purposes surface, so criticism and conflict increase. Much of the conflict stems from the challenges between members who are seeking to increase their status and control the group.	<ul style="list-style-type: none"> ✓ Establish procedure and policies ✓ Identify and address conflicts
Norming	Once the group agrees on its goal, procedures, leadership, norms and roles, social relationships develop that increase the group's stability and cohesiveness.	<ul style="list-style-type: none"> ✓ Encourage team-building ✓ Motivate team members towards positive contribution
Performing	The group focuses its energies and attention on its goals, displaying higher rates of task orientation, decision making and problem solving.	<ul style="list-style-type: none"> ✓ Delegate responsibility to team members
Adjourning	The group prepares to disband by completing its tasks, reduces levels of dependency among members, and dealing with any unresolved issues.	<ul style="list-style-type: none"> ✓ Celebrate success of team ✓ Solicit lessons learned

Bruce Tuckman's Model: "Developmental Sequence in small Group". *Psychological Bulletin*, 63, 384-399 (1965)

Now in order to develop yourself as an effective leader there are four stages which I might have somewhere or the other in one of the lectures I might have talked about Bruce Stockman's model where he says that when you are going to formulate a team you may come across four situations forming storming, norming, performing and adjoining forming is when you are formulating naturally you will find that the interaction is there but then while trying to do.

So, you will find that your information gathering and you are establishing clear objectives. Storming naturally there will be a sort of opposition criticism conflict, norming situation will novelize and then performing when you allow the group to focus on energies and attention and finally adjoining where when everything has been done fine. So, you disband by completing the task and you are celebrating the success of your team.

Before we come to wind up the stock let me also tell you that John C Maxwell provides some laws of leadership where he says that there can be some laws which can be followed while exercising leadership.

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Laws of Leadership by John C. Maxwell	
The Law of Influence	The true measure of leadership is influence
The Law of Process	Leadership develops daily, not in a day
The Law of Sacrifice	A leader must give up to go up
The Law of Solid Ground	Trust is the foundation of leadership
The Law of Magnetism	Who you are is who you attract
The Law of Connection	Leaders touch a heart, before they ask for a hand
The Law of Buy-in	People buy into the leader, then the vision

The law of influence that is already in all sorts of public speaking situation also the law of process, the law of sacrifice, the law of solid ground, the law of magnetism, the law of connection and the law of by in meaning thereby inspiring others instilling others. My dear friends, we are in a new age I mean 21st century where there has been a lot of changes and in 21st century you find that when you are trying to establish a sort of leadership you need to remember certain things the very first thing is organizational culture.

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Leadership in a New Age	
❖ Organizational Culture	
❖ People	
❖ Systems	
❖ Information	
❖ Style	
❖ Job Design	
	<p>"If the 1980s were about quality, and the 1990s were about reengineering, then the 2000s will be about velocity, about how quickly business itself will be transacted." -Bill Gates</p>

In earlier days, things were internalized and a procedures were followed but now in the 21st century the organization has got a flat structure and it has become customer friendly, and innovation is the mantra. As regards people in earlier days we used to find that instructions came from top to the down and there was actually a long-term concern and logic was the main reasoning but in today's world we find that we allow in every unit to be leaders everyone is a leader fine and knowledge is preferred, fine.

And there is a sort of collaboration as regards system earlier we had a bureaucratic one but. Now we have a system where multiple performances are preferred and then everyone has to be accountable and delivery is actually the mantra. As regards information the information used to be very much controlled in earlier days and it was confined to paper but now we are living in a digital age my dear friend everything has been digitalized and that is why we believe in a sort of real- time approach and then we are more candid and leadership also is expected to be very candid.

Now when we talk about all these and we talk about style it actually varies from one job to another but the leadership today is to have a sort of teamwork have a sort of coaching and delegating and also the leader today has to entail risks. My dear friends, as Bill Gates had said in the 1980s----“ If the 1980s were about quality and the 1990s were about re-engineering, then the 2000s I mean, the age that we are living in will be about velocity about how quickly business itself will be transacted.”

My dear friends, having discussed leadership strategy as a style, Skills attributes and theories time has come that way should end this talk but before that let me take a quote by Arnold H Glasgow.

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A good leader takes a little more than his share of the blame, a little less than his share of the credit.

- Arnold H. Glasgow

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Leadership

- Vision
- Values
- Empower
- Encourage

Thank You

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who says-----“ A good leader takes a little more than his share of the blame a little less than his share of the credit.” My dear friends, if every leader applies this I think world will become a paradise. What happens at times is--- when things go wrong we start blame game but as Glasgow says that a good leader takes a little more than a share of the blame, he actually takes the blame on himself and a little less then he said of the credit he takes less air and he says it is actually the team work it is actually collaborative.

And a collaborative work requires conviction, commitment and cordiality and I think the sort of leaders that we come across in the present age actually prefer vision, values and they see to it that the followers are also empowered and encouraged. And I think you also will be empowered after this lecture you will feel encouraged to take up leadership roles in the days to come and that perhaps will be an asset to your joining this course where you not only are learning public speaking and speaking on different occasions but you are also inheriting certain qualities of leadership with this I come to the end of this lecture thank you very much. I wish you all a very good day, thank you.