



Management (Short Course)

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Topic 1

Characteristics of Leadership and Management

About Leadership

There are several very strong models for leadership which have been developed after many years of study, and with the help of many companies and their leaders. (See the recommended reading list at the back of this manual for more information.) All of these models share some things in common that we can certainly learn from in our own quest to become the best leaders that we can be. Whether you have “leader” in your job title or you are a leader without a team, developing the characteristics of strong leaders will help you in your work.

First, let’s explore what kind of a leader that you are. In the work done by Paul Hersey and Ken Blanchard on the Situational Leadership II® model, they recognize four leadership styles that tend to resonate with us. As you read about the different styles, think about where your comfort zone is.

Director’s Style

Someone with a director’s style does well with new employees, who seem to easily respond to being told what is expected, having processes and procedures outlined for them, and having someone they can report to or ask questions of regularly. The director’s style is defined by a high emphasis on directing tasks and being able to account for results.

Coach’s Style

Coaches are able to blend supporting people and directing tasks. This is available to a leader when employees understand what is expected, but need some range of support in order to take independent steps and make things happen. A coach’s style has a high degree of involvement in directing tasks, with an equally high emphasis on supporting people.

Supporter’s Style

This style encourages people to come up with solutions and solve problems on their own. It provides them with the support they need in terms of tools and resources. The supporting style shows a low degree of directing tasks and a high emphasis on supporting people.

Delegator’s Style

Delegating means that the delegator holds responsibility for results, but that the work is done by others. We delegate to individuals who have high levels of related skill and the experience it takes to locate their resources and tools. Then they can report to the delegator at defined intervals. This style is one with a low emphasis on directing tasks, and an equally low emphasis on providing people support.

Understanding Your Comfort Zone

We all have a comfort and ease with one style, but there are times when staff performance, our own confidence, or a crisis demands that we behave differently.

When new people join the team, they understandably will need a level of **direction** that can be quite high and will leave little time for supporting people. As they gain skill and confidence, the leader can progress to a **coaching** style where they are still directing tasks but also able to offer additional support. As the employee makes progress, the leader provides more support and less hands-on direction until the direct report has the ability to accept delegated tasks.

This process can be cyclical. For example, a team that you can easily delegate to might go through a significant change or have a new system being implemented. You might have to start again with directing behavior before moving on to coaching, supporting, and then a return to delegating.

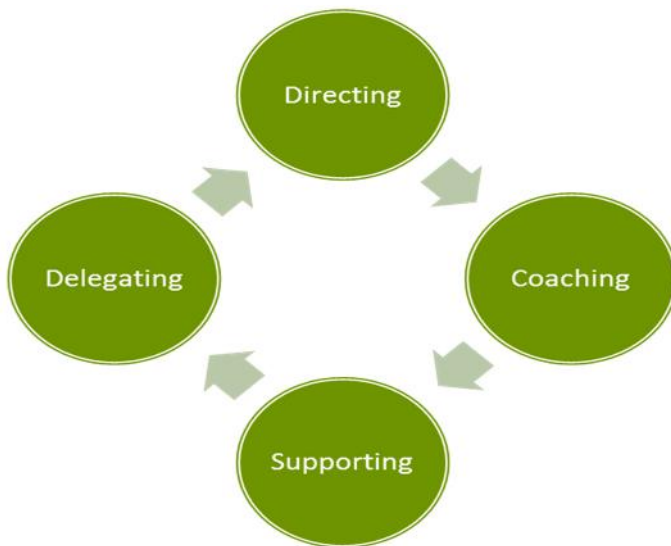


Fig. 1

We also might encounter structures that do not allow us to delegate, which can be a tough job for someone who is a capable and effective delegator.

Managing Performance

When you consider different aspects of leadership, you can learn from the insights of global business leaders and research in order to make your own foray into leadership as effective as possible. One of the areas that many leaders struggle with is **performance management**. We are very good at identifying the things that people do wrong (or the gaps in their performance), but we may not be as good at recognizing their success. For example, if you complete a project and 90% of the work is exceptional, a typical leader will ask why you missed the other 10%.

Instead of looking for gaps and managing performance from a negative perspective, think of our job as leaders as one to help people do more and do better. Empowerment means that leaders make sure that people have what they need to do their work, while still being accountable for what they do. Often, leaders will congratulate themselves when things are going well, and then look for people and outside factors to blame when things are going wrong. This is unfortunate, and a sign of how our egos can stop us from being truly effective.

In Jim Collins' bestseller *Good to Great*, he talks about humility in leaders. Humility allows a leader to realize that it's not about him or her; leadership is about making sure that people have what they need in order to do their best work. Humility is best demonstrated by action – and not the self-serving kind of actions either! Humility is doing what needs to be done without fanfare. It's not demonstrated by updating social networking sites and bragging about the things that you have done.

Servant Leadership

Robert Greenleaf first used the term **servant leadership** in 1970, although the principles have been in use for more than two thousand years. Servant leaders are those who can see a larger picture, and make a commitment to serve their own people. In a traditional organization, employees respond to what their boss needs. Servant leaders, however, know that their role is to help people reach their goals, and they keep the bigger picture in mind. Rather than wanting their own needs met, servant leaders want to make a difference for others, and the outcome is the impact that this approach has on the organization.

While servant leadership has a long history, standard business practice has been to focus on results in terms of profit and put “bosses” in positions of authority and accountability. Servant leadership, however, is about heart. When leaders pay attention to what their people need and engage their hearts as well as their minds, they are able to get a level of commitment that is much higher than in traditionally led organizations. The results can be measured in terms of profit, but also in terms of employee engagement and commitment.

Onboarding and Orientation

Here is one of our favorite success stories.

Ann started a management job a couple of years ago where the welcome was remarkable. Her team had a banner saying “Welcome!” hung up, and there was a vase with daisies on her desk. Her new cell phone was there, all ready to go. Her computer was set up with all the applications she needed. Her new boss even took her out for lunch and answered all her questions, and provided her with insight on the company's culture. Ann was captivated by the place, and felt very good about her decision to accept the job.

But this is not the way many people start a new job. Can you relate to any of these stories?

- No one knew the person was starting on Monday because the boss was off on vacation and had not made any arrangements.
- New members of a road crew showed up and there was no safety gear for them.
- A sales representative started a new job with no computer access, business cards, computer, or phone.
- An organization assigned a buddy for a new staff member to show him the ropes. No one thought of the fact that the buddy doesn't start work until an hour after the new employee was told to.
- A receptionist starts in a veterinary office on Monday. On Wednesday, someone tells her that each Thursday she'll be working from noon to 8:00 p.m. instead of the day shift she was hired for.
- No one has been assigned to show a new employee around the building, which is set up like a labyrinth. Where do they go to the washroom, store their lunch, or report to their supervisor?

These may seem like some extreme examples, but they have all actually happened to people that we know. Imagine how Ann felt on her first day of that job, in contrast to the people in the other examples.

If you are the leader that the new person works for, it is your responsibility to make sure that your new team member is welcomed, and that they feel that they made the right choice in accepting the job offer. Balance your need to get started with the pace that this person can take in what is new: avoid an information dump or negative comments about the orientation process or the company. Your role is to engage the heads and hearts of new people, and to realize the benefits of the decision you made to hire them.

Five Practices

Introduction

James Kouzes and Barry Posner are two other well-known researchers who have done a tremendous amount of work on leadership, and their findings complement Peter Senge's work.

They have identified five practices they feel should be a part of every leader's skill set.

- Challenge the process
- Inspire a shared vision
- Enable other to act
- Model the way
- Encourage the heart of employees

Let's take a quick look at what these mean to us.

Practices One, Two, and Three

Challenge The Process.

Leaders venture out. Leaders don't sit idly by waiting for fate to smile upon them. They seek and accept challenge. Leaders are pioneers who are willing to step out into the unknown. They are willing to take risks, innovate, and experiment to find new and better ways of doing things.

But leaders need not always be the creators or originators of new or different products, services, or processes. These innovations tend to come from customers, vendors, people in the labs, and people on the front lines. The leader's contribution is in recognizing the good ideas, supporting innovation, and challenging the system to get new processes adopted. They know that they are taking a risk, but they proceed anyway. They learn from their failures as well as from their successes.

Inspire A Shared Vision.

Leaders have absolute and total personal belief in their dreams, but in some ways, leaders live their lives backwards. They can see pictures in their mind's eye even before the end is in sight.

Yet if a vision is only seen by the leader, it can't create an organized movement, or a significant change in a company. A person who doesn't have followers is not a leader, and people do not follow until they can accept a vision as their own. Leadership is a dialogue, not a monologue. (Sound familiar? This was the idea behind shared vision in the work by Peter Senge.)

Enable Others To Act.

Leadership is a team effort. Leaders know that nobody does their best if they feel weak, incompetent, or alienated; they know that those who are expected to produce results must feel a sense of ownership. Leaders enable others to act not by hoarding the power they have, but by giving it away. When people have discretion, authority, and information, they are likely to use these resources and their energies to produce extraordinary results. Leadership is a relationship founded on trust and confidence. Without trust and confidence, people don't take risks. Without risks, there's no change. Without change, organizations die.

Managers Vs. Leaders

Leaders can be managers, but all managers are not necessarily leaders. Within your organization, you will find job titles that are associated with leadership roles, and we also have people who are not formally in a management role, but they are certainly leaders. This section will discuss the elements of leaders and managers. Decide what kind of role you fulfill, and consider whether you will further develop your leadership and management skills.

Who are people that you would consider to be great leaders of today?

Who are some leaders in your particular industry, organization, or geographic location?

What qualities make these leaders stand out among their Peers?

Workplaces need people who can **both lead and manage**. Being an authentic, strong, and successful leader is not easy, and we should not expect it to be. Becoming a good athlete, physician, or musician is not easy. While you may see leaders who make the journey look easy, it's important to recognize that they have to work at it.

Often, you will see managers defined as looking after administration, systems, or a particular structure; being accountable; and getting things done correctly. All of these things are absolutely essential in business success. However, the leader is observed as an innovator, a visionary who inspires trust, someone who has a long term view, and someone who is able to empower managers and others to get the work done. When the leader sets a direction and shares a vision, the manager is responsible for implementing it.

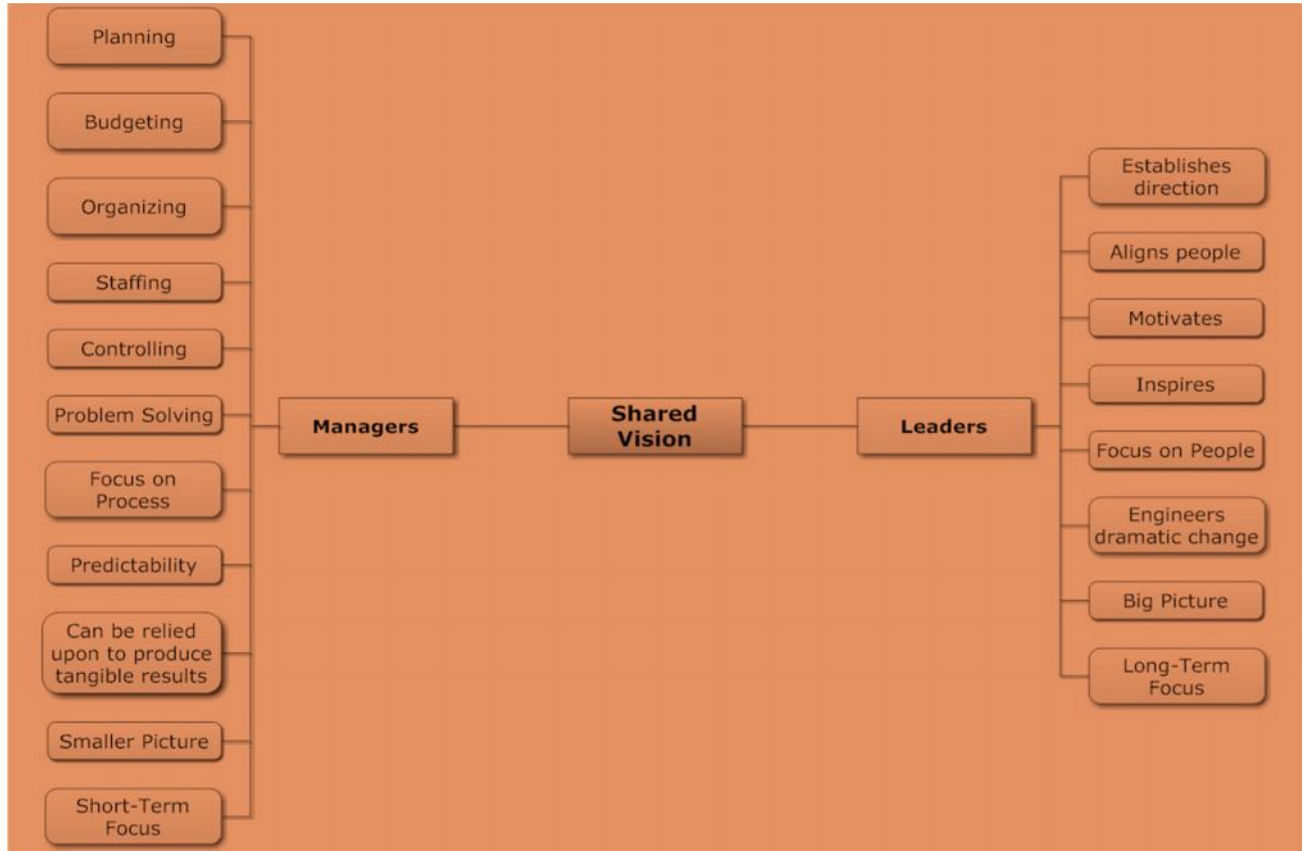


Fig. 2

Perhaps Peter Drucker said it best: “Management is doing things right; leadership is doing the right things.”

Types Of Thinking

Directional Thinking

Directional thinking is the thought process that a person goes through, whether individually or within an organization, that ultimately produces a vision or establishes a direction.

The process consists of two major steps:

- A direction-setting opportunity.
- A direction-setting decision.

A **Direction-Setting Opportunity (DSO)** is an event that occurs in a person’s life. It may be ordinary or it may be extraordinary. But it does present an opportunity to change a particular course of action.

In general there are two types of DSOs: those that occur arbitrarily through forces outside your control and those that are intentional.

A **Direction-Setting Decision** (DSD) occurs when you choose between the existing pattern and a new direction. Once you make a DSD, it will change your course and put you on a road that leads in a different direction.

We can create this new direction by using several different techniques.

Paradigm Shifts

One example of a paradigm shift is the story Stephen Covey told in his book *The Seven Habits of Highly Effective People*. He was on a subway train early one Sunday morning. All was quiet as people read their paper, sipped their coffee, or caught a few more minutes of sleep. At one stop, the quiet was broken as a man and his three small children got on the train. Within minutes the children had disrupted the calm as they jostled people, threw things, and yelled back and forth. The atmosphere was charged with unspoken anger toward this man and his children.

Covey's own resentment grew, and since the father was sitting next to him, Covey brought the children's behavior to the man's attention. The stranger replied, "We just came from the hospital where their mother died about an hour ago. I don't know what to think, and I guess they don't know how to handle it either."

Here is the paradigm shift: people's anger and resentment shifted to sympathy and compassion as the magnitude of what had taken place registered for each individual. People expressed an interest in the children as Covey spoke with their father, and the shattered peace was no longer important.

Mind Mapping

This technique is an example of creative or lateral thinking versus linear thinking. Linear thinking is sequential and orderly. However, this is not always the way our minds work. For example, say you were thinking of starting a garden in your backyard. Your mind might think about these things:

- Lights
- Perennials/annuals
- Soil
- Layout

Write these ideas in a list. Then under or beside "Lights" write what comes into your mind as in: up lighting, motion sensors, etc.

Soon you have a mind map that is anything but sequential, but which can be made sequential when the time comes.

Reframing

Think of how these phrases might be reframed to sound more positive:

Negative	Positive
It's them	
It's a problem	
We don't have enough time	

Reframing an idea or problem can give us a new perspective on it and help us come up with new insights.

Consequential Thinking

Consequential Thinking is the process of identifying the risks associated with a particular action and then considering whether to continue in pursuit of that goal.

No one is immune from risk. Choices create risk. We all live with risk on a daily basis and leaders encounter risks with every decision they make, and every action they pursue. The difference between the risks you take as an individual and the risks you take as a project leader is the number of people who are affected.

In *Managing Risk*, author Vernon L. Grose argues there is no such thing as an accident. He feels that what we call accidents are actually the result of choices. For leaders, the question before proceeding in a certain direction should not be, "How likely is an accident?" but rather, "What are the risks associated with my choices? Which risks can be eliminated? Which risks can be avoided?"

Since your decisions will change things from the way they are to the way you think they should be, consider the process and the outcomes carefully.

Consequential thinking is a logical extension of directional thinking. The greatest enemy to a successful decision is your own impulsiveness. What are some of the ways you can structure your thinking to minimize risk?

Whenever you make a decision, think about its consequences. You can use the Rotary four-way test to help you:

- Is it ethical?
- Is it legal?
- Is it fair and balanced?
- Will it pass a test of public scrutiny?

You can also consider the pros vs. cons and costs vs. benefits of your decision.

Influence Strategies

At the very core of leadership is the ability to influence people. The importance of this ability is reflected in most definitions of leadership.

Consider these quotes:

- Any time you try to influence the behavior of another person, you're engaging in an act of leadership. (Ken Blanchard, in *Leadership and the One-Minute Manager*)
- What leaders do is inspire people, empower them. They pull rather than push. If you want to lead people, the first thing you have to do is get them to buy into shared objectives. (Warren Bennis and Joan Goldsmith in *Learning to Lead*)

There are several things to consider when we talk about influencing others:

- An individual's resistance to change
- Maslow's Hierarchy of Needs
- The types of strategies that manipulate
- The type of strategies that persuade people to change (usually based on principles of fairness and mutual gain)

In *Influence: The Psychology of Persuasion*, Robert Cialdini has identified six influence strategies.

Reciprocity

This refers to an obligation to return what we get. When people remember our birthday, anniversary, or an event we feel obligated to give them or do something of equal value in return.

Commitment

Once we have made a commitment to do something, we feel both internal and external pressure to follow through. For example, if I made a commitment to look after your pet goldfish for the weekend, I would feel pressure in my own mind to do so, even if circumstances made it very difficult to follow through.

Social Proof

One way we can determine what is the correct or best way to do something is to find out what others are doing and then do the same thing. This influencing factor is even more effective when we are uncertain what the standard should be and we seek opinions from people that we know and trust.

Likeability

People generally prefer to do business with people they know and like, rather than people they don't know or don't like. Successful sales people usually have excellent interpersonal skills that help them connect with people. This might be remembering their name or their birthday, the ability to find some common ground with them, or simply the ability to make others feel good about themselves. Remember, we catch more flies with honey than we do with vinegar.

Authority

People will be more apt to comply with requests if they think the request comes from a figure of authority. We rarely question police officers, fire officials, doctors, or professors when they ask us to comply with their requests.

Scarcity

If stores are about to run out of something, we feel the urge to stock up whether we need the item or not. We don't want to lose our sense of being in control. This opens the door to unfair price-gouging during times of stress, like major storms or disasters.

Building Trust

The Cycle Of Trust And Performance

Trust may very well be one of the most important determiners of employer-employee relationships. Research has determined that if employees trust their managers, they are much more likely to be open in their communication. High trust on the part of a manager stimulates high worker performance, which in turn reinforces trust and thus becomes a self-fulfilling prophecy. This makes a constructive cycle of trust between the employee and employer.

However, in a destructive cycle, low trust on the part of the supervisor/manager contributes to low worker performance, which then reinforces a manager's low trust.

To improve trust, either the manager or the employee can initiate a break from the destructive cycle. Using the reciprocal nature of relationships as justification, a manager can react to a low-producing employee by giving back more trust and responsibility, hoping to motivate better performance. Or the employee can react to low trust with increased productivity, hoping to persuade the manager that he or she is deserving of trust.

Although there is an element of risk in these methods, the destructive cycle will continue until one or the other does something to break it.

Topic 2

Managing Resources

Resource Management is the efficient and effective deployments of an organization's resources when they are needed. Resources are inputs to production that can be accumulated over time to enhance the performance of a firm.

Resources can take many forms, but they tend to fall into two broad categories; tangible and intangible assets. Tangible assets include real estate, production facilities, and raw material. Intangible assets include company reputation, culture, technical knowledge, and patents, as well as accumulated learning and experience.

The Walt Disney Company, for example, has developed its strategic plan on combinations of tangible assets like hotels and theme parks as well as intangible assets such as brand recognition, talented craftsmen, and culture focused on customer service.

Through resource management, a company gets a clear understanding on how it can compete through its resources. Resources are a source of competitive advantage only under certain circumstances.

First, if the resource is instrumental in creating a customer value which increases the benefits that customers derive from a good or service relative to the costs they incur, then that resource can lead to a competitive advantage.

For instance, Amazon's powerful search technology, its ability to track customer preferences, offer personalized recommendations each time its site is accessed, and to provide quick product delivery system are clearly valuable resources that enhance Amazon's competitiveness.

Second, resources are a source of advantage if they are rare and not equally available to all competitors. Even for extremely valuable resources, if all competitors have equal access, the resource cannot provide a source of competitive advantage.

For companies such as Amazon, Merck, DuPont, Dow Chemical, and others, patented formulas represent important resources that are both rare and valuable.

Third, if resources are difficult to imitate, they provide a source of competitive advantage. An example of an intangible resource that is difficult to imitate is a free checking account of banks. This is because it requires training and motivating employees at all levels to adopt a customer-oriented thinking and collaborate across divisions.

In the above stated example on account of Banks, resources tend to be harder to imitate. This is because Banking systems are complicated. They have many interdependent variables and no obvious links between. As a result, their resources have a higher competitive advantage compared to the others, which are easily accessible.

Finally, resources can enhance a firm's competitive advantage when they are all well-organized. A leading example for this criterion is Coca-Cola for its well-organized and global network of bottlers which

allows the company to quickly introduce a new soft drink worldwide and to distribute it more efficiently than any competitor.

Therefore, when resources are valuable, rare, unmatched, and organized, they can be viewed as the company's core competencies. Simply put, a core competency is a unique skill and knowledge that an organization possesses that gives it an edge over competitors.

As shown in the figure below, the qualities of the company's resources make up for its core competencies relative to its competitors.

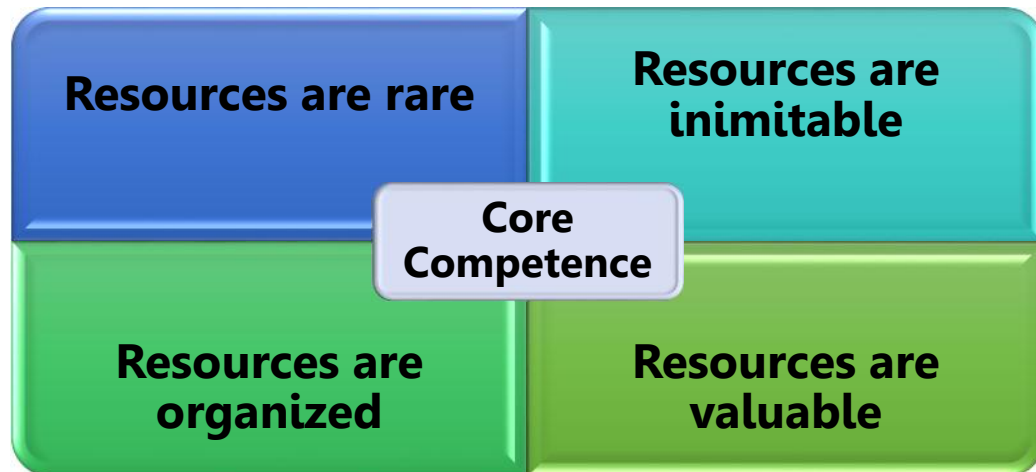


Fig: 3

Best Case Practice: Coca-Cola's Resource Management

Coca Cola's tangible and intangible assets assure its firms in different places around the world to operate efficiently. These resources are important to be maintained so that Coca Cola can perform well in each of its operations.

This also includes assuring the safety in the workplace and ensuring that all its manufacturing plants (where the entire manufacturing processes takes place such as labelling, bottling, and filling machines work well) are in good condition.

- **Fixed Resources**

Coca Cola's physical resources include its different buildings and facilities focused on different activities and operations. The Coca Cola Company has manufacturing buildings such as factories to make sure the company's inventory and stocks are produced with the best quality and that the employees are in a safe working environment.

Also, only the employees and employers are allowed to visit the place. The building is used for manufacturing which is technologically-advanced.

It also has warehouses to keep their products in a safe location for preparation to be delivered to customers; the warehouses usually supply big supermarket stores and food chains.

The warehouses are usually very large, high stock rooms with a lot of capacity which helps the company use up their facilities wisely; not wasting resources and money.

The company also has its own shops to directly sell and promote its products for the small to medium-scale businesses.

- **Waste Disposal Management**

As a company dedicated to environmental protection, Coca Cola has its internal policies for proper waste disposals that are used to produce and package their products.

Moreover, this practice helps them save money as well as help the environment's wellbeing and promote recycling since whatever waste they have left over gets recycled.

Coca Cola also encourages their customers to recycle Coca Cola bottles and cans as it is displayed on the packaging for the target audience to see.

This is important for Coca Cola because these materials and managing waste impacts their performance by helping all departments work more efficiently which means they make more profit and save more time since all facilities are organized. Furthermore, such practice increased the world's respect for Coca Cola.

- **Vision-Aligned Maintenance and Transformation**

At Coca Cola, all their buildings, plants, and machineries are being updated and maintained regularly. This assures that all of its facilities, equipment, and machineries are guaranteed safe and well-functioning 24 hours.

Plants and offices are transformed into an environment-friendly workplace by using more energy resourceful materials such as eco-friendly light bulbs.

Emergency Guidelines

The Health and Safety at Work Act 1974 directs the Coca Cola management to set up policies for the 'in case of an emergency' situations within a certain Coca Cola building.

This means that all of Coca Cola's buildings should create and implement rules and regulations, conduct evacuation trainings for all of the employees, and establish clear instructions of what actions must be taken in case a fire, earthquake, or any other misfortunes that may happen within the premise.

With that, Coca Cola and its department heads are responsible for providing safety equipment such as fire alarms and extinguishers, fire exits, etc. - to make sure all employees are still safe even if a fire might occur in the building. The employees are responsible to be informed and to apply the said guidelines to

Coca Cola customers and people who visit the building. Failure to do this will result in instant loss of all its resources and capital.

- **Insurance**

All of Coca Cola's resources especially the buildings that are owned or rented by the company do have valid insurance. Its insurance includes:

- ✓ Natural disasters such as floods, earthquakes, storms, fires, etc. - that will surely damage all its resources such as the building facilities, equipment, and inventories,
- ✓ Theft from inside the building,
- ✓ Damaged equipment,
- ✓ Vandalism,
- ✓ Gas and chemical leaks like leaking gas pipes which can cause health and workplace hazards,
- ✓ Collisions like vehicular collisions.

Benefits of Resource Management Processes:

- **Increase in Revenue** – Resource Management solutions help the managers easily assess how well utilized the entire resource pool is on a daily, weekly or monthly basis. Helping to ensure the business' most valuable resources are maximized in a minimized cost of production.

- **Conflict Resolution** – Resource conflicts can have a significant effect on revenue, at worst an unresolved resource conflict may result in an immediate missed revenue opportunity along with a negative future impact through reduced customer satisfaction.

By employing software resource management tools, conflicts can be immediately detected and quickly resolved whenever orders overlap or when a project plan has been rescheduled. By storing the details of resources skills, experience, and knowledge, an alternative solution can be efficiently applied.

- **Improve Project Delivery** – Improving project delivery will help reduce costs and increase margins. Research shows that organizations that have implemented a resource and project management office have significantly reduced costs.

Resource management innovations enable resources to be allocated based on a number of specific criteria such as their availability, skills, and location.

In fact, by improving the business resource management processes, it will be easy to identify the lack of skills and training requirements and it helps to lessen any future resourcing conflicts and their negative effects. Also, it enables the organizations to gain real time visibility into resource

capacity to deliver future projects which enables managers to better manage customer expectations whilst minimizing any adverse effects on customer satisfaction and future revenue targets.

- **Reduce Administration Costs** –Utilizing a home-grown or spread sheet based resource management system is prone to errors and is burdensome to use. True enough, it is usually being reviewed only once a week, or worse, once a month leading the businesses to suffer from administrative and delivery issues.

With a central and organized resource management process and tools, managers can have an up-to-date view of the entire resource pool. Such processes and tools reduce the administration costs associated with maintaining out of date systems.

With the integrated visibility and control measures, a business expects an upward slope of revenue and employee and customer satisfaction.

As we already know, a lot of things go into a business organization, and each and every element of it needs to be planned, researched, managed, and constantly improved and upgraded to avoid unwanted surprises and stay ahead of the competition.

All the things that go into the production of the final product of the company (or contribute to its creation) are called resources of that company. Traditionally, it can be defined as those units of the organisation which help it gain profit.

In a business sense, it refers to the people who work for and with the organization, the machinery, the equipment, the technological instruments that it uses, and the money that goes into the business.

Resources are essential for any business to run. It is not possible to work without resources of any kind in an organisation that wishes to acquire profit even if it is a non-profit organization. However, it can be really hectic to acquire and keep a track of all the resources.

Resource Management can be defined as the proper and effective management of the various resources of a business for its benefit and profit. The resources of any organization are the manpower, money, materials, and machinery used and employed by that organisation.

We have already read about the Human Resource Management and the Financial Management of a business. This unit deals with raw materials and machineries, which are an essential part of every business.

An effective management ensures that there is no waste or loss because of careless use of resources and that they are sent to the right place at the right time and in the right quantity and the right quality.

The aim of managing resources should be to cut the time of production, as well as the cost to a considerable degree, but still produce good quality products that would please the customers.

And to use the best possible resources in such a way that there is no waste and that there is consistency in the quality and appearance of the end result.

Problems Related to Managing Resources

It is difficult to predict the problems that one might have in the future, but it is possible to think ahead and try to create conditions that would tackle any problem that may occur. The problems that are related to managing of raw material resources and machinery are:

- **Cost**

The cost of raw materials and machinery could vary. Higher quality raw materials or certain raw materials cost more and a bulk purchase could be taxing, as well as latest technological improvements create new technology that make the work easier, but the machines would be expensive and need to be worth the purchase.

- **Availability**

Some raw materials might need to be exported from another state or country, or might be seasonal. Their availability might be limited and, therefore, the cost for these would also increase. The production can be halted if they are not sufficient or not available.

Therefore, it is important to have more than one sources, and to stock the materials properly to avoid damage, or use materials that are easily available.

With machines, the availability issue might arise if a certain component of the machinery has broken down, and that part is not available due to the newer products in the market, or if the machine has recently come out and only a limited number of them have been produced.

- **Maintenance**

Raw materials, specially the kinds that can be consumed even before production, usually come with an expiration date. They can be easily damaged and can be subjected to fungus, bacteria, and other problems that would lead it to rot and thus make it unsuitable for use.

Therefore, it is important to store them properly and in the conditions prescribed for their storage. It is also necessary to check if they are of the right quality, and match the standards that are set by the government and by the previous productions.

Inconsistency in the quality of the product could give the company a bad name. For machinery, it is important to regularly maintain and oil them, and also clean them to ensure that there are no sudden breakdowns.

The weak parts must be replaced and if any part of the machine is causing a problem in production, it must be immediately replaced.

- **Sources and Trained Use**

The company must ensure it has more than one source of raw materials, or at least a reliable source that does not leave them in trouble mid-way.

The hiring of employees that would work in the storage of materials, handle its transformation, and the machines, should be done after confirming that they can handle the materials and the machines and can be trusted with the various factors of productions.

When it comes to handling resources and managing them, it is essential to plan ahead and have every aspect of them (from the ordering of materials to the delivery and the use of them) critically analysed and reviewed.

For this, planning of the amount of resources required is important. This would ensure that there is no waste of resources that are not needed and that there are none left over.

The number that is arrived upon can be used for the years to come until the supply needs to be increased or reduced. Analyzing the cost of all the materials is necessary to ensure that the ordering of the materials is done as per the budget and does not exceed it.

The amount of materials, the list of machines needed, and the cost to maintain them would then determine the annual budget of the corporation.

Trusted suppliers should be hired so that the company can build a strong permanent relationship with them. They must deliver the materials on time, in the right quantity and quality, not make the company wait or incur hidden costs or taxes, and demand extra money out of the blue.

It is important to understand the various factors of production, the way the company works, and train the employees so that they too could understand the business and work to create a profit.

Managing resources is an essential part of running a successful business that can steer itself out of the complications and threats of internal and external unpredictable forces.

Topic 3

Managing Meetings and Giving Feedback

Preparing for Meetings

Careful preparation can make the difference between feeling confident and in control, and coming out of a meeting feeling really unhappy about the way it's gone.

You should get an agenda before each meeting and a set of minutes afterwards. The agenda needs to be detailed enough for you to know whether anything important or contentious is coming up. You also need to receive it in plenty of time to be able to consult colleagues or seek additional information if you need to. If there is anything you want to put on the agenda, don't be afraid to. (It is a good idea to find out early on how you should go about doing this as practice will vary between organizations.)

Reading the Reports

In some organizations, you will receive reports which form the basis for discussion on various issues. Sometimes these are quite concise and sometimes they can be quite bulky. The time that you want to spend reading things like this will be limited, so it's important that you approach the task systematically and develop your ability to digest the material.

- When the reports arrive, scan them quickly to establish the scope and content.
- Write down any initial questions you may have and look for answers in the subsequent stages.
- Read conclusions, summaries, and recommendations first.
- Highlight sections you will want to refer to.

You can develop the ability to read faster by:

- Concentrating
- Never going back on a sentence
- Using a ruler to keep you on a line
- Not reading each word mentally
- Being on the lookout for important areas
- Always marking useful sections (highlighter, post-it notes, markers)
- You can use a code to remind you (For example: 1 = interesting, 2 = important, 3 = vitally important)

Once you have read the reports, put them to one side and try to write out the key issues and ideas in your own words. Then try these tips:

- Reread the document and check your understanding.
- Establish your own objectives, which should be your measurable targets for the meeting.
- Write them down.
- Identify what you want to do on each item. (Remember, what you say on one issue may have an effect on other issues, so pick your issue carefully.)
- Prioritize.

- If you are going to speak on an item make a note of the things you want to cover.
- Check your understanding with others.

Questions to ask yourself when preparing for a meeting include:

- What information do you need to take with you?
- What do you want to get out of the meeting?
- Is there something in particular you want to get done?
- What contribution do you want to make?
- Are you just trying to get information?
- Do you want to follow up something that was raised at an earlier meeting and check progress on it?
- Do you just want to draw attention to something?
- Do you want to make sure people are aware of a problem so that it doesn't happen again?

During the Meeting

Keep your contributions short.

Your point is more likely to be understood and to have an impact if you keep it reasonably short.

Don't take so many notes that you lose track of what is going on.

Most meetings are minuted so just write down the things that affect you (such as things that you are responsible for doing before the next meeting) or things that will jog your memory when it comes to reporting back to your employees or supervisor.

Avoid interrupting others to make your contribution. Do not let others interrupt you.

In some meetings it is difficult to get your contribution in. If you do have to interrupt, do so firmly and politely. Once speaking, do not be tempted to make several points for fear of not getting in again.

Think about your non-verbal behavior.

Both the volume and tone of your voice are important here. If you are too quiet you will lose impact and be open to interruptions. Eye contact is also important. Remember to sit somewhere that makes it easy to catch the eye of the chair so that you can get your contribution in. While you are speaking, distribute your eye contact throughout the meeting, but direct it at those for whom your contribution is most relevant. This enables you to judge how your contribution is being received.

Time your contributions.

Raise points at the relevant time for the maximum impact. Do not wait until the last minute before airing an opposing view. If others are on the verge of making a decision, they will be irritated if you suddenly come up with opposition.

If you are brief and avoid interruptions you stand a good chance of getting a reaction. If no one reacts, however, don't be shy about asking the meeting or an individual for a reaction.

If you are asked to give an opinion on something that has come up unexpectedly, don't feel pressured into giving an off-the-cuff answer if you are not confident that you know your own strengths. It is perfectly acceptable to ask to be given time to think about it.

Managing Meetings

People spend endless hours in meetings that are poorly planned, ineffectively conducted, and go nowhere. Arthur Ciervo of Pennsylvania State University estimates that the average manager spends 14 to 20 hours a week in meetings and that half those hours are wasted. A key part of learning to be a manager is learning how to make the most of meeting time.

If you are a meeting leader, here are five ingredients for managing those meetings effectively.

Presentation Tips

9 Secrets to Command Attention

- 1) Dress in a professional manner
- 2) Walk to the podium with confidence
- 3) Stand erect behind the podium
- 4) Look at the audience and pause before you start to speak
- 5) Project your voice to speak with authority
- 6) Convey dynamism
- 7) Begin with a powerful introduction
- 8) Establish your credibility early
- 9) Leave the podium with a confident, purposeful gait

10 Secrets to Control Fear

- 1) You can never prepare too much
- 2) Be totally familiar with your introduction
- 3) Practice out loud and practice often
- 4) Practice mentally
- 5) Record your speech
- 6) Concentrate on your message, not on yourself
- 7) Know that to feel nervous is to be human
- 8) Breathe deeply
- 9) Channel your adrenaline into positive energy
- 10) Know that you appear more confident than you feel

10 Secrets to Build Credibility

- 1) Dress to convey authority and professionalism
- 2) Project your voice
- 3) Share your credentials
- 4) Use quotations or testimonies
- 5) Offer statistics
- 6) Use examples and case studies

- 7) Compare or contrast ideas
- 8) Use visuals
- 9) Restate ideas in a variety of ways
- 10) Deliver the message dynamically

10 Secrets to Prepare Like a Pro

- 1) Check out the speaking environment prior to your presentation
- 2) Change the environment to fit your style if necessary
- 3) Use the three-minute prep for unexpected speeches
- 4) Use sheets of paper for notes, not note cards
- 5) Use nouns as notes to jog your memory
- 6) Time your speech and edit, edit, edit
- 7) Select a title that's a hit
- 8) Prepare your introducer with an exciting introduction
- 9) Anticipate questions from the audience
- 10) Have questions ready

8 Secrets to Close with Power

- 1) Summarize your main points
- 2) Refer to the occasion
- 3) End with a powerful quotation
- 4) Make a startling statement
- 5) Leave listeners with a vivid illustration
- 6) Issue a challenge or an appeal
- 7) Keep a second closing in reserve
- 8) Leave the podium with a confident, purposeful gait

10 Secrets to Sharpen Your Delivery

- 1) Speak clearly
- 2) Vary your pace
- 3) Use silent pauses often
- 4) Limit the use of vocalized pauses
- 5) Vary your inflection
- 6) Look at everyone frequently
- 7) Use movement to maintain attention
- 8) Use natural gestures to generate interest
- 9) Hide your errors
- 10) Leave playthings at your seat

Pumping up a Presentation

Public speaking is an opportunity that leaders must learn to grasp at every opportunity. It gives you a chance to establish yourself with the community and tell people about your company. Whether you are making a sale, pitching your idea to the boss, or managing a crisis, effective speaking skills are critical to

building credibility and driving your message home. People want to do business with people they like and trust.

Even the most secure speakers shouldn't wing it. No matter how well you know your product or service, it pays to plan. Think about what's most relevant to your audience and put their interests first.

Luckily, no presentation has to be perfect. The numbers of people who aren't good speakers far outweigh those who are good, so there's lots of room for those who are just OK at public speaking.

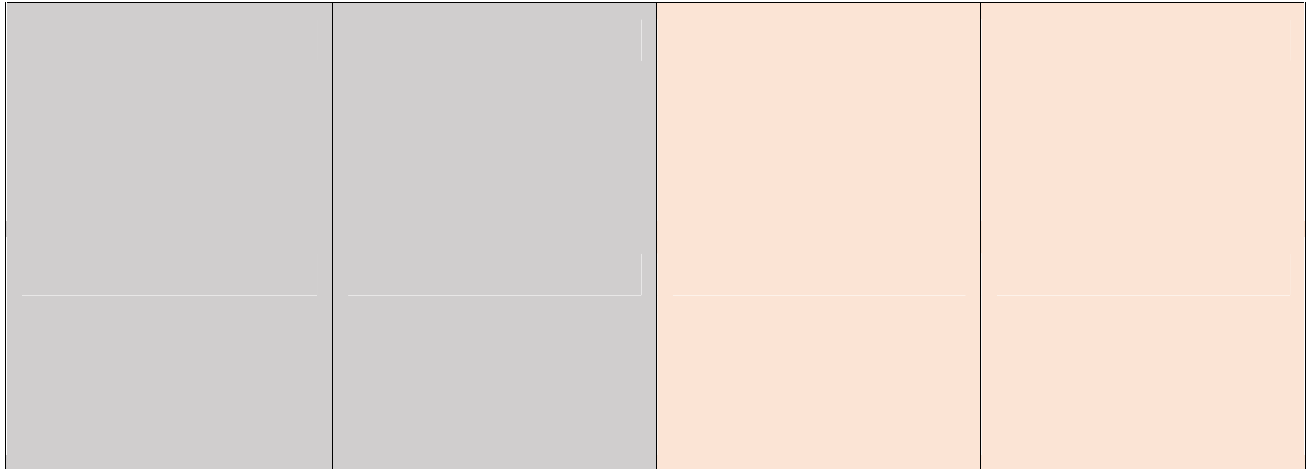
However, if you want to move your presentation from dull to dynamic, you can pump up your presentation in seven easy steps:

- 1) **Talk to yourself.** Practice in front of a mirror, trying to look relaxed and friendly. Stand with your arms in front of your body, with your elbows at 90 degrees and your palms at 45 degrees, leaning forward. That says, "I'm here, I'm engaged, and I don't have a weapon."
- 2) **Have a point.** Decide on your core message ahead of time. Bring the listener quickly to the point of action by crafting your theme into your introductory passages.
- 3) **Look them in the eye.** Making frequent eye contact for a few seconds with listeners in the audience will create an aura of confidence and familiarity, which will help you get your message through.
- 4) **Know the room.** Boost your comfort level by checking out your speaking venue in advance. Practice with the microphone and any visual aids that you plan to use.
- 5) **Crack a smile.** Smiling tells the audience you're enthusiastic and confident—just the kind of person they want to hear. Smiling can also relax you, reduce your heart rate, and help you breathe easier.
- 6) **Pump up the volume.** People need more energy than they think to make a strong presentation. Use a louder voice than you think you need.
- 7) **Don't be a comic.** When you tell a joke, you might offend somebody. Tell a funny story about yourself instead.

Personal Development

Look back at your pre-assignment. What areas did you feel that you needed improvement on? Use this template to outline a plan for action.

Area of Improvement	What I Am Going To Do	How I Am Going To Do It	When I Am Going To Do It By



Giving Effective Feedback

The old management and leadership texts used to say that whenever giving feedback, you need to compliment someone or something they did first. This was meant to break the ice and ease any tension. However, what tends to happen is that people know they are coming for feedback, and they can be so focused on the criticism coming up that they do not hear your compliments, or they prefer that you get down to business.

Know your people, and how they prefer to receive feedback, and you will become very effective at delivering it.

Here are some of our best practices for offering feedback.

- Keep the conversation **positive**. Even when you have to deliver negative feedback (or outright bad news), the conversation should remain respectful, positive, and preserve the integrity of the people involved. Being positive gets the person in a better frame of mind to hear the other side.
- Feedback should be **asked for or agreed upon** ahead of time, rather than imposed. If it's appropriate, let people know that you'd like to give them some feedback and what the agenda for the discussion is so that they can also prepare if needed.
- Effective feedback is **well timed**. In general, feedback is most useful at the earliest opportunity after the given behavior.
- Feedback should be **specific** rather than general. To be told that you are dominating would not be as useful as to be told that, "Just now when we were deciding the issue, you didn't listen to what others said, and I felt forced to accept your arguments or face attack from you."
- Feedback should be **descriptive** rather than evaluative or judgmental. Describing one's own reaction leaves the other person free to use that information or not, as they see fit.
- Feedback should be directed toward **behavior** the receiver can do something about.

- Feedback should **take into account the needs** of both the giver and receiver of feedback. Feedback is destructive when it serves only the giver's needs and fails to consider the needs of the other person.
- Check that your **feedback is clear** to the receiver. One way of doing this is to have the receiver summarize the feedback in his/her own words.
- When feedback is given in a group, both giver and receiver have the opportunity to **check with others in the group** on the accuracy of the feedback. Is this one person's impression or an impression shared by others?

The performance feedback that you provide your people may be on a group level in terms of how well they are meeting targets compared to other groups, or it may be about individual performance toward attainable goals. Remember, just as feedback is necessary to keep a rocket on target and interest in a sport alive, it's also an important way of keeping employees interested in their work.

Feedback Techniques

Feedback Techniques

Feedback has traditionally been given in the “**sandwich**” format.

In the sandwich, you begin by saying something positive about the person's behavior, such as, “Roger, you are one of the fastest workers in here. You understand computers better than most of the people I work with.”

Then comes the description of the behavior you want to see changed. For example, “I would like you to be more precise with your documentation. You come up with brilliant solutions that never get recorded and I'd like you to change that.”

Back to his value to you and the company: “You have knowledge that the rest of us could use, and you don't always get credit for the ideas you have. Can I count on you to do more documentation?”

We prefer a more **open-ended approach**. When you use this technique, there is no lead-in. You move right to telling the person what behavior has to be changed. For example: “Roger, I would like you to be more precise with your documentation. You come up with brilliant solutions that never get recorded and I'd like you to change that.”

Then remind him of his value to the organization: “You have knowledge the rest of us could use, and you don't always get credit for the ideas you have. Can I count on you to do more documentation?”

Of course, it is critical that your feedback is always sincere, with the intent of improving behavior.

You can also just give an **individual positive feedback statement** as well, such as: “Roger, you are one of the fastest workers in here. You understand computers better than most of the people I work with.”

Occasionally you can give the individual the **constructive criticism** without any positives to go with it. Example: “Roger, I would like you to be more precise with your documentation. Your solutions never get recorded and I’d like you to change that.” Just don’t use this technique very often.

Here are some tips that you can use to **encourage feedback**:

- Reward the person who asks a question.
- Set aside time for regularly scheduled feedback sessions.
- Use silence to encourage feedback.
- Watch for non-verbal responses. Most people cannot hide or censor their non-verbal responses.
- Ask open-ended questions.

Mastering Your Body Language

In significant (though often misinterpreted) research, **Albert Mehrabian** found that when it came to discussing emotions, only 7% of the speaker’s message was communicated by words, and that tone of voice was responsible for about 38% of the meaning and body language about 55%. This means that the words themselves played only a very small part in conveying meaning. In other conversations (not the ones about emotions), we know that tone of voice and body language have a large impact on those messages, too.

We are always sending signals to others, whether we like it or not. Body language combined with vocal tone can override or even cancel the meaning of the words we say. If you want your messages understood, make sure your words and your body are sending the same signal.

Here are some things to keep in mind about body language:

- Your **eyes, eyebrows, and mouth** send out the signals that can make a world of difference.
- People who smile are happier than those who don't. **Smiling** releases a chemical in your brain that makes you feel good. It's a great way to establish a rapport with listeners.
- **Eye contact** helps you carry your message to each person in the audience. It builds trust.
- Learn to speak with your **hands**. Draw lines in the air, make a point, count on your fingers, and emphasize length and width.
- Work on appearing **sincere and comfortable**.
- Let your **hands** do what they want to do, as long as they don't get in your pockets, fiddle with an object, or make obscene gestures to your audience.
- Your **body posture** affects your emotions and how you feel determines your posture. If you are confident, happy and ready, your body will show it.

One of the most important things you can do with body language is learn to pick up **cues** from people that you are making them uncomfortable, such as:

- Rocking
- Leg swinging

- Tapping

These are the first signals of tension and indicate that the person feels intruded upon or nervous. If it escalates, these signals are often followed by:

- Intermittent closing of the eyes
- Slight tucking of the chin into the chest
- Shoulder hunching

Basically, learn to watch for these cues, and then **adjust your approach**. Sometimes just taking one step back, or getting the other person to talk to you instead, will be all it takes to ease the tension. If you sensitize yourself to these simple cues, over time people will feel more relaxed, at ease, and open with you (and to you).

Assessment

Total Marks: 20

1. Define Leadership. What are the four stages of leadership according to situational leadership model? Explain each using relevant examples. 5
2. Explain various problems related to managing resources? 5
3. What are the five ingredients for managing a meeting? 5
4. Outline various feedback techniques 5