

UNIT I

COMMUNICATION SKILLS

MEANING OF COMMUNICATION

Communication is a process of exchanging information, ideas facts, opinions & suggestions from one person to another is called communication.

Communication is process of transmitting information, thoughts, opinions, message, facts, ideas, emotions & understanding from one person to another person through written or spoken words, symbols or actions.

SIGNIFICANCE OR IMPORTANCE OF COMMUNICATION

1. Helps to achieve organisational objectives

Every business concern has certain specified objectives. For achieving these objectives, there is need for co-ordination among the employees who are engaged in the different activities of the concern. This co-ordination is possible only through communication which provides for exchange of information, ideas, facts & opinions.

2. Helps to start an organisation:-

Communication is basic to an organisation's existence from the birth of the organisation on through its continuing life. When communication stops, organized action comes to an end communication serves as lubricant the smooth operations of the management.

3. Helps to perform Managerial Functions:-

Communication assists the manger in performing his managerial functions of planning, organising, controlling etc. all these functions require detailed communication among the managerial & staff personnel

- a. Planning
- b. Organising
- c. Directing
- d. Controlling

4. Provide information about company's activities:-

Communication helps in providing information on the company's activities, achievements & gaols tot eh outside public. This

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creates a favourable image off the company in the minds of the public.

5. Help in decision Making:-

The first executive function is to develop & maintain a system of communication which helps in decision making. Information from different level which helps in decision making is received through communication.

6. Helps in increase the efficiency

It is said that about 70-80% of manager's time is spent in communicating the business targets, goals, rules & policies. This communication increases the effectiveness of a manager.

7. Avoid conflicts & disputes

Lack of communications or improper communication often results in conflicts & disputes. Communication helps management & workers to express their views & opinions & thus maintain a stable & peaceful atmosphere.

8. Helps to understand the roles of employees

Communication helps the employees in understanding their role in the organisation & the activities they need to perform in order to achieve the organisational objectives.

9. Helps to smooth running of operations

Communication is very useful in discharging various functions of management the smooth operations of the management process. Communication is helpful in discharging the functions of management.

COMMUNICATION SKILLS

In simple words communication skill refers to the ability to convey or share ideas & feeling effectively.

Communication skill means the ability of a person to communicate/convey information/messages to another person effectively & efficiently. Business managers with good verbal, non verbal & written communication skills help facilitate the sharing of information between people within a company.

7 C'S OF EFFECTIVE COMMUNICATION

There are 7 C's of effective communication which are applicable to both written as well as oral communication. These are as follows:

1. **Completeness:-**

The communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind set & convey the message accordingly.

2. **Conciseness:-**

Conciseness means wordiness i.e, communicating what you want to convey in least possible words without forging the other C's of communication. It is both time saving as well as cost saving. It underlines & highlights the main message as it avoids using excessive & needless words.

3. **Consideration:-**

The effective communication must take the audience into consideration i.e., the audience's view points, background, mindset education level etc.

Ensure that self respect of the audience is maintained & their emotions are not at harm. Modify your words in message to suit the audience's needs while making your message complete.

4. **Clarity:-**

Clarity implies emphasizing on a specific message or goal at a time rather than trying to achieve too much at once. It makes understanding easier. Complete clarity of thoughts & ideas enhances the meaning of message. Clear message makes use of exact, appropriate & concrete work.

5. **Concreteness:-**

Concrete communication implies being particular & clear rather than fuzzy & general. Concreteness strengthens the confidence. It is supported with specific with facts & figures. It makes use of words that clear & build the reputation. Concrete message are not misinterpreted.

6. **Courtesy:-**

Courtesy in message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious,

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reflective & enthusiastic. Courtesy implies taking into consideration both viewpoints as well as feeling of the receiver of the message.

7. Correctness:-

Correctness implies that there are no grammatical errors in communication. The message is exact & well timed. If the communication is correct, it boosts up the confidence level. It makes use of appropriate & correct language in the message.

LISTENING

Meaning:- Listening is the ability to accurately receive & interpret messages in the communication process.

Listening is active process of receiving & responding to spoken (sometimes unspoken) messages.

HOW TO DEVELOP LISTENING SKILLS/STRATEGIES FOR EFFECTIVE SKILLS

Step 1. Face the speaker & maintain eye contact:-

Eye contact is considered a basic ingredient of effective communication. When we talk, we look each other in the eye. That doesn't mean that you can't carry on a conversation from across the room, or from another room, but if the conversation continues for any length of time, you (or the other person) will get up and move. The desire for better communication pulls you together.

Step 2: Be attentive, but relaxed.

Now that you've made eye contact, relax. You don't have to stare fixedly at the other person. You can look away now and then and carry on like a normal person. The important thing is to be attentive. The dictionary says that to "attend" another person means to:

- be present
- give attention
- apply or direct yourself
- pay attention
- remain ready to serve

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Mentally screen out distractions, like background activity and noise. In addition, try not to focus on the speaker's accent or speech mannerisms to the point where they become distractions. Finally, don't be distracted by your own thoughts, feelings, or biases.

Step 3: Keep an open mind.

Listen without judging the other person or mentally criticizing the things she tells you. If what she says alarms you, go ahead and feel alarmed, but don't say to yourself, "Well, that was a stupid move." As soon as you indulge in judgmental bemusements, you've compromised your effectiveness as a listener.

Listen without jumping to conclusions. Remember that the speaker is using language to represent the thoughts and feelings inside her brain. You don't know what those thoughts and feelings are and the only way you'll find out is by listening.

Step 4: Listen to the words and try to picture what the speaker is saying.

Allow your mind to create a mental model of the information being communicated. Whether a literal picture, or an arrangement of abstract concepts, your brain will do the necessary work if you stay focused, with senses fully alert. When listening for long stretches, concentrate on, and remember, key words and phrases.

Step 5: Don't interrupt and don't impose your "solutions."

Children used to be taught that it's rude to interrupt. I'm not sure that message is getting across anymore. Certainly the opposite is being modelled on the majority of talk shows and reality programs, where loud, aggressive, in-your-face behaviour is condoned, if not encouraged.

When listening to someone talk about a problem, refrain from suggesting solutions. Most of us don't want your advice anyway. If we do, we'll ask for it. Most of us prefer to figure out our own solutions. We need you to listen and help us do that. Somewhere way down the line, if you are absolutely bursting with a brilliant solution, at least

Step 6: Wait for the speaker to pause to ask clarifying questions.

When you don't understand something, of course you should ask the speaker to explain it to you. But rather than interrupt, wait until the speaker pauses. Then say something like, "Back up a second. I didn't understand what you just said about..."

Step 7: Ask questions only to ensure understanding.

At lunch, a colleague is excitedly telling you about her trip to Vermont and all the wonderful things she did and saw. In the course of this chronicle, she mentions that she spent some time with a mutual friend. You jump in with, "Oh, I haven't heard from Alice in ages. How is she?" and, just like that, discussion shifts to Alice and her divorce, and the poor kids, which leads to a comparison of custody laws, and before you know it an hour is gone and Vermont is a distant memory.

This particular conversational affront happens all the time. Our questions lead people in directions that have nothing to do with where *they* thought they were going. Sometimes we work our way back to the original topic, but very often we don't.

When you notice that your question has led the speaker astray, take responsibility for getting the conversation back on track by saying something like, "It was great to hear about Alice, but tell me more about your adventure in Vermont."

Step 8: Try to feel what the speaker is feeling.

If you feel sad when the person with whom you are talking expresses sadness, joyful when she expresses joy, fearful when she describes her fears—and convey those feelings through your facial expressions and words—then your effectiveness as a listener is assured. Empathy is the heart and soul of good listening.

To experience empathy, you have to put yourself in the other person's place and allow yourself to feel what it is like to *be her* at that moment. This is not an easy thing to do. It takes energy and concentration. But it is a generous and helpful thing to do, and it facilitates communication like nothing else does.

Step 9: Give the speaker regular feedback.

Show that you understand where the speaker is coming from by reflecting the speaker's feelings. "You must be thrilled!" "What a terrible ordeal for you." "I can see that you are confused." If the speaker's feelings are hidden or unclear, then occasionally paraphrase the content of the message. Or just nod and show your understanding through appropriate facial expressions and an occasional well-timed "hmmm" or "uh huh."

The idea is to give the speaker some proof that you are listening, and that you are following her train of thought—not off indulging in your own fantasies while she talk to the ether.

ANATOMY OF POOR LISTENING

1. Lack of awareness:

No doubt listening is the skill we use most for communication but it is also the skill in which we have least training. As compare to it we have much training in reading , writing and speaking skills. It is very easy to find out training for all others skills but difficult for listening skill.

- **Listening is hard work:**

Listening seems to much easy but it is not a easy job. It is very difficult to listen someone with concentration all the time. If we listen to a speaker for long period of time we will found our self tired physically as well as mentally and loss our focus.

- **Lack of Interest:**

If the listener have no interest in the topic on which speaker is talking or he is not interested in the speaker than he can not listen. In other words he just hear the words not understand.

- **Lack of vocabulary:**

Lack of vocabulary is also one of the reason of poor listening skill. If a person does not have good hold on language or poor vocabulary of the speaker he will unable to understand the meaning of speaker words.

• **Bad listening habits:**

Most of the people do not understand the points of speaker because of bad listening habits. Some of which I have described here.

1. Most of the people while listening to the speaker have FAKE ATTENTION, they are there physically but mentally they are some where else.
2. TALKING or CREATING DISTURBANCE during listening to someone is also a bad habit of some of us. For example whispering.
3. PLANING with things (pen , mobile etc) while listening to the speaker divert our concentration from the speaker.
4. Too many of us listen only for facts and miss the idea of the speaker which he is trying to make and we loss the primary points of the speaker.

PUBLIC SPEAKING

Public speaking is the process or act of performing a speech to a live audience.

Public speaking is commonly understood as formal, face-to-face speaking of a single person to a group of listeners.

STEVEN COVEY'S & HABITS OF HIGHLY EFFECTIVE PEOPLE

1. Be Proactive:-

Focus on the things you can actually do something about. A change starts from within & highly effective people make the decision to improve their lives through the things that they can influence rather than by simply reacting to external forces.

2. Begin with the end in mind:-

Begin everything you do with a clear picture of your ultimate goals. Develop a principle-centred personal mission statement. Extend the mission statement into long-term goals based on personal principles.

3. Put First Things:-

First manage your life according to your needs & priorities. Spend time doing what fits in to your personal mission, observing the proper balance between productions building production capacity. Identify the key roles that you take on in life, & make time for each of them.

4. Think win-win Integrity:-

Stick with your true feelings, values & commitments. Be considerate of the feeling of others abundance mentality. Believe there is plenty for everyone. Seek agreements relationships that are mutually beneficial. In cases where a win/win deal cannot be achieved, accept the fact that agreeing to make no deal may be the best alternative.

5. Seek first to understand:-

Then to be understood learn how to communicate clearly & listen to others. Stephen Covey presents this habits as the most important principle of interpersonal relations. Effective listening is not simple echoing what the other person has said through the lens of one's own experience. Rather, it is putting oneself in the perspective of the other person, listening empathically for both feeling & meaning.

6. Synergize:-

"Two heads are better than one" through trustful communication, find ways to leverage individual differences to create a whole that is greater than the sum of the parts. Through mutual trust & understanding, one often can solve conflicts & find a better solution than would have been obtained through either person own solution.

7. Sharpen the saw:-

Allow yourself to grow by maintaining a balanced program in the four areas of your life: physical/emotional, mental & spiritual. Take time out from production to build production capacity through personal renewal of the physical, mental social/emotional & spiritual dimensions.

Important questions in unit I

Two marks

1. Define Communication.
2. Give the meaning of Listening
3. What is public speaking ?

5 marks

1. Briefly explain the steps involves in developing listening skills.
2. Explain in steven convey's 7 habits of highly effective people.

15 marks

1. Briefly explain the 7 C's of effective communication.
2. What is the anatomy of poor listening ? explain the strategies for effective listening?.

UNIT- II

SELF AWARENESS AND SELF DEVELOPMENT

SELF AWARENESS

Meaning:- it is the capacity to recognize your own feelings, behaviours & characteristics to understand your cognitive, physical & emotional self. At a basic level, it simply understand that you are a separate entity from others.

In a broader sense, the questions:

- Who am I ?
- What do I want ?
- What do I think ?
- How do I feel(physically & emotionally) ? are all questions that require self-awareness to answer.

IMPORTANCE OF SELF AWARENESS

1. For self-improvement:_

It is considered to the main purpose of self awareness. One cannot know that there is something within them that needs to be changed unless they recognize what is right or wrong with them & for that there is a need for self awareness. When you are self aware, you know & understand you own failings, weakness

& flaws. Once you know what they are, you can get to working correcting & improving them.

2. For Goal Setting:-

Becoming self aware is your first step towards mastering you life. You will be able to create what you want precisely because you know what you want. Your self awareness will give you the guidance that you need & point you to right direction. Since you are in control of your emotions, you will know where to focus your thoughts, emotions & efforts. You can set your goals & go about achieving them one by one.

3. Increase your social abilities:-

Human beings are social beings who thrive on relationships. People who are self-aware are very successful when creating relationships. This is because they are able to realize exactly what they want in each person they meet. That certainty comes from knowing one's own abilities & challenges. Self-awareness also promotes emotional intelligence. Emotional intelligence helps us relate to the feelings of other people. Lacking this skill can leave us in conflicts with others.

4. **Promotes versatility & open mindedness:-** knowing yourself can be very crucial to affecting the approach that you have on issues. Self awareness in itself is the ability to actively seek to listen to the body & mind to know your natural response to change. This consciousness can thus help you a clear focus when dealing with issues. You are also able to accept opinions, feedback, & criticism from other people without being subjective. Ultimately, you are able to have multiple solutions to a single problem.

5. **Promotes Productivity:-** people who are self-aware are fast thinkers. They understand themselves & are able to focus on the challenges of the day without hindrances. Without understanding yourself, there is a big challenge where you are held back by uncertainty. This results in time wastage caused by pondering over many different courses of action even when a swift decision is needed.

6. **Improves leadership skills:-** one of the most important attributes of a good leader is swift decision making. A leader should also be impartial & confident. All these are things that we

gain by becoming self aware. Knowing yourself removes internal fear & you are able to focus on important matters.

7. **Promotes overall Objectivity:-** Being self aware promotes objectivity. People who are self-aware are also self-confident. This means that they can easily make decisions without being clouded by poor judgement.
8. **To know your strengths & weakness:-** (knowing your weakness is as important as knowing your strengths). Though it's important to know what your weakness & flaws are it's just important to know your strengths & the things you are good at. In fact, knowing your strengths is even more vital to your success in life. Most of us don't know our strengths & weakness & that's because we lack self awareness. When you are self aware, you will know exactly what you are awful at doing. Then when you know that you can put all of your focus into the things you are good at, while either ignoring your weakness.

HOW TO IMPROVE SELF AWARENESS

1. Know your Strength and weakness:-

Knowing your strength & coping with your weakness, will help you improve self awareness. Each of us has strengths & weakness that compose of who we are & this helps you shape how to reach your goals. Your weakness holds back from achieving many great things while your strengths are something that comes very easily for you to take. You should take ownership in assessing yourself because it is for your own personal development.

2. Ask for feedback & Listen:-

This might not be easy, most especially if you are close minded & defensive to people who give critiques to you. Remember that without correction, your weakness would limit how far you could take yourself. Asking feedback can be as hurtful as it can empower. Although no one enjoys it, but we should try to view criticism as a useful feedback to improve ourselves. It will help you learn more about the traits that you need to develop, personally & professionally.

3. Set boundaries:-

Keeping your boundaries firmly will help you maintain the integrity of your goals & the work you put in it, setting

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your boundaries & sustaining it is a skill. However, it is a skill that many people don't learn. Recognizing it means knowing & understanding your limits. Also, it takes courage's & support but is a skill you can master that will help you develop yourself.

4. Practice self-discipline:-

In every area of your life you need to practice self-discipline. It is a trait that provides you with enduring focus necessary for you. If you want to control your desires & impulses to stay focused on what you think needs to get done to successfully achieve that goals, you need to practice self discipline. This will also help you develop your potential & improve yourself awareness, since self-discipline help you from habits to attain your goals in life.

5. Keep an open minded:-

One of the most difficult things to practice is to keep an open mind. Understanding someone's point of views even I your disagree can change & free your mind. Change the way you think & don't get struck in a mindset that makes you frustrated or helpless. This is one of the best tools in order to simplify life. Try to comprehend every situation on your path & it will help you improve yourself awareness & develop own potential.

6. Discover your physical limits:-

What has physical exercise got to do with self awareness & developing yourself? Well it will teach you, that your limits are not fixed. It will show you that everything you are holding is just in your head.

7. Motivate yourself:-

Whatever has to be done is always your choice. Sometimes you might feel heavy as you rise & it is hard o get going. However, feeling less motivated too often has been unhealthy, motivating yourself & viewing life in a positive side will help you develop your potential & self awareness. In addition, awareness of our psychological needs can increase your motivation by helping you understand & seek out the reward that you desire.

8. Meditate:-

Meditations is practice of improving your moment by moment awareness. Meditation usually begins with appreciating of focusing on inhaling & exhaling. However, this does not need to be formal. Just simply find a few seconds to focus on your breathing often before sleep. Also meditation can be helpful if you ask yourself set of questions like “ what can I do to change ? “, what am I trying to achieve?” or “ How am I going to cope with my fears?”.

9. Ask yourself Questions:-

Asking yourself questions is a great way to develop a better understanding of yourself & your action. When you ask yourself questions, you can start to look at the bigger picture, why you feel a certain way, or why you reacted to something the way you did etc.

Question that you could ask are

- Why do you avoid this certain thing?
- What are you trying to achieve ?
- How are you feeling right now & how is that affecting you ?
- How do others perceive you & feel about your actions?

in doing this you can start to find out things that perhaps you do not even think twice about in day to day life, & this can be a great way to start developing yourself awareness.

10. Keep a Log or Journal:-

If you can keep a journal or log of some sort, this can really help you when trying to understand your attitudes & actions. There are many ways that you can keep a journal but perhaps the easiest would be to write in each day your thoughts, feelings & actions in a way that you can understand.

You can then look back at your journal on important dates, such as a new year or your birthday. You can reflect on what you have written & work on improving anything that needs to be changed. This is a great way to develop yourself awareness as it is the easiest way to reflect on certain situation you may have forgotten otherwise.

11. Live in the Moment & Analyze your emotions:-

When we learn how to live in the present moment, we also learn to stop worrying about the future or the past. You can be completely in the moment & focus on what is happening to you at present.

This can be great when trying to improve yourself awareness, as it is the one thing you can focus on, not any other worries or thoughts that may be crossing your mind.

When you are completely, in the moment you can focus on any emotions & feelings you are having at that time. You can then live in the present moment & work on any negative feelings & emotions you have & become more aware of them as you are not thinking about anything else in that moment.

BENEFITS OF UNDERSTANDING SELF

- 1. Happiness:-** you will be happier when you can express who you are. Expressing your desire, moreover, will make it more likely that you get what you want.
- 2. Less Inner Conflict:-** when your outside actions are in accordance with your inside feelings & values, you will experience less inner conflict.
- 3. Better Decision-Making:-** when you know yourself, you are able to make better choices about everything, from small decisions like which dress you will buy to big decisions like which partner you will spend your life with. You will have guidelines you can apply to solve life's varied problems.
- 4. Self control :-** when you know yourself, you understand what motivates you to resist bad habits & develop good ones. You will have the know which values & goals activate your will power.
- 5. Resistance to social pressure:-** when you are grounded in your values & preferences, you are less likely to say "YES" when you want to say "NO".
- 6. Tolerance and understanding of others:-** your awareness of your own foibles & struggles can help you empathize with others.

SWOT ANALYSIS

It is a useful technique that helps to identify strengths & weakness & analyzing the opportunities & threats.

S- STRENGTH helps in achieving goals

W-WEAKNESS : Harmful to achieve goals

O-OPPORTUNITY: external conditions helpful in achieving goals

T-THREATS: External conditions which damage performance

ATTRIBUTION

Meaning:- it is process of inferring the cause of events or behaviours. In real life, attribution is something well all do every day, usually without any awareness of the underlying processes & biases that lead t out inferences.

SELF CONFIDENCE

A feeling of trust in ones abilities, qualities & judgement , power etc, is called as Self Confidence. Which increases from experience & positive believes.

Importance of Self Confidence

1.Greater self Worth:-

The more self confidence you have, the more you value yourself & your capabilities, which means the more valuable you feel, this is what creates the effect of naturally holding you head up high, since you have higher self esteem & are proud of who you are.

2.More happiness & enjoyment :-

For all the reasons above, the more self confident you are the happier you are with yourself as a result the more you always enjoy life.

3.**Freedon from self doubt:-** the more self confident you become, the more free job come of the mental torture of doubting yourself,

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questioning whether you are really valuable or capable of achieving things you want to achieve.

4.Greater strength & capabilities:_ the more self confident you are the stronger & more powerful you feel you also naturally grow stronger & more confident when encountering challenges, rather than feeling weak end, crippled & defeated by them.

5.Freedom from fear & anxiety:- the more self confident you become, the more you know that you can accept, handle, learn, gain & benefits from any situation circumstance or outcome, in this way you naturally replace fear & anxiety with greater confidence in yourself & your abilities.

6.Freedom from social anxiety:- the more secure you feel in yourself worth, regardless of how others see you, the less concerned you are with other might or might not think of you in social situations.

7.More peace of mind & less stress:-freedom from self doubt fear & anxiety naturally translates into greater peace of mind & a more stress-free life.

8.More energy & motivation to act:- the more confident you are that you can achieve things you want to achieve(like personal goals or dreams), the more motivated & energized you are take action to achieve them.

9.Better sleep & health:- less fear & anxiety + less stress+ more peace of mind + more happiness = you enjoying the health benefits of being more self confident, including better quality of sleep.

10.Greater success:- in case its ever been a mystery to you why self confident people are naturally more successful, now you can clearly understand why there is such a high correlation between self confidence & success each of the above benefits helps you achieve things you want to achieve faster & easier, which means you enjoy more success in life.

SELF ESTEEM

Self esteem is how we value ourselves, it is how we perceive our value to the world & how valuable we think we are to others. Self esteem our trust in others, our relationships, our work nearly every part of our

lives. Positive self esteem gives us the strength & flexibility to take charge of our lives & grow our mistakes without the fear of rejection.

Advantages of High self Esteem

1. you are more resilient to troubles & difficulties that are inevitable in life. When your self esteem is high, you have the ability & skills to bounce back the failure, learn from mistakes & make adjustments to improve the situation & overcome the obstacles.

2. You feel happy & content with your life because you respect yourself & other people respect you.

3. You feel more motivated to achieve your goals because high self esteem makes you trusted by other people & enhances your confidence in our ability to succeed. As a result you are more motivated to take action

4. You enjoy better relationship with friends & partners & attract successful & confident people in your life who like you more for our positive energy.

5. You can accept the challenges because you are confident in your strengths & know you can master everything.

6. you perform better at any task personal or related to your studies or your job.

7. Your life is more exciting. You live your life to the fullest try to use every opportunity & take risks because you feel confident that you can succeed in everything & achieve your goals.

8. you are successful in all spheres of life. You respect yourself & respect everyone around you. You make a good social image that contributes to your personal & social growth.

9. Other advantage:

- You can freely express your needs & ideas.
- You have confidence that you can make right decisions
- You can establish & maintain healthy relationship with others.
- You can handle stressful situation & can adopt well to unfamiliar circumstances.
- Assertive in expressing your needs & opinions.

- You will have a clear understanding of what you really want in life.

GOAL SETTING

Goal:-

Goal is the aim or objet towards which efforts are directed.

Goals is projected state of affairs that an individual intends to achieve a desired end point in some sort of assumed development.

Goal Setting:-

Goal setting involves establishing spefic, measurable & time-targeted objectives.

Goal setting is process that allows people to specify work towards their own objectives.

Types or Periodicity of goal Setting

1.Long Term Goal (Big Picture Goals):- an individual's destination is defined by the "big picture" statements for various aspects of life. These goals are typically not achievable in one simple step-there is a journey to be taken to get there.

Long-term goals are those that you will achieve over a long period of time (Eg: three years, five years, twenty years) . these gaols often are our most meaningful & important goals. The achievement of these goals is usually far in the future. As a result we often have trouble staying focused & maintaining a positive attitude toward reaching these goals.

2.Medium Term Goals (Milestone Goals):- these are the series of gaols that will take an individual towards his/her destination. A medium term gaols is a stepping stone that will help an individual achieve long term goals.

3.Short-term Goals (Mini Goals):- short term goals are those that can be achieved in the near future (eg:- in a day, within a week, or possible within a few months).

Setting of Long term & Short term Goals

Step 1 : Take Inventory

Answer the following questions carefully. Avoid giving one word answers lik “good” or “bad”. Rather justify your answers. As you make efforts to justify you will be forced to think critically that prove beneficial in later stage.

- a) What are the things whose presence makes me happy?
- b) What is my financial position as of today ?
- c) How secured I feel, emotionally & financially ?
- d) Do I have peace of mind, or I suffer from unhappiness ? etc.

Step 2 : Prepare Wild List

write down all that you want to be in life. Try to be as specific as possible & do not anticipate. Take a day time & add whatever comes to your mind whether material goals or those that money cannot buy.

Step 3 : Try to find the “Why” for every gaos

Try to answer in one clear line as to why you want to achieve each of the gaols you have written in wild list. Strike off those, for which you are unable to give a clear answer.

Step 4 : Ask yourself gold question for each goal

Try to answer the following questions either as “YES” or ‘No” for the goals remaining from list

- 1. Is it really my goal ?
- 2. Is it reasonable?
- 3. Can I commit myself emotionally to this goal ?
- 4. Can I visualize myself reaching the goals? Etc.

Strike of any goals for which any of the answer is No.

Step 5 : Evaluate against the main objective of your life

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Main objectives of human life may be:; happiness ,Good health, Peace of mind, Security, Prosperity, Good family relationship , Friendships, Hope etc. try to identify what main objectives of life each goals is going fulfil.

Step 6 Give timeline to each goal

Be reasonable with the time that you put. It may be difficult but not impossible t reach within the time that you set for it. The target date can be adjusted later on while reviewing your goals as priorities might change with life & circumstances.

Short term – up to 2 years

Medium term – 3-5 years

Long term – 6 years & above

Ongoing - never ending

Step 7 : Break down long term goals into short term goals

SMART GOALS

1.Specific :- goals must be clear & unambiguous, impulse & boredom have no phase in goal setting. It is a general saying that specific goals has a much greater chance of being accomplished than a general goals. When goals are specific, they tell team exactly what is expected, why is it important, who & what are involved, where & when it is going to happen & which attributes are important. To set a specific goal an individual must answer the five “Wh” questions

- a. What: what do I want to accomplish ?
- b. Why: Specific reasons, purpose or benefits of accomplishing the goal.
- c. Who:- who is involved
- d. Where: Identify a location
- e. Which: Identify requirements & constraints.

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2. Measurable :- once goal is specifically set, the second thing need to be done is to establish concrete criteria for measuring the attainment of each gaols set. If goals are not measurable, individuals will never know whether their progress is towards their success or not. When individual measure the progress, they can stay on the track, reach the target dates & experience the excitement of achievements that encourage to continued effort required to reach further gaols. To determine if the goal is measurable, individuals can ask questions such as:

- a. how much ?
- b. How many ?
- c. How will I know when it is accomplished ?

3. Attainable- goals must be realistic & attainable under normal conditions. The best gaols require an individual to stretch a bit to achieve, but they should not be extreme. That is, the goals should neither be out of reach nor below standard performance of an individual. Goals that are set too high or too low become meaningless & will be ignored.

4. Relevant:- to be relevant, a goal must represent an objective towards which an individual is willing & able to work. Gaols can be both high & relevant.

5. Time Targeted:- a goal should be grounded within a time frame. A goal must have a target date. Commitment to deadlines helps teams to focus their efforts on completion of the goals on or before the due date. Gaols without deadline or schedules for completion tend to be overtaken by the day-to-day crises that invariably rise in an organisation. With no time frame tied to it there is no sense of urgency. To set a timely goal you must answer the six “W” question: when , Establish a time frame.

STRATEGIES TO ACHIEVE GOALS

1.Set Achievable goals & be Specific:- goals must be realistic & attainable under normal conditions. The best goals require an individual to stretch a bit to achieve, but they should not be extreme.

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That is, the goals should neither be out of reach nor below standard performance of an individual. Goals that are set too high or too low become meaningless & will be ignored. Thus one should set goals which are achievable & specific.

2. Review your goals every morning & evening:- Picture yourself of achieving each of them. The more you can see success in your mind's eye, the more likely you can translate this into reality. Create a perfect picture board can help with this. This is a very effective tool that allows you to see the visual impact of achieving your goals.

3. Anticipate the challenges you will encounter:- as you move towards your goals & plan how you will overcome the obstacles easier & with less stress. In fact, the simple act of planning for obstacles will often prevent many of them from occurring.

4. Surround yourself with successful. Motivated people:- who also set challenging goals, when we get together, we motivate each other by talking about our success, our challenges & our goals.

5. Use Affirmations:- stating affirmations aloud reinforces your goal to your mind & will help you achieve your goals much faster.

6. Get priorities in order :- every goal should be in line with where an individual sees themselves in the time ahead. They should bring together with the priorities. Having long term goals is appropriate but present situation & future improvement should first be taken into account. Once the goals are set, get rid of the immediate obstacles & get assured of incremental progress.

7. Take action:- Don't procrastinate. All the planning in the world will not help you achieve your goals. You must take action once you have determined.

8. Track Progress:- so the goal is set, now it's time to start working towards achieving them. Identify the method to achieve goals. Another extremely important is to track the progress. So track progress every day.

9. Welcome failure:- learn to welcome failure & keep going/ there is nothing which can stop anyone from achieving the goals. There is no one who had complete smooth run in the life & became successful.

Failure is an important part of the entire process. Welcome it . Learn from it. Keep at it. Don't give up.

10. Celebrate:- Celebrate each step of success & take the next step. Success means just shortened the path onwards the goal. Hence, stop thinking for a while & enjoy the moment & finally don't lose sight on goals set.

TIME MANAGEMENT

Meaning:- time management refers to a range of skills, tools & techniques used to manage time when accomplishing specific tasks, projects & goals. This set encompasses a wide scope of activities & these include planning, allocating, setting goals, delegation, analysis o time spent monitoring, organizing, scheduling & prioritizing.

Effective Planning in Time Management

1.Prioritization of Activities:- in the whole framework of time management , the activities & analysis of time to minimize time wastages are important. Two things require attention in activity analysis(i) importance (ii) Timing. All activities are not equally important. Also all them need not be performed at the same time. It includes

a. **Setting Goals:-** what are my goals ? Make a broad statement of goals to start with prepare long-term(semester) "must do" lists & short term (day/week) "to do" lists. Write them down & post them at different places to guide you.

b. **Identify your Strength & weakness:-**

- Find your Productive time:- find your creative/thinking time. Defend it ruthlessly, spend it alone may be at home. Find your dead time. Schedule meetings, phone calls & uninterested stuff during it.
- Find Comfort Zones:- some people are comfortable with desk work. Some others are enthusiastic with filed work. Make an introspection to know why you aren't enthusiastic about doing certain things. Is it due to fear or embarrassment or fear of failure ? if you think you cannot do it ask others to help you. In team works, be assertive(positive) & quit doing after making proper excuses.

2. Ways of Organizing Work:-

- Consolidate similar tasks.
- Schedule study sessions when you know you are usually alert.
- Tackle tough jobs first, mechanical tasks should be last.
- Put some variety in your day.
- Don't exhaust your attention span. Reward difficult tasks with fun tasks.
- Plan to sleep & eat
- Daily schedule-maintain a daily schedule of activity.
- Use a calendar-carry a calendar at all time. Write down everything-works, social activities, study, meal etc. stick to the calendar.

3.Scheduling:-

Prepare a schedule of activities along with time. Allocate part of each day to tasks that will lead to the accomplishment of your goals. That is, block out part of your day or week for major projects to ensure that you have time to do the important things.

You can make use of 'time journals' or 'Study & activity schedules'. They are tools for planning & controlling time. Based on the following activities one can plan the schedule of study.

TIME MANAGEMENT SKILLS

1.Set clear goals:- it is important that you know what your short-term & long term goals are-this will enable you to differentiate between what's important & what's not . it's only when you know where you want to go & what you want to achieve that you can figure out exactly what needs to be done, & in what order. Once you are clear about your goals, you can plan & prepare a sequence of action steps to achieve them.

2.Delegate Tasks:- it is common for all of us to take more tasks than our desired potential. This can often result in stress & burnout. Delegation is not running away from your responsibilities but is an important function of management. Learn the art of delegating work to your subordinates as per their skills & abilities.

3. Prioritize Work:- before the start of the day, make a list of tasks that need your immediate attention as unimportant tasks can

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consume much of your precious time. Some tasks need to be completed on that day only while other unimportant tasks could be carried forward to next day. In short prioritize your tasks of focus on those that are more important.

4. Avoid Procrastination :- Procrastination is one of the things that badly affect the productivity. It can result in wasting essential time & energy. It should be avoided at all costs. It could be a major problem in both your career & your personal life.

5.Schedule Tasks:- carry a planner or notebook with you & list all the tasks that come to your mind. Make a simple “to do” list before the start of the day, prioritize the tasks, and make sure that they are attainable. To better manage your time management skills, you may think of making 3 lists: work , home & personal.

6.Avoid Stress:- stress often occurs when we accept more than our ability. The result is that our body starts feeling tired which can affect our productivity. Instead, delegate tasks to your juniors & make sure to leave some time for relaxation.

7. Set up Deadlines:- when you have a task at hand, set a realistic deadline & stick to it. Try to set a deadline few days before the tasks so that you can complete all those tasks that may get in the way. Challenge yourself & meet the deadline. Reward yourself for meeting a difficult challenge.

8. Avoid Multitasking:- most of us feel that multitasking is an efficient way of getting things done but the truth is that we do better when we focus & concentrate on one thing. Multitasking hampers productivity & should be avoided to improve time management skills.

9. Start Early:- most of the successful men & women one thing is common. They start their day early as it gives them time to sit, think & plan their day. When you get up early, you are more calm, creative & clear-headed. As the day progresses, your energy levels start going down which affects your productivity & you don't perform as well.

10. take some breaks:- whenever you find yourself for 10-15 minutes, take a break. Too much stress can take toll on your body & affect your productivity. Take a walk listen to some music or do some quick

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stretches. The best idea is to take off from work & spend time with your friends & family.

11. Learn to say No:- Politely refuse to accept additional tasks if you think that you are already overloaded with work. Take a look at your “To do” list before agreeing to take on extra work.

SELF DEVELOPMENT

It is a lifelong process. It is a way for people to assess their skills, qualities, consider their aims in life & set goals in order to realize & maintain their potential.

Acc. to Stewart, Self development is defined as “individuals improving their knowledge, skills & abilities through their own self directed effort”.

Self –Development or personal development is the result of taking steps to improve yourself. There is no single area of focus. In fact, the process of personal self-development is very personal. Each of us must evaluate ourselves, either with or without help of professional, & then use that evaluation to decide where we need to make improvements. Engaging in personal development helps us to improve soft skills such as:

- ✓ Being a good listener
- ✓ Having more empathy towards others
- ✓ Becoming more efficient
- ✓ Learning to feel more confident
- ✓ Becoming more focused & organised
- ✓ Setting goals-personal & professional-for ourselves

BODY LANGUAGE

Acc. to Hedwig Lewis “ Body Language is the communication of personal feelings, emotions, attitudes, thoughts through body movements-gestures postures, facial expressions, walking styles, positions & distance either consciously or involuntarily more often subconsciously & accompanied by the spoken language.

Effects of Right Body Language

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Verbal language consists of words & sentences that are grammatically arranged to express our meanings. The use of verbal language, has certain limitations. It is non-verbal communication that either singly or in association with verbal language that provides fuller meaning to expressions.

1.Complemetns verbal Language:- the verbal & body languages supplement & complements each other. Certain words or sentences are not easy to understand either because they are complex or ambiguous. Also words are either not available or inadequate in expressing some of the emotional feelings. In such cases the body language helps.

Respect is indicated by touching feet, love is indicated by a hug, indifference is indicated by looking away & confidence is expressed by smile & bright eyes.

2.Overcome Verbal Language Problem:- when verbal language fails, body language helps. When the speaker is far away & even the words spoken loud cannot be properly heard, more visible hand movements can be of help. Also when listener cannot understand the language of speaker, he depends on body language to convey the message. Gestures may substitute words.

When you raise your hand & wave it to distant person it means an enthusiastic, pleasant greeting (hello).

3.Make intentions more clear:- the context & the intention of the speaker both play a major role in assigning meanings to the spoken word. As such, one cannot take face value of the spoken work or sentences.

When teacher warns the student ‘ Beware if you repeat this behaviour, I will punish you’ wagging out the finger has the effect of warning.

When boss says I am ready for discussion & keeps on yawning, the verbal message is contradicted by the yawning which indication of his tired state.

4.Lays Proper emphasis:- body language makes an expression strong. The order “ go away” with an angry face & pointing hand is more empathtic than a mere verbal expression-“go away”.

5.Regulates behaviours:- the behaviours of people are controlled with gestures. To keep students silent, a teacher may say 'hush' & place his index finger on mouth.

6.Displays emotions more genuinely:- they help display emotions more effectively. We lift one eye brow for disbelief. We rub our nose for puzzlement. We claps our arms to protect ourselves. We shrugs our shoulders for indifference wink one eye for intimacy, tap our fingers for impatience & slap our forehead or forgetfulness.

GOOD MANNERS AND ETIQUETTES

GOOD MANNERS

Good manners refers to polite, humble , courteous, respectful and well cultured social behaviour. A man or women, above everything else, is esteemed & distinguished on account of his or her good manners. A human being is distinguished from buster not on account of his intelligence alone but also on account his behaviour & manners.

To have good manners means to be polite & considerate in all that you do. Good manners involve respect for others, and a kind of social awareness which means that we act in such as not to harm those around us, to cause undue offence to them, or to allow them to feel upset or uncomfortable.

Examples of good manners

- Say, " Thank you" when you receive anything from someone
- Say, "please" while requesting for something
- Say, "Excuse me" to get attention for something.
- Compliment other for their good qualities.
- Always knock the doors before entering other's bed room.
- Be respectful towards your elders and teachers.
- Be compassionate towards someone who is in pain.
- Listen attentively when someone is talking to you. Etc.

ETIQUETTES

Etiquettes is good behaviour which distinguishes human beings from animals. Human being is a social animal & it is really important for

him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.

Etiquette to guideline which the way a responsible individual should behave in the society.

BASIC EXAMPLES FO GOOD MANNERS & ETIQUETTES

- **Choose your words wisely,** and don't rush to comment about things you don't know much about. Being a good listener is often better than speaking. You don't need to have an opinion on everything.
- **Think things out before you speak,** especially if you are a person who may be poor at finding the right words to say. Don't start a sentence with 'ums' & 'ers' in between, it seems awkward & you should try speaking to yourself in front of a mirror, it works. It increases your confident in speaking.
- **Don't speak loudly,** you will quickly lose respect if you do, as this can be seen as overbearing & rude. It can also make other people angry & upset with you before you even establish some kind of relationship with them they will se you as 'big mouth' who cannot be trusted with anything confidential. So practice turning your volume down if you tend to have a loud voice.
- **Speak with respect to & of other.** You can do this by avoiding negative remarks that may insult someone else. The general rule is-if you don't' want someone to speak about you that way, you don't speak about them to others.
- **do not ever speak of bodily functions,** even if it is a casual conversation, such as using the bathroom or telling crude jokes, for this shows sign of immaturity & often creates a bad impression of you with your friends, family & co-workers.
- **Always respect older people** & listen to them & learn. This applies to all elders & not just parents & grandparents.
- **Using the terms** " Thank you' & you are welcome shows that you have good manners. People who lack manners do not use these terms.
- **Hold Open a door** for anyone following you closely. This is a sign of good manner & has never changed. There are no strict gender rules in this day & age.
- **Speak highly of your parents** respect them, even if there are thnigs about them that you do not like. If you cannot do that,

stay away from speaking about them at all. It looks bad to insult or speak badly of the people who brought you into this world or raised you. Don't wash dirty family laundry in public. It is negative & rude.

- **Do not swear to use filth language & curse words** it is unprofessional people who do this are usually very immature & have no self-control or respect for themselves & others.

Types of Etiquette

- 1. Social Etiquette:-** social etiquette is important for an individual as it teaches him how to behave in the society.
- 2. Corporate Etiquette:-** it refers to how an individual should behave while he is at work. Each one needs to maintain the decorum of the organisation. Don't loiter around unnecessary or peep into other's cubicles.
- 3. Wedding Etiquette:-** it is a special event in every one's life. Individual should ensure they behave sensibly at weddings. Never be late to weddings or drink uncontrollably.
- 4. Meeting Etiquette:-** meeting etiquette refers to steps one needed to adopt when he is attending any meeting, seminar, presentation & so on. Listen to what the other person has to say. Never enter meeting room without a notepad & pen. It is important to get down important points for future references.
- 5. Telephone Etiquette:-** it is essential to learn how one should interact with the other person over the phone. Telephone etiquette refers to the way an individual should speak on the phone. Never put the other person on long holds. Make sure you greet the other person. Take care of your pitch & tone.
- 6. Eating etiquette:-** individuals must follow certain decorum while eating in public. Don't make noise while eating. One should not leave the table unless & until everyone has finished eating.

UNIT III

LEADERSHIP SKILLS

LEADERSHIP

Leadership is the ability of an individual or group of individual to influence & guide followers or other member of an organisation.

Acc. to Chester I Barnard “ Leadership refers to the quality of the behaviour of the individual whereby they guide people on their activities in organized efforts”.

Acc. to Alford & Beauty “ Leadership is the ability to secure desirable actions from a group of followers voluntarily without the use of coercion”.

Types of Leadership

- 1. Transactional Leadership:-** Leaders who guide/motivate their followers in the direction of established goals by clarifying role & task requirements.
- 2. Transformational Leadership:-** Leaders who inspire followers to transcend their own self interest & who are capable of having a profound & extra ordinary effect on followers.

LEADERSHIP SKILL

A. Human Skill:-

A good leader is considerate towards his followers because his success largely depends on the co-operation of his followers. He approaches various problems in terms of people involved more than in terms of technical aspects involved. A leader should have an understanding of human behaviour. The human skill involves

- 1. Empathy:-** a leader should be able to look at things objectively. He should respect the rights belief & sentiments of others. He should equip himself to meet the challenges emanating from the actions & reactions of other people. The leader should be empathetic towards his followers so that he can carefully judge their strengths, weakness & ambitions & give them the attention they deserve.
- 2. Objectivity:-** a good leader is fair & objective in dealing with subordinates. He must be free from bias & prejudice while

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becoming emotionally involved with the followers. His approach to any issue or problem should be objective & not based on any pressure, prejudice or preconceived notions. Objectivity is a vital aspect of analytical decision making, honesty, fairplay, justice & integrity of character are expected of any good leader.

3. Communication skill:- a leader should have the ability to persuade, to inform, stimulate direct & convince his subordinates. To achieve this a leader should have good communication skill. Good communications seem & can better utilize the available resources.

4. Teaching skill:- a leader should have the ability to demonstrate how to accomplish a particular task.

5. Social skill:- A leader should understand his followers. He should be helpful, sympathetic & friendly. He should have the ability to win his followers confidence & loyalty.

B. Conceptual skill:-

Acc. Chester Barbard “ the essential aspect f the executive process is the sensing of the organisation as a whole & the total situation relevant to it”. Conceptual skills include

- The understanding of the organisation behaviour,
- Understanding the competitors of the firm
- Knowing the financial status of the firm.

C. Technical skill:-

A leader should have thorough knowledge of, & competence in , the principles procedures & operations of a job. Technical skill involves specialized knowledge, analytical skill & a facility in the use of the tools & techniques of a specific discipline. Technical competence is an essential quality of leadership.

D. Personal skills:-

The most important task of the leader is to get best from others. This is possible only if he possesses certain qualities. These personal skills include

1. **Intelligence:-** Intellectual capacity is an essential quality of leadership. Leaders generally have somewhat higher level of intelligence than the average of their followers.
2. **Emotional Maturity:- a leader should** act with self-coincidence, avoid anger, take decisions on a rational basis & think clearly & maturely. A leader should also have high

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frustration tolerance. According to Koontz & O'Donnell" Leaders cannot afford to become panicky unsure of themselves in the face of conflicting forces, doubtful of their principles when challenged amenable to influence.

3. **Personal Motivation:-** this involves the creation of enthusiasm within the leader himself to get a job. It is only through enthusiasm that one can achieve what one wants. Leaders have relatively intense achievement type motivational drive. He should hard more for the satisfaction of inner drives than for extrinsic material rewards.
4. **Integrity:-** Acc. to F W Taylore " Integrity is the straight forward honesty of purpose which makes a man truthful, not only to others but to himself, which makes a man high minded & gives him high aspirations & high ideals".
5. **Flexibility of Mind:-** a leader must be prepared to accommodate others viewpoints & modify his decisions, if need be. A leader should have a flexible mind, so that he may change in obedience to the change in circumstances.

TEAM BUILDING

Meaning:- Team building is the process of turning a group of individual contributing employees into a cohesive team. A team is a group of people organized to work together interpedently & co-operatively to meet the needs of their customers by accomplishing their purpose & goals.

Definition: Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives.

IMPORTANCE OF TEAM BUILDING

1. Facilitates better communication – Activities that create discussion enable open communication among employees, and between employees and management. This can improve office relationships and in turn, the quality of work done.

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2. **Motivates employees** – Team leadership and team building go hand in hand. The more comfortable your employees are to express their ideas and opinions, the more confident they will become. This will motivate them to take on new challenges.

3. **Promotes creativity** – Taking a team outside of an office setting and exposing them to new experiences will force them to think outside of their normal routine. Working together with other team members can ignite creativity and fresh ideas, which are great qualities to bring back to the office.

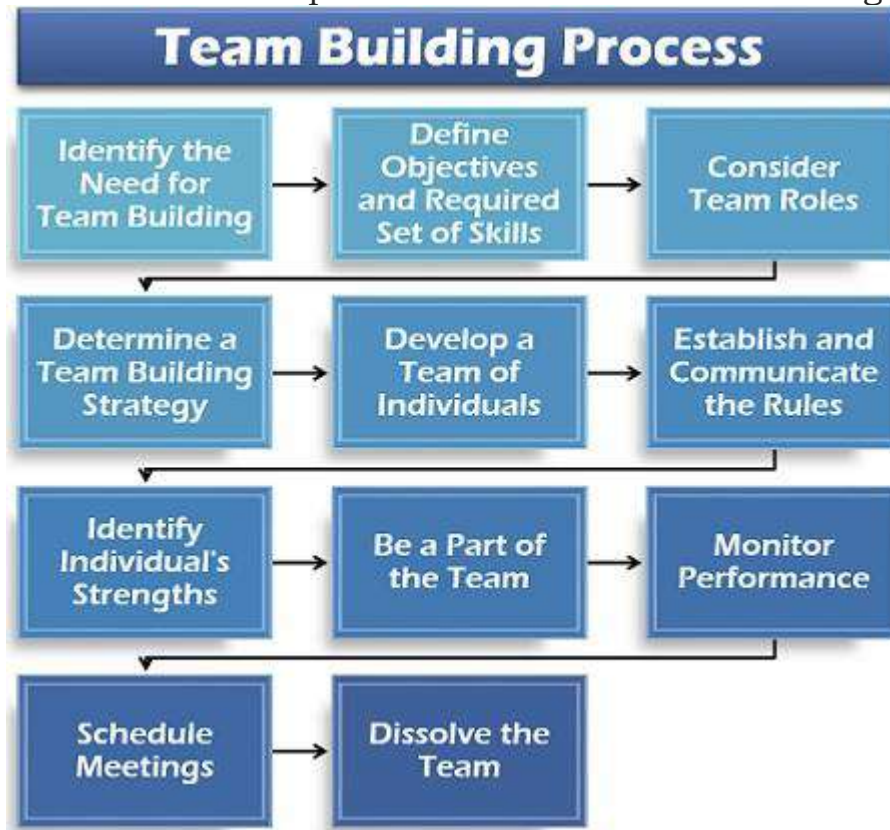
4. **Develops problem-solving skills** – In public relations a crisis can happen at any time. Team building activities that require coworkers to work together to solve problems can improve the ability to think rationally and strategically. Teams that are able to determine when a problem arises and know what they can do about it, can then effectively take charge when a real crisis occurs.

5. **Breaks the barrier** – Team building increases the trust factor with your employees. Often in corporate settings there is a disconnect between the leadership team and employees because the employees sense too large of a gap between the two. Team building exercises give leadership the opportunity to be seen as a colleague rather than a boss, which can do wonders for employee morale.

PROCESS OF TEAM BUILDING

Team building is not a one-time act. It is a step by step process which aims at bringing a desirable change in the organization. Teams are usually formed for a particular task or project and are mostly for the short term.

The various steps involved in team building are as follows:



1. Identify the Need for Team Building

The manager has first to analyze the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the job and its complexity before forming a team.

2. Define Objectives and Required Set of Skills

Next comes the chalking down of the organizational objectives and the skills needed to fulfil it.

3. Consider Team Roles

The manager considers the various aspects, i.e. the interactions among the individuals, their roles and responsibilities, strengths and weaknesses, composition and suitability of the possible team members.

4. Determine a Team Building Strategy

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Now, the manager has to understand the operational framework well to ensure an effective team building. He must himself be assured of the objectives, roles, responsibilities, duration, availability of resources, training, the flow of information, feedback and building trust in the team.

5. Develop a Team of Individuals

At this stage, the individuals are collected to form a team together. Each member is made familiar with his roles and responsibilities within the team.

6. Establish and Communicate the Rules

The rules regarding the reporting of team members, meeting schedules, and decision making within the team are discussed. The individuals are encouraged to ask questions and give their views to develop open and healthy communication in the team.

7. Identify Individual's Strengths

Various team-building exercises are conducted to bring out the strengths of the individuals. It also helps in familiarizing the team members with each other's strengths and weakness.

8. Be a Part of the Team

At this point, the manager needs to get involved with the team as a member and not as a boss. Making the individuals realize their importance in the team and treating each member equally is necessary. The team members should see their manager as their team leader, mentor and role model.

9. Monitor Performance

Next step is checking the productivity and performance of the team as a whole. It involves finding out loopholes and the reasons for it. This step is necessary to improve the team's performance and productivity in the long run.

10. Schedule Meetings

One of the most crucial steps is to hold purposeful meetings from time to time to discuss team performance, task-related problems and discuss the future course of action.

11. Dissolve the Team

Lastly, the manager needs to evaluate the results and reward the individuals on their contribution and achievement. Finally, the team is dispersed on the fulfilment of the objective for which it was formed.

INNOVATIONS AND CREATIVITY

Innovation & creativity play a major role in sustaining growth & profitability of organisation. As such, wherever necessary & when ever possible, managers have to strive for creativity.

Meaning:- Creativity is a concept we often come across in our everyday conversation. We hear of creative people, admire creative objects of art or read creative books. Despite our almost innate understanding of what it means to be creative there is much confusion about the nature of creativity.

Definition:- Acc. to Wertheimer “ Creative thinking involved breaking down & restructuring our knowledge about something in order to gain new insights into its nature”.

Acc. Scott Adams “ Creativity is allowing your self to make mistake. Art is knowing which ones to keep”.

Need for creativity

1. Time management:-

The time management for creative people includes finding the method of creativity. The creative people must identify & prioritize most important work. They must get in right state of mind for focused work. They must minimize interruption & distractions from internal & external environment. They must remember & fulfil all important commitments.

2. **Innovations:-**

Creativity means the idea generation. The creative people are able to generate or gather many ideas. The new idea can be simple or it can be complex. The innovation is creativity implemented. Innovation is putting idea into practice. Creativity is a thinking process & an innovation adds value to this ideas.

3. **Motivation:-**

Motivation is a personal drive to accomplish the process of instigating & sustaining goal directed behaviour. Motivation is extremely important in creativity because it drives an individual to persist at problem solving. The creative potential is not fulfilled unless the individual is motivated to do so, & creative solutions are not found unless the individual is motivated to apply his or her skills.

4. **Problem Solving:-**

Problem solving is a mental process that involves discovering, analyzing & solving problem. The ultimate goal of problem solving is to overcome obstacles & find a solutions. The creative people can solve problems easily than others. The creative people have ability to generate novel & useful ideas & solutions to everyday problems & challenges.

5. **Enhance Productivity:-**

In an attempt to gain a competitive advantage, organisation are now focusing on enhancing their employee's creativity. In a changing world & economy, the role of creativity in the workplace is becoming ever more prominent. Organizations are finding that, as markets become saturated & competition gets stronger, it is increasingly necessary to find novel or innovative approaches to business problems & issues. The creativity plays a vital role in enhancing the productivity of the organization.

6. **Decision Making:-**

Creativity plays a vital role in the process of decision making. Creativity helps to generate scientific way & modern approach to organisational problem solving. It helps to create innovative technology & production system & enhance productivity. It helps scan internal & external environment. It also helps in optimum utilization of organisational resources.

7. **Stress management :-**

Creativity helps in relieving stress in people. The creative people have intense focus & concentration towards their work. Creativity helps the people to feel good about whom they are. The creativity gives a space solely for themselves during which they can express innermost thoughts, feelings, problem, joy etc. the creative people are relaxed and are able to manage stress easily.

8. **Positive thinking:-**

Creativity is developed by Nobel & positive thoughts. The creative thinking people remain untouched by anger, greed & other destructive dispositions. The creativity in people helps them to thinking positively & they develop constructive ideas. The correct use of creativity helps the people to overcome any types of negative tendencies that they may have.

INTERPERSONAL RELATIONSHIP

Meaning:- An **interpersonal relationship** is a strong, deep, or close association or acquaintance between two or more people that may range in duration from brief to enduring. This association may be based on inference, love, solidarity, regular business interactions, or some other type of social commitment.

IMPORTANCE/ NEED OF INTERPERSONAL RELAIONSHIP

- Show respect.
- Give your best.
- Be honest.
- Keep lines of communication open.
- Maintain boundaries.
- Be positive.
- Manage your emotions.
- Be open to feedback

EMOTIONAL QUOTIENT

Meaning:- Emotional Intelligence (EI), also known as **Emotional Quotient (EQ)**, is the ability to manage one's **emotions**. While

technical skills get us hired for our preferred post, soft skills help us **communicate** and collaborate effectively in the workplace.

The Importance of Emotional Intelligence

1. Self-awareness

Being self-aware means getting a clear picture of your own strengths and weaknesses. Leaders understand their own capabilities and are able to leverage their strengths while at the same time improving on their weaknesses.

2. Self-regulation

Leaders are able to regulate themselves effectively and control their emotions and impulses. For example, leaders do not make rash emotional decisions, verbally attack others, or compromise their own values. Leaders hold themselves accountable, are calm, and understand their values.

3. Motivation

Leaders are motivated and formulate a goal that they consistently work toward. They hold themselves to a high standard and take the initiative when needed.

4. Empathy

Possessing empathy is crucial to team or organizational management. Leaders take the time to develop and understand the people on their team. They recognize the body language and feelings of others and are able to act accordingly in any situation.

5. Social skills

Leaders communicate effectively and are good at identifying and resolving conflicts. Leaders inspire others by leading by example and giving praise to others when earned.

DECISION MAKING SKILLS

Meaning:- decision-making is the act of choosing between two or more courses of action. In the wider process of problem-solving, decision-making involves choosing between possible solutions

to a problem. Decisions can be made through either an intuitive or reasoned process, or a combination of the two.

Five Different Types of Decision Making Skills:

1. Intuitive:- Intuitive is one of the simplest, and arguably one of the most common ways to make a decision. It should be noted that it is not always the best way. Intuitive decision making involves relying on the decision that feels right, without necessarily thinking about the logic that goes into that choice. An example may be deciding to use a software because you like it after a few minutes, rather than comparing it to other types of software and determining which is the better value.

2. Rational:- Rational decision making is the type of decision making most people want to believe they do. It is the act of using logic to determine what is best, by reviewing all possible options and then evaluating each option using logic and rationality. An example would be listing out all possible marketing methodologies, along with budgets, data, and more, and then working out which one(s) would provide the best investment.

3. Satisficing:- Satisficing is accepting the one that is satisfactory for the needs of the company. A non work example would be deciding you need coffee, and then going to the nearest coffee shop even if it's not the best, simply because you get the job done. It means you may miss out on better options.

4. **Collaborative:-** Collaborative is exactly as it sounds. Rather than make a decision yourself, you collaborate in some way to make the decision. An example might include meeting with others to get their input, voting on the final decision (although that may integrate other types of decision making models), or, otherwise relying on the group as a whole.

5. **Combination:-** Not all decision making falls into a simple bucket. Many people use a combination of these different types of decision making styles. For example, rational and intuitive may be easily combined. The person doesn't necessarily use any data, or create any logic charts, but they think about the decision from a logical perspective and then go with their gut on the final decision.

PROBLEM SOLVING

Meaning:- Problem solving is higher order cognitive process that require the modulation & control of more routine or fundamental skills. It is part of the larger problem process that includes problem finding & problem shaping.

Techniques of Problems solving

The three step approach to solving problem that we mentioned at the beginning of this article will serve you well in many situations.

- a. **Simplex:-** involves an eight stages process problem finding fact finding, defining the problem, idea finding, selecting & evaluating, planning selling the idea & acting. These steps build upon the basic process described earlier.
- b. **Appreciative Inquiry:-** takes a uniquely positive approach by helping you solve problem by examining what's working well in the areas surrounding them.
- c. **Soft systems methodology:-** is designed to help you understand complex problem so that you can start the process of solving them, it uses four stages to helps to you uncover more details about what's creating the problem & then define action that will improve the situation.

How to develop & demonstrate you problem solving skills

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We all solve problem on a daily basis in academic situation at work & in our day to day lives.

Some of the problem that are typically faced by students includes

- Putting together on argument for an easy
- Debugging a computer program
- Dealing with an awkward customer when working part time in a shop or restaurant
- Thinking about how you are going to manage your budget to keep you going until the end of them.
- Working out why your partner won respond.
- Developing a strategy to reach the next level of a computer game.

Stages to solving problem

1. Evaluating the problem:-

- Clarifying the nature of problem
- Formulating question
- Gathering information systematically
- Collecting & organisation data
- Condensing & summarizing information
- Defining the desire object.

2. Managing the problem

- Using the information gathered effectively
- Breaking down a problem into smaller more manageable parts
- Using techniques such as brainstorming
- Analyzing these option
- Identifying steps that can be taken

3. Decision Making

- Deciding between the passable option for what action to take
- Deciding an further information to gathered before taking action
- Deciding on resource

4. Resolving the Problem

- Implementing action
- Providing information to other stake holder
- Reviewing programs.

5. Examining the results:-

- Monitoring action out comes of the action takes
- Reviewing the problem-solving process to avoid similar situation in future.

YOGA

Meaning:- yoga refers to ascertain state of consciousness as well as to methods that helps one reach that as to methods that helps one reach that goals or state of union with the divine

Types of yoga

1. Mantra yoga
2. Bhakti yoga
3. Karma Yoga
4. Gyana yoga
5. Raja Yoga

MEDITATION:- Meditation means the focus on ones' mind for a period of time, in silence or with the aid of chanting for religious or spiritual purposes or a method of relaxation.

Meditation is an ancient method of employing the mind-body connection to achieve specific development goals.

PRANAYAMA:- Pranayama is an in-depth science for expanding & channelling the life force. Pranayama comes from two Sanskrit words "PRANA" means the fundamental life force, and "YAMA" means control .

Pranayama is therefore channelling or controlling the life force.

PRANAYAMA can also seen as the combination of PRANA the life force with YAMA means expansion. In this sense PRANAYAMA expands the life force through all levels of our being, physical, psychological & spiritual.

IMPORTANCE OF YOGA PRANAYAMA & MEDITATION IN DEVELOPING PERSONALITY

1. Increased flexibility.
2. Increased muscle strength & tone.
3. Improved respiration, energy & vitality.

4. Reduced stress & keeps you happy
5. Improves immunity.
6. Better relationship are developed
7. Helps to reduce weight, & increase energy.
8. Better motivation
9. It helps with anxiety & depression
10. It reduces the effect of transmute experiences.

STRESS MANAGEMENT

Meaning of Stress:- “Stress can be defined as a state of physical and mental tension caused by certain external or internal factor in a person's life” .

Stress is defined as a state of mental or emotional strain caused by adverse circumstances.

Meaning of Stress Management

Stress management consists of making changes to your life if you are in a constant stressful situation, preventing stress by practicing self-care and relaxation and managing your response to stressful situations when they do occur.

Signs and Symptoms of Too Much Stress

1. Acne:-Acne is one of the most visible ways that stress often manifests itself. When some people are feeling stressed out, they tend to touch their faces more often. This can spread bacteria and contribute to the development of [acne](#). In addition to stress, other potential causes of acne include hormonal shifts, bacteria, excess oil production and blocked pores.

2. Headaches:-Many studies have found that stress can contribute to [headaches](#), a condition characterized by pain in the head or neck region. Other common headache triggers include lack of sleep, alcohol consumption and dehydration.

3. Chronic Pain:-Aches and pains are a common complaint that can result from increased levels of stress. The increased levels of the stress hormone cortisol may be associated with chronic pain. Besides stress, there are many other factors that can contribute to chronic pain, including conditions such as aging, injuries, poor posture and nerve damage.

4. Frequent Sickness:-If you feel like you're constantly battling a case of the sniffles, stress may be to blame. Stress may take a toll on your immune system and can cause increased susceptibility to infections. However, stress is just one piece of the puzzle when it comes to [immune health](#). A weakened immune system can also be the result of a poor diet, physical inactivity and certain immunodeficiency disorders like leukemia and multiple myeloma.

5. Decreased Energy and Insomnia:-Chronic fatigue and [decreased energy levels](#) can also be caused by prolonged stress. Other factors that may play a role in decreased energy levels include dehydration, low blood sugar, a poor diet or an underactive thyroid.

6. Changes in Libido:-Many people experience changes in their sex drives during stressful periods. There are many other potential causes of changes in libido, including hormonal changes, fatigue and psychological causes.

7. Digestive Issues:-Digestive problems like diarrhea and constipation can also be caused by high levels of stress. Stress may especially affect those with digestive disorders such as irritable bowel syndrome (IBS) or inflammatory bowel disease (IBD). These are characterized by stomach pain, bloating, diarrhea and constipation.

8. Appetite Changes:-Changes in [appetite](#) are common during times of stress. When you feel stressed out, you may find yourself either with no appetite at all or ravenously raiding the refrigerator in the middle of the night. Other possible causes of appetite changes include the use of certain medications or drugs, hormonal shifts and psychological conditions.

9. Depression:-the chronic stress may contribute to the development of depression. Besides stress, other potential contributors to depression include family history, hormone levels, environmental factors and even certain medications.

10. Rapid Heartbeat:-A fast heartbeat and increased heart rate can also be symptoms of high stress levels. A rapid heartbeat may also be caused by high blood pressure, [thyroid disease](#), certain heart conditions, and by drinking large amounts of caffeinated or alcoholic beverages.

11. Sweating:-Exposure to stress may also cause excess sweating. Excess sweating can also be caused by anxiety, heat exhaustion, thyroid conditions and the use of cert

Types of stress

Stress can be either temporary or long lasting. The classification is based on two factors

- i.** Duration of stress feelings:- how long stress continue to cause emotional disturbance ?
- ii.** Time taken to recover:- how fast the individual under stress can recover & return to normal position ?

Closely associated is another classification based on intensity of stress.

- **High stress:-** stress is high when the impact on mind & body of the individual is sever. It is difficult for individuals to cope with.
- **Moderate Stress:-** stress levels are moderate, when its impact is less & individuals can easily cope with it.
- **Low or mild stress:-** stress of this kind is common & necessary. It makes individual active in life. Based on the consequences of stress, stress can be classified as given under
 - Distress:- it is negative side of stress & occurs when an individual is exposed to harmful stimuli. It manifests in dissatisfaction & depression.

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- Eustress:- it is the positive side of stress & occurs when an individual exposed to positive stimuli . it leads to active functioning of individuals.

Techniques of Stress management

- Keep a positive attitude.
- Accept that there are events that you cannot control.
- Be assertive instead of aggressive. Assert your feelings, opinions, or beliefs instead of becoming angry, defensive, or passive.
- Learn and practice relaxation techniques; try meditation, yoga, or tai-chi for stress management.
- Exercise regularly. Your body can fight stress better when it is fit.
- Eat healthy, well-balanced meals.
- Learn to manage your time more effectively.
- Set limits appropriately and learn to say no to requests that would create excessive stress in your life.
- Make time for hobbies, interests, and relaxation.
- Get enough rest and sleep. Your body needs time to recover from stressful events.
- Don't rely on alcohol, drugs, or compulsive behaviours to reduce stress.
- Seek out social support. Spend enough time with those you enjoy.
- Seek treatment with a psychologist or other mental health professional trained in stress management or biofeedback techniques to learn healthy ways of dealing with the stress in your life.