

# KNOWLEDGE BEANS-22

a human resource newsletter



## HIGHLIGHTS OF THIS ISSUE

- Akshay Iyer shows the path for effective learners
- Professor Jayraman talks about how leadership goes in hand with culture
- Vinita Chopra shares importance of 'Communication in leadership'
- Deeksha Jawa's bean tip on ways to improve leadership skills
- Anushree Nirgude articulates on 'Changing Role of Leaders'



## industry champion space HOW TO BE AN EFFECTIVE LEARNER

Akshay Iyer



Akshay is an Education Consultant at BMC Software. He creates online and classroom training for various BMC products. Some of his core tasks involve analyzing audience requirements, creating learner centric courses, applying the adult learning methodology, and enhancing the customer training experience

One of the common myths that exist is that learning is a one way process. Hence, the instructor is responsible for teaching while learners can passively absorb knowledge.

We believe that we have done our bit by registering for the training, paying the fees, and showing up on time. Learning however is a multi dimensional activity, which involves learning from the environment around you. Hence, the most successful trainers make you introspect, learn from other students, teach you, and ensure others learn from you.

**Some of the techniques that can help you become a good learner are given below.**

- ❑ **Be Adequately Prepared:** The great car maker Henry Ford said "Before everything else, getting ready is the secret to success." Ensure you are adequately prepared for any training sessions you attend.
- ❑ **Be Open Minded and Receptive:** People develop notions around areas like leadership and innovation. These notions are based on their experiences and they believe that these notions can work for everyone in every situation. There are always multiple perspectives to a single concept. Be prepared to accept that your notion may be partially correct or even incorrect.
- ❑ **Don't be Afraid of Failure:** Sir Winston Churchill the British Prime Minister said "Success is the ability to go from failure to failure without losing your enthusiasm." Don't be afraid to try the

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## THE EDITOR'S COLUMN

Deepa Sengupta



She is currently pursuing her Masters in Business Administration from International School of Business and Media, Pune. She has been interested in studying human behavior & bringing creativity in human resource processes.

*This edition catches up with the vows of leadership, the catalyst for any successful organization. The tips and tricks of leadership include communication and culture.*



Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst & a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



## HOW TO BE AN EFFECTIVE LEARNER

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unconventional ideas in training sessions. Failure in training sessions may lead to successes in real life.

- ❑ **Focus on Specific Areas of Development:** One of the world's foremost motivational speakers Tony Robbins said "One reason so few of us achieve what we truly want is that we never direct our focus; we never concentrate our power". While in training, always ensure you focus on the right topic and concentrate hard when other topics are being discussed.
- ❑ **Value your and other People's Time:** In summary, respect your and others time by turning up on time for the training and returning punctually from breaks. Also, best utilize the time in class to ensure the training is a great success.

## OD experts speak LEADERSHIP AND CULTURE

We live in a world of constant flux and uncertainties are the only constant. Individuals and corporations are constantly grappling with challenges and trying to adapt to new realities. What separates one from the other is the quality of leadership.

How do organizations build a leadership pipeline that enables them to deal with the demands of constant changes in the environment and the perilous conditions? While there are no quick fixes and success mantras, creating a performance driven culture within the organization is a step in the right direction.

Leaders do not lead people but lead cultures. Culture is created and therefore can be managed and changed. The greatest challenge for leadership is to maintain a positive culture and counter negative culture within the organization. An organization's culture must have the following traits.

- ❑ **Interaction:** How we communicate with each other drives relationships and these drive culture and culture drives success.
- ❑ **Association:** People with similar values, beliefs and ambitions create small groups and these should be discouraged and the organization must create conditions of inclusiveness which will promote diverse collaboration.
- ❑ **Trust:** Promoting a culture of trust within the organization creates an open culture. Absence of trust limits dialogue, destroys effective collaboration and employees seek to protect themselves from criticism and blame.
- ❑ **Work tempo:** Work tempo and attention to time deadlines indicates the appreciation of the needs of the team members and the organization.
- ❑ **Satisfaction:** Employee satisfaction occurs when knowing what is expected from them, having the wherewithal to meet the expectations of the organization and opportunities exist within the organization to realize their full potential.
- ❑ **Learning:** A learning environment is another hallmark of a healthy organization. Institutionalize self-reflection and continuous learning.

Leaders, who display courage and effectively create a culture, can build organizations wired for success under all conditions.

### Prof. S Jayraman

*S Jayraman is a professor of Human Resource Management at International School of Business & Media. He has 25 years of diverse industry experience and 7 years of experience in field of teaching, consulting and training.*



Vinita Chopra



academician opine

# COMMUNICATION IN LEADERSHIP

Vinita is a communication faculty at International School of Business and Media and a corporate trainer as well. She firmly believes in learning and applying creativity at work.

"It is not what you say but how you say it". It is an old cliché but always creates relative doubts and questions in mind. And one who masters the art of good communication skills leads the road. Due to the change in the dynamics of communications, the role of a leader is also undergoing a transition.

Communication competency is one key to leadership. In an organization one needs to coach, co-ordinate, counsel, evaluate and supervise and therefore understanding the communication process becomes important. Communication process is the chain of understanding that integrates the members of an organization.

It is also essential for all leaders to understand that one must communicate congruently – that is - to align the spoken words with body language. Whenever non-verbal conflicts with the verbal, the audience gets confused and these mixed signals makes it impossible to build relationship of trust.

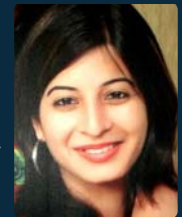
Nothing puts you in the "poor leader" category more swiftly than poor communication skills. Therefore there is a need to understand that effective verbal and non-verbal communication helps to establish credibility in an interaction. A leader should have a few dynamic elements of communication – the right tone, articulation, voice, fluency, writing and listening skills, garnished with the correct use of gestures.



A frequently asked question by a young manager – "Which is the most important trait to become a good leader?". I would answer by saying – "It is good communication skills, may be not the only trait but yes one of the key traits."

## bean tip IMPROVE LEADERSHIP SKILLS

Deeksha Jawa



Deeksha Jawa, Head – Project Management, Atyaasaa Consulting Private Limited, is a post graduate in Management HR and Green Belt in Six Sigma with a background in Psychology. She has a passion for behavioural sciences and combines her knowledge of psychometric testing with her management expertise to manage projects end to end and design & develop workshops in order to meet the changing needs of business.

Leaders are not born, they are developed. Leadership is largely a behavioral skill so one can learn and develop these skills on his/her own.

**Here are some suggestions to help you develop as a leader:**

- ❑ Learn and adapt to the S3 style of leadership (Situational Leadership Model)
- ❑ Coach your team
- ❑ Develop "Individual Development Plans" for your subordinates
- ❑ "Review" as against "Doing"
- ❑ Give upfront feedbacks
- ❑ Hold regular meetings
- ❑ Communicate strategic aims
- ❑ Practice two way communication, top – down and bottom –up
- ❑ Build trust and mutual respect in the team
- ❑ Motivate the team and help members give each other feedback
- ❑ Be open to learning new things from others



## space for everyone

## CHANGING ROLE OF LEADER

Anushree Nirgude

The role of leader keeps changing and evolving with time. The reasons for this are dynamic socio-economical trends and changing mindset of people.

Previously, charisma was considered the most important element of leadership. People used to blindly follow charismatic leaders. Today, though charisma is considered a distinguishing factor, it is not enough. As people have become more pragmatic, a leader should have something substantial to offer. He should not only have big goals and high aspirations, but also understand and respect his followers' dreams and aspirations. He should ensure that their personal goals are achieved while working for the bigger goal. In human resource management field, this is the core of employee engagement, motivation and retention.

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In today's world, followers have become thinking individuals. They cross question, debate and evaluate every idea presented to them. Therefore, a leader must know his ideas and theories thoroughly, logically and completely. Unlike in past, questioning ideas is not perceived as lack of respect anymore. On the contrary, it shows interest, willingness to understand, contribute and bring improvement. So a leader should be ready for discussion, open to criticism and feedback. It enhances transparency in processes, helps increase trust and respect for the leader.

Today's followers do not feel that they are inferior to the leader. Though they acknowledge the power and position of the leader, they have a sense of high self-esteem and self efficacy. This increased self respect is cumulative effect of many social changes. Keeping this in mind, a leader should ensure that he does not hurt self respect of his followers.

The leader – follower relationship is definitely not parent - child or master – slave relation anymore. Today it has evolved to become a coach – protégée relation. And every aspirant leader should bare this in mind.

