Team Work
Want to Achieve Professional Excellence?

What is important for me to know and do in order to accomplish that?
<table>
<thead>
<tr>
<th>High Performance and results being consistently achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>The energy, enthusiasm and determination to succeed</td>
</tr>
<tr>
<td>Unstinting cooperation in overcoming problems</td>
</tr>
<tr>
<td>Willingness to accommodate necessary changes</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Apathy and indifference to the job.</td>
</tr>
<tr>
<td>A poor record of time-keeping and high absenteeism</td>
</tr>
<tr>
<td>An exaggeration of the difficulties (problems, disputes and grievances)</td>
</tr>
<tr>
<td>Lack of cooperation in dealing with problems or difficulties</td>
</tr>
<tr>
<td>Unjustified resistance to change</td>
</tr>
</tbody>
</table>
Which of the following can be considered as accomplished ones?

Did these people exhibit following characteristics?

- Inspirational
- Decisive
- Positive attitude
- Goal oriented
- Charismatic
- Good communicator
- Knowledgeable
- Visionary
- Risk taker
- Team builder
- Change agent
1. Inculcate and imbibe the EQ Traits
The First thing is to know about and imbibe a high Emotional Quotient (EQ)
People HI in IQ (AV Score of the 95% of Pop.: 70-130)

- William James Sidis (IQ score: 250-300)
- Terence Tao (IQ score: 225-230)
- Marilyn Vos Savant (IQ score: 228)
- Christopher Hirata (IQ score: 225)
- Kim Ung-Yong (IQ score: 210)
- Edith Stern (IQ score: 200+)
- Christopher Michael Langan (IQ score: 190–210)
- Garry Kasparov (IQ score: 194)
- Philip Emeagwali (IQ score: 190)
- Judit Polgar (IQ score: 170)
- Albert Einstein (IQ score: 160 – 190)
- Stephen Hawking (IQ score – 160)

People Hi in EQ

- Thomas Jefferson
- Martin Luther King
- Mahatma Gandhi
- Abraham Lincoln
- Dalai Lama
- Winston Churchill
- Indra Nooyi
- Princess Diana
EQ Skills

**Personal Competence:** *Management of Self*

**Self-awareness:** Strengths, Weaknesses, Preferences, Resources and Constraints

**Self-Evaluation:** Internal states, Impulses and Resources, Ability to Handle Frustration and Manage Emotions

**Motivation**

**Social Competence:** *Mgt. of Relationship*

**Ability to:**
- Understand others’ emotions
- Recognize others’ talents and skills
- Communicate and Influence Others
- Manage Conflict
- Lead and Develop Others
- Expertise in inculcating desirable responses in others
- Getting Along with others
Hi - EQ
- Warm, Positive, High Optimism,
- Emotionally Expressive,
- Ability to read non-verbal Communication,
- Sociable
- Balancing Feelings with Reason, Logic and reality
- Self-belief
- Successful Coping with the Stress

Lo-EQ- Characteristics
- Ever Criticizing,
- Blaming Others,
- Negative,
- Shunning Personal Responsibility,
- Rigid,
- Impulsive,
- Aggressive,
- Uncaring,
- Sour,
- Closed,
- Ignores, Unhelpful, Rude, Impolite
2. Manage Conflicts and Interpersonal Communication

(Begin With End in Mind / Think Win-Win)
Let’s Peep into the Window of Psychology

(Maslow, Herzberg, Hersey-Blanchard, and Few Others)
Maslow’s Hierarchy of Needs (original five-stage model)

- **Self-actualisation**
  - personal growth and fulfilment

- **Estem needs**
  - achievement, status, responsibility, reputation

- **Belongingness and Love needs**
  - family, affection, relationships, work group, etc

- **Safety needs**
  - protection, security, order, law, limits, stability, etc

- **Biological and Physiological needs**
  - basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.
Hierarchy of Needs
(1990's eight-stage model based on Maslow)

- Transcendence
  helping others to self-actualise
- Self-actualisation
  personal growth, self-fulfilment
- Aesthetic needs
  beauty, balance, form, etc
- Cognitive needs
  knowledge, meaning, self-awareness
- Esteem needs
  achievement, status, responsibility, reputation
- Belongingness and Love needs
  family, affection, relationships, work group, etc
- Safety needs
  protection, security, order, law, limits, stability, etc
- Biological and Physiological needs
  basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.
'hygiene' (or 'maintenance') factors

<table>
<thead>
<tr>
<th>status</th>
<th>security</th>
<th>relationship with subordinates</th>
</tr>
</thead>
<tbody>
<tr>
<td>personal life</td>
<td>relationship with peers</td>
<td>salary</td>
</tr>
<tr>
<td>work conditions</td>
<td>relationship with supervisor</td>
<td></td>
</tr>
<tr>
<td>company policy and administration</td>
<td>supervision</td>
<td></td>
</tr>
</tbody>
</table>

Hygiene factors are merely a launch pad - when damaged or undermined we have no platform, but in themselves they do not motivate.
Win-Lose Matrix

Consideration

<table>
<thead>
<tr>
<th>Courage</th>
<th>AGGRESSIVE (Win-Lose)</th>
<th>ASSERTIVE (Win-Win)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consideration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVOIDING (Lose-Lose)</td>
<td></td>
<td>SUBMISSIVE (Lose-Win)</td>
</tr>
</tbody>
</table>

Source: https://www.cse.iitb.ac.in/~kulashish/STUDe_Club/sessionarchive.html
Win-Lose Matrix

Degree of Cooperation

Degree of Assertiveness

<table>
<thead>
<tr>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>DOMINATING / COMPETING (Win-Lose)</td>
</tr>
<tr>
<td>Low</td>
<td>AVOIDING (Lose-Lose)</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>PROBLEM SOLVING / COLLABORATION (Win-Win)</td>
</tr>
<tr>
<td></td>
<td>ACCOMODATING / YIELDING (Lose-Win)</td>
</tr>
<tr>
<td></td>
<td>Compromising</td>
</tr>
</tbody>
</table>

Source: http://purchasingpractice.com/developing-a-differentiated-negotiation-strategy/
<table>
<thead>
<tr>
<th>Concern For Relationship</th>
<th>Concern For Issues</th>
<th>Strategy</th>
<th>Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
<td>DEFEAT</td>
<td>YOU LOSE-THEY LOSE</td>
<td>(Take whatever you can get)</td>
</tr>
<tr>
<td>Low</td>
<td>High</td>
<td>COLLABORATE</td>
<td>YOU WIN-THEY WIN</td>
<td>(Creatively Solve the Problem)</td>
</tr>
<tr>
<td>High</td>
<td>Low</td>
<td>WITHDRAW</td>
<td>YOU LOSE-THEY LOSE</td>
<td>(Build Friendly Relationships)</td>
</tr>
<tr>
<td>High</td>
<td>High</td>
<td>ACCOMODATE</td>
<td>YOU LOSE-THEY WIN</td>
<td>(Build Friendly Relationships)</td>
</tr>
</tbody>
</table>
Hersey-Blanchard – Situational Leadership Model

**S3 - Supporting**
- Competence: Demonstrated skills, Experienced
- Commitment: Hesitant to Commit, Lacks Confidence

**S2 - Coaching**
- Competence: Semi-skilled, not yet Competent, Inconsistent performance
- Commitment: Unmotivated, Not fully onboard with goals

**S4 - Delegating**
- Competence: Skilled & Proficient, Consistent Completion

**S1 - Directive**
- Competence: Unskilled & Lack Experience, New to Task Activity
- Commitment: Desire to Learn, Willing to Take Direction

Source: https://www.12manage.com/methods_blanchard_situational_leadership.html
3. Other Important Attributes

- Be Proactive
- Put First Things First
- Seek First to Understand and then Understood
- Synergize
- Sharpen the Saw
Let’s Remember that:
Good Interpersonal Skills Lead to …

1. Win/win Attitude and Positive feelings
2. Good listening Skills
3. Mutual Trust and confidence
4. Sensitive to others and their Anxieties
5. Development of Individual competencies
6. Sharing Responsibilities
7. Open mindedness and friendliness
8. Holding others in high esteem and giving recognition
9. Sharing Learning and new ideas
10. Teamwork and coordination
### Difference between a Heart Attack (BOSS) and a Heart warmer (LEADER)

<table>
<thead>
<tr>
<th>BOSS</th>
<th>LEADER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drives His men</td>
<td>Inspires Them</td>
</tr>
<tr>
<td>Depends on Authority</td>
<td>Depends on Goodwill</td>
</tr>
<tr>
<td>Evokes Fear</td>
<td>Radiates Love</td>
</tr>
<tr>
<td>Says ‘I’</td>
<td>Says ‘WE’</td>
</tr>
<tr>
<td>Shows who is wrong</td>
<td>Shows what is wrong</td>
</tr>
<tr>
<td>Knows how it is done</td>
<td>Shows how it is to be done</td>
</tr>
<tr>
<td>Disrespects men</td>
<td>Harnesses skills &amp; potential</td>
</tr>
<tr>
<td>Demands Respect</td>
<td>Commands Respect</td>
</tr>
</tbody>
</table>

**WHAT WOULD YOU LIKE TO BE?**

‘A BOSS’ Or ‘A LEADER’
Let’s See an Interesting Story
The history of the baby frog........
Once upon a time there was a bunch of baby frogs....

... participating in a competition.
The target was to get to the top of a high tower.
A crowd of people had gathered to observe the race and encourage the participants.....
The start shot rang out.......
Quite honestly:

None of the onlookers believed that the baby frogs could actually accomplish getting to the top of the tower.
Words like:

"Åh, it’s too difficult!!!
They’ll never reach the top."

or:

"Not a chance... the tower is too high!"
One by one some of the baby frogs fell off…

…Except for those who fastly climbed higher and higher..
The crowd kept on yelling:

"It’s too difficult. Nobody is going to make it!"
More baby frogs became tired and gave up...

...But one kept going higher and higher.....
He was not about giving up!
At the end everybody had given up, except for the one determined to reach the top!

All the other participants naturally wanted to know how he had managed to do what none of the others had been able to do!
One competitor asked the winner, what was his secret?
The truth was....... The winner was deaf!!!!
The lesson to be learned:
Don’t ever listen to people who are negative and pessimistic...

...they will deprive you of your loveliest dreams and wishes you carry in your heart!

Always be aware of the power of words, as everything you hear and read will interfere with your actions!
Therefore:

Always stay…

**POSITIVE**!
And most of all:

Turn a deaf ear when people tell you, that you cannot achieve your dreams!
Always believe:

YOU can make it!
Achievement Motivation - 1

ORIENTATION AND BELIEFS

1. Low Pressure
2. Owns Personal Responsibility (Takes credit for success, Does not pass the Buck)
3. Believes in Limited Risk for Better Performance
4. Clarity of Goals
5. Motivates / Raises Commitment
6. Works for Standards of Excellence
7. Feedback as Motivator
8. Engages in Result Oriented Activities
9. High Perseverance
10. Innovates
11. High Interpersonal Competence
12. Strives to Make Each Moment Count
13. Never Completely Contended
ACHIEVEMENT MOTIVATION-2

PACE SETTER

- Takes Personal Responsibility
- Performance Standard Very High
- Reward for High Performance
- Manages By Example
- Actual Warmth / Support Low

BEHAVIOURAL SYMPTOMS

- Sets Pace and Expects Subordinates to Follow
- Rejects People with Low Performance Standards
- Takes Over the Subordinates’ Work to Ensure Standard

COACH

- Relies on Arousal of Motivation Through Improved Performance
- Not Directional, Helps in Planning
- Initiates Action
- Believes Any Body and Every Body Can Improve Performance
- Works Together

BEHAVIOURAL SYMPTOMS

- Gives Feedback
- Develops Relationships (Plan Subordinates’ Career)
- Rewards for Improvement
- Helps Subordinates To Identify Problems and Solving them
Weaknesses

- Extremely Work Oriented
- Works Himself / Herself Instead

**EFFECT**

- Can Motivate the selected Few having similar Commitments

- Spends Lots of Time in Improving Less Efficient Staff
- Apparently Lack Personal Warmth

**EFFECT**

- Good to Excellent in Both Short and Long term
POWER MOTIVATION

*Orientation and belief*
High Pressure, Top Down, Directive, Impose His/her Standards, Control Tightly, See Money as a Motivator

**STYLES**

**COERCER**
- Dominating
- Take Charge Guy
- Listens With Impatience

**BEHAVIOURAL SYMPTOMS**
- Punishes Very Often
- Motivates by Fear
- Reward for Conformity

**AUTHORITARIAN**
- Extremely Efficient in Socializing His Concern for Control
- Task and Activity Oriented
- Instructs Firmly With Polite Words

**BEHAVIOURAL SYMPTOMS**
- While Listens to Others but Quick to Assert His/her Authority
- Reluctant to Acknowledge Others’ Ideas / Thoughts
- Believes in use of Fear but Seldom uses it
- Flexible to ensure Commitment
- Reward for Conformity
Weaknesses

- Creates / Encourages Clique Formation
  
  **EFFECT**
  
  - Less Effective Motivator
  - Good in Short Term Particularly for Clearing Mess to Clean-up

- Creates Dependency
  - Reduces Subordinates Capacity to Take Decision

  **EFFECT**
  
  - Good to Excellent in Both Short and Long term
AFFILIATION MOTIVATION

Orientation and belief
No Pressure, Trust in Motivating, Care More for Feelings

STYLES

AFFILIATOR
- Considers Harmony More Important Than the Job
- Loneliness of the Command Does not appeal
- Abdicates Responsibility

BEHAVIOURAL SYMPTOMS
Avoids Conflicts
- Compromises very Often
- Dislikes Reference to Standard
- Neither Rewards Nor Punishes
- Considers Himself Respected / Popular
- Quickly perceived as a weak person

DEMOCRAT
- Motivators: Need for Self-Fulfillment
- Acceptance, Recognition and Praise
- Believes that People Work better When Self-Directed & Self Controlled.

BEHAVIOURAL SYMPTOMS
- Permissive, Non-Directive
- Respects professionals
- Assumes Responsibility and Defines Objectives
- Sincerely Considers Others’ Suggestions
- Gives Credit, Does Not Threaten / Punish
Weaknesses

- Wrong Assessment
- Lack initiative / Stand

EFFECT
- Less Effective

- No Punitive action
- Fails to Motivate

EFFECT
- Shirkers
- Unimpressive in Short Term
- Poor to Excellent in Long Term
Seven Habits of Highly Effective People

1. Be Proactive
2. Begin With End in Mind
3. Put First Things First
4. Think Win – Win
5. Seek First to Understand and then to be Understood.
6. Synergize
7. Sharpen the Saw
Motivational Style interpretation

- **Dominant Style**: A Score of ‘8’ or More Indicates
- **Support Style**: A Score of ‘7’ Indicates
- Where the Highest score is ‘6’ or Less, it suggests:

  *You have not Yet developed a definite ‘MOTIVATIONAL STYLE’*

  A

  *Combination of ‘Authoritarian With ‘COACH and “DEMOCRAT’ either as ‘Dominant’ or ‘Support’ style proves you as*

  *EFFECTIVE MOTIVATOR*