

LEADERSHIP SKILLS-BASIC LEADERSHIP SKILLS

MEANING -Leadership is a process whereby an Individual influences a group of Individuals to achieve a common goal. Leadership is that which pulls together people with diverse talents, backgrounds, experiences and Interests ,encourages them to step up to responsibility and continued achievement and treats them as full scale partners.



IMPORTANCE OF A GOOD LEADERSHIP SKILLS

- Good **leadership skills** comprise more than one or two traits, and there is more to **leadership** than just knowing the technical aspects of how to manage a team. Effective leaders are many things: determined, ethical, innovative, passionate, kind, curious, focused, confident, collaborative, courageous, wise and empowering.
- Effective leaders have the ability to communicate well, motivate their team, handle and delegate responsibilities, listen to feedback, and have the **flexibility** to solve problems in an ever-changing workplace. Employers seek these skills in the candidates they hire for leadership roles. Provide a Vision. ...
- Establish Effective Organizational Structure and Communication Protocols. ...
- Be an Effective **Role** Model. ...
- Inspire and Motivate. ...
- Delegate and Empower. ...
- Effective Time Management.
- Leading his team to achieve a common goal.

Skills Good Leaders Need

Strategic Thinking

Developing a vision of where you want to be.

Planning & Delivery

Planning how to achieve your vision and dealing with challenges along the way.

People Management

Finding the right people and motivating them to work towards your vision.

Change Management

Recognising, responding and managing changes to your vision and plans.

Communication

Working on the best ways to communicate your vision to others and listening to ideas.

Persuasion & Influence

Encouraging others to help you achieve your vision by demonstrating its advantages.

MEANING OF BUILDING TECHNICAL COMPETENCY

A **competency** framework defines the knowledge, skills, and attributes needed for people within an organization. Each individual role will have its own set of **competencies** needed to perform the job effectively. To develop this framework, you need to have an in-depth understanding of the roles within your business.

- **Some specific examples of technical skills might include:**
- Programming languages.
- Common operating systems.
- Software proficiency.
- **Technical** writing.
- Project management.
- Data analysis.

FEATURES OF DEVELOPING TECHNICAL COMPETENCY

- These are the integrated knowledge, skills, judgment, and attributes that people need to perform a job effectively. By having a defined set of competencies for each role in your business, it shows workers the kind of behaviors the organization values, and which it requires to help achieve its objectives. Not only can your team members work more effectively and achieve their potential, but there are many business benefits to be had from linking personal performance with corporate goals and values.

Defining which competencies are necessary for success in your organization can help you do the following:

- Ensure that your people demonstrate sufficient expertise.
- Recruit and select new staff more effectively.
- Evaluate performance more effectively.
- Identify skill and competency gaps more efficiently.
- Provide more customized training and professional development.
- Plan sufficiently for succession.
- Make change management processes work more efficiently.

Design Principles of a Competency Framework

A competency framework defines the knowledge, skills, and attributes needed for people within an organization. Each individual role will have its own set of competencies needed to perform the job effectively. To develop this framework, you need to have an in-depth understanding of the roles within your business. To do this, you can take a few different approaches:

1. Use a pre-set list of common, standard competencies, and then customize it to the specific needs of your organization.
2. Use outside consultants to develop the framework for you.
3. Create a general organizational framework, and use it as the basis for other frameworks as needed.
4. Developing a competency framework can take considerable effort. To make sure the framework is actually used as needed, it's important to make it relevant to the people who'll be using it – and so they can take ownership of it.

The following three principles are critical when designing a competency framework:

- 1. Involve the people doing the work** – These frameworks should not be developed solely by HR people, who don't always know what each job actually involves. Nor should they be left to managers, who don't always understand exactly what each member of their staff does every day. To understand a role fully, you have to go to the source – the person doing the job – as well as getting a variety of other inputs into what makes someone successful in that job.
- 2. Communicate** – People tend to get nervous about performance issues. Let them know why you're developing the framework, how it will be created, and how you'll use it. The more you communicate in advance, the easier your implementation will be.
- 3. Use relevant competencies** – Ensure that the competencies you include apply to all roles covered by the framework. If you include irrelevant competencies, people will probably have a hard time relating to the framework in general. For example, if you created a framework to cover the whole organization, then financial management would not be included unless every worker had to demonstrate that skill. However, a framework covering management roles would almost certainly involve the financial management competency.

Developing the Framework

There are four main steps in the competency framework development process. Each step has key actions that will encourage people to accept and use the final product.

Step One: Prepare

1. Define the purpose – Before you start analyzing jobs, and figuring out what each role needs for success, make sure you look at the purpose for creating the framework. How you plan to use it will impact whom you involve in preparing it, and how you determine its scope. For example, a framework for filling a job vacancy will be very specific, whereas a framework for evaluating compensation will need to cover a wide range of roles.

2. Create a competency framework team – Include people from all areas of your business that will use the framework. Where possible, aim to represent the diversity of your organization. It's also important to think about long-term needs, so that you can keep the framework updated and relevant.

Step Two: Collect Information

This is the main part of the framework. Generally, the better the data you collect, the more accurate your framework will be. For this reason, it's a good idea to consider which techniques you'll use to collect information about the roles, and the work involved in each one. You may want to use the following:

1. Observe – Watch people while they're performing their roles. This is especially useful for jobs that involve hands-on labor that you can physically observe.

2. Interview people – Talk to every person individually, choose a sample of people to interview, or conduct a group interview. You may also want to interview the supervisor of the job you're assessing. This helps you learn what a wide variety of people believe is needed for the role's success.

3. Create a questionnaire – A survey is an efficient way to gather data. Spend time making sure you ask the right questions, and consider the issues of reliability and validity. If you prefer, there are standardized job analysis questionnaires you can buy, rather than attempting to create your own.

4. Analyze the work – Which behaviors are used to perform the jobs covered by the framework? For examples-Business plans, strategies and objectives, Organizational principles , Job descriptions ,Regulatory or other compliance issues , Predictions for the future of the organization or Industry ,Customer and supplier requirements .

Step Three: Build the Framework

This stage involves grouping all of the behaviors and skill sets into competencies. Follow these steps to help you with this task:

- 1.Group the statements** – Ask your team members to read through the behavior statements, and group them into piles. The goal is to have three or four piles at first – for instance, manual skills, decision-making and judgment skills, and interpersonal skills.
- 2.Create subgroups** – Break down each of the larger piles into subcategories of related behaviors. Typically, there will be three or four subgroupings for each larger category. This provides the basic structure of the competency framework.
- 3.Refine the subgroups** – For each of the larger categories, define the subgroups even further. Ask yourself why and how the behaviors relate, or don't relate, to one another, and revise your groupings as necessary.
- 4.Identify and name the competencies** – Ask your team to identify a specific competency to represent each of the smaller subgroups of behaviors. Then they can also name the larger category.

Here's an example of groupings and subgroupings for general management competencies :Supervising and leading teams.

- 1.Provide ongoing direction and support to staff.
- 2.Take initiative to provide direction.
- 3.Communicate direction to staff.
- 4.Monitor performance of staff.
- 5.Motivate staff.
- 6.Develop succession plan.
- 7.Ensure that company standards are met.

Recruiting and staffing.

- 1.Prepare job descriptions and role specifications.
- 2.Participate in selection interviews.
- 3.Identify individuals' training needs.
- 4.Implement disciplinary and grievance procedures.
- 5.Ensure that legal obligations are met.
- 6.Develop staff contracts.
- 7.Develop salary scales and compensation packages.
- 8.Develop personnel management procedures.
- 9.Make sure staff resources meet organizational needs.

Training and development.

- 1.Deliver training to junior staff.
2. Deliver training to senior staff.
3. Identify training needs.
4. Support personal development.
5. Develop training materials and methodology.

Managing projects/programs

1. Prepare detailed operational plans.
2. Manage financial and human resources.
3. Monitor overall performance against objectives.
4. Write reports, project proposals, and amendments.
5. Understand external funding environment.
- 6.Develop project/program strategy.

Step Four: Implement

As you roll out the finalized competency framework, remember the principle of communication that we mentioned earlier. To help get buy-in from members of staff at all levels of the organization, it's important to explain to them why the framework was developed, and how you'd like it to be used. Discuss how it will be updated, and which procedures you've put in place to accommodate changes.

Here are some tips for implementing the framework:

Link to business objectives – Make connections between individual competencies and organizational goals and values as much as possible.

Reward the competencies – Check that your policies and practices support and reward the competencies identified.

Provide coaching and training – Make sure there's adequate coaching and training available. People need to know that their efforts will be supported.

Keep it simple – Make the framework as simple as possible. You want the document to be used, not filed away and forgotten.

Communicate – Most importantly, treat the implementation as you would any other change initiative. The more open and honest you are throughout the process, the better the end result – and the better the chances of the project achieving your objectives.

Advanced leadership skills (ALS)

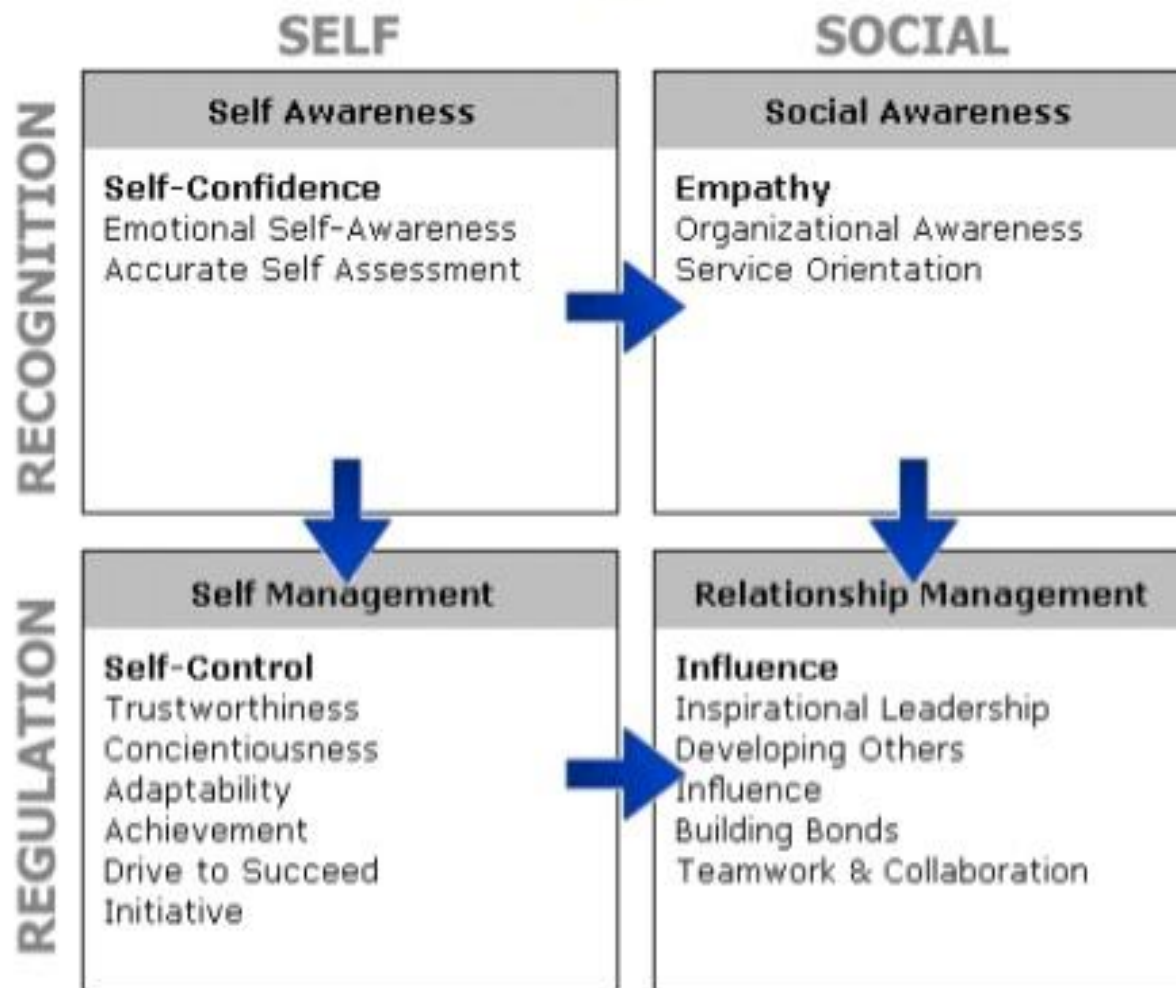
Meaning-Advanced Leadership Skills is a practical, hands-on program that enables the front line leader to not only apply existing knowledge and skills and learn new skills but to achieve higher productivity, ensure clearer communications, resolve conflicts effectively, build and retain strong teams, and to understand and lead change.

Advanced leadership skills helps in the following ways-

1. Build A High Performance Team.
2. Build **Trust** And **Increase Productivity**.
3. Help Employees Adapt To Change.
4. Facilitate **Conflict Resolution** Solutions.
5. Enhance Work Relationships.
6. Develop Negotiating And **Problem Solving Skills**.
7. Help Team Members Adapt To Change.
8. Move Team Members From Achieving Effective To Exceptional Results.



Advanced Leadership Skills



Goleman, D. (1995). *Emotional intelligence*. New York, NY: Bantam Dell.



Advanced Leadership Skills

Goals & Objectives - As a leader, your job is to determine:

- Where are we going?
- How are we going to get there?
- What does success look like?



Team Building for work teams -Emphasize the importance of each **team** member's contribution and demonstrate how all of their jobs operate together to move the entire **team** closer to its goal. Delegate problem-solving tasks to the **team**. Let the **team work** on creative solutions together. Facilitate communication.

The formal definition of team-building includes:

1. aligning around goals.
2. **building** effective **working** relationships.
3. reducing **team** members' role ambiguity.
4. finding solutions to **team** problems.



5 Objectives of Team Building: How To Bring Your Employees Together

-Acquaint and Establish Connections. Getting to know each other in the workplace is one **goal** of team building. ...

-Encourage **Communication** and Teamwork. ...

-Improve Morale and Engagement. ...

-Foster **Innovation** and Creativity. ...

-Build Trust and Team Bonds.

-High-performance teams (HPTs) is a concept within organization development referring to **teams**, organizations, or virtual groups that are highly focused on their goals and that achieve superior business results.

These five factors describe the behaviors of leaders who had those high-performance teams.

1.Team Leaders Inspire More Than They Drive. ...

2.Team Leaders Resolve Conflicts And Increase Cooperation. ...

3.Team Leaders Set Stretch Goals. ...

4.Team Leaders Communicate, Communicate, Communicate The Vision And Direction. ...

5.Team Leaders Are Trusted.

IMPORTANCE OF BUILDING HIGH PERFORMANCE TEAMS

1.High-performance work teams are essential to the way most organizations organize and carry out their work, resulting in superior **performance**, which translates into a **significant** competitive advantage. ... A deep sense of purpose and commitment to the **team's** members and to the mission.

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