

# **CHAPTER THREE**

# **Leadership & Team Building**

## **Leadership and Team Building**

### **General**

In the present competitive era, it is required to drive BSNL most efficiently and result-oriented. There is a need of the hour that every one must possess the right attitude and skills- leadership and team building being very important ones to continuously motivate self and subordinate/employees to create positive enthusiasm, attitude for the esteemed customer. It is BSNL's vision to have the largest subscriber base and become the number one telecom service provider in the country.

Someone has rightly said that “Any nation/organization/family is of the people; drives its strength from the people; its interest lies in the people that served by the people; it grows with the people and sustained through the people, for the people for ultimate goal – harmony and happiness to the people”.

### **Objective**

Leadership and team building is a training course that is both challenging and practical. We aim to teach the fundamental 'people management skills' in a positive and constructive environment. It has been designed to understand the basic fundamentals of strategy and motivation in team building. You will benefit by learning tips and techniques that will increase your competence and confidence when managing, influencing and leading teams and individuals.

Our management training courses and workshops will help delegates to increase work effectiveness and productivity, achieve greater control of their daily activities and overcome work stress.

One of your main responsibilities, as a manager or supervisor, is to analyze the strengths and weaknesses of your team in relation to its goals and to provide the motivation and skills to achieve those goals. This course will help you to improve the direction, motivation and goal achievement of your team. The subjects covered will include:

- analyzing your leadership style
- developing leader
- role of a leader
- Leadership traits
- Are you a leader or a manager?
- Leadership styles
- Theories of leadership
- Team work, leadership and team building
- creating a team identity
- Case study

### **Analyzing Leadership styles**

By analyzing leadership style executives are able to see its impact on the team and how the team may react to you in different situations. Learning how to adapt their style and actions to become more 'situational' will enable executives to focus their leadership more effectively.

Most large organizations these days take a competency-based approach to leadership. They look at what good leaders action do, and distil this behavior to a list of competencies - a fancy name for skills and practices. Posner, identify five key leadership behaviors, which they call:

1. Challenge the process
2. Inspire shared vision
3. Enable others to act
4. Model the way
5. Encourage the heart

Challenge the Process means always wanting to find a better way. It's about having a deep commitment to the idea of continuous improvement.

Inspiring a shared vision means having a very clear view of where you want to go.

Enabling others to act means not only creating the kind of intense loyalty, which Richard Branson can inspire in his staff, but also making sure that people have the skills to act in pursuit of the vision. Kevin Newman set up the very successful telephone bank first Direct. He avoids taking decisions as much as possible he said 'as chief executive, my job is to teach other people how to make the decisions'.

Modeling the Way is perhaps the most interesting leadership behavior. Essentially it means practicing what you preach. True leaders make a company successful over the long term. Their comments on leadership make interesting reading. According to their research, leaders do not have to be charismatic, leading from the front, sparkling with quick wit and ready repartee: but they do have to have a set of values they really believe in and which they demonstrate by their actions dozens of times every day. Building trust and credibility is the ultimate leadership challenge.

Encouraging the Heart means giving the praise and encouragement people need to keep going. William James, often described as the father of modern psychology, once said. 'The deepest human craving is the need to be appreciated'. When Rotary Watches won an industry award for one of its products, MD Robert Dreyfus sent every member of staff a personal thank you letter with a \$50 note in it. People still talk about it in Rotary and the interesting thing is this - what they talk about most is not the money, but the personal letter, which went with it.

Most in house leadership competency frameworks are elaborations on these five themes. The whole point of having leadership competencies is so that people live them, and since the human brain can not handle more than six or seven chunks of information in one go, less is better than more.

## **Developing leaders:**

### **Leadership Framework – Be, Know, & Do**

If you are a leader that can be trusted, then the people around you will learn to respect you. To be a good leader, there are things that you must be, know, and do. These fall under the Leadership Framework.

Knowing what you expect of leaders is one thing, getting them to do it is quite another. How do organizations go about developing leaders? Will sending them off for couple of days leadership skills training do the trick/ probably not.

Most decent leadership development programmers have four main elements.

- a. The first is same kind of 360 degree feedback exercise.
- b. The second element is some kind of event-based training, aimed at developing these leadership competencies.

c. The third element is coaching, which can be provided either internally or externally. Internally it may come under the guise of mentoring; externally it may be provided by a consultant.

d. The fourth element, which is gaining popularity as part of a leadership development program, is projects. As a result of taking part in some kind of leadership development program, participants are expected to deliver on some project - individually or in groups - which has a measurable benefit to the business. The projects, together with a rerun of the 360-degree feedback exercise, provide tangible evidence that the person has enhanced their leadership capabilities.

### **Leader Who?**

- One who inspires confidence and support among the people who are needed to achieve organizational Goals.
- Exercises influential increment over and above mechanical compliance with directions and orders
- Inspires, persuades, coordinates and leads.
- Leadership is the exercise in given situation. It is function of the leader, follower and situational variables.

$L = F(l, f, s)$ , where L is leadership, l-leader, f-follower and s-situation.

### **Roles of a leader**

Guiding peoples: he acts as a friend, philosopher and guide to his follower. Leader provides advice and council and uses his power in guiding and directing in the interest of group.

Team Builder: Leader acts as a captain of his team. He convinces people in the goals and plans of the group and win the confidence and cooperation of his follower. He is always in touch with the people to nurture team work.

Maintaining discipline: Discipline is the force that prompts individuals to observe rules regulations and procedures which are necessary for the attainment of objectives. He makes less use of penalties and focuses more on self discipline or voluntary restraint.

Beside these the leader acts as a Spokesperson, Negotiator, Coach, Team Player, Technical problem Solver, Entrepreneur, morale builder, etc.

### **Leadership Traits – A few**

Charisma, Enthusiasm, self confidence extroversion, Outward ness), Assertiveness (Type of +ve ness), Emotional stability, sense of humor, warmth, high tolerance for frustration, Self awareness & objectivity, Initiative, Empathy (Fellow feeling), internal locus of control, courage .....& SO ON

### **Satisfactions for Leader**

Power & prestige, Chance to help others, Higher Income, Respect & status, Control over resources, Opportunities for Advancement, More well-informed

### **Dissatisfactions for leader**

Uncompensated overtime work, Less Authority, More responsibility, Less time for own affairs, Loneliness, Too many headaches, Too many people's Problems, Pursuit of Conflicting Goals, Organizational Politics

## Leadership and Bossism compared

<b>Boss</b>		<b>Leader</b>	
1	The boss depends on authority	1	The leader depends on goodwill
2	The boss drives the employee.	2	The leader inspires the employee
3	The boss says, "I"	3	The leader says, "We".
4	The boss shows who is wrong	4	The leader shows what is wrong
5	The boss evokes fear	5	The leader radiates love.
6	The boss fixes the blame for the breakdown	6	The leader fixes the breakdown
7	The boss knows how it is done	7	The leader knows how to do it
8	The boss orders, "Go"	8	The leader says, "Let's go"
9	The boss demands respect.	9	The leader commands respect.
10	The boss uses negative approach 'never mind what you think,do it my way'.	10	The leader uses positive approach 'we will work it out together, what you will suggest'.
11	Accomplishes work at the expense of employee.	11	Accomplishes work and develops employee.
So ,BE A LEADER -NOT A BOSS			

### Are you a leader or a manager?

Quite often leading and managing are considered as the synonymous terms but in reality there are several differences between leadership and management.

A leader need not be a manager but manager must have many of the good qualities of leader.

The leadership differs from management in terms of relationship, source of influence, sanctions used, basis of following, accountability and functions.

The manager Do things right, direct operations, Enforce policies and rules, Design procedures and tasks, Control results and Foster stability.

As per Woods & King (1996), the manager Do the right things, Monitor guest expectations, Communicate vision and values, Manage systems and processes, Support people, engage in continuous improvement

Managers respond with a variation of "If they do not know what the goals of this outfit are by now, they do not belong in their jobs."

Managers are Sincere in their belief that their subordinates are doing their best, managers frequently look for substandard performance elsewhere.

The manager considering people in relation to the group has to secure the motivation and integration of the group as a whole.

Manager can obtain only average and ordinary performance from employees. With leadership he can arouse cooperation and compliance beyond normal call of duty. The managerial behavior contains an element of leadership. It is therefore very difficult to segregate precisely management

and leadership. A manager is evaluated for formal goal accomplishment as well as for informal and personal satisfaction of the employee. The concept of managerial leadership suggests the need for bringing together the managerial and leadership role for organizational effectiveness and human satisfaction.

**Middle managers must attempt to define the following:**

1. The scope of their multiple relationships within the organizational structure as well as the specific people to whom they must relate.
2. The “playing coach” role.
3. The “bilingual” task of translating goals to action and action to measurement.
4. The implications of having full responsibility while holding limited authority.
5. The “Political” environment in which they have to survive from a position of limited power and great vulnerability.

Just as companies formulate corporate strategy by matching their resources to their environment, so can middle managers ‘formulate their job strategies- they can identify their total organizational environment and match these with their strengths and weaknesses as well as their personal values?

Looking at their jobs in strategic terms should help them face varied daily challenges, overcome frustrations, and develop consistent patterns of behavior. Obviously, a job strategy should be not a ceremonial proclamation but, instead, a plan of action that middle managers carries with them to guide them in their daily actions.

A managerial record, like a judicial one, is established through the cumulative impact of a serious decision, many of which set precedents. If these decisions can be related not only to the specific demands of each separate issue but also to an overall philosophy and master plan, their internal consistency and cumulative impact will establish a strong and cohesive organizational fabric. This is the landmark of an effective and successful manager.

Leader and being a manager is, of course, an illustrative characterization, and there is a whole spectrum between either ends of these scales along which each role can range. And many people lead and manage at the same time, and so may display a combination of behaviors.

## Distinction between leader and a manager

Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Appeal to	Heart	Head
Approach	Sets direction	Plans detail
Seeks	Vision	Objectives
Power	Personal charisma	Formal authority
Style	Transformational	Transactional
Persuasion	Sell	Tell
Decision	Facilitates	Makes
Exchange	Excitement for work	Money for work
Rules	Breaks	Makes
Wants	Achievement	Results
Risk	Takes	Minimizes
Conflict	Uses	Avoids
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames
Direction	New roads	Existing roads

## Leadership Styles

The behavior pattern exhibited by a leader while influencing the follower is known as leadership styles. Leadership styles can be broadly classified in to three categories.

**1. Autocratic leadership:** an autocratic leader exercises complete control over the subordinates. It permits quick decision making. It provides strong motivation and satisfaction to the leader who dictates terms. This style yield positive results when great speed is required. It leads to frustration, low morale and conflict among subordinates.

**2. Participative (Consultative) Leadership** It decentralizes authority and allows the subordinates to share his power. Workers feel ownership of the firm. The sharing of ideas and experiences within the business greatly motivational and develops positive attitude .It Can delay decision making.

**3. Free-rein (laissez-faire) Leadership.** Let it be' – the leadership responsibilities are shared by all i.e complete delegation of authority to take decision. This can be very useful in businesses where creative ideas are important. It is highly motivational as people have control over their working life. It relies on good team work and good interpersonal relations

Rensis Likert of university of Michigan USA has developed continuum of four system of management which is known as Likert's four management system.

**System 1:-Exploitative Autocratic-**All work related decisions are taken by the manager and order their subordinates to carry out the decision. Such managers believe in threats and punishments to get the things done. They exercise strict supervision and control over the subordinates.

**System 2:- Benevolent autocratic-** They adopt a paternalistic approach. Paternalistic leader makes decision but may consult with subordinates.

They allow some freedom to subordinates to carry out their tasks within prescribed limit but the subordinates who do not carry out their tasks are treated harshly. Thus, 'carrot and Stick' approach of motivation is adopted under this system

**System 3: Consultative:** process of consultation before decisions are taken.

**System 4: Democratic-** Encourages decision making from different perspectives – leadership may be emphasised throughout the organisation

## **Theories of Leadership**

**1. Trait theory:** According to trait theory leadership is the function of personal qualities of leader. The qualities include physical, intellectual, moral and social traits. This theory is called 'Great Man Theory' because it is based on the set of traits which are common to great man.

**2. Behavioural theory:** behavioural theory suggests that success in leadership depends upon suitable leadership behaviour. The Michigan studies, Ohio studies, the managerial grid, are the main behavioural model of leadership. Imply that leaders can be trained – focus on the way of doing things

Structure based behavioural theories - focus on the leader instituting structures and are task orientated

Relationship based behavioural theories – focus on the development and maintenance of relationships – process orientated

### **3. Contingency Theory:**

Leadership as being more flexible – different leadership styles used at different times depending on the circumstance. As per this theory leader's effectiveness depends upon the situational variables. These variables are

(a) leader's position power (b) leader-member relationship (c) Task structure.

**Leadership may depend on:** Type of staff, History of the business, Culture of the business, Quality of the relationships, Nature of the changes needed, accepted norms within the institution etc

### **Invitational Leadership:**

Improving the atmosphere and message sent out by the organisation. It Focus on reducing negative messages sent out through the everyday actions of the business both externally and, crucially, internally And review internal processes to reduce these.

It builds sense of belonging and identity with the organisation which gets communicated to customers, etc.

### **4. Transactional Theories:**



It Focus on the management of the organisation, Focus on procedures and efficiency and working to rules and contracts. It helps in Managing current issues and problems

### **Charismatic Leadership Traits**

"Leadership consists not in degrees of technique but in traits of character; it requires moral rather than athletic or intellectual effort, and it imposes on both leader and follower alike the burdens of self-restraint."

**Lewis H. Lapham.**

Charismatic leaders are Master of communication skills with high energy & action Orientation.

There is minimum internal conflict

### **Developing Charismatic Leadership**

1. Create Vision for others
2. Be Enthusiastic, optimistic and energetic
3. Be candid (Blunt)
4. Be dramatic and Unique
5. Be sensibly persistent
5. Be warm, Humanistic & Positive

A true leader is successful when he is able to formulate goals and objectives for himself and his team. If you are certain about the goal you wish to achieve, you will also have the vision to plan contingencies for the problems you may face on your quest. Successful leaders believe in augmenting their skills with that of the others. By himself, he may not have the skills or knowledge to do something. However, by working in tandem with other people, he not only gets new work done, but also ends up supplementing his own knowledge and information.

## **Team Building**

Teamwork is the ability to work together towards a common vision. The ability to direct individual does accomplishment toward organizational objectives.

It is team-work that allows common people to attain uncommon results.

In any organization to ensure that the required tasks are continuously achieved employees of the organization are required to work in different groups. The people in the groups are required to work as a team. This way many groups and teams are formed in a large organization. Ideally speaking together all the employees are required to work as a team to achieve the goals and objectives of the organization. Responsibilities are shared individually and as a team to achieve the goals and objectives of the organization. We need team working for individual and organizational success.

### **Definition of team:**

#### **TOGETHER EVERYONE ACHIEVES MORE**

A team is a group that shares, and says that is shares a common purpose and recognizes that it needs the efforts of every one of its members to achieve this. Need for teamwork

In BSNL many teams works simultaneously e.g. Team of External Plant, Team of Switch Room, installation, route maintenance etc. If entire team performs in excellent manner, the goals are easily achieved. A team is developed when ever people have to work together to produce good results. A team is capable of accomplishing much more than the sum total of individuals together to produce results.

Teamwork is stimulating; it encourages members to put in greater efforts and helps them to give their best.

Pieces fit together without distortion and together produce some overall pattern.

### **Team building**

1. TEAM works everywhere.
2. TEAM shows the customer that you care
3. TEAM builds confidence in you.
4. TEAM instills confidence in your customer
5. TEAM brings up SYNERGY

### **EVERY TEAM NEEDS A GOOD LEADER**

#### **Qualities of a successful Team Leader**

- Know your subordinates and treat them as human
- Make no favors, don't bear grudges
- Be approachable, you listen and when you tell they listen
- You keep your words and you are honest
- Be fair to your subordinates and organization
- You work hard so your subordinates do not mind you expecting the best from them
- One has to improvise his style to suit his work and the type of team he has to work with
- Do I make a positive impression on my team members with my style of functioning to get positive comments from them?

#### **Characteristics of a good team**

- Clear objectives
- Roles for all members clearly understood
- Appreciation of each others qualities
- Openness of thoughts , beliefs and actions
- Trust among members
- Co-operation in team members
- Effective leadership
- Ability to deal with conflict
- Good communication
- Purpose of unity
- Shared goals and objective

### **Fundamental features of a team:**

- Strong and effective leadership,
- The establishment of precise objectives,
- Taking informed decisions,
- The ability to act quickly so as to carry forward this decision communicating freely, developing the necessary skills and
- Techniques to fulfill the assigned tasks.

A team is a small group of people with complementary skills, who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.

Repetitive tasks which require the members to assume a different fixed roles. These tasks are usually familiar work performance and can be fulfilled independently.

The tasks that are to be performed by teams are basically categorized into three types.

**1. Projects:** which require creative input from members, though working in different roles. The major attribute is to work in unison and generate new products.

**2. Partners:** that demands constant and creative input and establishment of new work milestones. This style of working is more popular with senior levels of management.

**3.** The performance of a team depends upon the type of binding that exists between the group members.

There are no significant incremental performance needs.

In such groups, the members interact only to share information, discuss practices and to make decisions to help each individual perform effectively in his or her area of responsibility.

There exists a significant incremental performance needs and opportunity; there is no focus on collective performance.

There is no interest in a common purpose or set of performance goals, though they work in a group. Pseudo-teams are the weakest of all groups in terms of performance impact. Their contribution towards the company performance is less.

There is a considerable incremental performance need and the members really try to improve their performance impact. However, there is more need of clarity of purpose, goals and working approach. It has not yet established collective accountability.

The most worthwhile performance gain comes in between the potential teams and real teams

These are the teams with small number of people having complementary skills that are equally committed to a common purpose, goals and work approach for which they hold themselves mutually accountable. Real teams are basic unit of performance.

This group meets all the conditions of real teams and also has members deeply committed to one another's personal growth and success.

Unlike teams, working groups rely on the sum of "individual bests" for their performance. Pseudo-teams do not take any risks and hence, remain where they are potential teams take the risk to climb the curve and face obstacles and they turn into 'Real teams' and 'High performing teams'.

**To build up high performance, the following guidelines are required:**

- Establishing urgency and a sense of direction
- The selection of members should be on the basis of skills and not personality.
- Teams need complementary skills to perform the job. For effective performance, a mix of three different categories is helpful.
  - a. Technical and functional skills
  - b. Problem solving skills
  - c. Interpersonal skills
- While selection the job profile of the individual is not the only basis but the necessary skill for job performance.
- More attention needs to be paid to first meetings and actions. Initials impression goes a long way.
- Too many potential teams fail to understand the importance of "first meetings" and instead allow existing habits and operating styles to dominate, including an overemphasis on individual instead of mutual accountability.

- The rules regarding the clarity of behavior set a code of conduct. All real teams develop rules of conduct to help them achieve their purpose and performance goals. Rules are necessary for focus, openness, commitment and trust.
- Spending time together: team must spend a lot of time together, especially at the beginning. This time spend together can be scheduled and unscheduled creative insights develop when personal bonding takes place.

## **Principles**

- In order to strengthen an organization it might be necessary to weaken a part of it.
- Assign tasks that will allow the subordinates to grow and take on additional responsibilities.
- Let your team know you appreciate them
- Each member has something to add to the team
- Fix measurable goals to keep the team focused
- Everyone in a team thinks in a different way
- Have an open door policy if you want to be accessible
- Do not bring problems, bring solutions
- Be tough on problems not people.

## **Internal conflicts**

When a large group of people works together then internal conflicts are likely to happen because of different individual temperaments, mental setups, attitudes and behaviors. The internal conflicts lead to problems of internal co-ordination. The causes of internal conflicts are summarized as follows: -

- Communication gap
- Group & individual rivalry
- Lack of communication skills
- Violation of communication channels
- Vested interests of few people controlling the masses, such as union leaders
- Organizational climate – Unfair system of reward and punishment may be responsible for internal conflicts.
- Poorly defined responsibilities – when the responsibilities of the individuals in a group are not clearly defined.
- Role based conflict – Depending on the importance of the role in the organization, one may have more important position among his colleagues.
- Aggressive nature of some of the individual
- Favoritism shown by the superiors & leaders of team, etc.

## **Effects of internal conflicts**

The internal conflicts in the group or team may result into:–

- Reduction in the efficiency
- Affecting the work progress
- Affecting the revenue earned by the organization
- Mars the image of the department

- Creating poor IMAGE of organization for customers – Customer feels less confidence and realistic towards the organization and as such loses faith in organization's reliabilities, credibility and goodwill.

### **Why teamwork is required?**

A team is therefore created out of necessity, the necessity to perform variety of tasks of a job by group of people. If the entire team performs in an excellent manner, the goals are easily achieved. Goals of the team are to achieve the organization's objectives

A team is developed wherever people have to work together to produce results.

A team is capable of accomplishing much more than the sum total of what the members are capable of accomplishing individually.

Teamwork is stimulating; it encourages members to put in greater effort and helps them to give their best.

Pieces fit together without distortion and together produce some overall pattern.

If work of everyone is interdependent and if we want to keep costs low and quality high, then we need to implement actions that will:

Facilitate people working together (in other words instill a sense of teamwork in everyone)

Minimize waste and rework

In other words, manage your processes so outputs always meet or exceed specifications with little waste from making mistakes. For this we need to develop team spirit and team values in every employee.

### **Team spirit values**

Values are beliefs people hold about what is right, moral, just, and so on. They serve as guideposts for how to behave in different situations.

In an organization where teamwork is not practiced well, you might find managers and workers blaming individuals when outputs don't meet specifications. This would indicate values such as :

- If I do a good job that's all I have to worry about.
- Problems are the result of somebody else's creation
- Individuals who make mistakes will only have to suffer the consequences.

Therefore we need to understand some of the Team Values and believe in them to be a successful & effective organization.

### **Teamwork value 1 :**

**We're all in this boat together – organisation, employee and customers.**

- This is the foundation value for teams and teamwork. If we are all in this together, then our individual success depends on our mutual success and vice versa.
- If you really believe the value "we're all in this together," when something goes wrong, your first inclination won't be to find the culprit. And when the organization is successful, you will take actions to share the rewards of that success and to recognize that everyone played a part.

### **Teamwork value 2 :**

### **Equal importance for all members, no subordinates or superiors distinction in work**

- Organizationally, this may sound controversial as it suggests that everyone is equal in rank and authority, but this is not exactly what it means. Remember we are talking about the teamwork attitude here, so this value has to do with how people view and interact with one another.

### **Different levels of responsibility, but one level of attitude**

This value does not mean that some people may not have more responsibility than others. This value suggests to everyone “we are going to focus on the reason we are all here: To better serve our customers and generate the profit we need to stay in business and grow”.

When a company’s managers eliminate the superior- subordinate attitude and replace it with the idea that we are all teammates, everyone feels more open to express what’s on their minds. Everyone will come to appreciate that all employees have something to contribute. They will come to see that it makes sense to create an environment that :

- Maximizes rather than restricts an employee’s contribution
- Facilitates cooperation in executing processes

### **Teamwork value 3:**

#### **Open, honest communication is vital**

For teams to prosper, teammates need to be able to speak candidly, honestly with one another. For this they need following characteristics.

Empathy: Empathy has to do with proactively seeing the world from the viewpoint of others. These others can be your teammates, supplier, customers, or members of other departments.

Listening: Along with empathy comes listening. Listening requires patience and concern to hear the other party without any prejudice or presumptions.

### **Teamwork value 4:**

#### **Everyone has open access to information**

Part of effective decision making at any level of an organization has to do with the information a person has or needs. Today, information technology makes it possible for all employees to push a few buttons and have access to any information they need to do their jobs. INFORMATION FACILITATES COOPERATION

#### **Focus on processes**

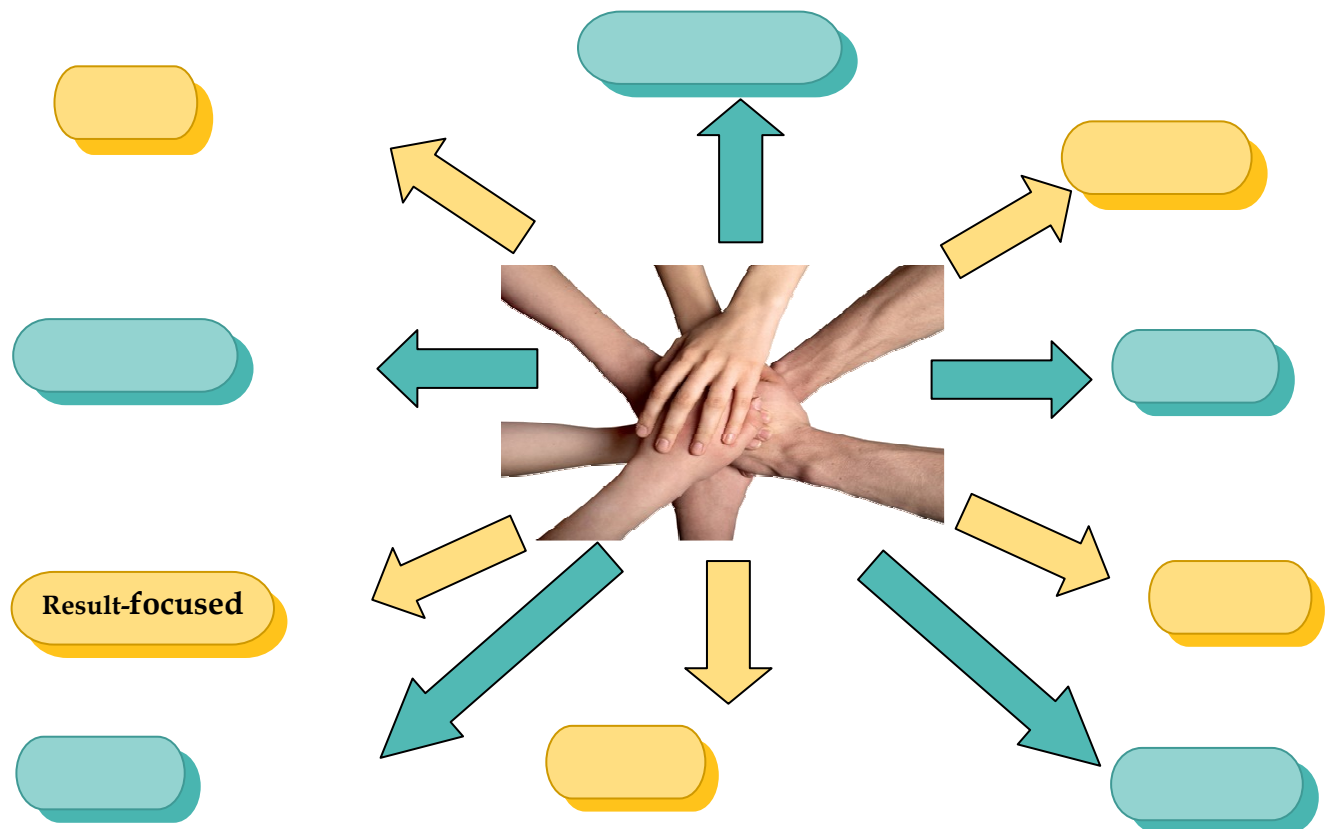
The work in an organization is a big process. Teamwork is the collection of many individuals’ work. Still many managers tend to forget this and focus on the behavior of individuals separate from the system and its processes as the key to success. We need

to focus on the process as a whole and not as an individual's success or failures but that of the team.

**Every team needs a good leader.**

The performance of any team depends on the quality of its collective thinking. How good are its decisions? This reflects the quality of the decision-making processes. The leader should strive to achieve a positive atmosphere, free from rigidity and envy, in which people compete with ideas-not egos. Team-work does not function if the leader consistently puts forward ideas before others have had the chance to speak. In the classic Japanese method, the leader listens silently until every team member has expressed an opinion before making the decision for the whole team. A true team leader will facilitate, inspire, and implement rather than control as shown in the figure below.

*FACILITATE*       $\longrightarrow$       *INSPIRE*       $\longrightarrow$       *IMPLEMENT*



The above picture shows the qualities which a leader should have in order to successfully lead a team. Five of them are inner strengths namely:-

Vision. 2. Self-belief. 3 Result-focused. 4 Courage. 5 Integrity

Five outer signs of great team-leadership are :-

1. Communication 2 Commitment 3. Teamwork 4.Visibility 5.Attentiveness

**Leadership and Team building Skills - Case Study 1.**

### **Scenario 1**

Mr. Goni is a JTO supervising an RSU connecting two SEZ's in Noida, UP. Recently, the RSU had a prolonged outage of 5 hours. The expected MTTR(Mean time to repair) is approximately 20 minutes. One of the IT consulting companies in the SEZ (who lost a big contract due to this communication blackout) asked a few questions from the BSNL staff and sent the analysis below to the GMTD, NOIDA.

- One JTO (Mr Goni), one TTA (Mahesh) and 2 TM's (Mahto and Jaswant) are permanently posted in the RSU. There was a short circuit in the float rectifier at 0900 hrs. The JTO was not present on site. The TTA logged the fault but did not inform the JTO.
- The TTA tried to rectify the fault. The spares were locked in a store. One of the TMs had the key to the store. But the TM would not release the spares without authorization by the JTO.
- The exchange ran on battery power for nearly one hour before shutting down.
- The MSU staff noted that the RSU was down and contacted the JTO. The JTO rushed to the site, opened the store, replaced the faulty rectifier cards and got the power running. But the RSU did not restore. Other services such as mobile and WLL also did not restore as the STM-1 equipment was down.
- One of the TMs (Mahto) had an Airtel connection and with that the staff contacted SDE (Transmission). He was asked to send staff to restore the SDH equipment immediately but he refused saying that no one was available.
- Meanwhile two hours passed and irate customers started crowding the RSU. Someone called the GMTD.
- GMTD called the DGM. DGM rushed to the site and ordered SDE (Transmission) to send someone immediately. SDE (transmission) revealed that the TTA posted in the RSU was trained in SDH and should be able to restore services.
- Under pressure from the DGM and irate customers, the TTA reset the STM-1 configuration and restored the SDH links. Mobile and WLL restored immediately and the exchange restored after download from the MSU.

### **Interactive Session**

The lecturer may ask the following questions (or any other questions) to the course participants and get a discussion ongoing. The points made may be noted on a flip chart. Broadly, the discussion should succeed in identifying the areas of leadership and team-work failure.

Question 1: Who should be blamed for the outage time lasting 5 hours, the JTO, the TTA, the TMs, the DGM or perhaps the GMTD?

Question 2: Why do you think the TTA did not inform the JTO? Was it right?

Question 3: Why do you think the JTO did not allow stores to be issued without his permission? Was it right?

Question 4: Why didn't the TTA volunteer to restore the STM-1 when the power came back? Was it right?

Question 5: What corrective action should the supervisor –the JTO- take to prevent the reoccurrence of the incident?

Question 6: What corrective action should the staff – the TTA and TMs'- take to prevent the reoccurrence of the incident?

Question 7: What should be the role of the senior management- the DGM and GM- in future?

### **Scenario 2**



Thero is a TTA posted in a remote village in Manipur maintaining an AN-RAX exchange and one mobile BTS. The working connections are 100 landline and 150 mobile connections. There is a waiting list of 100 but these people live behind a hillock where there is no mobile coverage. And there is no distribution cable laid out in that area.

Thero is a devout Christian. Unfortunately his church is behind the hillock. His pastor regularly reminds him that they are waiting for a BSNL connection. That worries Thero a lot. He is widely respected in the village as the one who connects the remote village to the rest of the world.

Many times, Thero put up the case of laying distribution cable to his seniors in Imphal. The case was rejected as currently there was a ban in SSA on laying out new distribution cable. Thero also does not have much support from lower staff. He has two TMs who are irregular in attendance and one RM, who is sincere but not skilled.

Then Thero made a plan. In the next meeting he attended in Imphal he promised that he would single-handedly clear the entire waiting list in his village provided he is issued some distribution cable from the maintenance reserve. His DE who belonged to the same village, agreed.

Thero got the cable. The next challenge was to lay out the cable.

Firstly, he called his staff, the two TMs and RM. He began quietly, 'This project of giving connections to our church and villagers is bigger than any of us. We have put over all our failings and for once put in our best. Not because we will get paid for it.....we will get paid anyway....but because the seniors and the entire village are looking up to us...and we have to deliver.' Inspired, his staff came out with their problems. The TMs said that they could not attend regularly due to household problems. Thero promised to speak to the village headman to resolve the issues. The RM was not skilled in jointing. Thero promised to get him trained immediately.

Next, he met the village council and the pastor. He arranged for two teams of volunteers to do the digging.

A month later Thero was ready with his men and material. Four months and a lot of hard work later, the distribution cable reached the last person on the waiting list. That Sunday there was a special prayer service in the church for all the people who contributed. A special invitee to the ceremony was GMTD Manipur who was asked to cut a cake celebrating the second monthly anniversary of the church's brand new (and fault-free up to now!) BSNL connection!

### **Interactive Session**

The lecturer may ask the following questions (or any other questions) to the course participants and get a discussion ongoing. The points made may be noted on a flip chart. Broadly, the discussion should succeed in identifying the areas of leadership and team-work success.

Question 1: Was Thero right in doing what he did?

Question 2: Compare Thero and Mr Goni (from previous example) as leaders.

Question 3: Compare their staff.

Question 4: What was the role of the top management here?

Question 5: What should Thero plan for the village now?

Question 6: How do you think his staff should support him?

Question 7: How should the senior management support him?

Question 8: Thero's case. Is it one isolated incident or many such things can happen all over B

