Business Communication and Soft Skills

Managing the Self

Business Communication & Soft Skills

Block

4

MANAGING THE SELF

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The ICFAI Foundation for Higher Education

(Deemed-to-be-University Under Section 3 of UGC Act, 1956)

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BLOCK 4: MANAGING THE SELF

The fourth block on the course of Business Communication & Soft Skills deals with the basics of managing the self. This block comprises of five units. The first unit deals with tools for professional development, the second one talks about business etiquette, while the third unit looks at managerial effectiveness, the fourth unit dwells on stress management and the last unit speaks about the creativity in management.

The first unit in this block, *Tools for Professional Development*, analyses that professional development comes from becoming aware of the self and heightened awareness helps to become a better decision maker and choose the best alternative. The unit also deals with goal setting and time management, and incidentally these two are also linked with the self-awareness.

The second unit in the block , *Business Etiquette,* brings out the need for office etiquette which can avoid workplace discord and help in growing team performance. Workplace etiquette is easy to adopt as it requires one to be polite, helpful and display basic manners. The importance and different types of business etiquette are discussed. It also explains the value of image building and framing.

The third unit in the block, *Managerial Effectiveness – A Conceptual Framework,* explains the concept of effective management and the qualities of an effective manager. An effective manager is one who can deal with any given situation. This unit introduces the student to the concept of managerial effectiveness and its importance. It also discusses the characteristics, strengths and skills that an efficient manager should possess, and what his contribution to an organisation should be.

The fourth unit in the block, *Stress Management,* analyses the causes and effects of stress on a manager. This unit will identify the causes and sources of stress, and what effect stress has on individuals. It will also illustrate the strategies that should be adopted to cope with stress, and how it is best handled, through various measures such as spirituality, delegation, relaxation, laughter, meditation etc. as well as the importance of maintaining a healthy work/life balance.

The last unit in this block, *Creativity in Management,* brings forth the importance of creativity in management. Creativity helps managers to perform routine activities in new ways. In this unit, the relevance of creativity in an organization, and how it is important in today's scenario will be discussed. The unit also provides an overview of the different stages of creativity, its components and the various techniques that companies employ to develop and

enhance creativity, such as the Delphi technique, brainstorming, six thinking hats, mind mapping, and lateral thinking.

Content is updated by adding two new Units- Unit 21- Tools for Professional Development and Unit 22 Business Etiquette. These were recommended by subject experts when we have sent the curriculum for validation. Current and industry examples are added in each unit. Content on time management is shifted to Unit 21- Tools for professional development. All objectives are modified with Bloom's verbs.

Unit 21
Tools for Professional Development

Structure

21.1   Introduction

You studied the writing skills in the previous unit and its importance in an organization.

Professional development can be understood as a process to improving and increasing the capabilities of persons in their occupational roles. This needs quite a good deal of self-awareness.

Self-awareness is not consciousness[1]. It is one's ability to know oneself as separate from the external environment and everyone else. It allows monitoring the path of emotions and thinking. This constant watch will help to control emotions, behaviour and indirectly the person himself.

Self-awareness is becoming aware of oneself and one's equations with others around self. A heightened awareness helps to become a better decision maker and choose the best alternative.

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[1] Consciousness refers to being able to understand, notice, being awake…
https://dictionary.cambridge.org/dictionary/english/consciousness

Goals are results that are desired, envisioned, committed to achieve; planned by both people and organizations. A goal can also be taken as aim, purpose or anticipated result.

A goal that is written down will provide with a framework to plan and work, represents an inner urge; it acts as a reminder of what needs to be accomplished in a specific span of time. But not having a goal is troublesome for any individual.

This unit also explains how best time can be managed best optimal output. Time is a very precious resource, and unlike any other resource, it cannot be stored for use at a later date. Time management does not urge one to work longer or harder, it only shows how efficiently organizing time, and prioritizing tasks helps one to make the most use of time. Time management ensures that time is not wasted on non-important or trivial issues; rather it is used for activities that are ranked in the order of importance. It helps an individual to perform effectively and efficiently.

This unit will explore how to become aware of the self, manage time, set goals, and how to plan to achieve those goals. It also discusses the things that waste time, and how best they can be eliminated.

21.2   Objectives

After studying this unit, you will be able to:

- Illustrate the importance of self-awareness to control one's emotions and behavior

- Conduct self-analysis through SWOT analysis to know and hone one's abilities and skills

- Discuss the importance of time management for improving the productivity of an organization

- Appreciate the goal setting processes to develop action plans to motivate and guide employees for enhanced performance

21.3   Importance of Self-Awareness

As mentioned earlier, self-awareness is becoming aware of oneself and one's equations with others around self. A heightened awareness helps to become a better decision maker and choose the best alternative. Self-awareness is a psychological state in which people become aware of their traits, feelings and behaviour.

21.3.1 Development of Self-Awareness

Anterior Cingulate, a region of the frontal lobe is instrumental in the development of self-awareness. While referring to the Brooks-Gun experiment,

self-awareness begins to emerge around the age of 18 months in children, an age where there is rapid growth of the spindle cells in the anterior cingulate. Brain imaging techniques have helped a great deal in understanding that this region is very activated in persons who are highly self-aware.

21.3.2 Types of Self-Awareness

There are two types of self-awareness. They are:

- Public Self-Awareness and
- Private Self-Awareness.

The differences between these two are presented in Table 21.1.

Table 21.1: Differences between Public and Private Self-Awareness

Public Self-Awareness	Private Self-Awareness
Emerges when someone finds oneself the centre of attraction	Begin to notice some aspects of one self
Adhering to social norms becomes easier	Become more aware of personal feelings
Adopt more socially acceptable behaviour	Vividly feeling emotions of love, pain and discomfort
Chances of experiencing being acceptable in the society	Seeing oneself in the mirror and being involved

Source: ICFAI Research Center

21.3.3 Self-Consciousness: A Heightened State of Self-Awareness

Sometimes people have a feeling that they are being watched, judged for their actions and waited upon to see what is being done next. Such constant feeling is called heightened state of self-awareness. At times, this heightened state of awareness can cause an awkward feeling of nervousness and confusion. It is found that this feeling of awkwardness is mostly temporary when faced with a situation of being in the "Lime Light". But in some cases it may become more chronic and require medical attention.

21.3.4 Private Self-Awareness and Public Self-Awareness

Privately self-conscious people usually sport a higher level of private self–awareness. This can be good or bad because there is a stronger inclination to stick to personal values. Later this habit of not letting go will bring about negative health consequences in the long run like increased stress and anxiety. These may later have a cascading effect on the quality of life and some may even experience depression.

Publicly self-conscious people experience a higher level of public self-awareness. Such people have a constant feeling that others might be judging

them on the basis of the looks they sport or their actions. This makes them stick to social or group norms and they avoid all situations in which they might be looked down upon or made to feel embarrassed.

21.4   Self-SWOT Analysis

SWOT analysis is a business tool developed in the 1960s and SWOT stands for strengths, weaknesses, opportunities and threats.

Personal development planning is a structured process to develop the capacity of the individuals to reflect upon their learning and achievements and to plan for their own personal education and career developments in this highly competitive work environment.

A personal SWOT analysis will surely help to determine the knowledge and skills that has been acquired and if there is any gap as to what is desired in organizations. Using the SWOT framework, it becomes easy to distinguish oneself with his/her peers. Specialized talents and abilities can be honed to advance in the career.

21.4.1 Identifying Strengths, Weaknesses, Opportunities and Threats

Some of the strengths (maintain, build and leverage) are presented here:

- Competency and knowledge, organized, adhere to planning, multitasking, efficient time management, maintaining confidentiality, trustworthiness, empathy.

- Special skills, certifications, accreditations, educational qualifications, membership in professional bodies, networking with influential people.

- Accomplishments, values, experience of processes, systems and IT, traits such as keen learner, team player, passion to excel, physical and mental stamina.

Some of the identified weaknesses (remedial actions) are:

- Prefer to work alone, averse to take risks, difficulty in decision-making, cannot adapt to new technology, bad writing skills, distraction, gap in capabilities.

- Stress due to stringent deadlines, work pressure and peer pressure.

- Habits like smoking, alcohol, drugs and relationships.

- Low physical and mental stamina, emotional attachment, dyslexia, low concentration.

Some of the identified opportunities (prioritize and optimize) are:

- Global influences, government policies, market developments, industry trends in the chosen sector and industry, public contacts, location and

geographical advantages, technological advancements, innovation, new organization setting up base.

- Additional skills, experience, expertise in speciality areas.

Some of the identified threats (counter) are:

- Rapid changes in the current profile, peer competition, volatile job conditions, changing technologies, less knowledge in emergent fields.

- Distance, night shifts, lifestyle changes, and remote geographical locations.

21.4.2 Converting Weaknesses to Strengths and Threats to Opportunities

Define your weakness

Defining weakness is the most crucial step. It is very difficult but very important to step up ahead in the career. Taking the help of someone trustworthy such as a friend, a family member, a manager or a colleague and differentiating between disliking and finding hard to do can spell out one's weaknesses.

Weaknesses to strengths

Any gaps in knowledge, skills and aptitude should be given immediate attention by planning and strategizing how to reach the desired outcome. Single-minded concentration and avoiding distraction and emotional attachment with high level of focus, determination and courage will help to remove barriers and progress towards development. Thus analysing one's weaknesses and taking appropriate actions may lead to ones strengths.

Approach toward threats

Mostly great opportunities are disguised as threats. Have a holistic view of the threat, analyse whether it is a fear of unknown, understand every bit and piece in detail and view the matter from a 360-degree angle. Write down the positives and negatives of the threats in an unbiased manner. Visualizing the big picture, believing optimism leads the successful, understanding the areas of impact, planning, and strategizing to reach the desired outcome converts the threats into new opportunities. Here it may not be out of place to refer the quote of Winston Churchill, former British Prime Minister which reads *"A pessimist sees the difficulty in every opportunity, an optimist sees the opportunity in every difficulty"*.

21.4.3 Application of SPARK Cycle

A SPARK model has been developed to organize oneself better in implementing the outcomes of SWOT. They are detailed in the Figure 21.1.

Figure 21.1: SPARK
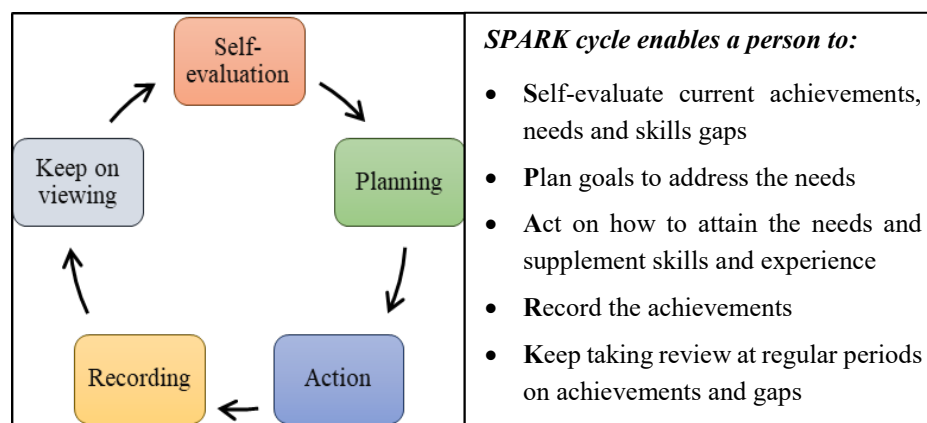
Source: ICFAI Research Center

21.5 Career Profiling

Career profiling refers to documenting the outcomes of self-assessment on skills, traits, values, interests etc. so that it serves as a tool for reference in the progression of one's career. How to go about preparing such document is discussed hereunder.

- Competency development is important to remain in demand in the market place by developing transferable skills and a learning plan for knowledge acquisition on two competencies at least every year.

- Developing cross-functional skills helps to take additional responsibilities and may open new vistas in the career.

- Preparing an inventory of the skills learnt through education, experience and a track of duties, results and projects handled and utilizing them when required helps to move up the career ladder faster.

- Networking with professionals in different industries, membership and accreditations with professional bodies is essential in today's job environment.

- Gaining knowledge on the changing trends in the market, industry, economy, government norms and policies (FDI/FII) can add value if a downturn in the industry is foreseen and a shift needs to be done.

- Checking regularly if the career path chosen is helping to grow or the position is redundant helps in adopting a new direction to grow in the career.

Check Your Progress - 1

1. Self-awareness is broadly divided into two. They are_____.
   a. Social self-awareness and Market self-awareness
   b. Personal self-awareness and Group self-awareness

   c.   Private self-awareness and Public self-awareness

   d.   Knowledge awareness and Skill awareness

   e.   Attitudinal awareness and Behavioural awareness

2. SWOT will help_____.

   a.   To know ones strengths and weaknesses

   b.   To identify competitors

   c.   To know how to achieve success

   d.   To improve ones career path

   e.   To succeed in business

21.6   Importance of Time Management

Effective time management plays a vital role in improving the productivity of an organization. As stated earlier, time management is about spending time based on priorities. It helps to identify the time wasters and one's pattern of spending time. It also helps in balancing work and the personal life. Time management has become all the more important because of the rapid technological advances that have taken place. While the improvements in technology are providing access to information at a faster pace, helping in faster decision-making, they are putting added pressure on people in the form of tougher deadlines and targets.

Time management has also become more important for managers because of the flatter organization structures that exist today. In a flatter structure, managers have many responsibilities and a broader span of control. However, as they have the same amount of time to deal with all these responsibilities, they have to learn to be effective at managing time.

Exhibit 21.1 explains the reasons for prioritizing tasks to ensure time management.

Exhibit 21.1: Time Management

The most important resources for any business is time. The secret of any business success is the time management skills demonstrated by its owners. Completing tasks on time by meeting the deadlines create huge stress as business owners need to manage several tasks in the business. Managing time would help to do so. There are five reasons to prioritize tasks according to their importance in the business. They are:

1. **Achieve more in less**: As time is limited and one needs to set time in terms of amount of hours, concentrating more on important tasks and designating the one comparatively less important would help in managing time properly.

Contd. .....

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2. **Best decision making**: By focusing more on important tasks, and getting relieved from other tasks relieves from the work stress. Thus more time can be catered to develop better ideas, get solutions quickly and easily.

3. **Time for business expansion**: Time management not only helps in managing business efficiently, but gives time to explore new opportunities and plan for expansion. The additional time at hand by relieving from routine works helps in acquiring new skills and find new endeavors for growth prospects.

4. **Relieving stress**: Managing time efficiently influences mental health and physical health. Eliminating the necessity to rush for meeting deadlines relieves from stress and enables in making good business decisions.

5. **Improving quality of services**: Not being able to meet tight schedules can hamper the quality of work. Planning properly and dealing with time wisely relieves from stress and results in increasing the quality of work and thereby services.

Source: https://www.entrepreneur.com/article/377669, August 8, 2021.

21.7   Analysis of Time

The first step in effective time management is for managers to analyze how they spend their time. This analysis helps them to identify their pattern of time spending. Analysis of time involves the use of time logs to identify their time spending pattern.

21.7.1 Time Logs

The logs used by employees to fill in a detailed account of the time spent at the workplace are called time-logs. These logs can be designed for weekly, fortnightly, or monthly use. Time logs can be used to identify the time wasting activities of an individual and the amount of time spent on such activities. They can also be used to analyze the general time spending patterns of a manager. After identifying the major time spending patterns, a daily time log can be used. A daily time log allows managers to analyze their productivity in a day. Regularly maintaining a time log gives them an idea about the appropriate time required to perform any activity. These logs improve the performance of the managers and enhance the productivity of their organization as a whole. However, organizations must take care not to use these logs as monitoring tools. Effective time management can be done through the use of time logs in planning and by effective scheduling and delegating activities while taking care to avoid the wastage of time. >

21.7.2 Time Wasters

Activities that are unimportant or relatively less important are called time wasters. Managers who maintain regular time logs will be able to identify the

potential time wasting activities in their workday. Time wasting activities can occur due to various internal and external factors.

Internal time wasters

Internal time wasters are internal situations that result in wastage of time. They can result due to the inadequacies of an individual. Sometime wasters can arise due to personal disorientation, procrastination, excessive socialization, poor communication, and inefficiency.

Personal disorientation: A manager's habits are reflected in the way he/she organizes his/her workplace and work. Disorganized managers may have cluttered desks, which require them to search for things and important files, leading to a waste of time. Managers in the habit of attending meetings without adequate preparation are wasting time due to personal disorientation.

Since managers receive a constant flow of information in the form of different reports and office memos, they must organize them to avoid confusion and time wastage. They should label important files and place them clearly in view in their cabins.

Procrastination: Procrastination means postponing or avoiding taking important decisions or tasks because they are difficult or unpleasant. Some people procrastinate due to fear of failure or for the fear of making a wrong decision. Managers who procrastinate spend a lot of time in analyzing the problem. This results in wastage of time. A decision that is not taken on time may result in a crisis.

Excessive socialization: Socialization is required for any manager. However, too much socialization could prove a time waster. It interferes with work, diverts attention, and affects the quality of work. Excessive socialization involves spending too much time gossiping with colleagues, solving others' problems, and discussing personal issues with others. Socialization results in wasting the time of all the people involved in it. Hence, a manager should socialize after office or work hours. This reduces loss of concentration and loss of valuable work hours.

Poor communication: Managers need to communicate a lot. Communicating inaccurate, unnecessary, and ineffective information can result in a waste of time for the parties involved in the communication. Poor communication is a result of poor listening, forgetting, or interruptions in a conversation. For communication to be productive, managers should have clearly defined job structures, responsibilities, and authority. Communication can be incoming or outgoing in an organization. Managers should control time wastage from incoming communications in the form of redundant or irrelevant information. A good communication process should convey information without creating

any misunderstandings. Therefore, managers should obtain feedback after communication.

Inefficiency: Managers in today's organization have many responsibilities and many activities to perform. In order to perform so many activities within a limited time span, they need to work rapidly. This rapid work often results in mistakes and hence affects the quality of the work, leading to it having to be redone. This results in wastage of time. Hence, managers should work carefully, avoiding mistakes and should take care to produce good quality work.

Activity 21.1

Amit, a manager in a software firm, is averse to taking risks. He takes a long time to analyze a problem or situation before taking any decision. Here the manager is wasting time. What is the reason for this wastage of time and how can he overcome it?

Answer:

External time wasters

Situations that are external to a manager and result in wastage of time are called external time wasters. These time wasters are beyond the manager's control. Hence the manager should try to reduce time wastage from each of these situations. Some external time wasters are: an excessive number of meetings being conducted, interruptions, and the excessive use of the internet.

Excessive number of meetings: The conducting of an excessive number of meetings leads to wasting the time of both the organization and of the people attending them. Meetings are generally conducted to give information, take decisions, or give instructions. Too many meetings conducted to give instructions reflect a poor organization structure. Managers sometimes have to conduct meetings to specify the responsibilities and goals of the employees in the organization. These meetings result in a number of follow-up meetings. Hence, the managers should clearly define the responsibilities of the employees and the goals of the job and prepare clear-cut policies and procedures.

A poorly conducted meeting can prove a waste of time for all the participants. A meeting can fail if its purpose is not clearly specified. If a meeting is necessary in a situation, the manager must make sure it is productive. The agenda of the meeting along with the required information should be circulated to all the members prior to the meeting and the manager must ensure that he/she does not

attend the meeting unprepared. The meeting should be held at a time when it affects workflow the least and helps everyone to get back to work easily.

Interruptions: Interruptions are unexpected time wasters. These interruptions can be in the form of unexpected visitors or phone calls. Visitors can be external or internal to an organization. Internal visitors are colleagues and subordinates. The visits from these people can be for obtaining clear instructions about the organizational policies or procedures. Managers can control such interruptions by preparing memos with clear instructions and circulating them within the organization. External visitors are suppliers, regular and potential clients, etc. Managers should set a specific time for such visits. They need to spend a vital amount of time with such visitors and maintain a record of all the transactions with each one of them.

Phone calls are another potential time waster. The duration and the frequency of a call are the main factors in wastage of time. Managers must maintain a notepad to jot down the important points of a conversation. They can then refer back to the notes at a later stage. This helps to prevent wastage of time. Managers should appoint a secretary to handle telephone calls. The secretary should be trained in prioritizing calls based on the importance of the caller. A call back system should be installed. This system helps managers to group all the calls and return them at a specified time. Managing interruptions in this way helps in a smooth workflow.

Excessive usage of internet: Internet usage has become a necessity in every organization. However, managers need to distinguish between productive and unproductive use of the internet. They should restrict personal use of the internet at the workplace and delegate activities like collecting information on the internet and searching for information to subordinates with clear instructions.

Electronic mails play a vital role in organizational communication. However, managers should avoid checking mails number of times in a day as this can drain them of a lot of time. They should set aside specific time for reading and replying mails. They can also delegate the work of replying to mails to subordinates.

Check Your Progress - 2

3. What is a time log?
   a. A time log specifies the work hours of an organization to its employees
   b. A time log is used by employees to fill in a detailed account of time spent at the workplace
   c. A time log specifies the plans of an organization
   d. A time log is used by an employee to take breaks from work
   e. A time log is to create pressure at the workplace

4. What are time wasters?
   a. Time wasters are people who waste time
   b. Time wasters are activities that need to be worked on slowly and hence require a lot of time
   c. Time wasters are activities that are relatively less important
   d. Time wasters are activities that need to be performed without wasting time
   e. Time wasters require lot of efforts to do

5. Identify an internal time waster from the following
   a. Meetings
   b. Visitors
   c. Procrastination
   d. Attending phone calls
   e. Drinking coffee/tea in the canteen

6. From the following, identify an option which helps a manager make meetings productive.
   a. The manager must make participation of employees in the meetings mandatory
   b. The manager must send the additional material required for preparation for the meeting along with the agenda
   c. The manager must not allow every person to speak at the meeting
   d. The manager must keep the agenda of the meeting secret
   e. The manager must come with a predetermined solution and impose it on others in the meeting to accept

___

21.7.3 Time Abusers

Time abusers are people who have the constant fear of being evaluated or being questioned about their work by a superior and so resort to procrastination. Other fears they could have are fear of confrontation and fear of criticism. Time abusers can be mainly classified into three types as given here.

The pre-emptive/proactive

Pre-emptive people are obsessed with meeting deadlines and keeping up with schedules. In this obsession to meet deadlines, they work quickly and carelessly and often produce poor quality work, which needs to be redone. This may lead to wastage of time. Therefore, pre-emptive people must be taught the importance of quality of work.

The people pleaser/YES man

People pleasers take on more responsibilities than they can handle. They rarely say 'no' for the fear of being confronted by superiors and colleagues. Such over-commitment may lead to their spending too much of time on doing unproductive tasks and delaying the completion of important ones. This results in wastage of time and crises. People pleasers must be taught the importance of prioritizing and time management.

The perfectionist/the analyzer

Perfectionists are people who are obsessed with the quality of the resultant work. They take more time than allotted to perform even simple tasks. This results in wastage of time. Therefore, perfectionists must be taught the importance of managing time and of meeting deadlines.

Activity 21.2

Ashish, a project manager in an FMCG company is always worried about how other people perceive him. He, therefore, tries to please them by working on all their activities, often overlooking his own tasks in the process. He feels that if he gives importance to his own work, people may perceive him as being selfish. This results in wastage of his time. What type of a time abuser is this manager and what are the measures he can take to manage time?

Answer:

Check Your Progress - 3

7. They are always ahead of schedule. They finish assignments before time, and always seem to be in control of time. Who are we talking about?
   a. Perfectionists
   b. Procrastinators
   c. Pre-emptives
   d. People pleasers
   e. Procedure followers

8. When a person takes on more responsibilities than he/she can handle, then he/she is called a _____.
   a. People pleaser
   b. Procrastinator
   c. Perfectionist
   d. Pre-emptive
   e. All round performer

21.8   Planning Time and Resources

Once the time wasters and the patterns of spending time have been identified, the next step is to plan time and resources. Planning is the basic activity in a management process. It involves preparing a plan and selecting the best course of action that minimizes wastage of time. Managers need to prepare a plan keeping in view the resources like man, machinery, and money along with time. They need to assess the availability of resources against the requirement of resources before planning. They then have to prepare a plan and specify the time constraints. A plan is an effective tool for monitoring the progress of the various activities.

21.8.1 Need for Planning Time

A plan helps people to identify the goals and objectives and to allocate resources to achieve them. It enables managers to set goals, prioritize activities, and improve quality of work. Planning involves the analysis of the organization, its resources, and the environment. A plan is prepared after taking past, present, and future information into consideration.

Components of a plan

Effective time management becomes easier with planning. The components of an ideal plan are:

Time factor: An ideal plan specifies an accurate time span. Time span is the time required to perform a given task (if known from either time logs or experience) and it must be specified. This helps to avoid over-allocation of time to a particular task. Deadlines should also be mentioned in a plan. These should not be too rigid or too flexible but they should make the plan workable.

Rewards: Managers should include rewards in the plan for meeting the deadlines and targets successfully. These rewards should motivate the people to meet the deadlines and targets.

Group tasks: While preparing a plan, similar tasks that can be performed together should be grouped. This helps managers to concentrate and focus their resources on similar types of tasks. For example, returning phone calls and replying to mails can be grouped together. This improves the quality of work and reduces distractions. However, certain small tasks such as signing documents and keeping an appointment, though dissimilar and unrelated, can be grouped together.

21.8.2 Types of Planning

A plan can be classified into three different types based on its time span as long-term, short-term, and daily plans. A long-term plan includes the overall goals and objectives of managers in the long-term. It specifies how the objectives can be achieved. It involves identifying the objectives and the resources available to the managers. Managers perform a SWOT analysis before preparing a long-

term plan. A short-term plan is prepared for a shorter period. This plan is prepared in accordance with the long-term goals and objectives. A daily plan, on the other hand, is a list of activities that managers need to perform in a day. It is very narrow in its perspective whereas a long-term plan is broader. Managers should therefore use a weekly plan that provides a balanced view of the daily, short-term, and long-term plans. It includes both weekdays and weekends and helps in dynamic and flexible planning. It plays a vital role in filling the gap between the long-term objective and daily activities. A weekly plan can be regularly reviewed in accordance with the changes in the environment.

21.8.3 Strategies for Planning Time

Stephen Covey, an organizational consultant, has identified four phases of time planning. A manager evolves from one stage of planning to another.

- The first phase of time planning involves analyzing the demands placed upon managers. The tools managers use in this phase are notes, to-do lists, and checklists. A to-do list helps them to finish tasks on time and to identify and complete unfinished tasks of the previous day and to avoid overlooking incomplete tasks.

- The second phase of time planning involves having a broader perspective of future events and scheduling them. It includes preparing for unforeseen situations. The tools managers use in this phase are calendars, appointment books, and schedulers.

- The third phase of time planning involves examining the use of time by planning, prioritizing, and controlling. The tools managers use in this phase are time logs and daily planners. In this phase, they make sure that they adhere to the prepared plan.

- The fourth phase of time planning involves managing oneself. Managers discover their own strengths and weaknesses in this phase by the experiences from the previous phases of planning.

Managers evolve from one phase of planning to the next phase. Each of these phases is interrelated and the underlying concept of these is that managers should first plan their daily time, then schedule tasks, and then monitor the tasks. In the final phase, managers should look to manage themselves effectively. This results in effective time management. The matrix of time management designed by Stephen Covey describes the style of time planning of the managers and it is divided into four quadrants. Each quadrant is a grid that denotes the key components in a manager's plan. Figure 21.2 deals with matrix of time management.

Figure 21.2: Matrix of Time Management

	Urgent	Not Urgent
Important	**Quadrant I** **Activities** • Crises • Pressing problems • Deadline-driven projects • Deadlines	**Quadrant II** **Activities** • Prevention • Relationship building • Recognizing new opportunities, planning, recreation
Not Important	**Quadrant III** **Activities** • Interruptions, some calls • Some mail/some reports • Some meetings • Solving other people's problems and overlooking own priorities. • Proximate, pressing matters	**Quadrant IV** **Activities** • Trivia, busy work • Some mail • Some phone calls • Time wasters • Pleasant activities

Source: Covey, Stephen R. "Habit 3 Put First things First." The Seven Habits of Highly Effective People. Fifteenth Anniversary Edition, Simon & Schuster Inc, 2004, p152.

Quadrant I: This is called the Quadrant of Crisis. This Quadrant requires immediate attention. It consists of important (vital) and urgent (immediate) activities. Managers in this quadrant are busy dealing with crises and meeting deadlines. They need to spend time on important issues without procrastinating and thereby, avoid crises.

Quadrant II: This is called the Quadrant of Value. This quadrant has important (vital) activities that are not urgent (not immediate). Managers in this quadrant involve themselves in self-development activities, long-term planning, and in anticipating and preventing problems. Managers neglecting this quadrant will have to deal with crisis situations at a later stage. It is therefore better for them to plan and deal with the not so urgent but important issues.

Quadrant III: This is called the Quadrant of Misconception. This quadrant has urgent (immediate) activities that are not important (not vital). Managers in this quadrant are involved in unimportant activities under the misconception that they are dealing with vital issues. Managers in this quadrant may face problems related to prioritizing activities.

Quadrant IV: This is called the Quadrant of Time Wasters. The activities in this quadrant are neither important (not vital) nor urgent (not immediate). Managers in this quadrant waste time by gossiping, reading magazines, etc. This

quadrant does not result in self-development; on the other hand, it results in wastage of time. Managers should ideally be in quadrant II, which provides self-development and self-management as well.

Check Your Progress - 4

9. According to Stephen Covey's four phases of planning, what does a manager do in the third phase?

   a. Identify the various demands placed on him/her

   b. Plan and prepare for unforeseen situations

   c. Monitor and control the usage of time

   d. Plan to manage self

   e. Select persons to do the job

10. Identify the activities a manager performs in the Quadrant of Value.

    a. Dealing with other people's problems

    b. Meeting deadlines, planning for dealing with crises, and solving problems

    c. Recruitment of persons with qualifications to do the jobs

    d. Long-term planning, anticipating and preventing problems, and self-development activities

    e. Gossiping, reading magazines, and pursuing pleasant activities

21.9   Setting Goals and Objectives

Goal setting is development of an action plan designed to motivate and guide the person towards his goal. Goal setting helps a person by:

- Providing direction.

- Helping break bigger intimidating desires into smaller seemingly achievable targets.

- Bringing in accountability and swerving back if any deviation happens.

- Helping to realize inner passion.

- Providing meaning to life.

Setting Long-Term Goals

Long-term goals are excellent motivators that help to see beyond the present and keep reminding that there is greater purpose later for what is being done now. Long-term goals require time and planning, and may take several steps to obtain the desired outcome. These several steps that lead to long-term goals are short-term goals.

Long-term goals are important in a career as it lasts for a whole lifetime. Long-term goals give a picture of career choices to take in the future and plan for any additional training or skill development programs.

Setting short-term goals

Short-term goals help actually measure the journey towards long-term goals. It will help in planning time specifically and create value for the time invested. Short-term goal achievement leads to long-term goal satisfaction.

21.9.1 Advantages of Goal Setting

A goal is a defined result or outcome. It is a method of measuring performance with that of defined standards. A goal makes managers feel accountable. It improves their performance.

21.9.2 Setting Goals

Goals can be used by managers to focus resources on a specific task or activity. The goals should be set in accordance with the long-terms plans of the organization. Goals should motivate managers to work toward them. Managers must set goals that are S.M.A.R.T i.e. Specific, Measurable, Achievable, Realistic, and Time bound.

- **Specific:** A goal must be specific. It must answer the questions of what, why, how, where**,** and when in relation to both the organization and the manager.

- **Measurable:** A goal must be measurable in quantitative terms. For example, it should be measurable in terms of the time required to achieve it.

- **Achievable:** A goal should be small and achievable. An achievable goal motivates managers to perform even better and set higher goals.

- **Realistic:** A goal should be realistic. An unrealistic goal can lead to stress for managers and affects their work. Therefore, managers should analyze the resources and set goals depending on them.

- **Time bound:** A goal should have a target or a deadline. It helps managers to keep time limits or deadlines for achieving these goals.

Check Your Progress - 5

11. 'SMART' stands for
    a. Simple, Materialistic, Articulate, Relative, Time bound
    b. Specific, Materialistic, Ambitious, Reactive, Time bound
    c. Specific, Measurable, Achievable, Realistic, Time bound
    d. Specific, Measurable, Attainable, Relevant and Tolerable
    e. Specific, Maintainable, Attainable, Real and Tolerable

12. Which of the following statements is false?

    a. Goals make managers accountable

    b. Goals improve the productivity of managers

    c. Goals reduce the quality of work

    d. Goals motivate managers to achieve more

    e. Goals create unusual pressure to the staff

21.10   Planning to Achieve Goals

The next step after setting goals is planning to achieve goals. Managers need to prepare plans to achieve goals. Some of the strategies to achieve goals are scheduling, delegating, and controlling time-wasters.

21.10.1 Scheduling

After making a plan, identifying objectives, and setting goals, managers need to plan their time effectively to achieve the goals. Scheduling is an important strategy for effective time management.

Process of scheduling

A workable schedule is very important in managing time. It should not have too many or too few activities. A schedule with too many activities may prove stressful for the manager. A schedule with too few activities may lead to waste of time. Managers should, therefore, balance their schedule and time. The points to be considered while preparing a workable schedule are:

- **Work time:** Managers must calculate their rate of work excluding interruptions. This will help them get to know their capability. This helps them in allocating the time they require to perform an activity.

- **Reviewing:** A schedule should be regularly reviewed. This helps managers to identify the progress made and the time lags in the schedule in particular.

- **Missing Deadlines:** Managers should have backup strategies and plans in case of missed deadlines or changes in the situations or plans. They must identify the cause behind the missed deadline and take measures to avoid its repetition.

21.10.2 Delegating

Delegation is an important strategy for better time management. It is the process of giving authority to a person to undertake activities or tasks on behalf of another person. Some managers do not like to delegate work as they are worried about the poor quality of work, because they do not trust others, etc.

Process of delegating

Managers require a constant flow of information. They can delegate the responsibility of searching for information, preparing reports, etc. and must make sure that they also give the person the authority and responsibility along with accountability for the delegation of work. The points managers should consider while delegating work are:

- **Type of work:** Managers should consider the nature of the work while delegating it. However they must not delegate only simple tasks or only difficult tasks. They should delegate tasks with the objective of reducing wastage of time.

- **Details:** Managers should be specific while delegating work. They should specify the time limit, the scope of the task, and the task to be completed by whom. They should take care to give a reasonable amount of freedom to the subordinate to get the work done. They must also avoid constant monitoring of a delegated task that may waste both their own time as well as that of the subordinates.

Upward delegation means that managers do not waste time on tasks that require a superior's attention. This saves time and effort for both these managers and the superior. However, this kind of delegation should be accompanied by relevant information and suggestions. Lateral delegation means delegating work to colleagues. This kind of delegation occurs generally between different departments.

Activity 21.3

A manager is unable to take a decision regarding a situation and decides to bring the issue to the notice of his superior. Can this be called delegation? Why or why not? Explain with reasons.

Answer:

21.10.3 Controlling Time Wasters

This strategy involves controlling time wasters and in managing time effectively.

Biological clock

Each individual has an internal body clock that determines the time at which he/she works best and the time at which he/she is very dull. Managers have to be attuned to their body clocks and plan activities accordingly. They should plan to perform difficult activities during their active hours and pleasant or simple activities during their dull hours.

Prioritize

Managers should prioritize various tasks based on their importance. This allows them to perform important tasks and meet objectives. This strategy helps them to control the time spent on time waster activities.

Spiritual planning

Managers should adopt a ritual like having some quiet time in the cabin, listening to soothing music, etc. as this will help them think clearly. They should then prepare a schedule for the day.

Accessibility

Managers should let everyone know their work hours and schedules. They should set aside a specific time or the time when the workflow is dull for welcoming visits from outsiders. A fixed schedule or routine discourages interruptions from others.

Divide time

Managers should divide their time between their personal and work related activities. They should allocate the daytime to perform work-related activities and evenings for personal activities.

Check Your Progress - 6

13. Which of the following statements best defines delegation?
    a. Delegation is the process of giving a person the authority to perform unimportant activities on behalf of others
    b. Delegation is the process of giving authority to a person to undertake activities on behalf of another person
    c. Delegation is the process of giving authority to a person to perform difficult activities alone on behalf of another person
    d. Delegation is the process of giving authority to a person to perform simple activities on behalf of another person
    e. Delegation is the process of giving authority to a person to perform all the duties of manager

14. Identify a strategy to achieve goals from the following.
    a. Scheduling
    b. Reviewing goals
    c. Planning
    d. Setting simple goals
    e. Completing tasks

21.11 Summary

- Self-awareness is not consciousness. It is knowing oneself.

- The benefits of self-awareness are that it monitors thinking patterns and affects emotions and behaviours. SWOT analysis helps to understand the true nature and build on strengths and disguised threats, and strategize to face the tough competition.

- Goals provide a purpose of existence, realize passion and build an internal belief system. Choosing goals must be done wisely. Goals can be long term and short term.

- Individuals have to take career proofing very seriously. Understanding career changes, market trends and learning about opportunities can really aid to attain the higher realms of success.

- Time management involves spending time based on priorities and controlling wastage of time.

- An analysis of time involves identifying the pattern of spending one's time and identifying time wasting activities and the potential amount of time wasted on such activities.

- Time logs are used to analyze the time spending pattern of employees. They can be designed for daily, weekly, fortnightly, or monthly use. Time logs should be used along with other strategies like planning, scheduling, etc. for effective time management.

- Time wasters are activities that are unimportant or relatively less important.

- Internal time wasters lead to wastage of time due to the internal conditions of an individual. Some of the internal time wasters are personal disorientation, procrastination, excessive socialization, poor communication, and inefficiency.

- External time wasters lead to wastage of time due to the external conditions or environment of an individual. Some of the external time wasters are an excessive number of meetings being held, interruptions, and excessive usage of the internet.

- Time abusers are people who have a constant fear of being evaluated by superiors and so waste time by procrastination. Other fears time abusers

face could be fear of criticism and fear of being confronted by others. Common types of time abusers are pre-emptives, people pleasers, and perfectionists.

- Planning is preparing an action plan and selecting the best course of action that would make the optimal use of resources and minimize wastage of time.

- An ideal plan should include the appropriate time factor, rewards, and groups of similar tasks in it.

- A long-term plan involves the overall goals and objectives of the organization or of an individual. It provides a telescopic view.

- A short-term plan involves planning for shorter periods. It provides a closer view than long-term plans.

- A daily plan is a to-do list prepared for each day. It provides a microscopic view.

- A weekly plan provides a balance between the views of the long-term, short-term, and daily plans. It is flexible and can be altered in sync with the changes in the environment and other conditions.

- Stephen Covey has identified four phases of time planning. These phases represent the evolution of managers in planning their time. Managers start with planning time, scheduling tasks, and then monitoring time. Each of these phases is interrelated and managers evolve from one phase to another.

- The first phase of planning involves identifying the demands placed on the managers. The managers use tools like notes, to-do lists, and check lists.

- The second phase of planning involves planning future events and scheduling them. The tools managers use in this phase are calendars, appointment books, and schedulers.

- The third phase involves monitoring the use of time. The tools managers use in this phase are time logs and daily planners.

- The fourth phase involves managing oneself. Managers in this phase use the time management matrix as a tool. They identify their strengths and weaknesses and try to improve themselves. The ideal quadrant a manager should be in, in the time management matrix is quadrant II or the Quadrant of Value.

- A goal is the defined output or desired result and it serves to improve the productivity of work, monitor the progress of work, and to act as a milestone.

- A goal should be SMART i.e. Specific, Measurable, Achievable, realistic, and Time bound.

- Managers should plan to achieve goals after successfully setting goals.

- Some of the strategies in planning to achieve goals are scheduling, delegating, and controlling time wasters.

21.12   Glossary

External Time-Wasters: Situations that are external to a manager that result in wastage of time are called external time-wasters and are beyond an individual's control. External time wastage can occur due to many meetings being held, interruptions, and excessive usage of the Internet.

Procrastination: Procrastination means postponing or avoiding taking important decisions or tasks because they are difficult or unpleasant.

Time Logs: Time logs are used by employees to fill in a detailed account of the time spent at the workplace.

21.13   Self-Assessment Test

1. What is the importance of self-awareness and elucidate the types of self-awareness giving examples?
2. Briefly explain how you can do a self-SWOT analysis.
3. How can you convert your weakness into your strength and threats to opportunities in your current job profile?
4. Discuss the various interruptions a manager faces, giving suitable examples for each.
5. Explain Stephen Covey's four phases of time planning.

21.14   Suggested Readings / Reference Material

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21.15   Answers to Check Your Progress Questions

1. **(c)   Private Self-awareness and Public Self-awareness**

    In public self-awareness, you find yourself the centre of attraction and you adhere to social norms and has socially acceptable behaviour. In private self-awareness, you notice some aspects of yourself and you become more aware of personal feelings emotions are very visible.

2. **(d)   To identify your strengths and weaknesses**

    SWOT will help you to identify your strengths, weaknesses, opportunities and threats. This will help you to convert your weakness into strengths and identify the opportunities in threats.

3. **(b)   A time log is used by employees to fill in a detailed account of time spent at the workplace**

    Time logs are used by employees to fill in a detailed account of how they spend their time at the workplace.

4. **(c)   Time wasters are activities that are relatively less important**

    A person needs to spend time on activities that are important for efficient time management. Time wasters are those activities that are unimportant or relatively less important. Certain people spend a lot of time on time wasting activities and then feel the time crunch.

5. **(c)   Procrastination**

    Meetings, phone calls, and visitors are interruptions for a manager that arise from the external environment. Internal time-wasters are inadequacies of individuals such as personal disorientation, procrastination, excessive socialization, and inefficiency that result in time wastage. Managers have to identify their inadequacies and overcome them.

6. **(b)   The manager must send the additional material required for preparation for the meeting along with the agenda**

    A productive meeting is one where all participants are informed about the objective and purpose of the meeting. To make a meeting productive, a manager must send all the additional information required along with the agenda. This ensures that everyone has complete information about the ensuing meeting.

7. **(c)   Pre-emptives**

    A pre-emptive is a person who is obsessed with meeting deadlines and staying ahead of schedules. He/she is a person with a fear of deadlines. A perfectionist is a person who is obsessed with the quality of the work. A person who postpones decision-making is called a

procrastinator. A person who takes on more responsibilities than he/she can handle is called a people pleaser.

8. (a) **People pleaser**

A person who takes on more responsibilities than he/she can handle is called a people pleaser. Such a person has a fear of being confronted by superiors or colleagues and in order to avoid the confrontation, he/she accepts all the responsibilities. A person who postpones decision-making is called a procrastinator. A perfectionist is a person who is obsessed with the quality of work. A pre-emptive is a person who is obsessed with meeting deadlines and staying ahead of schedules.

9. (c) **Monitor and control the usage of time**

According to Stephen Covey's classification of time planning, the third phase of planning involves monitoring the usage of time. Time can be monitored by planning, prioritizing, and controlling. In this phase, managers plan and prioritize activities on a daily basis. This phase emphasizes controlling activities.

10. (d) **Long-term planning, anticipating and preventing problems, and self-development activities**

A manager who spends his/her time in the Quadrant of Value, i.e. Quadrant II, is involved in long-term planning, anticipating and preventing problems, and self development activities.

11. (c) **Specific, Measurable, Achievable, Realistic, Time bound**

12. (c) **Goals reduce the quality of work**

Goals make managers accountable, improve their productivity, and motivate them to achieve more. Goals do not reduce the quality of work; they, in fact, enhance the quality of one's work when they are achievable.

13. (b) **Delegation is the process of giving authority to a person to undertake activities on behalf of another person**

Delegation is an important strategy for effective time management. It is the process of giving authority to a person to undertake certain activities on behalf of another person.

14. (a) **Scheduling**

Scheduling is a strategy for achieving goals. It is the process of preparing a list of activities that need to be performed to achieve the goals.

Unit 22
Business Etiquette

Structure

22.1 Introduction

In the previous unit we learnt professional development, self-awareness, time management and goal setting. More and more businesses use an open-floor plan, transparent cubicles, with employees working close to each other which have led to the importance of work and office etiquette. Some experienced observers feel that it is often the minor things, not the major meltdowns that annoy the other party the most. Head honchos of top companies are of the opinion that several problems experienced by companies stem from lack of proper business etiquette which is directly related to one's competence. Hence office etiquette has become an intrinsic element of team and employee success. It helps to avoid

workplace discord and aids teams to perform better. Workplace etiquette is easy to adopt as it requires one to be polite, helpful and display basic manners. In this unit, the importance and different types of business etiquette are discussed. It also explains the value of image building and framing.

22.2 Objectives

After studying this unit, you will be able to:

- Define business etiquette and understand its importance for maintaining better professional relationships

- Explain the value of image building and grooming for making a mark and niche for oneself in society

- Appreciate different types of etiquette like telephone, dining, cabin, customer, hiring etiquette etc. for professional development at work

22.3 Business Etiquette

Business etiquette is a set of manners that is accepted or required in a profession. It is important as it creates a professionally, mutually respectful atmosphere, improves communication and develops better professional relationships.

22.3.1 Importance of Etiquette

The following are some points which highlight the importance of etiquette:

- Etiquette makes an individual more refined and helps that person generate visible positive impressions in the minds of the others. The manner in which one interacts with members of society speaks volumes about the personality and upbringing.

- Etiquette educates an individual about the subtle behavior like walking and talking and the way in which one needs to behave in society.

- Etiquette is a pre-requisite for visible first impressions in interactions with superiors, elders, colleagues and other people in social circles.

- Etiquette allows individuals to receive admiration and approval in society. It also facilitates individuals in attaching a lot of value to relationships.

Exhibit 22.1 illustrates the importance of business etiquette in workplaces.

> **Exhibit 22.1: Business Etiquette**
>
> Etiquette refers to acting in a proper manner at workplace. It also involves enhancing emotional intelligence to understand and respect people around. Managing proper business etiquette promotes employee loyalty and positive brand perception. It nurtures company culture and team morale, results in team collaboration and eliminates misunderstandings and stress. Proper business etiquette also results in employee retention. Business etiquette can be promoted at workplace by leaders being a role model. The way leader communicates and conducts himself helps employees in observing and practicing business etiquette. Some of the other methods to improve business etiquette among employees include:
>
> - Arranging training for understanding the business etiquette principles
>
> - Sending articles or videos or manuals to read, watch and consider
>
> - Building trust and adopting open-door policy to encourage employees raise questions
>
> - Collecting feedback from customers and employees as well to observe and identify the gaps for improvement and plan improvements
>
> - Implementing an effective communication system for taking or giving suggestions for improvement.

Source: https://www.grammarly.com/business/learn/business-communication-etiquette/, *June 23, 2021.*

22.4 Professionalism

In order to be successful in any profession, one has to exhibit professionalism in their work environment. However, this term means different things to different people. For some, it may include being highly qualified and certified for the job, for others it may mean being well dressed to work. According to Merriam Webster dictionary, 'professionalism' is defined as "the conduct, aims, or qualities that characterize or mark a profession or a professional person".

Professionalism is a quality that is highly appreciated in any organization. It has therefore, many attributes which include:

- Being an expert in the domain area /area of work.

- Maintaining values like honesty, integrity, respect for others, courtesy, appropriate behavior and accountability.

- Exhibiting emotional intelligence.

- Displaying pleasant appearance and image.

22.5 Image Building, Grooming and Dressing

The following paragraphs cover the other important points on managing self which are image building, grooming and dressing.

22.5.1 Image Building

Whether it is a businessman going to an important meeting, a person seeking a new job, or a superior who is being evaluated by his colleagues, the truth is all need to project a fitting and more credible image. Image management is the art and science of presenting oneself in the right manner in personal/social and professional life by grooming as per the demands of the occasion and proper body language.

Image powerfully influences other people's impressions of a person's credibility and intelligence. First impressions are made within 30 seconds, and hence it is vital to be very good at creating first impressions. Example 22.1 shows how an employee lost an opportunity for presentation because of poor image building.

Example 22.1: Lost Opportunities

Girish, a software engineer at P&L InfoTech, was informed by his manager that an important American client had unexpectedly arrived to close an expensive deal on a project in which Girish was working. Girish got his paper work ready and even started preparing for his presentation. However, to his dismay, another software engineer was asked to meet the client instead of him. He was shocked to learn that his dressing had cost him the opportune meeting. Girish was dressed in jeans, a collarless T-shirt and sports shoes that day.

Source: ICFAI Research Center

Check Your Progress - 1

1. Business etiquette refers to:
   a. An offer to provide a product or service
   b. A set of manners that is accepted or required in a profession
   c. A new business venture
   d. Communication for management
   e. Properly dressed

2. When it comes to dressing for men, which of the following should match in color?
   a. Socks and shoes
   b. Belt and shoes
   c. Socks and shirts
   d. Belt and watch
   e. Pants and Socks

22.5.2 Grooming

Personal (self) grooming is defined as the art of caring for one's body and appearance. Irrespective of the gender and nature of profession, personal grooming is important for everybody, for, if neglected it can hamper one's personality. Visible impressions are made in the first few seconds, and dress plays a major part in contributing to the impressions. Though professional competence and experience are no doubt important, appearance makes a person be taken seriously in business. Appearance conveys, trust, professionalism and proficiency. Undoubtedly dressing and wardrobe plays a vital role in appearance, but it's mostly personal grooming (which include hygiene) that constitutes the first impression. Wearing formal attire to office and maintaining good body and dental hygiene facilitates in building relationships with people.

Further, self-grooming is an important aspect of one's personality development. Self-grooming is the process of constantly working on oneself to make oneself look better. It is not only about wearing the right clothes but also about a lot of other things like working on being healthy and fit, developing hygienic habits, grooming one's personality, learning new things to make oneself interesting and impressive etc. In simple words, self-grooming is to make oneself better than what they were before. It is a continuous process and one can always do something better to look professional and attractive. Self-grooming helps in making a mark in the society and creates a niche for oneself.

There is a misconception that grooming is limited to good looks, lustrous hair, in fact, it is much more than that. One is completely groomed when they are likable, interesting and pleasant to be around with. Proper grooming and a professional appearance are important to gain respect in the workplace. Here are a few tips to enhance and groom one's personality.

Believe in oneself - It is confidence in oneself and one's abilities. Self-confidence is an important aspect of self-grooming.

Dress well - Dressing well doesn't mean buying expensive designer clothes. It essentially means that one wears an outfit that suits their body type.

Match it with accessories - The accessories are neither too gaudy nor too unflashy. Wear a hairstyle that flatters face structure. Smell good and, most importantly, smile.

Show pleasant manners - It's important that one should exhibit good etiquettes. When someone's talking, we must pay attention and be good listeners. It is better to slightly lean towards the person and listen intently, which will make the person feel important. One must speak only when the other person has finished speaking.

3. Which of the following statements is correct?

   a. Personal (self) grooming is defined as the art of caring for one's body and appearance

   b. Personal grooming refers to development of personality

   c. Personal grooming is same as bringing up oneself

   d. Personal grooming is progression in the career

   e. Personal grooming refers to developing skills in the workplace

22.6 Business Protocols and Workplace Ethics

Each workplace has its particular set of rules and practices that its employees are expected to follow. These rules and practices that govern the working of that workplace are known as business protocols. If these protocols are not adhered to, the company may somewhat lose control. Employees would then be wearing dresses that they wish and act or behave according to their own rules. This non-adherence to company protocol in the workplace can lead to an employee being dismissed. Therefore, if one wishes to have a rewarding future at their workplace, they must follow company norms and rules.

A person's ethical behaviour in the workplace is synonymous to professionalism and can significantly improve the working environment. Understanding instances where proper work ethics can be displayed will go a long way in fostering good relationships and visible first impressions. Following are some instances where one must display ethics and professionalism.

- **Communication** – Giving respect to everyone in the organization including women, reading the information circulated, maintaining confidentiality, reporting the progress of the work allocated, filing written records for future use are some professional practices. Indulging in office grapevine and creating problems to people is unethical behaviour.

- **Time Management** – Punctuality in attending office and completing tasks as per time schedule is the most highly appreciated professional behaviour.

Following the organization's policies and work values, philosophy of conducting business, chain of command, rules and regulations, positive attitude, pleasant demeanour, professional maturity in handling people and taking care of substantial evidence while taking decisions that benefit all the stakeholders display professional and ethical behaviour of an employee. Example 22.2 deals with common business protocols to be adhered to.

> **Example 22.2: Common Business Protocols**
>
> The following points cover some important aspects on common business protocols.
>
> - Job application process: It is at this stage itself that a candidate can start following the company's protocol of knowing about the company and its background while applying for the job. The website of the company generally provides a comprehensive view of the same.
>
> - Reading the company's manual: The company's manual comprises significant information on the company's protocol. This contains dress code, the way in which complaints need to be handled, etc. Reading this manual helps the employees to maintain their action and behaviour.
>
> - Building a strong network at the workplace: Experienced employees will have a complete knowledge about the company and its affairs. New employees can build strong alliances at the workplace by watching their superiors and take care not to deviate from
>
> - Be observant: By being aware, one can be mentally prepared for forthcoming changes in policies or practices if any

Source: ICFAI Research Center

22.7 Self-Introduction, Team Introduction and Handshake

Self-introduction is essential in any meeting. The participants should confidently introduce themselves with clarity along with their designation. Prefixes like Mr., Ms., Prof. before the name for self-introduction are to be avoided.

For example, one could say, "I am Roopa Dhawan, Cardiologist from Escorts Heart Institute and I have come to meet Dr. Ranjan Srivastav, Head of the Cardiology department".

- Protocols for introducing others – The visitors introduce themselves first, followed by the hosts. The senior most people introduce their teams from the lowest ranked person to the highest ranked person.

- Handshake – Business meetings begin and end with a handshake. It is done immediately after introduction with the right hand extended and holding the other person's right hand briefly. Eye contact and a gentle smile is maintained during a handshake. It acts as a nonverbal cue of friendly dealings. A visitor often extends his hand first to the host. A woman will extend her hand first if the other person is a male. The business cards are exchanged after the initial handshake.

22.8 Business Card Etiquette

A well-designed business card is a symbolic tool of introduction for an individual where important things like name, designation, and contact details are mentioned on a small card. Some guidelines that must be kept in mind while handling business cards are:

- Maintain a sleek and spotlessly looking business card case.

- Ensure that the card is in perfect condition before handing it over; the card is an extension of a person's image.

- While receiving a card from someone, take a moment to look at it before putting it away. This indicates the respect given to the individual. Do not hastily push it inside a pocket or a purse. Take time to thank the person who gave it to you.

- Always keep sufficient number of cards in case some people may meet unexpectedly.

- A business card can be exchanged at the start of a meeting; as this helps in remembering the people's names. If meeting someone outside a meeting the card can be presented during the introduction.

22.9 Workstation/Cabin Etiquette

Workstations/cabins are given to employees so that they can remain productive and at the same time enjoy their privacy. Sometimes, this can also present certain challenges. Following are some of the ground rules that can facilitate employees in remaining productive and be fine with colleagues.

- Respect the colleague's privacy and try not to cause disturbance. Gently knock when entering his/her cubicle.

- Avoid shoulder surfing or reading something from someone's computer screen.

- Be considerate of your co-workers' workspace. Ask permission while borrowing any stationery items.

- Pick up the phone after a ring or two, ensure that the phone's volume is at a low level.

- Reduce the voice tone while talking on the phone. Avoid taking or making personal calls in the cubicle.

- Ensure any meetings with clients/customers are not in the cubicle, but outside it.

- Don't bring clients to the cubicle for a meeting. Go to a separate sitting area or conference room.

- Use the intercom to talk to colleagues across cubicles. Never shout across cubicles.

- Use a head set if listening to music.
- Don't keep your legs on the table.

Example 22.3 shows how an employee was disturbed because of use of cell phone by the neighbour.

Example 22.3: Office is not Home

Manoj is working on a report which has to be submitted to the boss by evening. Suddenly, a piercing cell phone ring cuts the air and disturbs him. Manoj's colleague Manali in the adjacent cubicle answers her cell in a shrill voice. Unexpectedly, you see her jump to her feet, cursing and screaming. Manoj's ears are now jammed. He is frustrated at this behavior and attitude of Manali. This was despite having spoken to her once before regarding this matter. Grumbling, he puts on his headphones to block the noise. Manoj mentally thinks to ask the boss for a separate workspace.

Source: ICFAI Research Center

Check Your Progress - 3

4. Which of the following statements is true?

   a. Indulging in office grapevine and creating problems to people is unethical behaviour

   b. Time management means only completing the tasks as per schedule

   c. In the current business environment, unethical practices are always approved as the only method of doing business

   d. It is necessary that the owners of organization only need to be ethical and not the employees

   e. Business etiquette is for the top management and not for the lower cadre employees

22.10 Telephone and Mobile Etiquette

The following topics discuss about telephone and mobile etiquette guidelines.

22.10.1 Telephone Etiquette

Telephone etiquette is an important aspect of managing business, as every caller needs to be treated and respected as a potential or prospective source of business or a loyal customer. The way every call is dealt with has a direct impact on forging new relationships with customers or strengthening existing relationships. Telephone etiquette also exhibits professionalism and has a

bearing on the brand image of the organization. The thumb rules to be adhered to in following standard telephone etiquette in business are:

- Greet and identify self appropriately to the caller or receiver of the phone call.
- Identify and address the caller with the appropriate title.
- Speak clearly, with proper voice modulation and pace, loud enough and professionally.
- Avoid eating or drinking while on calls.
- Respond clearly with a yes or no and avoid slang words.
- Listen keenly, intently and repeat the information back to the client for affirmation and process the information for action.
- Deal with upset or irate clients patiently.
- Focus on the call and always ask if the call can be put on hold.
- Do not allow interruptions while on call.
- When in a meeting, turn off ringer volume of cell phones.
- Treat clients with esteem, positive attitude and focusing on their needs and give them the importance they duly deserve.

Example 22.4 gives an example for improper telephone etiquette.

Example 22.4: Telephone Calls can affect the Bottom Line Up

Talents.com is a recruitment consultancy for hiring new graduates. The phone was answered by a loud 'Hello' on the other side. Just when Mr. John wanted to enquire about Mr. Venkateshan, Head of Talents.com, he was curtly interrupted by the receiver who was actively engaged in a conversation on the other line. After some 2 minutes, John was shocked to hear; 'I don't' know you, have you called up before? Venky is not here. Call up later' and the phone hung up.

Source: ICFAI Research Center

Figure 22.1 lists various guidelines for telephone skills.

Figure 22.1: Guidelines for Telephone Skills
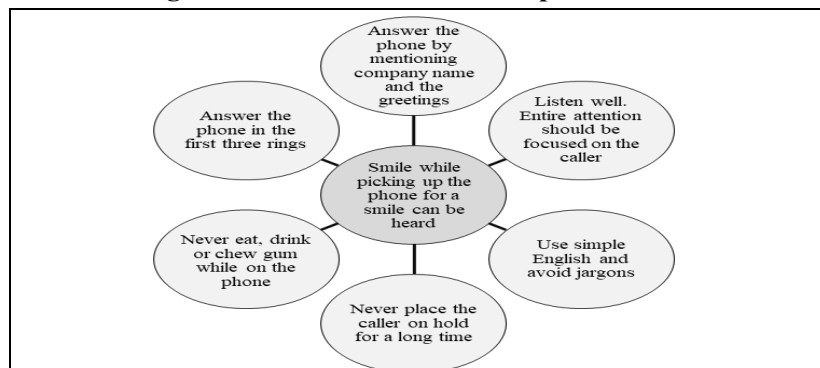
Source: ICFAI Research Center

22.10.2 Mobile Etiquette

Mobile phone etiquette is akin to common courtesy. Mobile conversations and text messages generally distract people from what is happening in front of them. Therefore, it is important that mobile users be considerate, courteous and respect the people around them.

Guidelines for Mobile Etiquette

- When taking calls in public, speak in a low tone.
- Keep a ringtone which is professional and pleasing to hear.
- Avoid looking at messages or taking calls when in a face to face conversation.
- Turn your mobile phone to silent mode when you are in your cubicle.
- Avoid taking personal calls in a private place.
- Mobile phones should not be part of business meetings/lunches.
- Avoid inappropriate profile pictures on mobile applications like WhatsApp etc.

22.11 Netiquette

A vast majority of correspondence and business nowadays are transacted through the electronic medium called the internet. As there is not much scope for face-to-face communication here, a lot of meaning can be lost in the way we write through such a medium. The guiding principles for etiquette which govern the conduct and manners of a person while communicating on the internet are collectively known as netiquette. Netiquette refers to Internet etiquette which means the application of good manners in online forms of communication like e-mails, blogs, social networking sites etc. It does not permit both the sender and the receiver of the communication to notice facial expressions or, body language. As a result, messages can frequently be misinterpreted. By observing the rules of netiquette, online communication becomes much clearer and easily understandable. This is more so in business where minute yet significant things like grammar and syntax are observed for professionalism. Table 22.1 presents the rules of netiquette that one can follow while sending emails.

Table 22.1: Rules of Email Etiquette

Rule 1: Use the field 'Reply to all' with care and prudence.	**Rule 9: Huge attachments:** These are better sent as zip files, or through file transfer services like hightail.com. Attachments must be lesser than one MB (if possible).
Rule 2: Do not overcrowd the 'To' field.	**Rule 10: Subject:** The subject line should be specific and crystal clear. Not writing a subject may make the

	mails go to the spam folder. Use the Subject field to enter a clear concise indication of what the e-mail is about. This is a very useful field and can be helpful to the recipient if used judiciously, so make it informative.
Rule 3: Try and avoid using the 'bcc' field when necessary.	**Rule 11: Forwarding mails:** Before forwarding mails, clear the previous sender's email address.
Rule 4: Avoid sending a mail in all caps lock. It looks like you are shouting. At the same time, avoid sending mail in small font. It seems the writer is too lazy.	**Rule 12: Antivirus software:** Use antivirus software, keep it up to date and scan the computer at least once a day.
Rule 5: Mails have to be brief and to the point. Long-winded sentences are to be avoided.	**Rule 13: Punctuation matters**-in email like any other formal document.
Rule 6: Emoticons should never be exhibited. If emotions have to be conveyed, do so with words.	**Rule 14: Use of acronyms** - Have to be used sparingly.
Rule 7: Disclaimer A disclaimer protects from legal suits arising thereof.	**Rule 15: Re-read**-Once before clicking the Send button, check the document.
Rule 8: Hoax mails Hoax mails are false mails.	**Rule 16: Ending the mail:** Use a courteous ending.

Source: Compiled by ICFAI Research Center

<u>**Check Your Progress - 4**</u>

5. Which of these in an email protects you from legal suits?

   a. Disclosure statement

   b. Emoticons

   c. Disclaimer

   d. Antivirus software

   e. Official communication done

6. Which of these forms of etiquette affects the employment branding of the company?

   a. Business etiquette

b. Customer etiquette

c. Hiring etiquette

d. Telephone etiquette

e. Dining etiquette

22.12 Etiquette for Podcasts and Vodcasts

Podcasts typically are media based programs like music / talk shows, which can be downloaded from the Internet in digital formats. Podcasts are gaining popularity of distributing audio content to a wide audience on the internet. A vodcast is similar to a podcast but with a video feature. Podcasts and vodcasts can be downloaded onto the computer and watched at a convenient time. Some points that need to be considered while using a podcast or a vodcast are as follows:

a. While listening to a podcast in the office, never do so without putting on the headphones. This can considerably prevent noise pollutions and irritation in the office.

b. Communication through podcasts reaches a wide audience and hence the message needs to be well prepared, refined and crisp.

c. Take care of vocal delivery while hosting and delivering a message through podcast. Use less filler words and edit carefully before putting it up for listening. Do not over edit the pause and sounds as they can make the podcast sound more natural and conversational in style.

d. Dress comfortably and formally for a vodcast. Dressing formally projects an image and creates an impression on the viewers.

22.13 Customer Etiquette

To retain a customer, it is very important to display good etiquette. Certain proven tactics in improving the company brand image by exhibiting true customer-care etiquette are:

- *Be friendly and pleasant* – Handling customers / clients can be quite challenging, as it requires maturity, intelligence and tact. A friendly attitude and showing concern to the problems faced by him could make the difference in holding back a customer shifting to the competitors.

- *Be honest* – Honesty is the best approach for actual customer service and helps in gaining customer loyalty.

- *Be meticulous* – While listening to a customer, take down notes accurately if possible and paraphrase or repeat what is being heard. Keep a plan ready that will help in resolving the customer's concerns.

- *Follow up* – Follow up the customer to ensure that he is not only satisfied but also delighted with the results and exhibits a solid assurance to quality in the minds of the customer.

- *Be professional* – A friendly attitude exhibited with professionalism while being neutral in actions and words will help in maintaining customer loyalty.

22.14 Hiring Etiquette

When it comes to the HR process of recruitment and selection, first impressions are not merely from the candidate, but also of the person who is the interviewer. There have been several instances of candidates rejecting the company because of a negative impression created by the recruiters during the hiring process.

In order to avoid such instances, the following aspects may be considered:

- *Professionalism & Courtesy* - A job position will invite a large number of applications. It becomes impossible to personally reply to all the applicants but some amount of professionalism can be displayed to counter unhappiness and frustration and thus preserving the employment branding.

- *Use clear communication* - It is important that the job post or advertisement is specific and clear; so that only the candidates who possess those attributes apply. This can reduce the number of applicants and it becomes easy for the recruiters to choose the right candidate for the right position.

- *Expectations* - Include a deadline for the hiring process that will keep the candidates aware of the dates. This can be included in the auto response mail to the candidates.

- *Hiring Process* - The entire hiring process should be well planned and do not waste the candidate's time and money. There should be some amount of learning for the candidate even if not selected.

- *Interviewing* - The whole process of interviewing should be exhibited in a professional manner. There should not be any last minute changes and the interviewer should not arrive late. Questions asked should be relevant considering the age and experience of the candidate. Clichéd and illegal interview questions should be avoided.

- *Follow-up* - Wherever possible, the hiring manager should send personal feedback to the candidates who came for the interview. This shows that the company conducts its business fairly and exhibits a lot of professionalism and generates a positive impression in the minds of the candidates.

22.15 Business Dining Etiquette

Business Dining Etiquette refers to business meals at corporate events, client meetings, job interview, and business entertainment. Table manners are

fundamental for every public dining. Some rules of business dining to be followed are:

- As a host, it is important to plan and make all the arrangements at the location decided and send advance invitations about the time and venue. Choosing a known restaurant along with the cuisine offered by them will help in gaining better service.

- As a guest, arrive on time at the venue. If getting delayed, call in advance and mention the time before which you can reach.

- Sit at the place meant for you. Usually the name plates would be mentioned and the guest will be guided to the table by the host company.

- Do not place bags, laptops, mobiles, on the table. Keep the phone in silent mode and do not use it to check messages or calls.

- Culinary manners should be learnt before going to the dining. In case, dining in a Chinese restaurant, which requires the use of chopsticks, it is better to practise how to use chopsticks before. Do not disturb the arrangement of the utensils and cutlery on the table. Cutlery is used from 'outside in'. If in doubt, observe the host's table manners and try to follow accordingly.

- Do not order food unless asked for. Order only the items you are familiar and easy to eat, and do not order expensive food items. Do not order alcohol for business lunch meetings.

- Do not start eating until all the parties have arrived.

- When all are seated, smoothly unfold the napkin and place it on your lap. While going to the restroom, ask excuse and keep the napkin on the chair. After the dinner is over, place the napkin neatly on the left side of your plate. Do not crumple tissue paper and put it on the plate or finger bowl.

- Learn how to eat soup beforehand.

- Do not talk with your mouth full.

- Eat small bites of the food.

- Do not waste food on the plate.

- After the meal, observe and place the cutlery in the right positions on the plate. The spoons and knives should be placed on the plate and not on the dining table.

- Observe proper body language and posture while having the meal and talking to the clients. Do not make hand gestures with the knife and fork in the hand.

- Always remember you have gone to meet a client in the meeting and not for eating.

22.16 Etiquette for Social Gatherings

Attending social gatherings, especially related to business, requires being aware of a few simple rules like the attire, gifts, greetings and social talk. Some pointers given below could be used as guidelines:

- **Mind the boundaries** – Some corporate social gatherings are highly formal and it is better to behave as per the occasion demands to avoid unnecessary gossip in the office later.

- **Follow the hierarchy** – Give respect, maintain professional distances and gender equations. Avoid talking personal matters and do not intrude the privacy of other guests or colleagues.

For informal celebrations among colleagues like birthday parties, team lunches or company picnics, care should be taken not to crack offensive jokes, gossiping, overeating, and drinking excessively. Be watchful of the language and tone and keep in mind that the social event is also a part of business gathering and maintain the same demeanor.

22.17 International/Cross Cultural Etiquette

Cultures of different countries are diverse, each with its unique style of etiquette. Even in similar cultures, huge deals are sometimes lost because of misunderstandings and poor impressions. It is important to have good and correct knowledge of the culture of different countries before a business interaction. Some important factors that need to be considered are:

- **Dressing –** It is always better to dress in formal attire even on a weekend as it is going to be a business meeting. If the guest gives prior information that informal dressing is ok, even then plan what you can wear.

- **Communication** – Understand the history and the culture, greeting style and learn how to start the conversation. Avoid slang words and do not talk anything that might spark a controversy.

- **Greeting and gifting** – Learn the rules of the country and do not cause embarrassment to the host.

- **Ways of addressing** – Prepare beforehand whether the people can be addressed by their first name, last name, whether to add prefixes like Sir, Miss, Prof, Dr, Herr Doktor and Frau (in Germany).

- **Confidential matters** – Secure records and use code names if the information involves protecting the documents with a password. Confidentiality breeds trust between parties.

- **Proxemics and Chromatics** – Maintain the distance with the clients by following the rules of that country. Shaking hands, touching someone, standing close with a woman may be considered unsuitable in some

cultures. Punctuality should be taken seriously while dealing with European countries.

Check Your Progress - 5

7. Rahul has got a project abroad. Which would be the best way to address his new manager Mr. John Brown (whom he would be interacting for the first time) in that country?

   a. John

   b. Sir John

   c. Johnnie

   d. Mr. Brown

   e. Mr. John

8. What should be not done while business dining?

   a. Keep the phone silent

   b. Keep the used cutlery on the table

   c. Keep the napkin on the lap

   d. Close the mouth while chewing

   e. Use the cutlery from 'outside in'

9. Which of the following statements is not true?

   a. Podcasts are advertisements at important places in the city to attract future customers

   b. Podcasts typically are media based programs like music/ talk shows, which can be downloaded from the Internet in digital formats

   c. Podcasts are photographs sent across print media

   d. Podcasts are cultural programs run by companies

   e. Podcasts are photographs and vodcasts are videos

10. Which of the following statements is true?

   a. When you are interacting with executives from western countries, you could freely move with all the men and women, as they do not mind

   b. Cultures of different countries are diverse each with its unique style of etiquette

   c. During international meetings, one should maintain the procedures followed in the home country

   d. Cross cultural formalities do not matter, since the whole world has become a global village

    e.   During international meetings, you can shake hand with all the men and women by taking initiative at all times

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22.18 Summary

- Business etiquette will go a long way in sustaining long-term successful relationships in business, allow people to work far more effectively and finally improve overall individual development.

- Mastering business etiquette helps to handle difficult business situations, where professionals are likely to be judged by their display of appropriate business behaviour.

- With the fast pace of globalization, and the merging of companies and cultures, it is all the more essential for managers to understand why business etiquette is crucial and to be as dynamic as possible at the workplace.

- It is important to have good and correct knowledge of the culture of different countries before a business interaction.

22.19 Glossary

Employment Branding - The practice of promoting a company, or an organization as the employer of choice to a preferred target group

Etiquette - Refers to manners or behaviour that is accepted as cordial and polite in social as well as business situations.

Hoax - An act which is intentional and meant to mislead or play a practical joke on someone

Netiquette - It refers to the common courtesies to be followed and the do's and don'ts of communication that takes place online.

Podcasts - A form of radio where programmes can be downloaded and listened to at one's own convenience.

Vodcasts - A video podcast which can be downloaded and used at the user's time and convenience.

22.20 Self-Assessment Test

1. What do you understand by business etiquette? What are the different forms of business etiquette?
2. What is netiquette? What are the rules governing email etiquette?
3. What are the things to be kept in mind while using business cards?
4. Why is hiring etiquette important in organizations? Enumerate the points to be kept in mind while hiring candidates.
5. Explain International/cross culture etiquette.

22.21 Suggested Readings/Reference Material

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3. Clampitt, Phillip. Communicating for Managerial, Effectiveness, SAGE Publications, 6e, 2017

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6. Griffin, Ricky W. and Michael W. Pustay. International, Business: A Managerial Perspective. 9th ed. Person, 2020

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9. Reddy, C.R. Business Communication Paperback, Dreamtech Press,2019

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22.22 Answers to Check Your Progress Questions

1. **(b) A set of manners that is accepted or required in a profession**

    Business etiquette involves knowing certain manners while interacting with persons during the course of business.

2. **(b) Belt and shoes**

    It is a general practice as a part of etiquette to wear belt and shoes with matching color.

3. **(a) Personal (self) grooming is defined as the art of caring for one's body and appearance**

4. **(a) Indulging in office grapevine and creating problems to people is unethical behaviour**

5. **(c) Disclaimer**

    In all the business emails, people get protection legally, when there is a DISCLAIMER clause written, generally at the bottom of the email.

6. (c) Hiring etiquette

The practices followed by a company in recruiting/hiring employees speak volumes about the business culture and etiquette of the company.

7. (d) Mr. Brown

Addressing a manager, when met for the first time, is done, using the last name with the prefix Mr. or Ms.

8. (b) Keeping the used cutlery on the table

The rest of the options are accepted 'table manners'.

9. (b) Podcasts typically are media based programs like music/ talk shows, which can be downloaded from the Internet in digital formats

10. (b) Cultures of different countries are diverse each with its unique style of etiquette

Unit 23

Managerial Effectiveness – A Conceptual Framework

Structure

23.1 Introduction

23.2 Objectives

23.3 Managerial Effectiveness

23.4 Characteristics of an Effective Manager

23.5 Summary

23.6 Glossary

23.7 Self-assessment Test

23.8 Suggested Readings/Reference Material

23.9 Answers to Check Your Progress Questions

23.1 Introduction

Till now we have discussed business communication, its importance and the various issues in business communication. In the previous unit, we discussed the concept of business etiquette and its different types. This unit discusses the concept of managerial effectiveness.

Today's business environment is rapidly changing, and customer needs and market requirements have made effective management a prerequisite for the success of any organisation. Effective management means doing the right thing at the right time; about thinking and acting in the right manner. An effective manager is one who can deal with any given situation. Managers plan, organize and contribute to an organization in varied ways. Their role is to lead and motivate their employees, and be accountable for the work of their employees. An effective manager is required to know how to prioritize his tasks and responsibilities. He should possess effective communication skills and good interpersonal skills to make the right decisions,

This unit will introduce the concept of managerial effectiveness and its importance. It also discusses the characteristics, strengths and skills that an efficient manager should possess, and his/her contribution to an organization.

23.2 Objectives

After studying this unit, you will be able to:

- Explain the concept of effective management to become an effective manager and make others effective managers.

- Recognize the characteristics of an effective manager to identify and focus on the strengths of subordinates

- Identify the contribution of a manager in an organisation

23.3 Managerial Effectiveness

A manager needs to first manage himself/herself, in order to manage others effectively. Therefore, it can be said that effectiveness starts at a personal level and then moves on to the personnel level. Effectiveness is not something a person is born with; it has to be acquired. The training for effectiveness involves teaching the managers about the important role that knowledge and people play in the success of an organization. Effective managers cannot be identified by any particular personality traits. They are effective each time, no matter what the task. Effectiveness can be mastered only with regular practice.

23.3.1 What is Managerial Effectiveness?

Managerial effectiveness means performing managerial activities effectively. It is generally believed that intelligence, imagination, and knowledge alone make a manager successful. However, the truth is that it is effectiveness which makes a manager successful by translating intelligence, imagination, and knowledge into results. Earlier, employees were expected to produce a specified output i.e. they had to be efficient. Their performance was measured in terms of the output delivered. Now importance is being given to the effectiveness of employees i.e., the quality of the resultant work. It is even more important for managers to be effective because it is they who are responsible for the performance of the people working with them. For this purpose, managers need to work on the right priorities.

23.4 Characteristics of an Effective Manager

Effective managers select people based on their talents apart from experience, intelligence, and determination. They then specify the objectives and allow the subordinates to choose the path by which to achieve those objectives. Effective managers identify the strengths of the subordinates and focus on them. They motivate them by focusing on their strengths. They provide constructive criticism to help subordinates improve themselves.

Peter Drucker identified five basic practices that are common to effective managers.

1. They know how they spend their time and are in control of time.

2. They focus on their contribution to the organization. The focus here is on achieving results rather than just worrying about the tools and techniques that are to be used.

3. They make optimal use of their own strengths, and that of their superiors and subordinates.

4. They concentrate their resources on performing one activity at a time.

5. They take decisions only after a systematic analysis by considering information from various sources.

23.4.1 Basic Managerial Skills

A manager needs to perform various activities in an organization. However, the basic activities every manager requires to perform are planning and organizing. Therefore, the basic managerial skills are those relating to planning and organizing.

Planning skills

Planning is an activity every manager performs. It involves deciding what to do and when to do it. Planning is given importance in management because managers believe that the situation in the future will be different from that of the present. This means that managers should always be prepared to face unexpected situations. Hence, to be efficient at planning and to face unexpected situations, managers need to have knowledge of both past and present conditions. They must collect and analyze information from various sources. They must identify the aims of planning that can be used:

a. To attain organizational goals

b. To encourage the employees to set and attain higher goals

c. To maintain uniformity in team work and provide the time necessary to achieve goals

d. To measure the attainment of goals

Managers must ask themselves the following questions after identifying the aims of planning:

i. Why should I plan?

ii. What are the objectives of the plan?

iii. When will the plan be implemented?

iv. Where will the plan place the organization in future?

v. How can the plan help to achieve the organizational objectives?

vi. Who are involved in the plan?

The managers then need to ascertain the resources available to them – i.e. the 4M's (man, machinery, money, and materials). Finally, while preparing the plan, the managers consider the information from market reports, industry

research reports, etc. The plan once prepared, needs to be updated regularly with the changing market conditions and environment, otherwise the plan could fail.

Organizing skills

After planning, managers have to take up another important activity – that of organizing. Organizing means putting things in order. It involves putting the man, machinery, money, and materials in order to put the plan into practice. The basic principles that a manager has to remember while organizing are:

➢ The goals of the organization

➢ Selecting the appropriate persons to delegate work

➢ Allocating duties and responsibilities along with proper authority and accountability

➢ Designing an organizational structure for specifying the lines of reporting

➢ Coordinating the activities of different members in a team

The steps involved in organizing are:

1. **Identifying the objective:** The objectives have to be clearly identified before various activities are organized.

2. **Preparing a list of activities:** A list of all activities that need to be performed should be prepared.

3. **Dividing into units:** Based on the functions, the various activities should be divided into units.

4. **Delegating work:** Only the appropriate and qualified personnel should be delegated the work.

5. **Coordinating activities:** The managers should coordinate all activities between various teams and groups.

Check Your Progress - 1

1. On what basis do effective managers select people?

   a. On the basis of their intuition

   b. On the basis of the way the candidates are dressed

   c. On the basis of the candidates' talent

   d. On the basis of the qualifications only

   e. On the basis of presentability of the candidate

2. Which of the following is used by effective managers to motivate subordinates?

   a. Focusing on the activities their subordinates can perform well

   b. Focusing on the activities their subordinates cannot perform well

   c. Delegating easy and pleasant tasks to the subordinates

    d. Giving their subordinates the freedom to indulge in whatever activities they like

    e. Giving continuous suggestions at the micro level of management

3. Which of the following statements is true?

    a. Effective managers focus only on efforts and do not worry about time

    b. Effective managers take their own time to perform an activity effectively

    c. Effective managers work fast and save a lot of time

    d. Effective managers know how they spend their time and stay in control of their time

    e. Effective managers work for longer hours than their subordinates

4. Which of the following statements is false?

    a. Planning is a continuous process

    b. Plans fail more because of lack of proper information

    c. Regular review of plans is not essential

    d. Plans fail due to lack of proper coordination

    e. Coordination is not as important as planning

23.4.2 Contribution

Generally, most managers are concerned only with inputs rather than the outputs. However, effective managers lay focus on the inputs and as well as the outputs. They plan to achieve goals and make effective contributions to the attainment of these goals. They contribute to the organization and, at the same time, try to improve their own effectiveness. Managers are responsible for the performance of others. In this process, they sometimes overlook their own contribution to the organization. Therefore, effective managers should analyze how they can personally contribute to the organization and the areas where their contribution is needed. This helps them to avoid contributing in the wrong direction.

How managers can contribute

An organization requires contribution in three areas namely, direct results, establishing values, and developing future managers. Effective managers have to contribute to these three areas. Depending on the position of the manager in the organizational hierarchy, each one's contribution may vary.

- **Direct results:** Effective managers should contribute to the organization by attaining goals and producing results.

- **Establishing values:** Effective managers should establish values and develop commitment to both the organization and their own work.

- **Developing tomorrow's managers:** Effective managers should also contribute to the organization by enabling the development of their subordinates and others in the organization. They should set the standards by their hard work and motivate their subordinates to match those standards.

Exhibit 23.1 illustrates a case that shows the importance of nurturing subordinates.

Exhibit 23.1: Importance of Nurturing Subordinates

Sundar was working with Kalyan Singh, owner of a manufacturing company. Sundar was performing diligently and reaching his targets with ease. He was expecting promotion for his achievements. Kalyan Singh, one day, asked Sundar why he was not given promotion even though his individual performance was above satisfactory. Sundar could not answer his owner. Then Kalyan Singh said that Sundar was performing very well in his position and if he was promoted, no one could do Sundar's work. Kalyan Singh also said that Sundar had not nurtured any of his subordinates to replace him and did not give a chance for others to grow. The important task of a manager is not only to make contributions but also to develop and nurture subordinates. Sundar was a good contributor but not a good motivator to subordinates.

This case illustrates how important for a manager is to develop subordinates.

Source: Devdutt Patnaik, Leader: 50 Insights from Mythology, Indus Source Books, 2017

Contribution in human relations

The essence of a manager's work revolves around people and human relations. Therefore, managers should be effective at maintaining good human relations. They need to maintain good human relations always. Maintaining good human relations can be through:

- **Communication:** Most of the misunderstandings in an organization arise in downward communication. This is where managers give instructions to their subordinates, and these are misinterpreted and hence misunderstood. Effective managers maintain good human relations by effective communication. They seek inputs from subordinates about how they can contribute to the organization. Based on these inputs, they allocate tasks and responsibilities to the subordinates.

- **Teamwork:** In the present organization structure, teamwork is becoming a necessity. A team generally consists of employees with diverse areas of interest, knowledge, and experience. These diverse skills when put together produce effective work. The communication in such cases involves upward, downward, or horizontal communication. Effective managers should therefore be effective team players.

- **Self-development:** Effective managers should be continuous learners. They should contribute to the organization by constantly developing themselves. They should identify the areas where they can develop themselves and improve their productivity in the organization.

- **Development of others:** Effective managers help others such as subordinates, peers, or even superiors to develop their skills. They set high standards and in a way communicate the importance of quality work in an organization.

Contribution at meetings

Attending and conducting meetings are an inherent part of the work of managers. Effective managers know the importance of time spent at meetings and they make efforts to make every meeting productive. In order to make a meeting productive, they must make sure that the members attending the meeting have all the necessary information prior to the meeting. Effective managers should ensure that they start a meeting by mentioning its purpose and the objectives. They should also take care that all the members participate and stick to the purpose of the meeting.

23.4.3 Productivity

Effective managers identify the fact that a person with major strengths has major weaknesses as well. They make productive use of the strengths of their subordinates and make their weaknesses seem insignificant. Effective managers make effective use of all the strengths available to them – their own strength and the strengths of superiors, subordinates, etc. for enhancing the organization's performance.

Staffing from strength

Effective managers give importance to the strengths of the people while recruiting them. They look to recruit people to strengthen the organization and generally ask people how they can contribute to the organization before recruiting them.

Rules for Staffing for Strength: While recruiting staff, effective managers should remember the following:

1. The job should have a well-defined structure. It should be modified based on the right person.

2. The job should be challenging and designed in a manner that brings out the best performance of an employee.

3. An analysis of what a person can do rather than what his/her job requires him/her to do is important. For this purpose, employee appraisals should be used. An appraisal brings to light the strengths and weaknesses of an employee. An employee appraisal should answer the following questions:

   - Has he/she done well?

   - Is he/she likely to improve?

   - How can he/she improve?

   - What are his/her strengths?

4. Managers should acknowledge the presence of weaknesses to make productive use of the strengths of an employee.

Activity 23.1

Gopal is the HR manager of an organization. He is recruiting people for the post of marketing executive. What are the strengths he should look for while recruiting?

Answer:

Managing superiors

Effective managers should make productive use of the strengths of their superiors. A superior who has been rapidly promoted is a source of inspiration for every manager. Such a superior makes way for the promotion of the manager to his/her position. On the contrary, an incompetent superior can be a hurdle in the growth of a manager in the organization. This kind of superior is generally relieved and replaced by an outsider rather than his/her succeeding manager.

Many people feel that it is easier to manage subordinates than superiors. This is because they find it difficult to understand their superiors. Many managers believe that their superiors have major strengths with no weaknesses whatsoever. This makes them believe that toadying or flattering the superiors will help them gain acceptance. Effective managers, on the other hand, recognize the presence of both strengths and weaknesses in their superiors.

Each individual has his/her own way of being effective. A manager should identify what makes his/her superior effective. A simple habit or a manner can make a superior effective. An effective manager identifies these habits and

utilizes them optimally. For example, some superiors prefer to be informed about every development in a project. In such a case, the manager should present regular reviews of the project to the superior. Another superior may prefer to be informed about only the milestones achieved in the project. In such a case, regular reviews may not be appreciated.

Managing oneself

As mentioned earlier, managers who are good at managing themselves can manage others effectively. Effective managers should make productive use of their strengths. Some managers prefer the early hours of the day to perform important tasks whereas some managers prefer the late hours. Therefore, effective managers identify their own habits and make productive use of them. Effective managers look for opportunities even in problem situations. They do not wait for opportunities – they create them.

<u>**Check Your Progress - 2**</u>

5. How do effective managers contribute to an organization?
   a. By focusing on how the organization can contribute to their own goals
   b. By focusing on how they can contribute to the organization and thereby improve their own effectiveness
   c. By focusing on what their subordinates can contribute
   d. By focusing on what their superiors can contribute
   e. By continuously goading their subordinates about the work
6. Which of the following reduces the effectiveness of a meeting?
   a. At the start of the meeting, all the members have an idea of the purpose and objective of the meeting
   b. The manager has all the relevant information and facts before attending the meeting
   c. Only some of the members participate in the meeting
   d. The manager summarizes the objectives and purpose with the conclusions of the meeting
   e. Manager conducts a meeting with a preconceived outcome from the meeting
7. Effective managers make productive use of the strengths of their superiors. How do they do that?
   a. By identifying the habits of the superiors that make them effective
   b. By focusing on the objectives of the superiors
   c. By agreeing with all the decisions of the superiors
   d. By flattering the superiors
   e. By moving closely with the superiors

23.4.4 Prioritize

Managers have to perform several activities in a day and have to be effective at each. This requires them to concentrate their resources on one activity at a time. Therefore, effective managers prioritize the activities. Prioritizing is identifying the important activities and performing them first, concentrating on one activity at a time.

Some managers prefer multi-tasking so as to reduce wastage of time. However, prioritizing allows the managers to concentrate on one activity, which in turn helps in working quickly and carefully. Effective managers use their past knowledge and experience to prioritize various activities. They are conscious of not only their successes but also their failures. They identify the purpose of the failure and makes sure that they avoid repeating such mistakes. There are some points that effective managers remember while prioritizing activities:

- They evaluate past events against future events
- They search for opportunities and are optimistic even in problem situations
- They are driven by a sense of self–direction
- They set high aims and aspire to achieve them

Posterioritize

Managers may have to deal with a number of not so important activities in their workday. This may result in a waste of their time and resources. Therefore, effective managers should posterioritize not so important activities. Posterioritizing means postponing activities that are relatively less important. The core idea behind Posterioritizing is that the less important activities can be performed at a future date.

Effective managers need to posterioritize activities and should stick to their decision of not performing such activities. They should not allow time pressures to decide the posteriorities or priorities, as this can result in important activities being neglected.

> **Activity 23.2**
>
> A manager intends to perform the following activities on a particular day - meeting with clients, making personal calls, making calls to suppliers, socializing with colleagues, and preparing for an unscheduled presentation. Which of the above listed activities need to be prioritized and which need to be posterioritize?
>
> **Answer:**

Check Your Progress - 3

8. Managers have to perform many activities in a day and they have to be effective at each. They identify the important activities and perform one activity at a time. This is known as _____.

   a. Posterioritizing

   b. Organizing

   c. Planning

   d. Prioritizing

   e. Focusing

9. _____ are the activities that need not be handled immediately.

   a. Time wasters

   b. Managerial activities

   c. Priorities

   d. Posteriorities

   e. Future targets

10. Effective managers prioritize activities based on _____.

    a. Their simplicity

    b. Their difficulty

    c. Time pressures

    d. The importance of the activities

    e. Their interest on the goals

23.4.5 Effective Decision-making

Decision-making is an important responsibility for every manager. Effective managers identify the impact a decision has on the organization and therefore spend quality time in decision-making. Effective managers take decisions only after making a systematic analysis. They know the importance of taking the right decision at the right time. They prefer to take appropriate decisions rather than quick ones.

Decision-making process

A manager can become an effective decision maker only with practice. The decision-making process involves a step-by-step analysis of the available alternatives and selecting the most suitable alternative from among them. Some believe that intuition helps in effective decision-making, whereas others believe that knowledge and intelligence helps in effective decision-making. However, it is knowledge and intelligence along with intuition that helps managers in taking effective decisions. Decision making process involves the following steps:

- The first step in the decision-making process involves identifying and defining the problem. The problem situation should be defined clearly. The problem definition should also specify the nature of the problem. A problem can be general or unique. For example, a manager recruiting an employee is a general situation, whereas a manager dealing with a crisis like loss of goods due to a fire is a unique situation. Effective managers focus on identifying the cause rather than the effects of the problem.

- The second step involves collecting information about the available alternatives. In this step, the managers collect the information related to the problem situation. This step involves identifying the various possible alternatives and their limitations for making a decision. Such information can be collected from market surveys, market reports, industry reports, etc.

- The third step involves analyzing the alternatives and selecting the best possible one. The alternatives can be selected based on the intuition and the experience of the manager. Effective managers consider all the possible alternatives, no matter how remote they seem, before selecting the best possible one.

- The fourth step involves implementing the alternative selected. Effective managers focus not only on selecting an alternative and but also on implementing it. This step involves allocating the right job to the right person.

- The fifth step involves obtaining feedback on the decision implemented. This step involves testing the decision. Effective managers know the importance of obtaining feedback.

Activity 23.3

A manager is analyzing the appropriate time for introducing a new product in the market. Identify the steps in this decision-making process and the various sources of information he/she uses for this purpose.

Some of the tools for effective decision-making are:

- **Weighing the pros and cons:** In this method, each alternative is selected and its pros and cons are given some weights or values. The total value of the pros and cons is then used to determine the best decision for a particular situation. This is also called Franklin's Rule. Dawe's Rule is another method that involves identifying two appropriate solutions and listing the pros and cons for each. The solution with the maximum number of pros is

selected. The Lexographic method involves choosing an important criterion and selecting the solution with the highest score in the chosen criterion.

- **Heuristics:** Heuristics is a method in which an important criterion is selected and a decision made based on the criterion.

<u>**Check Your Progress - 4**</u>

11.   The fourth step in the decision-making process involves _____.
   a.   Selecting the best possible alternative
   b.   Implementing the selected decision
   c.   Obtaining feedback
   d.   Making changes to the decision taken
   e.   Discussing the decision with colleagues

12.   Which of the following best describes the Lexographic method?
   a.   A method in which each of the alternatives is selected and its pros and cons are given some weights or values. The total value of the pros and cons are then used to determine the best decision for a particular situation
   b.   A method that involves choosing an important criterion and selecting the solution with the highest score in the chosen criterion
   c.   A method that involves identifying two appropriate solutions and listing the pros and cons for each. The solution with the maximum number of pros is selected
   d.   A method in which an important criterion is selected and a decision is made based on the criterion
   e.   A method that involves identifying the solution with the maximum number of pros is selected

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23.4.6 Effective Communication

Managers have to communicate at the organizational level and at the individual level. At the organizational level, they communicate plans, strategies, procedures, etc. For this purpose, they use reports, memos, notices, etc. At the individual level, they communicate to share ideas, exchange information, etc. Therefore, managers need to be effective communicators.

Effective communication is not only about speaking. It also involves listening and writing. Effective managers communicate in an informative and descriptive manner. They avoid an analytical manner of communication. They are keen listeners and provide constructive criticism. Effective managers are good at

written communication also. They use simple, clear, and effective language in written communication.

Components of an Effective Communication Process

Managers spend most of their time communicating; therefore, they have more of a need to be effective. An effective communication process has the following components:

- **Content:** An effective communication must explain the importance of the message.

- **Circumstance:** An effective communication should suit the circumstances. Managers understand the circumstances or situations in which their subordinates work. They must send memos, policies, and plans that are suitable to those circumstances.

- **Trust:** An effective communication depends upon mutual trust. Managers must have trust in their subordinates and vice-versa.

- **Clarity:** An effective communication must use simple language to communicate – that is, it should have clarity.

- **Feedback:** An effective communication involves obtaining feedback. Managers must obtain feedback from subordinates to ensure that the message has been clearly understood. This serves to prevent misinterpretations.

23.4.7 Participation

Effective managers recognize the importance of teamwork. They encourage their subordinates to participate in activities, including decision-making, etc. This participation makes the subordinates feel responsible for the work they perform in the organization.

23.4.8 Ethical Manager

Every manager faces ethical dilemmas at work almost each day. Ethics are the values or principles that define right or wrong conduct. Ethics in business refers to truth and justice and has a variety of expectations of society, fair competition, advertising, public relations, social responsibility, and corporate behavior in the home country as well as in other countries where the business is operating. The ethical dilemmas managers face in an organization can be about bribes, conflicts, firing or hiring an employee, etc.

Effective managers give importance to ethical practices at work. They make the harmonious co-existence of ethics and business possible.

Factors that influence ethical behavior

Some of the factors influencing the ethical behavior of managers are:

- **Individual characteristics**: The ethical behavior of an individual is affected by his/her values and personality variables. Values refer to the notions one holds about right and wrong. These values are developed during the early part of life of the individual. The personality variables also affect ethical behavior. The two main personality variables are ego strength and locus of control. Ego strength refers to the strength of an individual's beliefs. Locus of control is the degree to which the individual believes in controlling his/her decisions. Some individuals attribute whatever happens to them to fate; they are called externals. On the other hand, internals believe that they are the controllers of their own fate. Internals feel more responsible for their actions and decisions than externals. Exhibit 23.2 deals with principles for ethical leadership.

Exhibit 23.2 described the principles to be followed by ethical leaders.

Exhibit 23.2: Ethical Leadership

Ethics and leadership are not different. Both go hand-in-hand. Ethical leaders are indispensable for the organizational success. Ethical leadership refers to performing actions based on a set of principles and values that are accepted as a common good. Leaders need to be ethical in organizations as they have to lead and guide other individuals. The set of principles to be followed by leader to be ethical are:

1. **Honesty.** Leaders should talk only facts and be fair with competitors. They should talk honestly with people inside and outside the organization to create and build trust.

2. **Justice.** Leaders need to practice equity and fairness. They should not be biased and treat all equally, provide opportunities to everyone and convict improper behaviors.

3. **Respect.** Leaders should respect people all around irrespective of their positions. They should be open and listen to each stakeholder voice. This will nurture inclusion and value diversity.

4. **Integrity.** Leaders should be consistent in adopting values and actions.

5. **Responsibility.** Leaders should take the responsibility that is assigned and respect and valued the duties given to him and be ready and available to take up any challenges.

Transparency. Leaders should communicate transparently with all the stakeholders. He should be ready to accept feedback, be open to others while discharging his duties.

Source: https://www.betterup.com/the-importance-of-an-ethical-leader, April 9, 2021.

- **Structural variables:** The structure of the organization in which an individual works, plays a vital role in his/her ethical behavior. An organization that focuses on results alone is likely to have an unethical environment. The pressure upon the managers to achieve results forces them to take unethical decisions. Therefore, an organization should have

certain policies and a code of ethics to be followed in the process of achieving results.

- **Organization's culture:** The organizational culture plays a vital role in the ethical behavior of its employees. An organizational culture that is characterized by high-risk tolerance, control, and conflict tolerance is most likely to foster high ethical standards. Such a work culture encourages managers to bring to light unethical or undesirable practices.

- **Issue intensity:** The intensity of the ethical issue depends on certain factors like extent of damage, probability of risk, the people affected, etc. The intensity of the ethical issue is greater in the following conditions when:

  1. The number of people affected is large.

  2. Everyone agrees that the action is unethical.

  3. There is greater probability of it causing damage.

  4. The effect of the action can be seen immediately.

  5. The action has a serious effect on the victims.

Check Your Progress - 5

13. Which of the following is not a characteristic of effective communication?
    a. Informative
    b. Analytical
    c. Descriptive
    d. Honest and constructive criticism
    e. Critical attitude

14. What is the clarity component in a communication process?
    a. It is the component that explains the importance of the message
    b. It is the component that focuses on the use of simple language
    c. It is the component that focuses on proper understanding and preventing misinterpretations
    d. It is the component that focuses on the circumstances of the communication
    e. It is the component that focuses on the usage of impressive language

15. The personality variables of an individual also influence his/her ethical behavior. Which of the following are the personality variables?
    a. Values and beliefs
    b. Physical and mental variables
    c. Ego strength and locus of control

d. Mental strength

e. Effective communicative abilities

Following are certain skills that managers should possess to be effective.

23.4.9 Stress Management

The intense competitive business environment can prove extremely stressful to managers. Managers get so involved in the process of achieving the targets, meeting deadlines, and producing results that they overlook the amount of stress they have accumulated. Stressed people cannot be effective at work or lead a productive life. In addition, stress when neglected over a period, results in burnout that has dangerous effects like heart attack, nervous breakdown, etc. Therefore, it is important to manage stress. Stress management is about identifying the sources and effects of stress. It also includes the strategies to deal with stress and avoiding stress. Stress management focuses on the importance of work-life balance and spirituality for a manager/employee.

23.4.10 Time Management

As mentioned earlier, managers need to perform several activities in a day. Effective managers make productive usage of time. They are effective at time management. Time management is not about time saving strategies and multi-tasking. It is more about spending time based on priorities. This automatically helps in avoiding spending time on unproductive or unimportant activities. Effective time managers use time logs to identify their pattern of time spending and to identify potential time wasting activities. After identifying the time wasting activities, managers plan their time and resources and then set goals. They then plan to achieve the goals.

23.4.11 Creativity in Management

Creativity as an essential skill for managers is gaining importance in the business environment. Creativity is the ability to create or bring into existence something new or original. It gives an organization a competitive edge over others. It helps a manager to be sensitive and flexible to the changes in the environment. Therefore, effective managers encourage, stimulate, and nurture the creative thinking of employees in an organization. Managers can stimulate creativity in the employees of the organization by using various techniques like brainstorming, the Delphi method, the checklist technique etc.

23.4.12 Emotional Intelligence in Management

The intelligence that involves the ability to deal with one's own feelings and emotions and those of others is called emotional intelligence. In an individual,

this ability guides the thinking process. When dealing with others, this ability helps in analyzing their emotions and managing their emotions. Effective managers use their emotional intelligence to recruit people and to analyze the impact of various emotions at work. Companies too are paying increasing importance to training employees in emotional intelligence and its usage in one's life.

23.4.13 Interpersonal Skills

The skills that are essential to understand, manage actions and feelings, and motivate a person are called interpersonal skills. Effective managers need this skill to manage others effectively. These skills help them to interact with their superiors, subordinates, colleagues, clients, etc. effectively.

23.4.14 Leadership Skills

Effective managers need to have leadership skills. They should be able to motivate and persuade others. For this purpose, they need to have influencing and persuading skills. Leaders are those with a vision and the ability to translate that vision into objectives. They strive to achieve the objectives of their organization. Leadership also involves managing conflicts and resolving them to ensure the smooth functioning of the organization. Effective managers also need to possess change management skills and crisis management skills.

23.4.15 Multi-Cultural Communication Skills

It is necessary for managers working in today's global business environment to possess multi-cultural communication skills. Businesses functioning across the globe have to deal with diverse cultures and hence business managers have to have a basic understanding of these skills in order to be successful. These skills help them to understand and deal with people from various cultures. Effective managers are sensitive to various cultures and they try to understand the effects various cultures have on the organization's performance.

23.5   Summary

- Effective management is about doing the right things at the right time. Due to the changing business dynamics, organizations need managers who are not only efficient but also effective.

- Effectiveness can be acquired and mastered with practice. The training for effectiveness involves identifying the importance of knowledge and people in the success of an organization.

- Effective managers prepare plans after considering information from various sources. They take into account the knowledge and information they have acquired from various sources.

- Effective managers know where their time goes and how it is spent. They are effective at managing their time.

- Effective managers focus on how they can contribute to the organization. They focus on results that can be achieved rather than on the tools or techniques to be used to achieve results.

- Effective managers make use of their own strengths and the strengths of their superiors, subordinates, and colleagues for productive purposes in the organization. They recruit people based on their strengths and use the strengths optimally.

- Effective managers prioritize activities and perform one activity at a time. This helps them to focus their resources on one task at a time and so, to produce quality results. In the process, they also minimize the possibility of making mistakes.

- In addition to prioritizing activities, effective managers posterioritize not so important or less important activities. Posterioritizing means postponing less important activities to a later date.

- Effective managers make decisions in a systematic manner. They collect all the information about available alternatives and use the information to analyze the alternatives. They make a decision after identifying the cause and try to avoid its repetition.

- Effective managers are effective at communicating. They communicate at two levels – the organizational level and the individual level.

- Effective managers allow their subordinates to participate in the decision-making process. This encourages the subordinates to contribute and feel responsible for their performance and the organizational productivity.

- Effective managers give importance to ethics and take ethical decisions in their work life. They value commitment and develop an organization-wide culture of ethics.

23.6 Glossary

Brainstorming: Brainstorming is the most common technique, managers' use for enhancing creativity.

Burnout: Burnout is the result of rigorous stress over a period. It usually results in physical and mental fatigue.

Controllers: Controllers can be described as detail-oriented, accurate, logical, unemotional, analytical, objective, accurate, and sensible.

Creativity: Creativity is a process which results in something new coming into existence. Creative ability is the ability of an individual to use new approaches to solve a particular problem.

Crisis: A crisis is an acute unplanned event that constitutes a real or perceived threat to the public, consumers, employers, or employees that could have

adverse effects on the health and safety of those involved, the reputation of the affected organization, and its ability to operate.

Dawe's Rule: Dawe's Rule is a decision making method which involves identifying two appropriate solutions and listing the pros and cons for each. The solution with the maximum number of pros is selected.

Heuristics: Decision making method in which an important criterion is selected and a decision is made based on the criterion. Here a manager depends on historical data to select the criterion.

Lexographic Method: A decision making method which involves choosing an important criterion and selecting the solution with the highest score in the chosen criterion.

Organizing Skills: Organizing means putting things in order. Organizing the 4Ms, i.e. man, money, machinery, and materials, is the task of managers.

Posterioritizing: Posterioritizing is postponement of less important activities for a later stage.

23.7   Self-Assessment Test

1. Effective managers do not have any specific personality traits. However, management guru Peter Drucker has identified five practices that are common to all effective managers. What are these five basic practices?

2. A manager performs many managerial activities like planning, organizing, controlling, delegating, etc. in an organization. However, planning and organizing skills are the basic skills a manager must possess. Describe the basic managerial skills i.e. planning and organizing skills.

3. Effective managers focus on how they can contribute to the organization. An organization requires contribution from managers in certain basic areas. What are those basic areas?

4. A simple habit or a manner can make a superior effective. Effective managers identify these habits in their superior and utilize them optimally. Explain this statement.

5. The decision making process involves a step-by-step analysis of the available alternatives and selecting the best alternative from among them. What are the various steps in an effective decision-making process?

6. Effective managers give importance to ethical practices at work. They make the harmonious coexistence of ethics and business possible. Some factors like individual characteristics, structural variables, etc. influence the ethical behavior of each individual. Explain each of the factors that influence the ethical behavior of an individual.

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23.9 Answers to Check Your Progress Questions

1. **(c) On the basis of the candidates' talent**

    Effective managers select people based on their talent, apart from their experience, intelligence, and determination. They focus on the strengths of the employees and not on their weaknesses.

2. **(a) Focusing on the activities their subordinates can perform well**

    Effective managers focus on the strengths of the employees and not on their weaknesses and they promote these strengths. They motivate their subordinates by focusing on tasks that they can perform well rather than focusing on those that they cannot. This makes the subordinates feel trusted. Effective managers do not believe in delegating easy and pleasant tasks to subordinates to motivate them. They specify the objectives to the subordinates and gives them the freedom to plan their own path to achieve those objectives.

3. **(d)   Effective managers know how they spend their time and stay in control of their time**

    Effective managers practice effective time management. They know how their time is spent. They stay in control of time and are effective time managers.

4. **(c)   Regular review of plans is not essential**

    Planning is a continuous process and plans need to be regularly reviewed and updated to meet the changing market needs, governmental policies, customer needs, etc. Plans fail more because of lack of proper information, unrealistic goals being set, lack of proper coordination, etc.

5. **(b)   By focusing on how they can contribute to the organization and thereby improve their own effectiveness**

    Effective managers focus on how they can contribute to the organization. They concentrate on the means rather than the ends. They think about how they can achieve the goals and focus on how they can contribute to the attainment of these goals and to improving the productivity of the organization.

6. **(c)   Only some of the members participate in the meeting**

    A manager must make sure he/she has all the relevant information and facts before attending a meeting. At the start of the meeting, he/she must make clear its purpose and objective to all the members. He/she should ensure that all the members participate in the meeting and that they stick to the basic purpose of the meeting. At the end of the meeting, the manager must summarize the objectives and purpose with the conclusions of the meeting.

7. **(a)   By identifying the habits of the superiors that make them effective**

    Effective managers make productive use of the strengths of their superiors. Each individual is effective in his/her own way. Managers should try to identify in what way their superiors are effective. A simple habit or a manner may make a superior effective. Effective managers identify these habits and use them constructively. They do not believe in flattering or blindly agreeing with all the decisions of the superiors to get acceptance from them. They do not focus merely on the objectives of the superiors; rather they focus on how the objectives of their superiors can make the organization productive.

8. **(d)   Prioritizing**

    Managers have to perform many activities in a day and they have to be effective at each. It is important for them to perform one activity at a

time to be effective at each activity. They need to make many vital contributions to the organization and it is important to identify these activities. Effective managers identify the important activities and perform them on time. This is called prioritizing.

9. **(d) Posteriorities**

Posteriorities are activities that need not be handled immediately. The principle underlying posterioritization is that there is always a tomorrow to perform the less important activities.

10. **(d) The importance of the activities**

Effective managers have to take a decision on the activities that need to be prioritized and posterioritized. They do not allow time pressures to decide the priority of an activity. Allowing time pressures to dictate how they prioritize activities results in important activities being neglected. Effective managers are good at deciding what is important and what is not. They do not prioritize activities based on their simplicity or difficulty; they prioritize activities based on their importance.

11. **(b) Implementing the selected decision**

The fourth step in decision-making involves implementing the selected decision. It involves giving importance not only to selecting a decision but also to the implementation. The selection of the best possible alternative takes place in the third step. The process of obtaining feedback and making changes to a decision takes place in the final, i.e. the fifth step.

12. **(b) A method that involves choosing an important criterion and selecting the solution with the highest score in the chosen criterion**

The lexographic method is a tool for decision-making. This method involves choosing an important criterion and selecting the solution with the highest score in the chosen criterion.

13. **(b) Analytical**

Effective managers speak in an informative manner. Their communication is more descriptive and not analytical. They communicate to solve a problem rather than to find fault with others. They provide honest and constructive criticism.

14. (b) It is the component that focuses on the use of simple language

The clarity component focuses on the use of simple and easy-to-comprehend language. Managers must use simple language to communicate effectively.

15. (c) Ego strength and locus of control

The personality variables of an individual also influence his/her ethical behavior. Two main personality variables are ego strength and locus of control. Ego strength refers to the strength of the individual's beliefs. Locus of control indicates the degree to which an individual believes in controlling his/her life and its decisions.

Unit 24
Stress Management

Structure

24.1   Introduction

The previous unit discussed the ways in which an effective manager is able to achieve goals and expectations. The unit also discussed the various characteristics that an effective manager should possess. But what happens when a manager is not able to cope, and does not manage effectively? When goals are not achieved, or managers are over worked, they face stress.

Stress arises due to the demands placed on an individual and the individual's inability to meet those demands. Stress is an involuntary physical reaction and causes harmful effects on one's body and mind. In today's fast paced and highly competitive environment, stress has become a way of life for many; especially so for managers. Stress related illnesses include clinical depression, high blood pressure and heart problems. In view of this, it has become very important for an individual to identify stress triggers, and take steps to manage them. Managers have to deal with unforeseen situations, and this can often cause stress. Stress management includes handling stress effectively by planning work, setting realistic goals, taking regular breaks, exercising etc. It helps a person to stay in control and balance their work and personal life better.

This unit will identify the causes and sources of stress, and the effect stress has on individuals. It will also illustrate the strategies that should be adopted to cope with stress, and how it is best handled, through various measures such as

spirituality, delegation, relaxation, laughter, meditation etc. as well as the importance of maintaining a healthy work/life balance.

24.2 Objectives

After studying this unit, you will be able to:

- Define stress to know the differences between positive and negative stress
- Identify the various sources of stress, external as well as internal, for dealing with strategies to cope with stress
- List out the types and physical and psychological effects of stress to handle them effectively
- Discuss work/life balance measures to make employees productive, creative and fulfill responsibilities effectively
- Explain the role of clinical psychologists, psychotherapists and others on managing stress and enhance quality of work

24.3 Definition of Stress

Stress is defined as anything that disrupts the normal person's physical or mental well-being. Stress occurs when an individual performs activities beyond his/her capabilities or when met with extraordinary demands. According to the Taber's Cyclopedia (a medical dictionary), stress is 'the result produced when a structure, system, or organism is acted upon by forces that disrupt equilibrium or produce strain.'

Hans Selye (1936) has defined stress as "a dynamic activity wherein an individual is confronted with an opportunity, constraint or demand". According to Coleman (1976), modern age has been called the 'age of anxiety and stress'.

Organizational Stress Lack of person-environment fit leads to Organizational Stress. Now, there are two assumptions for stress, first, that a misfit between person and environment leads to stress, and second, that subjective perceptions of work environments primarily determine stress. Thus, it is prudent to have a congruence between characteristics of a person and his environment in order to have a congruence between individual and the organization resulting in positive results. The work environment should provide opportunities for meeting individual's needs and aspirations failing which stress may result affecting the health, morale, performance and well-being of the individual.

Individuals, both at home and at organization, often wish a life with no frustration, no conflict, no pressure and believe that such a life is more fun. But the fact is "Without stress, there would be no life". There are two dimensions of stress - psychological and physiological. Psychologically, people perceive situations as challenging and threatening and this cognitive appraisal often leads to physiological disturbances such as blood pressure, cardiovascular problems, high cholesterol, diabetes, ulcers, etc. Such events may result in Distress.

Stress is not always bad. It can motivate a person towards action. Stress can result in a new awareness, increase alertness among employees, open new perspectives and mobilize their adaptive capabilities. Hence, a certain level of stress, to some extent, contributes to motivated individual, better performance and organizational effectiveness. Such stress is referred to as Eustress. When stress is ignored, it is likely to affect the individual. It may lead to impaired quality, lower productivity, and poor health, and can affect wellbeing and morale.

Of late, there is a cut throat competition in business world and every organization seeks competitive advantages through their executives who are the only source of competitive advantage. The above discussion reveals that stress is needed up to a particular limit, but the question is "what is that limit?" And "can this limit be raised?" Answers to these questions can help solve the problem of stress.

Extreme levels of stress have a negative effect on individuals. A very low level of stress undermines alertness of people or resource activation which may result in low motivation, boredom, dissatisfaction or withdrawal. On the other hand, a very high level of stress may lead to anxiety, depression and various physical and psychological ailments. Sometimes, the pressures and demands may cause stress to be positive. According to Yerkes – Dodson Model (1908), physiological or mental arousal leads to increase in performance, but only up to a limit. When levels of arousal become too high, performance starts to decline. Therefore, a moderate level of stress is required for a superior performance. (Refer Figure 4.1) When maintained at moderate levels, stress is stimulating.

Figure 4.1: Stress and Performances Levels
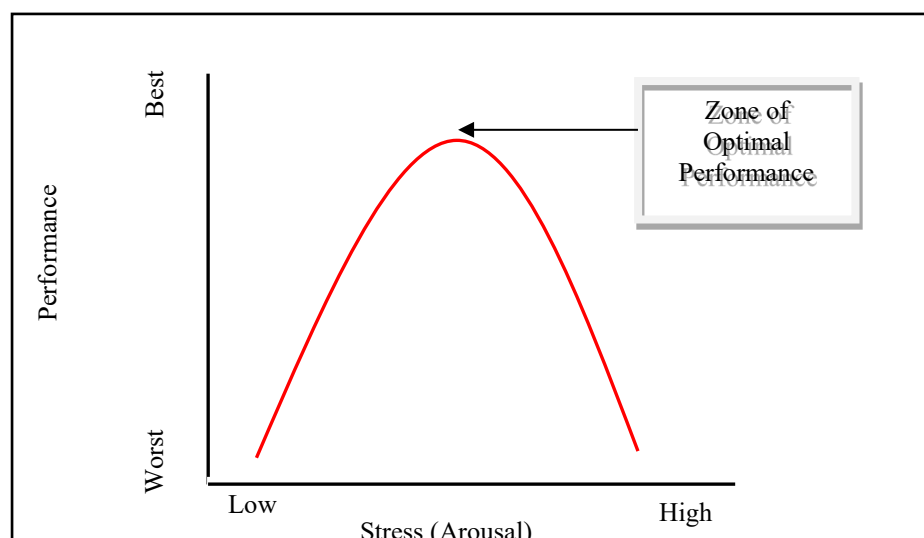
Source: ICFAI Research Center

Yerkes – Dodson Model (1908)

From an organization's perspective, it is necessary to understand that a moderate level of stress has to be maintained and attempts have to be made to increase the stress tolerance level of employees, so that they are able to cope with higher level of stress. It can be said that greater the stress tolerance level, lesser is the propensity of being stressed and greater is the organizational effectiveness.

The stressors that cause stress could be positive or negative, good or bad. In fact, it is the reactions the individuals make which determines its positivity or negativity. For example, a deadline that's nearing can be a motivator to finish the task on time (a positive stressor) for one manager whereas it can be a threat (a negative stressor) for another. Hence, every manager has to identify his/her reactions to various situations, in order to deal with stress easily.

Stress can be differentiated by the way in which it affects the body and mind of an individual. As such, it can be either positive or negative. Positive stress is called eustress. Eustress enhances a person's attention, performance, and creativity. It has temporary effects. Negative stress is termed as distress. Distress negatively affect the physical and mental health of an individual. It cannot be left unattended as distress could lead to serious health hazards such as sleeplessness, depression, eating disorders, and suicidal tendencies. Eustress beyond a certain level becomes distress.

In order to explain this phenomenon of stress, Hans Selye developed a model called the General Adaptive Syndrome (GAS model). The GAS model explains how an individual reacts to and deals with stress. This model has three stages. The three stages are:

- The first stage is the alarm reaction stage, involving the body's response to the new situation or the stressor. In this stage, the individual is under eustress.

- The second stage is the resisting stage, in which the individual reacts to the situation. In this stage, the body is said to be under a fight or flight situation. The fight or flight situation is the body's ability to deal with the situation (fight) or escape from it (flight).

- The third stage is the exhaustion stage, which is the aftermath of the fight or flight situation. If the resistance stage extends over a long period, the individual becomes distressed. A manager has to recognize the stress levels that he/she finds acceptable in order to use stress as a motivator and avoid distress.

24.3.1 Stress Tolerance Limit

- Stress tolerance refers to an individual's ability to handle emotionally charged situations adeptly and to resist burnout, in demanding environments to cope with stress.

- According to Pestonjee, four factors affect the stress tolerance level: anger, anxiety, depression, and "Type A" personality.

> ➢ Anger - Certain events impact individual in such a way that they lose control of their temper and throw tantrums. But these angry outbursts may also be more frequent in a stressed individual. It has to be understood that same situation that makes one person angry, may not have the same effect on another. The perception and interpretation of event also has an effect on the intensity of anger experienced by a person. The relationship between anger and stress is complex. But stress is an important factor in both arousal of anger as well as reactions to anger. People with high stress tolerance may be thus more suited to cope with anger whereas anger may reduce stress tolerance.

> ➢ Anxiety- Anxiety is a personality characteristic which increases a person's vulnerability to stress. For an anxious individual, even innocuous stimuli may appear stressful and thus anxiety is a major determinant in stress tolerance. The more the person is prone to anxiety the less stress tolerant he/she will be.

> ➢ Depression- Depression also is an attribute of personality which gives a sense of gloom and melancholy to a person adding to his vulnerability to stress. Naturally, then, a person suffering from depression has a lower stress tolerance level than compared to others. Such a person is likely to construe even simple problems as complex and harmless events as threatening.

> ➢ "Type A" personality- People with "Type A" personality, are ambitious, competitive, time-conscious, and if these traits are not managed properly, may lead to stress. On the other hand, "Type B" personalities are much more relaxed, less time-conscious and less competitive and they do not worry about the situation much. Hence, they tend to be less stress-prone.

Exhibit 24.1 outlines the extent of stress in workplaces.

Exhibit 24.1: Stress Management
Gallup's global report of 2020 observed that stress levels of employees are increasing steadily in the last 10 years and reached 43%. Another global study by Koen Ferry also found that 88% of employees were experiencing stress levels at work. This stress was found to affect the physical and mental health of employees. The study found that 90% of employees lost sleep, 34% fell sick, 93% disturbed personal relationships and almost 34% quitted their jobs. The study found that empowering employees was found to be one of the most powerful tool to relieve them from stress.

Source: https://www.hcamag.com/us/specialization/mental-health/hrs-guide-to-workplace-stress-and-stress-management/309835, 13 Sep 2021.

Check Your Progress - 1

1. Which of the following statements best defines stress?
   a. It is a physiological and psychological imbalance
   b. It is the mental balance of the individual

    c. It is the ability of an individual to meet the physical demands placed upon him

    d. It is an individual's reaction to any situation

    e. It is individual's inability to communicate with others

2. Identify the correct sequence of the various stages in the GAS model.

    a. Exhaustion stage, alarm reaction stage, and resistance stage

    b. Exhaustion stage, resistance stage, and alarm reaction stage

    c. Alarm reaction stage, resistance stage, and exhaustion stage

    d. Resistance stage, alarm reaction stage, and exhaustion stage

    e. Alarm reaction stage, exhaustion stage and resistance stage

24.4 Sources of Stress

Stress has become an inherent part of life. It is a result of the imbalance between the various demands placed on people and their ability to meet those demands. Managers should therefore try to improve their capacity and try to reduce the demands placed on them from the external environment. In order to achieve this harmonious balance, they should identify the different sources of stress, which can be either internal or external.

24.4.1 Internal Stress

Internal stress results from people worrying about situations that are beyond their control. It can also be a result of an individual's inherent personality. An individual's personality can be broadly classified as Type A or Type B. Individuals with Type A personality have a continual sense of urgency and are always obsessive about winning. This attitude makes them easily stressed when they are unable to win or meet targets or deadlines. Those with Type B personality have a laid-back attitude and work at a leisurely pace. They do not feel the need to prove their achievements and hence are less likely to be under stress.

24.4.2 External Stress

External stress results from environmental influences on an individual. It can be due to stress from the external environment or a result of stress from family, friends, colleagues, and the organization with whom the individual interacts closely. Physical conditions and the environment can also cause stress to the individual. For example, a manager who is used to working in a tropical climate is subjected to external stress when he/she has to relocate to a cold place. Similarly, a manager working in a cabin with poor lighting faces external stress.

24.4.3 Types of Stress

Stress can be personal and work-related.

Personal stress

The stress that results from the various demands placed on people in their personal lives is called personal stress. This is also called extra-organizational stress. People have to play multiple roles in life like that of a father, brother, friend or mother, sister, etc. The failure of people to meet the demands placed on them while playing these different roles can lead to personal stress. Personal stress can be:

- **Family stress:** The stress that results from conflicts in ideas or relationships with members of the family like husband, mother, father, etc. is called family stress. An ailing parent/spouse/sibling or the death of a family member can also lead to family stress.

- **Health-related stress:** The stress that results from undetected or unattended health problems is called health-related stress. This stress arises when an individual overlooks minor symptoms of illness, which may later develop into serious health problems.

- **Society-related stress:** The stress that results from the influence of society on an individual is called society-related stress. For instance, the demands placed on an individual from society/peers/friends can lead to society-related stress.

Activity 24.1

Raj is a manager in a Pharma company who often has to work till late in the evenings. He has been suffering from frequent headaches that over a period have become chronic. Is he under stress? If 'yes', explain the type of stress.

Answer:

Work-related stress

The stress caused by the working environment and the policies of the organization that affect the employee in which one works is called work-related stress. Work-related stress can be divided into organizational stress and job stress.

- **Organizational stress:** The stress that results from the conflict of organizational goals with the personal goals of an individual is called

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organizational stress. Some of the reasons for organizational stress are given in Table 24.1.

Table 24.1: Reasons for Organizational Stress

Organizational Stress	Reasons
Lack of Organizational Skills	Lack of proper delegation of authority and responsibility can lead to confusion in the organization about one's duties and responsibilities and hence result in stress.
Long Work Hours	Working continuously for long hours without taking breaks can result in stress.
Job Insecurity	An insecure environment in an organization can cause stress to the employees. An employee who is insecure about his/her job or career growth is under stress.

Source: ICFAI Research Center

- **Job stress:** The stress that results from lack of resources or scarce resources at the workplace is called job stress. Some of the reasons for job stress are given in the Table 24.2.

Table 24.2: Reasons for Job Stress

Job Stress	Reasons
Difficult Role-set members	Handling a difficult role-set member such as subordinate or working under pressure from a superior can lead to stress. A dissatisfied or a rude client can de-motivate a manager at work and can lead to job stress.
Personal Inadequacy	If the individual lacks the knowledge, skills, or experience required to perform a job, it can lead to stress.
Role Conflicts	The conflict between a person's likes and values and the job requirements can cause stress.
Setting High Goals	A person who sets high goals and targets on the job and is unable to meet them will be under extreme stress.
Overwork and Deadlines	Continuous work and tough deadlines do not allow a person to take a break and so result in stress.

Source: ICFAI Research Center

Time and stress

When important activities are neglected or postponed, it can result in a crisis and hence create stress for a manager. Stress is a result of not doing things at the appropriate time or of mismanaging time. Therefore by managing time

efficiently, people can manage stress. Time management involves spending time on important activities by planning, delegating, and organizing tasks as per schedule.

Activity 24.2

Ashok has received a promotion thanks to the efficiency with which he worked in his previous position. However, the responsibilities of his new position have put him under stress. Identify the type of stress that Ashok suffers from and its source.

Answer:

Techno stress

Techno stress is the physical or physiological reaction of an individual to the changing technological environment. It is the negative impact that technology has on the attitude, behavior, or thoughts on an individual either directly or indirectly. Techno stress also arises when an individual depends too much on technology. For example, a database crash or a constantly ringing cell phone can cause techno stress. Similarly, stress arises when an individual fails to understand usage of new technologies.

Check Your Progress - 2

3. Identify from the following the type of stress that results from conflicts with family, lack of good health, and societal pressure_____.

    a. Personal stress

    b. Organizational stress

    c. Internal stress

    d. External stress

    e. Eustress

4. Which of the following is not cause of organizational stress?

    a. Job insecurity

    b. Lack of proper delegation of authority and responsibility

    c. Long work hours

    d. Role-conflict

    e. Marital disputes

5. A database crash can cause a manager _____ stress.

    a. Eustress

    b.   Physical

    c.   Techno

    d.   Personal

    e.   Organizational

6. An employee who has no job security is under_____.

    a.   Job stress

    b.   personal stress

    c.   Organizational stress

    d.   Society-related stress

    e.   Techno stress

24.5 Effects of Stress

Stress affects both the individual and the environment in which he/she lives. Stress has both physical and psychological effects on people. It has an effect on the individual's family, work, and society as well.

24.5.1 Physical Effects of Stress

The effects that stress may have on individual physically are given below:

- Increased heart and pulse rate
- Sudden changes in weight or eating habits
- Frequent fatigue, headaches, and respiratory problems
- Nervous weakness
- Insomnia
- Reduced immunity to common colds, flu
- Ulcers and weak digestive system

24.5.2 Psychological Effects of Stress

The effects that stress may have on an individual in psychological terms are given below:

- Loss of concentration
- Inability to spend leisure time productively
- Anxiety
- Bad decision-making
- Mood swings
- Increased usage of drugs, alcohol, and cigarettes
- Developing fears and phobias
- Feeling out of control or lost

24.5.3 Effects of Stress on the Environment

Stress has various effects on the environment:

- **Effect on family:** Stress affects even the family of the stressed individual. A stressed individual may indulge in self-destructive behavior that may negatively influence the family members. For instance, a stressed individual may become absent-minded and neglect family responsibilities or duties.

- **Effect on work:** A stressed individual cannot be productive at the workplace. Stress can result in absenteeism or loss of interest in work. In addition, a stressed individual has poor concentration and this can result in many mistakes and workplace accidents.

- **Effect on society:** Stress has an effect on the way an individual interacts with society. It could make him/her rude, isolated, and irritated. It also has an effect on his/her interpersonal relations.

24.5.4 Difference between Stress and Burnout

Stress is short-term whereas burnout is long-term. Burnout is a result of excessive stress. It results from the excessive demands placed on an individual either by himself/herself or by his/her environment. Stress when neglected over a period of time, results in burnout. Burnout is a critical case where an individual feels that his/her inner resources are inadequate to meet the demands placed on him/her. A person on the verge of burnout requires immediate medical supervision and good care. Burnout is generally related to extreme stress when a person feels underpaid, overworked, unrecognized, confused, etc. It is said that burnout is common to employees in the IT industry, as they are under the constant pressure of deadlines and changing technologies.

Burnout life cycle

Burnout develops over a period and the burnout life cycle has various stages:

➢ The first stage is called the honeymoon stage. In this stage, an employee is new to the job or project. He/she finds everything good and simple and feels that the organization, colleagues, superiors, and work are extremely good.

➢ The second stage is called the awakening stage. In this stage, the employee starts feeling the pressure of the work. He/she feels that his/her expectations of both the job and the organization were unrealistic. He/she may feel the work is tough and that colleagues are not so good. He/she then starts showing symptoms of stress like dissatisfaction, confusion, etc.

➢ The third stage is called the brownout stage. In this stage, the employee feels a lack of interest and concentration. He/she feels the lack of energy to perform work and starts to show symptoms of burnout.

➢ The fourth stage is called the burnout stage. In this stage, the employee is on the actual burnout mode. He/she becomes threatening, suicidal, and aimless. He/she may be on the threshold of a heart attack, nervous breakdown, and other serious problems.

➢ The final stage is called the recovery stage. In this stage, the employee struggles to recover from the burnout. It takes a long time for a person to recover from burnout. Hence, it is better to prevent burnout by managing stress at the initial stages itself.

24.5.5 Steps to Handle Burnout

Employees should identify the underlying causes of their stress to reduce the effects of a burnout and so manage it. The following are the steps to handle burnout:

- **Identify the sources of the burnout:** An employee should identify and evaluate the causes of the burnout. Some of the causes could be a change of interests, overwork, and job dissatisfaction.

- **Ensuring physical well-being:** An employee suffering from burnout should get a complete physical check-up. He/she should make it a point to take regular short breaks and a full lunch break even in the midst of a hectic schedule. He/she must have regular meals and increase intake of fresh fruits and vegetables.

- **Examine mental well-being:** An employee with symptoms of burnout should give importance to openly communicating his/her feelings and emotions to others. It is believed that communication helps a person to reduce negative emotions and therefore release the pressure on himself/herself.

- **Organize:** Organizing is putting things in order. To reduce stress, an employee should plan and organize activities.

- **Setting realistic goals:** An employee should always set goals based on his/her capabilities. Burnout often occurs when individuals expect too much of themselves or set goals for themselves that they are unable to achieve.

Check Your Progress - 3

7. What does a manager on the verge of burnout require immediately?
   a. Medical supervision
   b. Increase in pay
   c. Increased work hours to help him/her complete the work
   d. Decreased working hours
   e. Incentives

8. Which of the following statements is false?

   a. Burnout is due to either the excessive demands thrust upon an individual by himself/herself or by others in his/her environment

   b. Burnout occurs when individuals expect a great deal from themselves and set goals that are difficult or impossible to achieve

   c. Burnout is a result of job dissatisfaction and changing interests

   d. Burnout can act as a motivator

   e. Burnout results when a person is underpaid, overworked, unrecognized and confused

9. Identify the correct sequence of stages as they occur in case of a burnout.

   a. Awakening-honeymoon stage-brownout stage-recovery stage-burnout stage

   b. Awakening-brownout stage-honeymoon stage-burnout stage-recovery stage

   c. Honeymoon stage-awakening stage-burnout stage-recovery stage-brownout stage

   d. Honeymoon stage-awakening stage-brownout stage-burnout stage-recovery stage

   e. Awakening-recovery stage-brownout stage-honeymoon stage-burnout stage

24.6   Strategies for Coping with Stress

Once an individual has identified the various sources and effects of stress, he/she has to learn to cope with stress. Some of the strategies for coping with stress are discussed here.

24.6.1 Strategies to Fight Stress

Some of the important strategies that help a manager to fight stress are prioritizing and delegating work. Laughing, exercising, relaxing, sleeping, and a good diet are other strategies that can be followed to effectively fight stress.

Become aware of the problem

Acceptance of stress and then fighting the unpleasant notion of being under constant stress is a crucial first step. However, people tend to deny the existence of stress in their life that is impacting their own well-being and those with whom they interact personally and professionally. This avoidance strategy leads to a vicious cycle where an individual fails to cope with one stressor which then gives rise to another stressor and the cycle continues. Therefore, it is important for HR managers to talk and understand how employees respond to stress, and then develop strategies for managing it more effectively.

Think positive

Positive thoughts boost up confidence and rejuvenate mood. It lowers rates of depression, increases life span, and levels of distress. Optimistic people do follow a healthier diet, do physical activity and above all delete 'I can't do anything' feeling from their mind to cope better with stressful situations.

Prayer and Meditation

Prayer and meditation work wonders in decreasing stress level of an individual. Meditation can help restore calm and inner peace and balance emotional well-being and the overall health. Prayer and meditation require concentration of an individual to remove the petty things accumulated in his mind that trouble him in his in daily life. The time spent during meditation and prayer relaxes mind and body and helps them relax and renew. It helps in moving away from the distress of life to a more peaceful and tranquil state of mind. This in turn rejuvenates an individual increasing his/her stress tolerance.

Exhibit 24.2 poses a question and answers whether work anxiety is draining one's efficiency.

Exhibit 24.2: Is Work Anxiety Draining Your Efficiency?

Anxiety strikes out of nowhere. Even a little thing can trigger anxiety. But what matters is how quickly you douse it.

- **Reasons:** Uncertain moments, demanding situations, new circumstances can all cause anxiety.
- **Impact:** Anxiety upsets performance, affects work quality and relationship with your peers.
- **Busters:** Positive thinking and picking a self-made ritual help bursting anxiety

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Source: https://icfaibytes.in 2021

Prioritize work

Managers have to perform multiple activities in a day. This makes them more prone to stress. In order to reduce stress while working on a number of activities, managers should plan, prioritize, and perform. Planning involves making a list of all the activities that need to be performed. Prioritizing means, ranking the activities according to their importance. This strategy ensures that the important activities are performed before they turn into crises. The next step is to perform the prioritized activities in the same order.

Delegate work

Managers who prefer to perform all the work themselves are more likely to be under stress. They should learn to delegate work to others in order to reduce stress and save on time.

Laughter

Laughter plays a vital role in de-stressing an individual. When a person laughs, his/her brain releases feel-good hormones or endorphins that help him/her fight stress.

Exercise

Exercise is a good strategy to fight stress. It keeps a person physically fit and mentally alert. A physically and mentally alert person is better at dealing with stress than others who are weak. Regular exercise helps a person to maintain normal blood pressure, pulse rate, boost blood circulation to the heart, and increase artery suppleness. Exercise provides an outlet for emotions. All these make it easier for a person to tackle adverse physiological changes that occur during stress.

Relaxation

Relaxation is the best strategy to reduce stress. Relaxation means doing what one wants to do rather than what one should do. Every person should schedule some time for relaxation in his/her routine. An ideal relaxation technique should help people to detach themselves from their work and in rejuvenating themselves. An ideal relaxation method should not tire people but should help them get back to work easily. Some of the methods of relaxation are listening to soothing music, meeting friends, and reading comics.

Diet

Diet plays a vital role in fighting stress. A stressed person tends to neglect diet and this may lead to overeating or under-eating and subsequently to weakening the person's immune system. A balanced diet taken on time helps in minimizing stress.

Sleep

Sleep is a great weapon to fight stress. On an average, every individual needs 7-8 hours of sleep to maintain a healthy life style. A person under stress may feel sleepy throughout the day and may lie awake at nights. A good night's sleep rejuvenates people and makes them feel fresh and energetic. People could adopt a bedtime routine like reading a book that would help them to detach themselves from all their worries and help them to sleep well.

24.6.2 Avoiding Stress

People should adopt proactive measures in dealing with stress. It is better for a person to try to avoid stress rather than try to reduce its effects. Some of the techniques to avoid stress are meditation, yoga, and holistic therapies.

Meditation

Meditation is the most effective technique to reduce as well as avoid stress. Regular practice of meditation helps in stress reduction by

i.   Enabling an individual to control his/her thought process

ii. Enabling an individual to take effective decisions by providing clarity of thought
iii. Providing physical and mental relaxation
iv. Improving concentration

Meditation is a technique that aims to achieve 'a thought-less state of mind.' A person in this state has no thoughts. Therefore, this state can be a stress reliever and a great rejuvenator. In meditation, people focus their minds on an object or a thought or an experience. They then think about the object continuously for at least five to ten minutes. This process when performed several times a day gives them a much-needed break and provides immediate relief from stress. Meditation makes people calm and relaxed. Its regular practice leads to a healthy nervous system and improves clarity of thinking.

Yoga

Yoga is a very ancient stress reliever. It is a form of exercise, which focuses on gentle postures to improve the circulation of blood to vital parts of the body. The increase in blood circulation revitalizes the organs and so reduces stress. Yogic postures are a simple combination of spinal stretches and breathing techniques where the postures improve physical health and the breathing techniques reduce stress.

Yogic relaxation is another quick technique to tackle stress. It is refreshing and energizing. This technique of relaxation involves lying down and consciously relaxing every organ of the body for 15-20 minutes under the constant guidance of a trainer. The trainer provides guidance by asking one to focus on each part of the body to reduce pain, stress, etc. Some of the yogic practices are tai-chi, pranayama, sudarshan kriya, meditation, and deep breathing.

Holistic therapies

The therapies that allow the body to heal naturally are called holistic therapies. They do not have any side effects and are safe to use. Some of the popular holistic therapies like massage therapy, aromatherapy, reflexology, and nutrition therapy are discussed here.

Massage therapy involves focusing on body parts that are easily affected like the neck, forehead, upper arms, and shoulders. These parts are massaged to improve blood circulation and reduce stress. Massage enables blood circulation, easy breathing, and relaxation of muscles.

Aromatherapy involves the use of essential oils for the treatment of stress. These oils extracted from plants and flowers are used for improving the emotional and physical health of a stressed individual.

Reflexology is about applying gentle pressure on the meridians or zones called pressure points in the hands and feet to treat imbalances. The underlying concept of this therapy is that any blockages in the flow of energy result in creating pain

and stress. Therefore, this technique focuses on removing the blockages by applying gentle force on pressure points. This releases the endorphins or the feel-good hormones and reduces stress.

Nutrition therapy involves focusing on a specific diet to tackle stress. It focuses on eating good food that helps the body to fight stress. According to this therapy, an ideal diet should consist of 30% fruits and vegetables, 30% starchy foods, 15% protein, 15% milk and dairy products, and 10% fat and sugary foods. Plenty of water should be included in one's diet along with small amounts of certain minerals and vitamins.

Check Your Progress - 4

10. How does exercise help a person to de-stress?

    a. It provides an outlet for his/her emotions

    b. It provides a break from the routine

    c. It drains his/her energy levels and makes him/her weak

    d. It allows him/her to escape from work

    e. It helps him to pursue leisure activities

11. What should a manager under stress do before attending an important meeting?

    a. He/she should take a long solitary walk

    b. He/she should meditate for a few minutes

    c. He/she should laugh aloud at the meeting

    d. He/she should sleep for some time before the meeting

    e. He/she should take sumptuous food before the meeting

12. Holistic therapies allow the body to heal naturally. These therapies have no side effects and are reliable. Identify which of the following is not a holistic therapy.

    a. Aromatherapy

    b. Reflexology

    c. Nutrition therapy

    d. Exercise

    e. Massage therapy

24.7 Maintaining Work-Life Balance

Work-life balance means maintaining a harmonious balance between work and domestic life. This kind of balance helps employees to fulfill all their responsibilities effectively. People who have achieved work-life balance are more productive and creative at work than their counterparts. The increase in competition, work hours, and responsibilities has made work-life balance even more important for employees. Work-life balance is very important for an individual to deal with stress.

24.7.1 Importance of Work-Life Balance

Many corporates have begun to realize the importance of work-life balance. They have identified the direct relationship between work-life balance and employee productivity in the organization. Work-life balance is gaining importance due to the following reasons:

Changing social scene

Achieving work-life balance is the biggest challenge an employee faces in today's organizations. Employees are realizing the fact that domestic life has its effect on the work life and so are trying to maintain a work-life balance.

Changing work culture

The work culture in organizations is focusing on providing flexible work hours, results, and recognition to help employees gain competitive advantage. Therefore, there is increased importance for achieving work-life balance.

Increased work time

Employees are required to work longer hours. The globalization of the corporate world has increased work hours, which means that employees spend more time at work. This affects the work-life balance.

Dual income families

Dual income families have disrupted the balance of work-life. There is a shift in attitudes, lifestyles, and cultures due to these families. Working women, especially young and new mothers, have a greater need to take care of their families apart from their work and hence they have to balance work-life.

24.7.2 Benefits of Work-Life Balance

Achieving work-life balance has benefits for both the employer and the employee. The employers have the benefit of getting productive and efficient work from the employees. The employees feel secure. It also improves their loyalty, confidence, and self-esteem.

Steps to achieve work-life balance

Organizations should help employees to realize the importance of work-life balance. For this purpose, they should regularly conduct workshops and

programs on work-life balance. Some other measures the employers can take to ensure work-life balance of employees are:

- Take regular employee satisfaction surveys to identify pitfalls in the working conditions.

- Provide vacations and encourage employees to take regular breaks.

- Provide opportunities like work from home, flexi timings etc.

Exhibit 24.3 deals with advantages of work-life balance

Exhibit 24.3: Work life balance

Employees of the 21st century say that their bosses assume them to be working while they are on their vacation. Many leaders had a question on the implementation of work life balance achievability. But research study analysis says that businesses and employees both have benefitted from offering work life balance by implementing several flexible working policies, creating environments that relieve staff from being stressed and drained, promoting healthy messages.

Target, an American retail corporation is one of the successful companies that has embraced work life balance. It has implemented work life balance in shift-based environment and around number of its locations. Store workers were given flexible time scheduling option. They can choose their desired work hours taking time off. They can go for swapping i0n case of any emergency in the last minute.

Employees and their families are paid for a range of vacations. Leave options for wellbeing and family leave options are also provided. Considering the scores on the company's culture and the offerings made under work life balance, Target stands in the top list of similar companies.

Source:https://www.workstars.com/recognition-and-engagement-blog/2020/03/12/10-businesses-that-have-mastered-work-life-balance/, 12-Mar-2020.

Check Your Progress - 5

13. Identify the reason for the growing importance of work-life balance in many organizations.
    a. It encourages employees to take work lightly
    b. It improves the productivity of an employee
    c. It increases competition among employees
    d. It helps employees to enjoy family life
    e. It helps employees to avoid work pressures

14. What is meant by work-life balance?
    a. It is a balance between work and personal life
    b. It is allowing work life to dominate personal life

    c.   It is allowing personal life to affect work life

    d.   It is about maintaining a lifestyle

    e.   It is a means to enjoy personal life

15.   Identify the false statement from the following.

    a.   Organizations should increase awareness on achieving work-life balance by conducting workshops and training programs

    b.   Organizations should encourage employees to take regular breaks and vacations

    c.   Organizations should encourage employees to work late

    d.   Organizations should conduct employee survey on work patterns

    e.   Organizations should provide opportunities like work from home, flexi times etc.

24.8   Spirituality and Stress Management

Spirituality helps people to deal with stress in their lives.

24.8.1 What is Spirituality?

According to Webster's dictionary, 'spirit is the animating principle, the supernatural essence which breathes life into creation.' Each culture defines spirituality in its own way. Some definitions of spirituality are having a relationship with the source of creation, experiencing unification with divinity, conscious living, and living in harmony with creation.

24.8.2 Importance of Spirituality at Workplace

The workplace of today's world has become extremely competitive. In order to be successful, a manager has to be able to survive in this tough and competitive business environment. The immense pressure to survive in the competitive world makes an individual stressed. The stress management strategies discussed earlier provide external solutions in managing stress. Spirituality, in contrast, provides an inward solution.

Companies are encouraging spirituality at the workplace to help employees deal with stress and to improve their productivity. Spirituality also helps in achieving work-life balance. The underlying principle of this is that the mind that affects the thinking process is the same at work and at home and hence, a poor domestic life can cause troubles in the work life. Therefore, a balance must be achieved between work and domestic life.

Activity 24.3

A manager of a multinational company has been relocated to a new country. He is under extreme stress due to the new work hours, new responsibilities, and new environment. How can he tackle stress with the help of his inner resources?

Answer:

24.8.3 Introducing Spirituality at Workplace

The practice of spirituality helps an employee to reduce stress and enhance creativity. An employee with clear thinking and a calm mind tends to be more active and productive at work. Spirituality at the workplace can take the form of involving oneself in some charitable work, etc. To deal with stress, a manager can start his/her day by spending a few minutes in prayer, take an occasional break from work, and end the day by listening to soothing music. All these provide the manager with mental clarity. The manager should also abide by certain values, discipline of work, code of conduct and respect for others along with these practices. He/she should encourage the spirituality culture throughout the organization. This means providing the employees time to explore themselves, their values, beliefs, desires, passions, etc.

24.8.4 Clinical Psychologists, Psychotherapists, Counselors, Psychiatrists

In today's competitive world job-related stress has created a major problem for individuals and organizations. Stress is always a strong indicator of burnout, ill health, attrition, absenteeism, lack of professional drive and poor performance. Across the globe, workplace stress has become a growing concern for human resource managers as the productivity and quality of work depends on the stress levels of the employees. Clinical psychologists, psychotherapists, counselors, and psychiatrists are now rendering their services to organizations and employees to maintain work life balance, for de-stressing and improving the quality of life.

Clinical psychologists:

Professional psychologists have the required training and clinical skills to help people learn to manage stress related problems and aid them in leading a meaningful and peaceful life. Psychologists have standard and customized techniques based on research and experiences. The treatment is based on individual values, traits, goals and complex situations of life. The standard

therapies used by clinical psychologists are cognitive, behavioural and cognitive-behavioural. Some are interpersonal, humanistic and psychodynamic. Sometimes it is a combination of all these therapies. Some psychologists favour hypnosis and therapies are selected based on the groups like family or couples or individuals. They are treated for anxiety disorders, which affect the patients at physical and mental level. Psychologists team up with psychiatrists, paediatricians and other doctors who specialise in other relevant branches of medicine for holistic treatment.

Psychotherapy:

Psychotherapy also called as talk therapy, is a sought-after practice for treating depression. Psychological treatments reduce the levels of depression that affect the routine activities of the individual. With advanced facilities available, the depressed patients can receive complete treatment and lead a normal life. One cannot afford to ignore depression which should be treated in time.

Psychologists and their services:

- Assist the individuals or the patients to understand the reasons that lead to depression and help them to overcome the same.

- Identify negativity in the thought process and patterns that contribute to the feelings of hopelessness that is associated with depression.

- Aid patients to identify negative or distorted thought patterns that add to feelings of hopelessness and helplessness that are associated with depression.

- Train them to develop skills to get rid of suffering and prevent repeated spells of depression.

Counselling and Stress Management Techniques: Following are some techniques for counselling and stress management:

Stress

An individual is under stress when his expectations are beyond reach and remain unfulfilled. This acute feeling of helplessness and failure causes many disturbances, which affect the individual, both at the physical and mental levels. The sad events from the past haunt the individuals from time to time thereby increasing their stress levels. The unconscious habit of recollecting past becomes a major obstacle in routine life.

Counselling

Counseling is another tool which helps the person to think positively in adverse and vulnerable conditions and inch towards normal life. Counselors don different roles to tackle different problems. One has to be prudent enough to choose the right counselor to get rid of the problem. Family issues, relationships finance, job related matters etc can add to the stress. A counselor can do a good

job when the patients are open and honest about their problems and feelings. The treatment depends on the responses the professional gets from the patients.

Psychiatrists

The stress factors that affect the workforce in today's times are:

- Rapid changes at the global level and a strong necessity to compete and emerge victorious

- Work life imbalance issues due to some jobs that require work to be done in night shifts only

- The complex knowledge base and its rapid expansion

- Struggle to remain in the race with necessary competencies

A psychiatrist is one who offers services through diagnosis, treatment, and prevention of mental and emotional issues of the individual and groups. Armed with advanced medical training, the psychiatrist decodes and understands the relationship between physical and emotional illness.

Mindfulness

Mindfulness has become a new age practice to de-stress oneself from disturbed emotions of life. It is the ability to live in the moment or to be aware of how and what one is feeling at the moment. A person should feel or experience moments of external and internal world. Psychologists are practicing mindfulness to treat anxiety disorders and also to prevent the repeated bouts of depression which paralyze normal life.

Practicing mindfulness meditation[2]: Signal points in mindfulness mediation are:

- A peaceful and serene environment.

- A comfortable position to sit

- A point of focus.

- An observant, non-judgmental and unbiased attitude.

Guided Imagery:

A variety of stress management techniques are available that assist the body to control the body's responses to stress or anxiety. They help the body and the mind to relax. Guided imagery has caught the attention of the practitioners and they are using it successfully to treat individuals who are facing depression.

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[2] http://www.health.harvard.edu/blog/mindfulness-meditation-may-ease-anxiety-mental-stress-201401086967

http://www.health.harvard.edu/blog/mindfulness-meditation-helps-fight-insomnia-improves-sleep-201502187726

Guided Imagery is a unique stress reduction tool which employs "visualization" and "mental imagery" to restore mental and physical health. It has proved effective in treating cancer patients. It helps them to imagine their body without cancer cells. There are other techniques which transport the individual to a serene place especially those in the lap of nature.

Benefits of guided imagery and meditation

The mind is the seat of all thoughts and its influences on the body of an individual are immense. Meditation helps in restoring its complete health and well-being. Through meditation, an individual develops the ability to harness the power of mind to heal physical and emotional aberrations.

Other benefits of imagery and meditation are:

- Reduces the physical and emotional stress.
- Cleanses the body, mind and spirit.
- Eliminates the pain that stalks life.
- Restores the balance of life.

24.9 Summary

- Stress is the body's way of reacting to situations. It arises when an individual is not capable of meeting the demands placed upon him/her.

- Positive stress is called eustress. It triggers the body alarm, enhances attention, performance and creativity in an individual. It has temporary effects.

- Negative stress is called distress. It has a negative effect on the physical and mental health of an individual. Distress, if left unattended, can result in serious health problems like sleeplessness, suicidal tendencies, depression, and eating disorders.

- The GAS model explains the phenomenon of stress. This model has three stages namely the alarm reaction stage, the resistance stage, and the exhaustion stage.

- Stress can be either due to internal or external sources. Internal stress is stress caused by the internal factors of an individual like fear, etc. External stress is due to the stress from the environment like friends, family, peers, workplace, and even climatic conditions.

- Personal stress is the stress that arises from the personal life of an individual. It can arise from family, one's own health problems, and the society in which one lives.

- Work-related stress is stress that arises from the workplace of an individual. This stress can also be organizational stress i.e. stress that arises from the

problems of the organization and job stress i.e. stress that arises from the problems on the job like scarce resources or lack of resources.

- Techno stress or e-stress is the physical or physiological reaction to changing technological environment.

- Burnout is the result of unattended stress over a period. It is a severe case of stress where people feel the lack of adequate resources to meet the demands placed upon them either by themselves or by their environment.

- The burnout life cycle has five stages namely the honeymoon stage, the awakening stage, the brownout stage, the burnout stage, and the recovery stage.

- Some of the strategies to deal with stress include prioritizing, delegating, focusing on laughter, exercise, relaxation, diet, and sleep.

- Meditation de-stresses an individual by making his/her mind thought-less during the process and hence rejuvenating his/her thinking process.

- Yoga focuses on simple postures that improve blood circulation and enhance the physical well-being of an individual and hence help him/her deal with stress.

- Holistic therapies like massage therapy, aromatherapy, and reflexology help an individual to de-stress in a natural way and do not have any side effects.

- Work-life balance is the harmonious balance between the professional and personal life of an individual.

- Spirituality at the workplace means abiding by certain principles, values, and passions. The practice of spirituality helps a manager to look inward for solutions in stressful situations.

- Services of clinical psychologists, psychotherapists, counselors, and psychiatrists are being used by organizations to help their employees manage their stress.

24.10 Glossary

Aromatherapy: Aromatherapy is the use of essential oils in the treatment process. The oils are derived from plants and flowers. They are popular for improving emotional and physical health.

Distress: Negative stress is called distress. Distress has a negative effect on the body. Distress, if left unchecked, can have a serious effect on the body over a period of time.

Eustress: Positive stress is called eustress. Eustress triggers the body alarm, enhances attention, performance, and creativity. It has temporary effects.

External Stress: This type of stress is the result of environmental influence on an individual. This can be stress from family, work, peers, and friends. Physical

conditions such as poor lighting, loud noise, poor seating arrangements, and extreme workplace temperatures (a too hot or too cold cabin) are also stressors.

Family Stress: Family stress may arise from conflict of ideas or relationships with spouse, children, siblings, parents. This stress may also be caused by the ill-health of a family member, financial problems, a divorce, or the death of a dear one.

Health Related Stress: This may be a result of undetected or neglected health problems. For example, a person may neglect minor ill health, which over a period may develop into a serious health problem that may require immediate attention.

Job Stress: Stress that occurs due to lack of resources or scarce resources at the workplace is called job stress.

Massage Therapy: Massage therapy is the oldest technique used for reducing stress. In this technique, parts of the body that are easily affected by stress are focused upon.

Negative Emotions in Workplace: Negative emotions are those which are destructive to the goals of the organization. It is therefore important that the managers understand the factors that lead to such emotions and also their likely after effects.

Nutrition Therapy: Nutrition therapy emphasizes the maintenance of health and fitness through eating nutritious food.

Organizational Stress: The stress resulting from the conflict of organizational goals with personal goals is called organizational or work place stress.

Personal Stress: This is extra-organizational stress. Individuals play multiple roles in life like that of a father, brother, friend or mother, wife, sister, etc. In this process, various factors cause stress.

Reflexology: Reflexology is the use of meridians or zones to reduce stress. This therapy involves applying gentle force on pressure points on the hands and feet.

Role Conflicts: This is a conflict between a person's likes, values, and job requirements.

Society Related Stress: Society related stress occurs due to the influence of the society on an individual. Here friends, colleagues, and neighbors are the influencing factors. For example attending a community meeting after a long workday may seem very stressful.

Stress: The result produced when a structure, system, or organism is acted upon by forces that disrupt equilibrium or produce strain.

Stressor: A stressor is a factor or stimulant that creates stress. A stressor is not in itself either positive or negative or good or bad, it is how one reacts to it that determines its positivity or negativity.

Techno-Stress: E-stress or techno stress is a physical and physiological reaction to the changing technological environment.

Type A Personality: An individual of Type A personality has a continual sense of urgency and has an excessive competitive drive.

Type B Personality: People with Type B personality never sense the urgency of time. They work at their own pace, with no need to prove their achievements. These people are less likely to be under stress.

Work-Life Balance: Work-life balance means a harmonious balance of work and domestic life. It allows an employee to fulfill all the roles in his/her life effectively and efficiently.

Work-Related Stress: This is organizational stress. Work-related stress relates to the working environment and policies of the organization. Work related stress can be further classified into organizational stress and job stress.

24.11 Self-Assessment Test

1. List the various types of stress and explain each of them with suitable examples.

2. Explain the different stages in the burnout life cycle with suitable examples.

3. How does work-life balance help an employee to become efficient at work?

4. List out some strategies you would use to cope with stress in your life.

5. With the help of examples, bring out the various differences between stress and burnout.

24.12 Suggested Readings/Reference Material

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24.13 Answers to Check Your Progress

1. (a) **It is a physiological and psychological imbalance**

    Stress is a physiological and psychological imbalance that is caused by excessive demands placed on a person and the person's inability to meet those demands. It is the result produced when a structure, system, or organism is acted upon by forces that.

2. (c) **Alarm reaction stage, resistance stage, and exhaustion stage**

    The GAS model deals with the phenomenon of stress. According to the model, the correct sequence of various stages is the alarm stage (where an individual identifies stress), resistance stage (where the person tries to deal with the stress), and exhaustion stage (where he/she feels the effects of stress.

3. (a) **Personal stress**

    Stress that results from family conflicts, lack of good health, and societal pressure can result in personal stress. This stress is a result of the various demands placed on an individual in his/her personal life.

4. (d) **Marital disputes**

    Except marital disputes, all the remaining options are organizational stress factors. Marital disputes are related to personal stress. The stress that results from the clash of organizational goals with personal goals is called organizational stress. Stress can be caused by job insecurity and lack of career growth. Stress can also arise when an employee is given the responsibility of performing a task without being delegated authority and responsibility. Long work hours can also cause organizational stress in an employee.

5. (c) **Techno**

    Techno stress is any negative impact on the attitudes, thoughts, behaviors, or body psychology of an individual caused directly or indirectly by technology. A database crash can result in techno stress for a manager.

6. **(c) Organizational stress**

   Organizational stress arises from the organization in which the individual works. A sudden change in management, job insecurity and adverse work policies results in organizational stress.

7. **(a) Medical supervision**

   An increase in work hours can only worsen a manager's condition. An increase in pay cannot immediately help to treat a burnout. What a manager on the verge of a burnout requires is immediate medical supervision.

8. **(d) Burnout can act as a motivator**

   Burnout is caused by the extreme demands thrust upon an individual by himself/herself or by others in the environment. It occurs when individuals expect a great deal from themselves and set goals that are difficult. It can also arise because of job dissatisfaction or changing interests. Burnout cannot act as a motivator as it is an extreme case of stress that needs immediate medical supervision. A person cannot be motivated in such a situation.

9. **(d) Honeymoon stage-awakening stage- brownout stage-burnout stage-recovery stage**

   Burnout is not something that happens overnight. It takes place over a period of time. There are various stages in a burnout life cycle. The order of these stages is honeymoon stage, awakening stage, brownout stage, burnout stage, and recovery stage.

10. **(a) It provides an outlet for his/her emotions**

    Exercise is an effective method to de-stress oneself. It provides an excellent outlet for an individual's emotions. It improves blood circulation to vital parts of the body and reduces stress.

11. **(b) He/she should meditate for a few minutes**

    When a manager has to attend an important meeting and has to calm himself/herself, he/she should meditate in silence for few minutes. Meditation helps him/her to clear his/her thoughts and relax.

12. **(d) Exercise**

    Exercise is not a holistic therapy. Holistic therapies allow the body to heal naturally and have no side effects. Exercises do have side effects like increased blood pressure, increased pulse rate, etc. Aromatherapy is the use of essential oils like lavender and chamomile oils to improve emotional and physical health. Reflexology involves applying gentle

force on pressure points on the hands and feet. Nutrition therapy involves having a balanced diet to avoid stress.

13. (b) **It improves the productivity of an employee**

Organizations are giving importance to work-life balance because it improves the productivity of employees. An employee who maintains work-life balance is active, creative, and productive at work.

14. (a) **It is a balance between work and personal life**

Work-life balance means maintaining a harmonious balance between work and personal life. It is not allowing work life to dominate personal life and vice versa.

15. (c) **Organizations should encourage employees to work late**

Organizations should conduct employee surveys and workshops on the importance of work-life balance and should encourage employees to take regular breaks. They should not encourage employees to work late as this causes stress in the employees.

Unit 25

Creativity in Management

Structure

25.1 Introduction

The previous unit explained the importance of stress management. This unit covered topics such as sources of stress, types of stress, strategies for coping with stress and maintaining work-life balance.

The ability to take risks or to take a novel approach to a problem is what differentiates a creative organization from an ordinary one. Today, more and more companies are giving importance to creative solutions, and what may also be termed as "out of the box" thinking. A creative organization will have more solutions to any given problem, and therefore more chances of being able to overcome problems. Creativity helps managers to perform routine activities in new ways. Creativity is highly ranked in today's companies, and contrary to popular belief, it can be inculcated among individuals.

In this unit, the relevance of creativity in an organization, and how it is important in today's scenario will be discussed. The unit also provides an overview of the different stages of creativity, its components and the various techniques that companies employ to develop and enhance creativity, such as the Delphi technique, brainstorming, six thinking hats, mind mapping and lateral thinking.

After studying this unit, you will be able to:

25.2 Objectives

- Define creativity for visualizing and solving problems
- Recognize why creativity is important in an organisation in achieving competitive advantage

- Explain creativity enhancement techniques for nurturing creativity and innovation in organizations
- Illustrate how creativity can be stimulated for identifying problems and pitfalls

25.3 Defining Creativity

The ability to create something new or bring into existence something original is called creativity. Creativity helps managers to be sensitive and flexible to changes in the environment. Webster's dictionary defines creativity as 'the ability to create' or 'to cause to come into existence, to bring into being, to give rise to, or to portray for the first time.' Creative ability is the extent to which an individual or a manager uses novel or unconventional approaches to solve a problem. It is how an individual visualizes a problem or situation and deals with it. Creativity is the relationship between counter forces like learning and problem solving. Creativity involves forming unusual relationships between diverse situations to create a new solution that will meet specific requirements.

25.3.1 Innovation and Creativity

Many times innovation and creativity are used synonymously. However, there is a difference between the two. Creativity means bringing a new idea into existence while innovation means putting the new idea into practice. Innovation transforms an idea into something that will enable others to use it. Creativity stimulates innovation. Creativity can exist without innovation but innovation cannot exist without creativity. Creativity involves looking for ideas in a diverse environment and innovation involves looking at the internal environment i.e. analyzing the available resources for putting the idea into practice.

The process of innovation involves a series of activities. Innovation starts with creativity i.e. identifying new ideas and selecting the most suitable one. It then involves preparing a plan to put the idea into practice. Here the requirement and availability of resources for implementing the idea is analyzed. After implementing an idea, feedback is obtained.

Nature of innovation

Innovations are creative ideas put into practice. They can be revolutionary or evolutionary. Revolutionary innovation is the discovery of a new idea. It brings about path-breaking changes or breakthrough ideas. Evolutionary changes are improvements made to existing ideas. To be successful, there must be a balance between revolutionary and evolutionary ideas in an organization. Creative ideas emerge from a diverse environment i.e. both from within and outside the organization. Ideas can emerge from the market, industry, etc. Innovations can be scientific or managerial. Scientific innovations are innovations in the

processes and products. Managerial innovations are innovations in the management styles such as management by objectives, strategies, and missions.

Exhibit 25.1 deals with innovation at workplaces.

Exhibit 25.1: Innovation at workplace

According to Frans Johansson, a Swedish–American writer, entrepreneur, and public speaker, culture of innovation can be created by adopting inclusive workplace practices. Employees feel connected and contribute for the organization when passion can be created by leaders by cultivating the skills and intelligence. Six practices that help in creating innovative and inclusive workplace settings are listed below:

- **Make space for employees**: Innovative organizations are the one who can build emotional, mental and temporal space for employees. Giving such space for employees motivates employees to take risks and contribute innovative ideas that help organizations to grow.

- **Acknowledge efforts**: Recognize employees not just for their outcomes but also for the efforts put forth by them. Acknowledging efforts would motivate people to keep contributing.

- **Collaborate**: Collaborating diverse teams especially in times of crisis would facilitate organizations in making quick decisions because diverse teams or cross-functional teams contribute in different ways.

- **Maximize human potential**: Budgeting resources or recognizing only high potential people discourages others and stops them form contributing. This favouritism would lead to frustration and non-cooperation. Organizations may seek the interest of employees and open up opportunities for them to grow.

- **Encourage proposals**: Successful organizations not only implement suggestion box, but also encourage people to propose new ideas and allow others to give feedback and help in putting forth a promising proposals.

Inspire all: Successful leaders encourage people of all levels of management. They motivate people starting from the level of employees in the warehouse to C-suite executives

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Source: https://www.greatplacetowork.com/resources/blog/6-ways-to-create-a-culture-of-innovation, 29 JULY 2021.

25.3.2 Science of Creativity

The human brain is divided into two parts. The left part called the left brain is associated with verbal, logical, and analytical thinking. It excels in naming and categorizing things, representing, speech, reading, writing, and calculating. The

right part called the right brain is associated with emotion, intuition, inspiration, and imagination. In creative people, right brain thinking is more active.

Creative personality

Creative people have the ability to view situations from diverse angles. They are sensitive, curious, and inquisitive. Their inquisitive and curious nature helps them to look for opportunities even in problem situations. They are adventurous and willing to take risks. Creative people tend to be independent in making decisions and patient in their creative efforts. They are good at visualizing situations and that helps them to clearly understand the situation. Creative people are unique and unpredictable both in action and in thought.

Mental barriers act as filters to the flow of creative ideas that are perceived as dangerous by an individual. These barriers are a result of painful experiences that have an effect on the subconscious mind. The barriers can be fear of failure, fear of criticism, fear of humiliation, etc.

Components of creativity: As discussed earlier, creativity is the ability to create or bring into existence something new. The creativity of people depends on certain components and certain abilities. The components are interrelated with the abilities that affect the creativity of people. The components and abilities of creativity are given in the Table 25.1.

Table 25.1: Components and Abilities of Creativity[3]

Components of Creativity	
Fluency Component	It is the ability to generate a number of relevant ideas continuously with reference to a problem or situation.
Flexibility Component	The ability to view an aspect from different perspectives, to change approaches to problem solving.
Originality Component	It is the ability to produce unusual and novel solutions to a given problem or situation.
Orientation Component	The ability to face challenges thrown by complex situations, to enjoy efforts to analyze and resolve them.

[3] Adapted from:
https://books.google.co.in/books?isbn=2889199940 and
https://books.google.co.in/books?isbn=1609605209

Abilities	
Intellectual Ability	The ability of an individual to view problems or situations from different angles and the ability to avoid conventional thinking.
Knowledge	The ability to identify the various possible alternatives or courses of action to tackle a particular problem or situation.
Confidence	This is the ability that is essential for being creative. A confident person is more likely to be creative than others.

Source: ICFAI Research Center

Check Your Progress - 1

1. Which of the following helps a manager to ensure the long term sustainability of the company in the intensely competitive business environment?
    a. Creativity
    b. Profit maximization even at the cost of compromising ethics
    c. Following the strategies of the market leader
    d. Avoiding risks
    e. Recruiting right people

2. Which of the following defines the flexibility component?
    a. The ability to view a problem from only one perspective
    b. The ability to produce original solutions to problems
    c. The ability to view a problem from different perspectives
    d. The ability to face challenges thrown up by complex situations
    e. The ability to bring solutions to all problems

3. _____ is the ability to produce unusual and novel answers to questions and interpretations of problem situations.
    a. The flexibility component
    b. The fluency component
    c. The originality component
    d. The orientation component
    e. Knowledge component

25.3.3 Stages of Creativity

In order to be creative, managers should view things from a new perspective and look for opportunities. They have to be open to taking risks and utilize the opportunities that they encounter. A creative solution involves a novel idea that is of use to a manager. The process of creativity has four stages:

- **Exploring:** This stage involves identifying the various possible courses of action to a given problem or situation. Managers should analyze their resources and identify the objectives. They should collect information from the various possible sources including contradictory information. This information can be collected by asking unusual questions and thinking in diverse directions.

- **Inventing:** This stage involves searching for a variety of tools and techniques that help to generate diverse ideas. Some of the techniques used by managers to generate creative ideas are brain storming, the Delphi method, etc. These will be discussed later in the unit.

- **Selecting:** This stage involves the analysis of the collected ideas, information, and facts. The managers screen all the ideas and analyze them without any notions or prejudices to arrive at a creative solution. They should bring the idea into existence. The ability of managers to bring an idea into existence depends upon their knowledge of the subject, their curiosity, and confidence.

- **Implementing:** This stage involves putting the selected idea into practice. After implementing the idea, managers should obtain feedback on the utility of the idea. Based on the feedback, the idea can be modified to meet requirements.

25.3.4 Creativity in Organizations

Many organizations prefer to adopt conventional solutions to a given problem or situation. They are averse to risk taking and always associate creativity with risk. Even though creative ideas contain an inherent risk; they provide the organizations with a competitive advantage. Therefore, organizations should provide an environment that nurtures and supports creativity. A supportive environment encourages diverse ideas and conflicting thoughts to produce creative ideas. It encourages managers to put forward their creative ideas without fear.

Check Your Progress - 2

4. _____ stage in the creativity process involves collecting all available information about a problem including contradicting and challenging information.

   a. The implementing

b. The inventing

c. The selecting

d. The exploring

e. The screening

5. Which of the following is part of the invention stage in the stages of creativity?

a. Searching for a variety of tools, techniques, and methods that might help in out-of-the-box thinking

b. Analysis of accumulated ideas and information where the managers screen all ideas, analyze them, and discuss them with colleagues

c. Collection of all available information about a problem including contradicting and challenging information

d. Deciding how to put an idea into practice

e. Identifying various courses of action

25.4 Importance of Being Creative

Creativity is an important resource for achieving competitive advantage. Organizations can be left out of the competition if they are not creative. A creative approach helps organizations to survive in an immensely competitive environment and to deal with rapidly changing market conditions and customer requirements. Therefore, more and more organizations are encouraging their employees to be creative. In addition, organizations are also giving importance to putting the creative ideas into practice.

A creative work culture benefits both the employees and the organization. It identifies new opportunities, and enhances the growth and performance of the organization. A creative work culture helps an organization to optimally utilize its resources and strengthen its strategic position. A creative work environment helps an organization to reduce both absenteeism and boredom at the workplace. Therefore, organizations must train their employees in generating creative ideas, selecting ideas for implementation, etc.

25.4.1 Barriers to Creative Thinking

Creativity does not come easily to everyone. There are certain barriers to creativity and people should identify and overcome these barriers. Some of the most common barriers to creativity are:

- **Fear:** Fear is the most common barrier to creativity. This fear could be of a creative idea being rejected or criticized. Fear hampers creativity; hence, manager must find out their inherent fears and overcome them.

- **Anxiety:** Some managers like to have everything organized and secure. Even a small amount of uncertainty or risk makes them anxious. Anxious people may overlook creative ideas fearing the risk associated with it. These managers prefer to stick to routine and conventional ideas. They associate the creative process with uncertainty. Therefore, anxiety acts as a barrier to the generation of creative ideas.

- **Pessimism:** People who think that they are not creative can never be creative. People's inherent perception of themselves plays a vital role in their creative thinking. Pessimists perceive a problem in every opportunity thrown at them. Creative thinkers need to be optimistic while taking actions.

- **Stress:** A person under stress cannot generate creative ideas. A tired mind seldom produces creative solutions. Therefore, people must take regular breaks and time offs to de-stress.

- **Environment:** The environment in which people live also affects their creativity. The environment includes the physical, social, economic, and work environments. For instance, a noisy work environment can act as a barrier to creativity.

Check Your Progress - 3

6. A manager has an inherent perception that he/she is not creative or imaginative. This is a barrier to creativity. Which barrier is being referred to here?

   a. Stress

   b. Excitement

   c. Environment

   d. Pessimism

   e. Fear

7. Which of the following statements is not true?

   a. A creative work culture helps an organization to identify new approaches to improve performance

   b. A creative work culture enables proper utilization of resources and minimizing wastage of resources

   c. A creative work culture helps in strengthening the organization's strategic position and in integrating the functioning across various areas in an organization

   d. A creative culture benefits both employees and organization

   e. Creative culture hinders competitive advantage

25.5   Developing Creativity

Most people believe that creativity is inborn and cannot be developed. Though creativity is inborn for some people, it can be developed through appropriate training and by a supportive environment. Creativity can be developed by creating a need in people to innovate. It also involves removing any mental barriers people may have to allow the free flow of creative ideas. The people should also be encouraged to view a problem from different angles, think in diverse ways, etc.

25.5.1 Developing Creative Work Environment

A stimulating, diverse, rewarding, and challenging work environment helps in developing the creative thinking of the employees in an organization. An organization that encourages risk taking and experimentation is highly creative. Such organizations generally have highly creative employees.

A stimulating and rewarding environment encourages creativity. It encourages new ideas, experiences, and new challenges. An organization should discourage employees from being quick to criticize. It should encourage regular feedbacks and constructive criticism that make the environment challenging. Exhibit 25.1

Activity 25.1

Srikanth is a manager in an automobile company. He wants to encourage creative thinking among his subordinates. Suggest the steps he can take to encourage creative thinking.

Answer:

25.5.2 Developing Creativity in Teams

Organizations are moving toward a genre where teamwork is becoming mandatory. Therefore, organizations should encourage creativity in teams by providing the appropriate environment. Teamwork has many advantages: It allows the pooling in of diverse skills, diverse knowledge, cultures, and fields.

Teams are better at detecting errors, identifying pitfalls, and avoiding them. A team comes up with many diverse ideas to solve a problem. In addition, a team's decision or idea is more acceptable than that of an individual. Therefore, for a team to be successful in its creative efforts it must have a common purpose, a structure, clear goals, and defined rules, the diverse skills of its members notwithstanding

Creative teams

A creative team should have a common purpose and common values. The values like curiosity, sensitivity, risk taking, etc. should be common to all the team members and unite them with a common purpose and vision. Apart from the values, the team should be diverse in skills, experience, knowledge, etc.

Check Your Progress - 4

8. Which of the following is a characteristic of creative teams?

    a. Common background

    b. Common ideas

    c. Common thinking

    d. Common purpose and values

    e. Common culture

25.6 Enhancing Creativity

Organizations should encourage creativity at all levels. The managers should identify the important areas where creativity is needed and nurture creativity and innovation in those areas.

25.6.1 Techniques of Creativity

Pradip Khandwalla[4] has categorized the techniques of creativity into ten types. The various categories are given in Table 25.2.

Table 25.2: Techniques of Creativity

Technique	Description of the Technique
Problem Decomposition	It involves developing a creative solution after identifying and considering the various dimensions of the problem.
Information Search	It involves searching for information to solve a problem.

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[4] Corporate Creativity book by Dr. Pradip Khandwalla
https://books.google.co.in/books?isbn=0070499497

Breaking Stereotype Responses	It involves breaking the conventional thinking or stereotypical responses.
Unblocking	It involves enhancing the clarity of thinking and generating creative ideas by removing mental barriers.
Mutual Stimulation/Instigation	It involves sharing information, sharing unusual ideas among individuals, and questioning each other's assumptions.
Imaging	It involves visualizing problems and situations with minute details.
Fusion	It involves using a combination of ideas including those from unrelated areas to arrive at a creative solution.
Ideating	It involves generating a large number of ideas.
Extremization	It involves encouraging people to suggest creative solutions that are different from the conventional solutions for certain unforeseen problems.
Demolition/Dialectical	It involves working back on a solution that has been selected for implementation.

Source: ICFAI Research Center

25.6.2 Popular Techniques to Enhance Creativity

Some of the popular techniques for enhancing creativity are discussed here.

Brainstorming

The brainstorming technique was introduced by Alex F. Osborne. Brainstorming involves a group of people generating ideas. A brainstorming session starts with each participant giving one idea at a time. The ideas must be given in turns. The session concludes when the participants stop generating ideas. All the collected ideas are then evaluated and classified and the best ideas are selected by a consensus method. The group leader should facilitate the process by motivating the participants to build on previous ideas. There are four basic rules that govern a brainstorming session:

1. The group leader must ensure that there is no criticism of ideas when they are being generated.

2. The participants must be encouraged to present the ideas as they occur and without modifying them.

3. The emphasis must be on generating unusual ideas as these can help in producing a novel solution.

4. The participants must be encouraged to build on each other's ideas.

Checklist technique

This was another technique developed by Alex F. Osborne. It involves asking questions to get creative solutions. This technique is based on asking a number of questions to make modifications to the preliminary solutions that one has found for certain problems.

The questions designed by Osborne are as follows:

1. What can we add to the preliminary solution?

2. What can we subtract or delete from the preliminary solution?

3. What aspect or component of the preliminary solution can we alter?

4. How can we rearrange the components of the preliminary solution?

5. How can we adapt the preliminary solution for other uses?

6. Can we magnify the preliminary solution or some property of the preliminary solution?

7. What could be the opposite of the preliminary solution?

8. Can we minify or miniaturize the preliminary solution or some key aspect of the preliminary solution, say its cost?

9. Does the preliminary solution have uses other than the present one?

10. Are there alternative ways or means of producing the preliminary solution?

To make it easy to remember these questions, Pradip Khandwalla uses the first letters of the underlined words, which give the acronym 'ASARAMOMOA'. He encourages managers to apply this technique on a product, structure, or strategy and to ask provocative questions in a structured manner that would lead to creativity.

Attribute changing or listing technique

Robert Crawford invented this technique. The underlying principle of this technique is that creativity is the result of changing and/or replacing the attributes and experimenting with various ideas. This technique involves listing the various attributes of an accepted solution and then modifying them to find a creative solution.

Morphological analysis

This technique was invented by Fritz Zwicky. It involves the tabulation of all possible alternatives with respect to each of the selected attributes. This technique produces the maximum possible alternatives for a specific attribute within a short span of time. The steps in this technique are:

-   The manager defines the situation or problem specifically and clearly.

- The input factors including information and facts are identified.

- A matrix representing all possible solutions is constructed.

- All the solutions are analyzed and evaluated with the desired outcome as the objective.

- The best solutions identified are analyzed in relation to the resources available.

Synectics

Synectics, developed by W.J.J. Gordon, is the process of combining diverse and unrelated elements to come up with a creative solution. This is a combination of various mechanisms and is used when all the other techniques fail to generate a creative solution. Initially the problem is clearly defined to the group and a brainstorming session conducted to generate a solution. If this fails in generating a solution, the 'Problem as Understood' (PAU) mechanism is used. In this mechanism, each member has to describe the problem as he/she sees it. After collecting the PAU's of all the members, one PAU is selected by the group for analysis. In this analysis, the evocative questioning mechanism is used. Evocative questioning involves the group members finding similarities from different fields or departments. After this questioning, the group is asked to find the differences in the same way. In this process, the group comes up with a creative solution.

Delphi technique

This is a group technique in which a team of experts deals with a specific issue. This technique helps the individuals with mental blocks like fear, which are common in face-to-face discussions, to present their ideas without any hesitation. The Delphi technique involves the following steps:

1. The problem situation is described to a team of 5 to 10 experts headed by a team leader or moderator.

2. Each of the experts separately lists ideas on a paper that are later sent to the team leader or moderator.

3. The identity of the expert making the suggestions or giving ideas is kept a secret throughout the session.

4. The team leader prepares a common list with ideas selected from all the members and sends it again to the team of experts.

5. The experts rank each idea or solutions based on their views, knowledge, and experience and send it to the team leader.

6. The team leader then selects an idea that receives the maximum ranking.

7. In situations where there is no agreement over an idea, the experts are asked to give reasons for their diverse opinions.

Six thinking hats

The Six Thinking Hats technique was introduced by Dr. Edward de Bono. In this technique, each hat represents a different direction of thinking. A thinker can wear six different hats, each of which is of a different color, with each color signifying a different purpose. The types of hats and their purposes are as follows:

*   *White hat:* White hat signifies collection of information. The information should be collected without any assumptions, interpretations, and in a neutral mode.

*   *Green hat:* Green hat signifies new ideas or solutions. It involves searching for alternatives. In this mode of thinking, both the thinker and the listener should be wearing the same hat.

*   *Yellow hat:* Yellow hat signifies analyzing the advantages or plus points of a proposal. It involves searching for ways to support a proposal.

*   *Black hat:* Black hat signifies judging the proposal. It identifies the negative points and disadvantages of a proposal. It brings to light the pitfalls and helps in avoiding mistakes.

*   *Red hat:* Red hat allows a thinker to express his/her emotions, intuitions, and feelings. It involves expressing intuitions as they occur without the need to justify them.

*   *Blue hat:* Blue hat involves giving an outline of the proposal. It identifies the tasks to be performed and involves giving summaries, conclusions, and suggestions.

Therefore, a person wearing a white hat is responsible for collection of information. A person wearing a green hat then does an analysis of the information. People wearing yellow and black hats analyze the ideas generated. A person wearing a red hat puts forth his/her intuitions regarding the ideas. Finally, those wearing blue hats summarize the entire proposal.

Activity 25.2

Gopal is a marketing manager in Royal Industries Pvt. Ltd, an FMCG company. He is analyzing a marketing campaign proposal to identify both the positive and negative issues pertaining to the proposal. What are the various thinking hats he needs to put on and why?

Answer:

Mind mapping

This graphical technique of enhancing and stimulating creativity was developed by Tony Buzan. It involves a graphical display of ideas and thoughts. The underlying principle of mind mapping is to generate creative ideas by using images and learning to think in new ways. The basic steps in mind mapping are:

1. The team leader describes the problem or situation to the manager or individual.

2. The manager displays the problem situation in the middle of the paper using images of different colors.

3. Now he/she presents the information, facts, and ideas related to the situation using images, headings, and titles.

4. The manager brings out the relationship between the problem situation and various facts using arrows called branches.

5. These relationships are given meaningful, self-explanatory, and brief names using headings.

6. The resultant figure should be a network with all the branches connected to the problem situation.

7. The manager uses the final mind map to arrive at a creative solution.

An ideal mind map should use the following:

- **Images:** Images are easier to remember than verbal messages. Also, an image is more expressive than words. Hence, a good mind map should use clear and meaningful images.

- **Headings:** An ideal mind map should have explanatory headings. These headings should generally be keywords that can generate numerous creative ideas.

- **Associations:** A mind map should use arrows to specify the relationship between facts and the problem. These arrows also help to channel the flow of ideas or thoughts.

- **Hierarchy:** A hierarchy should be maintained in a mind map. Otherwise it would be just a collection of thoughts. In order to maintain the hierarchy, a manager should specify the problem first and then ask questions like why, when, what, how, where, etc. This helps in providing a proper flow of ideas.

Activity 25.3

Prepare a mind map about how you plan to move ahead in your career.

Answer:

Lateral Thinking

This technique of thinking was made popular by Edward de Bono. Lateral thinking is about thinking from diverse angles and finding unusual solutions. This type of thinking is generally used when there is time on hand for dealing with a situation.

Lateral Thinking Techniques: Some of the techniques to enhance lateral thinking are:

- **Identifying Alternatives:** This technique involves identifying the alternatives and thinking beyond conventional and time tested solutions.

- **Challenging facts and assumptions:** This technique focuses on asking questions that challenge the facts and the assumptions of the manager. The underlying idea here is that assumptions and facts can sometimes act as barriers to creativity. By counter questioning the assumptions, the manager can stumble upon a creative solution.

- **Postponing judgment:** Postponing the selection of an idea allows a manager to apply new insights and, therefore, to find a more creative solution.

- **Negating the obvious:** This technique involves breaking the stereotyped assumptions and responses, and helps to identify a novel solution.

- **Focusing on the start and special areas:** This technique gives equal importance to the start of the creative process and the special areas as well. It reduces the tendency of a person to jump from one creative idea to another.

Guided Visualization

Chris Musselwhite and Cheryl De Ciantis invented this graphical technique for enhancing group creativity. The technique uses graphics to express ideas. This new approach to expressing thoughts brings the creative ideas in an individual to the surface. This technique consists of the following steps:

i. The problem or situation is defined to the group.

ii. Every group member is required to express his/her ideas by drawing some images on paper.

iii. Care must be taken not to include any verbal or text messages in the drawing. In addition, the members must not communicate during the drawing session.

iv. After drawing, each member should explain the images/graphics to the group.

v. The explanations given by each member stimulates new ideas in the group.

Activity 25.4

Make meaningful words by rearranging the letters of the word 'ALTERNATIVE'.

Answer:

Check Your Progress - 5

9. Identify a rule that is mandatory for a brainstorming session.

    a. Only relevant ideas should be presented

    b. The number of ideas should not be too large, as this can complicate the analysis

    c. When the ideas are being generated, they should not be criticized

    d. There must be a relation between all the ideas

    e. Emphasis is not to be given for generating unusual ideas

10. Identify the basic rule of the guided visualization technique from the following options.

    a. The participants should be good at drawing

    b. The participants should not interact while drawing

    c. The participants should interact while drawing

    d. The participants should keep their drawings hidden from other members

    e. The technique uses verbal and text messages in drawings

25.6.3 Stimulating Creativity in Organizations

Some of the techniques organizations can use to stimulate creative thinking in employees are:

Reverse brainstorming

This technique reverses the process of brainstorming. It brings to light the various pitfalls in an accepted solution. The steps involved in this technique are as follows:

1. The accepted solution is explained to the group.

2. The members start attacking the solution by deconstructing the ideas and contradicting the solution.

3. The members bring to light the pitfalls in the solution and reconstruct a creative solution.

Creative overloading

When a system has an increased load, it looks for creative ways to work out its load. For stimulating creativity in an overloaded environment, an organization should reduce the load by dividing the tasks into smaller activities. This helps in focusing on creativity in each activity.

Creative benchmarking

Benchmarking is comparing one's organization with the standards set by the market leader or the industry leader. Creative benchmarking, on the other hand, is comparing one's organization with those with the best standards in a diverse environment. This technique helps in identifying the pitfalls and gaps in an organization and its practices.

Activity 25.5

Preeti, a regional manager of a leading bank, is in charge of the security arrangements at the bank. If she is planning to use creative benchmarking for the security of the bank, how should she proceed?

Answer:

Parallel groups

When two or more groups are concentrating on finding a solution to the same problem or situation, they are called parallel groups. In this technique, each of the many groups works on the same problem. The most creative idea or solution is selected from among them. This technique develops healthy competition in the organizational environment and generates creative solutions as well.

Creative thinking network

The OZ Creative Thinking Network (CTN) was started by seven employees of DuPont Industrial Fiber division. This network was started with the aim of understanding the necessity of creativity at the workplace and the competitive advantage it provided to an organization. The members of this network meet regularly to discuss and exchange ideas and information.

Stakeholders' council

Creative ideas can emerge from any level in the organization. A stakeholder is an individual who has a stake or vested interest in the organization. A stakeholder can be internal or external to the organization. Internal stakeholders are employees of the organization. External stakeholders are people external to the organization like shareholders, customers, suppliers, regulatory agencies, etc. A council must be formed with to represent all stakeholders. These councils must conduct regular meetings and suggest ideas for improving the performance of an organization. The stakeholders councils are said to generate the most creative and useful ideas. Exhibit 25.3 illustrates how stakeholders played a vital role for innovation at Dell.

Creative scenario building

Creative scenario building is an extension of the Delphi technique where the identities of the experts giving the ideas are kept anonymous. This technique is used to develop creative solutions. The problem or situation is defined to the group. Now each of the members visualizes himself/herself in the situation with respect to the future and brings up several scenarios. Each of these scenarios is then discussed in the group one at a time. After the discussion, each of the members is asked if he/she wants to modify the scenario visualized after getting these new inputs. This process continues until the process of modifying and sharing scenarios stabilizes.

Intrapreneurship

Intrapreneurship means encouraging creative ideas and focusing on efforts to innovate on these creative ideas. The innovations should be cost effective. Here, the organizations give importance to putting the creative ideas into practice. In order to reduce the costs of innovation, organizations pursue the ideas that they feel are worthwhile and allocate an appropriate budget. A senior manager supervises the status of the project regularly. After developing the innovation,

the organization tests the project in the market before making a large-scale investment in it.

Kaizen

Kaizen is a Japanese term used to define the minor changes and innovations in the operations that result in improvement in the process. Kaizen is a form of management that focuses on creativity and innovation at every level in the organization. The management nurtures creativity by setting up quality circles, starting suggestion schemes, etc.

Creativity training

Creativity training is known to be very effective in enhancing creativity in people. It involves helping an individual to think in diverse directions. The training should also help individuals in removing their mental barriers like fear, anxiety, etc. Creativity training should train people in creativity techniques like brainstorming, Delphi technique, synectics, etc.

Exnovation

Exnovation is the replacement of old innovations with new ones. For an organization to be successful, innovation should be a continuous process. Old innovations should make way for the new. The underlying principle of exnovation is that a solution that looked very acceptable in the past may not be acceptable in the future.

Check Your Progress - 6

11. Which of the following is a technique used to stimulate creativity in an organization?

   a. Creative managing
   b. Creative overusing
   c. Creative overloading
   d. Creative brainstorming
   e. Creative training

12. Which among the following statements best defines creative benchmarking?

   a. Creative benchmarking is comparing one's standards with that of the best in a diverse environment
   b. Creative benchmarking is comparing one's standards with those set by the market leader
   c. Creative benchmarking is copying the standards and practices of market leaders
   d. Creative benchmarking is the process of identifying a creative organization

    e. Creative benchmarking is analyzing creative ideas to enhance productivity

13. What are parallel groups?

    a. Two or more groups working on the same problem or situation

    b. Two or more groups with conflicting views on the same idea

    c. Two or more groups with the same ideas or solutions

    d. Two or more groups with diverse ides

    e. Two or more groups working on different problems to bring commonalities between them

14. The techniques that use various combinations of ideas, including those from unrelated areas, to frame creative solutions are called _____.

    a. Information sharing techniques

    b. Mutual stimulation techniques

    c. Fusion techniques

    d. Problem decomposition techniques

    e. Ideating techniques

Creativity and Entrepreneurship

Creative entrepreneurs visualize beyond the traditional present and imagine innovative futures for their organizations.

Some characteristic traits of creative thinkers:

- Keen observers in the immediate and external business environment.

- Quick at experimenting and taking decisions

- Go beyond norms and become trend setters.

To hone a creative thinker's talent:

- Strike a balance between current and future customer needs.

- Use right yardstick to evaluate innovative ideas.

- Develop techniques to deduce potential drawbacks or pitfalls.

- Design a simple organizational structure.

- Have a balanced equation between efficiency and innovation.

- Put resources to proper use to enhance the innovation process.

- Let your failures become your teachers.

- Apply SCAMPER – a technique helps a creative professional to generate ideas to improve the quality of existing products and services. SCAMPER

stands for Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, Reverse.

Starbursting – A Branch of Brainstorming

Brainstorming is a unique blend of relaxed and informal approach to problem solving. It also takes lateral thinking into its fold. This process motivates and encourages people to come up with innovative ideas. Initially, these ideas seem to be scattered and shapeless. With proper analysis they prove to be good and create solutions for many problems. This approach does not write people off and pull them out of their normal ways of thinking. Brainstorming can happen individually and also in a group. Of the two, group brainstorming is considered as effective.

Starbursting is another branch of brainstorming that emphasizes generating questions rather than answers. These questions can in turn give rise to another set of questions. Answers to these layers of questions bring clarity and newness while shaping innovative ideas and approaches.

25.7 Summary

- Creativity is the process of bringing new ideas into existence. It is the ability of a person to use new approaches for solving a problem or situation.

- Innovation is creativity put into practice. It is the process of transforming a creative idea into something useful. Innovation can be revolutionary or evolutionary and scientific or managerial. In creative people, the right brain is more active. Creative people are sensitive, curious, adventurous, imaginative, and independent in thinking and judgment.

- The components of creativity are flexibility, fluency, orientation, and originality. These components along with intellectual capabilities, knowledge, and confidence affect the creativity in an individual.

- The stages in creativity are exploring, inventing, selecting, and implementing. The various barriers to creativity are fear, anxiety, pessimism, stress, and environment.

- Creativity gives an organization a competitive edge over its counterparts. Therefore, organizations should provide a supportive environment that nurtures and encourages creativity in its employees.

- Creativity can be developed by helping an individual to remove any mental barriers he/she has and providing an encouraging environment.

- Some of the techniques organizations can use to enhance creativity in its employees are brainstorming, the Delphi technique, morphological analysis, etc.

- Creative entrepreneurs visualize beyond the traditional present and imagine innovative futures for their organizations.

- Starbursting is another branch of brainstorming that emphasizes generating questions rather than answers.

25.8 Glossary

Creative Benchmarking: Benchmarking is comparing one's organization with the industry or market leader. This helps an organization to measure its performance with respect to industry standards.

Creative Overloading: When a system is overloaded, it looks for creative ways or innovative ways to work. In order to stimulate creativity in an overloaded environment, the task must be divided into smaller activities.

Creative Scenario Building: Creative scenario building is an extension of the Delphi technique. It is used to develop creative solutions. In this technique, a group of experts is selected whose identity is not disclosed.

Creative Thinking Network: The OZ Creative Thinking Network (CTN) was started in 1986 by seven employees of DuPont Industrial Fiber Division, US. This network was started to understand the importance of creativity at the workplace against the background of pressure in the market place from foreign companies.

Delphi Technique: In this technique, a team of experts deals with a specific issue. These experts should be unbiased in their judgment or opinion. For the ideas over which there is no general agreement, the experts are asked to explain the reasons for their diverse opinions. The Delphi technique does not stress on an agreement among the views of the experts – its objective is to narrow down the options.

Exnovation: Exnovation is the replacement of the old innovations with new ones.

Extremization Techniques: Creativity techniques which involve encouraging employees to suggest creative solutions that are different from the conventional ones for certain unforeseen problems.

Fusion Techniques: These are creativity techniques which use various combinations of ideas, including those from unrelated areas to frame a creative solution.

Guided Visualization: This technique was developed by Chris Musselwhite and Cheryl De Ciantis. It is a graphical technique that should be used in a group. Right from their childhood, people are taught to express their feelings and emotions verbally. This technique, in contrast, uses graphics or images to express ideas or solutions to a problem. This new mode of expressing thoughts brings to light creative ideas in an individual.

Innovation: An innovation is a creative idea put into practice. It involves transforming a creative idea into something that will enable others to use it.

Intrapreneurship: Intrapreneurship is developing innovative and creative ideas within an organization. This means that the organizations must pursue all creative ideas and for this, the management must create an environment where the cost of developing creative ideas is minimized.

Kaizen: Kaizen is a Japanese term used to describe minor changes and innovations in operations to bring about an improvement in the process. Kaizen is a culture and a form of management which focuses on creativity and innovation in the organization.

Lateral Thinking: This technique of thinking was made popular by Edward de Bono. Lateral thinking is an effective technique to stimulate creativity and is used in situations where the conventional solution is not enough.

Mind Mapping: Mind mapping is a popular technique developed by Tony Buzan that is used to stimulate creativity and generate new ideas in an individual.

Morphological Analysis: Morphological Analysis is a technique invented by Fritz Zwicky. It is an extension of attribute changing, in which selected alternatives for each chosen attribute are tabulated.

Parallel Groups: Two or more groups working on the same situation or problem are called parallel groups. Parallel groups are used to bring in different viewpoints or designs for a particular situation.

Reverse Brainstorming: This technique generates many creative ideas. As the name suggests, it reverses the process of brainstorming. This group technique helps to view the accepted solution from the competitors' point of view.

Six Thinking Hats: This creativity enhancement technique, invented by Dr Edward de Bono in the 1980s, is becoming increasingly popular. The technique is simple yet powerful. The six hats represent six modes and directions of thinking.

Synectics: Synectics is the process of joining different and irrelevant elements to solve a situation or problem.

25.9 Self-Assessment Test

1. Explain the various techniques managers can use to stimulate creative ideas among individuals with such mental blocks.

2. . Differentiate between the processes of creativity and innovation giving suitable examples.

3. Explain the process of brainstorming and the basic rules to be followed in a brainstorming session.

4. Explain the various mechanisms used in synectics approach to enhance creativity.

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25.11 Answers to Check Your Progress Questions

1. **(a) Creativity**

    For a manager to ensure the long term sustainability of the company in the intensely competitive business environment, a manager needs to use creativity in the organization. Creative thinking helps him/her to be alert to changes in the business environment and workplace and makes him/her flexible so that he/she can adapt easily to any such changes.

2. **(c) The ability to view a problem from different perspectives**

    The ability to view a problem from different perspectives is called the flexibility component. The ability to produce unusual, novel answers to questions and interpretations of situations is called the originality component. The ability to face challenges thrown up by complex situations, to enjoy making efforts to analyze and resolve them, is called the orientation component.

3. **(c) The originality component**

    The ability to produce unusual, novel answers to questions and interpretations of problems is called the originality component. The

ability to view a problem from different perspectives is called the flexibility component. The ability to generate a large number of relevant ideas continuously with reference to a particular problem or situation is called the fluency component. The ability to face challenges thrown up by complex situations, to enjoy making efforts to analyze and resolve them is called the orientation component.

4. **(d) The exploring**

The process of creativity has four stages. The exploring stage involves collecting all available information about the situation including contradicting and challenging information.

5. **(a) Searching for a variety of tools, techniques, and methods that might help in out-of-the-box thinking**

The invention stage involves searching for a variety of tools, techniques, and methods that might help in out-of-the-box thinking. The analysis of accumulated ideas and information where the managers screen all ideas, analyze them, and discuss them with colleagues is the selecting stage of creativity. The exploration stage involves collecting all available information about a problem including contradicting and challenging information. In the implementation stage, managers decide how to put an idea into practice.

6. **(d) Pessimism**

Thinking pessimistically is obviously self-destructive and it acts as a barrier to creative thinking. If a manager believes that he/she is not creative or imaginative, then he/she can never be creative.

7. **(e) Creative culture hinders competitive advantage**

Except creative culture hinders competitive advantage, all other options are true. A creative culture at the workplace benefits managers and employees in many ways. It identifies new approaches to improve performance, develop new methods, and enhance growth in the organization. It helps managers in solving problems in an innovative and economical manner. A creative work culture enables proper utilization of resources, thus minimizing wastage of resources. It helps in strengthening the organization's strategic position and in integrating the functioning across various areas in an organization.

8. **(d) Common purpose and values**

A creative team should have a common purpose as this enables the members to develop a culture of cooperation. Beyond the common purpose and core values, members of a team should have diverse opinions. Creative teams generally have people from diverse

backgrounds. Members of creative teams generate different ideas and thoughts that are unusual.

9. **(c) When the ideas are being generated, they should not be criticized**

The basic rule for a brainstorming session is that the ideas generated at the session should not be criticized. This also applies to the participants, i.e the participants of the meeting should not be criticized.

10. **(b) The participants should not interact while drawing**

The basic rule of the guided visualization technique is that participants should not interact with each other while drawing. Also, written verbal messages should not be included in the drawings.

11. **(c) Creative overloading**

Some of the techniques organizations can use to stimulate creativity are creative overloading, creative benchmarking, and creative thinking.

12. **(a) Creative benchmarking is comparing one's standards with that of the best in a diverse environment**

Creative benchmarking is the process of comparing one's organization with the best in a diverse environment. It is not just looking at the industry or market leader's standards but looking for the standards in a more diverse environment.

13. **(a) Two or more groups working on the same problem or situation**

Two or more groups working on the same problem or situation are called parallel groups. Such groups are used to bring in different viewpoints for a particular problem situation.

14. **(c) Fusion techniques**

The techniques that use various combinations of ideas, including those from unrelated areas, to frame a creative solution are called fusion techniques. Problem decomposition techniques are used to identify the various dimensions of a problem and frame a compatible solution that takes all of them into consideration. Mutual stimulation techniques involve information sharing about unusual ideas among individuals. Information sharing techniques involve searching for information to solve a problem.

Business Communication & Soft Skills
Course Structure

Block 1:	Non-Verbal, Oral, and Group Communications
Unit 1	Fundamentals of Communication
Unit 2	Nonverbal Communication
Unit 3	Listening
Unit 4	Negotiations
Unit 5	Interviewing
Unit 6	Group Communication
Unit 7	Making Presentations – Getting Started
Unit 8	Organizing and Presenting the Speech
Block 2:	**Writing Business Letters, Resumes and Memos**
Unit 9	Letter Writing: Writing about the Routine and the Pleasant
Unit 10	Writing about the Unpleasant
Unit 11	Writing to Persuade
Unit 12	Communication for Employment – Resume
Unit 13	Communication for Employment – Application Letter
Unit 14	Writing Effective Memos
Block 3:	**Formatting Letters and Writing Business Reports**
Unit 15	Structure and Layout of Letters
Unit 16	The Framework of a Report
Unit 17	Writing Business Proposals and Business Plans
Unit 18	Writing the Report
Unit 19	Managing Data and Using Graphics in Reports
Unit 20	Review of Writing Skills
Block 4:	**Managing the Self**
Unit 21	Tools for Professional Development
Unit 22	Business Etiquette
Unit 23	Managerial Effectiveness – A Conceptual Framework
Unit 24	Stress Management
Unit 25	Creativity in Management
Block 5:	**Managing People**
Unit 26	Emotional Intelligence in Management
Unit 27	Interpersonal Skills
Unit 28	Leadership and Change Management Skills
Unit 29	Multi-Cultural Communication Skills