



# **POLE VAULT to LEAD** **(for Project Managers)**

# POLE VAULT to LEAD

1. **Knowing Self through Emotional Intelligence**
  - Self-Awareness for Leaders
2. **Managerial Communication for Camaraderie**
  - Communication for Higher Output
3. **Eat the Frog: Managing Workplace Time**
  - Time Management and Planning
4. **Risk Management Competencies**
  - Risk Assessment and Management
5. **Goal Oriented Huddling for Execution**
  - Goal Achievement and Accountability

## POLE VAULT LEADERSHIP



*WHAT IS LEADERSHIP?*




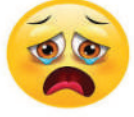








*WHAT IS THE IMPORTANCE OF LEADERSHIP?*

*WHY DO LEADERS SUCCEED?*

*WHY DO LEADERS FAIL?*

*WHAT IS THE LEADERSHIP RECIPE?*

## SELF AWARENESS THROUGH EMOTIONAL INTELLIGENCE

Emotions	Emoji	What would you do?	Do you like it?	Impact on Person	Impact on Task
Anger					
Worry					
Hatred					
Sadness					
Fear/Anxiety					
Frown					
Happy					
Pleasant					
Love					
Empathy					
Gratitude					
Smile					

EMOTIONAL ACTIONS: SEALMODEL

What was the **SITUATION** that made you RED in the recent past?

What was the **EMOTION** exhibited by you when you were RED?  
*(Write and draw your face with the same Emotion)*

What **ACTION** happened from your side?

What would have been a better **ACTION**?

What have you **LEARNT** now from the Situation and the Reflection of the Situation?

## EMPATHY: CASE STUDY - DEEPA, THE SUPPORT EXECUTIVE

A&B is a large infrastructure company operating across different geographic zones. A&B is an employee friendly organization, and this was precisely the reason for Deepa joining A&B. Her friends told her that A&B is a good place for the employees. Deepa was given the responsibility of supporting more than 21 team leaders and also supporting the Unit Head. The 21 team leaders along with their team of more than 200 people were ably supported by Deepa.

Deepa earlier worked in the procurement team from where she wanted an internal transfer due to certain health reasons. Deepa had a good team leader who supported her in many ways. Deepa was hopeful that she would get the same treatment in her next role.

Deepa: Hi Ish.

Ish: Hi Deepa.

Deepa: How are you Ish?

Ish: I am fine Deepa. How are you?

Deepa: I am also fine Ish.

Ish: So, how is the work?

Deepa: Going on.....Ok. I must go a bit early today. My sister has gone out of the city. I have to take care of my mother.

Ish: Ok. Deepa.....sorry, but I think your voice is **not very enthusiastic. Its dull and sad.**

Deepa: Yes Ish. My **mood is not good. I am down. Feeling low. A bit frustrated. Angry on the team leaders.**

Ish: Why Deepa? What happened?



Deepa: The support I extend to these team leaders is not recognized. They are very casual. When they need support, they come to me. **But, once the work is over, they behave as if I don't exist.** They sit across the other workstation. **And they don't even bother about me.**

Ish: Strange Deepa. This is too much. I am sure you must have got hurt badly.

Deepa: Yes. I am hurt very badly. **They don't even ask me whether I have taken lunch or not.They just ignore me** and go for lunch. I am sitting almost beside them. But never, at least one team leader bothered to ask the question," Hi Deepa, we will go lunch." Or "Deepa, have you taken your lunch?"

Ish: Oh my God. These fellows are heartless. No empathy for colleagues.

Deepa: Yeah. I must pray God. Which God do you want to me to pray Ish? My boss is also a strange man. **Never smiles.** Minimum communication. **Never understands my problem.**

Ish: Then how Deepa.

Deepa: Nothing. I am dragging myself every day to work. Deepa's voice was suddenly filled with **sadness** and **disappointment.** Deepa was emotionally disturbed.

1. *WHAT IS WORKPLACE EMPATHY?*
2. *WHAT IS THE IMPACT OF THE WORKPLACE EMPATHY?*
3. *WHY IS DEEPA FEELING BAD?*
4. *WHAT DO YOU SUGGEST DEEPA?*
5. *HOW DO YOU PRACTICE EMPATHY AT WORKPLACE?*

Video from Taare Zameen Par





## Managerial Communication for Camaraderie

A normal human compulsorily needs some kind of communication with some other person or thing. If a person does not communicate anything to anybody, he is an abnormal human being and needs psychological counseling or treatment.

- Communication is an exchange of acts, ideas, opinions or emotions by two or more people.
- Communication is any behavior that results in an exchange of meaning and ideas.

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### **Indu, the engaging manager**

Ms. Indu was one of the dynamic managers of the company. She proved her worth within the very first year as she surpassed the target of Rs. 3.65 cr. and reached 3.90. Indu's Area Manager (AM) appreciated her at the state level meeting for her tremendous achievement. Indu manages a team of 22 members who are into different activities – calling the customers, sales persons, floor manager, etc. Most of the outlet managers had a good experience of 10-15 years of experience compared to Indu, who was a fresher. Other outlet managers too were surprised at Indu's outstanding performance.

*The conversation between Indu and the Area Manager.*

Wow, that's great Indu. You have done it. It's quite amazing.

Yes Sir, I am also happy to surpass the target. The credit goes to my team members. All have worked well.

But still, there might be some secret for your good work. What is that?

I took everyone with me Sir.

But Indu, I am sure you might have done something more than that.

Yes. I have been a bit proactive and to be frank our team members have done it. I ensure that I take them with me.

*Indu talked to the floor manager, Mr. Murugesh.*

Hi Murugesh, how are you?

I am fine madam. How are you madam?

I am fine Murugesh. Murugesh, I am sure the customers would love to see your floor management skills. I think you are the best floor manager in our company.

Thank you very much for your compliment madam.

*Indu spoke to a customer as she walked into the retail outlet.*

Good morning Madam. I am Indu. I hope you are Ms. Kanchan.

Good morning Indu. Nice talking to you yesterday.

Madam, please let us serve you better. I am sure that our people would provide you the best service.

Yeah. I know Indu. My friend told me about your outlet.

Thank you madam. I will ask our floor manager Mr. Murugesh to take you to the place.  
.....Murugesh, please guide madam to the earrings section.

*Indu went to the Marketing Unit and spoke to Neelu.*

Hi good morning. What's the status Neelu?

Madam, I just started calling. One customer sounded positive. I will give you the list in another hour.

That's good Neelu, I am sure you will do a good job.

Did you check the status of other outlets?

No madam, I will do it post-lunch.

Good Neelu.

*Indu called a customer to take feedback from her.*

Good afternoon Ms. Rajan. I am Indu.

Hi Indu. Sorry I was busy in the morning.

That's fine madam. I just wanted to take some inputs from you for improving our customer satisfaction.

That's good Indu. I appreciate you gesture of talking to me. I think you may improve the parking lot a bit. It's a bit crowded.

Sure madam. We will do our bit. I will keep in touch with you Madam for any other

*Indu called the back end stores located a bit far from the outlet.*

Hi Sukanya, I am Indu. Thank you for helping out by sending the product.

I could have sent it two days back, but none turned up to take the product.

Don't worry, I will ensure that things happen on time from now onwards.

Ok Indu.

*Indu speaking to the subordinates about a misunderstanding within the team.*

I think we are here to work for the company. Don't get bogged down by petty issues. I will reallocate your places tomorrow. I expect everyone to fall in line the company's expectations.....

Indu moved on to speak to others and address another issue.....And she became the best manager of the company.

1. WHAT ARE THE GOOD THINGS ABOUT INDU'S COMMUNICATION?
2. WHAT IS INDU'S COMMUNICATION STYLE?
3. WHAT IS YOUR COMMUNICATION STYLE?
4. WHAT ARE THE AREAS OF IMPROVEMENT IN YOUR STYLE?





COMMUNICATION SKILLS THROUGH ORIGAMI  
(ACTIVITY)



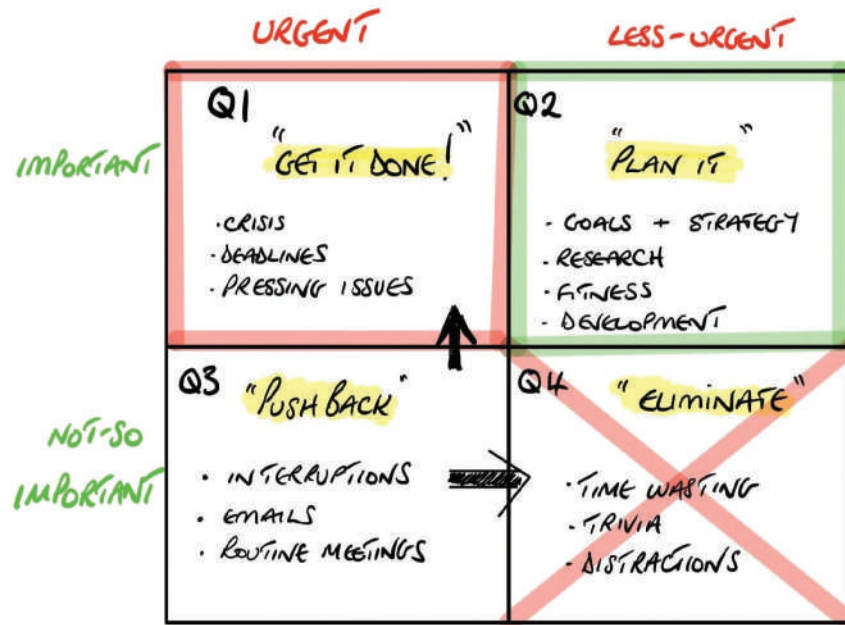
- 1. What did you learn from this activity?*
- 2. How do you rate your listening skills?*
- 3. How do you rate the communicator's communication skills?"*
- 4. What changes do you want to make to your listening skills?*

# Eat the Frog: Managing Workplace Time



	
<i>Activities – Today</i>	<i>Activities - Tomorrow</i>

## URGENT AND IMPORTANT MATRIX



*QUADRANT 1 Just get it done. Crises, last minute preparation, deadlines... it needs to be done and it needs to be done now.*

*QUADRANT 2 Plan this. This is the big value stuff. The areas of your life which should be looked after but dont get the attention they deserve because they're not on fire. In your personal life this is things like fitness, meeting friends, personal development. In your professional life it's strategy, coursework and taking time to consider your options. Get it into your agenda and keep it there.*

*QUADRANT 3 Minimise this. Interruptions, bad habits, emails which demand attention, routine meetings. Delegate it away if you can. Or reframe it. Is this something you should be doing? Or can it be eliminated?*

*QUADRANT 4 Eliminate this. Stop it. But dont confuse this with downtime or rest. You're not supposed to be working all the time - if you're making rest 'Important' it moves to a different box.*

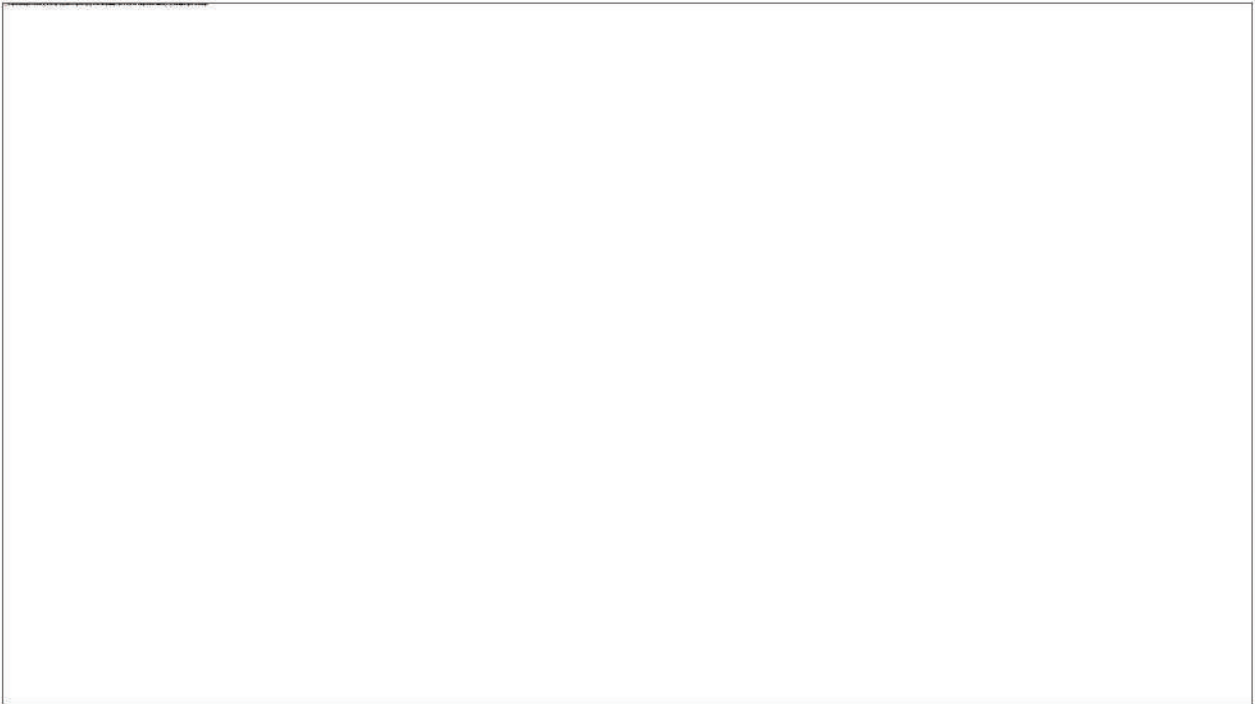
## Risk Management Competencies



- 1. What is risk management?*
- 2. Give an example of risk?*
- 3. How do you react to risk?*
- 4. What competencies are needed for managing risk?*
- 5. How adept are you at assessing risks at the workplace?*
- 6. Narrate how you handled a risk in the recent past.*
- 7. How can you improve your risk management competency?*



## Goal Oriented Huddling for Execution



- 1. What are the major things we are to accomplish during this period?*
- 2. What are the necessary interim steps, the specific objectives that will allow us to accomplish our goals.*
- 3. What timelines will we need to assure our goals are accomplished?*
- 4. For what will we be held accountable for in the next review?*
- 5. What is my responsibility in the accomplishment of the team goals?*

## Goal Orientation and Accountability

What	Who	When



GOAL PRIORITY WORKSHEET

1. ....

2. ....

3. ....

4. ....

5. ....

6. ....

7. ....



