



वसुधैव कुटुम्बकम्

ONE EARTH • ONE FAMILY • ONE FUTURE

Leadership Excellence

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Session 1, Soft Skills Program, VMSBUTU, Dehradun, India, 24 April, 2023



Outline

Soft Skills Essentials for Everyone

Leadership versus Management

Leadership Intelligence

Leadership Models:

1. Seven Habits – Dr. Stephen R. Covey
2. Tipping Point Leadership – William Bratton
3. Good to Great – Researcher Jim Collins
4. Five Levels of Leadership – Researcher Jim Collins
5. Lincoln on Leadership – Donald Phillips
6. Leadership in Action (5) – Dr. Manu K. Vora

Roadmap for Leadership Excellence

Best Practice Examples

Summary

Major References

Your Two Key Takeaways from the Session



Soft Skills Essentials for Everyone

Engineers work on projects and Managers oversee the projects. To effectively complete projects, one need proficiency in:

1. **Leadership Excellence**
2. **Effective Decision Making**
3. **Effective Time Management**
4. **Effective Teamwork (Problem Solving)**
5. **Effective Project Management (Risk Management)**
6. **Career Development Guidance (apply PM)**

20th Century Skills need: Reading, Writing, and Arithmetic

21st Century Skills need: **Teamwork, Problem Solving, Project Mgmt.**

Importance of Soft Skills

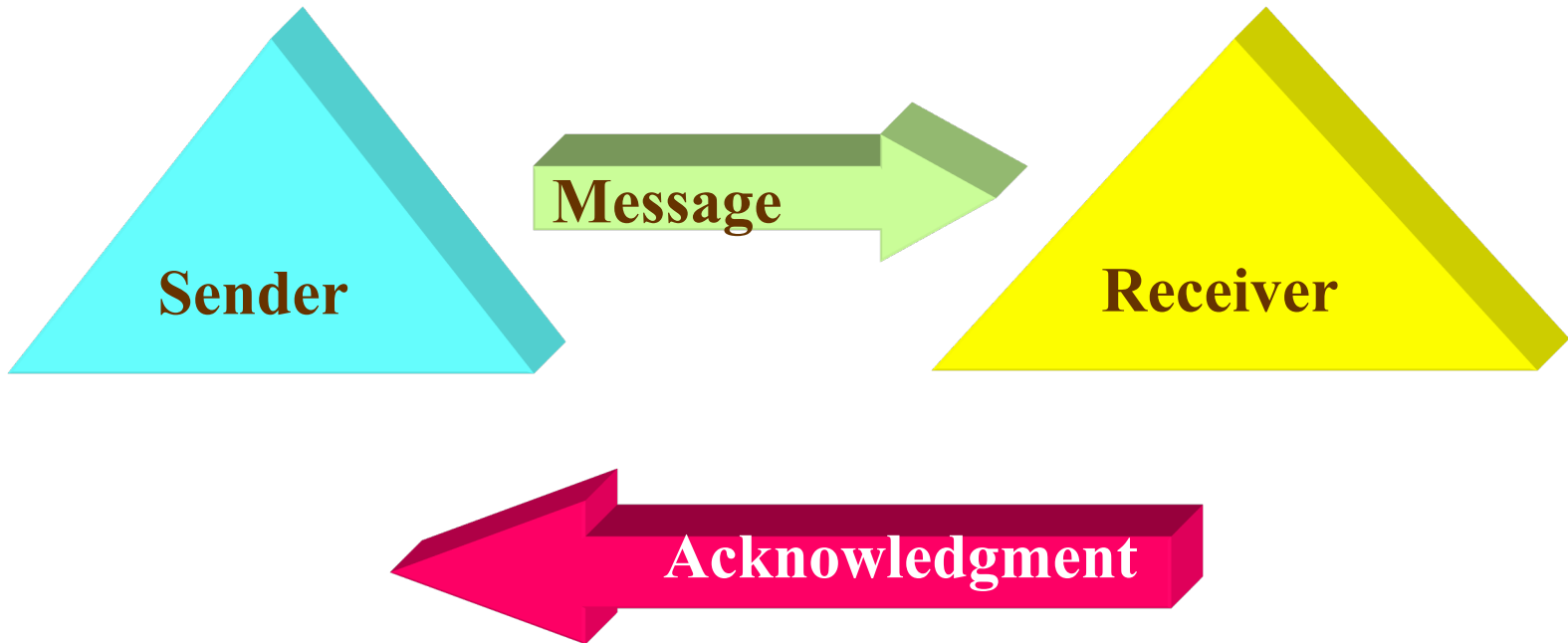
- **92%** of all executives say that **Soft Skills are just as important-or more important-than Hard or Technical Skills** (LinkedIn's 2019 Global Talent Trends report)
- **92%** of Deloitte's executives **rated Soft Skills as a Critical Priority** (Deloitte's 2016 Global Human Capital Trends report)
- **90%** employers believe that **graduates with Soft Skills will become increasingly important** (Talent Q survey)
- **67%** of all jobs in Australia will **rely on Soft Skills by 2030** (Deloitte Access Economics)
- **44%** of US executives say **lack of Soft Skills is the biggest gap in the US workforce**
- In 2015, National Association of Colleges and Employers (NACE) survey of employers listed **“Ability to Work in a Team”** as the **most desirable attribute of new college graduates**, ahead of problem solving and analytical/quantitative skills

Ref. The Growing Importance of “Soft Skills” in the Workplace (Ray Williams, March 22, 2020)

Communication

No matter what job you have in life, your success will be determined 5% by your academic credentials, 15% by your professional experiences, and 80% by your communication skills.

Two-Way Communication



Modes of Communication

Verbal

- **Appropriate**
- **Clear**
- **Concise**
- **Effective**
- **Non-Verbal**
- **Practice**

Written

- **Clear**
- **Concise**
- **Effective**
- **Impactful**
- **Meaningful**
- **Practice**

Presentation

- **Appropriate**
- **Clear**
- **Concise**
- **Coverage**
- **Effective**
- **Practice**

Leadership Quote

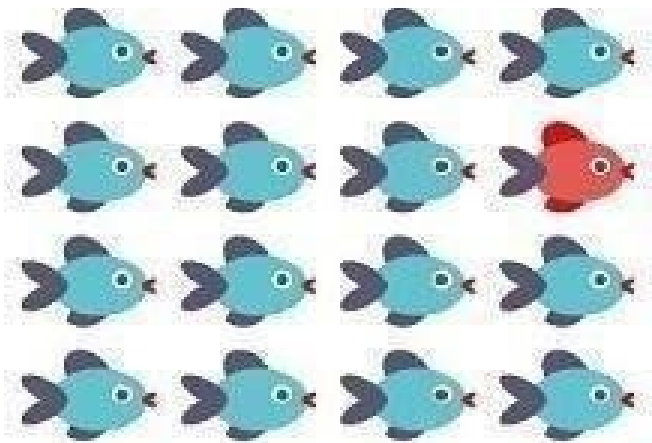
A leader is **best** when people barely know he exists, **not so good** when people obey and acclaim him, **worst** when they despise him.

But of a good leader, who talks little, when his work is done, his aim fulfilled, they will say, 'We did this ourselves'.

– Lao-Tzu (6th Century Chinese Philosopher)

Differences between

BOSS Vs. LEADER



- **Drives** employees
- Depends on **authority**
- Inspires **fear**
- Says **"I"**
- Places **blame** for the breakdown
- **Knows** how it's done
- **Uses** people
- **Takes** credit
- **Commands**
- Says **"Go!"**

- **Coaches** employees
- Depends on **goodwill**
- Generates **enthusiasm**
- Says **"we"**
- **Fixes** the breakdown
- **Shows** how it's done
- **Develops** people
- **Gives** credit
- **Asks**
- Says **"Let's go!"**

Leader as a Coach

C – Caring about people

O – Organizing people

A – Align people around purpose & values

C – Challenge people

H – Help people

Ref. Bill George, Podcast on True North and Authentic Leadership,

McKinsey & Company, 5 April, 2023



Leadership YouTube

Leadership ... that Mysterious Talent (4.36 min)

<http://www.youtube.com/watch?v=UDp87fxfXoM&feature=related>



Great Global Leaders

Swami Vivekananda



Nelson Mandela



Abraham Lincoln



Lincoln

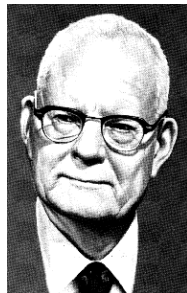
Mahatma Gandhi



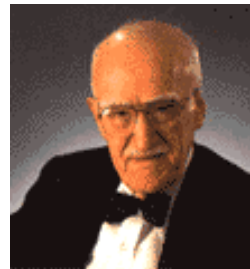
F. D. Roosevelt



Dr. W. E. Deming



Dr. J. Juran



John F. Kennedy



Leadership Intelligence

Ref: "A Report on EQ, IQ, & SQ", Amity University, Pratibha Chaudhary

Intellectual Intelligence - IQ

Serial Processing in Left Brain

Emotional Intelligence - EQ

Parallel Processing in Right Brain

Social Intelligence - SQ

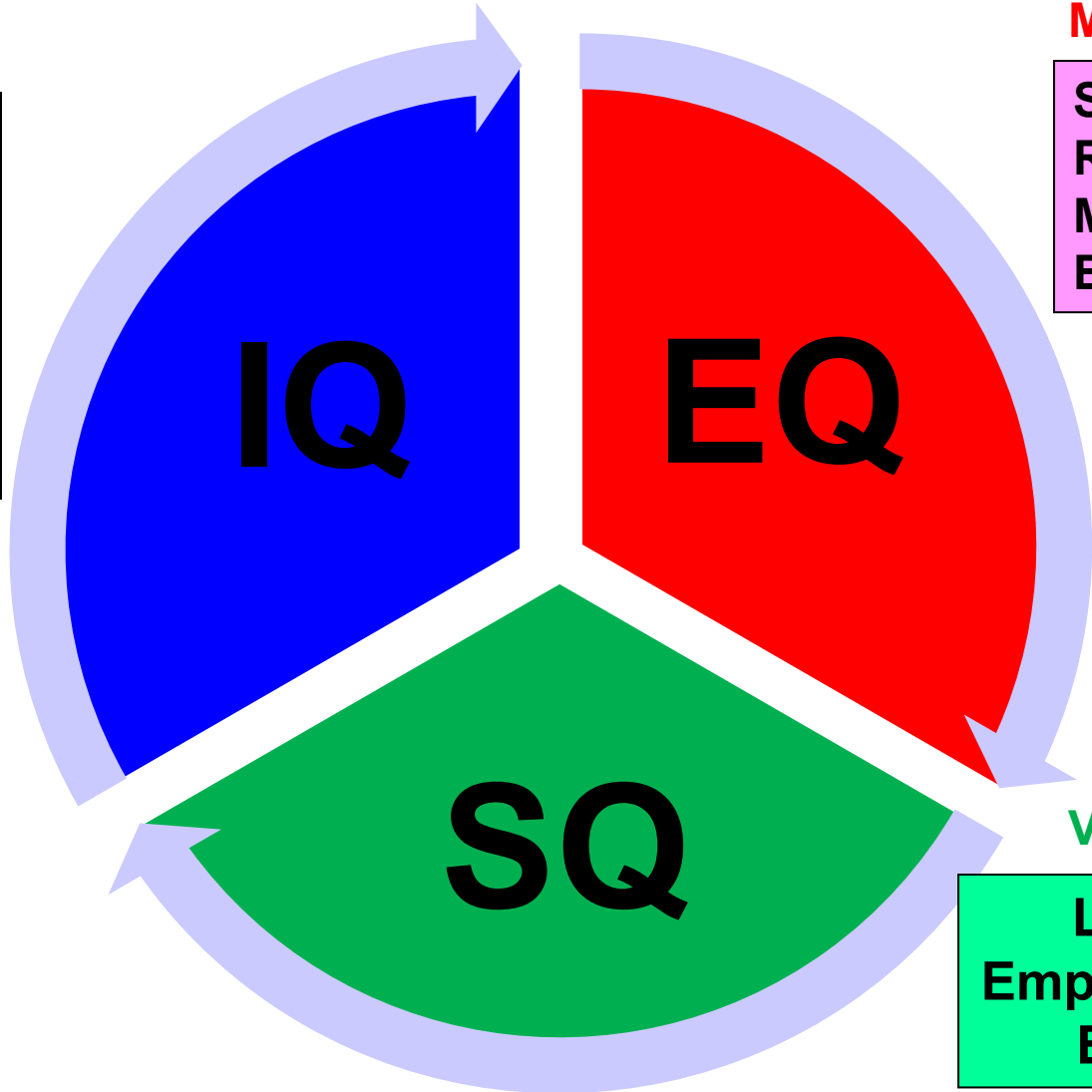
Synchronous Processing in Whole Brain

Leadership Intelligence

“Leadership and Intelligence”, Darden Business Publishing, UoV, 1997

Albert Einstein

Mental Capacity, Genetic, Shaped by Experiences



Mahatma Gandhi

Self Awareness, Recognize & Manage Own Emotions

Swami Vivekananda

Listening, Empathy, Others' Emotions

Emotional Intelligence Domains & Traits

- **Self Awareness:**
 - Emotional Self Awareness
- **Self Management:**
 - Emotional Self Control
 - Adaptability
 - Achievement Orientation
 - Positive Outlook
- **Social Awareness:**
 - Empathy
 - Organizational Awareness
- **Relationship Management:**
 - Influence
 - Coach and Mentor
 - Conflict Management
 - Teamwork
 - Inspirational Leadership

Ref. Daniel Goleman, "12 Traits of Emotionally Intelligent People", HBR 6-2020.

Emotional Intelligence Benefits

Improve

Improve

Reduce

Leadership

Decisions

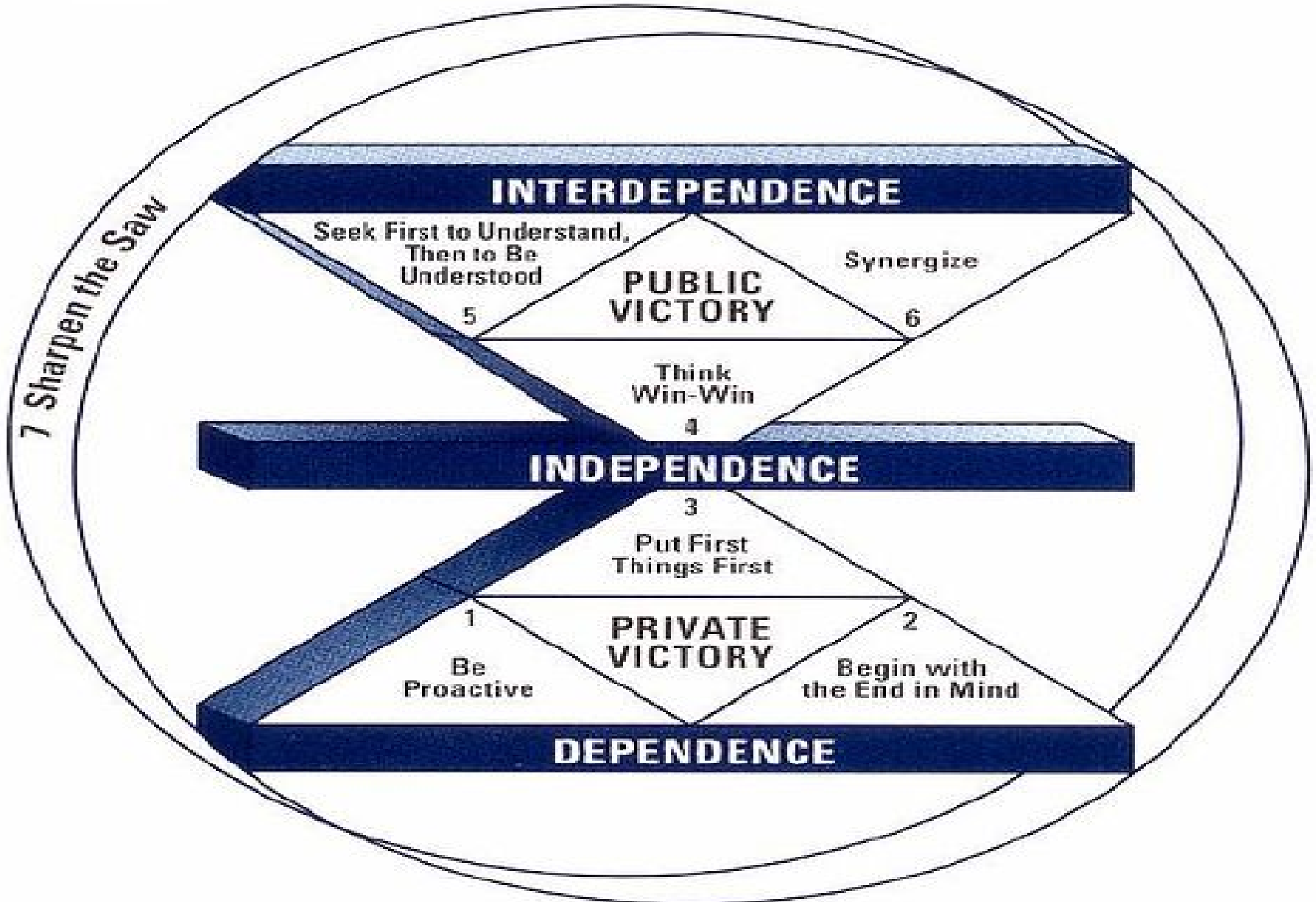
Stress

Teamwork

Well-being

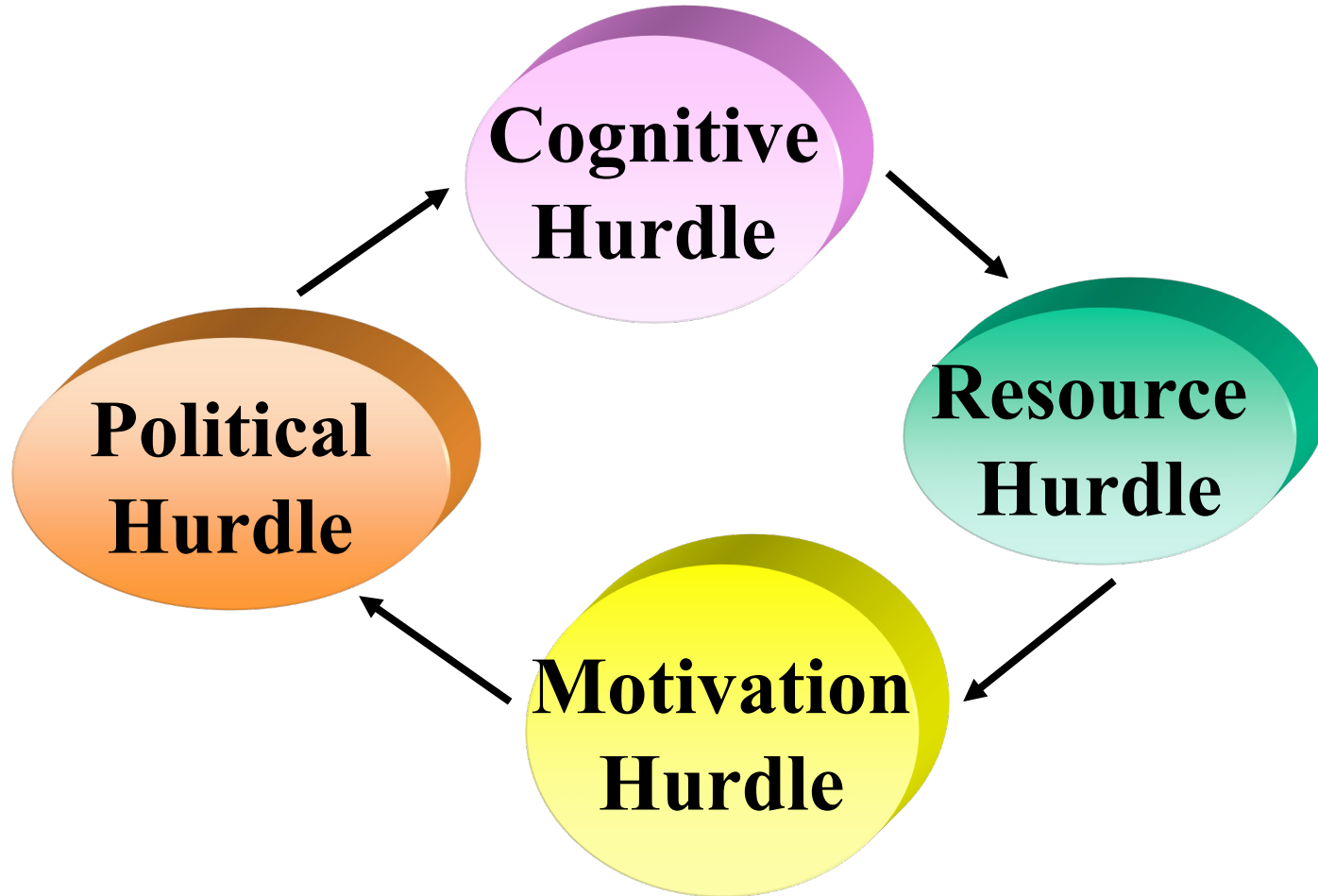
Turnover

The Seven Habits Paradigm – Steven Covey



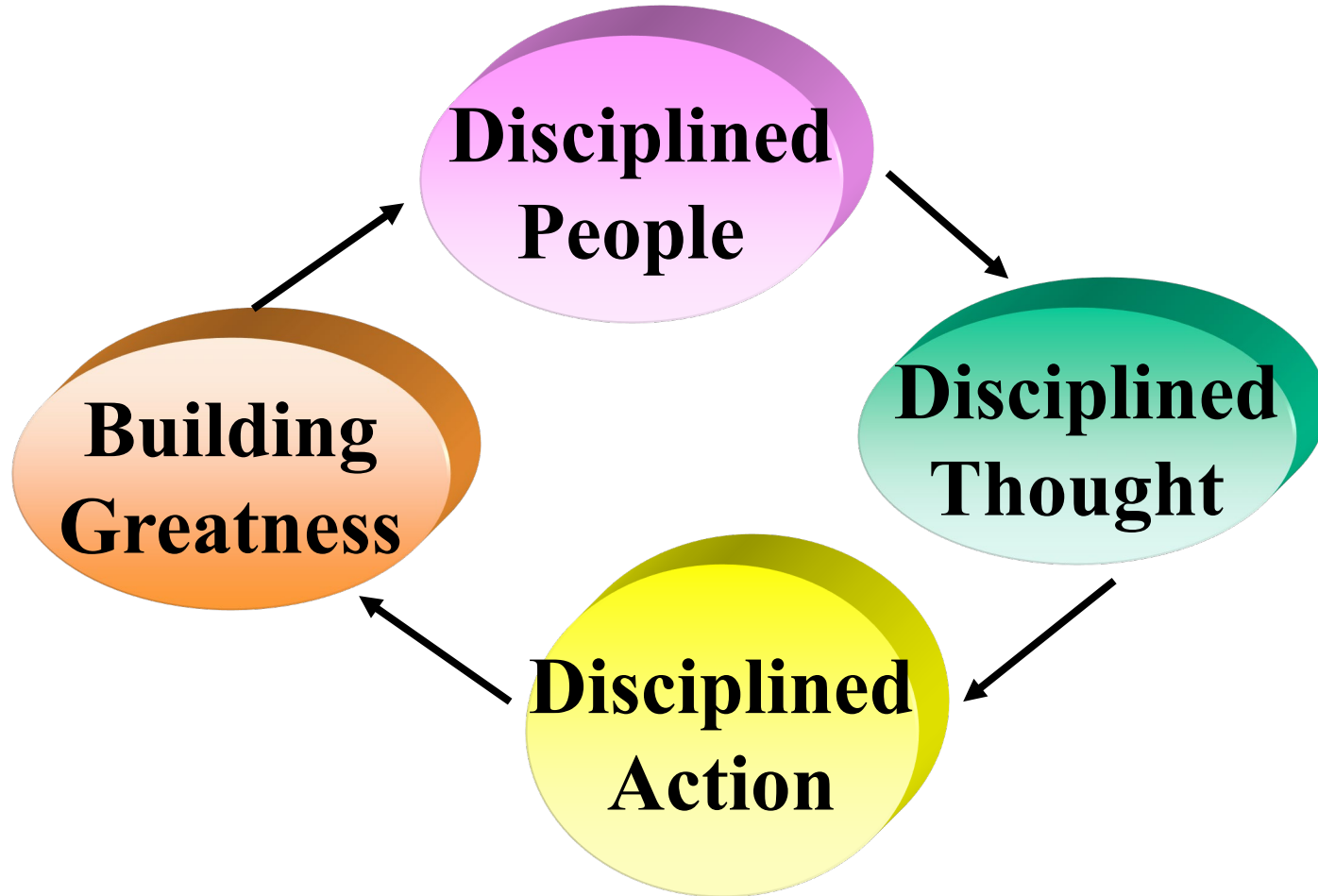
Tipping Point Leadership*

* Kim and Mauborgne, HBR, April, 2003.



Good to Great*

* *Jim Collins, HarperCollins Publishers, Inc., New York, 2001*



(Study of 1,435 good companies; examined performance over 40 years; companies that outpaced industry by 3X over 15 years in the stock market)



Jim Collins - “Level 5” Leadership



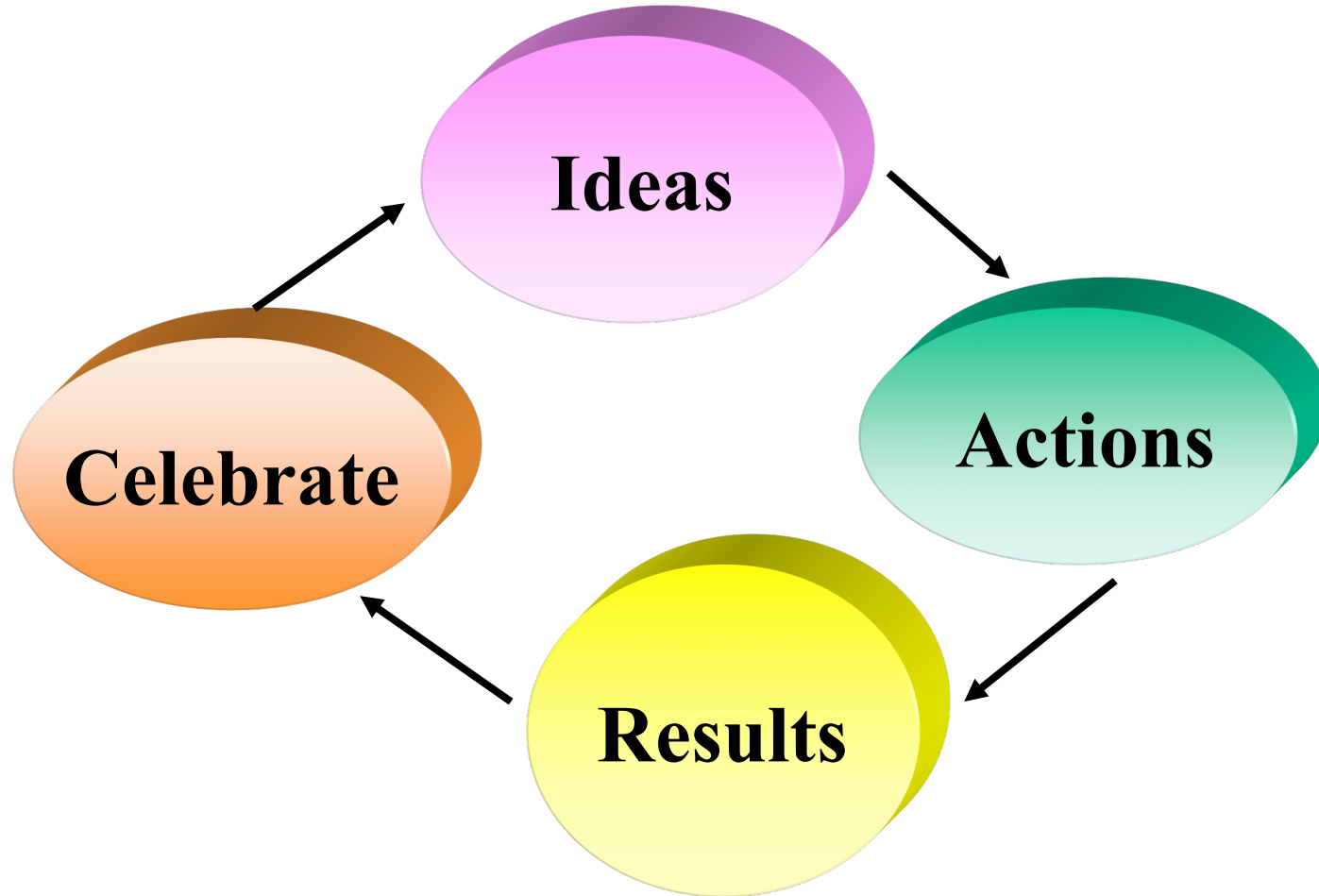


Lincoln on Leadership

1. **Get out of the office and circulate among the troops**
2. Build strong alliances – both personal and professional levels
3. **Persuade rather than coerce** – strived to work with and through people
4. **Honesty and Integrity are the best policies** –honest beyond question
(Honest Abe)
5. Never act out of vengeance or spite – kindness & empathy
(Malice toward none and charity for all)
6. Have the courage to handle unjust criticism – grace under pressure
7. Be a master of paradox – model of consistency, yet strikingly flexible
8. Exercise a strong hand – extraordinarily decisive
9. **Lead by being led** – share credit, take blame (Level 5 Leader)
10. Set goals and be results-oriented
11. **Keep searching until you find your “Grant”** – responsible & risk-taker
12. Encourage innovation – catalyst for change (think anew and act anew)
13. **Master the art of public speaking** – anecdotes & humorous stories
14. **Influence people through conversation and storytelling** - memorable
15. Preach a vision and continually reaffirm it – inspiring, clear, & concise

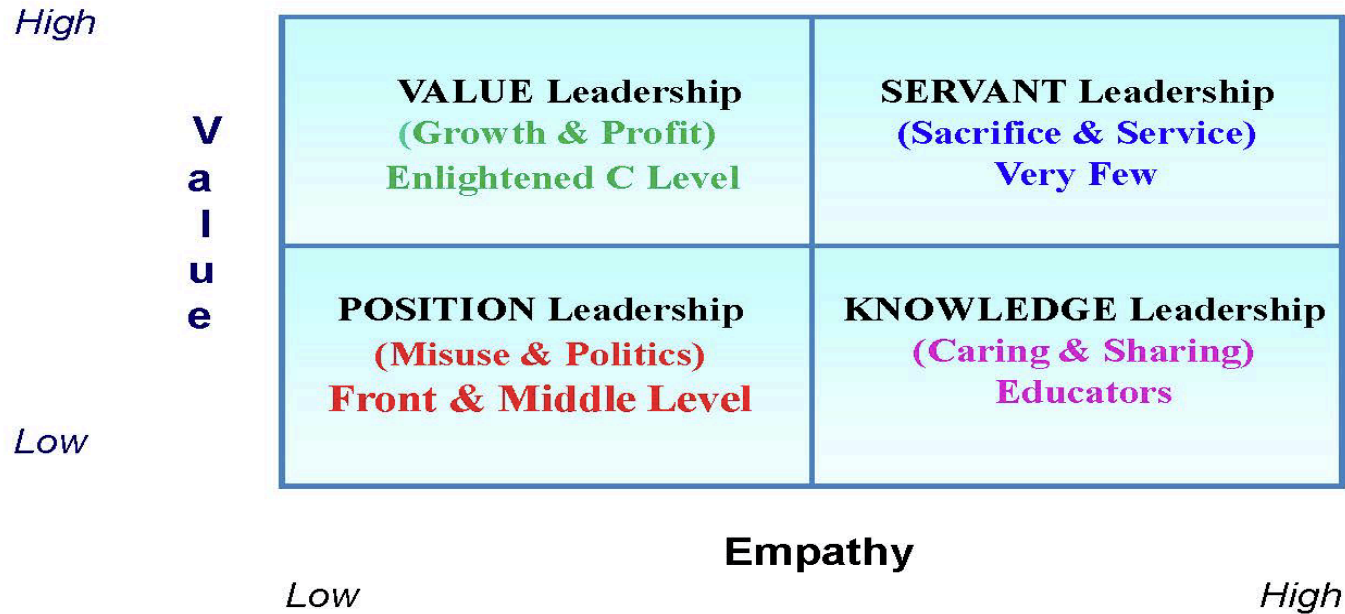
Business Excellence, Inc.*

**Copy Right, US Library of Congress, 2001*



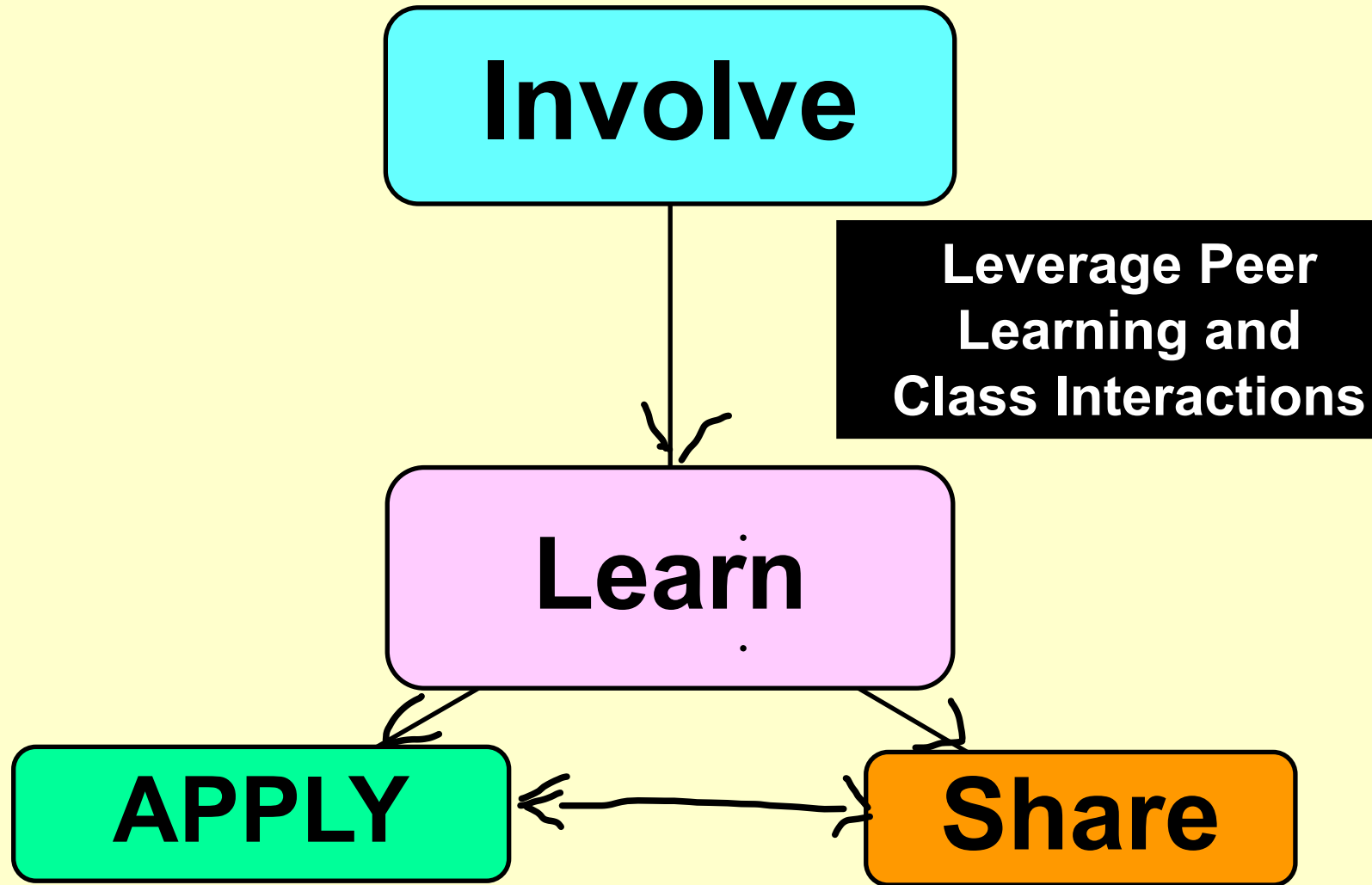
A Global Leader in creating Customer Delight, Employee Engagement, Process Excellence, and Enhanced Operational and Financial Performance

Leadership Paradigm

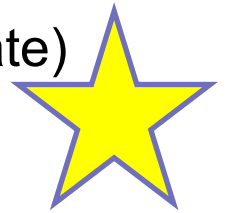


Learners' Engagement Model (I L A S)

Dr. Manu K. Vora (1993-present)



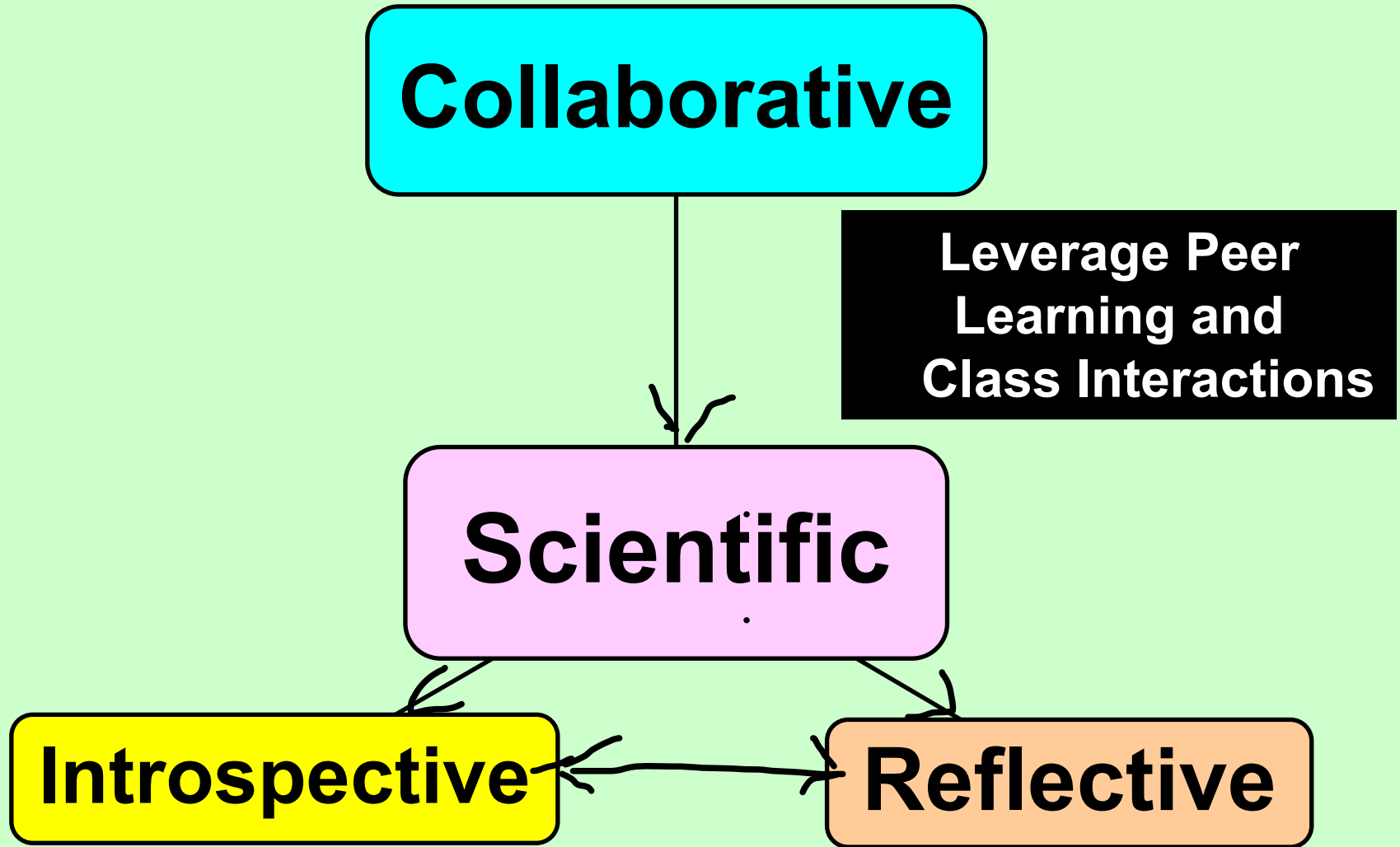
12 Keys to the Kingdom for Learners' Engagement



1. **Assign a Topic to Research & Share in the classroom** (rotate)
2. Share **Importance** of the Topic
3. Share **Real-World Applications** of the Topic
4. Ask **Topical Questions at the Beginning** of the Session (rotate)
5. Deliver **Basic Concepts/Principles**, so **no Need for Memorization**
6. Allow **Curiosity and Innovativeness to Flourish in the classroom**
7. Ask for **Key Takeaways at the End** of Session for common understanding – All students
8. Conduct **short Polls** or Voting, Arrange Role Plays
9. Form **Small Groups** to discuss and report back to the class
10. Form **Teams to work on Projects** and Teams **share their Project Results**
11. Invite **Guest Speakers** for sharing their broader perspectives
12. **Replenish your Knowledge**, so you can **give cutting-edge information**

Faculty Excellence Model (C S I R)

Dr. Manu K. Vora (2016-present)



Effective Teaching-Learning Processes

Dr. Manu K. Vora (1993-present)

Collaborative

- Team Focus
- Cooperation

Experiential

- Case Study
- Project Based

Outcome Based

- Reflection
- Implement



Template for Article Summary

(A 2-Page Article Summary per Team)

- **Key Principles/Practices** from the Article (3-4 bullets) – **15% space**
- **Application of Principles/Practices** in your Function (Individual name with 5 – 6 lines writeup bridging Theory with Practice) – **70% space**
- **Key Takeaways** from the Article (3-4 bullets) – **15% space**



Template for FDP Reflection Journal

(One Page to be filled out at the last Session)

1. Identify **3 Key Learnings (Outcomes)** from the FDP (Bullets)
2. List **3 Key Lessons (Concepts)** you will Implement (Bullets)
3. Share your **Implementation Plan for 3 Key Lessons** (Bullets)

Leadership of Teachers



Faculties educate students by Engaging, Energizing, Entertaining, and Empowering them



Role of Faculty

- ❖ **Engage** (Group Activities and Peer Learning)
- ❖ **Excite** (Importance and Application of Topic)
- ❖ **Empower** (Provide Relevant Resources)
- ❖ **Challenge** (To Find Solution to Problems)

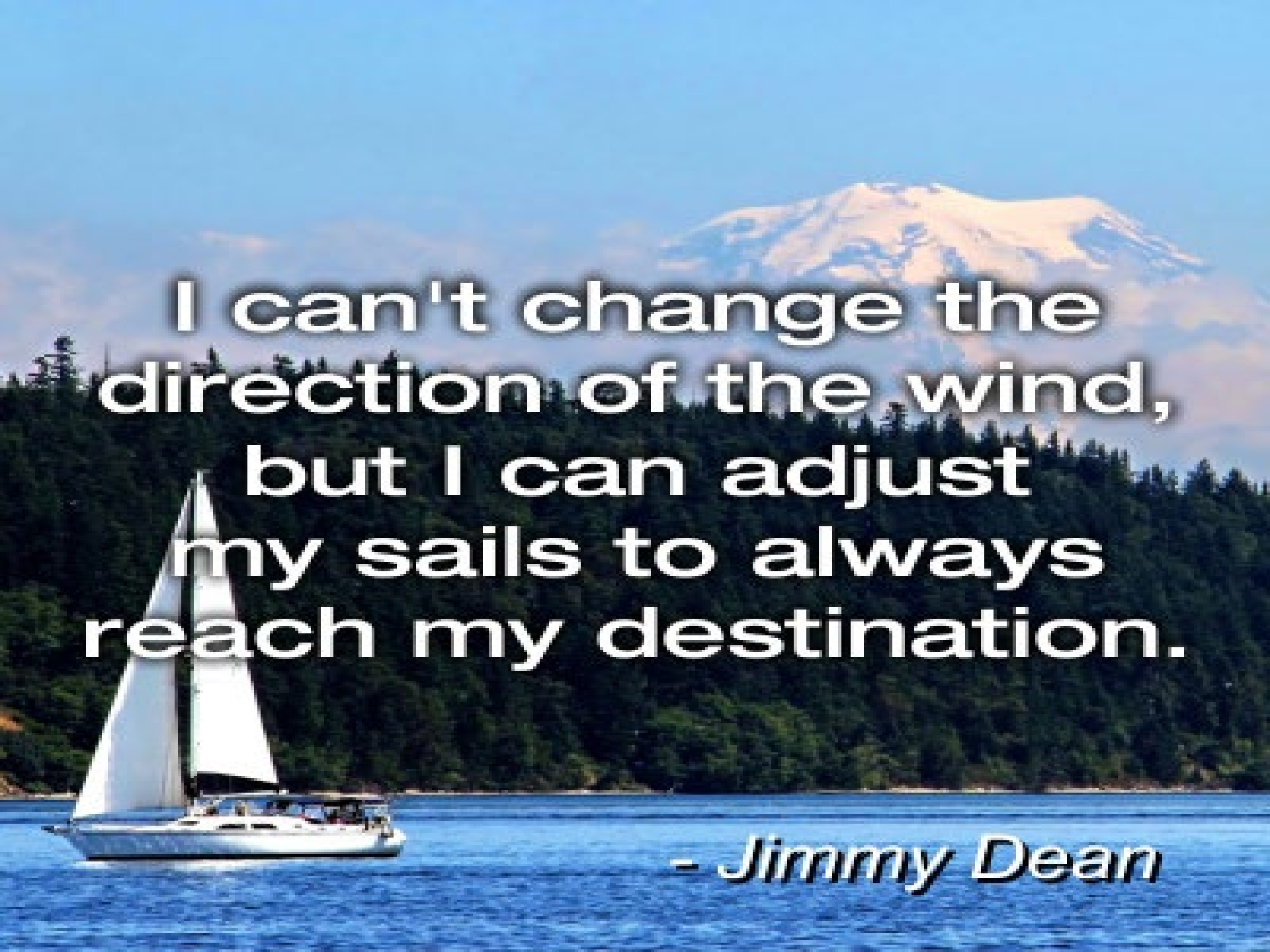
Roadmap for Leadership Excellence

- **Willingness** – Personal Commitment, Involvement, and Accountability
- **Feedback** to understand Own Behaviors
- **Analysis** - Areas of Strengths and Areas for Improvement
- **Personal Actions** – Short-Term and Long-Term Plans
- **Education and Training** for Skills Building, Integration, and Application
- **Nurturing Yourself** – Personal Change, Behavioral Change
- **Regular Evaluations** – Measure Progress with Metrics for Short-Term and Long-Term Action Plans
- **Celebrate Success**

Leadership – Core Competencies

- Create **Vision, Mission, and Values**
- Set **strategic direction**
- Sharp decision making, **teach and enforce ethics**
- Conduct organizational **reviews/ allocate resources**
- Build **cohesive teams**
- **Talent management** – finding and engaging best people
- **Provide recognition**
- **Coach and mentor** next level of leaders
- **Lead change**
- **Communicate effectively** across the organization
- **Ensure sustainability**

Source: US Baldrige Framework, NIST (2023-24)



I can't change the
direction of the wind,
but I can adjust
my sails to always
reach my destination.

- *Jimmy Dean*

Google Teaches Six Things to be Effective Boss

- **Mindset and Values** – Growth Mindset (Dr. Carol Dweck, Stanford Univ.) – Intelligence can be cultivated
- **Emotional Intelligence** – Heightened sense of self awareness
- **Manager Transition** – Share their transition challenges and frustrations with their peers
- **Coaching** – Active listening, cognizant of own/employee mind set, ask open-ended questions, meet individual communication style
- **Feedback** – Consistent feedback across teams, balance positive and negative feedback, authentic and appreciative, share growth opportunities
- **Decision Making** – Developed a framework for better decision making – managers test their ideas out loud and collect feedback from employees

Source: Inc., Schneider, M. (2017)

What Sets Successful CEOs Apart?

- **Deciding with Speed and Conviction**
 - Learn to move with right amount of speed
- **Engaging for Action**
 - Stakeholders' priorities and results by engaging employees
- **Adapting Proactively**
 - No playbook for situations, must be ready to adapt
- **Delivering Reliably**
 - Establish business management systems for performance

Source: Botelho et al., HBR, May-June, 2017



My Social Responsibility

■ **Blind Foundation for India (BFI) 1989-Present:**

BFI Mission is to Prevent and Cure Blindness and Educate and Rehabilitate Permanently Blind People in India. Raised **over \$6 Million for 250,000 Free Cataracts, 137 Mobile Vans, 10,000 Braille Kits** to children, **One Million school children** examined for their eyesight. Over **One Million Adults** eyesight checkups.

Resource: <http://www.blindfoundation.org/>

■ **Leadership Excellence Series (2013-present):**

Taught **Soft Skills** and **Quality Management** topics to over **1.2 Million people in 100 education institutes in India.**

Resource: <http://asq.org.in/leadership-excellence-series/>

Effective Time Management: https://youtu.be/z_fvgG8uwus

“The road to success is not crowded. Because while most are looking for ways to take, the truly successful people are finding ways to give. With a giving attitude, every situation is an opportunity for success.”

Author Unknown



WORLD BOOK OF RECORDS LONDON

Welcome You all in Virtual Felicitation Ceremony of **CERTIFICATE OF COMMITMENT**

Date- 17/03/2022 | Time- 9:30 AM- 10:15 AM (IST)



Host



Dr. Diwakar Sukul
Chairman, World Book of Records
London



Dr. MANU K. VORA (Recipient)
Member AICTE NEP 2020 Implementation Committee, India
President, Blind Foundation for India, USA

Co-Host



Shakti Tiwari
Secretary, World Book of Records
London

Chief Guest



Swami Nikhileshwaranandji
Adhyaksha, Shri Ramakrishna Ashram,
Rajkot, Gujarat, India

Guest of Honour



Prof. Anil D. Sahasrabudhe,
Chairman AICTE,
New Delhi, India

Special Guests



Dr. Rakesh Kumar, IAS
Chairman, Uttarakhand
Public Service Commission
UK, (India)



Mamta Rani Agarwal
Advisor-I, AICTE ATAL
Academy,
New Delhi (India)



Prof. Paul Prabhaker
VP, Emeritus, Northern
Illinois University,
USA



Prof. K. G. Suresh
Vice Chancellor,
MCU,
Bhopal



Prof. Anil Kumar Agrawal,
In-Charge, T&P Cell, IIT,
BHU,
Varanasi



Shri. Rakesh Tiwari, IFS
Under Secretary,
BIMSTEC,
MoEA,
Govt. of India



Shri. Ghanasyam Soni,
IRS, Ministry of Finance,
Govt. of India



Dr. Sanjay Kumar,
DIG, CRPF Group Centre,
Bhopal



Prof. Shobha Lal, Dean,
FE&T, JVVU, Jaipur



CERTIFICATE OF COMMITMENT

This Certificate is awarded to

DR. MANU K. VORA

MEMBER, AICTE NEP 2020 IMPLEMENTATION COMMITTEE, INDIA
PRESIDENT, BLIND FOUNDATION FOR INDIA, NAPERVILLE, ILLINOIS, USA

To validate your dedicated and relentless commitment for promoting safety against the Covid-19 pandemic and pledge to serve the society with honesty and sincerity for reducing the human sufferings, also to guide for the best prevention of Coronavirus disease as specified by the World Health Organization (WHO).

Willi Jeyler
Wilhelm Jezler
Head of Europe
Switzerland

CC-105142 / Zürich / 14 March 2022



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DR. MANU K. VORA

Member, AICTE NEP 2020 Implementation Committee, India
President, Blind Foundation for India, Naperville, Illinois, USA



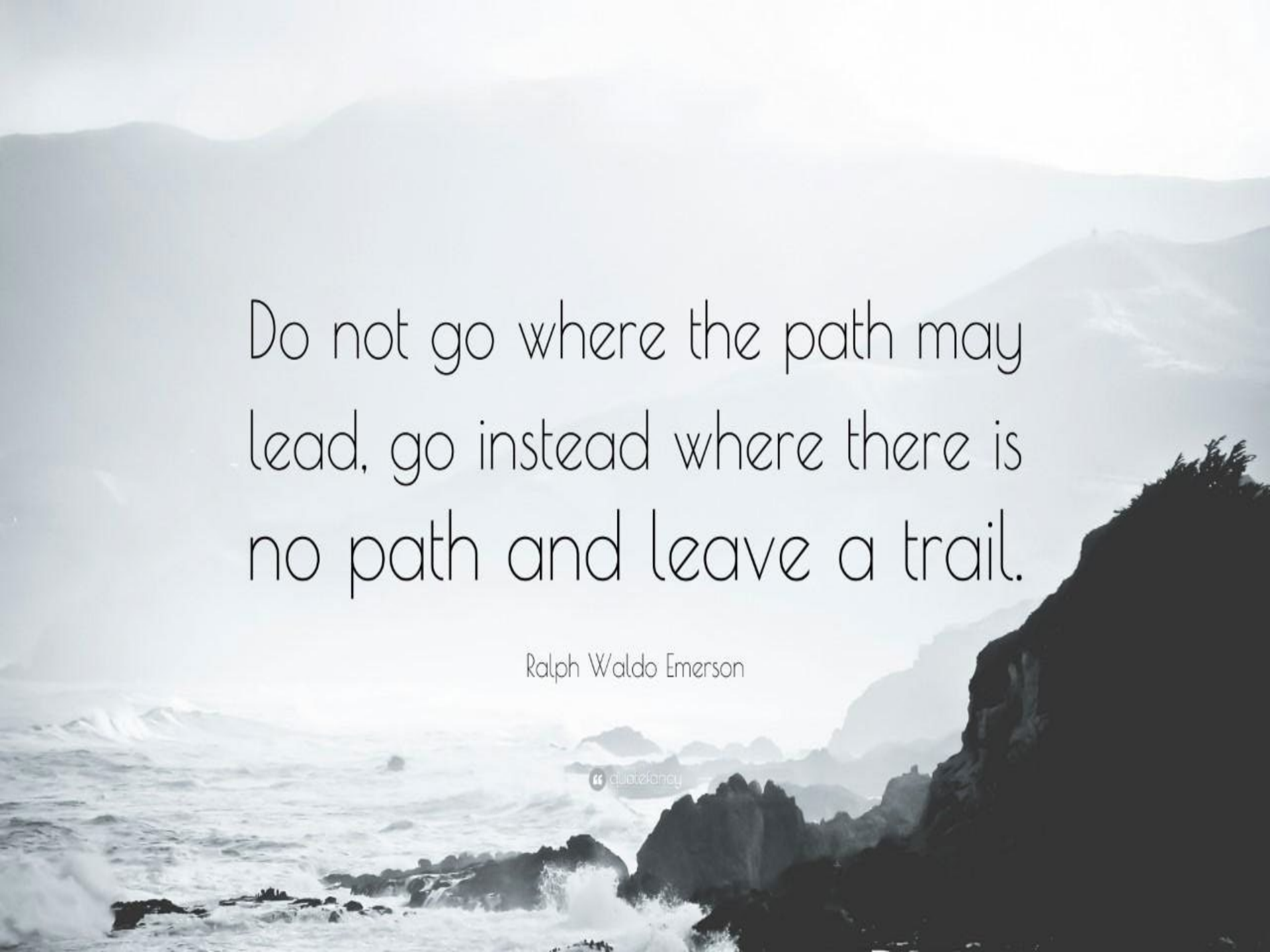
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**A LEADER IS ONE WHO
KNOWS THE WAY,
GOES THE
WAY &
SHOWS THE WAY.**



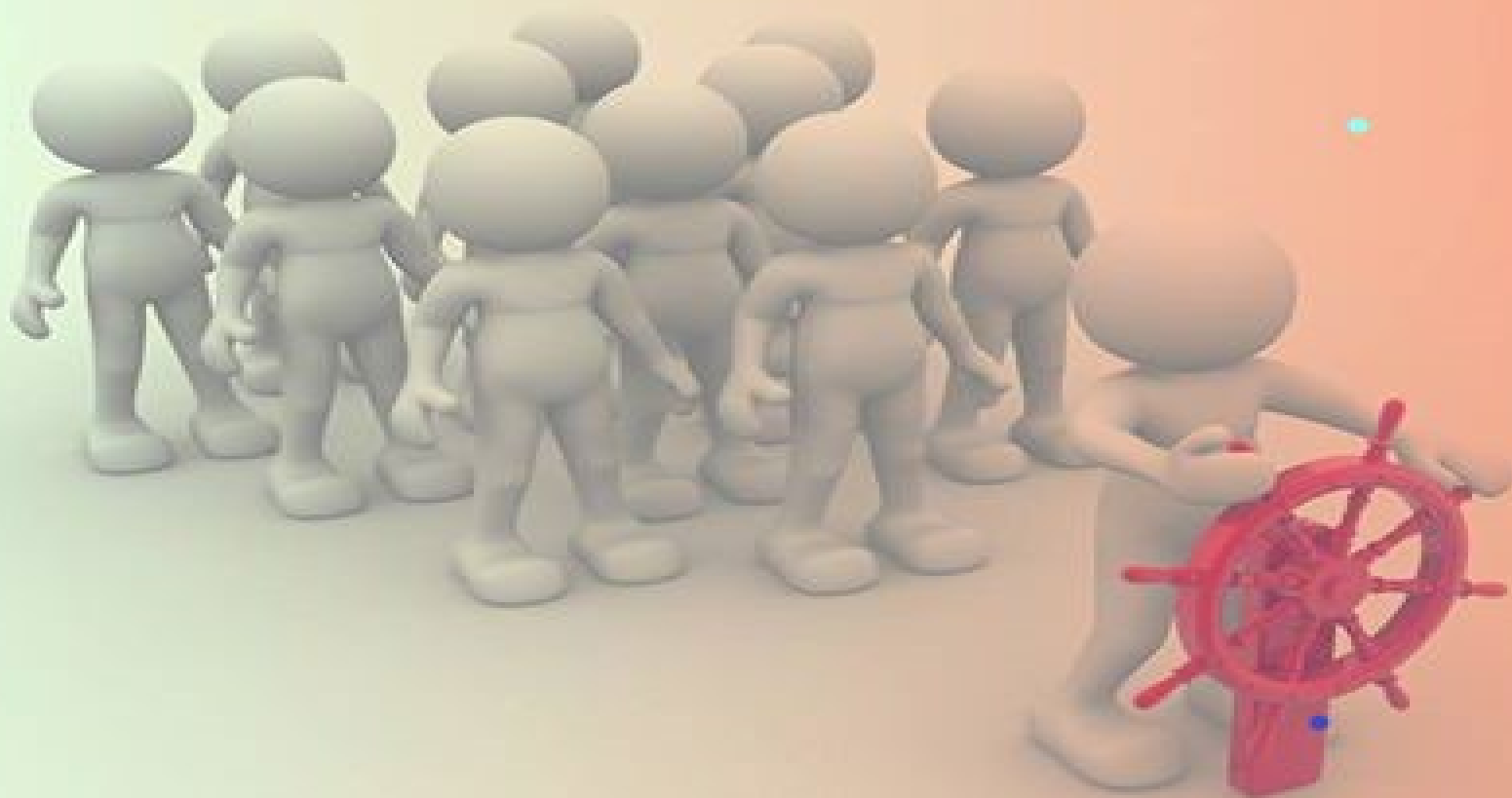
John C. Maxwell



Do not go where the path may
lead, go instead where there is
no path and leave a trail.

Ralph Waldo Emerson

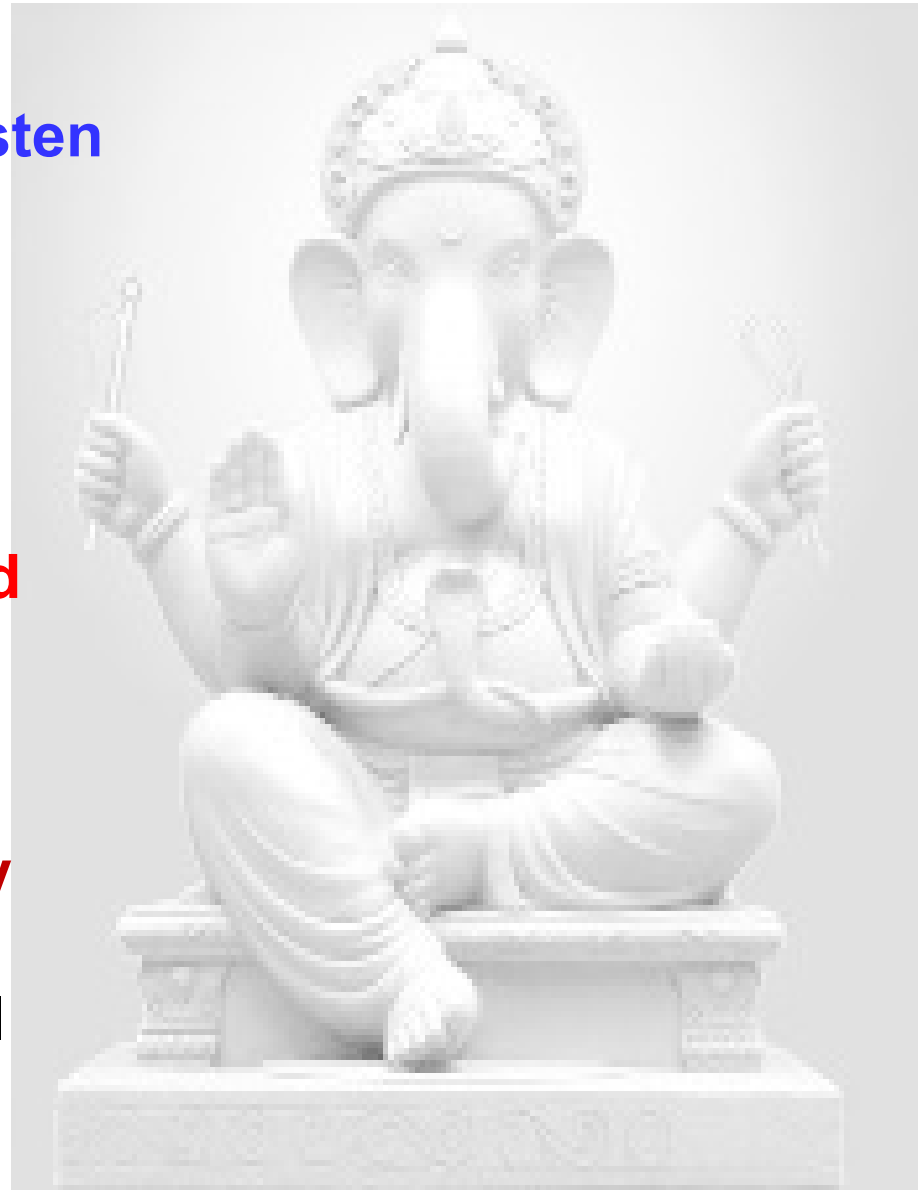
“ quote fancy



IF YOUR ACTIONS INSPIRE
OTHERS TO DREAM MORE,
LEARN MORE, DO MORE
AND BECOME MORE,
YOU ARE A LEADER.

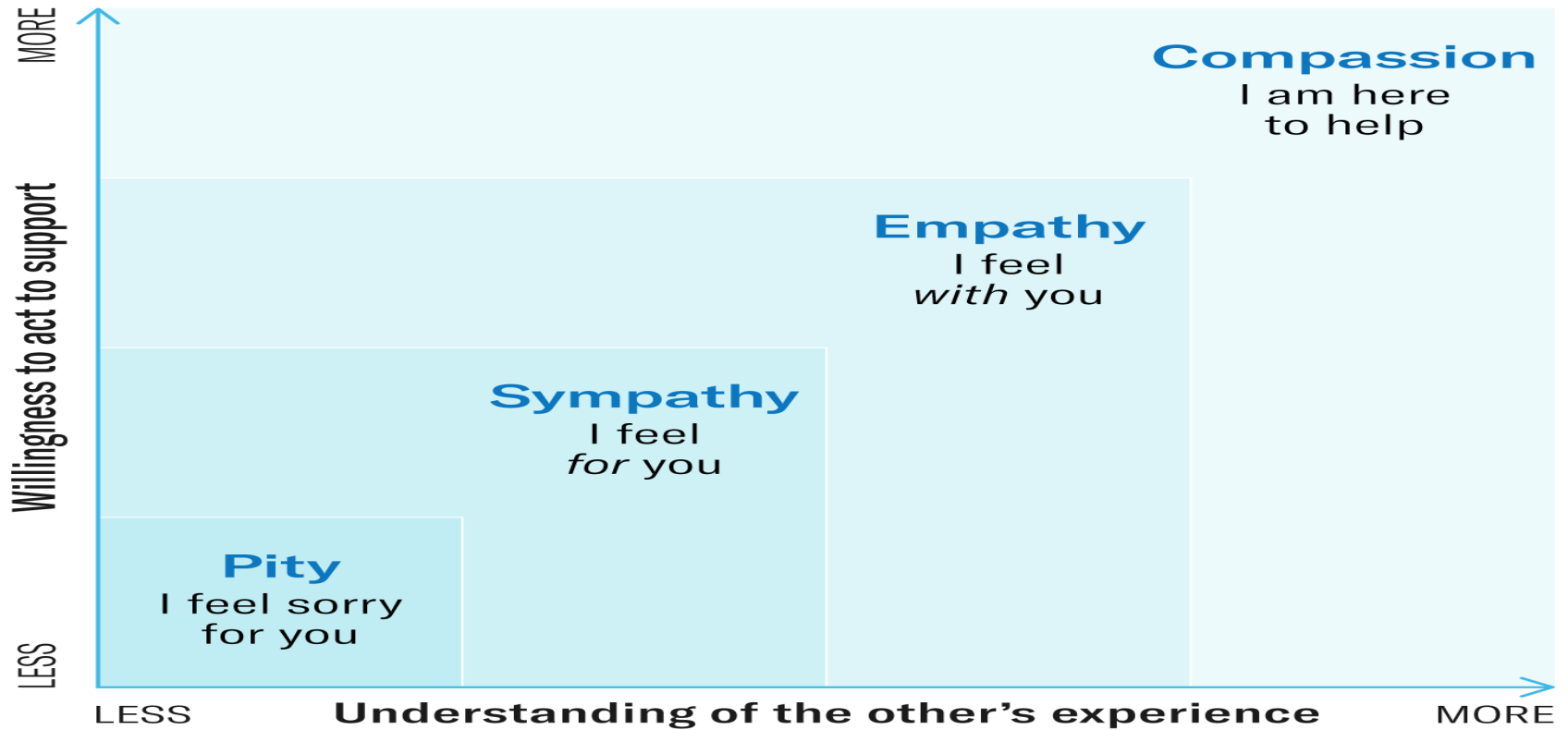
Leadership Lessons from Lord Ganesha

- **Big Head signifies Source of Wisdom**
- **Big Ears signify Capacity to Listen**
- **Flapping Ears signify Keeping Bad Information Out**
- **Trunk signifies Strength and Flexibility**
- **Big Stomach signifies Ability to Hold Information, Digest, and Integrate**
- **Small Eyes signify Ability to Contemplate**
- **Small Vehicle signifies Humility and Control Over Vasnas**
- **Married to Riddhi & Siddhi, still No Ego**



Empathy and Compassion

Compassion Goes Beyond Sympathy and Empathy



Source: Potential Project

Ref. "Connect with Empathy, But Lead with Compassion", Hougaard, et. Al., HBR, 12-2021



Empathy and Compassion

Five Key Strategy for Effective Leaders:

1. Take a mental and emotional step away.
2. Ask what they need.
3. Remember the power of non-action.
4. Coach the person so they can find their own solution.
5. Practice self-care.

Ref. "Connect with Empathy, But Lead with Compassion", Hougaard, et. Al., HBR, 12-2021

Assignments

A1. Leadership Style Quiz (13 Questions) –

(Three Styles - Authoritarian, Participative, Delegative)

<http://psychology.about.com/library/quiz/bl-leadershipquiz.htm>

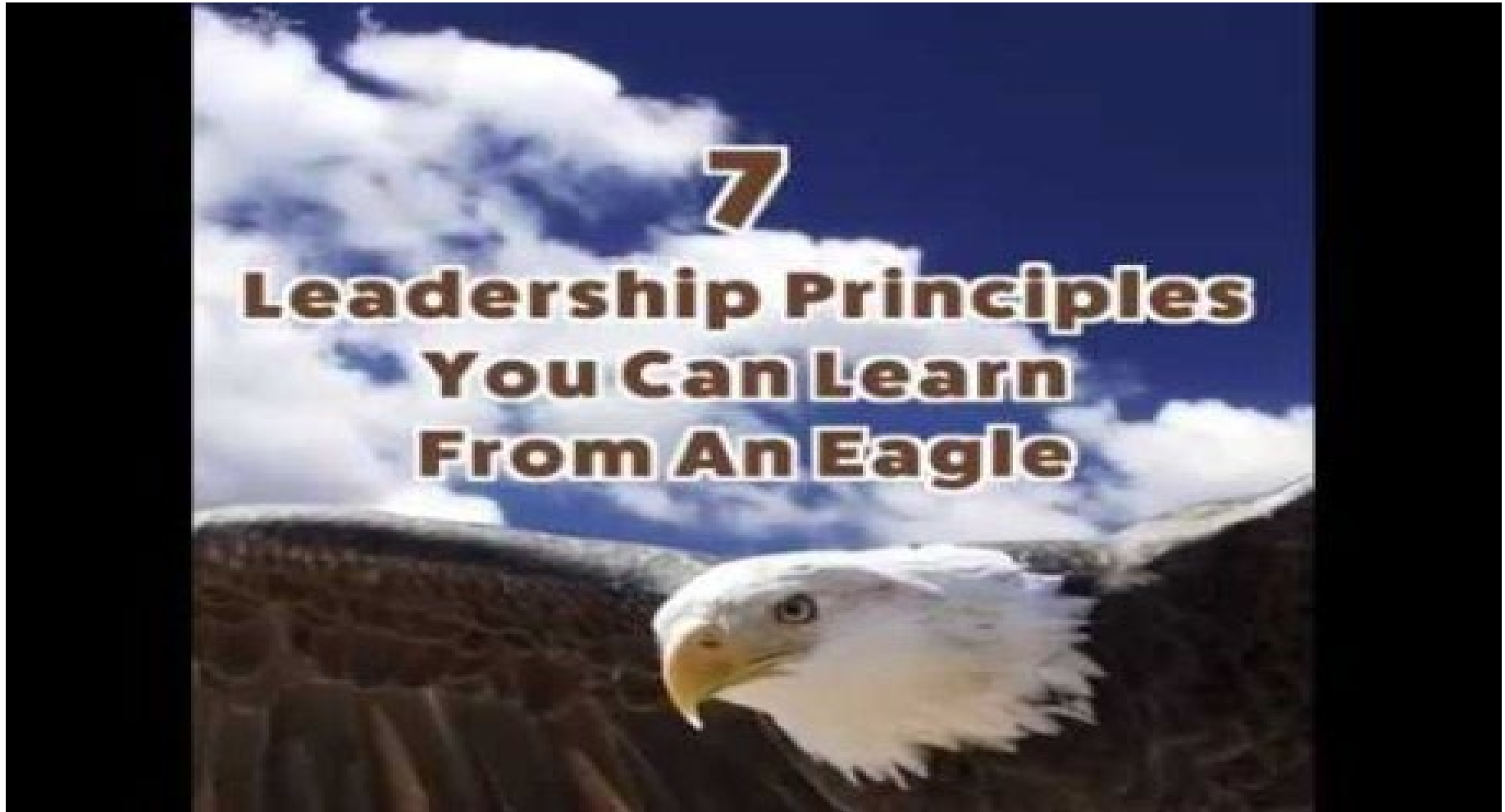
A2. Myers Briggs Type Indicator Test (74 Questions) –

[Click here to download the Free Personality Assessment \(Excel file\)](#)

Leadership YouTube

7 Leadership Principles Couched out of the Life of an Eagle (1.37 min)

<https://www.youtube.com/watch?v=6rGpHG3Wgol>



Summary - Leadership



- Leadership is all about **Influencing, Igniting, and Inspiring** Ordinary People to do **Extra-Ordinary things**
- **Leaders define Purpose, create Vision, identify Key Strategies, Allocate Right Resources, and Achieve Results through People**
- **Leadership is about Walking the Talk (Practice)**

Major References

- American Society for Quality (ASQ) India, Leadership Excellence Series, New Delhi, India, <http://asq.org.in/leadership-excellence-series/>
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- Vora, Manu K. (2013). "Business Excellence through Sustainable Change Management", The TQM Journal, Vol. 25, No. 6, PP 625-640, October.
- Wolff, B. (2017). "Three Lessons for Zappos CEO Tony Hsieh from a 250-Year-Old Team", Forbes Leadership Forum, 7/13/2017.



Your Commitment for Leadership – Two Key Takeaways

1. -
2. -



Soft Skills Program Topics

(8:30 pm – 10:30 pm IST)

- 1. 24-04-23 Leadership Excellence**
2. 27-04-23 Effective Decision Making
3. 01-05-23 Effective Time Management
4. 03-05-23 Effective Teamwork
5. 08-05-23 Effective Project Management
6. 10-05-23 Career Development Guidance



Thanks!
Questions, Comments, Key Takeaways?



Presenter

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Dr. Manu Vora is Chairman and President of Business Excellence, Inc. a global quality management consulting firm. He has **over 48 years** of leadership experience and has guided Fortune 500 companies with Baldrige Performance Excellence assessment. For **over 30 years**, as an Adjunct Professor he teaches Operations Management courses at business schools globally. He has contributed at **over 680** educational institutes world-wide. He is a sought-after speaker on business excellence and quality management topics with **over 1,270 presentations** globally and published **75 scholarly articles**. As an ASQ Influential Voice, he has published **50 blog posts**. In 2013, he gave two TEDx Talks, TEDxIITBHU Varanasi and TEDxIIT Chicago. Since 2013, he has delivered Soft Skills and Quality Management topics using technology to **over 100 colleges/universities** in India benefitting **over 1,200,000** students/ faculty/ professionals. In 2016 he delivered a **Project Management for organizational Excellence**, a **GIAN Course** approved by the **MHRD-GoI** at his alma mater, IIT (BHU). In 2016 he was appointed a **Fulbright Specialist** by the U. S. Department of State. He completed his first Fulbright Specialist Project in March 2018 at IIT (BHU). He serves on the Advisory Board of IUCEE Foundation. He received '**NRI of the Year Award 2018**' in Philanthropy category from Times Now and ICICI Bank. In March 2022, he was recognized by the **World Book of Records, UK for his Social Work**.

He has B.Tech. (Honours, IIT BHU Chemical 1968), M.S. (1970) & Ph.D. (1975) in Chemical Engineering from Illinois Institute of Technology, Chicago, and a MBA (1985) with Marketing Management from Keller Graduate School of Management in Chicago. As the Founder Director and President of Blind Foundation for India (BFI), his team has raised **over \$6 million** to help over one million visually impaired people in India. *ASQ has bestowed on him five Medals. He received "2017 Life-Time Achievement Award from Association of IIT-BHU Alumni, Delhi", "2015 BHU Distinguished Alumnus Award", "2015 & 2000 Rotary International Paul Harris Fellow Medal", "2013 Top 40 Alumni for the First 40th Anniversary of Keller Graduate School of Management", "2012 IIT Chicago Alumni Medal", "2011 Ellis Island Medal of Honor", and "2010 U. S. President's Volunteer Service Award". In 1968 he received J. N. Tata Scholarship to pursue his graduate work in the U.S. In 2023 he was included in the **Jewels of India, Volume II book** of 75 prominent Indo-American personalities in the U.S.*

