

## UNIT-4

### LEADERSHIP AND MANAGEMENT SKILLS

#### LEADERSHIP SKILLS

Leadership skills are the strengths and abilities individuals demonstrate that help to oversee processes, guide initiatives and steer their employees toward the achievement of goals.

Leadership skills are an essential component in positioning executives to make thoughtful decisions about their organization's mission and goals, and properly allocate resources to achieve those directives. Valuable leadership skills include the ability to delegate, inspire and communicate effectively. Other leadership traits include honesty, confidence, commitment and creativity.

To be an effective leader, a person should possess certain skills that can steer and motivate the team members toward success. The following list examines important leadership skills:

- **Open communication-** A good leader keeps an open line of communication with team members and can succinctly explain organizational goals and tasks using different types of communication channels, such as one-on-one sessions, email, video, chat, phone calls and social media. An effective leader also shares clear messages and makes complex ideas easy to understand for everyone.
- **Empathy-** Empathetic leadership focuses on identifying with others and understanding their perspective. Leaders who show empathy are successful because they can better understand how the employees feel about their work environment. This enables the leaders to bring positive changes to the workforce.
- **Strategic thinking-** Leaders need strategic and critical thinking skills, as they are tasked with challenging decision-making. A strong leader makes well-researched and objectively scrutinized decisions that can lead an organization toward achieving its goals.
- **Creativity-** A creative leader can brainstorm new ideas and inspire others toward creativity and innovation. For example, a successful leader will always recognize and reward employees for their creative input.
- **Positivity-** A great leader brings positivity into the work environment, which in turn uplifts the employees and encourages them to perform better. Positivity can be cultivated by showing care, respect, diplomacy and empathy toward the team.
- **Flexibility-** The best leaders get out of their comfort zones and quickly adapt to changing work conditions. They wear multiple hats and can problem solve and improvise on the fly. A successful leader also promotes employee engagement and is willing to accept constructive feedback from the team.
- **Conflict resolution-** A great leader not only knows how to avoid conflicts in the workplace but can also resolve them in an efficient and timely manner. While resolving conflicts, the leader stays level-headed and decides analytically.

- **Time management-** This is an essential skill for leaders, as they need to delegate tasks, prioritize commitments, set attainable goals and multitask. Successful leaders practice time management skills by setting SMART goals for themselves and their team members.
- **Reliability-** A strong leader is dependable and one that people can count on for fulfilling commitments and meeting deadlines. This encourages the team to appreciate the leader's decisions and follow in their footsteps.
- **Mentorship-** Great leaders are always ready to mentor and teach to bring out the best in their employees. They put in a lot of effort to make the team successful by using positive reinforcement, clarity, motivation and by rewarding achievements.
- **Recognizing potential-** Great leaders have a keen eye for recognizing potential talent and competencies in the workplace. They also don't shy away from acknowledging the abilities and achievements of their employees.
- **Responsibility-** The success and failure of a team ride on the shoulders of a leader. Therefore, leaders should be accountable for their actions and willing to take the blame when mishaps happen. Great leaders take responsibility and devise strategies for improvement instead of pointing fingers and blaming others.
- **Organization-** Leadership positions depend heavily on organizational skills. A successful leader can handle a variety of different projects, spend ample time on each, prioritize and ensure that all project deadlines are met.
- **Delegation-** Sometimes, it's difficult for leaders to let go of the projects they're passionate about. However, a great leader knows the strengths and key skills of each employee and delegates accordingly based on the project requirements. This also helps with relationship building within the team as employees feel valued, respected and trusted.
- **Feedback-** Effective leaders never miss an opportunity to provide constructive feedback to team members regarding their performance. Without feedback, employees can't gauge where they stand and which areas they need to improve on.

## MANAGERIAL SKILLS

Management skills can be defined as certain attributes or abilities that an executive should possess in order to fulfill specific tasks in an organization. They include the capacity to perform executive duties in an organization while avoiding crisis situations and promptly solving problems when they occur.

Management skills can be developed through learning and practical experience as a manager. The skills help the manager to relate with their fellow co-workers and know how to deal well with their subordinates, which allows for the easy flow of activities in the organization.

Good management skills are vital for any organization to succeed and achieve its goals and objectives. A manager who fosters good management skills is able to propel the company's

mission and vision or business goals forward with fewer hurdles and objections from internal and external sources.

Management and leadership skills are often used interchangeably as they both involve planning, decision-making, problem-solving, communication, delegation, and time management. Good managers are almost always good leaders as well.

### **Examples of Management Skills**

There is a wide range of skills that management should possess to run an organization effectively and efficiently. The following are six essential management skills that any manager ought to possess for them to perform their duties:

#### **1. Planning**

Planning is a vital aspect within an organization. It refers to one's ability to organize activities in line with set guidelines while still remaining within the limits of the available resources such as time, money, and labor. It is also the process of formulating a set of actions or one or more strategies to pursue and achieve certain goals or objectives with the available resources.

The planning process includes identifying and setting achievable goals, developing necessary strategies, and outlining the tasks and schedules on how to achieve the set goals. Without a good plan, little can be achieved.

#### **2. Communication**

Possessing great communication skills is crucial for a manager. It can determine how well information is shared throughout a team, ensuring that the group acts as a unified workforce. How well a manager communicates with the rest of his/her team also determines how well outlined procedures can be followed, how well the tasks and activities can be completed, and thus, how successful an organization will be.

Communication involves the flow of information within the organization, whether formal or informal, verbal or written, vertical or horizontal, and it facilitates the smooth functioning of the organization. Clearly established communication channels in an organization allow the manager to collaborate with the team, prevent conflicts, and resolve issues as they arise. A manager with good communication skills can relate well with the employees and, thus, be able to achieve the company's set goals and objectives easily.

#### **3. Decision-making**

Another vital management skill is decision-making. Managers make numerous decisions, whether knowingly or not, and making decisions is a key component in a manager's success. Making proper and right decisions results in the success of the organization, while poor or bad decisions may lead to failure or poor performance.

For the organization to run effectively and smoothly, clear and right decisions should be made. A manager must be accountable for every decision that they make and also be willing to take responsibility for the results of their decisions. A good manager needs to possess great decision-making skills, as it often dictates his/her success in achieving organizational objectives.

#### **4. Delegation**

Delegation is another key management skill. Delegation is the act of passing on work-related tasks and/or authorities to other employees or subordinates. It involves the process of allowing your tasks or those of your employees to be reassigned or reallocated to other employees depending on current workloads. A manager with good delegation skills is able to effectively and efficiently reassign tasks and give authority to the right employees. When delegation is carried out effectively, it helps facilitate efficient task completion.

#### **5. Problem-solving**

Problem-solving is another essential skill. A good manager must have the ability to tackle and solve the frequent problems that can arise in a typical workday. Problem-solving in management involves identifying a certain problem or situation and then finding the best way to handle the problem and get the best solution. It is the ability to sort things out even when the prevailing conditions are not right. When it is clear that a manager has great problem-solving skills, it differentiates him/her from the rest of the team and gives subordinates confidence in his/her managerial skills.

#### **6. Motivating**

The ability to motivate is another important skill in an organization. Motivation helps bring forth a desired behavior or response from the employees or certain stakeholders. There are numerous motivation tactics that managers can use, and choosing the right ones can depend on characteristics such as company and team culture, team personalities, and more. There are two primary types of motivation that a manager can use. These are intrinsic and extrinsic motivation.

### **COMPONENTS OF TIME MANAGEMENT**

Time management skills are those that help you use your time effectively and achieve desired results. These can help you allocate your time properly and accomplish tasks efficiently. Some of the most important skills related to successful time management include:

1. Organization
2. Prioritisation
3. Goal setting
4. Communication

5. Planning
6. Delegation
7. Stress management
8. Flexibility

- **Organization-** Staying organized helps you to keep track of your responsibilities and priorities, like what you need to do first and when to do the rest of it. An organized list of tasks acts as a map to guide you from morning to evening and helps increase your productivity. A well-organized plan helps you break down large goals into smaller, easily achievable tasks and enables you to complete those tasks on time.
- **Prioritization-** Prioritization is the key to successful time management. When you prioritize your daily tasks, you ensure that you will complete the important tasks first. Write down every single task starting with the top priority.
- **Goal setting-** Goal setting is the process of defining your aims and objectives with a certain plan to help you achieve the set goals. Setting goals is a key step in excelling as a professional. Without goals, you may find it challenging to complete your tasks in a well-organized manner. Setting both short- and long-term goals can lead to success in your career.
- **Communication-** Communication skills are a major component of success in life. Effective communication promotes trust and makes your plans and goals clear to people you work with. It plays a crucial role in resolving conflicts and preventing potential conflict situations. Strong communication helps you delegate more work, which lets you focus more on the important tasks that support your goals.
- **Planning-** Planning is the core of time management. With a proper plan, you can prioritize your tasks accordingly, which can help avoid confusion and unnecessary stress. A planned work schedule helps you complete the tasks in the given time frame. For example, a plan for a project manager might include ordering supplies, scheduling labour, acquiring the proper permits and so on.
- **Delegation-** It is an important process to manage multiple tasks satisfactorily. While managing a project, you can delegate some of the tasks to your subordinates. This will help in reducing your workload so that you can focus more on important tasks, such as planning, business analysis and others.
- **Stress management-** Positively handling stress keeps you motivated and helps you complete tasks at the scheduled time against all adversities. Exercise, yoga or having snacks during breaks can help you reduce stress. In fact, including stress-relieving activities or self-care rituals into your daily schedule can positively impact your productivity on work-related tasks throughout the day.
- **Flexibility-** It is vital that you maintain some flexibility in your schedule. Often, a task will take longer than you expect or your supervisor will give you a priority task you were not expecting. Clearly note in your daily schedule where you have space to adjust in preparation for last-minute changes.

## **TECHNIQUES OF TIME MANAGEMENT**

Achieving work life balance is possible with effective time management. Learning time management tips will not only help you manage your time better but also boost personal productivity. With that said, here are some time management strategies you can try:

### **1. Pareto Analysis (a.k.a., the 80/20 rule)**

The 80/20 rule is a technique created by the Italian economist Vilfredo Pareto. It's the idea that 20% of actions are responsible for 80% of outcomes. The goal of Pareto analysis is to help you prioritize tasks that are most effective at solving problems.

Types of people who will benefit from Pareto Analysis:

- Problem solvers
- Analytical thinkers

### **2. Pomodoro Technique**

The Pomodoro Technique was created by entrepreneur and author Francesco Cirillo. This technique uses a timer to break down your work into intervals. Each interval is known as a Pomodoro, named after the tomato-shaped timer that Cirillo created.

Types of people that will benefit from the Pomodoro Technique:

- Creative thinkers
- Those who feel burnt out from work/school

The Pomodoro technique doesn't just teach you time management; but also teaches you in setting goals and how to achieve them. You'll be able to better stick to your daily schedule and weekly schedule.

### **3. Eisenhower Matrix**

Before Dwight Eisenhower became president in 1953, he served in the U.S. Army as an Allied Forces Commander during World War II. He was faced with difficult decisions every day that led him to invent what is now called the Eisenhower matrix, or the urgent-important matrix.

Types of people who will benefit from the Eisenhower Matrix:

- People in leadership positions
- Critical thinkers

### **4. Parkinson's Law**

British historian Cyril Northcote Parkinson became famous for the phrase “work expands so as to fill the time available for its completion.” In other words, the amount of time you give yourself to complete a specific task is the amount of time it will take you to complete that task.

Types of people this works for:

- Procrastinators
- People who work well under pressure

## **5. Time Blocking Method**

Inventor Elon Musk is known for being productive.

Types of people this works for:

- Working students or parents
- Analytical thinkers

## **6. Getting Things Done (GTD) Method**

Created by author David Allen, this process helps you get things done by recording tasks on paper and then breaking them down into actionable work items.

Types of people who will benefit from the GTD method:

- People who struggle to focus on one thing at a time
- People who feel overwhelmed in their daily lives

## **7. Rapid Planning Method (RPM)**

“RPM” stands for “rapid planning method” or “result, purpose, and massive action plan.” It was developed by motivational speaker Tony Robbins as a way to train your brain to focus on a vision of what you want so you can make it real.

Types of people who will benefit from the RPM:

- Working students or parents
- People who have long-term goals

## **8. Pickle Jar Theory**

This theory helps you figure out what is useful and what is not useful in your daily life. It allows you to plan tasks with time to spare and set priorities for your day.

Types of people who will benefit from the Pickle Jar theory:

- Visual people
- Concrete thinkers

## **9. Eat That Frog Technique**

This technique is named after a Mark Twain quote: “Eat a live frog the first thing in the morning and nothing worse will happen to you the rest of the day.” Start your day by doing the most onerous tasks first and getting them out of the way.

Types of people who will benefit from the Eat That Frog technique:

- Abstract thinkers
- People with long-term goals

## **STRATEGIES FOR BETTER TIME MANAGEMENT**

Finding a time management strategy that works best for you depends on your personality, ability to self-motivate, and level of self discipline. By incorporating some, or all the ten strategies below, you can more effectively manage your time.

### **1. Know How You Spend Your Time**

A time log is a helpful way to determine how you use your time. Identifying your most time-consuming tasks and determining whether you are investing your time in the most important activities can help you to determine a course of action. Having a good sense of the time required for routine tasks can help you be more realistic in planning and estimating how much time is available for other activities.

### **2. Set Priorities**

Creating a "to do" list is an easy way to prioritize. Whether you need a daily, weekly, or monthly list depends on your lifestyle. Be careful to keep list-making from getting out of control. List manageable tasks rather than goals or multi-step plans. Rank the items on your “to do” list in order of priority. You may choose to group items in categories such as high priority, medium priority, or low priority; number them in order of priority; or use a color-coding system. The goal is not to mark off the most items, but to mark off the highest priority items. A prioritized “to do” list allows you to set boundaries so you can say “no” to activities that may be interesting or provide a sense of achievement but do not fit your basic priorities.

### **3. Use a Planning Tool**

Time management experts recommend using a personal planning tool to improve your productivity. Personal planning tools include planners, calendars, phone apps, wall charts, index cards, pocket diaries, and notebooks. Writing down your tasks, schedules, and items to remember can free your mind to focus on your priorities. Auditory learners may prefer to dictate their thoughts instead. The key is to find one planning tool that works for you and use that tool consistently.

### **4. Get Organized**



Disorganization leads to poor time management. The next step is to improve the time you spend processing information. For example, tasks such as email can eat up your day. To combat wasted time, implement an email organization system that allows you to process the information in each email as efficiently as possible. Use folders, flagging, or a color-coded system to keep track of what's what.

### **5. Schedule Appropriately**

Scheduling is more than just recording what must be done (e.g., meetings and appointments). Be sure to build in time for the things you want to do. Effective scheduling requires you to know yourself. Your time log should help you to identify times when you are most productive and alert. Plan your most challenging tasks for when you have the most energy. Block out time for your high priority activities first and protect that time from interruptions.

### **6. Delegate: Get Help from Others**

Delegating means assigning responsibility for a task to someone else, freeing up your time for tasks that require your expertise. Identify tasks others can do and select the appropriate person(s) to do them. Select someone with the appropriate skills, experience, interest, and authority needed to accomplish the task. Be specific. Define the task and your expectations while allowing the person some freedom to personalize the task. Check how well the person is progressing periodically and provide any assistance, being careful not to take over the responsibility. Finally, reward the person for a job well done or make suggestions for improvements if needed.

### **7. Stop Procrastinating**

People put off tasks for a variety of reasons. Perhaps the task seems overwhelming or unpleasant. To help stop procrastination, consider "eating the big frog first." A quote commonly attributed to Mark Twain says, "If it's your job to eat a frog today, it's best to do it first thing in the morning. And if it's your job to eat two frogs, it's best to eat the big frog first." Unpleasant tasks we procrastinate completing are "big frogs." Complete these tasks as your first action of the day to get them out of the way. Another option is to "snowball" your tasks by breaking them down into smaller segments, completing preparatory tasks, and eventually completing the larger task at hand. Whether you choose the "big frog first" or "snowball" method, try building in a reward system for completed tasks to help stay motivated.

### **8. Manage Time-Wasters**

Reduce or eliminate time spent in these activities by implementing some simple tips.

#### Handheld Devices

- Take advantage of voice-to-text features such as transcribed voicemails or to make notes or draft emails and text messages when you are on the go.
- Avoid small talk. Stay focused.
- Take any necessary action immediately following a call.

- Impose screen time limits and regularly monitor your digital wellness (see Strategy 10).
- Schedule breaks from your devices.

### Email

Set aside a specific time to view and respond to email, but don't let it accumulate to the point it becomes overwhelming to sort.

- Turn off notifications for email.
- Handle each item only once if possible.
- Immediately delete or unsubscribe from junk emails.
- Keep address books up-to-date and organized.
- Utilize built-in shortcuts to sort email.

### Unexpected Visitors

- Schedule time for face-to-face visits.
- Inform visitors of your time constraints and politely offer to reschedule.
- Set a mutually agreeable time limit for the visit.
- When someone comes to the door, stand up and have your meeting standing to help keep it brief.

### In-Person and Virtual Meetings

- Know the purpose of the meeting in advance.
- Arrive early.
- Start and end the meeting on time.
- Prepare an agenda and stick to it. Use a timed agenda, if necessary.
- Don't schedule meetings unless they are necessary and have a specific purpose or agenda.
- Use recording software or designate a note-taker.

### Family Obligations

- Use and sync virtual calendars for easy sharing between busy family members.
- Make each family member responsible for consulting the master calendar for potential conflicts.
- Create a central area or agreed upon app for posting communications such as appointment reminders, announcements, and messages.

## **9. Avoid Multi-tasking**

Psychological studies have shown that multi-tasking does not save time. In fact, the opposite is often true. You lose time when switching from one task to another, resulting in a loss of productivity. Routine multi-tasking may lead to difficulty in concentrating and maintaining focus.

Do your best to focus on just one task at a time by keeping your area clear of distractions, including turning off notifications on your devices, and set aside dedicated time for specific tasks.

## **10. Stay Healthy**

The care and attention you give yourself is an important investment of time. Scheduling time to relax or do nothing helps you rejuvenate physically and mentally, enabling you to accomplish tasks more quickly and easily. Be sure to monitor your screen time as a part of your digital wellbeing, setting boundaries to stay healthy. To improve your digital wellbeing, set time limits or utilizing built-in software on electronic devices such as phones and tablets to help maintain your digital wellness. Blue light blockers and grayscale mode may also help you improve your digital wellbeing. Set a time each night to shut off all digital devices to give your mind time to relax; this can also help improve your sleep schedule.

## **ENTREPRENEURIAL SKILLS**

Entrepreneur skills include various skill sets such as leadership, business management, time management, creative thinking and problem-solving. You can apply these skills in many job roles and industries. These entrepreneur skills are vital for promoting innovation, business growth and competitiveness. Developing these skills means developing many skills together. For example, to be a successful entrepreneur, you may need to develop your risk-taking skills and sharpen your business management skills.

Examples of entrepreneur skills

Here are a few examples of entrepreneur skills to develop and master:

### **1. Business management skills**

Business management skills are traits an entrepreneur must have to run a business and ensure all business goals are met. Entrepreneurs with this skill set can oversee and manage operations of different departments because they possess a good understanding of each function. Business management skills include multitasking, delegating responsibilities and making critical business decisions.

### **2. Communication and active listening skills**

Every entrepreneur must be able to communicate effectively with clients, team members and all other stakeholders. Whether through verbal communication during meetings or sending reports and messages through emails about the project, entrepreneurs require superior written and verbal communication. Apart from communication skills, entrepreneurs must be excellent listeners to understand the project's requirement and discussion during project meetings.

### **3. Risk-taking skills**

Being able to take calculated and intelligent risks is one of the essential entrepreneur skills to learn. Employees with an entrepreneur mindset never shy away from taking risks because they understand that calculated risks result in tremendous success. They know that risk is an opportunity to learn and grow a business to the next level. Employers want candidates who can take risks in pursuit of potential gains and profit.

#### **4. Networking skills**

Networking involves building and managing relationship with other professionals to grow and promote a business. Effective networking skills open up future opportunities and help build a solid brand. Networking allows entrepreneurs to meet like-minded professionals, build future teams and stay up-to-date with industry trends. It is one of the most desirable skills for entrepreneurs because, through a solid network, they can meet professionals to fund their ideas, access professional business expertise and get feedback on their new venture or idea.

#### **5. Critical thinking skills**

Critical thinking is an entrepreneur skill that objectively analyses the information and draws a rational conclusion. It helps entrepreneurs assess a situation and come up with a logical solution. Employers look for candidates with critical thinking because it helps solve problems and build strategies for business growth. Usually, a critical thinker is independent, competent and reflective. This skill helps entrepreneurs logically connect ideas, scrutinise information, evaluate arguments, find inconsistencies in work and solve complex issues. Instead of memorising information, such candidates use the information to deduce meaningful insights.

#### **6 .Problem-solving skills**

Often, entrepreneurs face challenging and unexpected situations. It could be a venture capitalist refusing further funding or a team member refusing to work as per the project guidelines; an entrepreneur must possess excellent problem-solving skills to handle stressful situations and calmly identify alternate solutions. Exceptional problem-solving skills ensure they reach their business goal.

#### **7. Creative thinking skills**

Creativity is a valuable yet underappreciated skill in the digital world. Creative thinking is the backbone for innovation and it forces employees to think differently. Entrepreneurs with creative thinking skills are never hesitant to try solutions that others may overlook because of fear of failure. Such people think out-of-the-box and always seek input from professionals in a different field for understanding a new perspective. It is one of the most sought-after entrepreneur skills because it allows them to see patterns (even when there are no patterns) and develop innovative ways to solve business issues.

#### **8. Customer service skills**

Quality customer service promotes the brand and increases loyalty. Regardless of the industry, excellent customer service skills are essential for business success. From talking to clients to discussing funding opportunities, customer service skills help entrepreneurs connect with their potential customers.

### **9. Financial skills**

The ability to handle resources, assess investments, calculate ROI is a must for entrepreneurs. Apart from this, they must know how to use accounting and budgeting software to keep track of all the financial processes. By learning financial skills, entrepreneurs avoid overspending and optimally allocate resources.

### **10. Leadership skills**

Being able to inspire colleagues, empower the workforce and lead from the front requires excellent leadership skills. Exemplary leaders lead by examples and can take a leadership role and work as a part of a team. Entrepreneurs with leadership skills motivate their employees, manage operations and delegate tasks to reach the business goal.

### **11. Time management and organizational skills**

Effective time management increases productivity and organizes your workspace. Entrepreneurs with time management and organizational skills understand different ways to prioritize tasks and avoid procrastination. For ensuring timely completion of projects, entrepreneurs analyze their and their team's time, set time limit for each task, complete priority tasks first, delegate work to others, create a to-do list and use technology to keep the workspace organized.

### **12. Technical skills**

Technical skills are hard skills that are gained by using digital tools and software. Entrepreneurs must know how to use planning, marketing and budgeting software. Knowledge of software helps in managing projects, tracking sales and allocating a viable budget for the project.

## **INNOVATIVE LEADERSHIP**

Innovative leadership is a style of leadership that involves applying innovation and creativity to managing people and projects. Innovative leaders often inspire productivity in new ways and through different approaches than have typically been used and taken. The ability to apply innovation is especially important in times of uncertainty, ambiguity and risk, so companies and industries that often encounter such situations can benefit from bringing on innovative and creative leaders.

Another element of innovative leadership is the willingness to consider a different concept or approach, which can be challenging for those who prefer to stick to tried and true methods. You can see innovative individuals who lead several major global companies. Innovative leaders do not necessarily have to be the people behind all of the creative ideas. They can recognize

greatness from their team members and work to develop paths and success from those ideas. What really helps an innovative leader stand out is their willingness to adapt to change, experiment with new concepts and envision the path forward for a creative idea.

### **Skills of Innovative Leaders**

An innovative leader must have certain skills, regardless of the industry in which they work or the team they oversee. Some of the key skills required for innovative leadership include:

#### **1. Communication**

The ability to communicate is an essential skill for an innovative leader. These leaders can communicate in all directions, emphasizing the importance of each team member and keeping everyone aware and involved. Innovative leadership also requires the ability to communicate the vision and generate awareness and enthusiasm moving forward.

#### **2. Imagination**

Using your imagination is a must when applying the innovative style of leadership. You must be able to imagine and envision the future from a simple concept, as well as consider the steps it will take to achieve a particular goal.

#### **3. Willingness to embrace opportunities**

A willingness to embrace new ideas and opportunities is a unique way to approach your work. It is an important skill to become an innovative leader, as it allows you to look for new opportunities and embrace the chance to try them out. This willingness also allows you to see concepts on a larger scale, rather than worrying about the details.

#### **4. Empathy**

The ability to empathize with others is an important skill across all leadership styles, but in this application, the skill involves empathizing with the end customer or the person who will benefit from the innovative idea being developed. Looking for disconnects between the organization and the target audience allows you to empathize with the audience members' needs and identify ways to improve the offering to better accommodate those needs.

#### **5. Creative brainstorming**

Brainstorming ideas are a way to get creative and come up with new concepts. The ability to continue to develop and apply this skill can benefit you as an innovative leader. It is easy to get bogged down with day-to-day tasks, so set aside some time each day to think creatively and write down any ideas you might have. You may also consider making your workplace more conducive to creativity by closing your inbox for several hours each day or adding unique visual cues to the space.

#### **6. Efficiency**

Innovative leaders tend to be efficient workers and motivators, focusing on getting things done.

How to become an innovative leader

If you want to become an innovative leader and apply the concepts of this leadership style to the team you manage, you can start by following a few steps.

### **1. Be willing to keep learning**

Continuous learning is important for all leaders, including innovative ones. To be able to move a project forward and come up with creative concepts, you need to have relevant knowledge and the willingness to continue to learn about new ideas in your field.

### **2. Study innovative leaders**

Learning by example can help you identify some of the key traits of successful innovative leaders and apply those traits in your own leadership style. Look at leaders who have proven their success as innovators and consider what they did differently.

### **3. Look for ways to improve upon current concepts**

Some of the best innovative leaders have improved upon things that already exist, rather than creating all-new concepts. Innovation is not the same as invention, but rather a way to introduce a new idea to the world in a way that has not yet been seen. In the previous example, we learn that Steve Jobs did not invent the personal computer but rather changed the way the product was shown to the end consumer and talked about it differently.

### **4. Set manageable goals**

Setting goals is an important aspect of successful leadership. You can set goals for yourself and your team members, but these goals should be clear, manageable and easy to understand. When setting goals, ask yourself why the idea matters to the business or the consumer, as well as what purpose the goal is working to achieve.

### **5. Find your passion**

Passion is a key driver in success, so finding what you are passionate about can help you become more successful in your professional career. It is harder to remain motivated if financial gain is your only reason for doing your job. Feeling passionate about what you do helps you achieve greater fulfillment, which you can then pass on to those you lead.

### **6. Be willing to adapt**

Change can be challenging for people across all industries, as it involves adjusting a mindset and adapting to new ways of thinking and doing. Becoming more willing to adapt to change and even push change forward can benefit you in your goal to lead by innovation. The entire concept of

innovation is built around change and creative thinking, so it is critical to be open to change and the benefits that may come from adapting and shifting existing processes.

## **7. Be persistent**

Persistence is another shared trait of some of the most successful leaders in history. You may fail before you achieve success, but what will set you apart from others is your willingness to keep going and try again.

## **DESIGN THINKING**

Design thinking is a process concerned with solving complex problems in a highly consumer-centric way. Design thinking, in many ways, is simply an articulation and codification of the creative process that drives all human endeavors.

Another way that design thinking is still a radical act is that it is rooted in questioning: It questions the problem, questions the assumptions and questions the implications. Consequently, design thinking is a powerful tool in tackling all kinds of challenges that are ill-defined or complex, by reframing the problem in human-centric ways.

### **The Five Phases of Design Thinking**

These five phases are not always sequential, in that they do not necessarily need to follow any specific order and can repeat and refine our solutions through the process.

The short form of the design thinking process can be articulated in five steps or phases: empathize, define, ideate, prototype and test.

### **Empathize**

The design thinking process starts with empathy. In order to design user-centered products and services, you need to understand who your users are and what they need. To achieve this goal, product designers immerse themselves in the context of the problem. During this phase, designers observe and engage with real users or people who represent the target audience.

As you continue developing empathy for your users, focus on the emotional part of interactions. Emotions play a tremendous role in how we think about products. When users develop positive associations with products, they are more likely to continue using them. That's why it's essential to collect emotional responses (both positive and negative) that test participants' experience when performing a particular task in a product.

### **Define**

At this stage, we analyze the qualitative and quantitative data we obtained during the empathize stage to draw insights from it. This information will be used both to define a problem statement and guide the ideation process. Clear problem statements will guide the product team throughout



the design process—those statements will help you understand what features and functions your users need in order to solve their problems.

### **Ideate**

Ideation, or generating ideas, is a phase in which you go from understanding problems to exploring solutions. The ideas that are identified will be prototyped and tested with people who represent your target audience. During this stage, do not judge the ideas. When it's time to generate ideas, you should give yourself and your team creative freedom. The more ideas you generate, the better. Don't judge technical feasibility or quality of your ideas in this step.

### **Prototype**

Prototyping allows you to turn ideas generated in the previous phase into tangible artifacts that can be tested later with real users. Most of the time, you start with low-fidelity prototypes that convey the basic idea of the intended solution and move towards high-fidelity as you get more user feedback.

### **Test**

The goal of this phase is to understand what parts of your design are effective and which are not. During the testing phase, a product team gives a prototype to test participants and encourages them to complete some common tasks with it. Testing will give a product team a clearer understanding of how real users interact with a product, what problems they face, and how they feel.

## **ETHICS AND INTEGRITY**

Ethics can be defined as rules and regulations that have been formed to allow an individual to work in accordance to moral principles. In almost all organizations, there is a code of ethics, which is imposed on the employees. By adhering to an ethical code, the organization is able to function with fewer disruptions from different parties. When there is a code of ethics, all employees have to follow it as there are adverse effects on those who do not follow the code. It is also believed that it allows to maintain professionalism and to ensure the protection of the client, employee, and the society at large.

### **Ethics Example**

Counselors have a code of ethics.

For example, let us take counselors. Counselors have certain ethics, which act as guidelines that they have to follow outlined by the American Psychologists Association and the American Counselors Association. The ethic of informed consent can be taken as an example. When a client comes for counseling, it is the duty of the counselor to inform the nature of counseling and answer all the questions of the client truthfully so that the client can make an informed decision.

Integrity can be defined as the quality of being honest and fair. This highlights that it is a personal choice. Ethics can be imposed on a person as whether he or she agrees with it is not a problem. However, integrity cannot be imposed on anyone. It has to come from within. Therefore, unlike in the case of ethics, this is not external but is more internal. It can be referred to as a set of principles that guide the behaviour of an individual. The actions, words are all in line with the principles that the person adheres to. A person with integrity does not need to be under observation or any rules to do the correct thing, but would be self-motivated towards the action, just because it is the right thing to do. In some cases, integrity would make a person go against ethical codes as well.

### Integrity Example

Officials especially need to have integrity.

For example, in counseling confidentiality is considered a prominent ethic. However, there are cases where the counselor has to go against the ethic of confidentiality for the very safety of the client. This highlights the difference between ethics and integrity.

The difference between Ethics and Integrity:

- Ethics can be defined as rules and regulations that have been formed which allow an individual to work in accordance to moral principles.
- Integrity can be defined as the quality of being honest and fair.
- Ethics are more external whereas integrity is internal.
- Ethics is not a choice whereas integrity is a personal choice.
- Ethics can be imposed on individuals, but integrity cannot be imposed on.

## **SOCIAL RECONSTRUCTION CURRICULUM**

Social Reconstructionism is an educational philosophy focused on reconstructing society. This educational philosophy was spear headed by a group of progressive educators known as the “Frontier Thinkers” in the 1920s and 1930s. The goal of the Frontier Thinkers was to create a more “equitable” society. To achieve such a society, the Frontier Thinkers called for social reform because they believed the educational system was not adequately addressing critical societal issues like war, prosperity, and depression.

The philosophy of Social Reconstructionism is a student- centered philosophy. This philosophy is rooted in the belief that education should be focused on reconstructing society. This emphasis is a result of the perceived lack leadership on the part of schools to create an equitable society.

### **Curriculum**

Social Reconstructivists firmly believe in the power of democracy to change society for the better. Therefore curriculum within the social reconstructivist classroom reflects “democratic ideals and emphasizes civic education”. Based on this emphasis, the curriculum provides students with the opportunity to engage in service learning opportunities that would provide them with first-hand experiences to study social problems and controversial issues.

In addition, the curriculum in a Social Reconstructivist classroom emphasizes critical theory and the development of critical literacy or critical thinking skills. This means that students are challenged to think critically by reflecting on inequities found in society and exploring them. For example, students might be studying the issue of gender inequity in the past and be asked to relate it to gender inequity issues that are still going on today. The key, according to Reeves is that the curriculum material presented to the students not only sheds light upon social inequities, it should also provoke an emotional response within the students so that they feel called up to take action and come up with ways to address the inequities they identify.

Blake & Masschalein note that a social reconstructivist curriculum challenges all unequal power relationships and focuses on power as applied to class, gender, sexuality, race, and nationalism. One of the most unequal power relationships that is currently challenged by this curriculum is that which exists within schools. This unequal power is disguised in the hidden curriculum that is taught every day to students. This hidden curriculum represents the knowledge, claims, and values of the dominant group or class that controls the schools. This hidden curriculum is brought to light, explored, and challenged within the Social Reconstructivist curriculum.

The nature of the curriculum within the Social Reconstructivist classroom, should:

- Inform students.
- Stir emotions within students.
- Shed light upon social inequities.
- Improve students’ abilities to think critically.
- Charge students to take action.

In doing all of these things, the curriculum will not only improve students’ abilities to think critically about problems in society, it will also help them become the responsible citizens the founders of this philosophy envisioned. Students studying this curriculum will be able to take matters into their own hands and make positive changes that will improve society for the better.

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