

### Session Objectives:

- Master the art of effective and strategic delegation.
- Understand what motivates team members and how to engage them.
- Practice conflict resolution and managing difficult conversations.
- Create a personal leadership development plan for ongoing growth.

### The Art of Delegation

#### Topics:

- Why managers resist delegation
- Benefits of effective delegation
- Delegation Ladder
- Deciding *what* to delegate and *to whom*

#### Activity:

### Case Study: Delegating for Growth – A Story from KothaConnect

#### Context:

KothaConnect is a bustling call center based in Kolkata, handling a mix of inbound customer service and outbound sales calls for a major telecom client. With around 60 agents working in different shifts, the company relies heavily on team leaders to keep performance and morale high.

#### The Story of Arindam:

Arindam had always been one of the most dependable outbound agents on the floor. When he was promoted to Team Leader, everyone expected his team to fly. But a few weeks into his new role, Arindam began to feel stretched thin.

He found it difficult to delegate. He was still personally handling customer escalations, rewriting outbound call scripts, and even reviewing call recordings late into the evening. His intention was good, he wanted to maintain quality. But his team, now led by someone they respected, felt sidelined. They weren't being involved in decisions or given responsibilities that could help them grow.

While Arindam struggled, another Team Leader, Ananya, managed her team differently. She had trained her agents to take ownership of specific tasks - one handled quality audits, another worked on updating scripts, while a third took care of client follow-ups. Her team was engaged, motivated, and consistently met their targets.



### The Turning Point:

Noticing the growing gap, the Call Center Manager, Subhajit, sat down with Arindam for a candid chat. He wasn't critical; he simply asked Arindam what was stopping him from trusting his team. That conversation made Arindam pause.

He soon began experimenting with delegation. He asked Moumita, a senior agent, to review call quality. He involved Sayan, a young but sharp team member, in redesigning the outbound sales script. Over time, he began letting go of tasks he didn't need to hold onto.

### Two Weeks Later:

The change was visible. Arindam was less stressed and more focused. His team was energised, contributing ideas and taking pride in their roles. Performance scores improved. More importantly, his team felt like a team again.

### Questions:

1. What might have held Arindam back from delegating sooner?

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2. How did Ananya's leadership style contribute to her team's success?

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3. What role did Subhajit's intervention play in changing Arindam's approach?

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4. If you were in Arindam's place, what would you have done differently?

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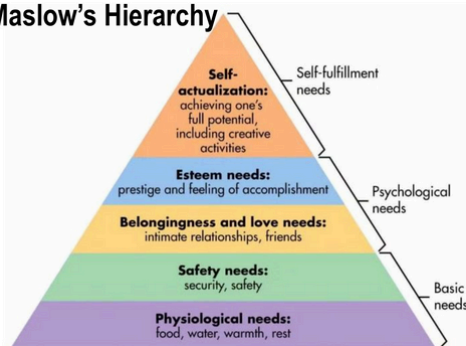
### Delegation, Motivation & Team Growth

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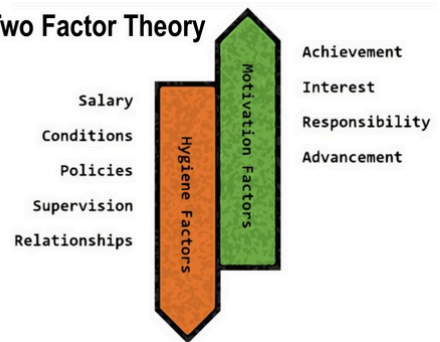
## Motivation & Engagement

Theories of motivation

### Maslow's Hierarchy



### Herzberg's Two Factor Theory



### McClelland's Three Needs Theory



Extrinsic and Intrinsic motivation

	Motivation	Goals
Intrinsic	Intrinsic motivation: doing the activity is satisfying (for example playing, improvizing, engaging in a hobby).	Intrinsic goals are aimed at outcomes which we inherently value. These outcomes direct satisfy our basic needs for autonomy, competence, and relatedness.
Extrinsic	Extrinsic motivation: doing the activity is instrumental, it has a purpose. The activity only energizes and leads to fulfilment when this purpose corresponds to internalized values.	Extrinsic goals are focused on instrumental outcomes which are not in themselves satisfying our basic needs.



Identifying team members' motivators

**Activity:** Let's break into pairs and understand each other's motivation factors in 10 mins

- Importance of celebration of small successes.
- Manager's role in creating engagement.

**Handling Conflict & Difficult Conversations**

**Topics:**

- Understanding causes of team conflict

## 5 Causes of Conflict



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- Passive vs. Assertive vs. Aggressive

Passive	Assertive	Aggressive
Too scared to say what you think	Expresses self clearly and confidently	Expresses self with aggression and irritation/anger
Avoids eye contact	Maintains eye contact	Stares in a judgmental way
Speaks softly or weakly	Speaks firmly	Speaks loudly (e.g., shouting)
Reduces own self-esteem	Increases own self-esteem	Reduces others' self-esteem
Makes body smaller (e.g., slouching)	Firm yet welcoming posture	Closed posture (e.g., making body bigger)
Others' needs are put first	Self and others' needs are taken into account	Own needs are put first
Can't say 'no' to others' requests or demands	Is able to say no in a calm and direct way	Says no in an aggressive and reactive way
Aims to please others	Aims to express needs	Aims to win

- Thomas Kilmann Conflict Model

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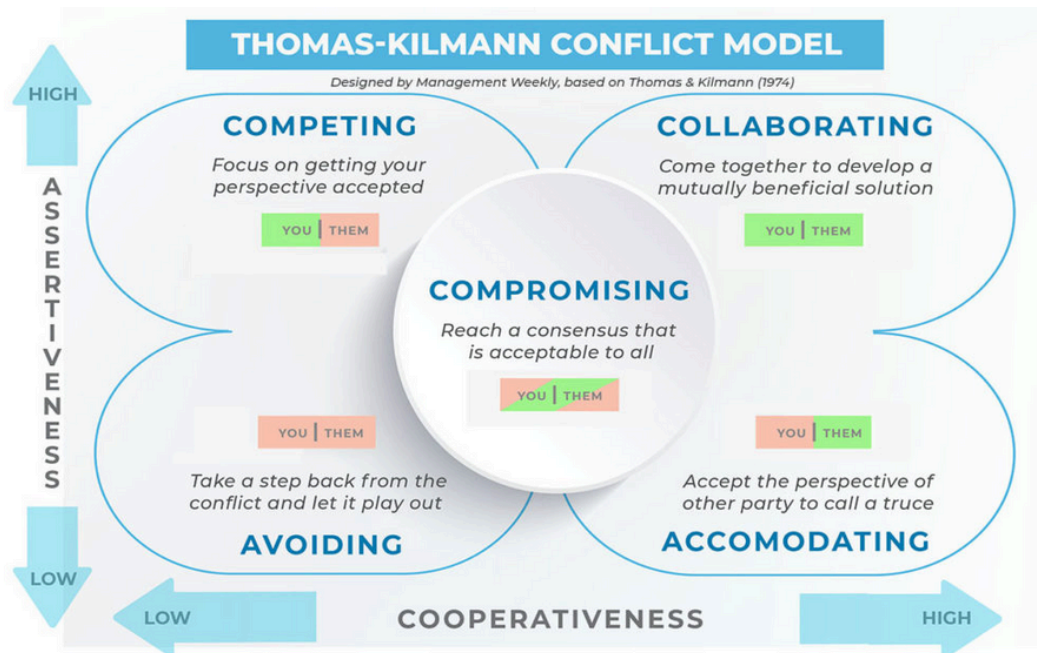
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## Growth



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- Addressing underperformance - **Discussion**





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### Delegation, Motivation & Team Growth



- **Case Study**

#### Participant Instructions: Case Study on Conflict in a Call Center

#### Time Allocation

- **Discussion Time:** 15 minutes
- **Group Sharing:** 2 minutes per group

Be ready to present your **summary of findings** and **action recommendations**. Your focus should be on **team collaboration**, **clear communication**, and **conflict management techniques**.

#### "EchoServe Contact Solutions – The Conflict Spiral"

#### Case Background

EchoServe Contact Solutions is a mid-sized contact center in Kolkata serving two major clients:

- o **Inbound Support** for a telecom company
- o **Outbound Telemarketing** for a financial services firm

Each department has 10 agents, led by their respective team leaders. Some agents are **dual trained** to handle both inbound and outbound calls.

#### The Situation



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A sudden spike in customer complaints due to a product recall forced the **Operations Manager, Ananya Roy**, to temporarily move three dual-trained agents — including **Tapan Das** — from the **outbound** team to support the **inbound** team. This decision triggered immediate pushback:

- **Rajat Ghosh** (Outbound Team Leader) claimed this move was unfair and would damage his team’s rapport with customers and impact performance.
- **Sutapa Banerjee** (Inbound Team Leader) said the reallocated agents were “half-hearted” and showed low motivation.
- **Tapan Das**, the agent being shuffled, felt burned out and confused about his role.
- **Outbound performance dropped by 12%**, leading to client dissatisfaction.

Tensions grew between the two team leaders. Team huddles became tense. HR and Ananya attempted a resolution meeting, but the core conflict remains unresolved.

### Your Task (Group Activity)

Work in groups of 4–5. Read the case carefully. Then discuss and respond to the following prompts:

#### 1. Identify the core issues:

What are the root causes of the conflict? Are they structural, interpersonal, or procedural?

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#### 2. Evaluate the leadership response:

Was the manager’s decision and communication appropriate? What could have been done differently?

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#### 3. Propose a resolution plan:

As a conflict resolution team, how would you mediate this issue and realign both teams?

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#### 4. Recommend long-term fixes:

How can such cross-team conflicts be prevented in the future?





## Becoming the Leader Your Team Needs

### Topics Covered:

#### Translating insights into day-to-day leadership actions

- Applying feedback (from team, stakeholders, self-assessments into actionable leadership behavior)
- Moving from theory (e.g. leadership models) to practice (e.g. decision-making, communication style)
- Micro-habits of effective leaders (e.g. daily check-ins, listening actively, prioritizing visibly)
- Case examples showing transformation through applied insight

#### Defining your leadership purpose and personal management style

- Discovering your "why" as a leader (purpose statement)
- Clarifying personal values and how they influence management behavior
- Identifying preferred leadership style (e.g. coaching, directive, visionary)
- Aligning style with team needs (flexing style as required)

#### Setting realistic goals aligned with team and organizational needs

- Understanding the team's current state (skills, morale, maturity)
- SMART goals vs. Meaningful goals
- Aligning individual goals with broader organizational strategy
- Communicating goals clearly and tracking progress

#### Embracing accountability as a continuous leadership practice

- Redefining accountability: not punishment, but ownership
- Role-modeling accountability: owning decisions, mistakes, and outcomes
- Building a culture of mutual accountability in teams
- Using accountability tools: check-ins, dashboards, regular calendarized 1:1s

### Key takeaways

Write one key takeaway from today's session:



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