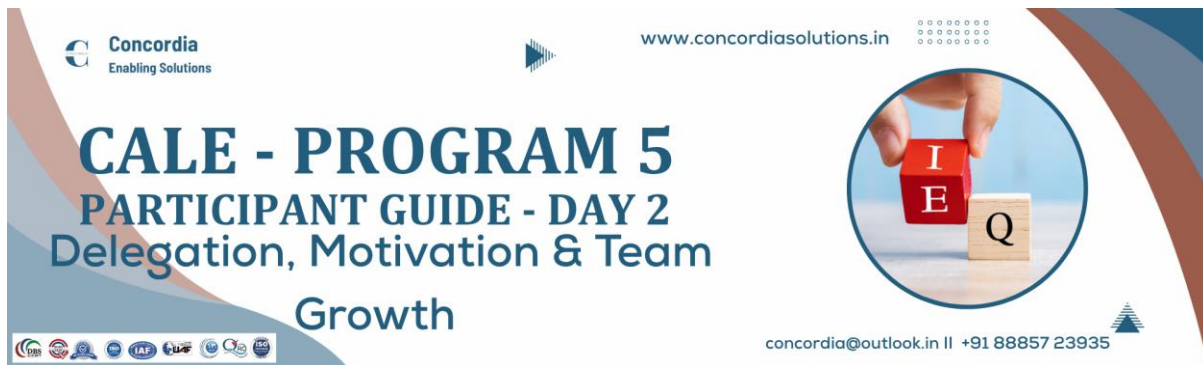




Session ke Objectives:

- Effective aur strategic tareeke se delegation ka art master karna.
- Samajhna ki team members ko kya motivate karta hai aur unko kaise engage kiya jaa sakta hai.
- Difficult conversations aur conflict ko kaise handle karte hain, yeh practice karna.
- Apne liye ek personal leadership development plan banana, taaki growth continue rahe.

The Art of Delegation (Delegation Karne ka Art)

Topics:

- Managers delegation se kyun bachne ki koshish karte hain.
- Effective delegation ke fayde kya hain.
- Delegation Ladder kya hoti hai.
- Kaunse tasks delegate karne chahiye aur kisko karne chahiye.

Activity:

Case Study: Delegating for Growth – KothaConnect ki Kahani

Context:

KothaConnect ek busy call center hai Kolkata mein, jahan ek major telecom client ke liye inbound customer service aur outbound sales calls handle ki jaati hain. Lagbhag 60 agents alag-alag shifts mein kaam karte hain, aur performance aur team morale high rakhne ke liye team leaders pe zyada bharosa kiya jaata hai.

Arindam ki Kahani:

Arindam hamesha se ek dependable outbound agent tha. Jab usko Team Leader banaya gaya, sabko laga ki uski team bohot acha perform karegi.

Lekin kuch hi hafton mein Arindam ko kaafi pressure mehsoos hone laga.

Usko delegation karna mushkil lag raha tha.

Woh ab bhi khud hi customer ke complaints handle kar raha tha, outbound call scripts ko khud rewrite kar raha tha, aur raat ko late tak call recordings sun raha tha.



Uski intention toh acchi thi — woh quality maintain karna chahta tha. Lekin uski team, jo usko respect karti thi, woh sidelined mehsoos kar rahi thi.
Team members ko na decisions mein involve kiya jaa raha tha, na unhe aise responsibilities mil rahi thi jisse woh grow kar sakein.

Dusri Taraf:

Ek aur Team Leader, Ananya, ne apni team ko bilkul alag tareeke se manage kiya.

Usne apne agents ko specific tasks ki zimmedaari di thi — koi quality audits sambhalta tha, koi scripts update karta tha, aur koi client follow-ups dekhta tha.

Result? Uski team motivated thi, involved thi aur hamesha apne targets achieve karti thi.

Turning Point:

Call Center Manager, Subhajit, ne Arindam ke saath ek honest baat cheet ki.

Woh critical nahi tha — usne sirf Arindam se poocha ki kya wajah hai ki usko apni team pe trust karne mein dikkat ho rahi hai?

Yeh baat sunkar Arindam ko sochne pe majboor hona pada.

Usne delegation ke chhote-chhote experiments karne start kiye.

Moumita, jo ek senior agent thi, usko call quality review karne ko diya.

Sayan, jo young lekin sharp team member tha, usko outbound sales script redesign karne mein involve kiya.

Dheere-dheere, Arindam ne woh tasks chhodne shuru kiye jo sirf uske paas nahi hone chahiye the.

Do Hafte Baad:

Sabko change dikhne laga. Arindam relaxed tha, zyada focused tha.

Uski team zyada energized thi, naye ideas de rahi thi aur apne kaam mein proud mehsoos kar rahi thi.

Performance scores better ho gaye. Sabse badi baat, uski team phir se ek team ki tarah kaam kar rahi thi.

Questions:

1. Kya cheez Arindam ko pehle delegation karne se rok rahi thi?

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2. Ananya ki leadership style ne uski team ki success mein kaise contribute kiya?

3. Subhajit ke intervention ne Arindam ke approach ko badalne mein kya role play kiya?

4. Agar aap Arindam ki jagah hote, toh aap kya alag karte?

Motivation & Engagement

Theories of motivation

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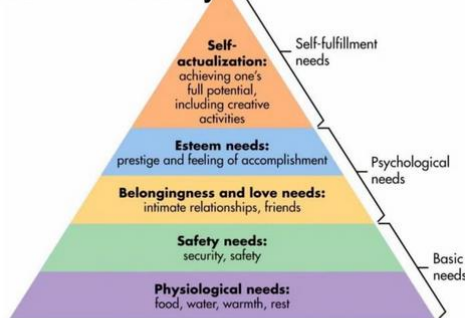
Delegation, Motivation & Team

Growth

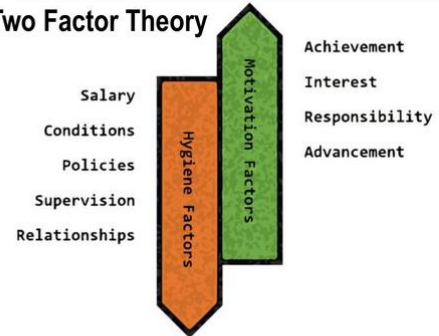


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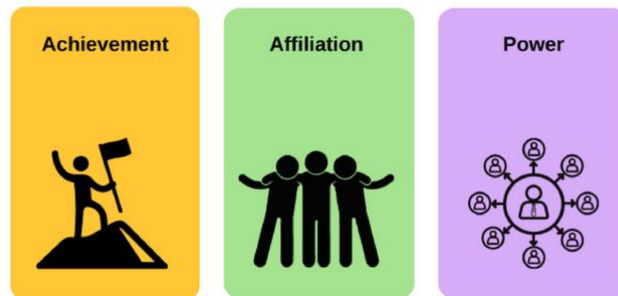
Maslow's Hierarchy



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.

Team Members ke Motivation Factors ko Samajhna



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Activity:

Chalo, pairs mein divide hote hain aur 10 minutes mein ek dusre ke motivation factors ko samajhne ki koshish karte hain.

- Choti-choti successes ko celebrate karne ki importance.
- Engagement banane mein manager ka role.

Handling Conflict & Difficult Conversations

Topics:

- Team conflicts ke reasons ko samajhna.

5 Causes of Conflict



<https://icdrs.interact.support>

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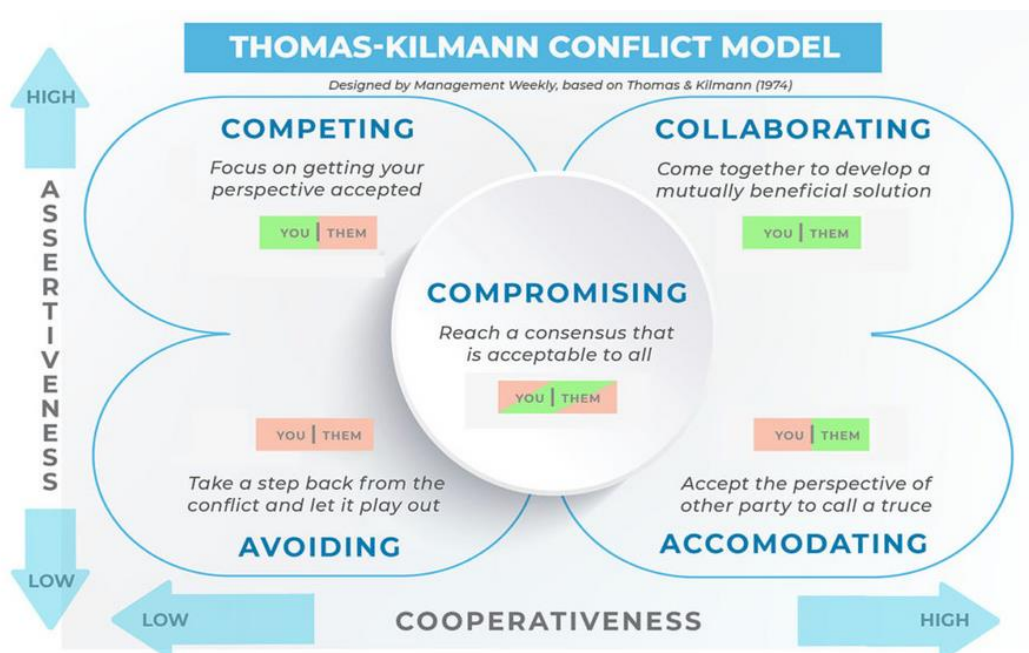


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- Passive vs. Assertive vs. Aggressive

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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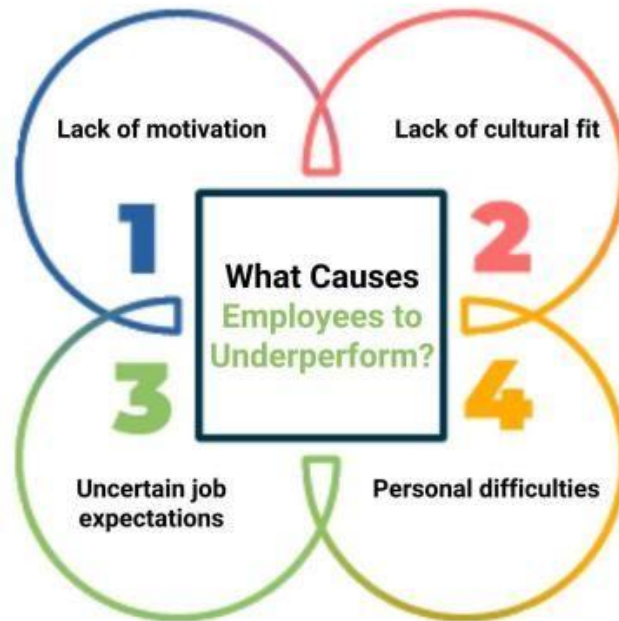
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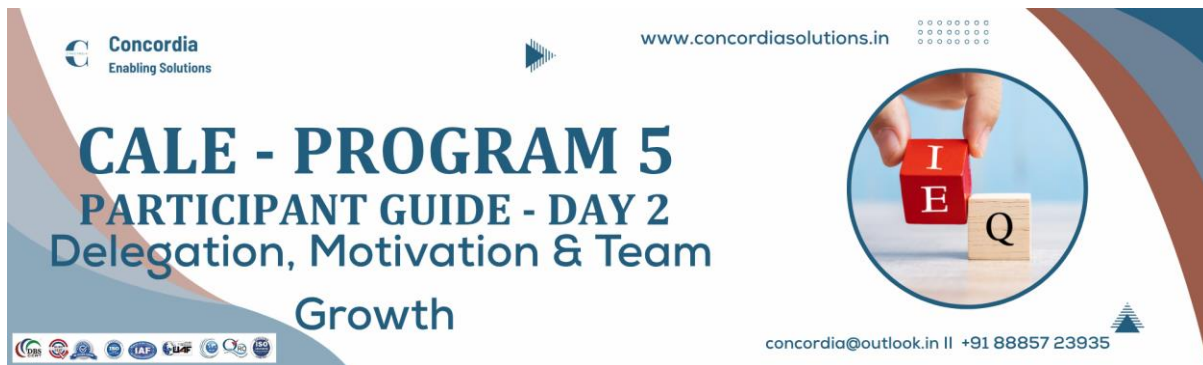
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- Addressing underperformance - **Discussion**





- **Case Study**

Participant Instructions: Conflict Case Study – Call Center Scenario

Time Allocation:

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

Apne findings ka short summary aur action recommendations tayar karo. Focus hona chahiye: team collaboration, clear communication, aur conflict management techniques pe.

Case Study: EchoServe Contact Solutions – The Conflict Spiral

Background:

EchoServe Contact Solutions ek mid-size contact center hai Kolkata mein, jo do major clients ke saath kaam karta hai:

- ✓ Inbound Support – Telecom company ke liye
- ✓ Outbound Telemarketing – Financial services company ke liye

Har department mein 10 agents hain, aur unko alag-alag team leaders lead karte hain. Kuch agents dual trained hain, jo dono inbound aur outbound calls handle kar sakte hain.

The Situation:

Product recall ke wajah se customer complaints badh gaye. Isliye Operations Manager, Ananya Roy ne decide kiya ki teen dual-trained agents — jismein Tapan Das bhi tha — ko temporarily outbound team se hata ke inbound support mein shift kiya jaye.

Is decision ke baad tensions badhne lage:

- **Rajat Ghosh** (Outbound Team Leader) ne bola ki yeh unfair hai, aur isse unki team ke customer rapport aur performance dono pe negative impact padega.
- **Sutapa Banerjee** (Inbound Team Leader) ne bola ki jo agents shift hue hain woh “half-hearted” kaam kar rahe hain aur unmein motivation low hai.
- **Tapan Das**, jo agent shift hua, woh confused tha aur burnout mehsoos kar raha tha.
- Outbound performance 12% gir gayi, jiske wajah se client dissatisfaction badh gaya.

Do team leaders ke beech tensions aur badh gaye. Team huddles tense hone lage. HR aur Ananya ne ek resolution meeting karayi, lekin core conflict abhi bhi unresolved hai.

Aapka Task (Group Activity):

Groups of 4–5 mein kaam karo. Case dhyan se padho aur in questions ka discussion karo:

1. Identify the Core Issues:

- Conflict ke root cause kya hain?
- Kya yeh issues structural hain, interpersonal hain, ya procedural problems hain?

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2. Leadership response ko evaluate karo:

- Kya manager ka decision aur uska communication sahi tha?
- Aapke hisaab se kya alag tareeke se kiya ja sakta tha?

3. Resolution Plan Suggest karo:

Agar aap conflict resolution team hote, toh aap is issue ko kaise mediate karte aur dono teams ko wapas kaise align karte?

4. Long-term Solutions Recommend karo:

Aisi cross-team conflicts ko future mein kaise prevent kiya ja sakta hai?

Becoming the Leader Your Team Needs

Topics Covered:

Apni learnings ko day-to-day leadership mein kaise apply karenin:

- Feedback lena (team, stakeholders, self-assessment) aur usko actionable leadership behavior mein convert karna.
- Theory se practice ki taraf jaana — jaise leadership models ko real life decision-making aur communication style mein use karna.
- Effective leaders ke micro-habits — jaise daily check-ins, actively sunna, aur visibly priorities set karna.
- Case examples jo dikhte hain ki kaise applied insights se real transformation hoti hai.

Apne leadership purpose aur personal management style ko define karna:

- Apna "why" as a leader discover karo — apna purpose statement likho.



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- Apni personal values samjho aur kaise yeh values aapke management behavior ko influence karti hain.
- Apni preferred leadership style pehchano — jaise coaching style, directive style ya visionary style.
- Apni style ko team ki zarurat ke hisaab se adjust karo.

Team aur organization ki needs ke hisaab se realistic goals set karna:

- Team ki current state ko samajhna — unki skills, morale, aur maturity level kya hai.
- SMART goals vs Meaningful goals — dono mein farq samjho.
- Individual goals ko organization ke bade strategy ke saath align karna.
- Goals ko clearly communicate karna aur progress track karte rehna.

Accountability ko ek continuous leadership practice ki tarah apnana:

- Accountability ko redefine karo — yeh punishment nahi, ownership hai.
- Role-modeling accountability — apne decisions, mistakes, aur outcomes ki zimmedaari lena.
- Team mein mutual accountability ka culture build karna.
- Accountability ke tools use karna — jaise check-ins, dashboards, aur regular 1:1 meetings calendar pe fix karna.

Key Takeaways:

Aaj ke session ka ek important takeaway likho:
