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PROLOGUE

There is a leader present in everyone irrespective of position he or she holds in a hierarchy and everyone has some capacity to influence others in their area of strength. While there are many factors that contribute to successful leadership and management, being able to make individual and group decisions is the primary action which defines who is a good leader, what a leader does, and what a leader can accomplish for his or her organization. When we think of what makes someone a great leader, one characteristic that comes to mind is decisiveness. We do not envision successful leaders standing around appearing unclear and uncertain. Instead, we view them as people who are able to quickly arrive at their decisions and communicate the goals to others. So, leadership and decision making are intertwined in roles of any manager.

Also, to get, and keep, a job one typically needs the required technical skills and competencies. A doctor needs to be good in treating patients in his specialty; an Engineer needs to be good in building and design, an accountant needs to know how to manage accounts well and a Secretary needs to be able to type 100+ words per minutes without errors.

Beyond the technical skills, which professional would be successful and to whom people would like to deal with? Obviously, with those who are pleasant and easy to deal with, those who answer questions, have positive attitude and are willing to help. People avoid those who are inflexible, incommunicative, insensitive and would not admit their mistakes.

While technical skills may be essential to get a job, people skills are what open most of the doors in life. Work ethics, attitude, values, communication skills, and host of other personal attributes are the soft skills that are crucial for success in work or personal life. With these soft skills one can excel as a leader. Problem solving, delegating, motivating, and team building are all much easier with good soft skills. Knowing how to get along with people and displaying a positive attitude are crucial for success.

The problem is, the importance of these soft skills is often undervalued, and there is far less training provided for them than hard skills. For some reason, organizations seem to expect people know how to behave on the job. They tend to assume that everyone knows and understands the importance of being on time, taking initiative, being friendly, and producing high quality work. Management and Psychology researchers have been working how people behave the way they do and how various soft skills can be developed. And most progressive organizations expose their employees to these skills in their training programmes

This short Management Development Programme has been designed for working executives to provide them basic insights in all these areas. These cannot be possibly dealt with in one programme as each area is a vast subject on its own. However, the objective of the MDP is to provide an awareness for the need to internalize the knowledge in the organizations to make them more productive and effective.

This material for supplementary reading has been compiled from various sources to provide some information on some of the selected themes.

Lucknow
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