
Make Your Team Excel

*M. V. Sastry**

INTRODUCTION

Planning for achieving an objective must begin sufficiently in advance so that the support system and infrastructure are put in place well in time. It means putting right men in the right places and more importantly men who have a vision and for whom the job should be to serve the objective rather than themselves. Building the team; getting the right combination, the right people and work ethics going; is a necessary prerequisite. Work ethics are vital to a team's success. Big and difficult projects invariably involve many high-pressure situations and it is important to get the mind right because most people come under tremendous strain. For this, they should keep themselves physically fit, mentally alert, maintain their form and perform consistently. This is one challenge they have to meet head on and prove to themselves, more than anyone else, that they have in them what it takes.

Some people are more talented than others. Some are more educationally privileged than others. But we all have the capacity to be great. Greatness comes with recognising that your potential is limited only by how you choose, how you use your freedom, how resolute you are in short, by your attitude. And we are all free to choose our attitude. Competitions are won first in the mind. Winning is a matter of habit, a matter of the mind, a matter that needs to be focused on at every level. Achievement requires character, determination, discipline, united action and the readiness to sacrifice the individual self for the larger cause. A

leader's role is to raise people's aspirations for what they can become and to release their energies so that they will get there. An attempt has been made to cover some points that will help in developing a winning spirit in the team.

BECOMING A GOOD MANAGER

- Have physical health and mental strength.
- Take care of your habits. Bad habits will spoil you.
- Whenever you face a difficult problem, pray to God
- Study and practise professional management principles.
- They become great who have enthusiasm, initiative, optimism, positive thinking, inquisitiveness to learn and improve, integrity, interest in what they do and team spirit. Bring up managers in every line.
- By taking proper decisions and accepting responsibilities, people achieve progress. (Every manager should take clear cut decisions with regard to duties and responsibilities.)
- Do not criticize others (Remember what you have told about others will definitely reach them).

*** M. V. Sastry**

Retd. DG(RD), MoST

The Author is Recipient of 'Shri Ram Award', 'Rashtriya Gaurav Award' and 'Certificate of Excellence'.

*Contact : AC/59-B, Shalimar Bagh
Delhi-88, Ph: 011-27485797*

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- See the good in others. Try to cultivate them.
 - If one is incapable of discharging his functions, either give him a job which he can handle or remove him from service.
 - Utilize your time fruitfully (Reduce time for conversations. Reply briefly. The time you spend on work, use every minute judiciously and carefully)
 - Delegate to others and make them responsible for the results.
 - Leave details to the division heads. Utilize your capacity for finalizing plan, thinking, working with division heads, evolving new ideas. (Never do a thing which others can do for you)
 - Thoughts keep the business alive. Observe what type of plans your competitors are preparing and what they are doing. Encourage people working for you and stimulate them to think how to do the works better. If you get from them ideas that will be beneficial for the business, accept them immediately. Utilize time and resources for examination and improvement.
 - Think one issue at a time. Do not leave humour while working.

FACING AN ISSUE

The following would help in facing an issue:

- Note down dispassionately all the details connected with the issue.
- Do not spoil your mind with the issue the whole day (It affects other works, makes a mountain out of a mole hill, makes you miss your sleep)
- Fix half an hour each day for concentrating and thinking about the issues. Other times, when the thought of issue comes to your mind, control the thought by asserting that you will come to the issue at the stipulated time, and go ahead with your other works.
- When you are busy with other works, your sub-conscious mind will be thinking, taking stock of plus and minus points, and exploring to find a solution to the issue.
- When you cannot solve an issue, allow it to lie for sometime.
- List options available, their advantages and disadvantages.
- Take advice, if need be (Discussing with wise

and more experienced people would be beneficial).

- Seek guidance from the Almighty
- Don't fall into the trap of self-pity. We should have the courage to utilize well the abilities and strengths we have, and if necessary try again and again till you succeed. Self-belief is quite the key element for success.
- Issues are our own creation. We should cultivate the desire and self-confidence to face the issues courageously, tackle them wisely and overcome them. Then only, we will achieve success over the issues and recoup our strength.

One should face bravely the ups and downs as well as difficulties and losses, in life. A calm approach in dealing with difficult situations would greatly facilitate solving the issues. One should have firm confidence that at the end of the journey, he will: get due reward, have the contentment of having achieved what he wanted, and reach great height.

PHILOSOPHY TO BE FOLLOWED

We should act as suggested by our conscience. Conscience functions as a kind of law court in the human heart, telling right from wrong. This human capacity implies a human responsibility for right direction and correct determination. Today, the society is becoming comfortably numb to the soft voice of conscience. Only that which is in the personal interest is considered morally and objectively right. Omar Bradley has rightly said: "The world has achieved brilliance without wisdom, power without conscience. Ours is a world of nuclear giants and ethical infants". The future of an individual, family, society or nation depends on the health of its conscience.

One Sanskrit Sloka says: 'Let bliss come to all, let all bloom with good health, let noble thoughts come to all, let none suffer from sorrow, let us work together with better comradeship and fellowship for the upliftment of the society'.

One should perform his duty as 'NishKama Karma' i.e. without attachment and without desiring to enjoy the fruits of his actions. Whether it is

success or defeat, joy or sorrow, one should take it with 'Sama Bhavana' i.e. with equanimity of mind. Devoted each to his own duty, man attains perfection. One should associate with good people/things and avoid bad people/things. The most important thing in life is not the triumph but the struggle.

EVALUATION AND CORRECTIVE MECHANISM

Constant evaluation, course correction and stock taking are signs of maturity and are likely to prove beneficial in every sphere of one's life. All human beings are unique in their own sense and have been endowed with a mix bag of qualities. Some of these qualities help build up one's personality and are, therefore, called as strong points. Curiosity, hard work, perseverance, determination, adaptability, honesty, humility, sensitivity, responsible attitude and an open mind are some of the time tested strong points. One, besides trying to highlight the positive points, should seriously and gradually eliminate those which are not strong. One should assess oneself honestly with success and satisfaction as his guide.

TO SHINE IN LIFE

Be it your children or the people who work for/ with you, in order to bring out the best in them; appreciate their efforts, encourage them and praise every achievement/ improvement even if it is slight. Speak softly and politely even if you have to suggest some improvement. Never ever criticise/ reprimand any one in front of others. One should have hobbies/ extra curricular activities. These lead to overall development of the personality/ individuality and bring out the latent talents in a person. One should apportion time for work/ reading/ extra curricular activities and utilise it responsibly. Parents/ teachers/ leaders are good role models. Get inspiration from them.

To succeed, the child in you must constantly look for excitement. Any one who wants to succeed should not be afraid of failure. One should be inquisitive to learn all the time, even from worst experiences, and move forward with the wisdom gained and positive thinking. Perseverance is the key to success. "Try and try again with improved

methods (after finding the deficiencies and ways to overcome them) with greater strength and determination' is a motto to be followed which is a sure way to success. Remember the words 'When the going gets tough, the tough get going', and 'Strategy is the key to winning'.

To keep talking - is a good way to remove misunderstandings with any body. Reminisce the good things that have happened to you and keep them as treasure in your memory. They make the mind and body happy. Good friends and reading good books are like diet which will keep one happy and healthy and enable him to get going with courage, confidence and enthusiasm, no matter what difficulties are encountered on the way.

One should maintain harmonious relations with all and conduct himself in such a way that neither he hurts anybody nor gets himself hurt. One should: speak the truth, speak what is appealing to others, not speak what is not appealing even if it is truth (in that case it is better to keep quiet).

Pure thoughts, cheerfulness, steadiness, silence with a calm mind, control over mind- these can be called meditation. When you have firm determination on the work you do; sincerity, commitment and honesty on the goal to be achieved; and when your efforts are aided by devotion, dedication and discipline; luck will knock at your door.

One should: be patient, watch and learn. And with the learning, comes the experience, the improvement and the confidence. With the confidence comes the belief in yourself and your ability to win. With determination, grit, an ability to grab the opportunity and make the most of it; through tremendous hard work, patience and self-belief; one can achieve almost anything. One should love what he is doing, then motivation comes by itself. One should not repeat his mistakes. With such an approach, one gets better and better with every trial.

Adversity is a great teacher. One should show remarkable maturity after a spell in the wilderness and should shoulder the responsibility admirably. The right train of thought can take you

to a better station in life.

For a team to succeed, individual performances are unimportant, the team members should be united, they should bond well, they should have the focus of pulling in the same direction, they should have the feeling of working together and for each other, they should work as a unit, they should be hungry for success, and they should work according to a well thought out plan.

DEVELOPING LEADERSHIP

A leader has to inspire his people on a daily basis to morally defensible purpose, spurring them to purposefully ennobling action. A leader also has to have a bit of the chief executive in him, someone who knows how to get things done, how to motivate others -colleagues and subordinates - and to hone their energy, emotions and enthusiasm for a collective goal.

Globalization, meteoric improvements in information technology and telecommunication has turned traditional organization structures upside down, the companies need guidance even to survive, leave alone thrive. The work force must also change to an adaptable, responsible and versatile group. Levels and layers of management in the hierarchy are losing place, as work teams - which are self-managing and cross functional come into play to replace them. Developing employees is a long term process in which the trainer plays a facilitative role. Training budget is an investment with the highest potential returns. Quality improvement, cost reduction, service excellence, culture-building are some of the objectives. Some of the challenges that face supervisors are - diversity in the work force, the need for quality improvement, employee empowerment, with emphasis on self-directed work teams and teamwork. While training refers to the teaching of specific knowledge and skill required for the supervisor's job, the term development is broader and contributes to the growth of the *individual and preparation for higher level jobs*.

A recruiter wants: the candidates to be energetic, motivated and sincere; the candidate should have the stamina to face the roller-coaster ride that every job brings along; nothing should

deter the candidate from working hard to reach his goal. Getting a job may be one's luck but keeping it is not a matter of luck.

TIME MANAGEMENT

Good time management will lead to success. Here are some tips that will help in managing time well:

- Plan ahead (Time spent in planning enables easy execution and saves time). Look at in the morning what you planned to do that day, and review in the night what you did and what you need to do the next day.
- Write it down (It enables you to schedule on paper what needs to be done before you do it).
- Do the most important things first even if they are the most difficult (With that, you will find the other things comparatively easy).
- Delegate and divide (By delegating as many tasks/details to others as you can, you keep yourself free for important things).
- Don't postpone things.
- Budget your time (Apportion time for different works you have to do and stick to the plan).
- Let good habits work for you (By speeding up daily/ routine tasks)
- Don't waste time on insignificant details (Always keep the big picture in view).
- Learn to say No (to friends who are trying to distract you from your work and get you do something else).

Relax (Good time management is a great stress reducer)

CONCLUSION

By rejuvenating themselves at physical, mental and spiritual levels simultaneously, people can enrich their individual lives and also bring about lasting change in their attitudes, whether in the work place or in the family set-up. Happiness and success are complementary and supplementary to each other. However, efficiency, creativity, positive thinking, general well-being and sound physical as well as mental health lead us on to a path where happiness becomes our attitude and success

becomes our habit.

In the present day scenario where every day is a battle against time and life is getting faster, more competitive and more stressful, the ancient practices of regular walking, prayer, meditation, Satsang, yoga and pranayama will stand us in good stead. They enable us to face any situation with equanimity and poise. If you are honest and committed to your job, the results you want will materialise. In conclusion, the following words are relevant:

- The thing always happens that you really believe in, and belief in a thing makes it happen.
- We should 'Be positive' in our approach, we should 'Learn', we should 'Commit' and we should 'Do'. The greatest battles of life are fought out daily in the silent chambers of soul. That which we persist in doing becomes easier-

not that the nature of the task has changed, but our ability to do well has increased. We are what we do repeatedly. Excellence, then, becomes a habit.

- Make yourself necessary. When your every desire has been fulfilled, you will still feel the need to make a difference. Give the world your own special push as often as you can.
- If you want to be a winner, you have to be willing to give it your all.
- If you enjoy what you do, your productivity multiplies. Delegation, decentralization and empowerment of others are leadership secrets that help to achieve success.

Plan in your mind and execute. Don't waste time. Think fast and act fast. If you are good to people, they will execute your thoughts into action. Encourage your team, be fair and they will deliver.