



Leadership Development Programme: Managing People



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Program objectives

At the completion of this program, you will be able to:

- Better perform in your own roles
- Support supervisors and workers in improving their performance
- Create an effective and supportive working environment that leads to a more productive workplace



Workers, Supervisors and Management benefit

productivity

22% increase in productivity on the lines of trained female supervisors

- Reduced turnover of supervisors and worker
- Reduced injury rates among workers on lines with trained supervisors

turnover, injury rates



Growth Mindset – what can I as a manager do?

- Adapting a growth mindset yourself
- Cultivating a growth mindset culture in your organization

Tip!

- Failure is good
- Praise process and effort





Mindsets

Fixed

Im not good at this

Im excellent!

I give up

Its good enough

I just don't have the number brain, will never have

Plan A didn't work

Growth

What am I missing?

Im on the right track

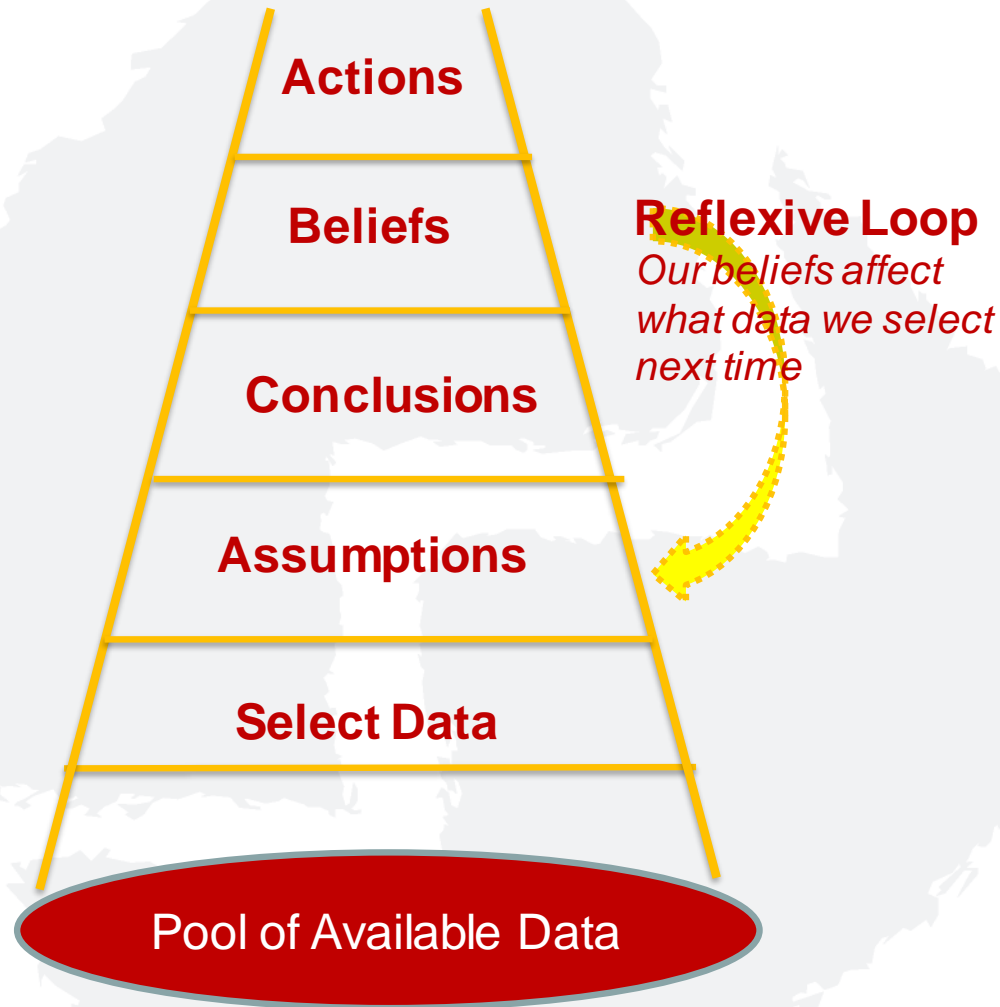
Ill try more strategies

Is this really my best work?

Im going to train my number brain

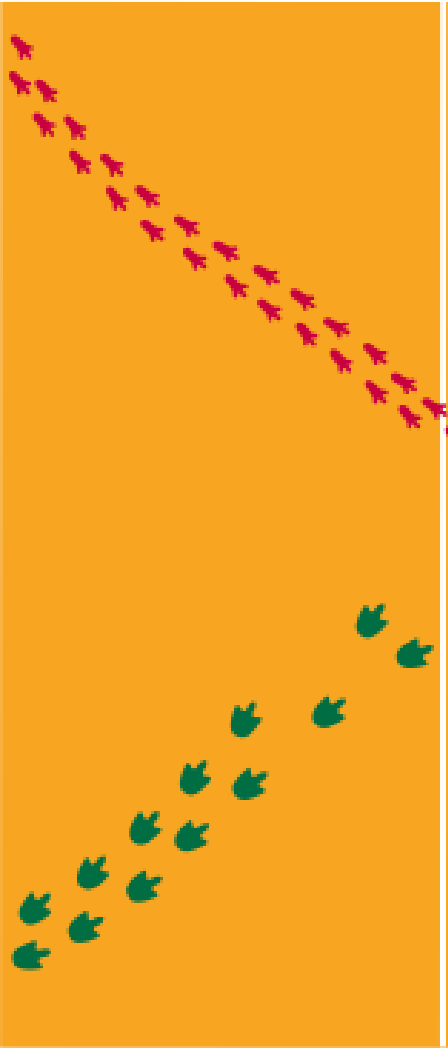
Good thing the alphabet has 25 more letters

The ladder of inference





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Position 1



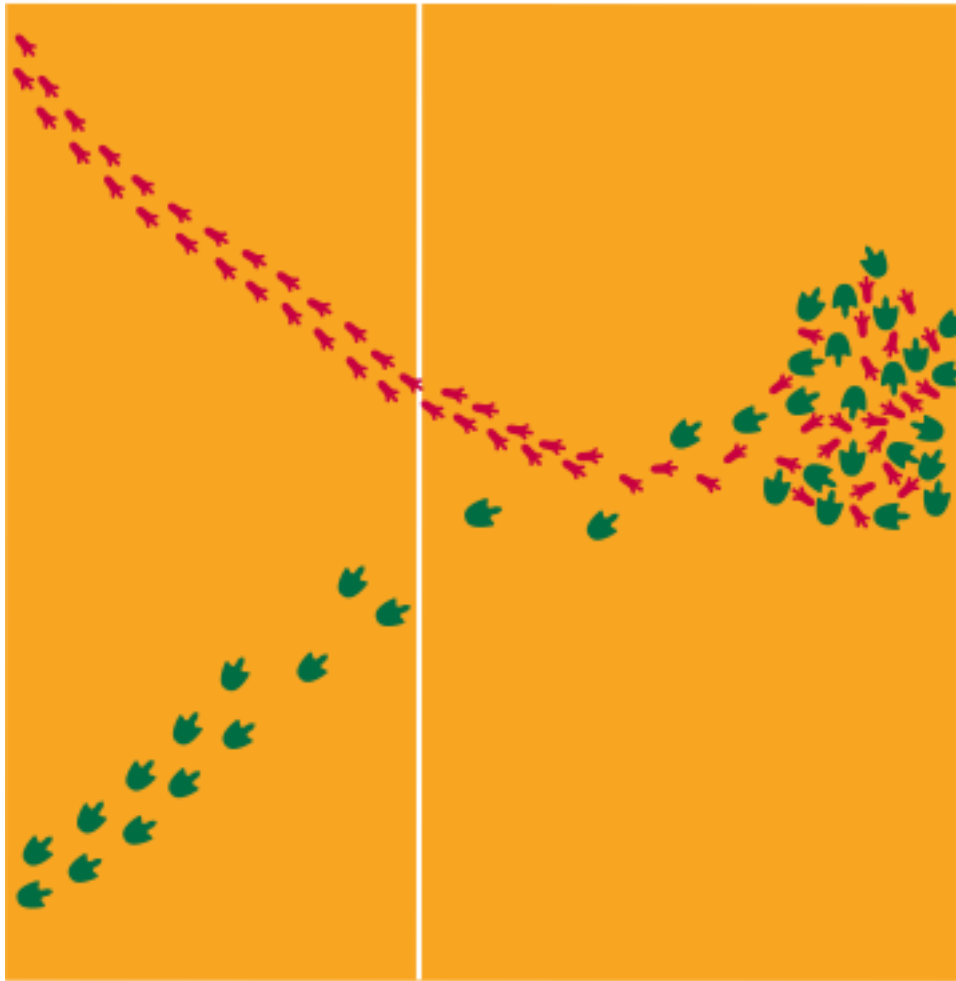
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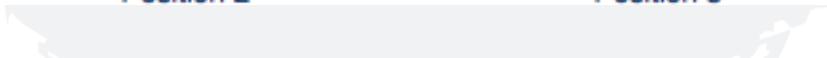
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Position 1

Position 2

Position 3



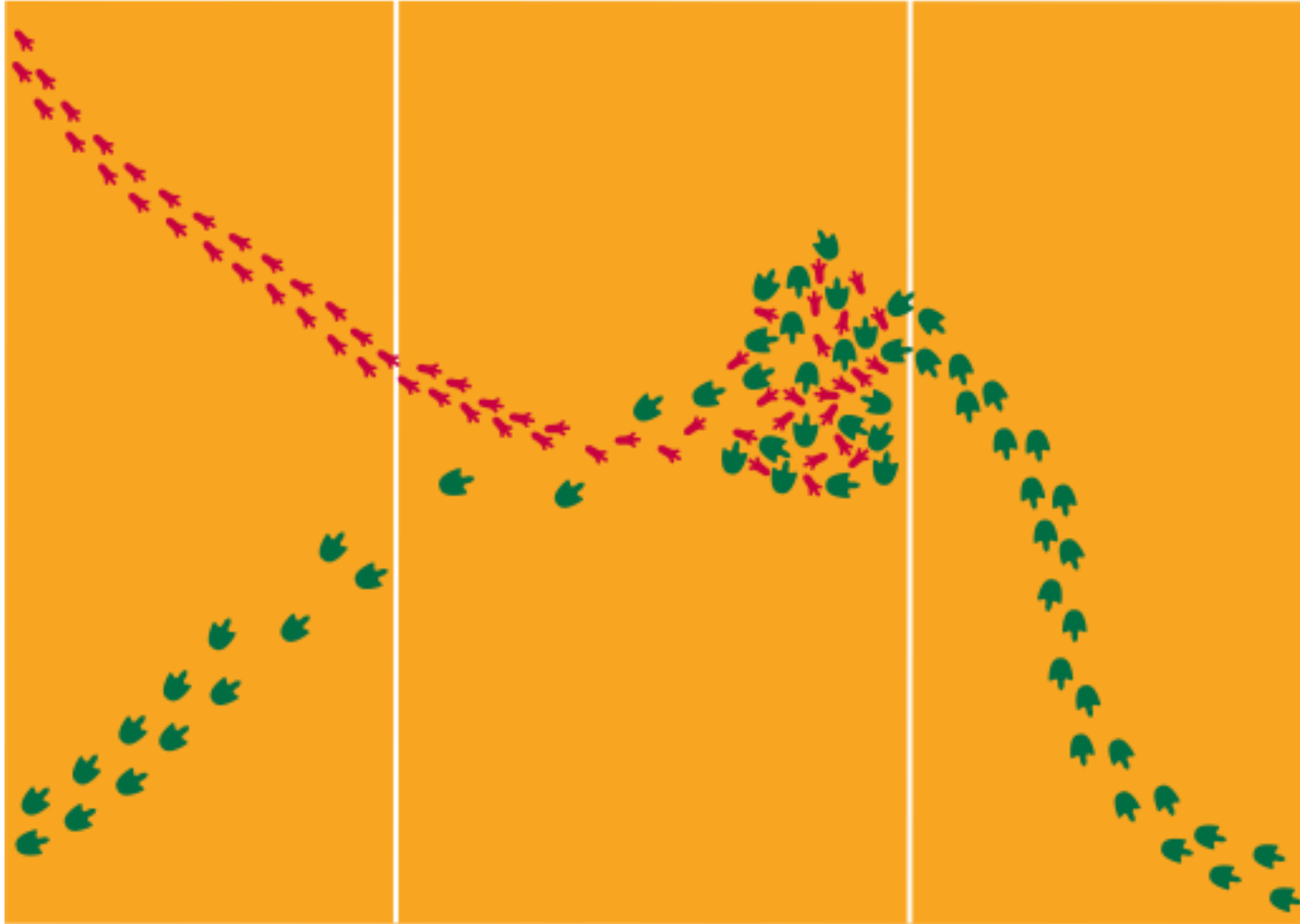
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Position 1

Position 2

Position 3



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Active Listening and Feedback





Characteristics of Listening

L = Look interested

I = Involve yourself by responding

S = Stay on target

T = Test your understanding

E = Evaluate the message

N = Neutralize your feelings



The Process of Listening can be categorized into 4 main areas

- **Hear**
- **Clarify**
- **Interpret**
- **Respond**





Reasons for poor listening

- Not paying full attention
- Being impatient
- Listening only for facts (bottom line)
- Knowing the answer
- Trying to be helpful

*We do not learn
from talking; we
learn from listening*



LACE Formula

- Listen: listen actively to what people have to say
- Acknowledge: confirm that you received the message
- Check: check that you understood correctly
- Enquire: ask for more information



10 Steps to Effective Listening

Step 1: Face the speaker and maintain eye contact.

Step 2: Be attentive, but relaxed.

Step 3: Keep an open mind.

Step 4: Listen to the words and try to picture what the speaker is saying.

Step 5: Don't interrupt and don't impose your "solutions."

10 Steps to Effective Listening (2)

Step 6: Wait for the speaker to pause to ask clarifying questions.

Step 7: Ask questions only to ensure understanding.

Step 8: Try to feel what the speaker is feeling.

Step 9: Give the speaker regular feedback.

Step 10: Pay attention to what *isn't* said—to nonverbal cues.

Be a Whole Body Listener

Brain thinking

Ears hearing

Eyes looking

Mouth quiet

Shoulders facing

Hands still

Feet calm





SPIN method

S - situation

P – personal impact

I – inquire

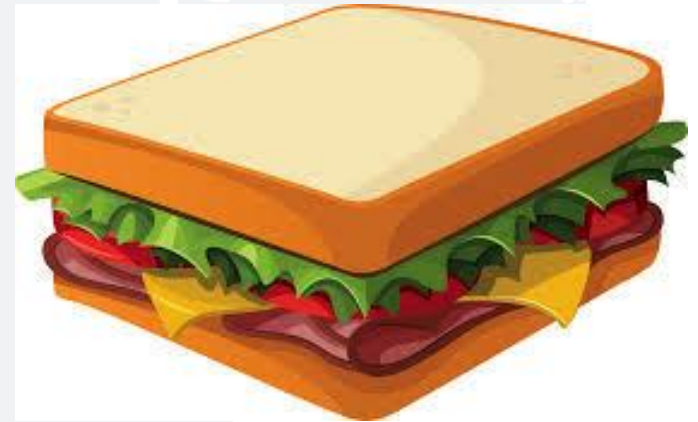
N – next steps





Sandwich method

1. What I liked?
2. Points of improvement (typically phrased as what you didn't like)
3. Overall positive comment





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Team



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‘A team is any group of people that need each other to accomplish a result’.





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together everyone

T E A M

achieves more



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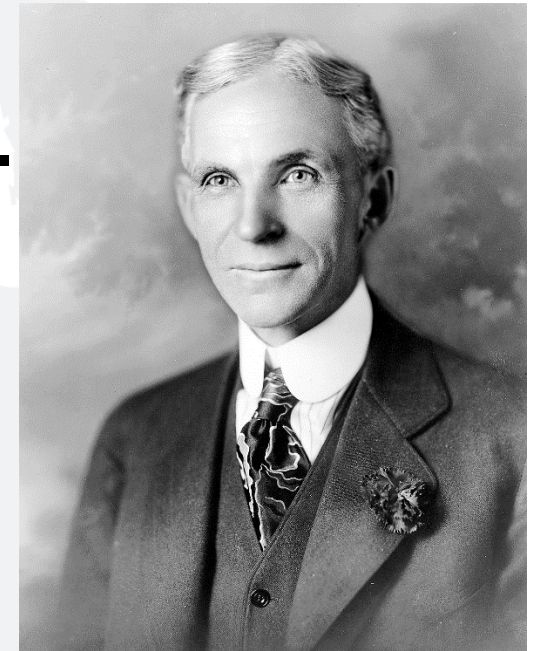
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"Coming together is a beginning.

Keeping together is progress.

Working together is success.

Henry Ford



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Stages Of Team Development



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Management vs. leadership

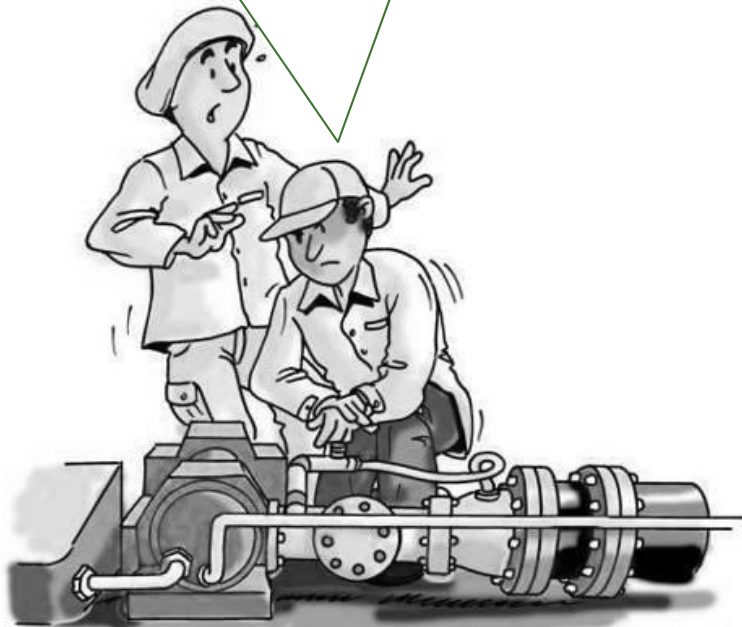
“Management is doing things right. Leadership is doing the right thing.”

and

“The manager asks how and when; The leader asks what and why”



Get out of the way...
let me do it.



First, tell me
about your ideas.





Difference between Leader and Manager

Managers	Leaders
Managers administer	Leaders innovate
Managers ask how and when	Leaders ask what and why
Managers focus on systems	Leaders focus on people
Managers do things right	Leaders do the right things
Managers maintain	Leaders develop
Managers rely on control	Leaders inspire trust
Managers have a short-term perspective	Leaders have a longer-term perspective





Difference between Leader and Manager

Manager	Leader
Managers accept the status-quo	leaders challenge the status-quo
Managers have an eye on the bottom line	leaders have an eye on the horizon
Managers duplicate	leaders originate
Managers follow the classic good soldier	leaders are their own person
Managers copy	leaders show originality



Thank you



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