

**LEADERS - THE DECISION MAKERS AND THEIR WAYS OF
TACTICS**

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This article highlights about different decision makers and how they can be persuaded; how to motivate employees ; how one can learn skills from the battle field etc..

PERSUASION SKILLS :

Executives can be classified into five decision making types¹ :

- ✓ Skeptics
- ✓ Charismatics
- ✓ Followers
- ✓ Controllers
- ✓ Thinkers

SKEPTICS

Skeptics are the ones who have suspicion of data that contradict their views. They are of strong personalities. The characteristics of skeptics are demanding, disagreeable, aggressive and “ believe in take charge style ”

They reflect self absorbed behaviour² .

HOW TO PERSUADE A SKEPTICS ?

Skeptics are of highly suspicious nature. They look for the creditability in the persuader. So , its persuader who should gain as much creditability as possible before making presentation.

Persuader should never challenge a skeptic . if skeptic arguments is based on wrong information then persuader correct the information in such a way that skeptic has no room to save face.

CHARISMATICS :

These are talkative, dominant , enthusiastic and persistent . They have ability to gain and absorb many information.

They are emotional yet rational .

HOW TO PERSUADE CHARISMATICS ?

To persuade a charismatic one must not spend time describing charismatic rather he should spend time discussing the risks involved in an idea.

Charismatics have short attention period. They don't like lengthy single sided presentations. So persuader must take care of this by avoiding lengthy presentations.

They appear to be independent decision makers , but fact is they get suggestions from high profile executives before making any major decision.

They give impression of fast decision makers, in fact they take their time and expects people to wait for their decisions.

FOLLOWERS

Followers depend on the how others executive have made decision in past of same like circumstances.

They are very cautious in making decisions, occasionally make spontaneous decisions. They are responsible decision makers.

HOW TO PERSUADE FOLLOWERS ?

They are easy to persuade just they need to be make feel confident.

Persuader should share ideas with them if persuader had successful track record.

Followers like well proven and reliable ideas.

CONTROLLERS

Controllers are detail oriented , logistic, unemotional, accurate, objective and sensible. They are insecure and fearing. They see everything from their own perspective . they are loners and self absorbed they make unilateral decisions.

How to persuade controllers?

- ✓ A persuader should try to overcome internal fear of controllers.

- ✓ As they are self absorbed , persuader must be prepared for long silence during presentations.
- ✓ Controllers demand accurate information though they dont take rational decisions .
- ✓ Persuader should put forward an argument that is structured linear and credible.

THINKERS

These are toughest to understand and to persuade. They are academic, intelligent and logical. They are quantitative arguments and backed by data. They are voracious readers and use words carefully while talks.

How to persuade thinker?

- ✓ Communicate drawbacks of idea at beginning of meeting.
- ✓ Proposal must appear to be best available option to the thinker.
- ✓ Give enough time and space to thinker to come to conclusion.

MOTIVATION SKILLS

Motivating people needs clear thinking and hrd work.

A leader should have clear understanding of situation to motivate people.

A leader should set clear goals and expectations.

General Methods Of Motivation

A leader must know how to motivate different people with different motivation levels.

- ✓ Trust as highest virtue : Understanding the real situation is important.
- ✓ Desire to be great. : People have great desire to contribute something lasting and get motivated when they get feel they are working on something important , rare and marvellous .
- ✓ Communicate communicate and communicate : Repeatedly communication on aspects of what is being done , how work will fit into grand vision and the future holds for the organisation and for them.

- ✓ Sharing the burden of risk : people can be motivated to take up reasonable risk by having clear discussion on chances of success , making roles and responsibilities clearer.
- ✓ Motivating by caring : leader must motivate employees at all levels of organisation . i.e at executive level , middle level and lower level.
- ✓ Motivation problem people : 1. learn about them, about yourself and about situation. “ it is always easier to put blame on someone else rather than accept own’s behaviour could be reason behind problems. Must understand the employees and reason of deterioration . 2. Have a range of alternatives. Eg leader changes of attitude from punishing an errant employee to that of rehabilitating him .

CONFLICT RESOLUTION SKILLS

Conflicts are common in all organizations. They arise due to disagreements over goals, differences of opinion .

Active listening, good questioning , good non verbal communication and mediation skills are four areas of skill development in resolution of conflicts.

LEADERSHIP TACTICS

A . Model of power and influence : leaders don’t have to deal with their subordinates but also with their superiors .

Step one : This involves indentifying the people who have to be led. The leader tries to find relevant lateral relationships.

Step two : indentify people who resist cooperation with leader. Effective leaders identify such people, understand reason and assesment of resistance .

Step three : use different methods to overcome resistance . Developing relationships is one common way of overcoming resistance. For stubborn resistance with no alternative except using complicated and forceful methods.

B . Relationship with Subordinates : effective leaders acquire job related skills, enter into working relationship , acquire information and tangible resources . combine all these elements to strengthen position in relation to subordinates.

C . Relationship with Superiors : effective leaders understand the fact that they are at least dependent on their as bosses are on them. Understand bosses goals , the pressure on them, strength and weakness and working style. Understand own needs , objectives , strength , weakness and personal style. Maintain good relation by providing information on what is happening, open and reliable and using boss time prudently and utilizing organizational resources optimally.

Summary

Motivating people is not so easy as it sounds. A leader has to know how to motivate different people with different motivation levels.

It is also difficult to ensure high levels of enthusiasm and commitment during bad times.

Effective leaders take help of their peers , subordinates, bosses , supporters , customers and even competitors. Effective leaders don't concentrate on their own personal benefits but rather work for the upliftment of the institution or organization.

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