

SYMBOL: Youth Society Integration



Friends Society

Vadodara, India

“Self Development
Through Service”

Jaikishan Gianchandani, Chairperson
Niranjan Dave, Co-Founder

Presentation to the PG Students,
Faculty of Social Work, MSU
March 13, 2019

1



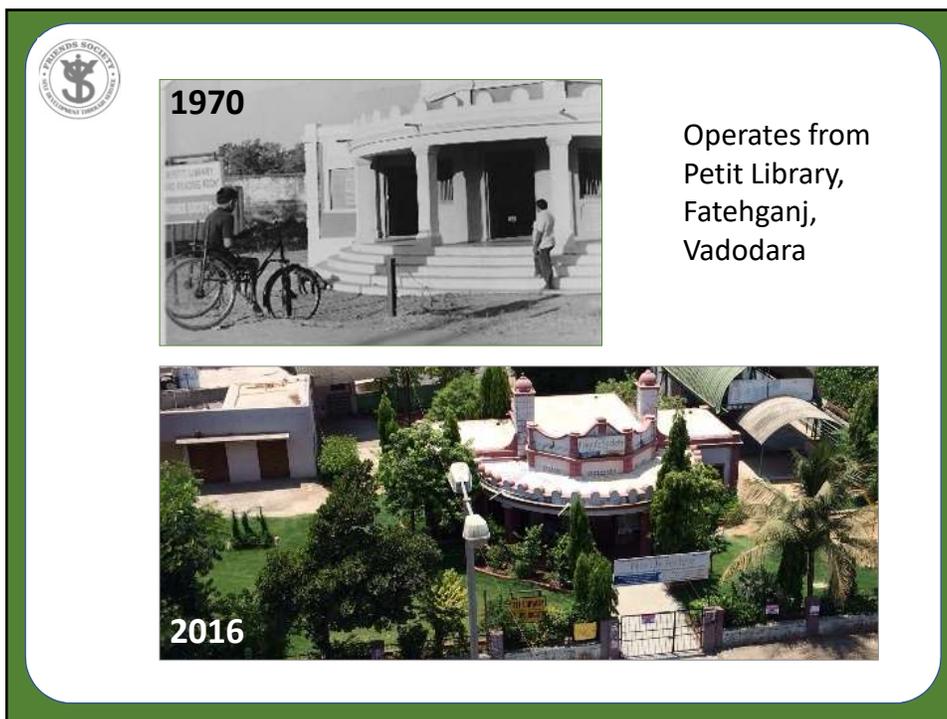
Roots in the Faculty of Social Work, MSU

- MSW student (Thritty Bhavnagri) invites student volunteers to the Mental Hospital (field assignment) – February 1969
Suggests there should be an organization for students to provide social service
- Girdhar Vaswani (also MSW student) recruits, at a boys' hostel, Niranjan Dave (engineering student) to start the organization – July 1969
- Brings in another MSW student (Usha Damodaran)
- Three met on the roof of FSW building the Friends Society takes shape
- Inaugurated: 15th August 1969



Girdhar Vaswani
MSW

2



3



4



5

Aug 2019
50 years

SUCCESS FACTORS

- Youth driven Energy, new ideas, challenge status quo
- Allow students to plan, organize, decide, implement, budget, raise funds
- Love, appreciation from beneficiaries
- Unwritten conventions Ensure proper actions / decisions
- Senior members guide / coach
- Past beneficiaries become volunteers themselves
- Past members – strongly attached to FS

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Highly motivating for volunteers

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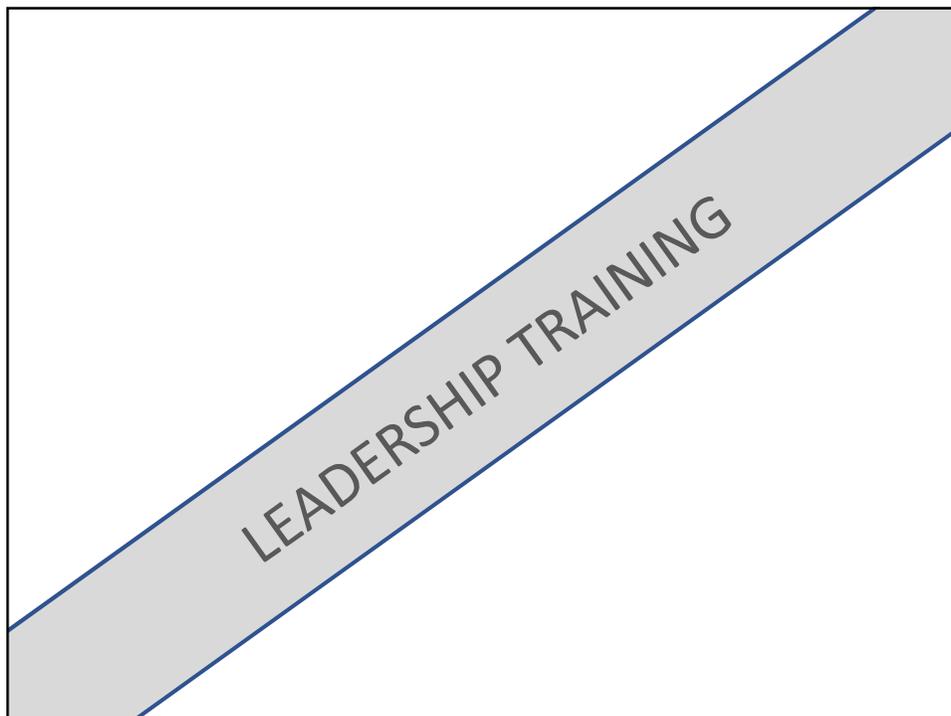
Help ensure continuity and support

6

CHALLENGES

- Continuity from year-to-year (changing student population)
- Managing and channeling energy and ideas of young volunteers (students)
- Funding / other resources
- Regulatory requirements
- Informality vs need for organizing / becoming more professional organization
- Authoritarian / directive leadership approaches
- Cost of staff-based activities
- Inadequate use of past member and placement students

7



8

LEADERSHIP

Leadership at NGOs

Needs to be different than leadership in other sectors (private, government, education, etc.)

Focused more on:

- ✓ **Participative management**
and use **consensus building** approach for making decisions
- ✓ **Shared (distributed) authority and resources**

Directive leadership style is needed in **times of crisis** when quick decisions are needed

Because work with volunteers

However, this is effective only for a short time

9

LEADERSHIP

TRAINING for Leaders (anywhere)

- ❑ Not call it “Management Training”
- ❑ People get promoted, mostly because they are “technically” good
However, they usually have poor people skills
- main cause of ‘management problems’
- ❑ Effective leadership training is:
 - Short (2 to 3 hours)
 - Informal setting
 - Light on “theory” and jargons
 - Create mental images using stories / graphic
 - Fun

10

LEADERSHIP

TIPS FOR LEADERSHIP TRAINING

(PEOPLE SKILLS)

What had worked well in two-hour “Safety Leadership” sessions

- Informal setting (sit around in a circle, no table in the middle), no ‘PowerPoint’
- Training guide (instructor) – totally relaxed, smiling
- Discussion-based session (no lecture)
- Handout summarizing key points – at the end
- Started with a relevant story (sets the right tone for the rest of the session)
- Focus on showing how each point covered helps the participants become more effective / successful leaders
(WIIIFM – ‘What is in it for me’)

11

LEADERSHIP

KEY CONTENT related to leadership

- People focused leadership style
- Five steps of performance management
- Concept of ‘Discretionary Effort’ and how it is necessary for leaders’ effectiveness

12

LEADERSHIP

Leader's Guide for Improving Safety

... and the Overall Operation

If your actions inspire others to dream more, learn more, do more and become more - you are a leader.

John Quincy Adams

CONTENTS

Becoming more effective as a leader
(becoming more effective with people)

- > Five steps of performance management
- > People aspects
 1. Connect with people
 2. Make people feel important
 3. Monitor / enforce
- > Discretionary effort

Improving safety

- > Accident Triangle
- > Three boxes
- > Three principles

Nearly all men can stand adversity, but if you want to test a man's character, give him power.

— Abraham Lincoln

3

13

LEADERSHIP

**FIVE STEPS
of performance
management**

TIP: If someone does not do what you want them to do, ask yourself if you had followed all five steps — before you blame them.

4

FIVE STEPS
for Obtaining Performance from Others
(To have others do what you want them to do)

Step 1: EXPECTATIONS
Make sure people know what you want them to do. (Actually tell them that - do not assume that they know)

Step 2: KNOWLEDGE / SKILLS / CAPACITY
Make sure people have knowledge, skills, capacity to do what you want them to do and that they have sufficient capacity (physical, mental, emotional) to do it. Do not assume that everyone knows how to do it. Make sure by checking.

Step 3: PERFORMANCE SUPPORT
Make sure they have tools, equipment, and materials necessary for the task. Also, realize that people may forget. Having gone through training is usually not enough. They need reminders and retraining from time to time. Also, make sure they have enough time to perform tasks without having to rush excessively or taking short-cuts.

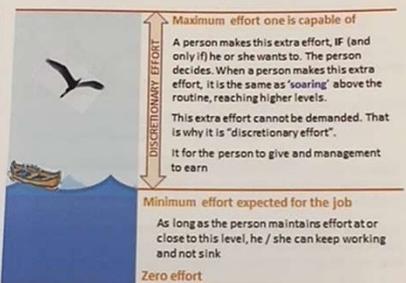
Step 4: FEEDBACK
Let people know how they are doing — provide them feedback. Otherwise, they may continue to do something the wrong way. (Do not say, "No News is Good News"). When you provide feedback, it also lets them know that what they are doing is important.

Step 5: CONSEQUENCES
Provide positive or negative consequence as needed. Majority of the time, you will be providing praise and saying "Good Job" and only sometimes you may have to discipline.

5

14

Discretionary efforts



Maximum effort one is capable of
A person makes this extra effort, IF (and only if) he or she wants to. The person decides. When a person makes this extra effort, it is the same as 'soaring' above the routine, reaching higher levels.
This extra effort cannot be demanded. That is why it is "discretionary effort".
It for the person to give and management to earn

Minimum effort expected for the job
As long as the person maintains effort at or close to this level, he / she can keep working and not sink

Zero effort

When we obtain discretionary efforts from people, all measures of performance improve. We become high performing organization.

When people are feeling good working and they are 'going the extra mile', it means they are more likely to follow the requirements – and that leads to improved safety.

How good a leader is at the people aspects makes a huge difference.

9

People Aspects of Leadership

Leadership role includes task focus (getting things done), and people aspect (getting work done through others). While successful leaders keep an eye on the task to be accomplished, they are very good at the people aspect of their role.

How do they become effective working with people?

1. They connect with people
2. They make them feel important
3. Yet, they monitor and enforce

1. CONNECT WITH PEOPLE

Get to know people as people – not as tools for you to use

- ✓ Walk around frequently, stop to talk to people, even if it is to say "Hello."
- ✓ Treat others as you want to be treated yourself - that is, with respect.
- ✓ Make time for people, talk to them, learn something about them - unique talents, hobbies, etc.
- ✓ And, share something about yourself with them - your hobby, family, background, etc.
- ✓ Find ways to make their work assignments fun.

6

15

2. MAKE PEOPLE FEEL IMPORTANT

Let people know that they do matter and are not taken for granted

- ✓ Ask people for their ideas and input.
- ✓ Get to know their names, and use the names while addressing them.
- ✓ Provide recognition. Say "good job" often – such simple compliment is actually very powerful and goes long ways.
- ✓ Find small and personal way to say thank you to the people you work with.
- ✓ Just talking to them, or saying hello, makes people feel important.
- ✓ Listen more, speak less.
- ✓ Congratulate individuals on their accomplishments at work or outside of work

- Any recognition you provide is a formal signal to organization on what is important
- Never delegate recognition
- Recognition should be a habit
- Vice President, Operations of a manufacturing plant

Feeling gratitude and not saying thank you is like wrapping a present and not giving it.

7

3. MONITOR / ENFORCE

Make sure people are doing what they are supposed to be doing and address discrepancies

- ✓ Monitor how people are doing their jobs. This is to make sure they are following proper procedures, that they are not taking short-cuts or ignoring requirements.
- ✓ When discrepancies are identified, address them. For example,
 - Provide more knowledge or clarification
 - Provide proper tools or equipment
 - Make it easy to get the tools and equipment needed
 - Provide more time to perform tasks
 - Remove sources of agitation or anger some may feel
 - Reduce boredom, and resulting wandering off of mind
 - Reduce excessive fatigue resulting from work
- ✓ Take disciplinary actions, when necessary

Don't find fault, find a remedy - Henry Ford

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. – Jack Welch

8

16