

# Building and Empowering Teams: Identifying and Nurturing Next Generation Leadership

**Maj Gen (Prof, Dr) Atul Kotwal, SM, VSM**

MBBS, MD (PSM), PDF (Epidemiology), FAMS, FRCP Edin, FIAPSM, FIPHA

Executive Director, National Health Systems Resource Centre,  
Ministry of Health & Family Welfare, Govt. of India



***“I start with the premise that the function of leadership  
is to produce more leaders,  
not more followers” . . . . - Ralph Nader***

***“Leadership is not about finding the next best  
person; it's about recognizing and cultivating the  
potential in every person.” . . . . - source unknown***

# WHY Empower Teams ?

## Three major outcomes of Team Building



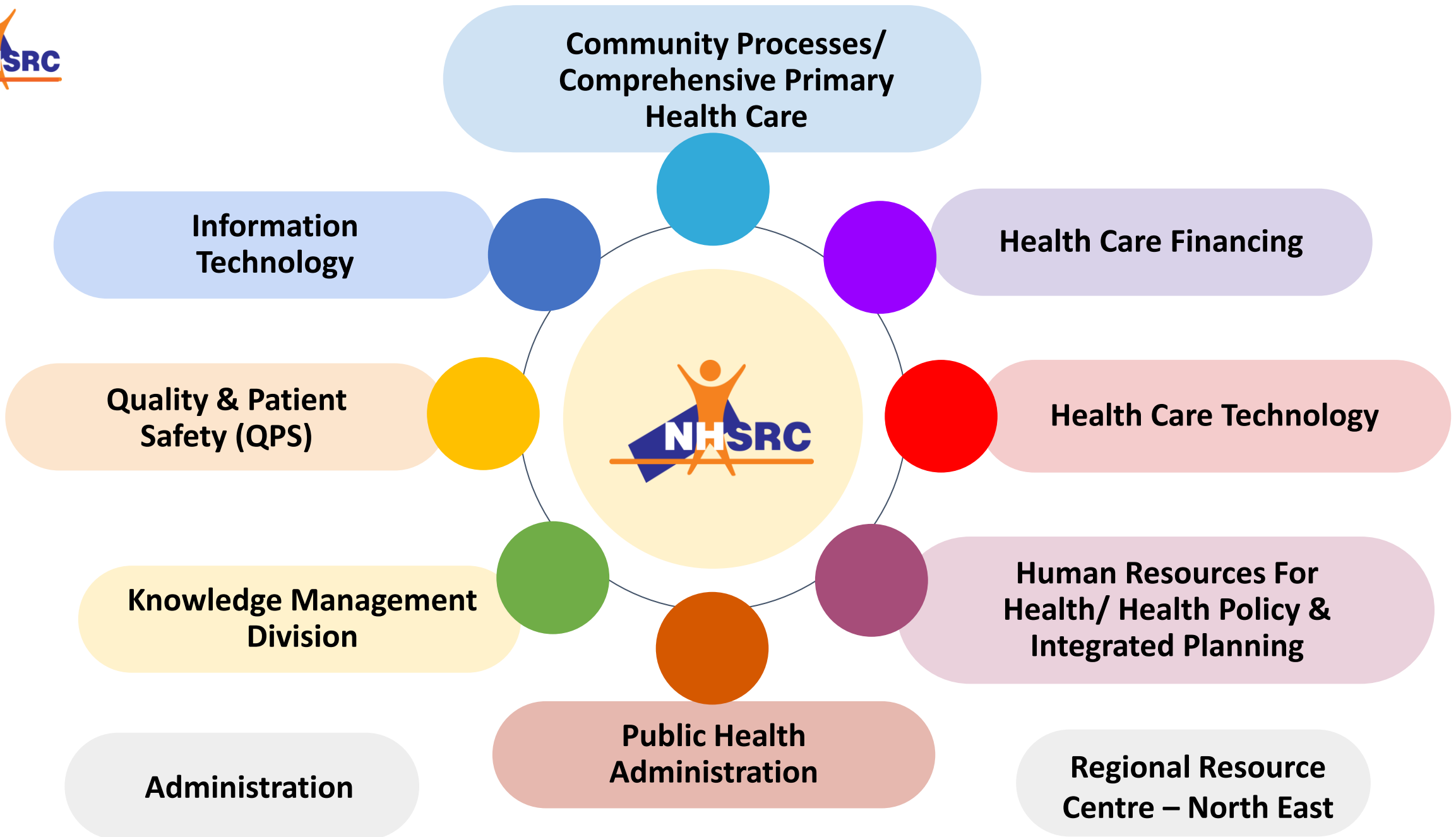
**Job Satisfaction  
of members and  
the Leader**



**Mutual  
Organizational  
Interests**



**Overall Work  
Quality and  
Reputation of the  
Organization**



# Experiences: NHSRC



31-05-2024

Building and Empowering Teams

# Ways in which the next generation leadership at NHSRC feels empowered : *Feedback 1*

“Recognizing strengths and weaknesses – to **ensure that both are channelized appropriately** – building our **confidence** and developing our skills.”

“Routine conversations to convey that **we are valued.**”

“Providing **opportunities to learn** and develop skills, help us planning a **career path**”

“**Independence to take decisions** – with **support and guidance** to build confidence and also develop decision making”

“**Create examples for us** to replicate the same with colleagues.”

“**Bringing energy and passion** – which motivates all to replicate the same”

“**Encouraging and providing opportunities to lead** and take **independent decisions** – to build confidence and improve leadership skills – and also always available to providing guidance and mentoring at each step – as per our needs”

# Ways in which the senior leadership at NHSRC feels empowered : *Feedback 2*

## How Leadership Changes an Organisation

### Before .....

### After....

Leader not accessible – Namesake open-door policy

Leader always accessible to his team

Incomplete knowledge of procedures and rules resulting in procrastination

Well-versed in procedures and rules, leading to quick decisions

Lacks confidence, thus, everything bound in red tape

Has confidence, thus, minimal red-tapism

Confused, meetings and discussions for all matters, including those that are trivial and routine

Has clarity of thought, meetings and discussions only for larger issues

Leader primarily concentrates on fire-fighting

Leader has a systems approach; invests in obviating need for firefighting!

Pigeon-holing and restricting the team based on perception of what the team can do best

Allows his team to experiment, broaden their scope of work, develop their skills under his watchful eye

Contentment with the status quo

Long term vision for the holistic development of the organisation

Rigidity in working hours, irrespective of output

Flexible working hours with required breaks for maximum and quality outputs

# How can **WE** Empower **OUR** Team?

Let's talk Leadership: Key Points



# 1. Effective Leadership

... achieving goals or delivering results and fostering an environment where team members can grow and succeed

- **Autonomy ; Responsibility and Accountability**
- **Communication ; Exemplary Soft Skills**
- **Investing** : A culture of learning and development
- **Recognition and Appreciation**
- **Adaptability and Openness ; Diversity and Inclusion**
- **Participation – Empowerment ; Transformative and Inspiring**
- **Leading by example** : Lead from Front ; Work Ethics ; Attitude ; Commitment
- **Expertise**

*“Create examples for us to replicate the same with colleagues.”*

*“Bringing energy and passion – which motivates all to replicate the same”*

## 2. Mentorship

*“Recognizing strengths and weaknesses – to ensure that both are channelized appropriately – building our confidence and developing our skills.”*

- **Rapport building**
- **Direction setting** – Setting short term, medium- and long-term goals
- **Progress making**
  - Establishing a good working environment
  - Exploring the issues from mentee perspective
  - Building confidence
  - Sense of independence and autonomy for the mentee
- **Celebrating** the wins
- **Reciprocal** mentoring / Co-mentoring / Two-way mentoring

# 3. Motivation (Herzberg's Factors)

## MOTIVATING FACTORS

- Achievement
- Recognition
- **The work itself**
- Responsibility
- **Advancement opportunities**
  - Growth

*“Routine conversations to convey that we are valued.”*

## HYGIENE FACTORS

- Organization policies
  - Administration
  - Supervision
- Relationship with supervisor / peers/ subordinates
  - Work conditions
  - **Personal life**
    - Status
    - Security
- **Salary and financial incentives**

*“Flexible working hours with required breaks for maximum and quality outputs”*

# 4. Delegation

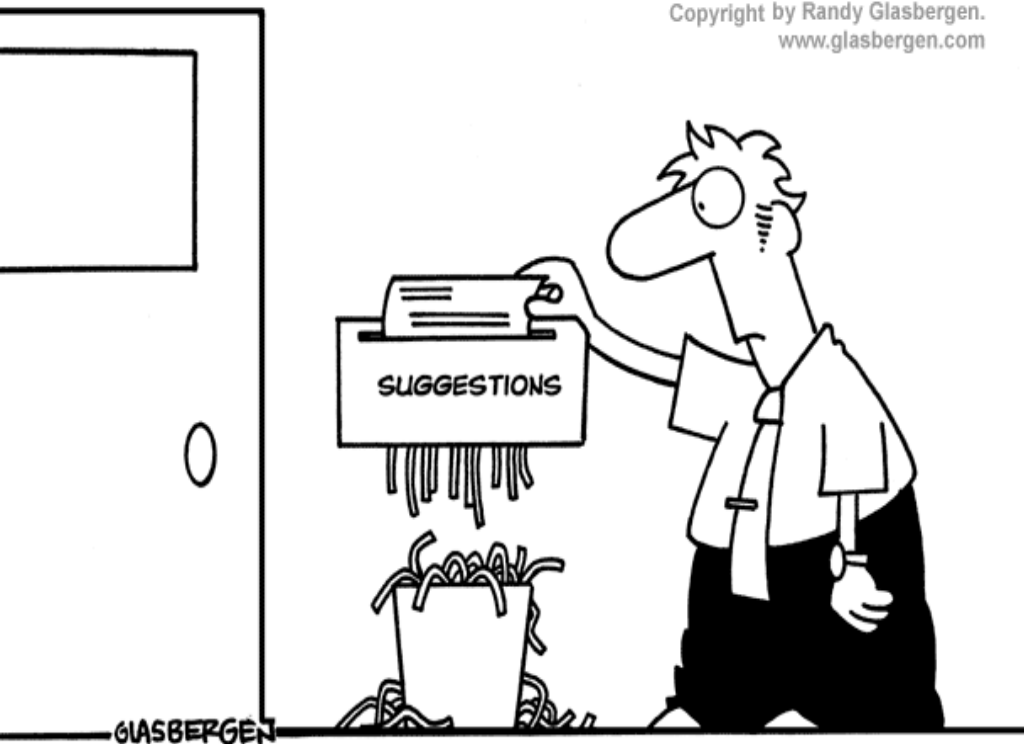
*“Independence to take decisions – with support and guidance to build confidence and also develop decision making”*

- **Clear roles and responsibilities**
- **Clear expectations** regarding their delegated authority
- **Start with small delegations**
- **Monitor and evaluate performance**
- **Errors** while exercising their delegated authority ? : Support and Guidance
- **Review** : Supportive Supervision
- **Level of delegated authority** : Adjust as per progress, development, and organizational needs

*Allows his team to **experiment**, broaden their scope of work, develop their skills under his watchful eye*

*“Providing **opportunities to learn and develop skills**, help us planning a **career path**”*

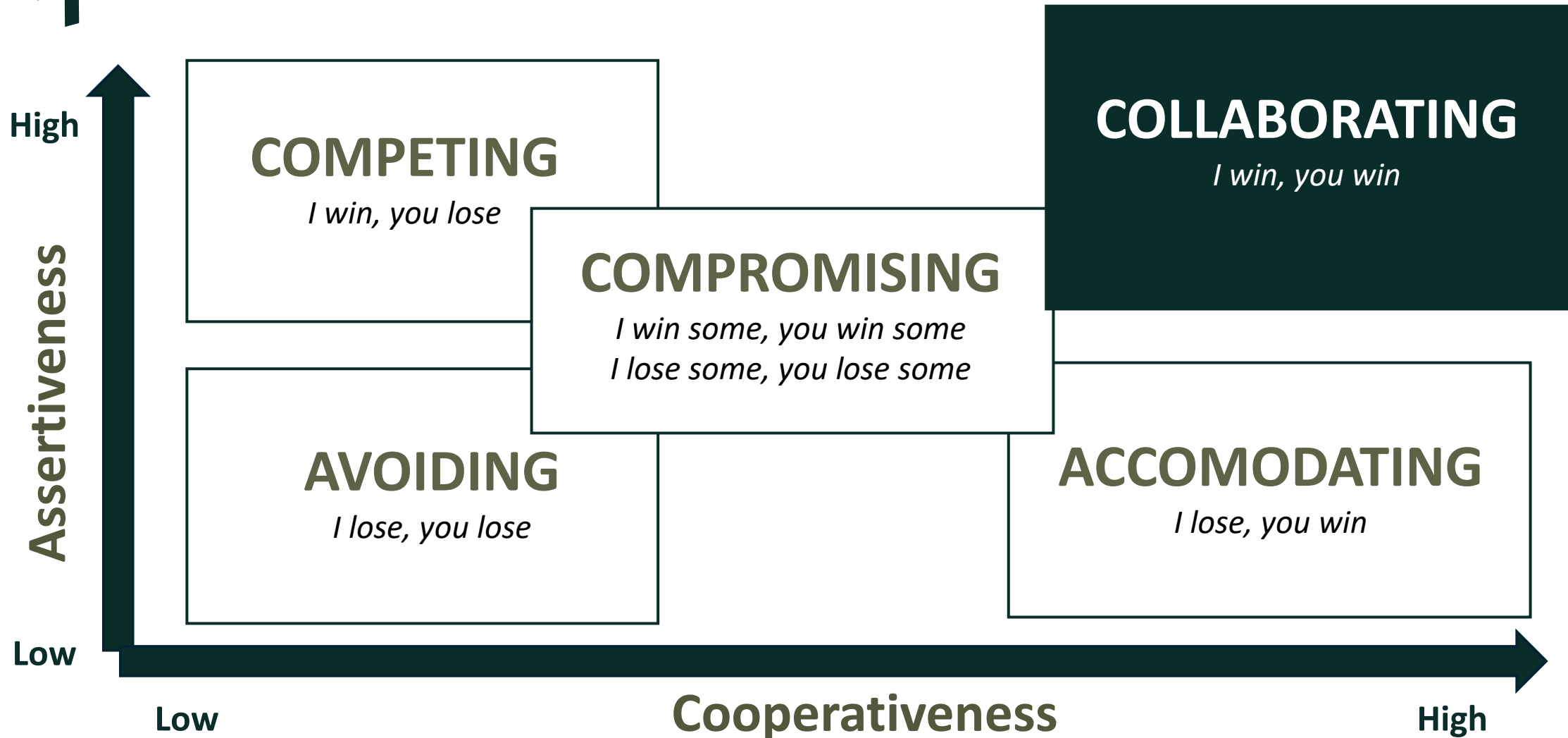
# 5. Feedback



Copyright by Randy Glasbergen.  
www.glasbergen.com

- **Plain and Simple**
- **Constructive**
- **Timely**
- Given in public when positive and **in private when negative**
- Open to **receiving feedback** as well as **providing feedback**

# 6. Conflict Resolution (TK Model)



# 7. Emotional Intelligence

- **Self Awareness**
- **Self regulation**
- **Change management**
- **Motivation**
- **Empathy**
- **Social Skills**

# Challenging or Easy ?



# Likely Challenges

- **Clarity and alignment ; How to build Accountability?**
- **Feedback ; Performance Measurement ?**
- **Delegation**
- **Resistance and readiness**
- **Empowerment : How to create '*Circle of Safety*'**

*“Encouraging and providing opportunities to lead and take independent decisions – to build confidence and improve leadership skills – and also always available to providing guidance and mentoring at each step – as per our needs”*

**Are we a Team?**

**Are we a *Good* Team?**

**Are we an *Effective* Team?**

**Why *isn't* my Team performing?**

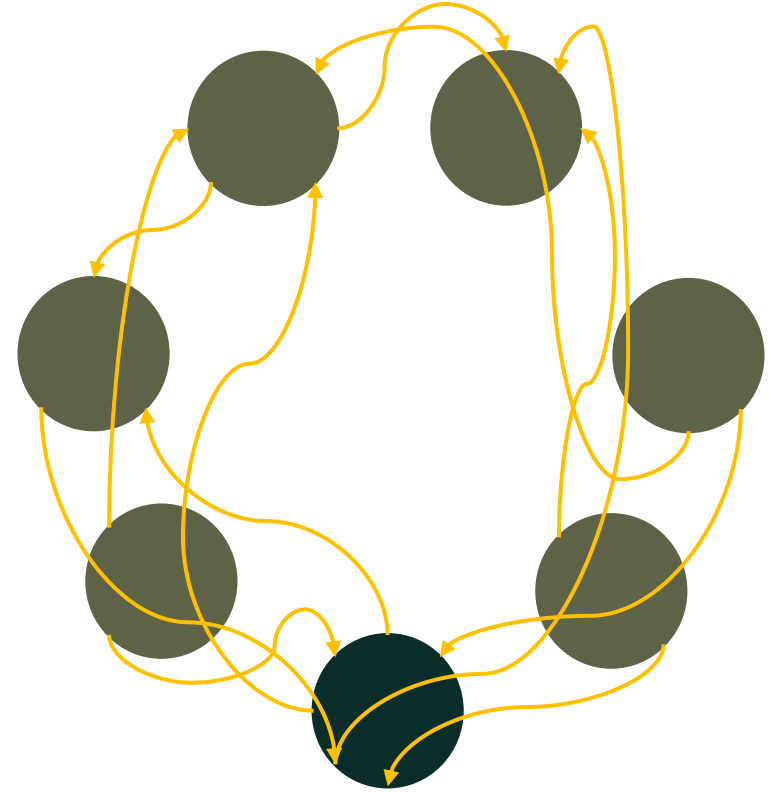
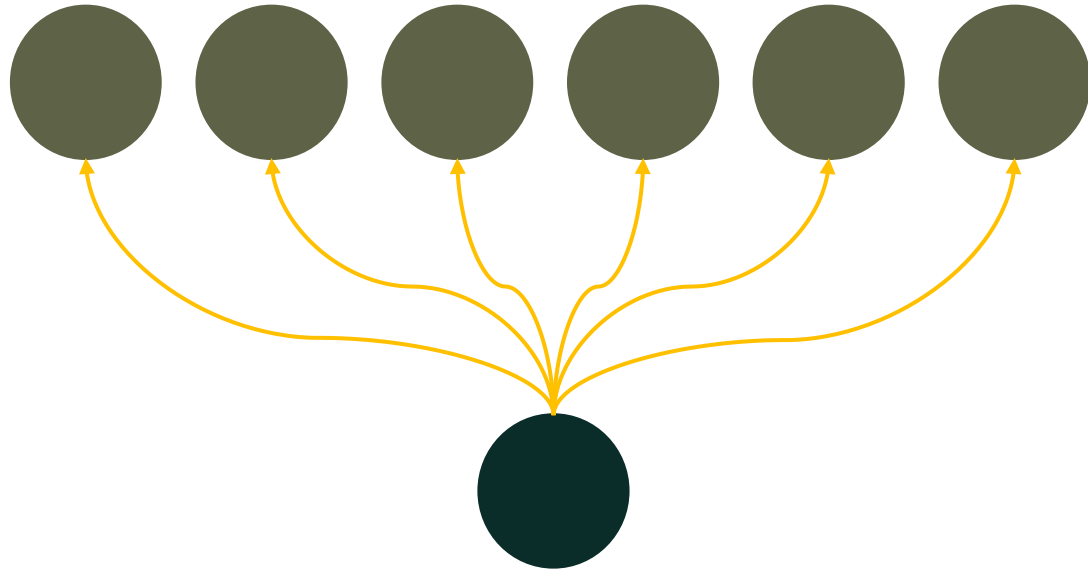
**What am I doing for those not ready to be empowered / part of Team ?**

# **LEADER'S CHINTAN : SELF ACTUALIZATION**

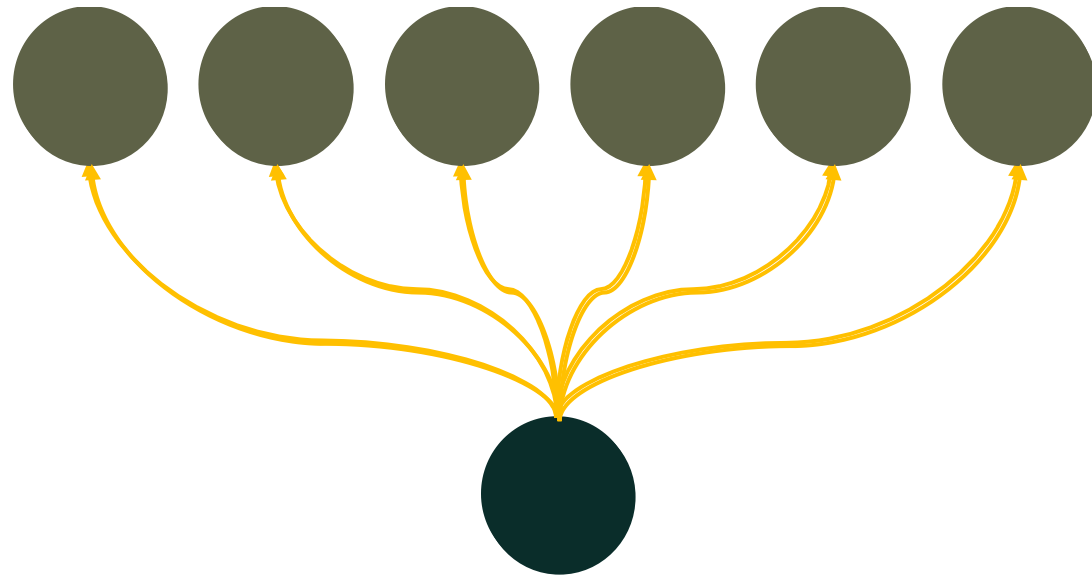
# Are we a Team?

**What makes a Team?**

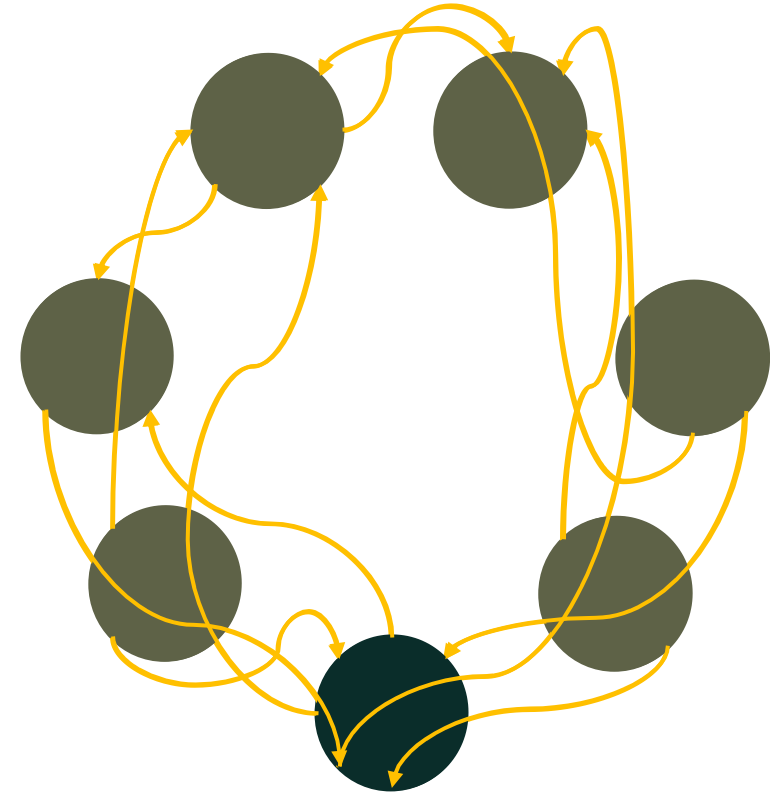
# Team? or Group?



# Team? or Group?

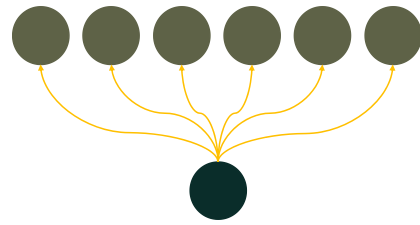


**Group**



**Team**

# Group



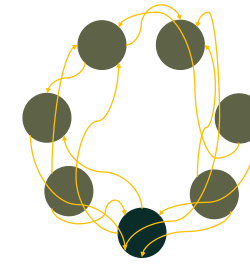
Number of people who are **connected by some shared activity**, interest, or quality.

Members are **independent**.

Specific roles and duties may/ may not be assigned to individuals.

**Group Manager:** Single, strong leader

# Team



Number of people who are **committed to a common purpose**, performance goals, and approach.

Members are **inter-dependent**: They hold themselves and each other mutually accountable

Specific tasks are assigned to each individual along with **complementary skills**.

**Shared Leadership** roles

# Experiences: Drass : Zojila Incident



# Good Are we a ^ Team?

**What makes a balanced Team?**



# 3 *secret* ingredients



**Shared vision and  
think deeply**



**Every member in the  
team complements  
the strengths of  
every other member  
in the team**



**Emotionally bonded  
with each other**

# Dos and Don'ts

## Things Good teams DO

- Appreciate
  - Accept
- Acknowledge
  - Available
- Accessible

## Things Good teams DON'T DO

- Criticize
- Complain
- Condemn

*"Leader always accessible to his team"*

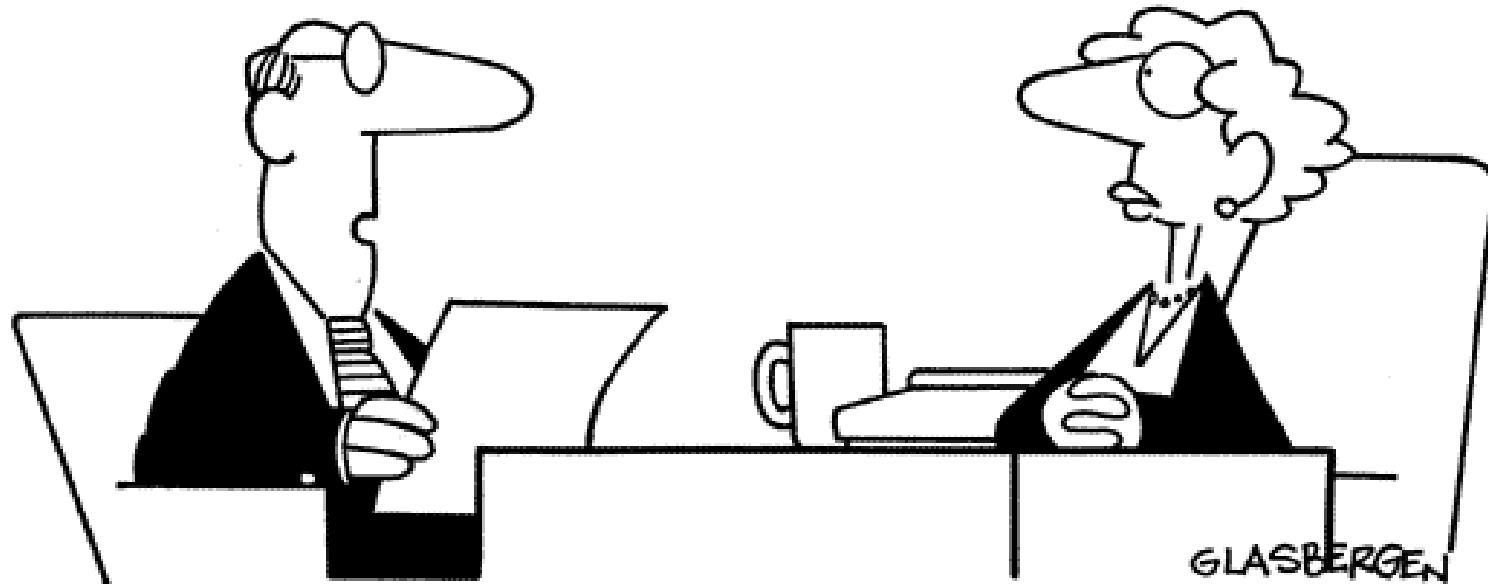
**Effective and  
Efficient**

**Are we an ^ Team?**

**Are we getting the quality work done?**

# Are we getting the work done?

Copyright 2001 by Randy Glasbergen.  
[www.glasbergen.com](http://www.glasbergen.com)



**“My team is having trouble thinking outside the box. We can’t agree on the size of the box, what materials the box should be constructed from, a reasonable budget for the box, or our first choice of box vendors.”**

# Efficient and Effective Teams

*Long term vision for the holistic development of the organization*

## **COGNITION**

*Alignment in thought processes and vision:  
Individual and collective approach to problems*

## **MOTIVATION**

*Ability to work hard on behalf of the  
team: Sense of cohesion and collective  
efficacy*

## **AFFECTIVE PROCESSES**

*Top-down approach,  
climate and dynamics within the team  
Team's emotional composition*

## **COORDINATION**

*Communication, flow, channels  
Adaptability,  
Times of crises*

*Has clarity of thought, meetings and  
discussions only for larger issues*

*Well-versed in procedures and rules,  
leading to quick decisions*

# Experiences: GH, Leh



# How to Empower those who resist?

**Understand first**

# Identify, Act, Review, Evolve

- Identify the **source of resistance**
- **Listen and empathize**
- **Feedback and support**
- **Involve and empower**
- **Reward and celebrate**
- **Adapt your leadership style**





# Experiences: MG Med, SWC

*COVID – 19 First Wave – starting from Scratch*

5/31/2024

Building and Empowering Teams

33

# *Why isn't my* **Team Performing?**

**What are the challenges in Teamwork?**

# Barriers and Challenges

© Randy Glasbergen / glasbergen.com



**“If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way.”**

31-05-2024

Building and Empowering Teams

Ego clashes

Incompetence

Miscommunication

Burnout

Invisibility

Irresponsible

Mistrust

Overt Conflicts

Hidden Conflicts

Lack of Autonomy

Rigidity

Hidden Agendas

Employee Retention

Leadership Bias

# Nurturing the Next Generation

- Awareness of each member's **strengths and limitations**
- **Equitable** nourishment
- **Reverse** mentoring: learning from young ones
- Opportunities for **cross-functional learning**
- **Delegating** authority and **Autonomy** in Decision Making
- Clear scope of **responsibility**
- **Constructive - Critique**
- **Checking-in** regularly, but not micro-managing
- **Celebrating** the wins
- **Supportive supervision** and availability for continuous support and **guidance**



# Suggested Reading

- Leaders Eat Last : Simon Sinek
- Talking to Strangers: What We Should Know about the People We Don't Know :  
Malcolm Gladwell
- The Five Dysfunctions of a Team: A Leadership Fable : Patrick Lencioni

## Acknowledgement

- All Team Members – Schools, AFMC, AFMS, NHSRC, Botswana, Planning Commission,  
Teachers, Mentors, Friends
- ED, NHSRC Secretariat



**“To be an effective team leader, you need patience, strength, insight, tenacity and courage. If that doesn’t work, try doughnuts.”**

There is no right way  
to run an organization.  
**Leadership is constant evolution**  
**Team Building is Dynamic,**  
**continuous and intense activity**

# Thank You