

International Multidisciplinary  
Research Journal

*Indian Streams  
Research Journal*

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## Welcome to ISRJ

RNI MAHMUL/2011/38595

ISSN No.2230-7850

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## ENTREPRENEURSHIP AND LEADERSHIP SKILLS



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### ABSTRACT:

Social entrepreneurship is an emerging field for professional social work. Enter progressive skills needs the holistic thinking about the social situation for any social interpretive this professional social worker must be able to think about the target to be achieved, the resources available with him, resources needed to achieve the target people's cooperation, resource mobilization, timeframe, like these there are several skills are needed. Proper planning of social activities, skilful management of events, sharing of powers and responsibilities, supervision and

control on the actions, skills needed for execution of work, decision-making abilities etc. are very crucial. The present paper has thrown the light on the various skills needed for successful entrepreneurship. The details of the various fields of social work and demand for various areas are also discussed. The leadership skills, motivational skills risk taking skills, SWOT analysis skill and time management skills, administrative skills communication skills, interpersonal skills,, organisational skills need assessment skills are discussed the in detail in this paper.

### KEYWORDS

*Professional skills, communication skills, social entrepreneurship, professional social work, management skills, motivational skills, documentation skills, resource mobilisation skills*

**INTRODUCTION:**

Today world is changing at a faster rate. Political and economic transformation seems to be occurring everywhere as countries convert from command to demand economies, dictatorships move towards democracy and monarchies build new civil institutions. These changes have created economic opportunities for women who want to own and operate business. Entrepreneurship emerges from a human individual’s creative spirit into long-term business ownership, job creation and economic security. Entrepreneurship is a highly personal, subjective process. Becoming an entrepreneur is an evolution of encountering, assessing and reaching to a series of experiences, situations and events produced by political, economical, social and cultural changes. These diverse circumstances prompt individual entrepreneurs to modify their personal living conditions.

**Characters of entrepreneurs**

The following are some of the pre-requisites for entrepreneurs to succeed.

• Target achievement Creativity	• Knowing surroundings
• Attractiveness	• Taking realistic decision
• Self execution	• Imagination capacity
• Risk taking	• Seeking new creations
• Confidence on success	• Time management
• Transparency in action	• Self thinking and execution
• Learning through experience	• Believing hard work
• Broad thinking	• Volunteer responsibility
• Involvement in work	• Acting according to changes
• Problem solving	• Creativity.
• Business tactics and knowledge	• Seeking help from others

**2) SCHOOL SOCIAL WORK**

- Provide help to students and families to overcome the social, behavioral, emotional, or economic problems that prevent learning.
- Interview students and families to assess problems.
- Make appropriate referrals for professional and community services.
- Follow up to assure that services provided and that conditions improve.
- Work closely with teachers and school administrators.
- Provide crisis intervention for such problems as teen suicides, drug/alcohol-related issues and school violence.

**3) CLINICAL SOCIAL WORK**

- Provide a full range of mental health services, including assessment, diagnosis and treatment.
- Provide services to individuals, couples, families and groups.
- Utilize a variety of psychotherapeutic theories and tools to guide treatment.

- Provide referrals to appropriate agencies for case management services.
- Assist clients in adjusting to major life style changes due to death of a loved one, disability, divorce, or loss of a job.
- Interface with healthcare insurers to authorize care.

#### 4) SOCIAL WORK-ADMINISTRATION AND MANAGEMENT

- Plan, develop, and evaluate programs.
- Fundraise and write grants.
- Budget and manage finances to assure that the agency is in good financial standing.
- Monitor, analyze, and evaluate public and social policy.
- Coordinate activities to achieve the agency's goals.
- Hire and supervise staff

#### 5) SOCIAL WORK- CASE MANAGER

- Involved in all stages of client intervention.
- Provide access, allocate, monitor, and evaluate services and fiscal resources for clients.
- Reduce fragmentation of services.
- Engages in a range of tasks that support and enhance the systems working with the client.
- Meet with client on regular basis to assure a continuum of services and to judge the effectiveness of services.
- Enhance the development, problem solving, and coping capacities of clients.
- Contribute to the development of social policy.
- Complete all paperwork and accountability reports according to established deadlines.
- Function as part of a treatment team.

#### 6) SOCIAL WORK – CHILDREN AND FAMILIES

- Counsel families to find better solutions to their problems.
- Remove children from abusive situations and place in caring homes.
- Find employment and housing for homeless families.
- Assist pregnant women, adoptive parents, and adopted children to navigate the adoption system.
- Provide assessment, support, counseling, resource coordination, and advocacy.
- Evaluate potential foster homes; monitor the foster home during placement.
- Provide assistance to women and their children who are victims of domestic violence.

#### 7) SOCIAL WORK IN NURSING HOMES

- Facilitate the admission process.
- Develop an individualized plan of care.
- Facilitate the social and psychological well being of nursing home residents and their families.
- Encourage all staff to respect and assist in meeting the needs of residents and their families.
- Plan discharges to ensure appropriateness and continuity of care for transfer within and discharge from the nursing home.

- Complete all paperwork and accountability reports according to established deadlines.

## 8) SOCIAL WORK IN AN ACUTE PSYCHIATRIC HOSPITAL

- Complete intake and admission screenings.
- Perform a thorough psychosocial assessment
- Participate in the development of a treatment plan.
- Work closely with multi-disciplinary team to ensure continuity of care.
- Provide patient and family education, support, and advocacy.
- Provide individual treatment, family therapy, group therapy, parental and marriage counseling.
- Provide discharge and aftercare planning.
- Make referrals for case management services as needed.
- Complete documentation according to standards and within time limits.
- Assist with commitment hearing as needed.

## 9) FORENSIC SOCIAL WORK:

- Plays a formidable role in providing risk assessments, expert testimony, mental health care, substance abuse treatment, and other timely best practices to both victims and offenders.
- Utilize evidence-based practices in child maltreatment and domestic violence assessment and treatment.
- Provide assessment and treatment of juvenile offenders.
- Provide mental health, drug and alcohol, medical, and aftercare treatment for adult offenders.
- Get involved in trauma survivor assistance, victim-offender mediation and batterers' intervention programs.
- Are skilled in restorative justice, giving expert testimony in child welfare and woman battering cases, as well as social worker mitigation testimony in death penalty cases.
- Deal with the critical issues of punishment versus rehabilitation, deterrence, and determination of whether individual offenders are capable of change.
- They are change agents, legislative advocates, policymakers and program administrators for both victims and offenders.

## 10) EMPLOYMENT/OCCUPATIONAL SOCIAL WORK

- Help workers with problems that affect their job performance and satisfaction.
- Assist corporations reengineer their structure and methods to improve efficiency, creativity, productivity and morale.
- Work for a union and be involved in job counseling or organizing.
- Be an employee assistance counselor to counsel individuals, lead groups and run workshops.
- Deal with substance abuse, domestic violence, single parenting and vocational rehabilitation.
- Work with foundations, as well as utility companies and bank trust departments.

## Leadership Skills

### 1. Vision

**Focus on the big picture:** Understand how the work your team performs fits into the productivity, image and overall success of the company. Plan long-term strategies for your department and communicate them to superiors and staff members. Set realistic and measurable individual and team goals, and communicate your expectations in the context of the big picture. **Be ambitious:** Being ambitious doesn't have to mean being cut throat and aggressive. Use your ambition wisely. You shouldn't climb the corporate ladder by stepping on other people. Know where you want to go in your career, and accept opportunities and challenges. Groom potential successors. If you're seen as irreplaceable in your particular position, you will not be promoted.

### 2. Confidence

**Know yourself:** Recognize your strengths and work on your weaknesses. Never be afraid of asking questions or taking additional training. You don't need to know everything or be the best. If you're weak on detail work, make sure you have people on your team who excel in that. Surround yourself with people who make the company look good, not "yes men" who only say what they think you want to hear. **Be decisive:** Plan for the unexpected and nothing will surprise you. If you've thought of the things that could go wrong with a project, you'll be able to make confident decisions on corrective action when necessary.

**Control stress:** If you feel you have to control something, control your stress level. As the old saying goes: "Never let them see you sweat." Have confidence in yourself and you'll inspire others to have confidence in you.

**Accept criticism:** Demonstrate your self-confidence by accepting other people's negative comments without becoming defensive, arrogant or submissive. Look for something useful and constructive in any criticism and thank the person. Show your professionalism and maturity.

### 3. People skills

**Listen:** Always take an interest in hearing others' opinions. Learn what policies or problems are hindering your team from doing its job effectively, efficiently and enthusiastically. Listen carefully to better understand quality of life and work/life balance issues and then encourage employee-driven solutions.

**Be flexible:** A strong leader doesn't always want or need to be right. Be open to dissenting opinions, other ideas and new initiatives. If your staff feels comfortable offering suggestions and are involved in developing and implementing some of them, they will actively look for opportunities to improve the company.

**Be supportive:** Show empathy and patience, and work through frustrations regarding people who are less dedicated and driven than you. Always treat your co-workers and staff with courtesy and respect and

take an interest in them as individuals. Remember; how you interact with people impacts how you are perceived as a leader.

#### 4. Motivation skills

**Encourage people:** A strong leader has the ability to inspire, motivate and energize. Be a mentor. Concentrate on bringing out the best in people, developing their talents and encouraging them to use their initiative and judgment.

**Celebrate success:** Be quick to praise. A hand-written note — on decent paper, not a sticky note — congratulating and thanking an employee for a job particularly well done will earn loyalty. When things go wrong, never criticize an employee publicly. Do it quietly and constructively and, unless you're building a case for dismissal, point out something positive as well. If, in spite of their long hours and imaginative ideas, your work group's project bid was not the winning one, involve everyone in a debriefing and decide together what could be done differently next time. Then review what you've all learned together.

**Back your staff:** Being a leader doesn't automatically mean people will follow you. You need to show that you're behind them. Understand your team's needs. Whether it's increased training, upgraded tools, new technology or a shift in duties, be willing to fight for them. You won't always be successful, but it's important that you act as their advocate.

**Help out:** Pitch in whenever you can, even if it's only for a few minutes. Show them that you understand their challenges, even if you're not experienced at doing their jobs. You'll be better able to clarify expectations and do meaningful performance reviews if you have up-to-date and hands-on knowledge of their duties and responsibilities.

#### 5. Responsibility

**Accept blame:** The buck stops with you. If a shipment was late or information on a project was incorrect, take the heat for your staff's errors, apologize and take corrective action. Whose fault it was does not matter at this point; deal with the employment responsible for this afterwards.

**Solve problems:** As a leader, you'll need to make difficult, sometimes unpopular decisions. You'll need to manage conflict and help people accept change. Communication is the key. If you are committed to your career, your duties and your work group, you'll find innovative ways to resolve problems.

**Lead by example:** Always show your ability to work well with others, no matter how much you might personally dislike them. Be fair and don't play favorites. Keep negative comments and frustrations to yourself. Maintain a positive attitude, no matter what.

#### 6. Integrity

**Do the right thing:** When you're faced with a decision that goes against your own values, speak up. If you're asked to do something illegal or unethical, refuse. Stand up for yourself and for the rights of your



employees or work group.

**Be honest:** When you give your word, honor it. If you cannot promise something, don't. When you make a mistake, admit it and apologize. With so much emphasis these days on "spin" and "damage control," you'll impress your superiors, clients and staff if you're honest.

**Avoid gossip:** Don't spread malicious rumors or repeat seemingly inconsequential stories about other people. It takes a strong man to say "I don't like talking about someone who's not here," but it shows integrity. Demonstrate and inspire respect and you'll also avoid creating opportunities for people to gossip about you.

**Do your best:** Maintain confidentiality, respect others and be consistent. Always offer your best talents and skills for any project, and you'll earn admiration and respect for your unfailing commitment and integrity.

## 7. Natural Leader

Leadership ability doesn't automatically come with the title of Manager, Supervisor or Team Leader. It must be an ongoing learning process. Ask questions, observe carefully and reassess the use of your resources regularly. Use your strengths, talents and common sense and trust your instincts.

If you're described as a natural leader, accept the compliment. It means you've developed a charismatic personality and special talents that inspire people to follow your lead. You understand the vision, confidence, people skills, motivation skills, responsibility, and integrity involved in being a leader.

## SWOT Analysis Skills

**The name says it:** Strength, Weakness, Opportunity, and Threat. A SWOT analysis guides you to identify the positives and negatives inside your organization (S-W) and outside of it, in the external environment (O-T). Developing a full awareness of your situation can help with both strategic planning and decision-making. The SWOT method (which is sometimes called TOWS) was originally developed for business and industry, but it is equally useful in the work of community health and development, education, and even personal growth. SWOT is not the only assessment technique you can use, but is one with a long track record of effectiveness. The strengths of this method are its simplicity and application to a variety of levels of operation.

**A SWOT analysis can offer helpful perspectives at any stage of an effort. You might use it to:**

- Explore possibilities for new efforts or solutions to problems.
- Make decisions about the best path for your initiative. Identifying your opportunities for success in context of threats to success can clarify directions and choices.
- Determine where change is possible. If you are at a juncture or turning point, an inventory of your strengths and weaknesses can reveal priorities as well as possibilities.
- Adjust and refine plans mid-course. A new opportunity might open wider avenues, while a new threat could close a path that once existed.
- SWOT also offers a simple way of communicating about your initiative or program and an excellent way

to organize information you've gathered from studies or surveys.

#### Internal Factors to be considered:

- Human resources - staff, volunteers, board members, target population
- Physical resources - your location, building, equipment (Does your building have a prime location? Does it need renovations?)
- Financial - grants, funding agencies, other sources of income
- Activities and processes - programs you run, systems you employ
- Past experiences - building blocks for learning and success, your reputation in the community

#### External Factors to be considered:

- Future trends - in your field (Is research finding new treatments?) or the culture (Do current movies highlight your cause?)
- The economy - local, national, or international
- Funding sources - foundations, donors, legislatures
- Demographics - changes in the age, race, gender, culture of those you serve or in your area
- The physical environment (Is your building in a growing part of town? Is the bus company cutting routes?)
- Legislation (Do new federal requirements make your job harder...or easier?)
- Local, national or international events

#### Steps for conducting SWOT Analysis:

- Designate a leader or group facilitator who has good listening and group process skills, and who can keep things moving and on track.
- Designate a recorder to back up the leader if your group is large. Use newsprint on a flip chart or a large board to record the analysis and discussion points. You can record later in a more polished fashion to share with stakeholders and to update.
- Introduce the SWOT method and its purpose in your organization. This can be as simple as asking, "Where are we, where can we go?" If you have time, you could run through a quick example based on a shared experience or well-known public issue (even the new TV season).
- Depending on the nature of your group and the time available, let all participants introduce themselves. Then divide your stakeholders into smaller groups. If your retreat or meeting draws several groups of stakeholders together, make sure you mix the small groups to get a range of perspectives, and give them a chance to introduce themselves.
- The size of these depends on the size of your entire group – breakout groups can range from three to ten. If the size gets much larger, some members may not participate.
- Have each group designate a recorder, and provide each with newsprint or dry-erase board. Direct them to create a SWOT analysis in the format you choose—a chart, columns, a matrix, or even a page for each quality.
- Give the groups 20-30 minutes to brainstorm and fill out their own strengths, weakness, opportunities and threats chart for your program, initiative or effort. Encourage them not to rule out any ideas at this stage, or the next.
- Remind groups that the way to have a good idea is to have lots of ideas. Refinement can come later. In this way, the SWOT analysis also supports valuable discussion within your group or organization as you

honestly assess.

- It helps to generate lots of comments about your organization and your program, and even to put them in multiple categories if that provokes thought.
- Once a list has been generated, it helps to refine it to the best 10 or fewer points so that the analysis can be truly helpful.
- Reconvene the group at the agreed-upon time to share results. Gather information from the groups, recording on the flip-chart or board. Collect and organize the differing groups' ideas and perceptions.
- Proceed in S-W-O-T order, recording strengths first, and weaknesses second, etc.
- Or you can begin by calling for the top priorities in each category -the strongest strength, most dangerous weakness, biggest opportunity, worst threat--and continue to work across each category.
- Ask one group at a time to report ("Group A, what do you see as strengths?") You can vary which group begins the report so a certain group isn't always left "bringing up the end" and repeating points made by others. ("Group B, let's start with you for weaknesses.")
- Or, you can open the floor to all groups ("What strengths have you noted?") for each category until all have contributed what they think is needed.
- Discuss and record the results. Depending on your time frame and purpose:
- Come to some consensus about the most important items in each category
- Relate the analysis to your vision, mission, and goals
- Translate the analysis to action plans and strategies
- If appropriate, prepare a written summary of the SWOT analysis to give or e-mail to participants for continued use in planning and implementing your effort.

### Time Management Skills

Time management is a skill that many of us seem to learn through necessity. The problem with learning a skill through necessity is that, more often than not, bad habits creep in and, although the skill may be useful in general, we do not use it to its full potential. Taking the time to read up on improving your time management skills can lead to great rewards. Some examples are:

- The elimination of procrastination and avoidance-of-tasks
- Easier, quicker, evaluation of your work and abilities
- Less worrying about deadlines
- More productivity
- More relaxation time, and,
- The obvious one) An overall increase in time

Time management is a skill that takes time to development. It is also a skill that is different for everyone. It's important that you develop effective strategies for managing your time to balance the conflicting demands of time for study, leisure, earning money and job hunting. Time management skills are valuable in job hunting, but also in many other aspects of life: from revising for examinations to working in a vacation job. Sometimes it may seem that there isn't enough time to do everything that you need to. This can lead to a buildup of stress. When revising for examinations or during your final year when you have to combine the pressures of intensive study with finding time to apply for jobs good management of your time can be particularly important. Once we have identified ways in which we can improve the management of our time, we can begin to adjust our routines and patterns of behavior to

reduce any time-related stress in our lives.

Some skills related to Time Management are:

**1) Make a list:** You should have a reminder system to tell you of when you need to do what: don't try to remember everything in your head as this is a recipe for disaster! Carry a pen and paper or organizer wherever you go. At the simplest level your reminder system could simply be to use your diary to write down the things you need to do, including appointments and deadlines. Before interviews, it's fine to write down the questions you wish to ask on a small piece of card or notepad. A daily list of tasks that need to be done is an essential part of action planning. Refer to and update this regularly. Prioritize items on the list into important/not important and urgent/non-urgent. Such a list can take a variety of formats but an example is given to the right. Update your list daily, crossing off completed tasks and adding new tasks that need to be done. Urgent or important tasks can be highlighted with an asterisk.

Advantages of using a to do list

- ⤴ Focuses your mind on important objectives
- ⤴ You are less likely to forget to do tasks
- ⤴ Writing a list helps order your thoughts
- ⤴ It helps show the bigger picture
- ⤴ You don't need to hold everything in your head.
- ⤴ It saves time
- ⤴ It helps you decide on priorities: the most important and the most urgent
- ⤴ You are less likely to become sidetracked
- ⤴ You get the reward of ticking off your achievements
- ⤴ You feel more in control
- ⤴ You have a record of what you've done
- ⤴ You always have something to work on

**2) Setting Goals:** Set yourself specific and clearly defined goals, and make sure that these are realistic and achievable. To do this, you first need to examine your present situation and assess what goals are important to you and what action you need to take to achieve your target. Have a contingency plan or alternative route to your goal in case you have to change your plans, for example, taking a relevant postgraduate course if you can't get a job.

**3) Set deadlines:** Again, there is no point in setting deadlines if you make executive decisions to always push them back. Set a deadline and try your best to stick to it. Set your deadline a few days before the task absolutely has to be done. This allows for the possibility that other things will get in the way, but also allow for you still to get the task done.

**4) Prioritizing:** Efficiency and effectiveness are not the same. Someone who works hard and is well organized but spends all their time on unimportant tasks may be efficient but not effective. To be effective, you need to decide what tasks are urgent and important and to focus on these. This is called prioritizing. It's important to list the tasks you have and to sort these in order of priority, and then to devote most time to the most important tasks. This avoids the natural tendency to concentrate on the

simple, easy tasks and to allow too many interruptions to your work. Differentiate also between urgent and important tasks: an urgent task may not necessarily be important! While job hunting, one won't be able to apply to every employer. One will need to carefully prioritize to whom he/she wish to apply to, based upon factors such as closing date, location, degree class required, and chances of getting in.

**5) Avoiding Procrastination:** In the professional environment people are so easily distracted by 'noise'. Whether its emails, admin or politics, there will always be something that seems so much more important than the actual task. More often than not, people will get caught up with the nice to have activity rather than the critical work which creates more value for the business. Being ruthlessly focused means you have the ability to cancel out this noise and focus on what is important. Its strength in itself to be able to say something is not critical. Procrastination is the scourge of action planning. It's important that you manage 'Your fear of doing things' you don't want to do and realize that the fear is often far worse than any possible negative results. Try to take decisions immediately when possible and when you don't need to gather more information pertinent to the decision. The best time to do something is usually NOW. Taking action generates the impetus for further action. Many applications to prestigious employers now need to be made in the first term of your final year and if you procrastinate you'll miss the deadlines.

**6) Stop multi-tasking:** Multi-takers often seem to think they get more accomplished, but it's not always the most productive or efficient route. Let's face it, our minds work better when we are truly able to focus and concentrate on one thing.

**7) Delegate responsibilities:** For those of us who like to be in control the very thought of this is likely to provoke a bit of anxiety. The truth of the matter is that no matter how good we are, we can't do everything. Sometimes we take on more than we can handle. Delegation is not a sign of weakness, but a sign of intelligence. Find competent, reliable people and share some of the responsibilities. It will allow you to be less stressed and more productive.

**8) Use your downtime:** This tip requires some balance. Using all of your downtime for planning and prioritizing is bad and can lead to increased stress and burnout. However, if you find yourself sitting in early morning traffic, this may be a good time to start prioritizing your day or making plans for dinner. If you're waiting in the doctor's office, this may be a good time to write the grocery list. (Just don't forget it.) If you have opportunities like these make the best of them, but also remember to use them for relaxation as needed.

**9) Reward yourself:** When you accomplish something, celebrate it! How you celebrate is up to you. My word of advice is to keep whatever you choose to do healthy, make sure it's something you really enjoy, don't do it in excess, and don't let it cause you to get further behind. Time management skills are an essential part of making your day just a little easier. Find what works for you and stick to it.

**10) Persevering:** Inevitably, things will not always run smoothly as you progress towards your goals. When things are not working out, you need to persevere and learn how to take a positive attitude towards frustration and failure. Mistakes are a crucial part of any creative process and each is a lesson leading you towards the right solution. Fear of making or admitting mistakes is a major handicap to taking effective action. It is said that the people who have achieved the most have made the most

mistakes! Try to be aware that satisfaction comes as much from pursuing goals as from achieving them. Work at effective strategies to deal with pressure - these can vary from taking exercise, to relaxation techniques such as Yoga, to simply sharing problems with friends. Being assertive can also help here, for example, politely saying no to the demands of others when you are pushed for time. Sharing tasks and problems with others will spread the burden and will bring a fresh perspective to them.

**11) Organizing your time:** Identify areas of your life where you are wasting time and try to reduce these. A good way to do this is to log everything you do for a week in meticulous detail and then examine your record to see how you use (or misuse!) your time.

Develop a regular work routine. Keep your work space tidy so that you can work efficiently - it's hard to do this if things you need to find are buried under a pile of paper! Work to schedule so that you meet deadlines in good time - don't leave everything until the last minute. If you have a difficult essay to write, start by drafting out the structure first- this will break the ice.

When applying for jobs keep copies of all the applications you have made and keep a log of the date you applied, result, and a record of all your interviews, plus you were questions asked. This will help you to keep track of your progress and spot areas where you could improve.

**12) Set Personal Deadlines:** Nobody likes deadlines. They cause stress, aggravation, worry and more stress. A guaranteed way to alleviate some of this stress is to set your own earlier deadlines. Be realistic but demand yourself. Challenge yourself and reward yourself for meeting a difficult challenge. Not only will this save the time and make a person more productive in the long run, but also have a buffer time with little to no penalties compared to those received for missing a real deadline.

**13) Set up a long term planner:** In the everyday drab of life, we can often lose sight of our goals. Setting up a long term planner will help envision our long term goals and rationalize our current objectives. Whenever one finds oneself thinking "Why am I putting myself through this work right now? I could be lost". So, just take a look at long term planner and one will be reminded of paying off one's mortgage or saving up enough for one's child's college tuition. Revise this long term planner monthly to keep goals up-to-date.

**14) Work in a team:** Although giving up responsibilities is scary though for some, it is an invaluable method to increase the average team productivity of all involved. Make sure the team goals are clear and make sure that everyone knows who is responsible for giving tasks. Make sure all lines of communication is always open. A clogged or blocked line will have opposite effect on productivity. Give task to those who are best suited for them and things will be done faster.

**15) Be careful to avoid burnout:** Burnout occurs when your body and mind can no longer keep up with the tasks you demand of them. Don't try to force yourself to do the impossible. Delegate time for important tasks, but always be sure to leave time for relaxation and reflection. Review your recent accomplishments and make sure you feel good. Review and reflection is one of the best ways to gain confidence. And the higher the confidence the more higher is the productivity.

**Administrative Skills:** Administrative jobs need people with leadership skills. Administrators might run an office, manage a staff or coordinate services for the entire company or organization. In small companies, administrators might handle all the supportive services for an organization, but in larger

companies, they might be assigned to a specific area. Administrators require skills that keep an organization running efficiently.

**Communication Skills:** Effective administrators are efficient communicators. They interact with people from all layers of authority within the company and must tailor their conversations to the group with whom they speak. Administrators have a strong command of the English language – verbally and written – and know how to communicate their ideas and thoughts successfully to almost anyone.

**Interpersonal Skills:** The ability to get along and relate to people with different backgrounds and cultures serves administrators well during their careers. They must be able to work independently or work within a team to have a successful career.

**Staff Management:** Administrators may be called upon to manage the clerical staff within a company. Using interpersonal skills, they motivate, inspire and manage a team of clerical workers successfully. Staffing duties often require them to interview and select clerical staff for the company. Their interviewing skills and personal insights help them to pick the right people for open jobs.

**Organizational Skills:** Administrators in small companies often handle a lot of responsibility. In order to stay on top of their duties, efficient administrators use strong organizational skills. They are up-to-date on the latest software and functions. Administrators usually juggle multiple tasks and functions that require them to be organized and efficient.

**Prioritization Skills:** The ability to drop what she is doing and take a task on that requires immediate attention is a pivotal skill for administrators. Being able to prioritize the work based upon the importance of each task makes them valuable members of the company's administrative team.

**Detail Oriented:** Administrators often handle duties that require an attention to detail. Whether they are updating a database, arranging travel schedules or purchasing needed office supplies, they must pay attention to the details. They often are responsible for vetting documents for grammar and punctuation and they must ensure that documents have the appropriate signatures.

**Technology Skills:** An administrative assistant works with office software programs, including spreadsheets, databases, word processing and graphic presentation software. He sends emails and uses the Web for research and employer-specific applications. He might assist with typing and formatting his boss' presentations, reports, manuals, newsletters, website content and other administrative publications.

**Written Expression:** An administrative assistant needs skills in standard written English and, in some organizations, business English. He can access a course in business communication or writing through a community college, vocational-technical school or e-learning provider. Good writing skills will improve the quality of his correspondence, emails and memos and enable him to assist his boss with proofreading important documents.

**Time Management:** An administrative assistant must manage his own time and the time of his boss well. He uses an electronic calendar in an email program to set meetings for his boss, to request others to

attend and to coordinate their responses. He responds to requests for his boss' attendance at meetings. Technical Oversight: An office environment has many kinds of equipment and property that an assistant uses or manages. He orders office supplies and repairs to equipment to keep the office well-equipped and stocked for the staff.

**Management:** Some administrative assistants need management skills because they direct the actions of others and recommend corrections for better performance. An example is a busy executive's office in which an assistant manages all clerical personnel and handles requests from other staff members, such as time-off requests. He can develop management skills through courses offered by employers, professional associations, local colleges or e-learning providers. Problem-Solving

**Skills:** A busy assistant solves problems such as how to change the boss' schedule when unexpected obligations turn up. He also troubleshoots conflicts among office personnel and works with vendors to ensure that orders are fulfilled as requested, invoices are paid and refunds or exchanges are processed.

**Planning Skills:** An administrative assistant uses planning skills to create administrative and office procedures, such as establishing a procedure for employees to call in sick. He ensures the boss has sufficient resources at his disposal to complete projects on time.

**Fund Raising Skills:** There is no mythical art or magic formula that ensures fundraising success. What is required is a good, clearly defined and coasted project that is presented well to the appropriate funder. Below are some of the skills that you need to put together a good application.

### 1. Social awareness.

You need to have a good radar. Where's your attention? On yourself? or on the other guy or gal (your donor)? If you are self-conscious and nervous, you'll totally miss the cues from your donor. And if you are oblivious (we all know these people) you miss the cues as well. Things like your donor's body language, eyes, fidgeting, and tone of voice – they tell you worlds of information about her interest in your cause.

### 2. Ability to build a trusting relationship.

Building a trusting relationship with a donor is a delicate dance. How do you build a trusting relationship with a donor? The most important thing is to do what you said you'd do. Follow up when you said you would. Get them what they asked for when they asked. Circle back promptly to them.

### And be on time.

Nothing says disrespect more than tardiness. Keeping a donor waiting is NOT cool! And get out the door when you said you'd leave! And how do you know when to press forward and when to back off from your donor? To know when to go away and when to come closer is the KEY to any lasting relationship.



### 3. Social skills.

Social skills are wildly important. The ability to come across as polished and gracious is an essential skill. (Moving up in business usually depends as much on this as on your ability.) In fact, a friend who's a very successful restaurateur said recently to me:

"In this economy, it's all social skills."

What he means is the ability to be likable. To make people feel good. To make them comfortable. Make it all about the donor and not about you and you'll never go wrong!

"The art of "small talk"

I taught my kids about small talk when they were in elementary school. They learned to how to have polite conversations with adults. Making pleasant conversation is a learned skill. Again, make it all about the other person and they'll think you are a brilliant conversationalist!

### 4. Good manners.

What is the essence of good manners? Kindness and consideration, keeping your cool (decorum) putting others at ease. Good manners can get you out of sticky situations. You can just ignore the offensive behavior as if it never happened. And good manners can help you dig yourself out of a hole. We've all put our foot in our mouth with a donor before. From misspelling their name, to not giving them the attention they think they deserve, we have lots of opportunities to offend delicate egos. Good manners will save you time and time again.

### 5. Etiquette.

The Dali Lama once said, "Know what the rules are, so you can break them properly."

[You need to know the basic rules of etiquette:](#)

How to make a proper introduction, when to pick up your fork at the table, when to hold the door, when to stand when someone comes in the room, where the knife goes, which fork to use, where the elbow belongs, when to wear white, how to pay a compliment.

[You need to pay attention to your appearance:](#)

What's the proper role of makeup, extreme fashion, showing skin, jewelry, stubble, colors? What is appropriate in your social life may not be appropriate in front of a major donor. It is the essence of marketing and tailoring your message to suit the needs of your audience. A smart fundraiser is willing to tailor their personal presentation to fit into the world of a major donor. You can loosen up with your friends. Be more formal and professional with your donors.

## Resource Mobilization Skill

In general terms, Resource is understood as materials, goods or services that help fulfill the organization's needs. Materials, money, human (man and woman), means and time are Resources that are used by Group, organization and individuals to fulfill their objectives. Resource is required by every kind of organization to fulfill its objectives. It is essential to know the type of resource, its normal availability and the estimated cost to attain the require resources in order to carry our works as per the objectives of the Organization. On the basis of this information, the primary plans of resource mobilization should be established, checked and if needed repeated.

### Reasons for the requirement of resources for the Organization:

- In order to continue with its work and achieve the works and targets.
- In order to begin or plan for new work.
- In order to enhance or maintain relationship with the community, individuals, Government Organizations, Private organizations or donor agencies.
- For the development of the various conditions of the Organization.

### Normally, the various types of Resources have been classified as below:

**Money/Cash:** Wealth/Cash is essential in order to run the existing programs, pay cost of goods and salary and to carry out new works. Wealth/Cash can be increased through various means like membership fees, grant received as per or without request, local fund, donations and various other sources such as NGO, INGO or external funding.

**Technical Assistance/Cooperation:** Every Organization will not have people essential for carrying out various types of activities, project and programs. Apart from that, every organization may not have the necessary fund to appoint essential efficient employees. Technical cooperation can be made by any Organization by providing the amount essential for appointing such efficient employees for a special project or the efficient employee helping for a fixed timeframe. Some organizations provide technical cooperation through trainings.

**Human Resources:** Every type of Organization will require people/personnel to ensure that the Organizational role and works are fulfilled. For essential human resources, the Organization will make different provisions. The Organization can appoint some permanent employees while the remaining appointments are made as per requirement. The permanent employees are taken as internal resources of the Organization while employees appointed for a specific time period are regarded as external resources. Many NGOs utilize dedicated and regular volunteer groups in order to fulfill the need of human resource.

**Physical Goods:** They are physical goods resources. For example, the Organization's activities or availability of the project are taken ahead together by the tools. It is essential for the Organization to spend on such goods in order to train on main activities of the project/organization. Examples of resources like office tools, furniture, training tools and raw goods, vehicles and other machines have been classified under the Physical Goods.

**Free Service and Facilities:** A non-profit-making Organization gives many physical goods, service and facilities only in minimum cost. As a result, provisions for free services in the Project/Organization should be made through community support. Apart from this, other Organizations provide the non-profit-making Organizations to use these facilities (e.g.: Computer, Telephone, Photocopy Machine and Internet) which is a form of free facility. The kinds of resources could differ and change as per the various phases of the project. For example, in the preliminary phases, active participation from all the organizations is essential for leadership and management of the organization. Maintenance service and resources to make it sustainable is essential. This condition or need has a big impact on the kind of human resource and accordingly on assisting tools and equipments.

**Some Mechanisms of Resource Mobilization are as follows:**

1. Submitting grant proposals: This mentions the response of the request of proposals made by various NGOs, Government, National and International Organizations.
2. Organizing special events: These events are ways of receiving money which will be carried out by NGOs relating to the field or community. These occasions will be held in order to celebrate any special festival. The occasions may or may not be related to the programs. For example of events related to the program, organize rallies related to the program and examples of events not related to the program would be cultural events, exhibition for assistance, exhibition.
3. Applying for donations: This type of mechanism of Resource Mobilization requests for donation, fund handover or any precious things from various organizations like cottage industry, Trade and Individuals (both national and international) and private institutions.
4. Publishing the history of the Organization: Publishing good practices and achievements which will have an impact on the Resource Provider. Resource Mobilization is a courageous work. Anyone will not provide resources easily. In this connection, it is said that instead of hoping for anyone giving you resources, you need to fully prepare yourself for receiving resources. Rather than thinking of getting resources by begging for it, resources can be received by selling your Organization's good practices, work, history etc.
5. Expanding relations: There are some sayings in the Resource Mobilization sector, "Resource Mobilization is not only to receive resources but also receive friends." "If you are buying a cow then buy the Kamdhenu Cow. Expanding of relations is an important mechanism of Resource Mobilization. The more an Organization expands its relations there will be more resource mobilization. So, it is said that the Organization with a successful resource mobilization receives resources from friends than oneself. In the context of Nepal, informal relation plays a big role. So, it is better to have more meetings and expanding of relations with the possible donor agency. For this, cooperation of others organizations should also be taken.
6. Personal meetings: Receiving resource is to receive a friend. So, personal meetings play an important role in receiving resources. In Indian culture that believes on relationship and contacts, personal meeting will be of a big help to receive resource. So, for Resource Mobilization, you have to hold personal meetings with friends and resource providers invite them to social occasions and accept their invitation as well.
7. Membership Campaign: Membership campaign is one important mechanism of Resource Mobilization. By increasing its membership, the organization can expand its relations with membership from people with different capacities, and can mobilize every resource with them for the mission of the organization. For example, give membership to the businessmen of the district. Distribute members to

representatives of the various sectors of the society.

8. Partnership: Partnership is another mechanism of Resource Mobilization. Partnership will help exchange the resources between two or more organizations. Specially, if new or small organizations join hands with similar organizations there will be possibility of extensive mobilization of the resources at the local level and international resources. Currently, NGOs in Nepal have been working together with INGOs for extensive mobilization of local and external resources. Many types of resources will be mobilized if such partnership is forged between the private sector and NGOs or among various sectors.

9. By raising fees: An Organization can raise fees by selling its technical skill, expertise to other organization, like becoming resource person of a training, raising fees from visitors to your Organization for the time given, and raising fees from individuals or organizations coming to you Organization for research. The Organization can spend such resources as per its wish. This is specially a very effective mechanism to gather and mobilize resources but for this the Organization need to have with it experts and resource persons specializing in various issues. The Executive Committee of many NGOs in Nepal lack experts so these mechanisms of Resource Mobilization have not been used effectively. Another mechanism of raising fees could be to expand relations with local government or bodies and charge for the services provided by the NGO to the community on behalf of such bodies. For example, if the local body has been thinking of awarding scholarship to 500 janajati students then the local body will pay the amount to the NGO for doing the same work.

10. Internal Mobilization: Those in possession of mediums like Hall, equipment (photocopy, telephone, and fax) etc. can give them on rent and make appropriate use of the available resources. Similarly, many NGO sell their training package while some sell software package in cheap price to other NGOs.

11. Producing audio visual materials: Many NGOs have been carrying out Resource Mobilization by developing information, education and communications materials as per the requirements of other NGOs. Such Organization publishes the report, guidelines, posters, leaflets and visual materials for other organizations.

12. NGO based in the city can give its building on rent and gather resource. Similarly, many organizations purchase the handicrafts prepared by their targeted groups and sell it in the market with some profit.

13. Determination of Resource Provider: There are many resource providers in Nepal who have their own target and objectives. Organizations providing resources don't provide resources of all kinds of NGOs. As a result, determination of resource provider is an important mechanism of resource mobilization. Organizations sharing similar Vision, Mission, Goals and Objectives (VMGO) and program structure should be determined. Many examples are found in NGO exercises where the same proposal is included for all the resource providers. The objective of this mechanism is for the NGO to under the interest and needs of the resource providers rather than the resource provider providing resources as per out needs. It is almost impossible to fulfill the desires of all the resource providers, so it is essential to determine the resource provider before using any mechanism of resource mobilization. The determination of resource provider will make resource mobilization easy and more feasible.

14. Details of contribution: Presentation of the detail report of existing contributions (source) and its achievement would be a very effective mechanism of resource mobilization for NGOs mobilizing internal and external resources. NGOs working in a transparent manner with resource providers, targeted group and stakeholders can quickly win the trust of resource providers. NGOs without a detail report of their existing resources and not presenting cannot achievement much comparative success in resource mobilization. So, it would be regarded as an effective mechanism to present to the specified resource provides the details of contribution coming to or made by the NGO.

15. Mobilization of local resource: In the Nepali NGO culture, the tradition of mobilizing resources at the

local level is negligible. Looking from the comparative point of view, almost all NGOs depend on external resource. But mobilization of local resources is one effective mechanism of Resource Mobilization. An organization that can extensively use local resources, its relations at the local level would be profound and transparent, as every organization has to be community-based for external resource mobilization. In order to mobilize local resources, the organization has involve the community in every phase of the program, from writing proposals, holding three-months and biannual evaluation meetings, periodic review with the stakeholders, social auditing, distribution of progress reports and analysis of the views of the stakeholders while formulating the organization's strategic plan. But the existing state of NGOs in Nepal is opposite. They are more dependent and accountable to external source rather than the stakeholders and targeted community.

**Analytical Skill:** Analytical skill is the ability to visualize, articulate, and solve both complex and uncomplicated problems and concepts and make decisions that are sensible and based on available information. Such skills include demonstration of the ability to apply thinking to gathering and analyzing information, designing and testing solutions to problems, and formulating plans.

Analytical skills are the skills, usually hidden deep within our psyche, that enable us to analyze situations and information and formulate a plan of action. Employers sometimes test an employee's ability to use their analytical skills to see how quick they can think on their feet and whether or not they can come up with a logical plan of action.

**Problem Solving:** Strong problem-solving skills serve as a major link between understanding strategy and applying analytical skills. Functional, department and project managers need to constantly review objectives and strategies to align their team's task priorities to achieve core objectives. As current tasks are finished, organizational priorities may have shifted, so managers need to review and apply problem-solving skills to analyze which of the remaining tasks to move onto next.

**Decision Making:** Closely linked to the ability to analyze and resolve problems are decision-making skills. Managers and leaders need to make quick decisions by analyzing current scenarios and sometimes instinctively deciding a course of action. Learning Tree International notes that top managers are able to make extremely impacting and well thought-out decisions under intense pressure and in situations where conditions are not ideal.

**Data Analysis:** In its "What is Strategic Thinking?" guide, the Center for Applied Research makes the point that the best strategies and decisions are supported by real data. This strongly correlates with the popular 21st century business concept of business intelligence, or BI. BI is the premise that the best business decisions are made from careful analysis of customer and market data collected through a powerful database software application. Leaders with strong strategic and analytic skills greatly benefit from the ability to understand and interpret data for effective decision making.

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