

Unit 6
Management

Subject: Business I

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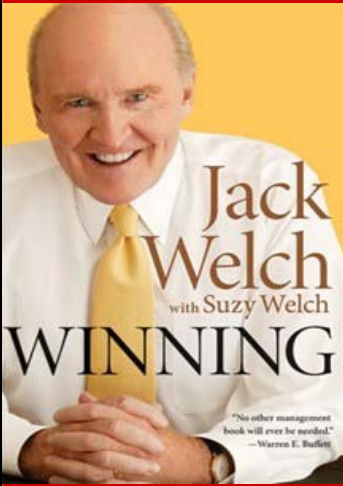


Introduction: management or leadership?

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- Management** **2**
- Leadership **3**
- Motivation **4**
- Communication **5**

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1 Introduction: management or lead?



Management or leadership?

It is said that on one occasion Jack Welch, CEO of General Electric, called his immediate subordinates, given a maximum of three words:

"Don't manage, lead!"

and then left the room. Many of them were plunged into absolute confusion:

"What's the difference?"

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2 Management

- Understood as **Human Resources management**.
- It aims at achieving a **joint** action of the people belonging to an organization in order to attain success in the common objectives.
- It is fundamental since **people** are the key element in a business.
- It seeks to reach a situation in which the objectives of the people are **compatible** with those of the business, helping people to satisfy their needs

It is based on:




LEADERSHIP **MOTIVATION**
COMMUNICATION

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3 Leadership

Who is a Leader?

"A leader has vision and the conviction that a dream can be achieved. Inspires the power and energy so that work is concreted." - Ralph Lauren



Characteristics of a good leader?



Obama

Emphathetic
Creative
Respectful
Persuasive
Self-control
Motivator
Gives example
Delegates

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3 Leadership

Decalogue of a Good Boss

1. Assumes his responsibilities.
2. Gives example.
3. He recognizes his own mistakes.
4. He knows how to motivate and stimulate.
5. Knows how to solve conflicts.
6. Promotes the professional development of its employees.
7. Recognizes a well done job.
8. Treats with respect and consideration the members of his team.
9. Maintains a good working environment.
10. He knows when to listen and are receptive to the suggestions of others.
11. Trustful and knows how to delegate.
12. He has self-control and manage emotional intelligence.
13. He is fair and balanced.
14. He cares about the feelings of those who work with him.
15. Facilitates the reconciliation of work and family life.
16. He doesn't act arrogantly.




According to IESE and Psychologist Nowak

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3 Leadership

What is Leadership?

"Leadership means that a group, large or small, is willing to trust authority to a person who has demonstrated ability, wisdom and competence". *Walt Disney*



A person's ability to influence others so that they look enthusiastically in order for them to achieve certain goals without the use of formal authority (for the position held).

Elements of Leadership:

- Leader and followers
- Influence (power) of the leader
- Contributes to achieving the objectives of the group

- ✓ Not all business managers are leaders.
- ✓ The company can have leaders without formal authority.
- ✓ The leader is chosen by those who follow him.

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3 Leadership

Decalogue of a Good Boss

He has self-control and manage emotional intelligence.

What is Emotional Intelligence?

It is a skill set (series of knowledge, skills, abilities and attitudes to do things effectively) related to the ability to adequately manage their own emotions and those of others.




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3 Leadership

What is Emotional Intelligence?

5 blocks of emotional competencies:


- **Emotional Awareness:** ability to become aware of their own emotions and those of others.
- **Emotional Regulation:** ability to manage their own and others emotions appropriately.
- **Emotional Autonomy:** wide competition that includes self-esteem, self-confidence, self-motivation, positive attitude towards life, responsibility, ability to critically analyze social norms, ability to seek help and resources, critically evaluate received messages, ability to cope with adverse situations ..
- **Socio-emotional skills:** ability to maintain good relations with others. (Assertiveness, empathy, listening, ..)
- **Life skills and emotional wellbeing:** appropriate and responsible behavior to meet the challenges facing us, which allows us to organize our life in a healthy and balanced way, facilitating experiences of satisfaction and wellbeing.



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3 Leadership

Confidance and Security



We will form a row, take each others waist and close your eyes. The guide will take you on the right path avoiding obstacles that arise, through codes and nonverbal signs . If he touches your right arm, one step to your right and if he touches your left arm, one step to your left.

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3 Leadership

Types of Leadership

- ← **Autocracy** **Democracy** → **Liberal** +


Autonomy

Depend on the use of the authority made by the manager:


- **Autocratic:** *Sorts and expects obedience.* Tends to centralize authority and strengthen the **legitimate power** (for his position), the **reward** (award) and **coercive** (punish).
- **Democratic:** *Listens and consults subordinates.* Favors decentralization of authority and encourages participation.
- **Liberal:** *Makes and lets to make.* Delegates authority to subordinates and let them act freely towards the previously established goals.

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4 Motivation

- ✓ It is an **inner force** that drives to act because of the conclusions which the action will have to meet the needs of the individual.
- ✓ **Psychological process** that causes activation, management and persistence in the behavior of a person.



Motivational Factors

Internal factors:	External factors:
<ul style="list-style-type: none"> ■ Needs (eg .: afford housing) ■ Interests (ex .: love for electronics, mechanics, etc.) ■ Attitude (ex .: satisfaction of a job well done) 	<ul style="list-style-type: none"> ■ Opinions (eg .: asking timeliness) ■ Penalties (ex .: 2 days without payment or salary) ■ Compliments (eg .: congratulations for reaching a goal) ■ Money (eg .: premium for productivity)

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4 Motivation

There are several theories that explain the mechanisms of motivation: Maslow, Herzberg, McGregor, etc.

Motivational Theories
Needs Hierarchy Theory

It seeks to meet the needs from the bottom before going to top levels.
A satisfied need no longer motivation.

Maslow's Pyramid

- Self-actualization: Eg. Training,...
- Esteem: Eg. Manager's Recognition ...
- Love/belonging: Eg. Good workmates relationships, ..
- Safety: Eg. Employment stability..
- Physiological: Eg. Food, housing, ..

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4 Motivation

What can a leader do with **Motivation**?

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5 Communication

Process of **information exchange** between two or more people in order to coordinate tasks, motivate people and improve behaviors.

Simplified Communication Model

The diagram illustrates the Simplified Communication Model. It features a Transmitter (represented by a radio tower icon) on the left, a central MESSAGE (represented by a yellow oval), and a Receptor (represented by a satellite dish icon) on the right. An arrow points from the Transmitter to the MESSAGE, and another arrow points from the MESSAGE to the Receptor. The arrow from the MESSAGE to the Receptor is labeled 'Means' above and 'Channel' below. A feedback loop arrow points from the Receptor back to the Transmitter, labeled 'Feedback'.

Means: Message support (eg .: in person, phone, e-mail, web)
Channel: way in through which the message is passed (**directly** to the person or group, **indirectly** -through third parties-, **formal** -meeting, **casual**-in the coffee break).

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5 Communication

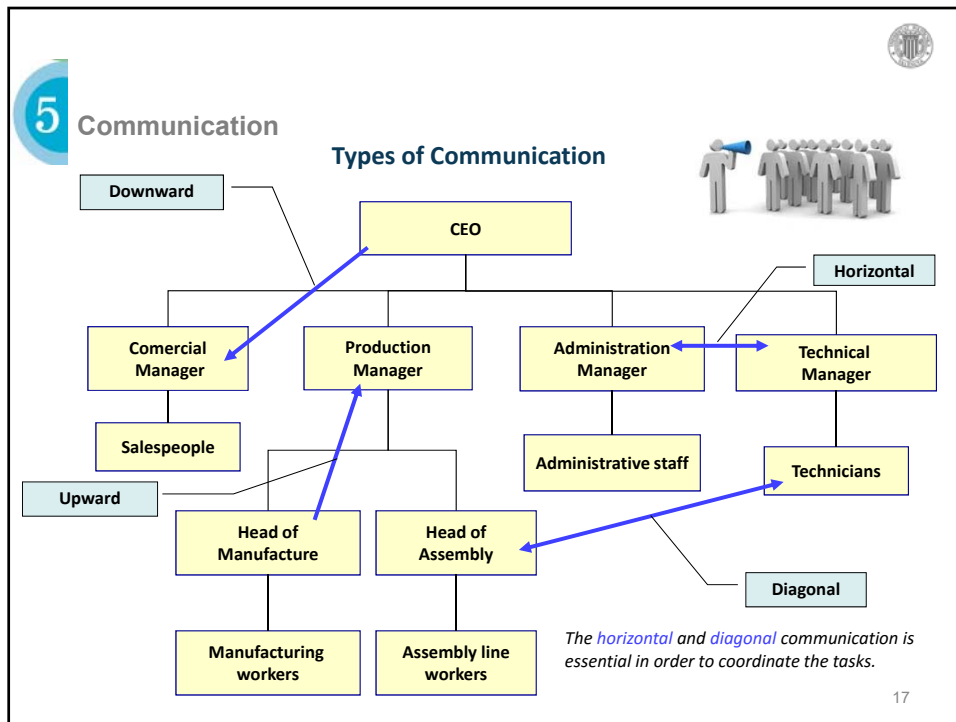
Group Dynamics

The Phone

"Juan told Jaime that tomorrow he has an invitation to a Polytechnic University "paellas" Party with the bride of Joseph brother, and that if he wanted to go to this party, he has to speak to Jacinto so that he assigns it in the Jerome's list.

Importance of a good communication

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5 Communication

Purposes of Communication

- **Communicate facts**
 - Ex.: Present economic performance.
- **Persuade**
 - Ex.: Exhibit benefits of a project.
- **Communicate reviews**
 - Ex.: Criticize the marketing plan.
- **Communicate experiences and feelings**
 - Ex.: Expressing joy for achieving a great client.


Barriers to Communication

- **Semantic:**
 - Ex.: not suitable receiver language.
- **Medium used:**
 - Ex.: use e-mail when direct communication is preferable.
- **Channel used:**
 - Ex.: talking with the immediate boss and not the manager, whether he should be informed.
- **Attitude and behavior:**
 - Ex.: enmity between employees.

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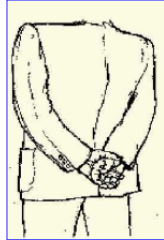
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Kinetics: Gestures




HANDS: The Communication of the hands is heavily used by humans.


- **Palms:**
 - Palms up: is a non-threatening gesture that denotes submission.
 - Palms down: the person acquires authority.
 - Palmas closed pointing with the finger: it is one of the gestures that can heavily irritate the listener, especially if you follow the rhythm of the words.
 - Palms out: are associated with honesty, truth, loyalty and deference.
- **Intertwined fingers** translates a frustration gesture.
- When kept supported the fingers of one hand against the other, forming an **arc**, shows that this person has great confidence in itself, shows superiority and knowledge of a topic.
- Another gesture of superiority is pick the hands behind the back; on the contrary, putting them on your hips results highly aggressive.

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Kinetics: Gestures





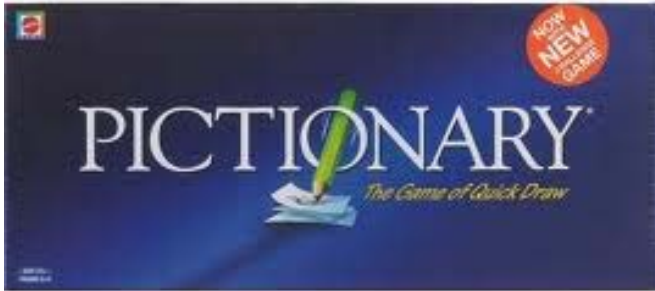
Gestures of seduction

- (1) Straighten the tie
- (2) Touching or fixing your hair
- (3) Thumbs in the belt
- (4) Exhibition of dolls
- (5) Ripple hips

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5 Other forms of non-verbal

Group Dynamics



ICON. Includes images (graphic representation of the object).

SIGNS: representation of a reference for social agreement, eg: black / mourning)

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5 Other forms of non-verbal

Football player 1:



Leo Messi

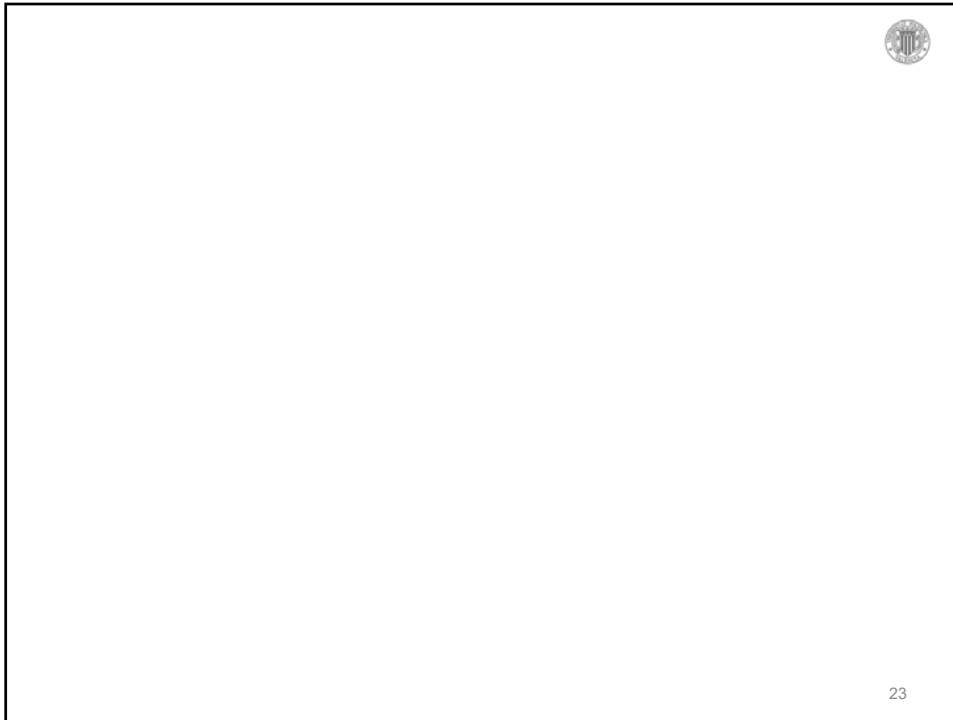
Football player 2:




Cristiano Ronaldo

GRAPHICS LANGUAGES (written languages that use images to represent reality, eg. Hieroglyphs).

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5 Other forms of non-verbal



MUSICAL: Music is another manifestation of non-verbal communication. The melodies are not necessarily accompanied by letter in order to create an atmosphere. Rock sound effects, for example, convey a very different emotion compared to a ballad. Music for film, theater and television is used to reflect moods.

5 Communication



The power of the words

Business Plan – 2nd Delivery. Exercises Units 3, 4, 5 and 6

Fill in the word you have in Task 2 with the exercise we propose here about what you just studied.

4. Tactical level and functional areas implications

4.1 Organization Policy and Human Resources (HR)

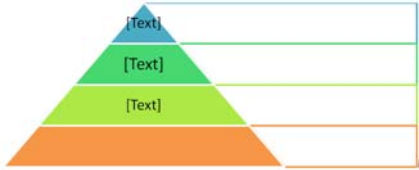
a. Organizational chart and organizational structure of the company

Draw the organization chart and indicate what type of organizational structure would be more appropriate. (Unit 5)



b. Human Resources Policy

Indicate what HR policies your company will follow, explaining what will you do in order to increase the motivation of your employees (managers, technicians, operators) showing the relationship with every single need of Maslow's hierarchy.

What type of leadership style will you develop in your Company and why?



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**Thank you very much
for your attention**

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