Special Foundation Course for All-India Services Officers and Central Civil Services Officers

September-December 2024
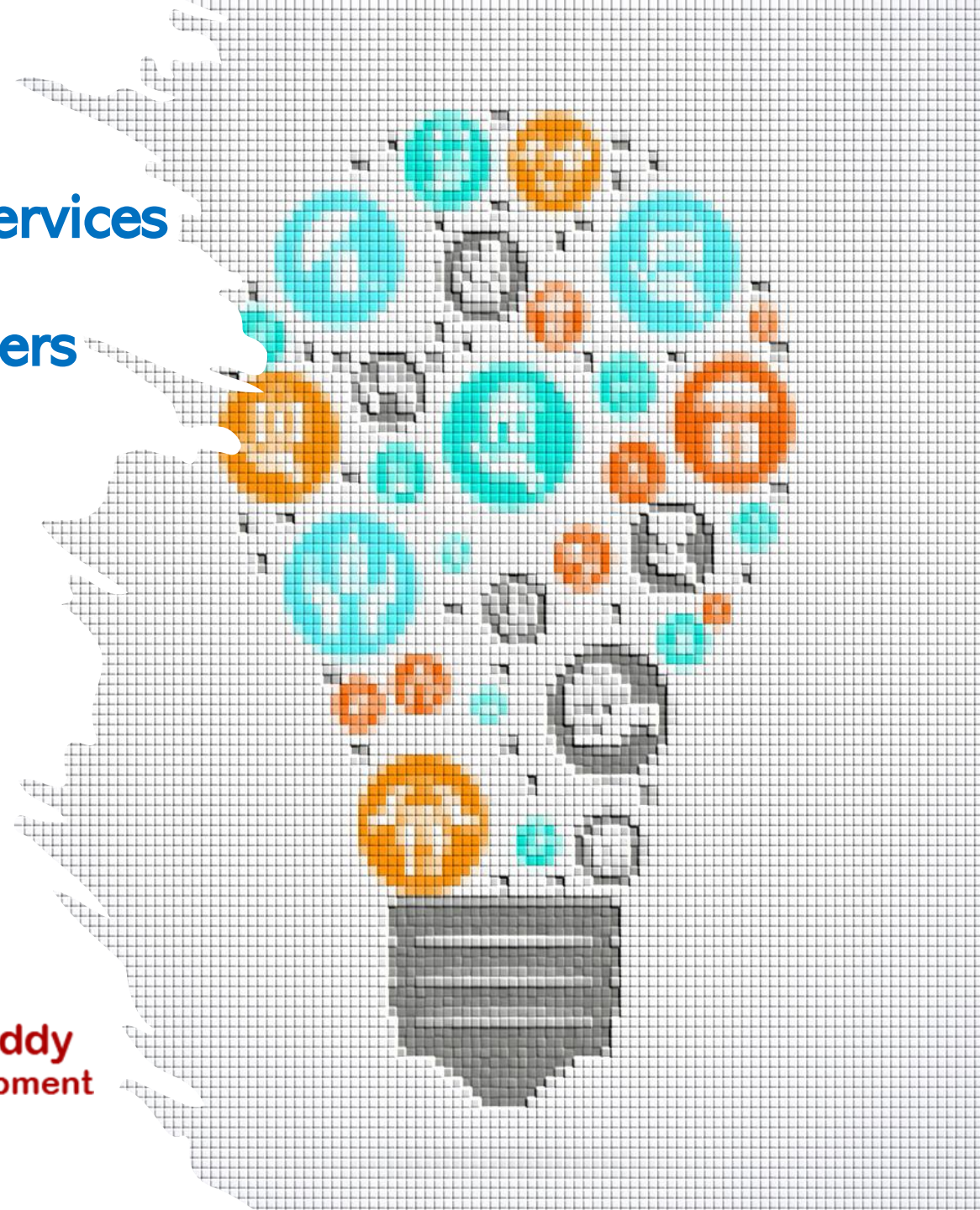
Facilitator:

Nirmala Sambamoorthy, Director

Ascent Leadership & Management Consultants (P) Ltd.

Dr. Marri Channa Reddy
Human Resource Development
Institute of Telangana

MCRHRDIT

Principles of Management and
their relevance to the Contemporary scenario

30th Sep. 2024

Empaneled Consultant & Coach in TISS, Mumbai

QUALIFICATIONS:

- 2-year PGDM from IIM, Bangalore
- Certificate Course on OD & Change Management from LEEDS University, UK
- Certified Lean Management Consultant from LMII, India

EXPERIENCE:

- 30+ years of experience as a consultant and in practice
- 18 years as Unit HR head in HMT - handled Change management, introduced several initiatives like Performance Management Systems, Participative Management scheme, Japanese 5S and Kaizen.
- Over 15 years of Consulting and Training experience

ENGAGEMENT

- Associate Consultant with the World Bank, DFID, ADB, Deloitte, UNDP, TISS

AREAS OF EXPERTISE

OD, Strategy, Policy, Change Management , HR, Lean and Kaizen

**Nirmala Sambamoorthy
Director,
Ascent Leadership & Management Consultants**

KEY ASSIGNMENTS HANDLED:

CONSULTING & TRAINING:

- Design and Delivery of Leadership workshops at SBI, UBI, PSB, Canara Bank, LIC, ITC, Dr. Reddy's, NALCO, IIL, Berkadia, NFL, Andhra Bank, GE –BHEL, NTPC, TATA Projects etc.
- Strategic Policing Plan for AP and TS Police
- Change Management initiatives in Cyberabad Police
- IAS curriculum review and revision to LBS National Academy of Administration in Mussoorie
- State Affordable Housing Policy for AP, Telangana, Assam, Sikkim & West Bengal
- Design of Municipal Cadres at All India level
- Strategic Plan for Ministry of Social Solidarity and National University of Timor Leste
- Formulation of Medical Service Rules for MNJ Cancer Hospital and RIMS
- Competency Mapping for Global leaders of Sanofi
- Organizational Climate Study for Berkadia
- Employee Engagement interventions for Berkadia
- Organization Diagnostic Study in Indian Immunologicals Limited

Evolution of Management

Evolution of Scientific Management

Pre-Industrial Revolution –dates to BC era

Industrial Revolution -1485 …

Frederick Taylor 1856-1915– Popularized Scientific Management principles
Work design – Skill building – job-fit –monitor – worker-manager share work

Gilbreth1868-1924 – Work, Time and Motion study

Henri Fayol & Max Weber 1841-1925 – Fayol -unity of command, 5 functions of management POSCD - and 14 principles of Management - Max Weber – Modern bureaucracy – Hierarchy, Command and control, Management by Rules, line of command, span of control, authority structure

Elton Mayo -1880-1949 – Human Relations movement - Hawthorne study – social and human aspects to management

Chester Barnard –1886-1961 –"Zone of indifference" –executive functions, Communication and Incentives

MP Follet - 1868-1933 –Conflict resolution

Katz & Kahn 1950s -90s Contingency & Systems Theory – technology, systems and processes

Modern Management Principles – Vision, Strategy, Change Mgmt., People Management, Leadership, Motivation, Performance Mgmt., OD, Strategy, Team drive, Technology, Innovation, Diversity, Corp responsibility, ……. and still counting

Japanese Mgmt. (Post 2nd WW)– 5S, Kaizen, Total Quality Mgmt., Lean, TPM, Poka-Yoke, Value Stream Mapping etc.
New Millennium–Project Management, Agile, Scrum, Tech-driven management - AI, ML, AR, VR, ChatGPT, Robotics etc.

Conventional Management Approach

Policy, Rules & Procedures

Top-down Communication

Authority and Line of Command

Directing & Delegating

Command & Control

Annual Confidential Reporting

Bureaucratic leadership

Training & Development

Rule-driven People mgmt.

Hierarchical culture

Need for Transformational Approach

- **Disruptive Technology**

- **Gen Z, Gen Alpha, Gen Beta ….. Changing mindsets, approaches to life, expectations, Value shift**

- **Changing beneficiary expectations and demands**

- **Impact of Global missions and interventions**

- **Leadership needs to change with the changing times**

Green Banking Case

Modern Management Practices

- Vision, Mission, Values, Goals, Strategies, KPIs
- Mission-driven, Goal-focused projects,
- Systems and Processes
- Tech-driven, Big Data, Analytics, AIML
- Empowered Workforce – Emp. Engagement
- Citizen-centric; Proactive Feedback seeking
- Participative Decision Making
- Employee Motivation and Rewards
- Perf. Appraisal, Emp. Satisfaction study, Inclusivity

Vision, Mission and Strategy

- **Envisioning for organization future is the leader's core function**

Answer the following questions:

- Where do we want to go? (Goals)
- Where are we now? (Situation analysis)
- How do we go there? (Strategies)
- How do we know that we reached? (Outcomes)

- **Strategic Planning is an org-wide exercise. Involving people at all levels have better acceptance of plan**

Strategy Planning process

- **Map the existing situation both external and internal – use PESTEL analysis**

- **Take stock of your SWOT and gaps**

- **Set out your Vision, Mission, Values – derive objectives, goals, strategies and targets**

- **Communicate your strategic plan to people and provide resources with timelines to reach your targets**

- **Continuously monitor and evaluation results**

  Celebrate achievements!
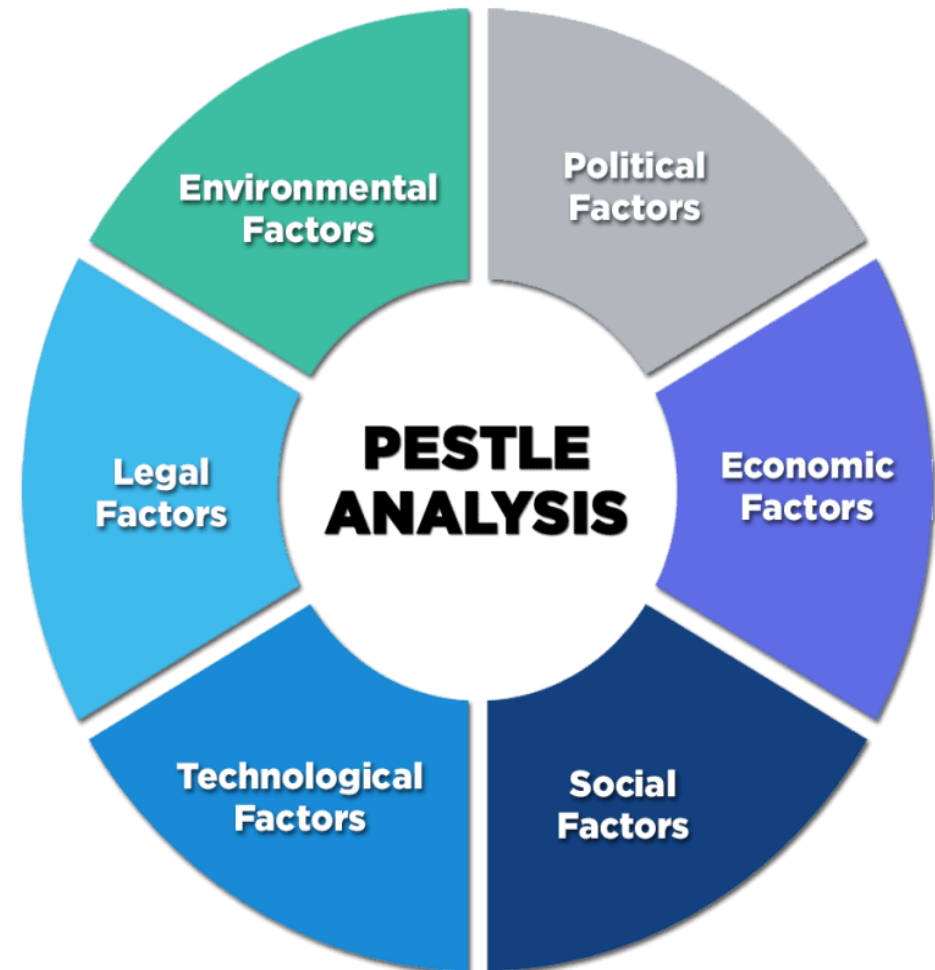
Organization Development & Managing Change

- **Managing Change is the order of the day.**

- **Org. Development – is an org.-wide 'Planned Change' effort to match the external changes that keep happening**

- **A good manager is skillful in diagnosing, developing and implementing interventions and measuring results**

- **S/he keeps anticipating and predicting future and prepare for tomorrow**

Org. Structure

Techno-logy

OD approach

Systems & Proc.

People & culture
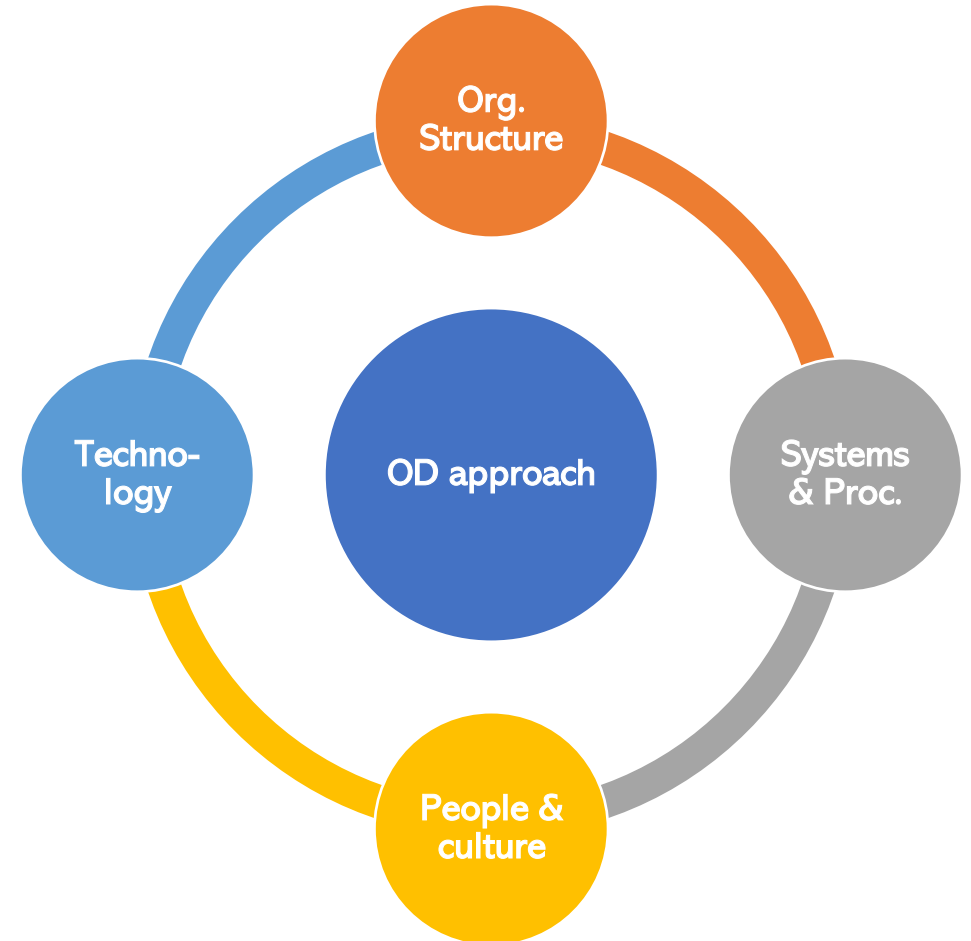
Human Capital Management

- **Human Resources Management (HRM) is the fulcrum of organization management. It is the way people at work are enabled to produce assigned results, regulated, engaged and made to contribute.**

- **HRM processes are planned end-to-end from recruitment to exit. The key processes are recruitment, training, salary adm., welfare measure, promotion, capacity building, performance management system, rewards and recognition, disciplinary procedure, grievance handling, legal compliances, employee relations and unions management, exit – resignations, retirement, terminations and so on.**

- **HR offers tremendous scope to attract, retain, motivate the right people needed for the org. Good leaders utilize the HR framework to unleash people potential and create a high-performance work climate by precisely providing what the employee needs to perform**

Understanding Human Motivation

Maslow's hierarchy of needs

- **Employee motivation is the key to ensure high performance**

- **Motivating employees through organization HR policy has limited effect on performance**

- **Motivating for enriching jobs to provide sense of achievement and contribution has long lasting effect on performance**
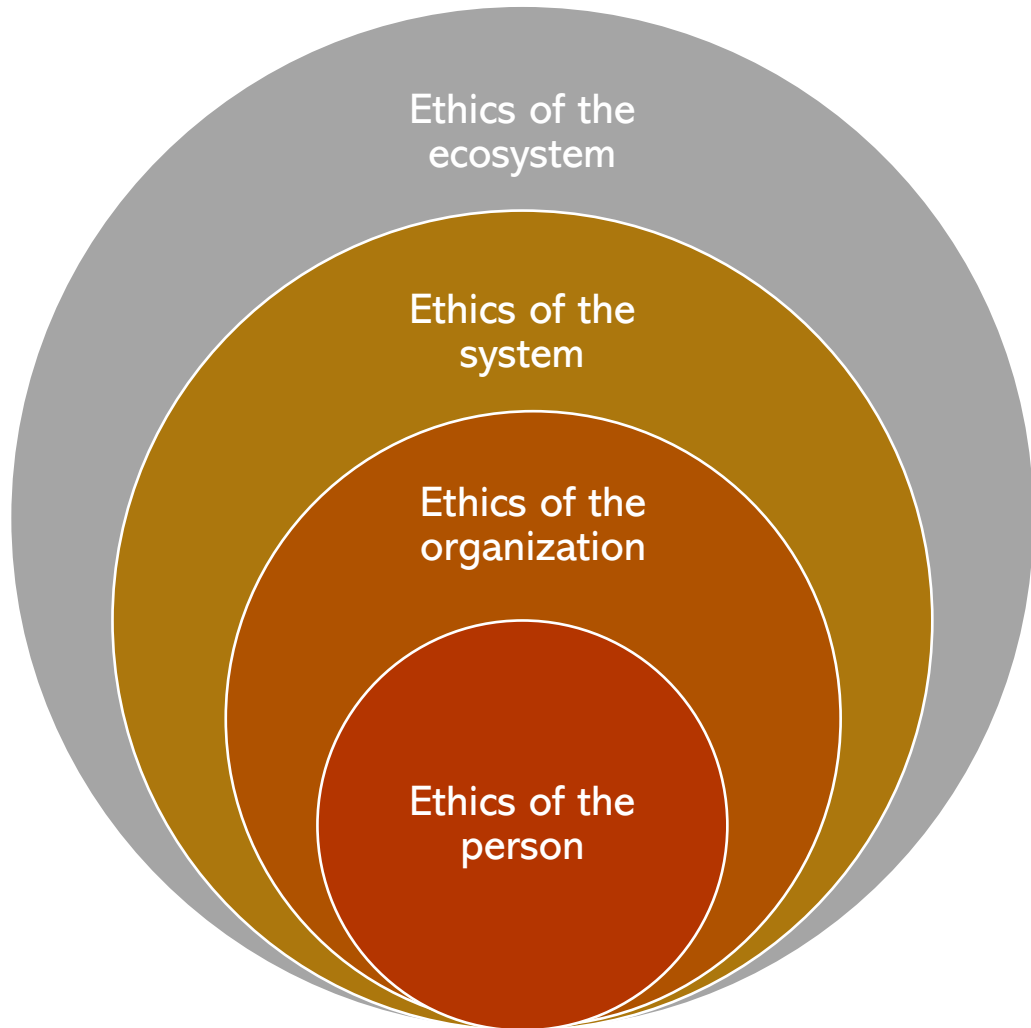
- Perf. driven management is the key for managers as they are answerable to multi-stakeholders

- Define processes, make job descriptions, map task responsibility and communicate

- Create SOPs, prepare workflow, standardize formats, use technology for digital operations

- Train and build capacities of all players and work on their attitude.

- PMS – set perf. Targets, KRA/KPI and perf. Monitoring mechanism

- Provide Performance feedback and Development Plan

- Introduce rewards & recognition for sustaining motivation

Performance Mgmt. System

Components of a Performance Management System
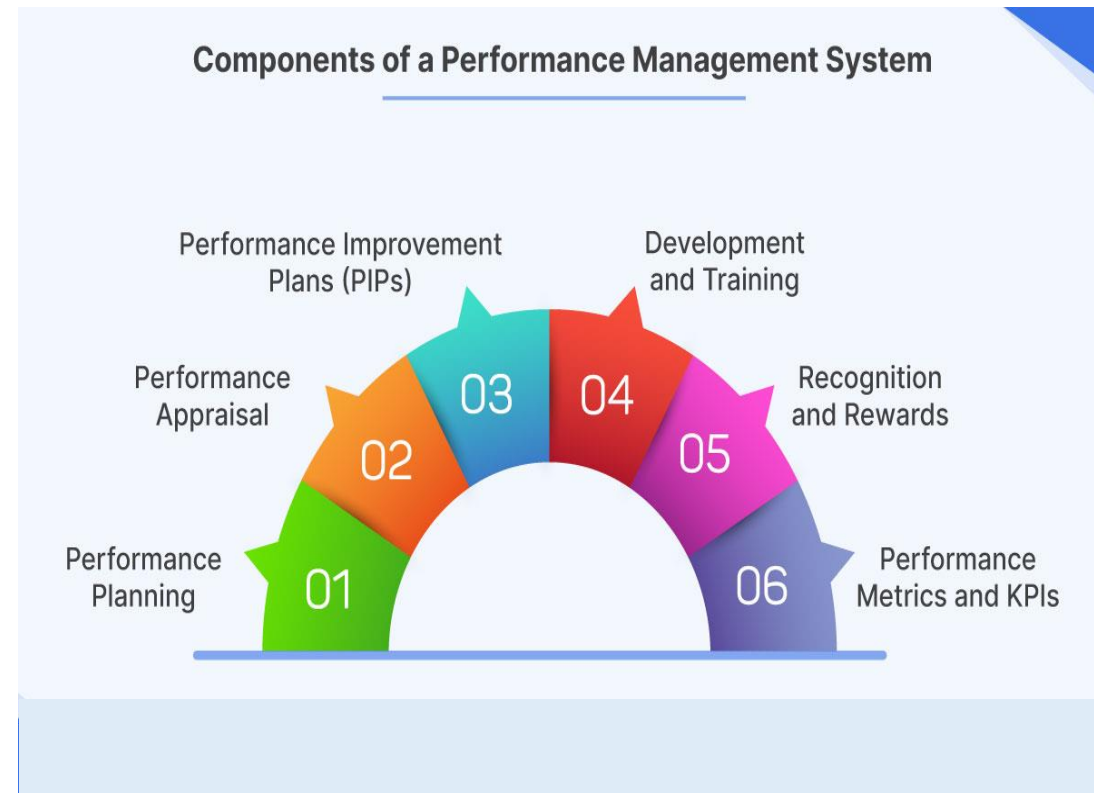
Ethics, Integrity and Social Responsibility

Ethics of the ecosystem

Ethics of the system

Ethics of the organization

Ethics of the person

- **Ethics is about defining who we are, what we stand for and abide by your values**

- **3 levels – ethics in the system – ethics in the organization –ethics in the person**

- **Define, practice and propagate vigorously**

- **Ethical dilemmas - walk the talk**

- **Address ultimate social responsibility - larger good of the society**

- **3P approach -Purpose, People and Planet**

Diversity, Equity, Inclusion

- DEI – Diversity, Equity, Inclusion defines the quality of life in any ecosystem

- Discrimination in any form – by age, gender, race, religion, region, sexual orientation, physical and mental disabilities, socio-economic conditions, migration status etc. can affect the equity and inclusion principles

- Administrators need to put policy framework for DEI, formulate grievance committees, bring and enforce anti-discrimination and harassment laws

- World is getting more open about accepting diversity. Great organizations are marked by the proliferation of DEI Maturity model and readying for assessment
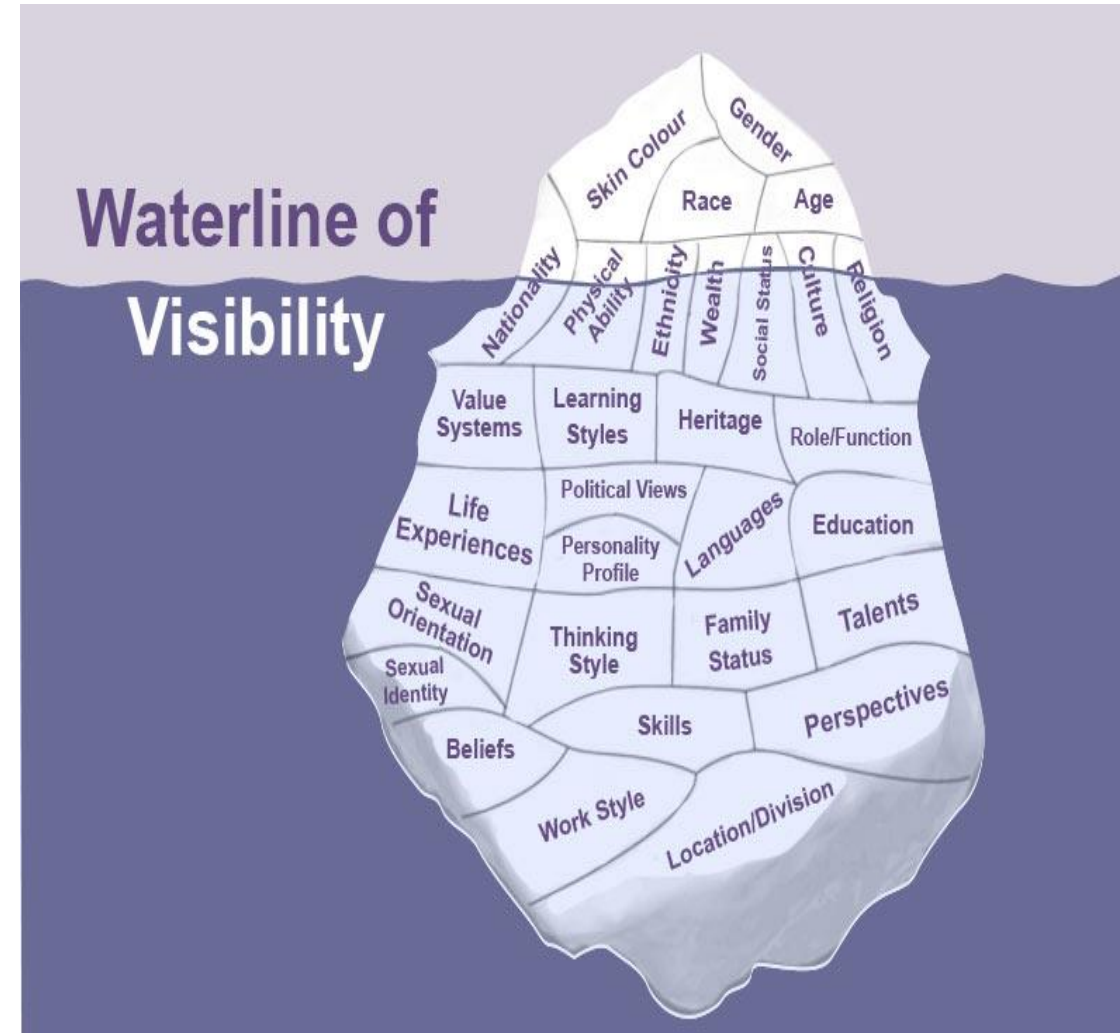
Making right decisions

- **Programmed decision tools– Algorithms, AI, ML etc.**

- **Heuristics – mental models**

- **Logical - Apply 6-step decision model**

- **Take others' opinions into count**

- **Engage critical and creative thinking**

- **Empower teams to take decisions**

- **Question the precedence**

- **Consider ethical and long-term effects**

Creating High Performance Teams

Three Levels of a High Performance Team

- A Manager's core role lies in getting others to perform optimally
- Some teams work in multiple directions without having unified directions
- Sub-groups, vested interests, domination, withdrawal, politicking hamper the team spirit
- A few teams operate sub-optimally at basic level

High-Performing

United in Purpose

Sustained Results

Wins Together or Not-at-All

A Work Group

Some Coordination
Some Overlap of Purpose

Silos are shorter but you still have winners and losers within the team instead of united purpose

A Collection of Individuals

Individual Performance | Individual Action | Individual Purpose

Rather than working as a single unit, teams at this level do not collaborate or take mutual action. You have winners and losers within the team.

- A good manager identifies the team members' strengths and limitations
- Works on them to bring all of them to equal competency level
- Ensure high-performance by motivating, inspiring, influences and reinforcing the Mission's purpose
- S/he engages teams, rewards and corrects them continually

Managing Technology & Innovation

- Leveraging Technology can be a force-multiplier for growth

- It can address multiple challenges and enhance customer satisfaction, speed of operations, standardization of performance, bring world-class practices to light and mitigate inefficiency and vested interests

- An efficient administrator will transform the workplace into digital world

- Staff digital skill building should be given prime importance

- Creating innovative ecosystem is a game-changer.

- To innovate the work culture must be prepared to incubate ideas, motivate and create confidence in staff to ideate and produce novel and path breaking solutions to challenges

- It enhances ownership and inspiration in employees. Team innovations work fantastic in enhancing productivity
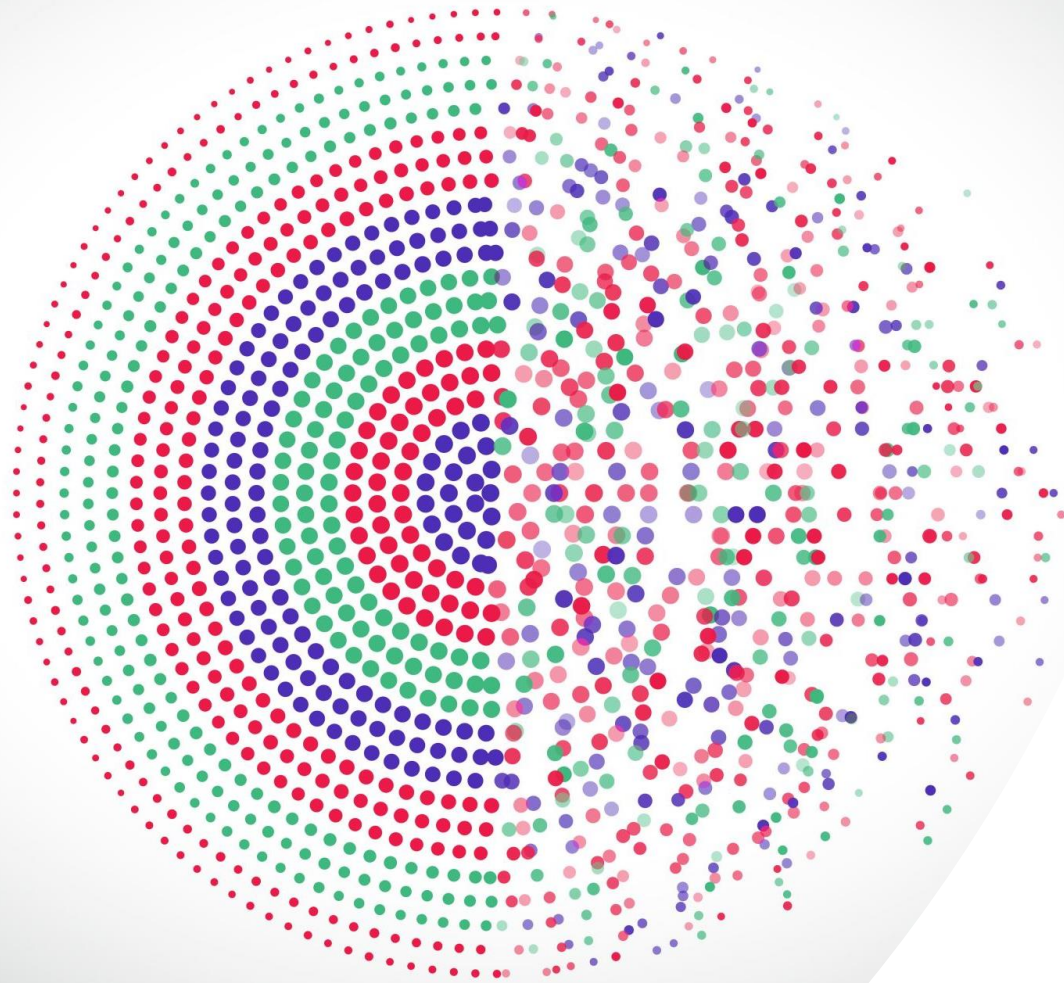
Some Cases of Change Management in Government

Central Command & Control Centre in Telangana

Tower-A

Tower-B

Tower-E

Tower-C

Tower-D

Japanese Mgmt. practices

- 5-S: Workplace organization with 5-S Principle

  - Sort

  - Set in order

  - Shine

  - Standardize

  - Sustain

- Kaizen – Continual Improvement using Kaizen principle – everyone involves in collective work. Promotes team spirit and ensures high productivity

- Lean – smart techniques for optimization of people, place, material, method, time and resources

5-S and Kaizen in TS Police

Case: Hyderabad Traffic Police - Violation Management & Hotlist Tracking

Achieve Reduced Fatalities

Copless Junction

- Improved compliance to traffic rules and reduction in accidents

- Automatic detection of violation and enforcement

- Tracking of Hotlist Vehicles automatically using ANPR without intervention of cops on field

- Notifying cops to catch hotlist vehicles accurately

Vehicle Violation Detail

LicenseNum: AP31AW0420

Time: 2018-03-07 12:50:53

Type: Red Light Violation

Site: INDIRA_PARK_X_RD_KATTAMAISAMMA_TEMPLE_ANPR:LANE1

Pending Challan Amount: 200

0:09 / 0:09

0:03 / 0:03

Leadership

- **A true leader is beyond the position, more a person**

- **Manager does transactional tasks while a leader does transformational tasks**

- **S/he acts according to 'situations' and knows how to manage different folks with different strokes**

- **A Leader can play diff. roles depending on the team members' types**

  - **correcting-counselling-coaching- delegating**

- **A great leader leaves mark long after s/he leaves the role**

Further reading:

2019: 'Principles of Management' –OpenStax Publication, Rice University, Texas- USA

2013: 'Principles of Management – University Training Solutions Pvt. Limited

http://www.microlinkcolleges.net/elib/files/undergraduate/Management/Principles%20of%20Management.pdf

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