

Foundation Course for Military Engineer Services Probationary Officers

18th July 2023

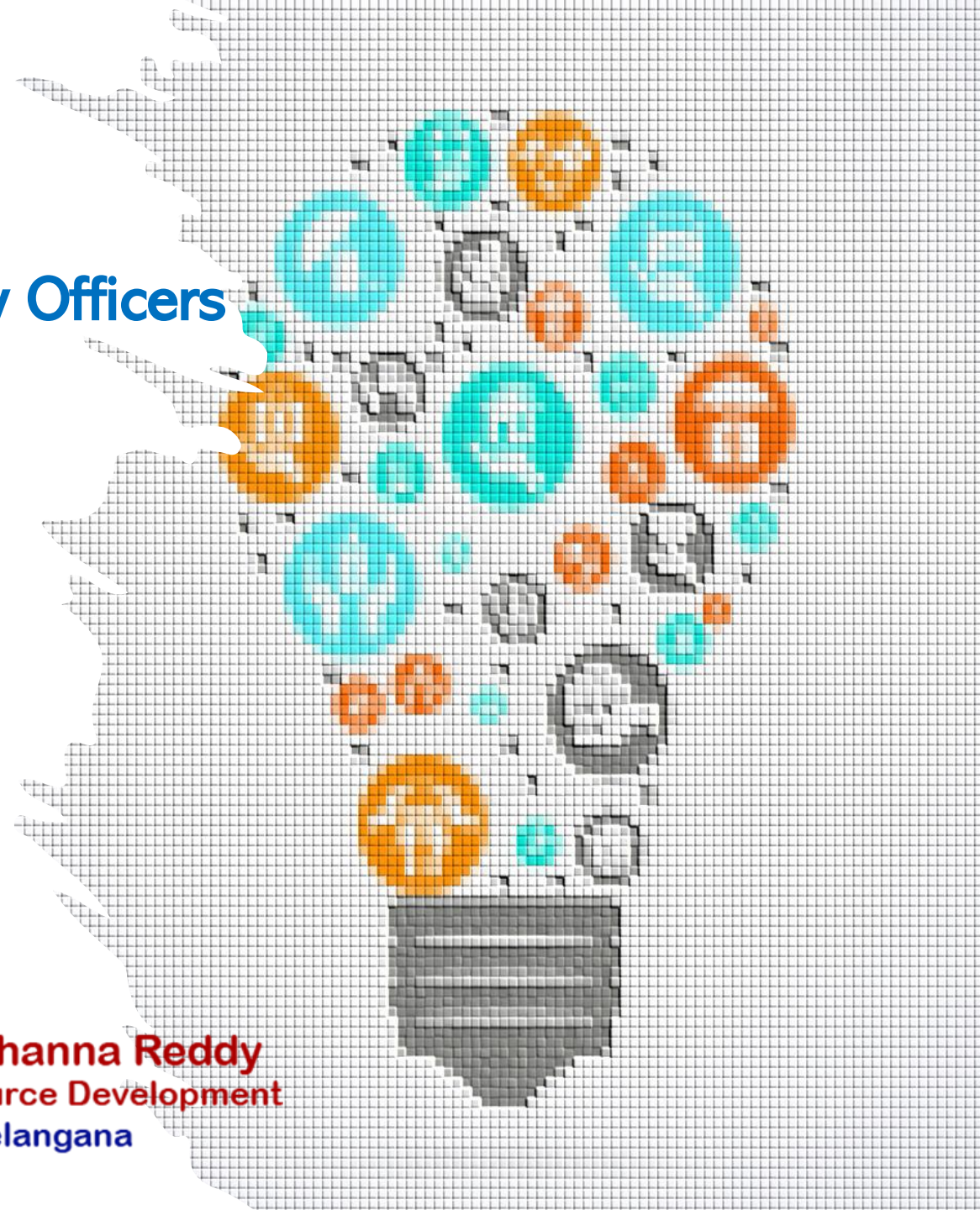
Facilitator:

Nirmala Sambamoorthy, Director

Ascent Leadership & Management Consultants (P) Ltd.



Dr. Marri Channa Reddy
Human Resource Development
Institute of Telangana



The Historical evolution of Scientific Mgmt.

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

Gilbreth 1868-1924 – 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 (1924-27) – social and human aspects to management

The Historical evolution of Scientific Mgmt.

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

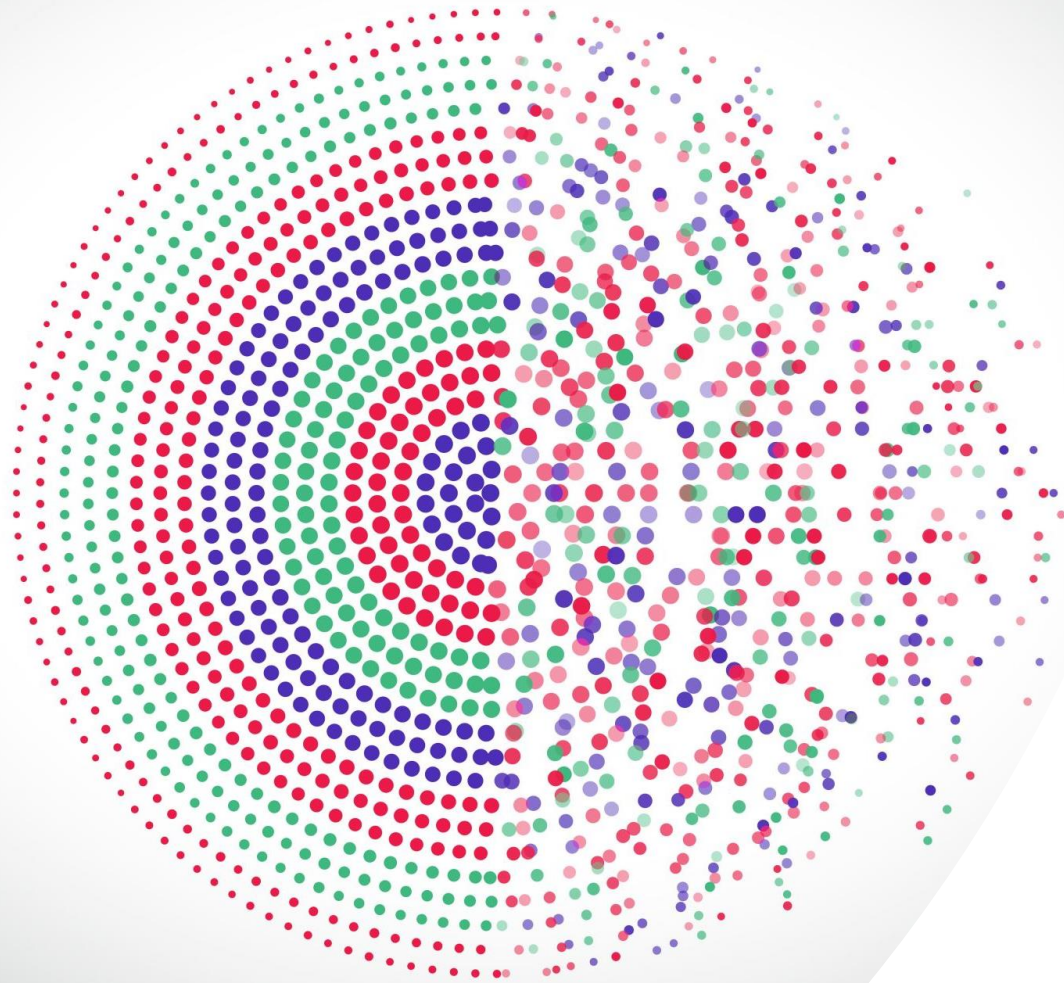
MP Follet - 1868-1933 –Conflict resolution

Katz & Kahn 1950s -60s - Contingency & Systems Theory – technology, systems and processes

Japanese Mgmt. (Post 2nd WW)– Total Quality Management, 5S, Kaizen, Lean, TPM, Poka-Yoke, Value Stream Mapping etc.

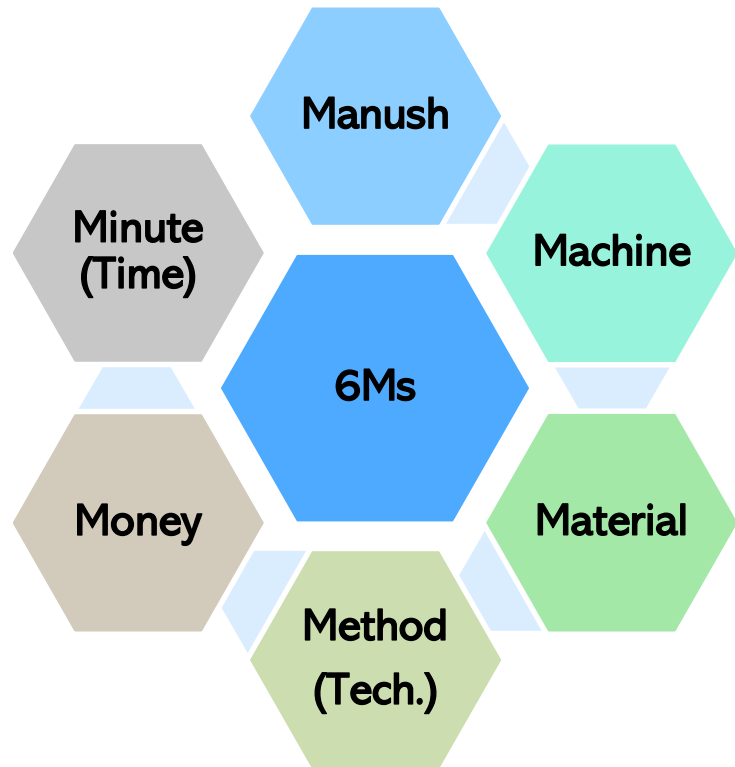
From 1970s –Modern Management Principles – Organization Behaviour, Vision, Strategy, Org. Devpt., Change Mgmt., People Management, Leadership, Motivation, Performance Mgmt., Team drive, technology, innovation, Gender sensitivity, Corp responsibility, Ethics, Employee Engagement, rewards and recognition

Now Trending – Emotional Intelligence - Millennial Management – Employer Value Proposition - DEI – Diversity, Equity, Inclusion – Creativity, Technology and Innovation, Generative AI as a game changer of all functions and still counting



Modern Management Principles & Practices

6Ms –KEY FOR PRODUCTIVITY MANAGEMENT



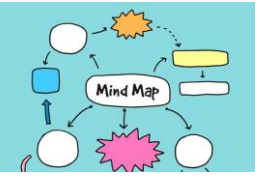
- *Of all the resources required for effective management of Productivity, the most important one is – **Human Resources***
- *Manage People to Manage all other elements*
- *Hence, focus of a leader is Human Resources Devpt.*

Your success depends on your People Management Capability!

UNDERSTANDING HUMAN BEHAVIOUR AT WORK



- *Managing People at work is the challenge of any leader.
Leader's success depends on understanding human behaviours*
- *Behavioural skills - Basic Motivation drivers,, core personality factors, interpersonal skills,*
- *Managerial skills – Planning, Executing, Monitoring, Deciding, Communicating, Negotiating, resource handling,*
- *Leadership skills – different types of leadership and their impact on results*



What motivates people?



Maslow's hierarchy of needs

Frederick Herzberg's Two Factor Theory

Job Dissatisfaction

Hygiene Factors

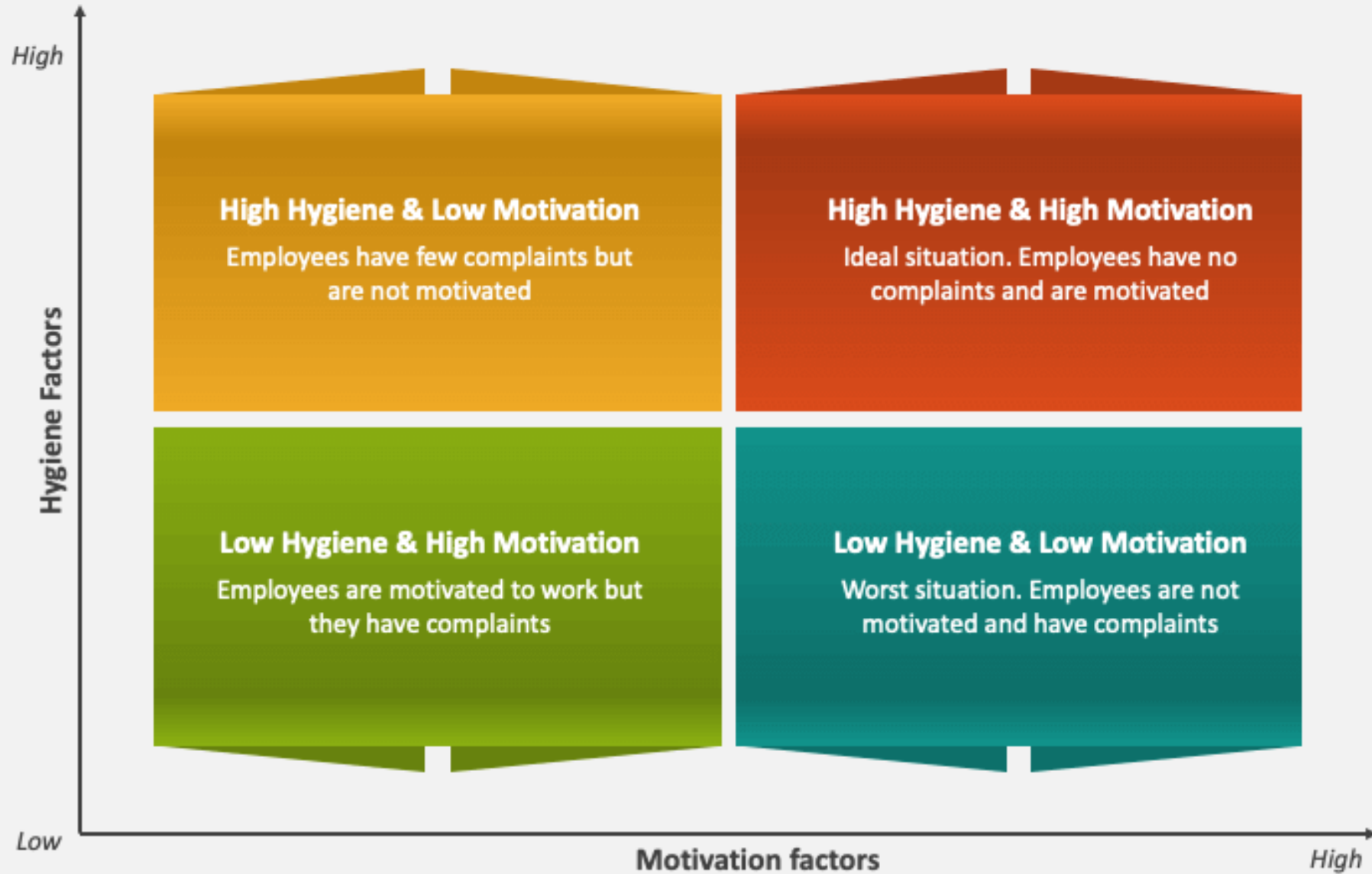
- Working conditions
- Coworker relations
- Policies and rules
- Supervisor quality
- Base wage & salary
- Status

Job Satisfaction

Motivation Factors

- Achievement
- Recognition
- Responsibility
- Work itself
- Advancement
- Personal growth

HERZBERG'S TWO FACTOR THEORY





Leadership Basics



Leadership

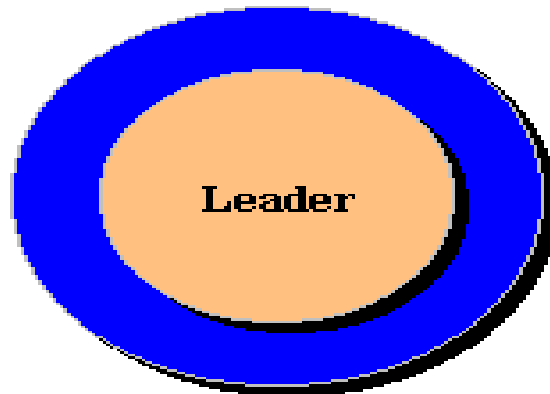


- A true leader is beyond the position, more a person
- Manager does transactional tasks while a leader does transformational tasks
- S/he acts according to 'situations' and knows how to manage different folks with different strokes
- A great leader leaves mark for long time after s/he leaves the role

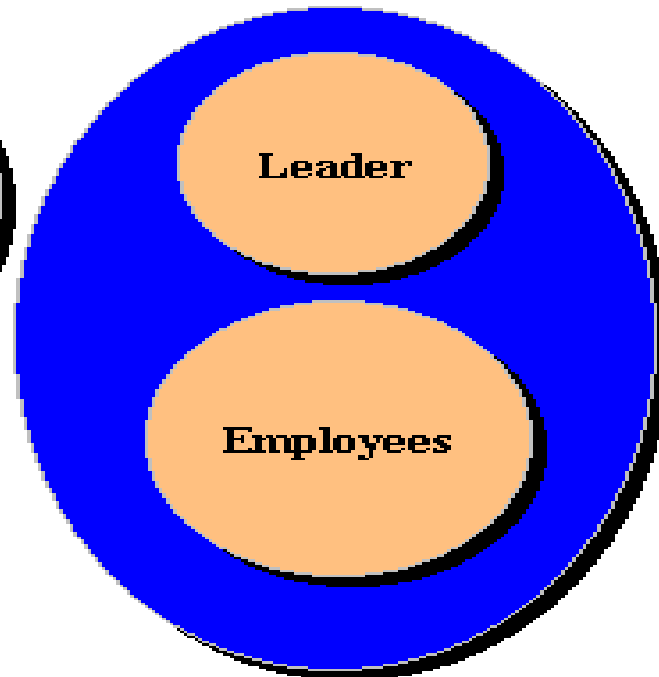
Leadership types –Kurt Lewin

POWER STYLE

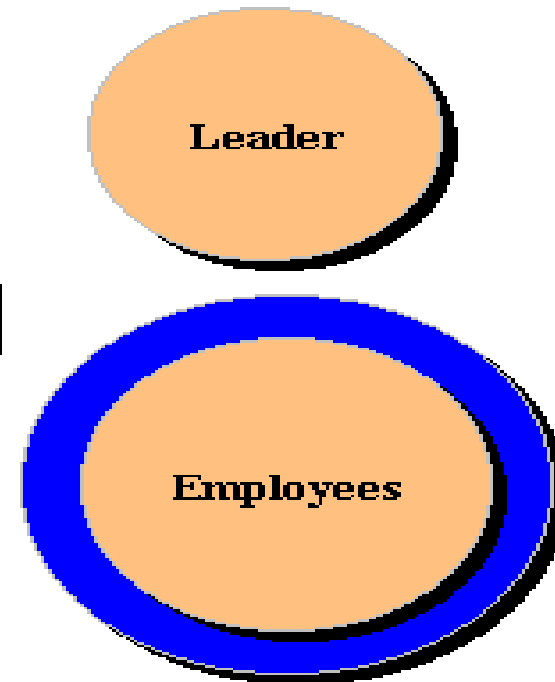
Autocratic



Participative



Free-rein



Employees

Leader

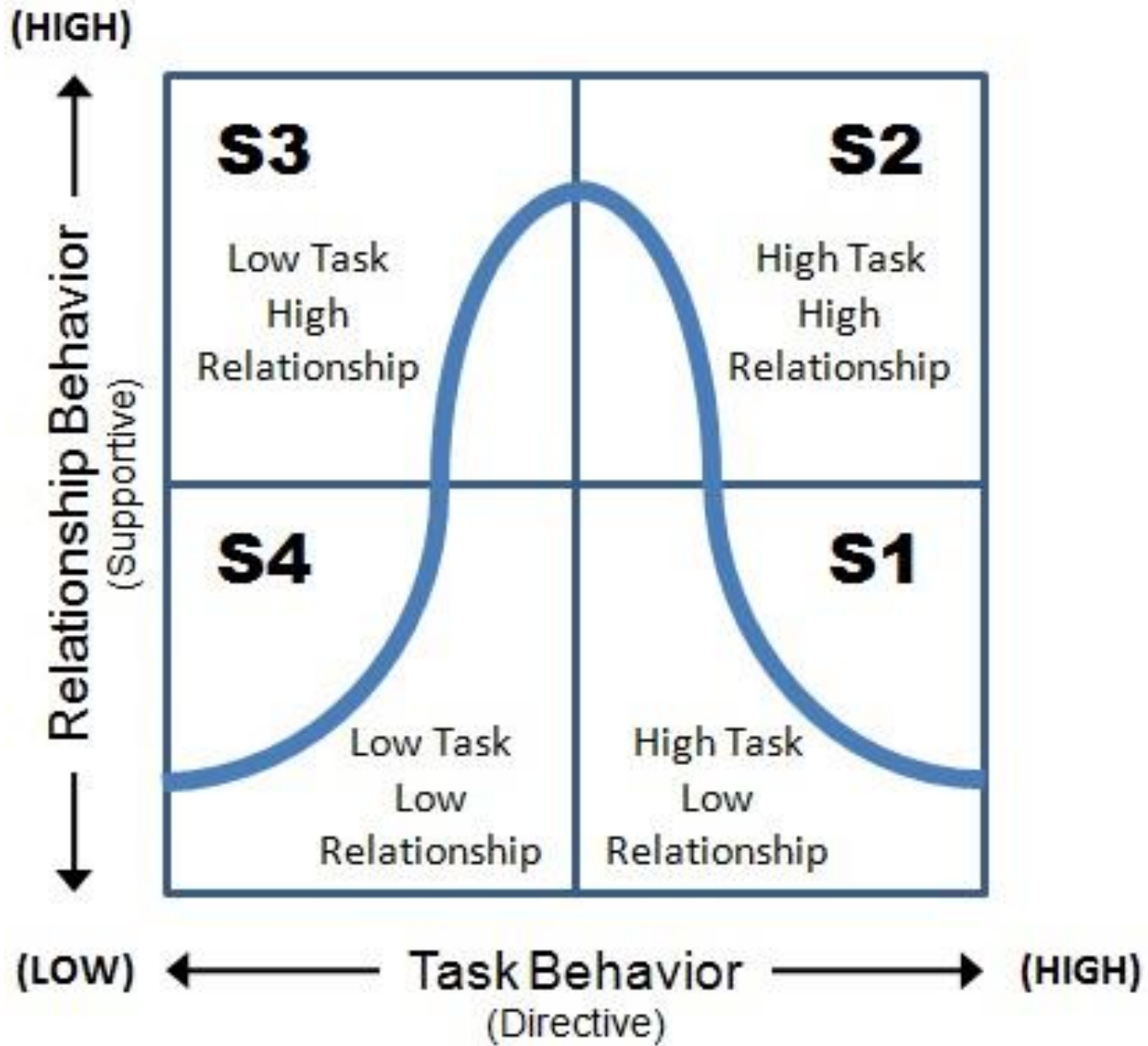
Employees

Whole Group

Employees

Employees

EMPHASIS



Leadership Behaviors







Further reading:

2021: “Leadership Essentials You Always Wanted to Know (Self-Learning Management Series)” – Carrie A. Picardi, Vibrant Publishers

2020: “Principles of Management Essentials You Always Wanted to Know” Callie Daum, Vibrant Publishers


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

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



Thanks!

Address:
ASCENT LEADERSHIP & MGMT.
CONSULTANTS
#203, Sravanthi Serenity-II, Camelot Layout,
Kondapur, HYDERABAD -500084,
Telangana State, INDIA

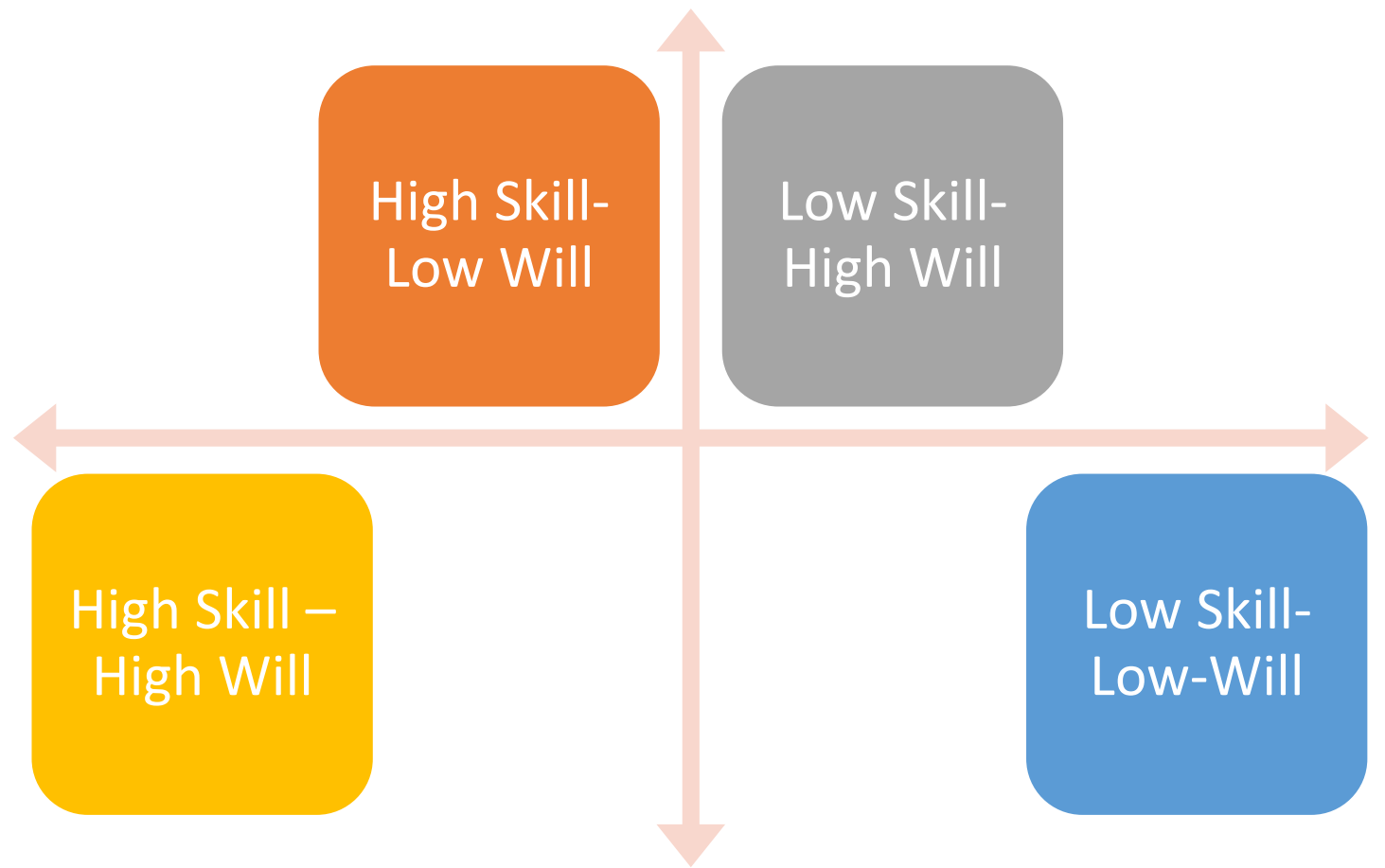
Nirmala Sambamoorthy 

+9849085987 

nirmala@ascentindia.com 

www.ascentindia.com 

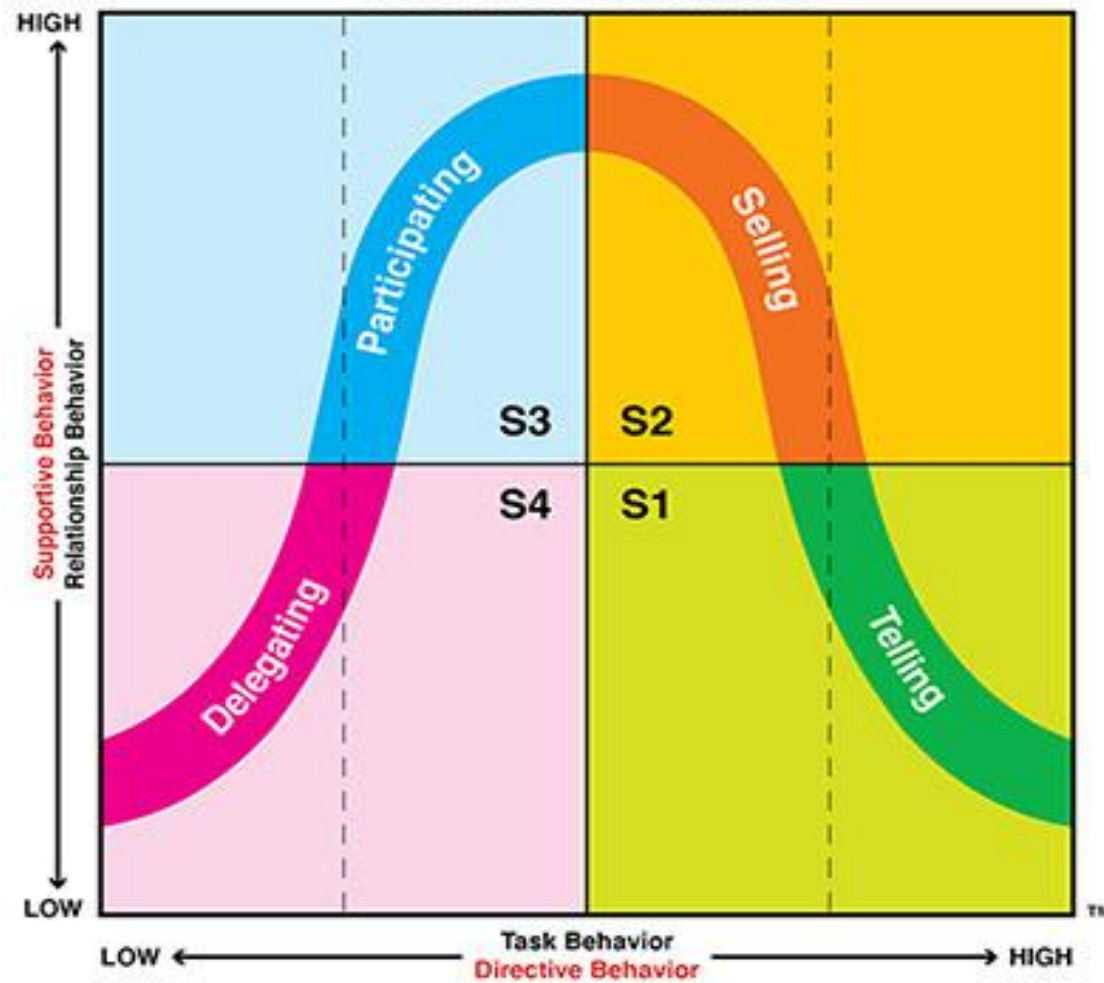
Members
Skill-Will Matrix



HIGH	MODERATE		LOW
R4	R3	R2	R1
Able and Confident and Willing	Able but Insecure or Unwilling	Unable but Confident or Willing	Unable and Insecure or Unwilling
	← →	← →	
Self Directed			Leader Directed

Situational Leadership®

Influence Behaviors



Performance Readiness®

HIGH	MODERATE		LOW
R4	R3	R2	R1