

Special Foundation Course for All-India Services

Officers and Central Civil Services Officers

26th September 2022

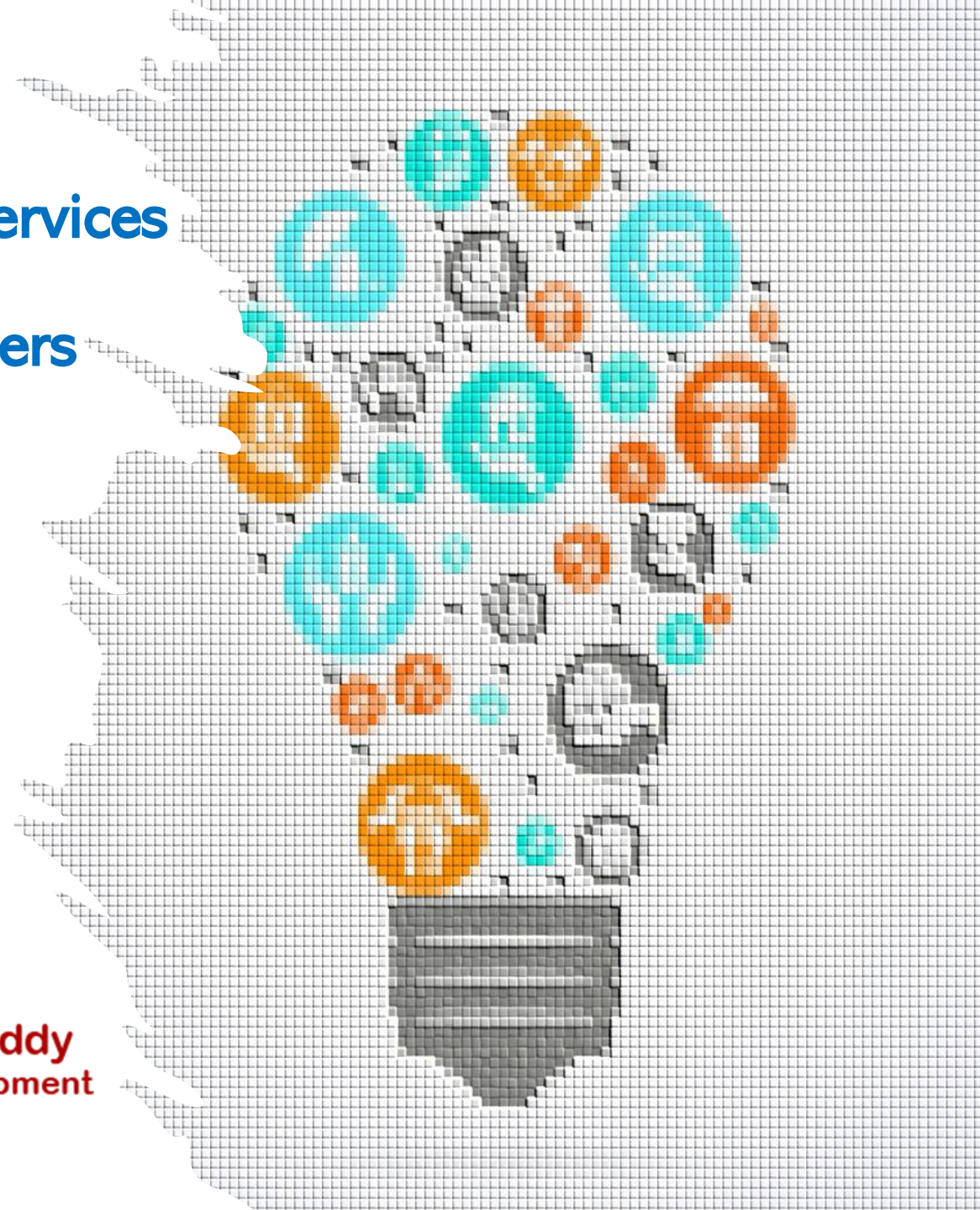
Facilitator:

Nirmala Sambamoorthy, Director

Ascent Leadership & Management Consultants (P) Ltd.



Dr. Marri Channa Reddy
Human Resource Development
Institute of Telangana





Principles of Management

26th Sep. 2022

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

Why Management for Administrators?

- A Manager is *accountable for results* with given people, resources and authority
- A Manager *envisions, show direction, sets goals* and inspires others
- A Manager makes *decisions*, utilizes resources optimally, leads team and gives best output in given time.
- A Manager *engages, empowers and encourages teams to innovate* for meeting the organization's core purposes

Every administrator is a manager in his/her role



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

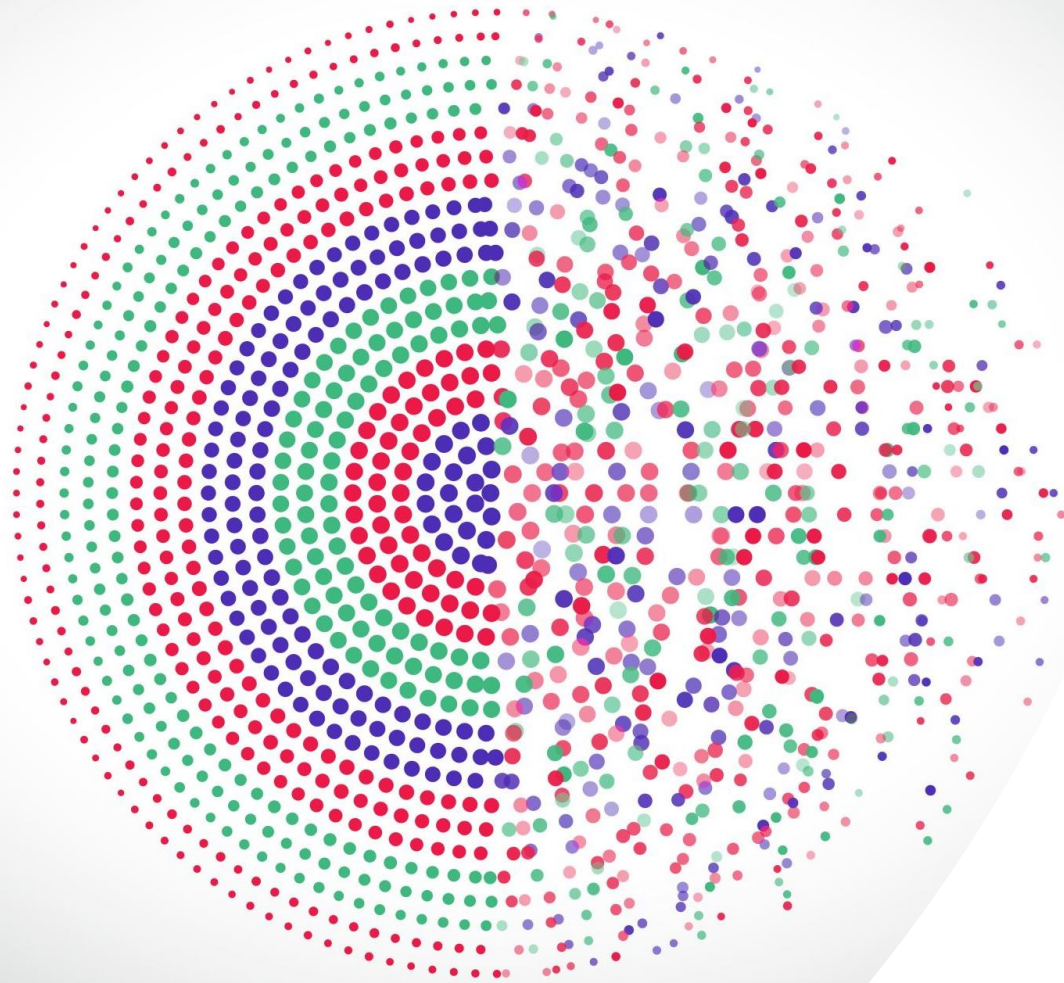
Elton Mayo -1880-1949 – Human Relations movement - Hawthorne study – social and human aspects to management

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

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



Modern Management Principles & Practices



Vision and Strategy

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

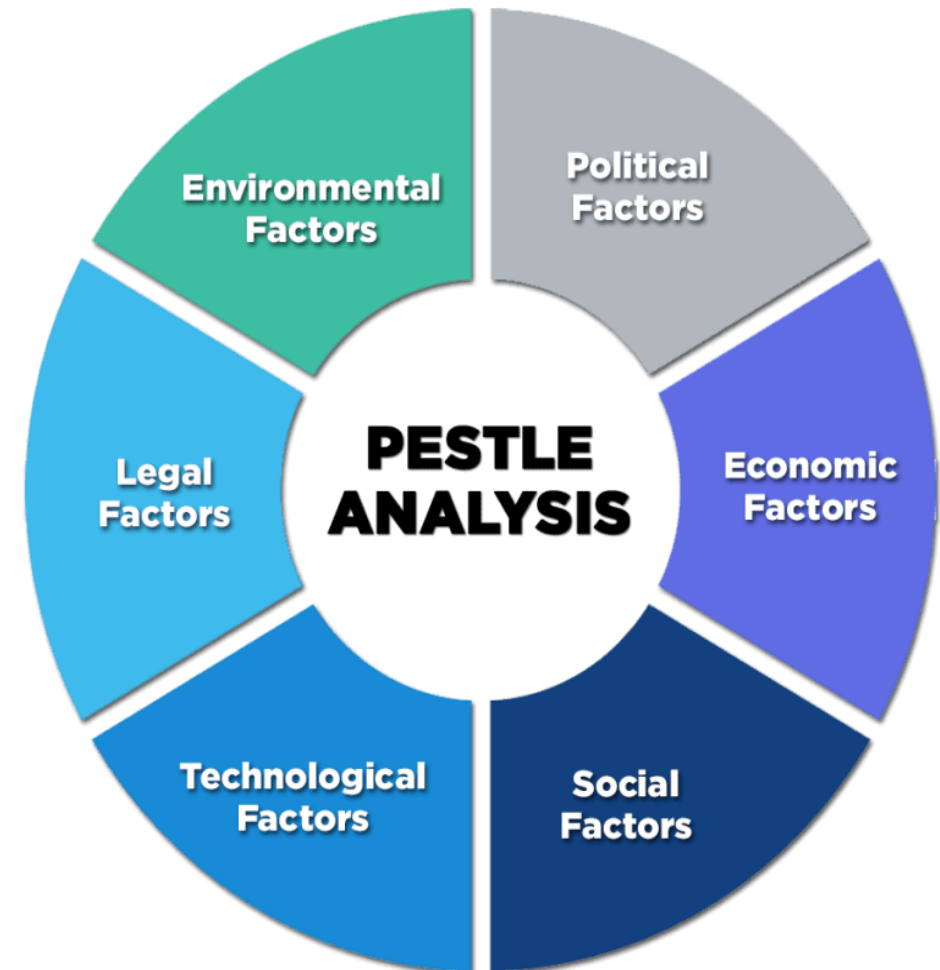
Answer the following questions:

- 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

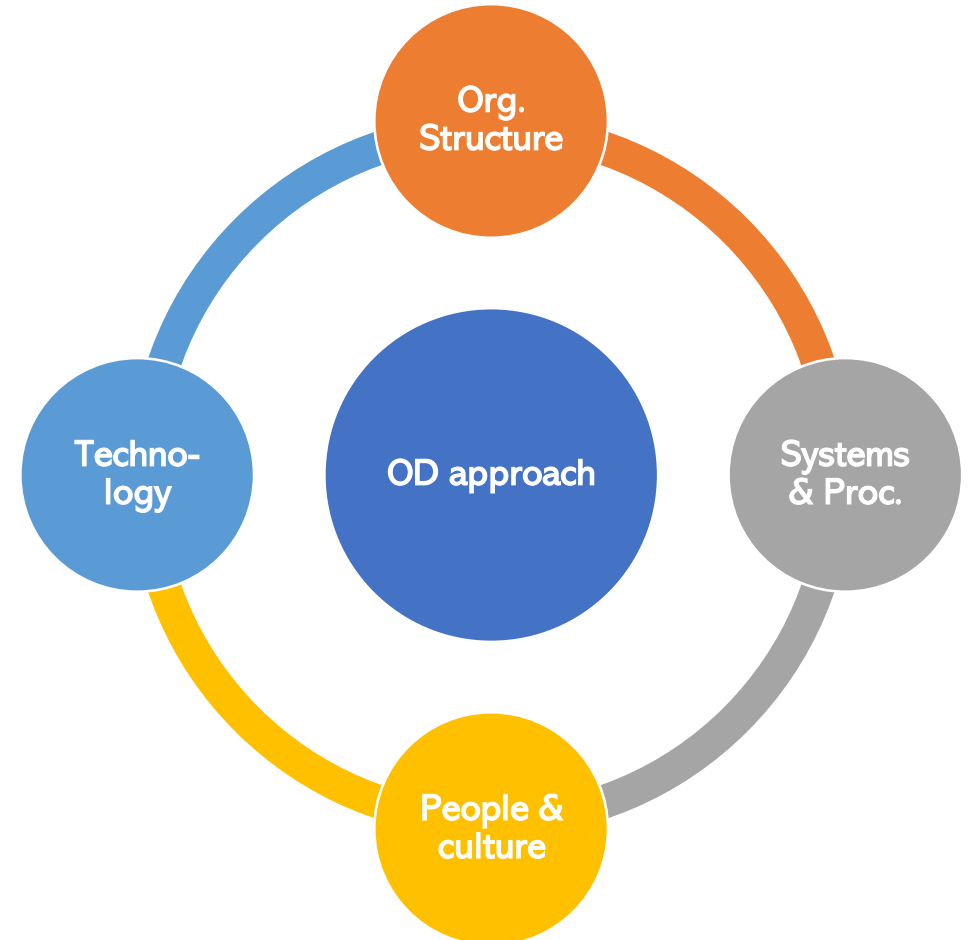
- Map the existing situation both external and internal – use PESTEL analysis
- Take stock of your SWOT and gaps
- Set out your Vision, Mission, Values – derive objectives, goals, strategies and targets
- Communicate your strategic plan to people and provide resources with timelines to reach your targets
- Continuously monitor and evaluation results

Celebrate achievements!

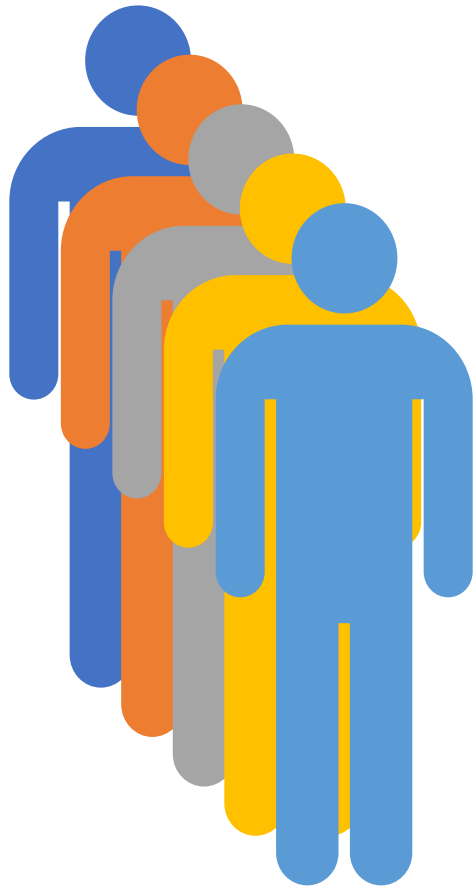


OD & Change management

- 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



Human Resources Management

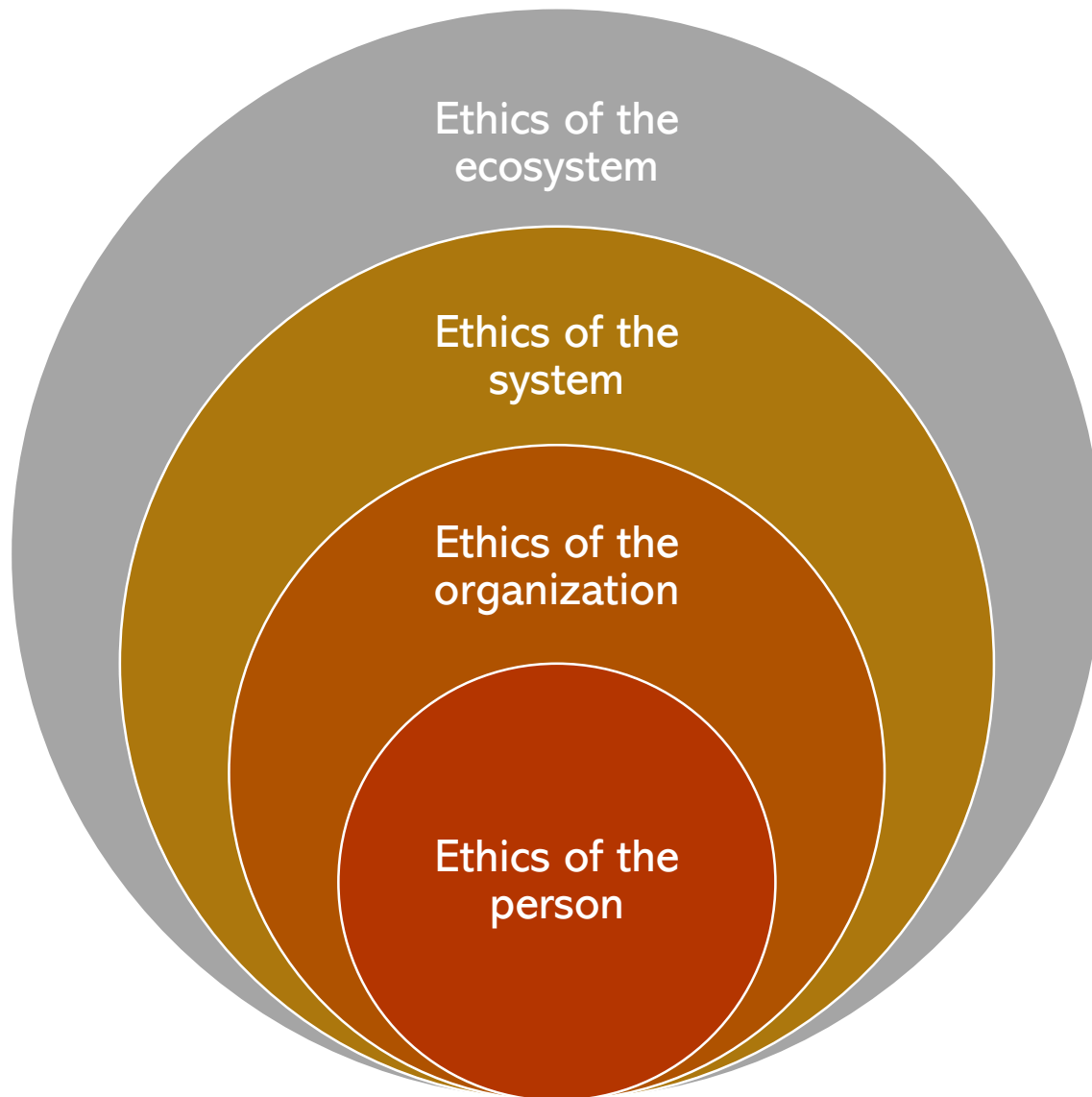


- Human Resources Management (HRM) is the fulcrum of organization management. It is the way people at work are enabled to produce assigned results, regulated, engaged and made to contribute.
- HRM processes are planned end-to-end from recruitment to exit. The key processes are recruitment, training, 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

Performance Mgmt.

- Perf. driven management is the key for administrators as they are answerable to multi-stakeholders
- The challenges are many – external interference – media, politicians etc. unsupportive policies, underdeveloped systems, limited access to technology and information, staff with limited competencies, vested interests, limited resources...
- It is even more important to concentrate on PM to get desired results
- 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.
- Review and bring changes in work culture
- PMS – set perf. Targets, KRA/KPI and perf. Monitoring mechanism
- Introduce rewards & recognition for sustaining motivation

Ethics, Integrity and Social Responsibility



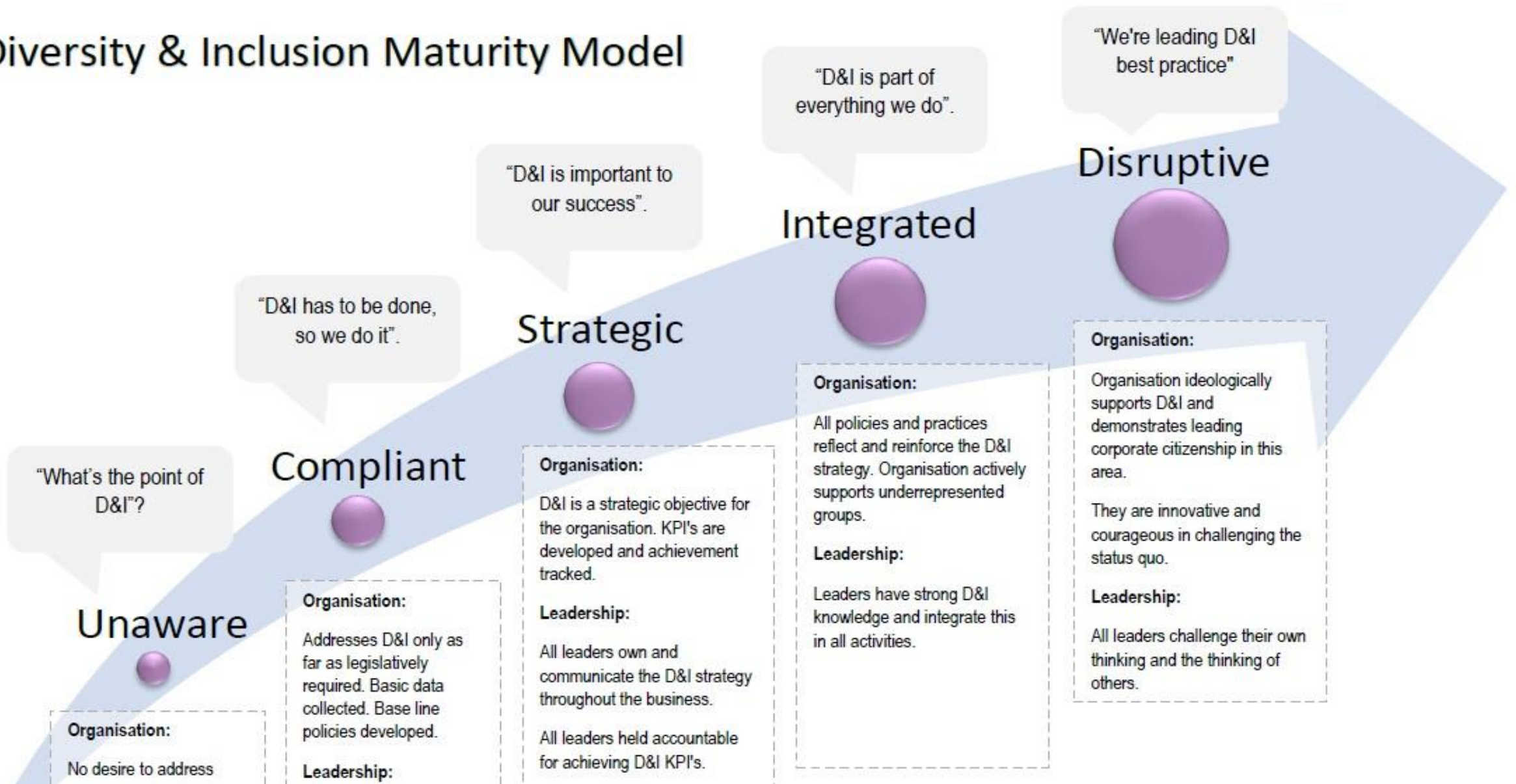
- Ethics is about defining who we are, what we stand for and abide by your values
- 3 levels – ethics in the system – ethics in the organization – ethics in the person
- Define, practice and propagate vigorously
- Ethical dilemmas - walk the talk
- Address ultimate social responsibility - larger good 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



Diversity & Inclusion Maturity Model



Managerial decision making

- Decisions are the core for managerial function.
- A leader drives the team to performance by deciding the action
- Sometimes, hasty decisions come with a price
- Delayed decision is a decision not taken
- Indecision is a decision too..
- Decision is not about who takes – but about making the team accept it as their own



- Personal biases –past-experience
- Taking too much or too less time
- Too much or too less data
- Group-think traps
- “My way high-way” zero team involvement
- Conflicting interests
- Stereotype thinking
- Intuitive vs. informed decisions

How to make right decisions?

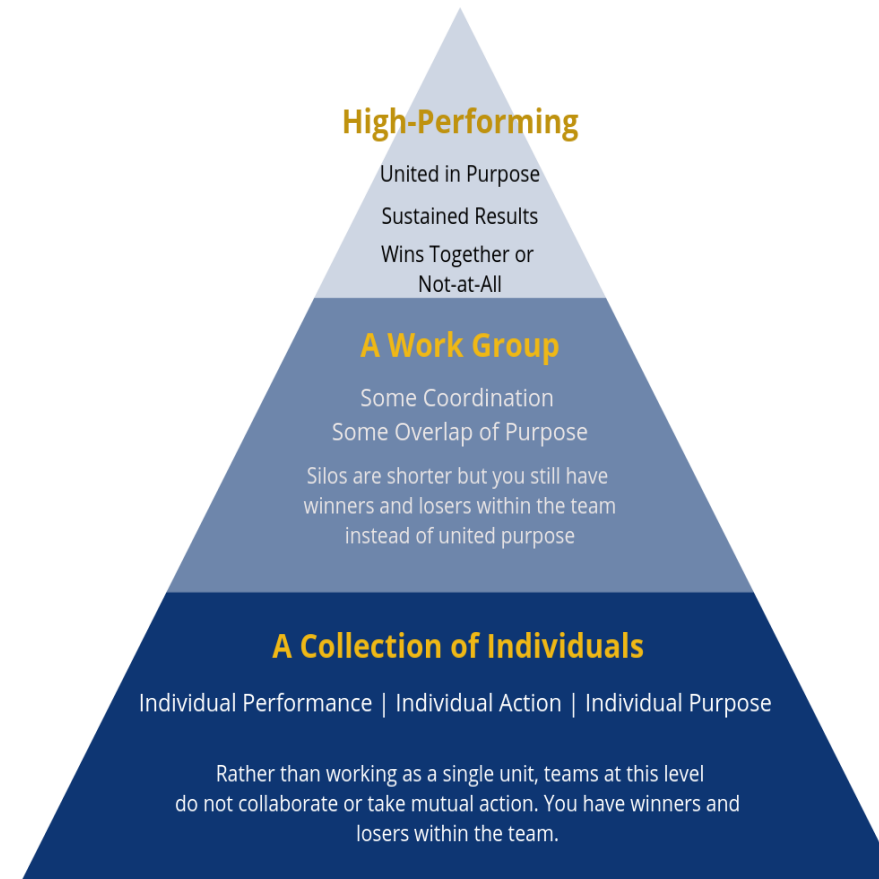


- Programmed decision tools– Algorithms, AI, ML etc.
- Heuristics – mental models
- Logical - Apply 6-step decision model
- Take others’ opinions into count
- Engage critical and creative thinking
- Empower teams to take decisions
- Question the precedence
- Consider ethical and long-term effects

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



- 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

Case: Hyderabad Traffic Police - Violation Management & Hotlist Tracking

Achieve
Reduced Fatalities




- Improved compliance to traffic rules and reduction in accidents

Copless Junction

- 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_KATTAMASAMMA_TEMPLE_ANPR.LANE 1
Pending Challan Amount:	200



0:09 / 0:09

0:03 / 0:03



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





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>





Thanks!

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