

Special Foundation Course for All-India Services

Officers and Central Civil Services Officers

2-3 February 2023

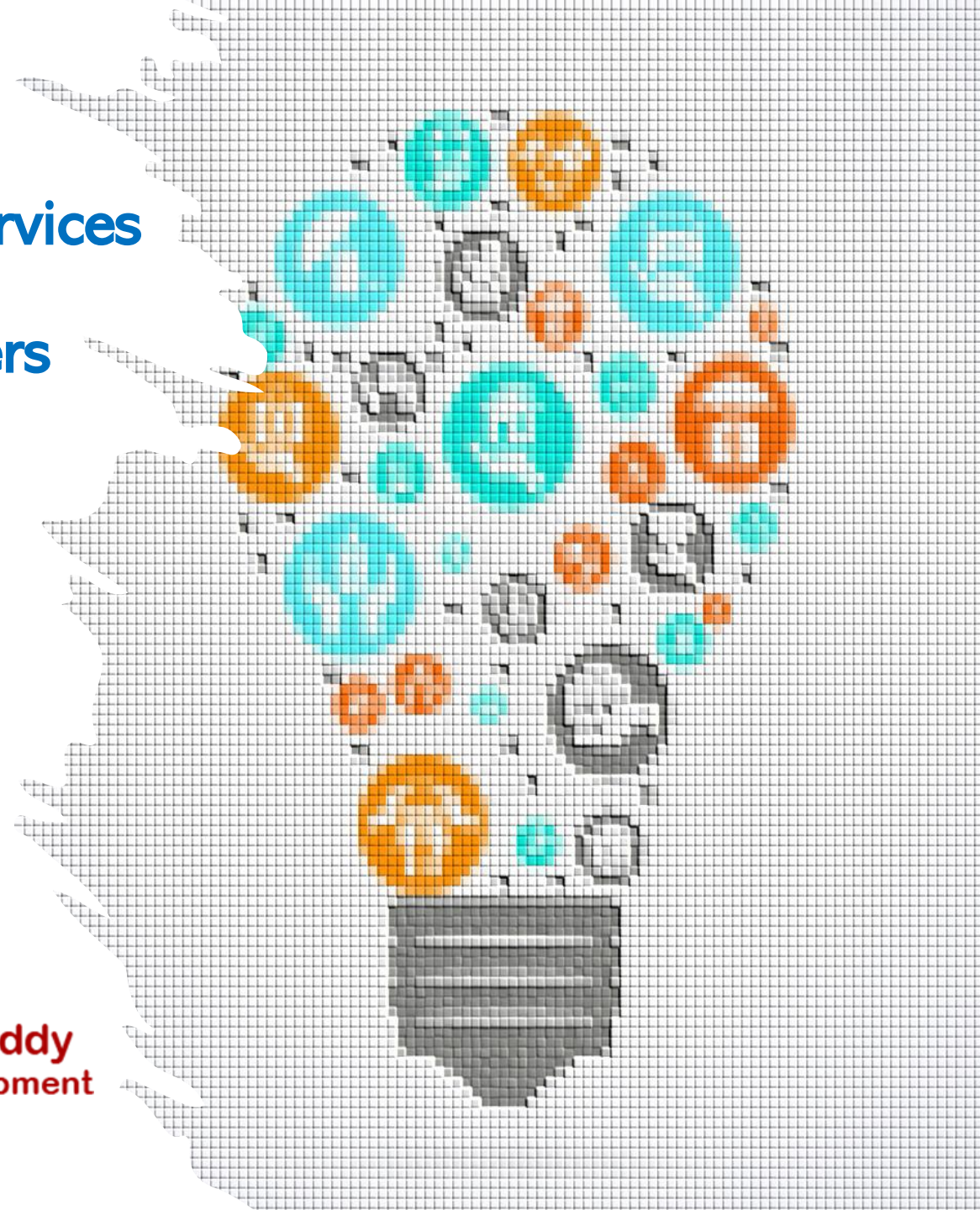
Facilitator:

Nirmala Sambamoorthy, Director

Ascent Leadership & Management Consultants (P) Ltd.



Dr. Marri Channa Reddy
Human Resource Development
Institute of Telangana





Principles of Management

- Their relevance in the contemporary scenario in Government

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

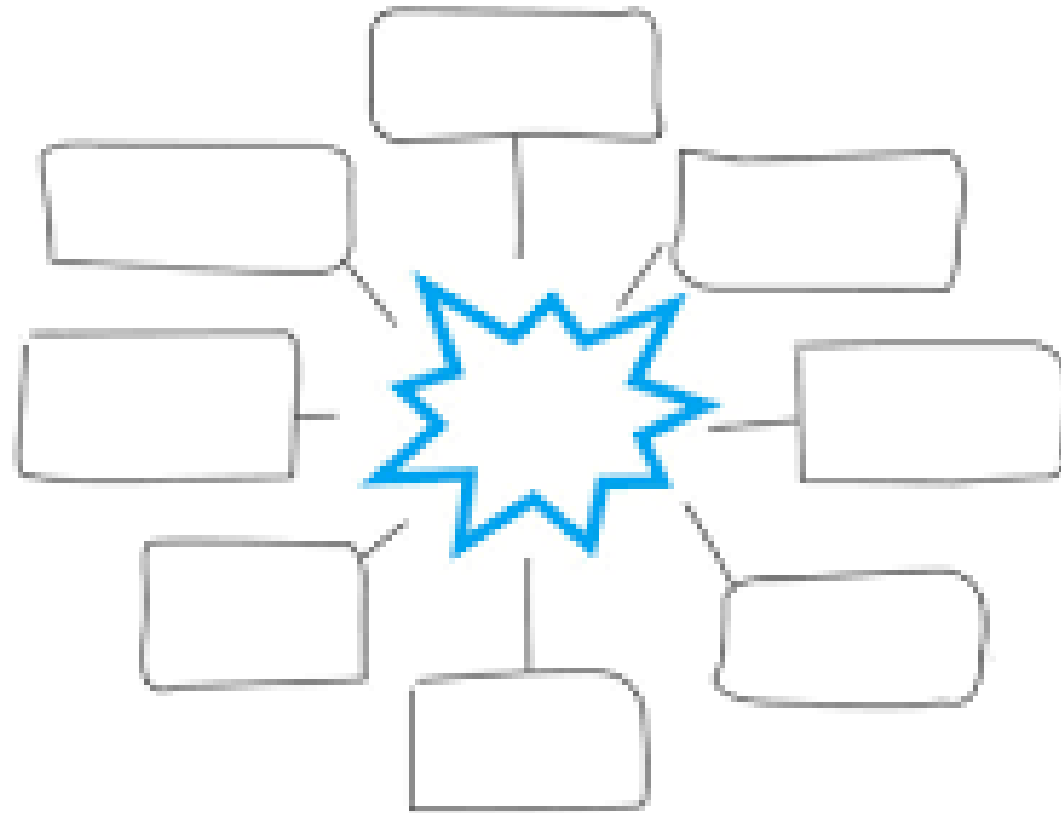
Why Management for Administrators?

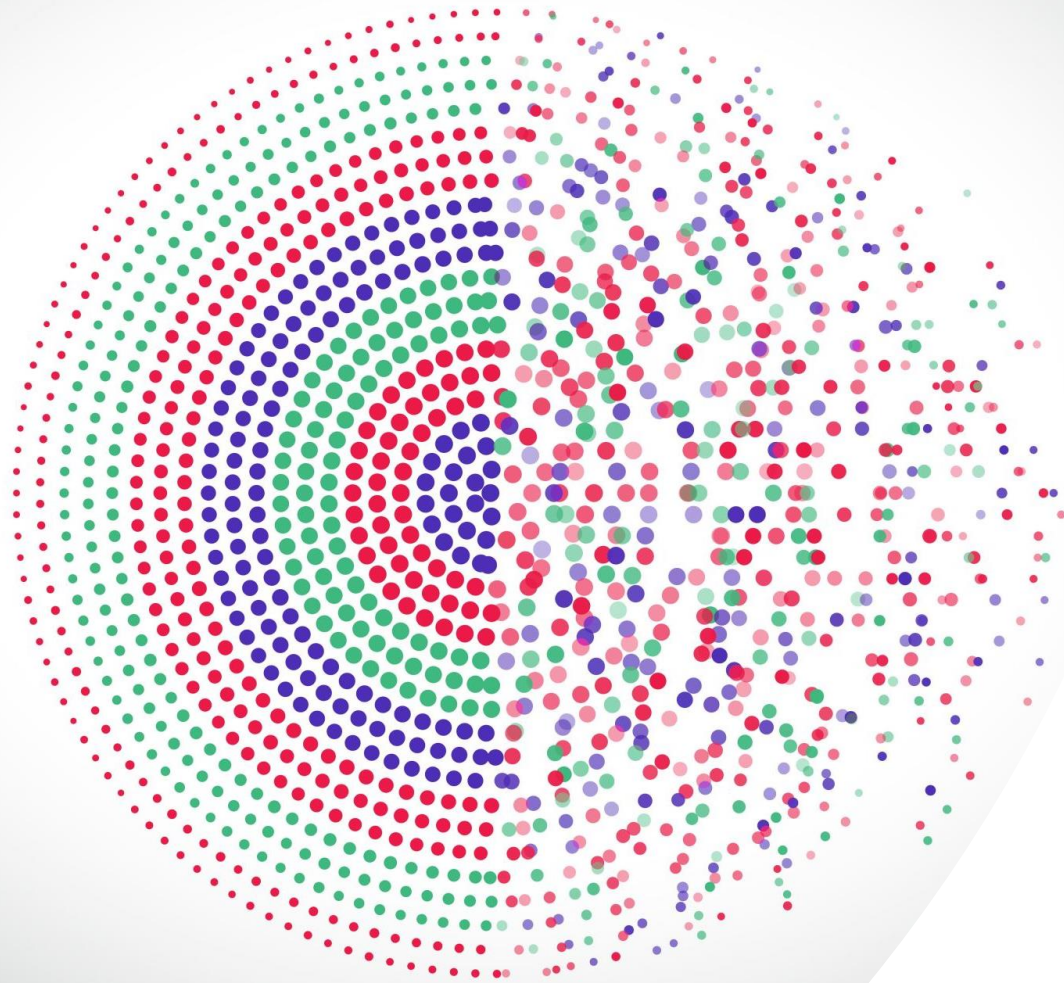
- A Manager is accountable for results with given people, resources and authority
- A Manager envisions, show direction, sets goals and inspires others
- A Manager makes decisions, utilizes resources optimally, leads team and gives best output in given time.
- A Manager engages, empowers and encourages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

Every administrator is a manager in his/her role



What is Management mean to you?





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

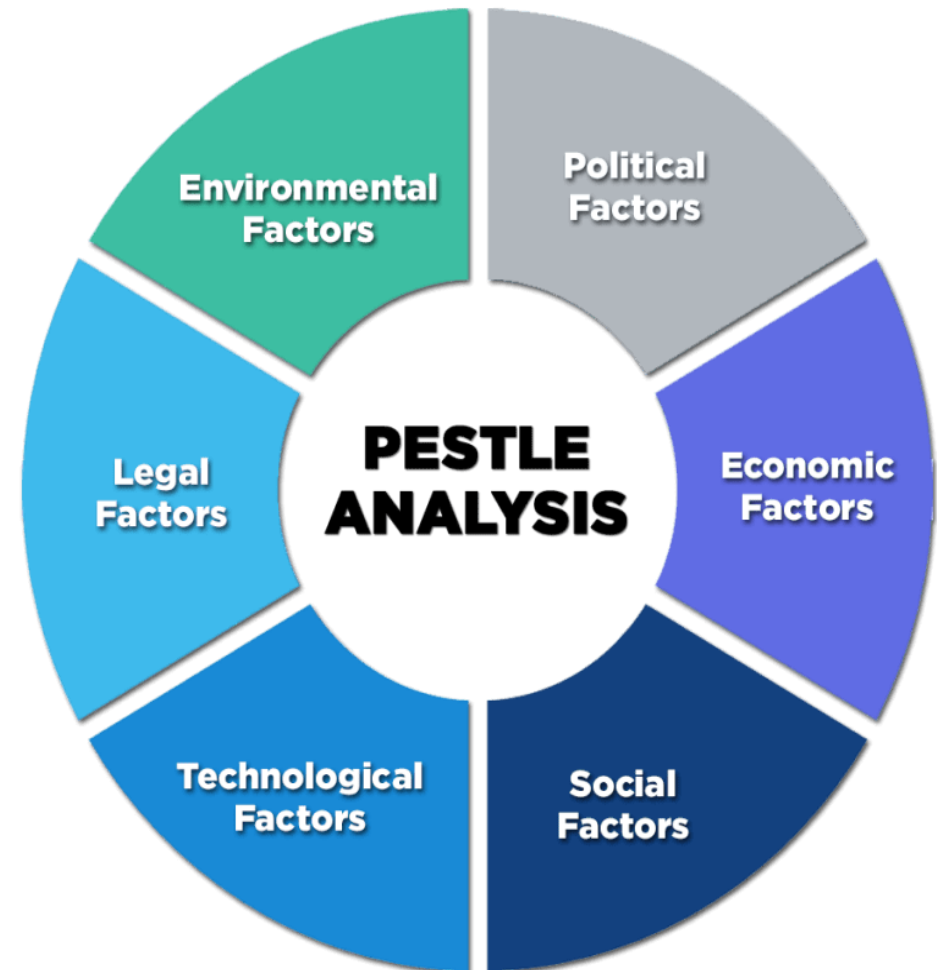
Strategy Planning Process

Vision	The dream for the future
Mission	The purpose of our existence
Values	Guiding principles to practice
Objectives	General purposes we serve within the mandate
Long-term Goals	Broad outcomes planned over 10 years
Short-term Goals	Specific outcomes to achieve in coming 5 years
Strategies	How / by what methods do we achieve?
Core Actions	What are the specific steps to achieve?
Operating Plans	Outputs / timelines / budgets / resources/ partners / baseline / indicators / risks / mitigation
Monitoring and Evaluation	Targets / Key Result Areas / Key Performance Indicators / Review system

Strategy Planning process

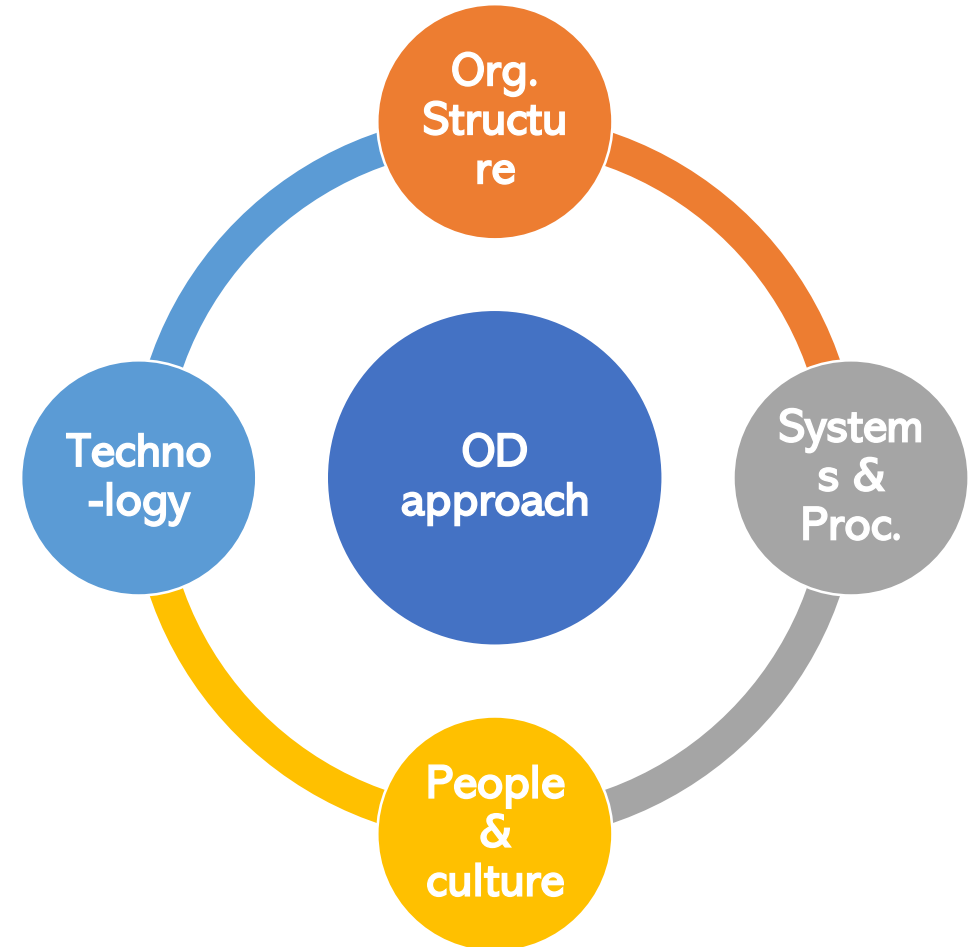
- Map the existing situation both external and internal – use PESTEL analysis
- Take stock of your SWOT and gaps
- Set out your Vision, Mission, Values – derive objectives, goals, strategies and targets
- Communicate your strategic plan to people and provide resources with timelines to reach your targets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



Case: Org. Structure –Functional Verticals in Police



Understanding Human Motivation

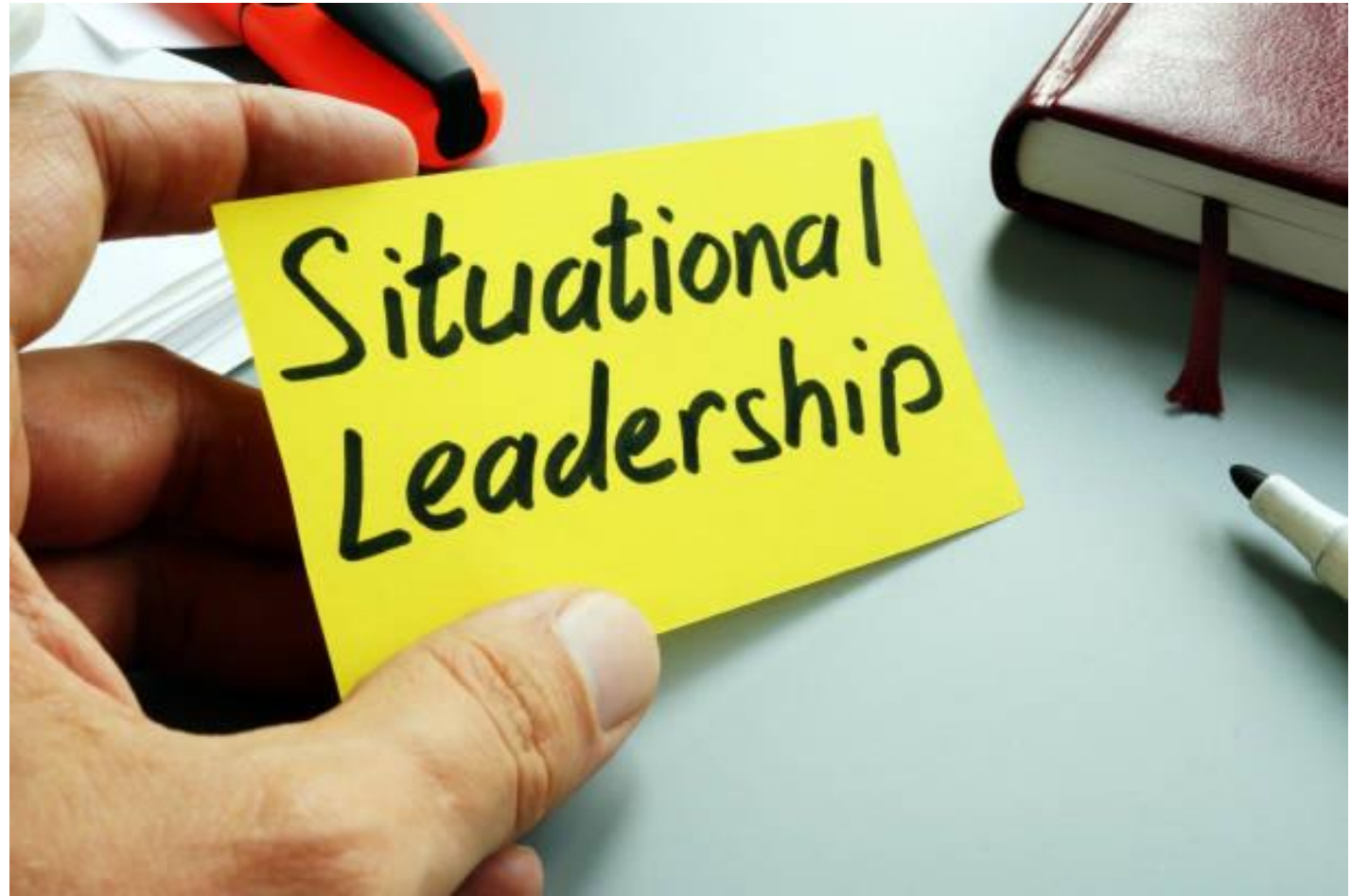


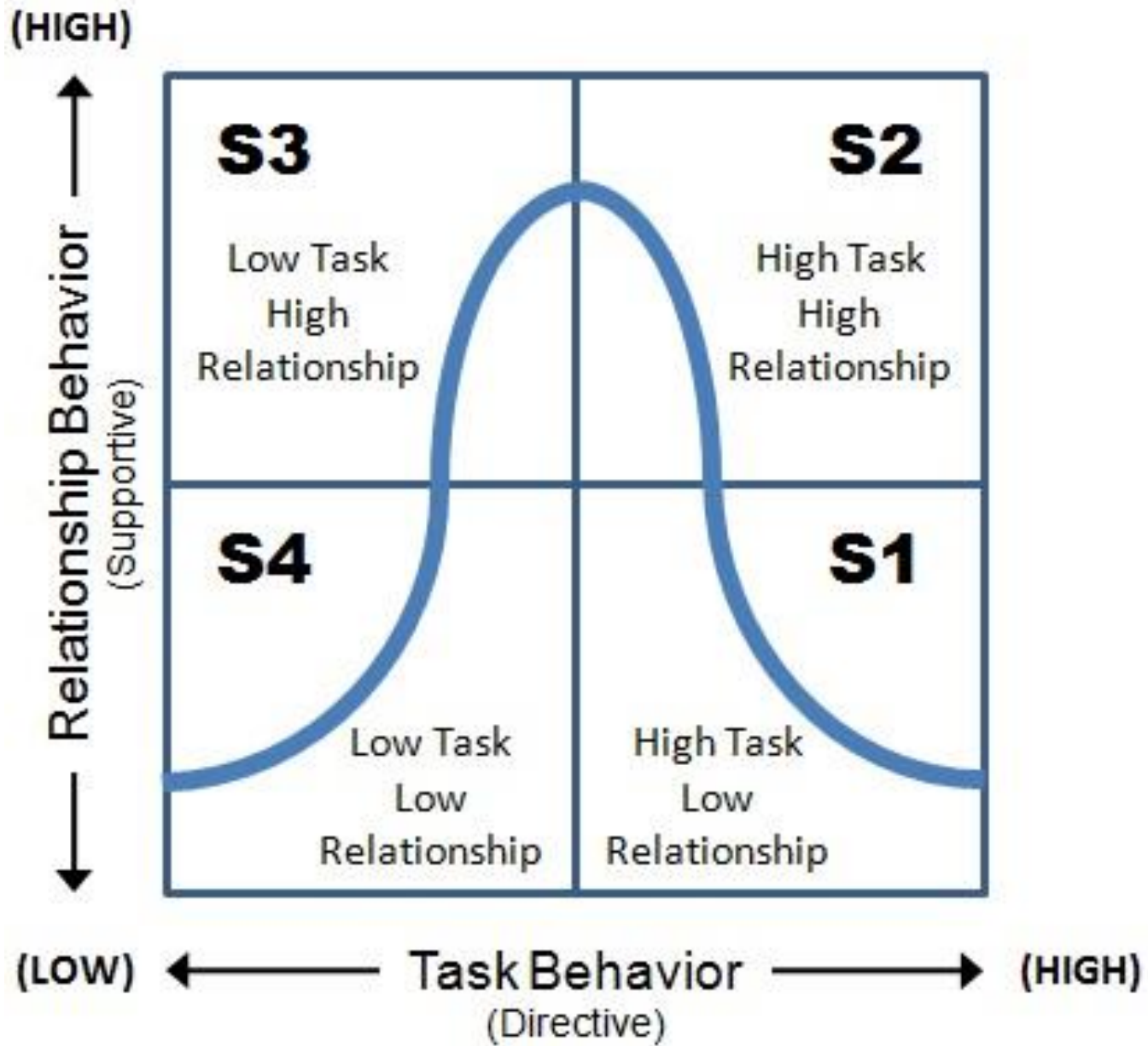
Maslow's hierarchy of needs

Leadership



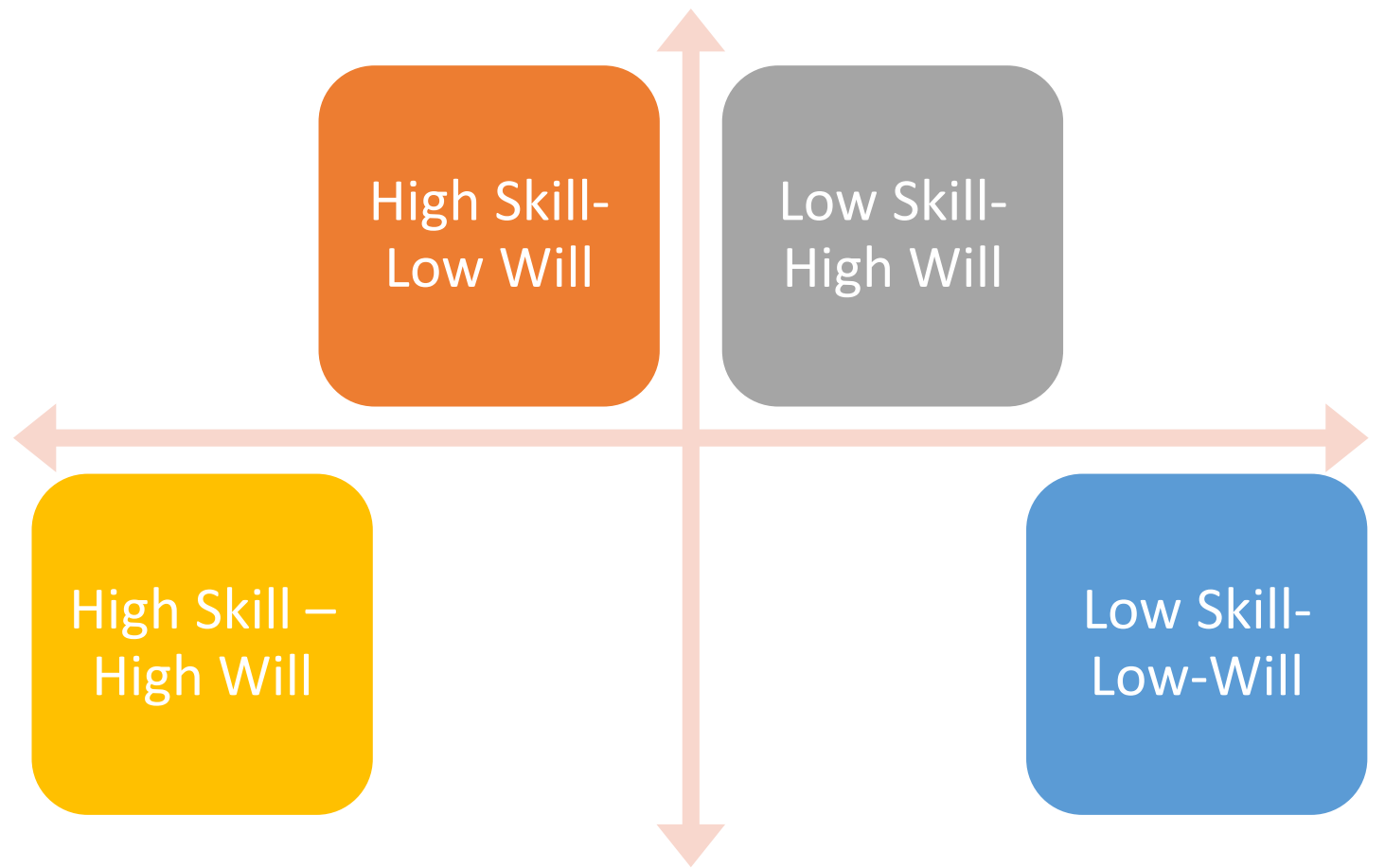
- A true leader is beyond the position, more a person
- Manager does transactional tasks while a leader does transformational tasks
- S/he acts according to 'situations' and knows how to manage different folks with different strokes
- A Leader can play diff. roles depending on the team members' types
 - correcting-counselling-coaching- delegating
- A great leader leaves mark long after s/he leaves the role





Leader Behavior

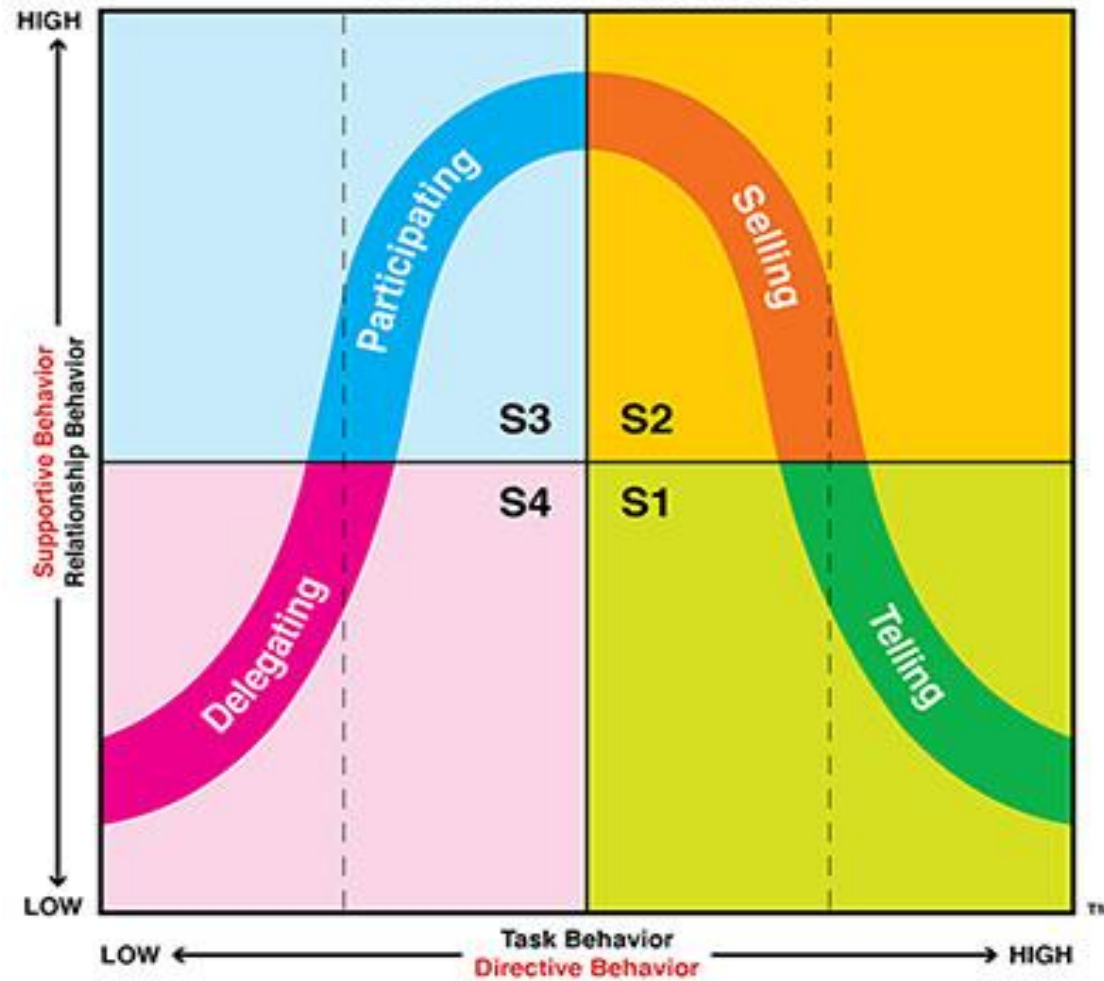
Members
Skill-Will Matrix



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	R1

Performance Mgmt. System

Perf.
Planning

Perf.
Facilitation

Perf.
Appraisal

Perf.
Rewarding

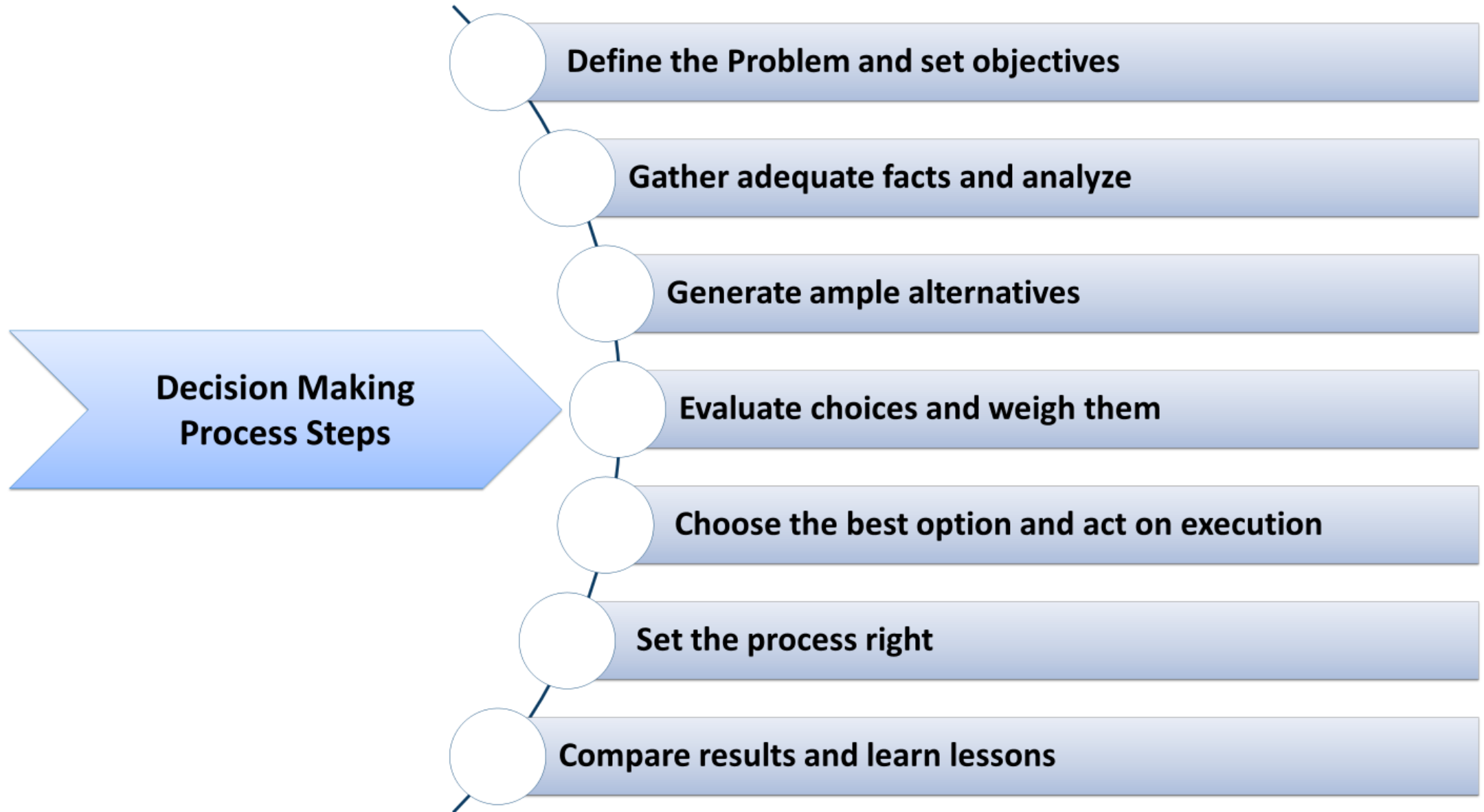


Managerial Decision making

- 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



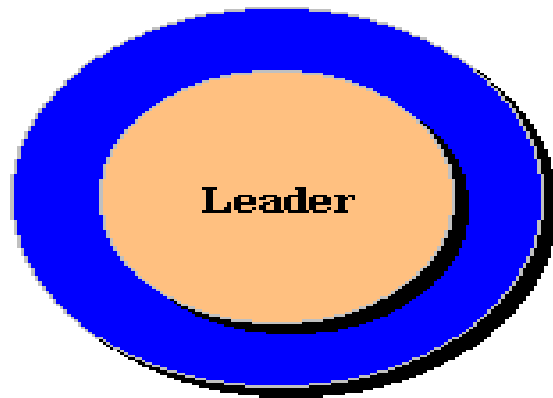
- Personal biases –past-experience
- Taking too much or too less time
- Too much or too less data
- Group-think traps
- “My way high-way” zero team involvement
- Conflicting interests
- Stereotype thinking
- Intuitive vs. informed decisions



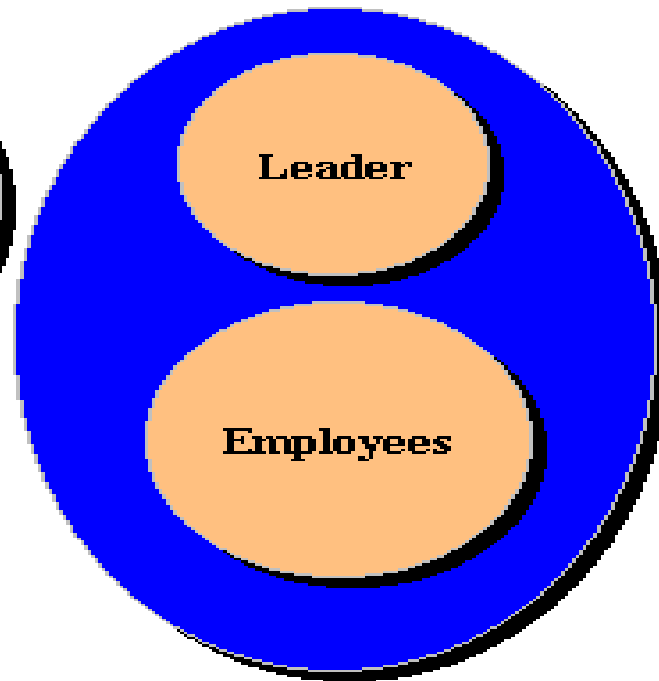
Managerial Decision modes

POWER STYLE

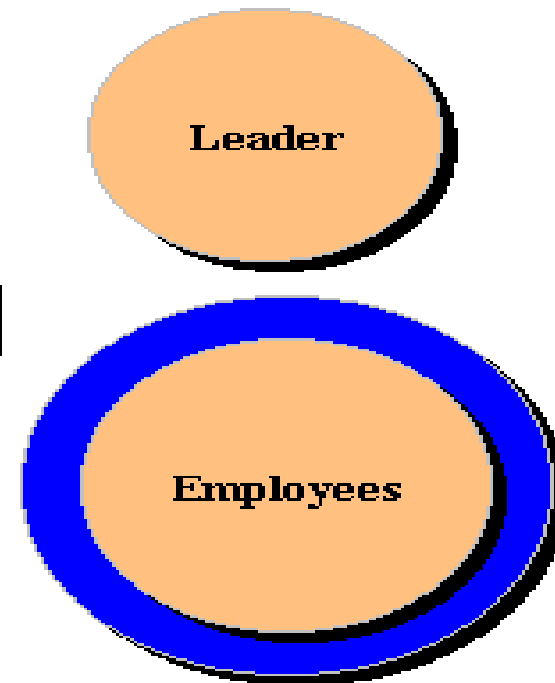
Autocratic



Participative



Free-rein



Employees

Employees

Employees

Leader

Whole Group

Employees

EMPHASIS

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

Goal 2:
Achieve
Reduced Fatalities




- Improved compliance to traffic rules and reduction in accidents

Goal 3:
Cop-less 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_KATTAMAISAMMA_TEMPLE_ANPR.LANE 1
Pending Challan Amount:	200



0:09 / 0:09

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Operational Excellence with Japanese Mgmt. Principles



- **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







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!

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 