



GESTÃO CORRENTE

GC 1 – Introdução

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AGENDA



- Introduce the importance of management skills
- Identify essential management skills
- Explain a learning model for developing management skills
- Review the contents of the book

THE IMPORTANCE OF MANAGEMENT



- Research shows that competent management is the key determinant to organizational success.
 - Decreased turnover
 - Increased profits
 - Greater sales
 - Greater stock value per employee

SEVEN PRACTICES OF EFFECTIVE MANAGERS



1. Ensure employment security
2. Selectively hire
3. Foster decentralization
4. Institute high pay levels
5. Train extensively
6. Reduce status differences
7. Share information

EIGHT SEEDS OF EFFECTIVE LEADERSHIP



1. Envision the productive community
2. First look within
3. Embrace the hypocritical self
4. Transcend fear
5. Embody a vision of the common good
6. Disturb the system
7. Surrender to the emergent process
8. Entice through moral power

WHAT ARE MANAGEMENT SKILLS?



1. They are behavioral
2. They are controllable
3. They are developable
4. They are interrelated and overlapping
5. They can be contradictory or paradoxical

SKILLS OF EFFECTIVE MANAGERS

1. Verbal communication (including listening)
2. Managing time and stress
3. Managing individual decisions
4. Recognizing, defining, and solving problems
5. Motivating and influencing others
6. Delegating
7. Setting Goals and articulating a vision
8. Self-awareness
9. Team building
10. Managing conflict

MANAGEMENT SKILLS



A high IQ alone does not guarantee success in life and work.

Management skills can be improved with the proper balance of conceptual learning and behavioral practice.

THE APPROACH



Components	Contents	Objectives
Skill assessment	Survey instruments and Role plays	Assess current level of skill competence and knowledge; create readiness to change
Skill learning	Written text and Behavioral guidelines	Teach correct principles and present a rationale for behavioral guidelines
Skill analysis	Cases	Provide examples of appropriate and inappropriate skill performance; analyze behavioral principles and reasons they work
Skill practice	Exercises, Simulations, and Role plays	Practice behavioral guidelines; adapt principles to personal style; receive feedback and assistance
Skill application	Assignments (Behavioral and written)	Transfer classroom learning to real-life situations; foster ongoing personal development

MANAGEMENT VS. LEADERSHIP

- The skills that make a good manager and a good leader are not the same.
- Today's organizations need employees with both sets of skills.

Management vs. Leadership--Is there a difference?

<http://www.youtube.com/watch?v=RcBzIBFIkFA>

Discuss article:

- "Leadership vs Management"

COMPETING VALUES FRAMEWORK



Leadership & Management skills

Flexibility/Change

CLAN SKILLS

ADHOCRACY SKILLS

Communicating Supportively
Building Teams and Teamwork
Empowering

Solving Problems Creatively
Articulating a Vision
Fostering Innovation

Internal
Maintenance

External
Positioning

HIERARCHY SKILLS

MARKET SKILLS

Managing Personal Stress
Managing Time
Maintaining Self-Awareness
Analytical Problem Solving

Motivating Others
Gaining Power and Influence
Managing Conflict

Stability/Control

To Do



1) Personal Assessment of Management Skills (PAMS)

>Input data into the spreadsheet provided

2) Read

“Super-critical” management skills for an economy in hyperdrive