



# GESTÃO CORRENTE

GC 1 – Introdução

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# AGENDA

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- 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

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- 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

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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

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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?

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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

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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

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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



<b>Components</b>	<b>Contents</b>	<b>Objectives</b>
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

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- 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>

[https://www.youtube.com/watch?v=v-l\\_QMtpIIQ](https://www.youtube.com/watch?v=v-l_QMtpIIQ)

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*

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## 1) Personal Assessment of Management Skills (PAMS)

> Input data into the spreadsheet provided