Services Management
- exam synthesis material – part 2

Mihai Pascadi

5.1 SERVICE MARKETING

The Market and Sell Services Processes Group

Understand markets, customers, and capabilities	Develop marketing strategy	Develop and manage marketing plans

Develop sales strategy	Develop and manage sales plans
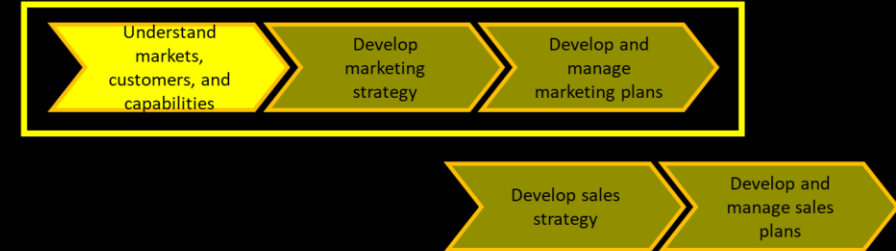
The Understand markets, customers, and capabilities process

Making sense of the

- market and
- customers

to identify the right opportunities to be capitalized,

given the organization's competencies.

Discern trends and shift in the market and customers.

Identify the right market opportunities that fit closely with the organization's capabilities and strategy by gathering intelligence on various attributes of different market/customer segments.

The Market and Sell Services Processes Group

Understand markets, customers, and capabilities	Develop marketing strategy	Develop and manage marketing plans

Develop sales strategy	Develop and manage sales plans

The Understand markets, customers, and capabilities process

Perform customer and market intelligence analysis
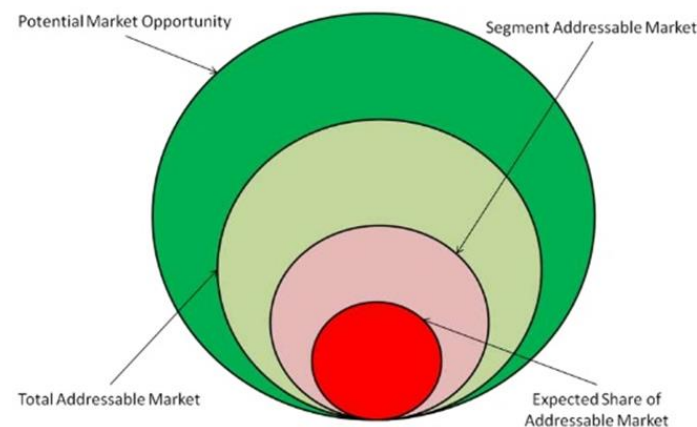
Evaluate and prioritize market opportunities

Introducing: The Purchase Loop

Year: 20XX	Market segment 1	...	Market segment m
Service segment 1			
...		Volume, Revenue, Profit, Marketing, Sales and Delivery Channels, Partners	
Service segment n			

Understanding How to Think About a Market Opportunity

- 4 ways to think about market size. Knowing the level of detail necessary to address your concerns is key to properly scoping the problem and approach.

Potential Market Opportunity

Segment Addressable Market

Total Addressable Market

Expected Share of Addressable Market

openview LABS

Understand markets, customers, and capabilities

Develop marketing strategy

Develop and manage marketing plans

Develop sales strategy

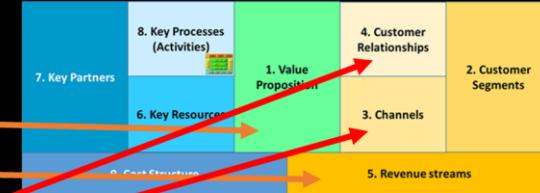Develop and manage sales plans

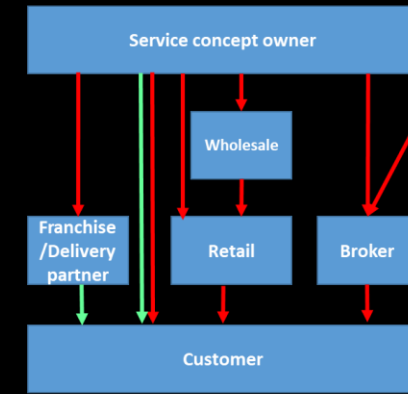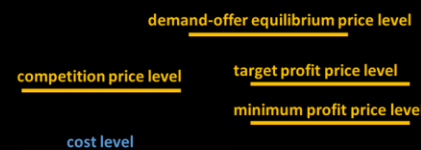# The Develop marketing strategy Process
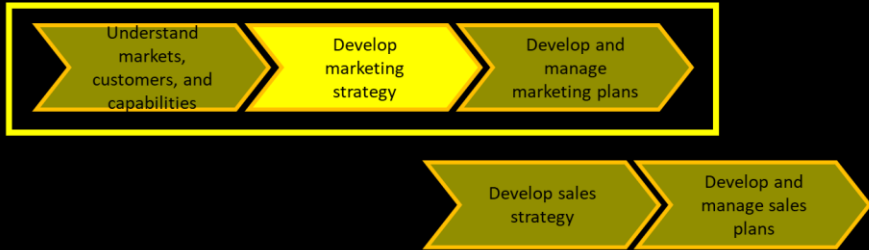
The Develop marketing strategy process

Charting a strategic course for marketing services.

This will include
- defining the value proposition,
- creating a mechanism for pricing, and
- determining the right mix of marketing channels.
- Create a specific positioning and branding for the organization's offerings.

The Develop marketing strategy process

| Define offering and customer value proposition | Define pricing strategy | Define and manage channel strategy | Analyze and manage channel performance | Develop marketing communication strategy | Design and manage customer loyalty program |

The Develop and manage marketing plans Process

The Develop and manage marketing plans Process

Creating specific plans to market offerings to customers.

This process group includes processes for

- making budgets,
- identifying and developing media,
- pricing services,
- managing packaging,
- managing marketing content and promotional activities,
- tracking and responding to customer insight and
- monitoring measures established within Develop marketing strategy.
- Additionally, in this process group, organizations take action on plans made in earlier processes.
- Here, marketing and customers are managed and measured along with any supporting materials.

The Market and Sell Services Processes Group

The Develop and manage marketing plans Process

The Market and Sell Services Processes Group

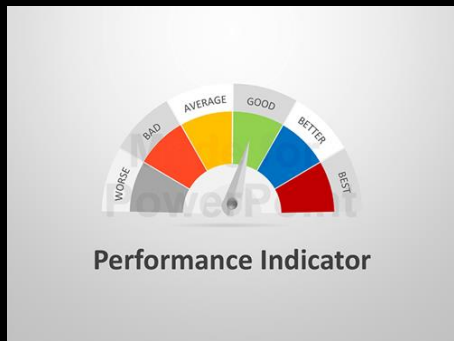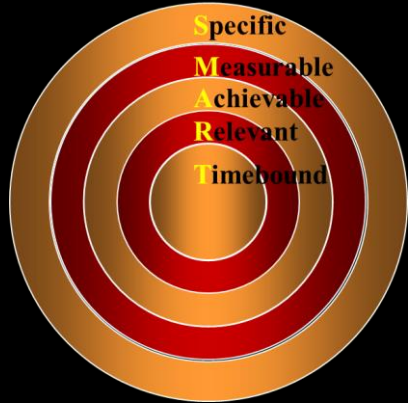| Establish goals, objectives, and metrics for services by channel/segment | Establish marketing budgets | Develop and manage pricing | Develop and manage promotional activities | Track customer management measures | Analyze and respond to customer insight | Develop and manage packaging strategy | Manage product marketing content |

SMART target:
Specific
Measurable
Achievable
Relevant
Timebound

Marketing Budget Major Categories
- Website
- Direct mail
- Email marketing
- Social media
- Print advertising
- Online advertising
- Public relations
- Event marketing
- TV/Radio

SOCIAL MEDIA solutions

Performance Indicator

INCOME · LOCATION · NUMBER OF EMPLOYEES · MARITAL STATUS · SIC INDUSTRY SIC CODE · HOME VALUE · CONSUMER · BUSINESS · SALES VOLUME

CUSTOMER INSIGHTS REPORT

Understand markets, customers, and capabilities → Develop marketing strategy → Develop and manage marketing plans

Develop sales strategy → Develop and manage sales plans

5.2 SERVICE SALES

The Market and Sell Services Processes Group

Understand markets, customers, and capabilities	Develop marketing strategy	Develop and manage marketing plans

Develop sales strategy	Develop and manage sales plans

The Develop sales strategy Process

Developing concrete plans for guiding and providing support to the sales function.

Chart a

- road map for the sales function, including
  - an analysis of historical sales data to create forecasts for anticipated sales,
  - forming sales targets,
  - forging partnerships with other economic agents to boost sales,
  - devising a budget for this function, and
  - determining metrics to measure
    - customer management activities as well as
    - progress in achieving sales targets.

The Market and Sell Services Processes Group
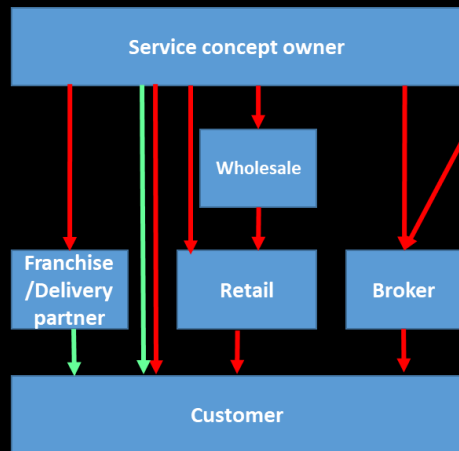
The Develop sales strategy Process

Develop sales forecast

Develop sales partner/alliance relationships

Establish overall sales budgets

Establish sales goals and measures

Establish customer management measures

- Calculate product market share
- Calculate product revenue
- Determine variable costs
- Determine overhead and fixed costs
- Calculate net profit
- Create budget

COST OF SALES

Specific
Measurable
Achievable
Relevant
Timebound

Performance Indicator

- Identifying the appropriate measures that can represent key attributes of the customer management function.
- Select measures to track customer activity, feedback, satisfaction, organizational responsiveness to customer needs, and general data on how the organization is managing customer accounts, leads, and contacts.
- Select measures based on the nature of the business, the type and size of customer base, strategic goals, and the model used to structure sales and customer relationships.

Understand markets, customers, and capabilities → Develop marketing strategy → Develop and manage marketing plans

Develop sales strategy → Develop and manage sales plans

The Develop and manage sales plans Process

| Understand markets, customers, and capabilities | Develop marketing strategy | Develop and manage marketing plans |

| Develop sales strategy | Develop and manage sales plans |

The Develop and manage sales plans Process

Selling services.

Set appropriate customer expectations.

Work with customers using the same schedule that

- service development,

- and customer service functions follow.

Manage sales personnel and sales partnerships/alliances.

The Develop and manage sales plans Process

The Market and Sell Services Processes Group

Manage leads/opportunities

- Identify potential customers
- Identify/receive leads/opportunities
- Validate and qualify leads/opportunities
- Match opportunities to business strategy
- Develop opportunity win plans
- Manage opportunity pipeline
- Determine sales resource allocation
- Manage customer sales calls
  - Perform sales calls
  - Perform pre-sales activities
  - Manage customer meetings/workshops
  - Close the sale
  - Record outcome of sales process

Manage customers and accounts

- Select key customers/accounts
- Develop sales/key account plan
- Manage sales/key account plan
- Manage customer relationships
- Manage customer master data
  - Collect and merge internal and third-party customer information
  - De-duplicate customer data

Develop and manage sales proposals, bids, and quotes

- Receive Request For Proposal (RFP)/Request For Quote (RFQ)
- Refine customer requirements
- Review RFP/RFQ request
- Perform competitive analysis
- Validate with strategy/business plans
- Understand customer business and requirements
- Develop solution and delivery approach
- Identify staffing requirements
- Develop pricing and scheduling estimates
- Conduct profitability analysis
- Manage internal reviews
- Manage internal approvals
- Submit/present bid/proposal/quote to customer
- Revise bid/proposal/quote

Manage sales orders

- Accept and validate sales orders
- Collect and maintain account information
  - Administer key account details
  - Retrieve full customer details
  - Modify involved party details
  - Record address details
  - Record contact details
  - Record key customer communication profile details
  - Review involved party information
  - Terminate involved party information
- Determine availability
- Determine fulfillment process
- Enter orders into system
- Identify/perform cross-sell/up-sell activity

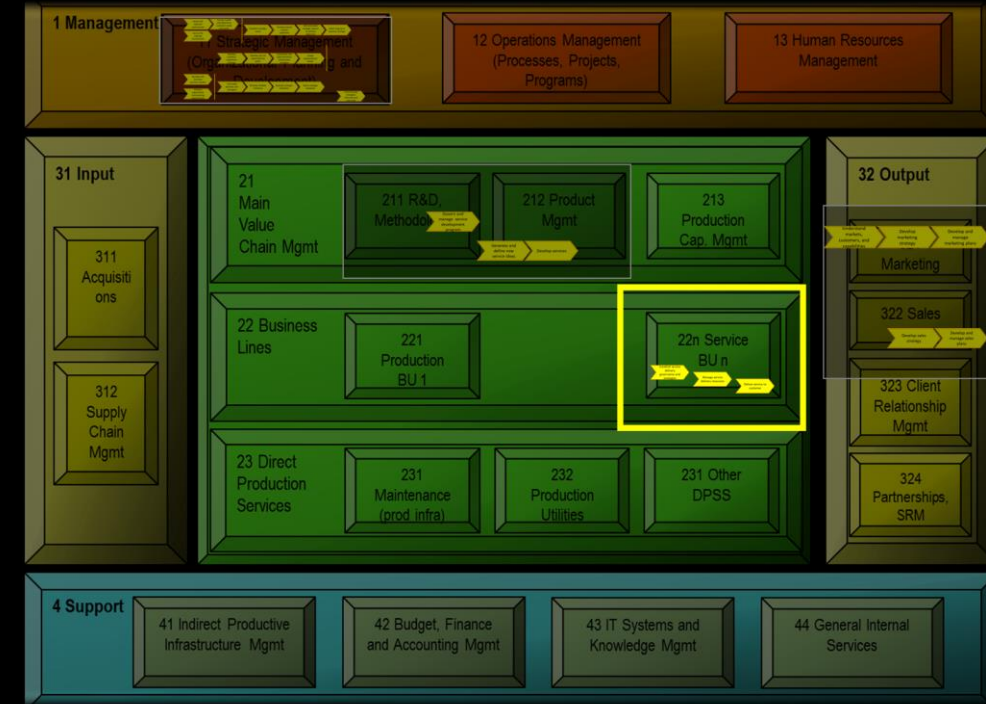## Manage sales partners and alliances

- Provide sales and service training to sales partners/alliances
  - Provide certification enablement training
  - Manage certifications and skills
  - Provide support to partners/alliances
- Provide marketing materials to sales partners/alliances
- Evaluate partner/alliance results
- Manage sales partner/alliance master data

Understand markets, customers, and capabilities → Develop marketing strategy → Develop and manage marketing plans

Develop sales strategy → Develop and manage sales plans

6. SERVICE DELIVERY PROCESS GROUP

The Deliver Services Process Group

- Offering services to customers.

- This is the act of providing service delivery
  - as a core business practice and covers
    - identifying strategies for
      - performing service delivery,
      - managing resources, and
      - delivering services to the customer.

The Deliver Services Process Group

Establish service delivery governance and strategies → Manage service delivery resources → Deliver service to customer

The Establish service delivery governance and strategies Process

- Creating rules and regulations for service delivery to the customer.
- Establish a system to manage
  - performance,
  - delivery, and
  - direction of service delivery.
- Engage with the customer for satisfaction feedback.
- Define
  - goals,
  - policies,
  - processes, and
  - workplace layout and
  - infrastructure

  as a part of the service delivery strategy.

The Deliver Services Process Group

The Establish service delivery governance and strategies Process

- Subprocesses:
  - Establish service delivery governance
  - Develop service delivery strategies

The Deliver Services Process Group

The Establish service delivery governance Subprocess

The Deliver Services Process Group

| Set up and maintain service delivery governance and management system	Manage service delivery performance	Manage service delivery development and direction	Solicit feedback from customer on service delivery satisfaction

- Providing
  - a system for which to manage customer needs and
  - a structure for which to facilitate service delivery to fulfill those needs.
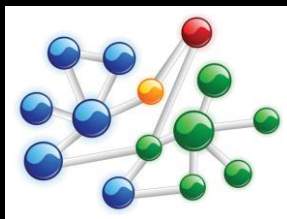
- Conducting and implementing performance measures to ensure successful delivery of service to the customer.

- Providing guidance of resources to ensure that the development and direction of service delivery is in line with customer needs.

- Engaging the customer post delivery to gauge the effectiveness of services rendered in order to improve on key delivery functions going forward.
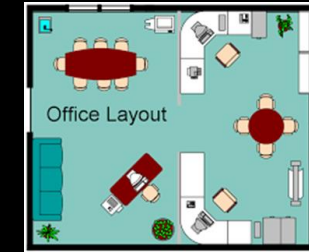

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

The Develop service delivery strategies Subprocess

Define service delivery goals	Define labor policies	Evaluate resource availability	Define service delivery network and supply constraints	Define service delivery process	Review and validate service delivery procedures	Define service delivery workplace layout and infrastructure

- Aligning organization practices
- to meet the needs of the customer
- by creating service delivery goals.

- Outlining labor policies for resources and
- ensuring that those policies meet the needs of the
  - organization, the
  - customer, and
  - government regulations.

- Understanding the needs of the customer and
- providing the necessary resources to meet those requirements.

- Identifying and understanding the limitations imposed upon service delivery network and supply.

- Defining policies and procedures
- that focus on meeting the needs and expectations of the customer
- within the working parameters of the organization.

Office Layout

PROCEDURE
POLICIES

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

The Deliver Services Process Group

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

The Manage service delivery resources Process

- Understanding the demands on resources and
- creating a plan to enable the delivery of services via those resources.

- Subprocesses:
  - Manage service delivery resource demand
  - Create and manage resource plan
  - Enable service delivery resources

The Deliver Services Process Group

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

The Manage service delivery resource demand Subprocess

- Ensuring necessary resources are maintained through monitoring pipeline,
- developing forecasts, and
- collaborating with customers.

- Determine skills needed for service deliver and
- forecast customer orders.

- Monitor forecasted orders and
- modify if where needed.

- Measure forecast accuracy.

The Deliver Services Process Group

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

The Manage service delivery resource demand Subprocess

| Monitor pipeline | Develop baseline forecasts | Collaborate with customers | Develop consensus forecast | Determine availability of skills to deliver on current and forecast customer orders | Monitor activity against forecast and revise forecast | Evaluate and revise forecasting approach | Measure forecast accuracy |

- Tracking potential opportunities as they move through the various stages of the pipeline.

Pipeline Stage	Status	Percentage Complete
1. Discovery — Prospect Identified	Unqualified	0%
2. Pre-Qualification — Initial Contact Made	Unqualified	10%
3. Qualification — Opportunity Assessed	Pipeline	25%
4. Solution Design — Complete Solution Defined	Pipeline	40%
5. Evaluation — Active Solution Evaluation	Pipeline	60%
6. Decision — Presented to Decision Maker	Forecast	75%
7. Negotiation — Pricing Proposal Presented	Forecast	90%
8. Closed — Revenue Recognition	Signed	100%

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

The Manage service delivery resources Process

- Subprocesses:
  - Manage service delivery resource demand
  - Create and manage resource plan
  - Enable service delivery resources

The Create and manage resource plan Subprocess

- Identifying the need for and creating a resource plan.

- Understand resource demand and align with
  - capacity,
  - skills, and
  - capabilities.

- Enlist suppliers and partners to supplement needed skills and capabilities.

- Monitor and manage capabilities and skills with an eye on critical resources and supplier capacity.

The Create and manage resource plan Subprocess

Define and manage skills taxonomy	Create resource plan	Match resource demand with capacity, skills, and capabilities	Collaborate with suppliers and partners to supplement skills and capabilities	Identify critical resources and supplier capacity	Monitor and manage resource capacity and availability

CRITICAL

Excel based Resource Plan Template

Techno-PM
Project Management Templates

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

The Manage service delivery resources Process

- Subprocesses:
  - Manage service delivery resource demand
  - Create and manage resource plan
  - Enable service delivery resources

The Enable service delivery resources Subprocess

- Instituting training to enable resources to provide service delivery to the customer.

- Develop a training plan.

- Create materials that provide for operation and technical training.

- Schedule, perform, and evaluate training.

The Enable service delivery resources Subprocess

Develop service delivery training plan	Develop training materials	Manage training schedule	Deliver operations training	Deliver technical training	Perform skill and capability testing	Evaluate training effectiveness

The Deliver Services Process Group

The Deliver service to customer Process

- Subprocesses:
  - Initiate service delivery
  - Execute service delivery
  - Complete service delivery

The Deliver service to customer Process

- Rendering service to the customer by
  - initiating,
  - executing, and
  - completing tasks
    - associated with service delivery.

The Initiate service delivery Subprocess

- Collaborating with the customer to understand service needs.

- Review, understand, and modify the delivery scope with the organization needs of the customer in mind.

- Confirm readiness and identify, select, and assign resources.

- Plan for service delivery.

The Initiate service delivery Subprocess

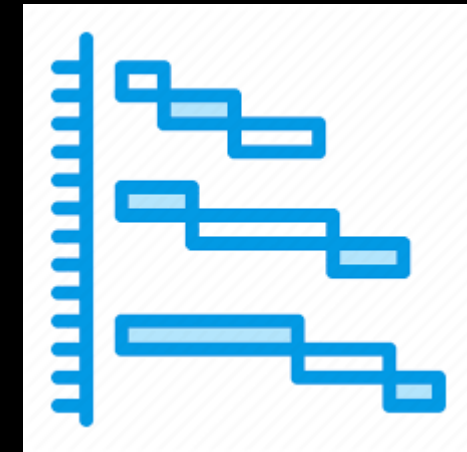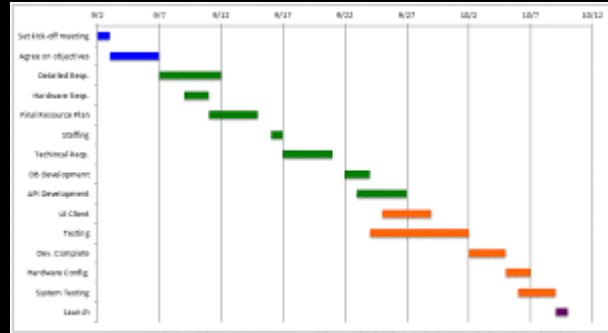| Review contract and agreed terms	Understand customer requirements and define refine approach	Modify/revise and approve project plan	Review customer business objectives	Confirm environmental readiness	Identify, select, and assign resources	Plan for service delivery

- Must Haves
- Satisfiers
- Delighters

BUSINESS   IT

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

The Deliver service to customer Process

- Subprocesses:
  - Initiate service delivery
  - Execute service delivery
  - Complete service delivery

The Deliver Services Process Group

The Execute service delivery Subprocess

- Carrying out service delivery to the customer by creating and deploying the necessary solution.

- Analyze need and create a solution.

- Validate the solution and make changes if needed.

- Obtain approval to build/buy solution and then deploy solution to customer.

The Deliver Services Process Group

The Execute service delivery Subprocess

| Analyze environment and customer needs | Define solution | Validate solution | Identify changes | Obtain approval to proceed | Make build/buy solution | Deploy solution |

The Deliver Services Process Group

The Deliver service to customer Process

- Subprocesses:
  - Initiate service delivery
  - Execute service delivery
  - Complete service delivery

The Deliver Services Process Group

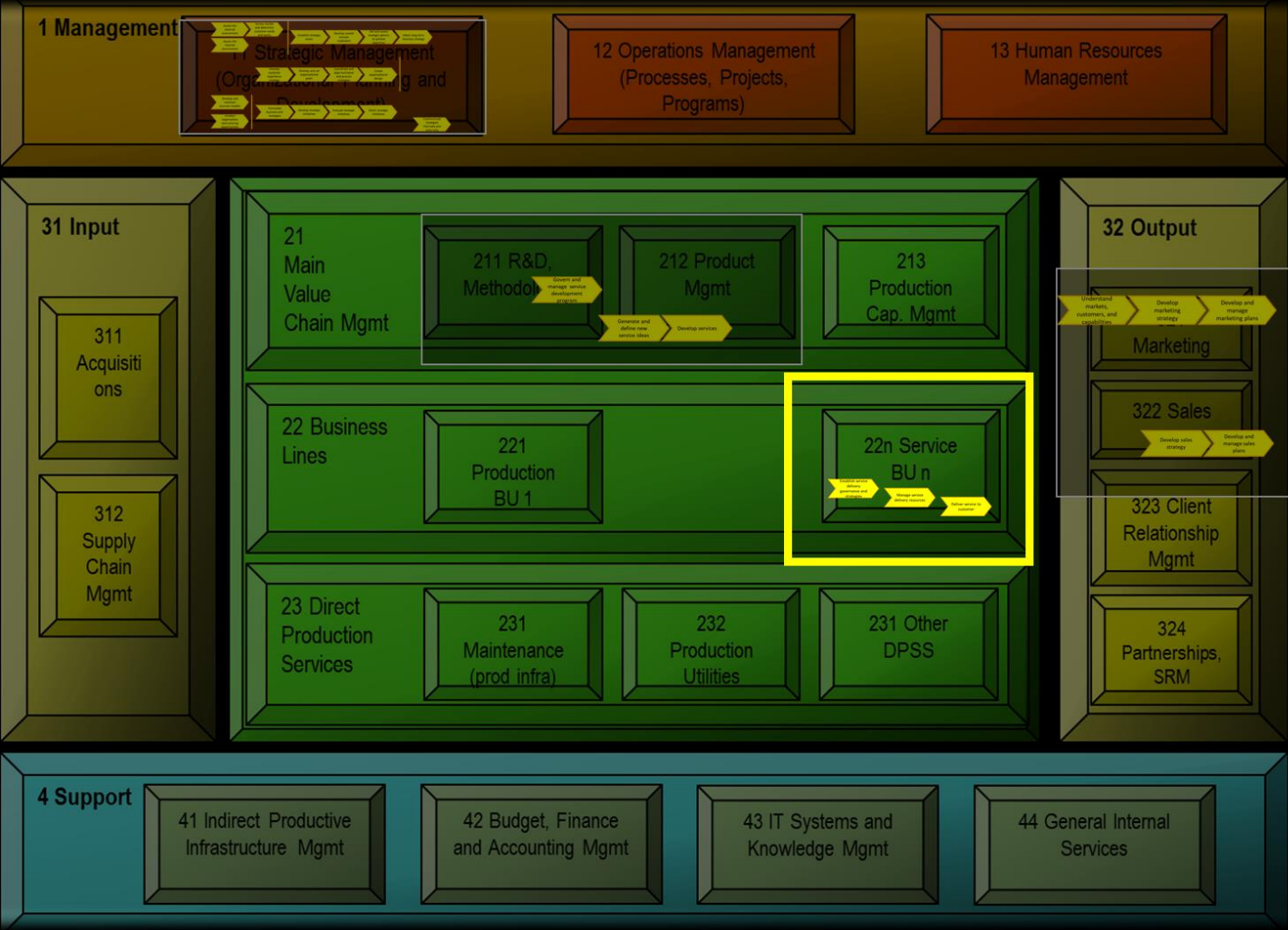# The Complete service delivery Subprocess

- Implementing final steps to complete service delivery to the customer.

- Evaluate success through project review, complete finance activities, and confirm delivery.

- Release resources and manage completion by harvesting knowledge and systems by archiving records.

The Deliver Services Process Group

The Complete service delivery Subprocess

The Deliver Services Process Group

Conduct service delivery/project review and evaluate success	Complete/finalize financial management activities	Confirm delivery according to contract terms	Release resources	Manage service delivery completion	Harvest knowledge	Archive records and update systems

The Deliver Services Process Group

Establish service delivery governance and strategies

Manage service delivery resources

Deliver service to customer

1 Management

11 Strategic Management (Organization Planning and Development)

12 Operations Management (Processes, Projects, Programs)

13 Human Resources Management

31 Input

311 Acquisitions

312 Supply Chain Mgmt

21 Main Value Chain Mgmt

211 R&D, Methodol

212 Product Mgmt

213 Production Cap. Mgmt

Govern and manage service development program

Generate and define new service ideas

Develop services

22 Business Lines

221 Production BU 1

22n Service BU n

Establish service delivery governance and

Manage service delivery resources

Deliver service to customer

23 Direct Production Services

231 Maintenance (prod infra)

232 Production Utilities

231 Other DPSS

32 Output

Understand markets, customers, and capabilities

Develop marketing strategy

Develop and manage marketing plans

Marketing

322 Sales

Develop sales strategy

Develop and manage sales plans

323 Client Relationship Mgmt

324 Partnerships, SRM

4 Support

41 Indirect Productive Infrastructure Mgmt

42 Budget, Finance and Accounting Mgmt

43 IT Systems and Knowledge Mgmt

44 General Internal Services

Building Excellent Service Organizations

Quality and Excellence
EXCELLENCE STANDARDS

- *EFQM*
- *NIST*

How should we assess the organization in its entirety?	Excellence
What purposes should the organizational processes fulfill?	
Does the organization use the PDCA cycle for continuous improvement?	ISO 9000
Do the organizational processes achieve their objectives?	
Is the organizational process efficient?	
Is the organizational process traceable?	
Did the processes' and services design take into account the Customer's requirements, needs and wants?	

This is a visualization of the Deming Cycle

Deming Cycle

ACT — Take action to standardize or improve the process

PLAN — Plan ahead for change. Analyze and predict the results

CHECK — Study the results

DO — Execute the plan, taking small steps in controlled circumstances

Continual quality control and consolidation

Plan — Project Plan
Do — Project
Check — Audit
Act — New actions

Business/IT alignment

Effective quality improvement

Consolidation of the level reached i.e. baseline

Maturity level / Timescale

THE DEMING CYCLE (PDCA)
IN ONE MINUTE

ISO 9001:2015

Quality Management System (4)

Organization and its context

Customer requirements

Planning (6) — Leadership (5) — Performance evaluation (9)

Plan — Do — Act — Check

Improvement (10)

Needs & expectations of relevant interested parties (4)

Results of the QMS

Products & Services

Customer satisfaction

abci-consultants.com
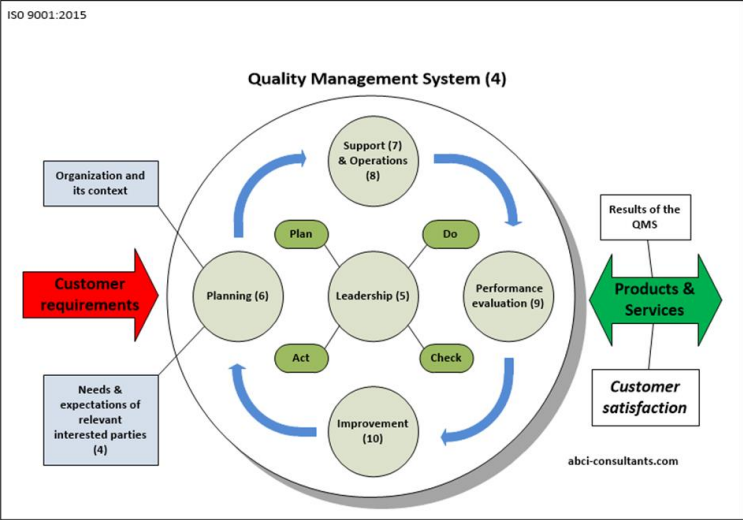
1. Scope
2. Normative References
3. Terms and Definitions
4. Context of the Organization
5. Leadership
6. Planning
7. Support
8. Operation
9. Performance Evaluation
10. Improvement

ISO9001:2015
IN A NUTSHELL

Excellence in the US

- The American Model : Baldrige, promoted by NIST
- The European model: EFQM
- Level of compatibility: 95%
- Excellence criteria:
  - Enablers
    - Approach
    - Execution
  - Results
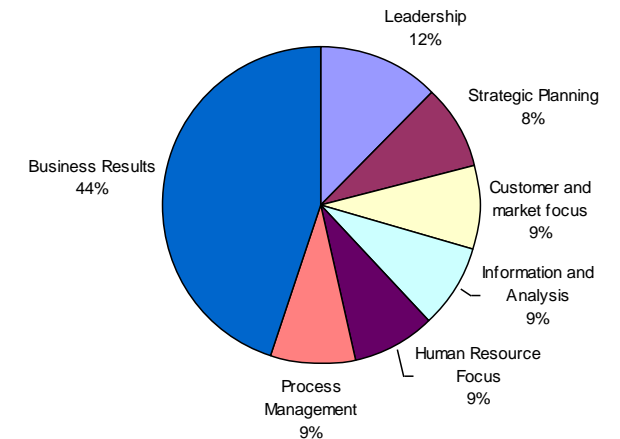
Companies and NGOs

Education

Health

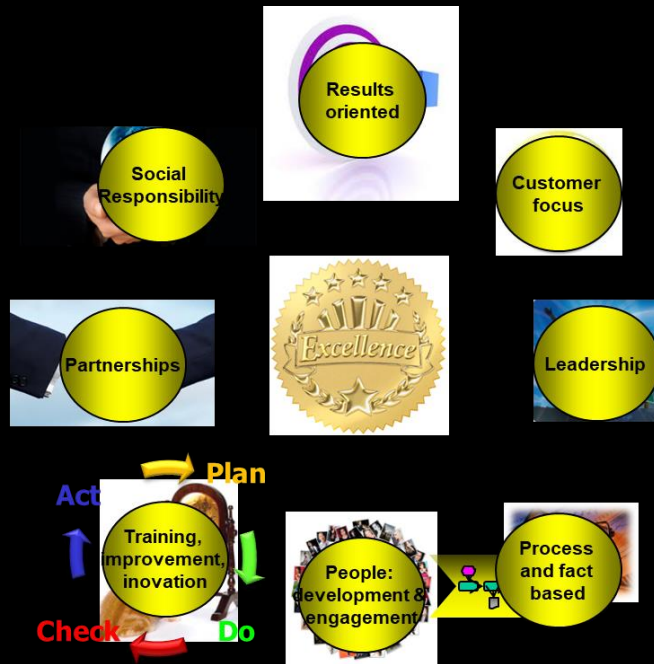# EFQM

Sursa: An overview of the EFQM excellence model - 2013

COMMON ASSESSMENT FRAMEWORK FOR PUBLIC ORGANIZATIONS

- Using the enablers:
  - Leadership
  - People
  - Strategic planning
  - Partnerships and Resources
  - Processes

- Assessing results related to:
  - People
  - Customers
  - Society
  - Key (specific) indicators
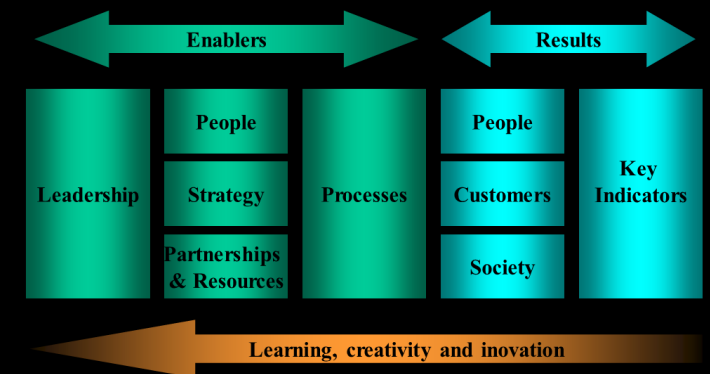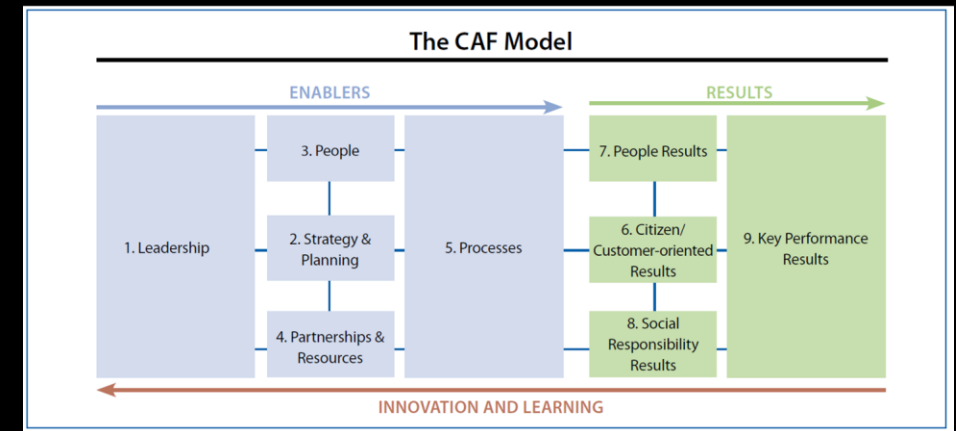
1. Leadership

- 1.1 Provide direction for the organisation by developing its
  - mission,
  - vision and
  - values

- 1.2 Manage the
  - organisation, its
  - performance and its
  - continuous improvement

- 1.3 Motivate and support people in the organisation and act as a role model

- 1.4 Manage effective relations with
  - Customers and relevant
  - Stakeholders

2. Strategy and Planning

- 2.1 Gather information on the present and future needs of stakeholders as well as relevant management information

- 2.2 Develop strategy and planning, taking into account the gathered information

- 2.3 Communicate and implement strategy and planning in the whole organisation and review it on a regular basis

- 2.4 Plan, implement and review innovation and change

3. People

- 3.1 Plan, manage and improve human resources
  - transparently
  - with regard to strategy and planning

- 3.2 Identify, develop and use competencies of people aligning
  - individual and
  - organisational goals

- 3.3 Involve employees by
  - developing open dialogue and
  - empowerment,
  - supporting their well-being
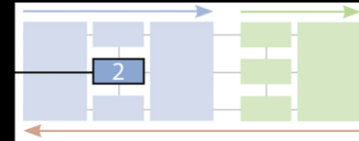
4. Partnerships and Resources

- 4.1 Develop and manage partnerships with relevant organisations
- 4.2 Develop and implement partnerships with the suppliers / customers
- 4.3 Manage finances
- 4.4 Manage information and knowledge
- 4.5 Manage technology
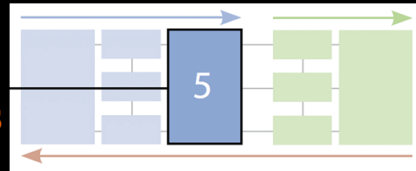- 4.6 Manage facilities

5: Processes

- Identify, design, manage and innovate processes
  - on an ongoing basis,
  - involving the stakeholders

- Develop and deliver customer-oriented services

- Coordinate processes
  - across the organisation and
 - with other relevant organisations

6. Customers-oriented Results

- Customer perception measurements on
  - Reputation
  - Service accessibility
  - Service quality
  - Needs fulfillment
  - Availability, etc.

- Customer related performance with respect to:
  - Customer and stakeholder invovment
  - The quality level of services

7: People Results

- Employee perception regarding the organization's
  - Image and performance
  - Management and management systems
  - Working conditions
  - Career and professional development

- Employee related performance with respect to employee :
  - Involvement
  - Motivation
  - Individual activity
  - Involvement in improvement
  - Professional development
  - Attitude towards customers
  - The frequency of merit recognition
  - The number of ethical dilemmas and conflicts of interests
 - The participation into social responsibility activities

8: Social Responsibility Results

- The public perception with respect to the organization's :
  - impact on quality of life
  - Reputation
  - Economic impact
  - Environmental impact
  - Social impact and sustainability
  - Ethic behavior
  - Involvement in the community
  - Media image regarding social responsibility

- The performance with respect to the Organization's practices regarding:
  - Resource preservation
  - The quality of the relationship with the stakeholders
  - The quality of the relationship with mass-media
  - The respect for diversity
  - The support for civic involvement of the employees
  - The support for civic involvement of other stakeholders
  - The productive exchange of information with general public
  - The protection of employee and community health, etc.
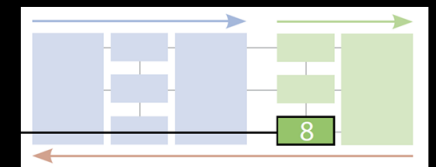
9: Key Performance Results

- Results with respect to deliverables and objectives:
    - The quantity and quality of the delivered services
    - The services impact on customers and other stakeholders
    - The level of quality with respect to standards and regulations
    - The fulfillment of contracts
    - The results of inspections and audits
    - Benchmarking with competitors
    - Innovation and improvement

- Results with respect to internal efficiency:
    - Leader's reaction to results and risk management
    - Resource utilization
    - Performance improvement
    - Innovation of services
    - Benchmarking
    - Partnerships effectiveness
    - Efficiency gains through new technology
    - Measurements results
    - Results of inspections and audits
    - Quality certificates and awards
    - P&L discipline
    - Cost effectiveness
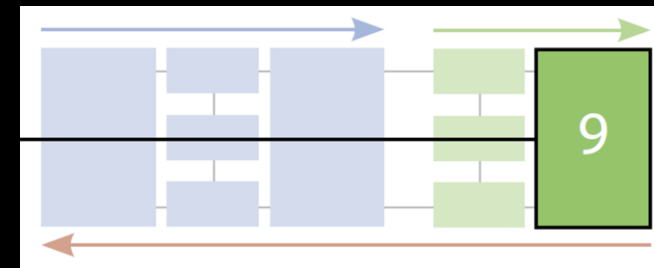
ASSESSMENT – ENABLERS

PHASE	ENABLERS PANEL - CLASSICAL SCORING	SCORE
	We are not active in this field, we have no information or very anecdotal.	0-10
PLAN	We have a plan to do this.	11-30
DO	We are implementing / doing this.	31-50
CHECK	We check / review if we do the right things in the right way.	51-70
ACT	On the basis of checking / reviews we adjust if necessary.	71-90
PDCA	Everything we do, we plan, implement, check and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue.	91-100

Instructions
- Choose the level that you have reached: PLAN, DO, CHECK or ACT. This way of scoring is cumulative: you need to have accomplished a phase (e.g.: CHECK) before reaching the next phase (e.g.: ACT).
- Give a score between 0 and 100 according to the level that you have reached inside the phase. The scale on 100 allows you to specify the degree of deployment and implementation of the approach.

ASSESSMENT – RESULTS

RESULTS PANEL - CLASSICAL SCORING	SCORE
No results are measured and/or no information is available.	0-10
Results are measured and show negative trends and/or results do not meet relevant targets.	11-30
Results show flat trends and/or some relevant targets are met.	31-50
Results show improving trends and/or most of the relevant targets are met.	51-70
Results show substantial progress and/or all the relevant targets are met.	71-90
Excellent and sustained results are achieved. All the relevant targets are met. Positive comparisons with relevant organisations for all the key results are made.	91-100

Instructions
- Give a score between 0 and 100 for each sub-criterion on a scale divided in 6 levels.
- For each level, you can take into account either the trend, the achievement of the target, or both.
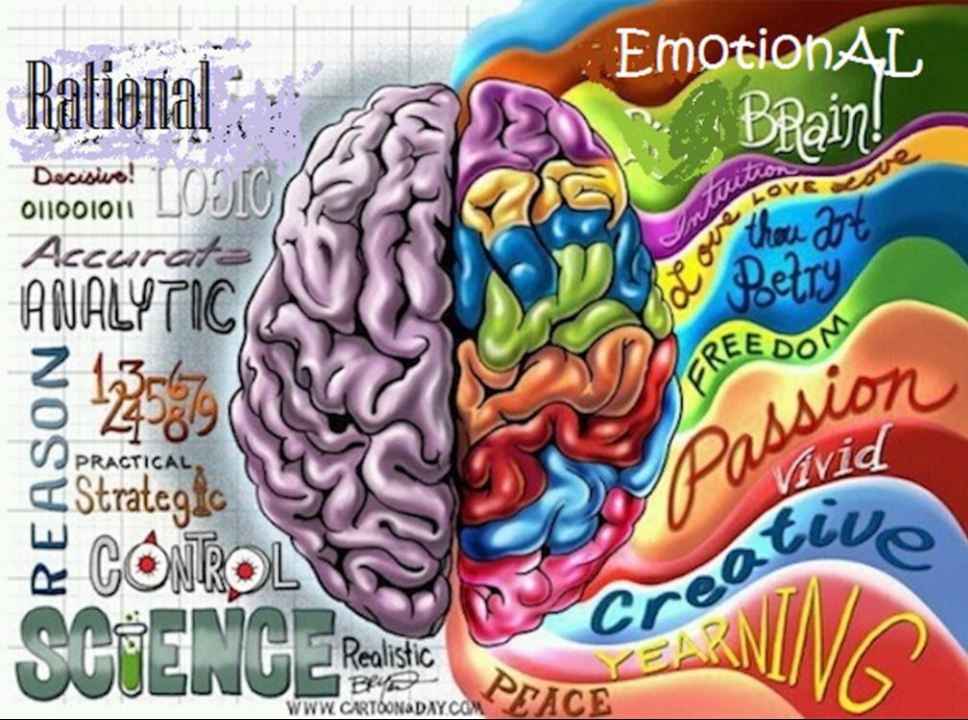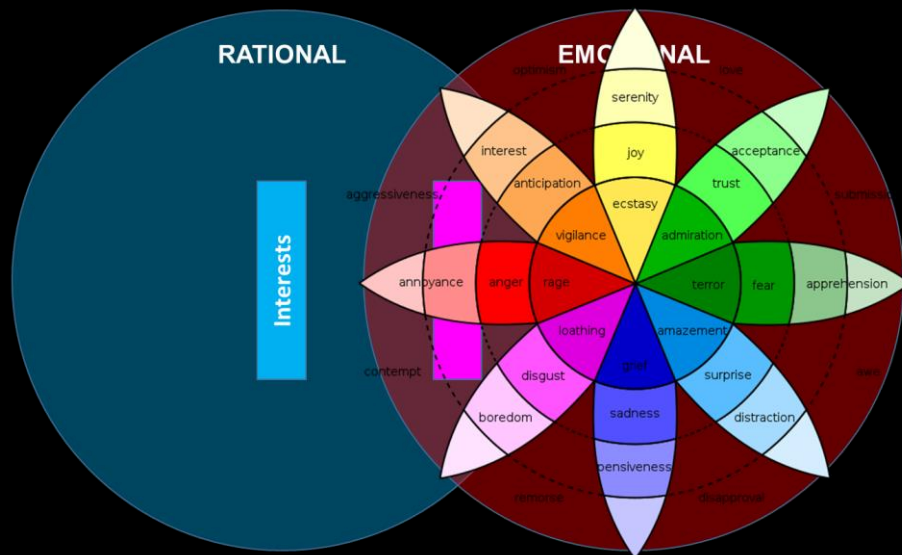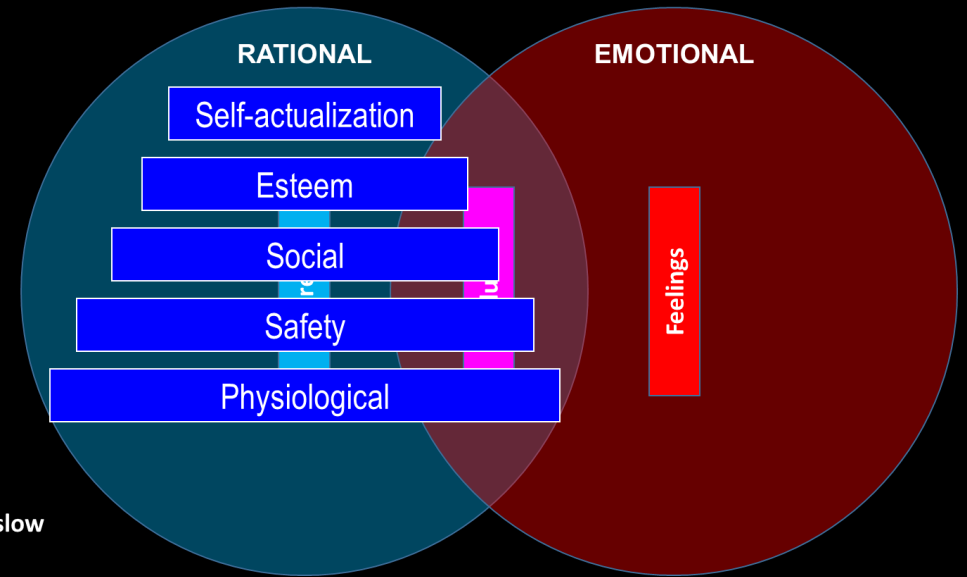
THE SELF-ASSESSMENT PROCESS

Step 1
Decide how to organise and plan the self-assessment

Step 2
Communicate the self-assessment project

PHASE 2: SELF-ASSESSMENT PROCESS

Step 3
Compose one or more self-assessment groups

Step 4
Organise training

Step 5
Undertake the self-assessment

Step 6
Draw up a report describing the results of self-assessment

PHASE 3: IMPROVEMENT PLAN/PRIORITISATION

Step 7 Draft an improvement plan, based on the accepted self-assessment report

Step 8
Communicate the improvement plan

Step 9
Implement the improvement plan

Step 10
Plan next self-assessment

RATIONAL

EMOTIONAL

Self-actualization

Esteem

Social

Safety

Physiological

Feelings

Abraham Maslow

RATIONAL

EMOTIONAL

Interests

serenity

joy

acceptance

interest

anticipation

trust

ecstasy

aggressiveness

vigilance

admiration

annoyance

anger

rage

terror

fear

apprehension

loathing

amazement

contempt

disgust

grief

surprise

boredom

sadness

distraction

pensiveness

Robert Plutchik

respect
admiration
veneration
fear

RATIONAL

EMOTIONAL

Interests

Truth
Kindness
Beauty
Unity
Vitality
Uniqueness
Justice
Order
Simplicity

Feelings
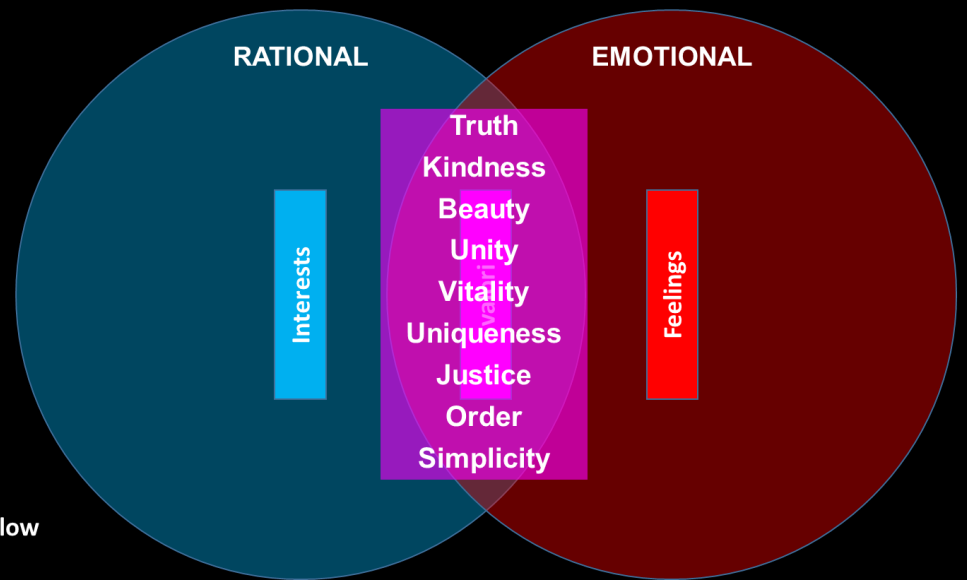
Abraham Maslow

To be leaders …

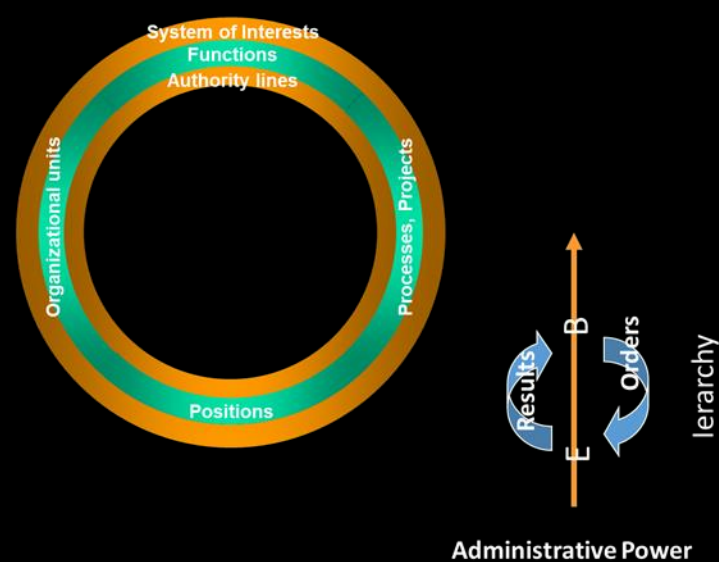… you have to get the power …

Having power means …

- The Capacity to
  - Influence the others
    - To think something
    - To say something
    - To do something

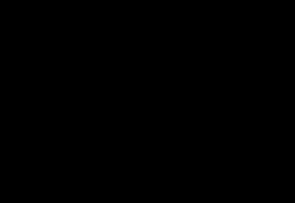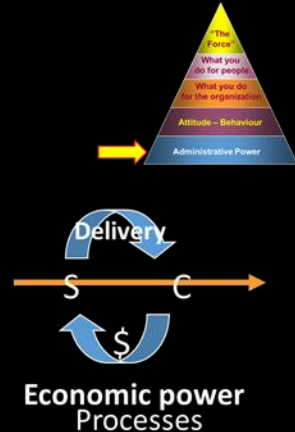## The 5 sources of power …

… of a leader …

Administrative Power

System of Interests
Functions
Authority lines

Organizational units

Processes, Projects

Positions

Results / Orders

B / E

Ierarchy

Administrative Power

Delivery

S → C

$

Economic power
Processes

Power through Attitude and Behaviour
The leader's values, the company's values

- Respect
- Integrity
- Involvement
- Professionalism

Accounts Payable				
Payee	Amount	Date	Tax	Subtotal
(CON50) John McDrive	$100.00	8/28/2012 12:00:00 AM	$12.00	$88.00
(CON54) Susan Boiler	$500.00	9/27/2012 12:00:00 AM	$80.00	$420.00
(CON51) George Torres	$200.00	10/31/2012 12:00:00 AM	$12.00	$182.00
(CON56) Andy Fisher	$500.00	11/5/2012 12:00:00 AM	$15.00	$485.00
(CON55) Greg Tompson	$400.00	10/3/2012 12:00:00 AM	$50.00	$350.00

Accounts Receivable				
Payer	Amount	Tax	Subtotal	Costs No Deductible
(CON59) Linda Gamilton	$696.00	$96.00	$600.00	$70.00
(CON58) Charles Hurper	$603.20	$83.20	$520.00	$90.00
(CON57) Brian Ferry	$522.00	$72.00	$450.00	$65.00
(CON53) Sarah Bernard	$324.80	$44.80	$280.00	$50.00
(CON52) Mary Johnson	$174.00	$24.00	$150.00	$20.00

Code of Values - Example

The Company's "Spirit" means to:
1. Pursue **EXCELLENCE**, through Efficiency, Effectiveness and Performance.
2. Act with **PROFESSIONALISM**, being Competent, Rigorous, with Purpose.
3. Demonstrate **INTEGRITY** by being Sincere, Consistent and Responsible.
4. Acting with **TEAM SPIRIT** – with Respect, Involvement, Communication and Collaboration.
5. We build **PARTENERSHIPS**,
   – Based on trust withvour Customers,
   – Offering our colleagues the opportunity to fulfill, and
   – Supporting the development of the Community we belong to.
6. We seek **INNOVATION** in everything we do: better, simpler.

The Company's SPIRIT is the base for all the relatioships we develop, internally and externally.

Integrity

Definition

- Integrity means to
  - Be honest with yourself,
  - Be at least as demanding with you as you are with others,
  - Say what you think,
  - Communicate directly (but not without tact), open and without ambiguity,
  - Assume the responsibility of what you said,
  - Be consistent and
  - Assume the responsibility of your deeds.

By your behavior, you should avoid even the appearance of lack of integrity, you have to inspire trust and respect.

Questions to ask yourself

Am I capable of self-assessing me correctly?
Am I lying sometimes?
Do I always respecting my promises and can others rely on me?
Do I inspire trust?
Do I protect the interests of the organization?
Do I avoid ambiguity in my relationship with others?
Do I deliver performance against my colleagues or in the interest of everyone?

Attitudes and behavior that illustrates respecting the value

One knows his strong and weak points.
She/he respects the truth and upholds the truth.
She/he is sincere and open with the others, no matter what pressure she/he is under.
She/he makes what she/he promises.
She/he takes responsibility for her/his mistakes.
She/he is transparent in everything she/he does.
She/he avoids ambiguity.
She/he knows, accepts and follows the company's interests.

Attitudes and behaviors that contradict the value

She / he considers that personal interests prevail.
She / he seeks for undeserved credit / merit recognition.
She / he is inconsistent.
She / he has and follows hidden agendas.
She / he gossips and spreads rumours.
She / he does not what she/he promised.
You can not count on her / him.
She / he does not take the responsibility of her/his deeds.

Power through Attitude and Behaviour

- ## Managing by Example

- ## Living Example

- Respect,

- Integrity,

- Involvement,

- Generosity

- Empathy,

- Predictibility,

- Equidistance,

- Balance,

- Distance,

- Support down-Fight up

- Outlook

Power through Attitude and Behaviour

7 Deadly Sins
Not mentioned in the Bible

The worse sins

Pope Gregory Ist, 590
Toma d'Aquino (1225-1274), Summa Theologica

1. Envy
2. Wrath
3. Gluttony
4. Pride
5. Lust
6. Sloth
7. Greed

Power through Attitude and Behaviour
Most frequent 10 mistakes

- Arrogance,
- Deafness,
- Rigidity
- Nervousness,
- Distrust,
- Personal vs Professional,
- Manipulation,
- Force,
- Micromanagement
- Developing and maintaining an FUD climate :
  - **F**ear
  - **U**ncertainty
  - **D**oubt

Power through Attitude and Behaviour
The means of power
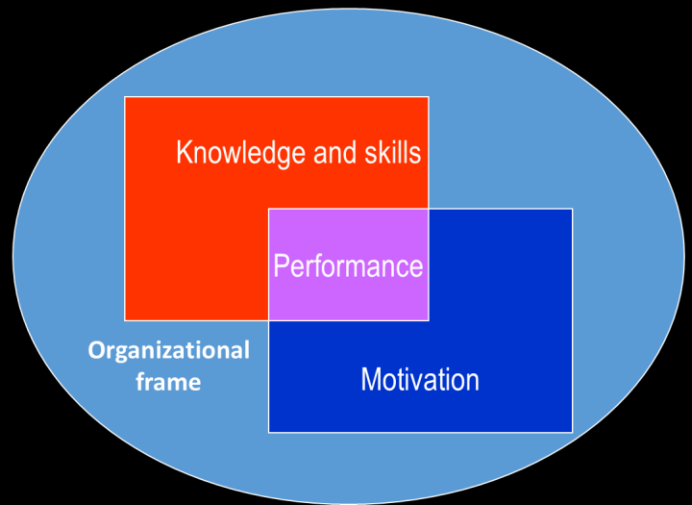
- Force
- Manipulation

- Persuasion
- Seduction

What you do for the organization
The power to implement performance

85-15 Law

Knowledge and skills

Performance

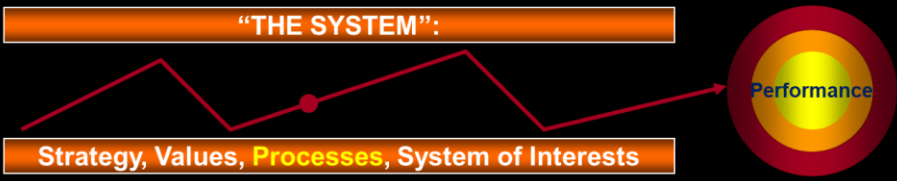Organizational frame

Motivation

SUCCESS

- If the organization is well designed:

It's performance depends
85% *on the "system" and only*
15% *on the individuals' capacity*

What do you do for the organization ?

Stress relief

Communication

Energizing

Balancing

85-15 Law

"THE SYSTEM":

Performance

Strategy, Values, **Processes**, System of Interests

What do you do for people ?

The power of Professionalism
elements	-	display

Be	havior	=	Action
Co	mpetence	=	Results
Co	nciousness	=	Reflection

Are mistakes allowed?

The evolution of organizations

Launch → Structuring → Course change → Expansion, Diversification → Sustainable SUCCESS

crisis crisis crisis crisis

Motivate

Communication

Development

Performance Management
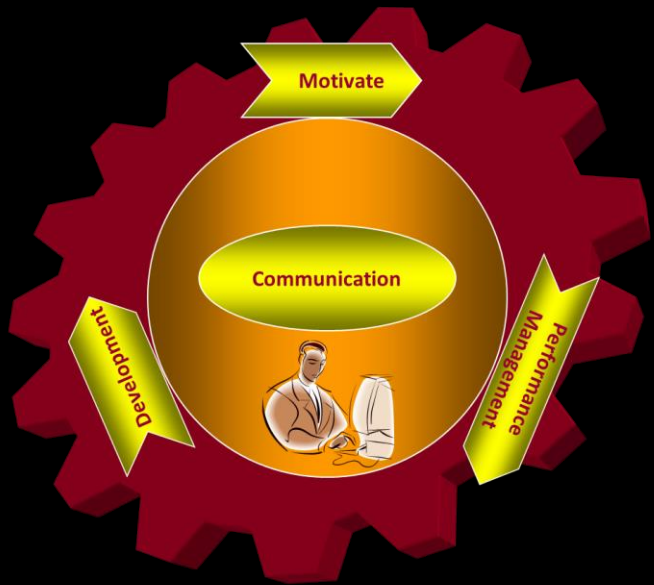
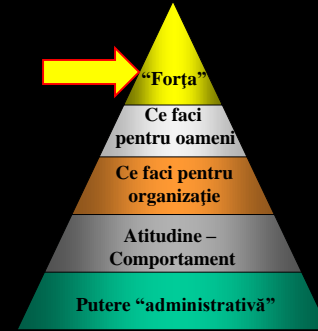## "The FORCE " = The Power of Vision

"There is nothing stronger than an Ideea whose time has arrived"

– Claude Elwood Shannon

- The Vision must be:
  - Created, developed by formal and informal leaders,
  - Shared and supported,
  - Comprehensive and detailed,
  - Positive and inspiring

Managers and leaders ,...
Power is fascinating – don't forget...

Joseph STALIN
Biographical Chronicle

"Forţa"
Ce faci pentru oameni
Ce faci pentru organizaţie
Atitudine – Comportament
Putere "administrativă"

THANK YOU

Service Management

Mihai Pascadi