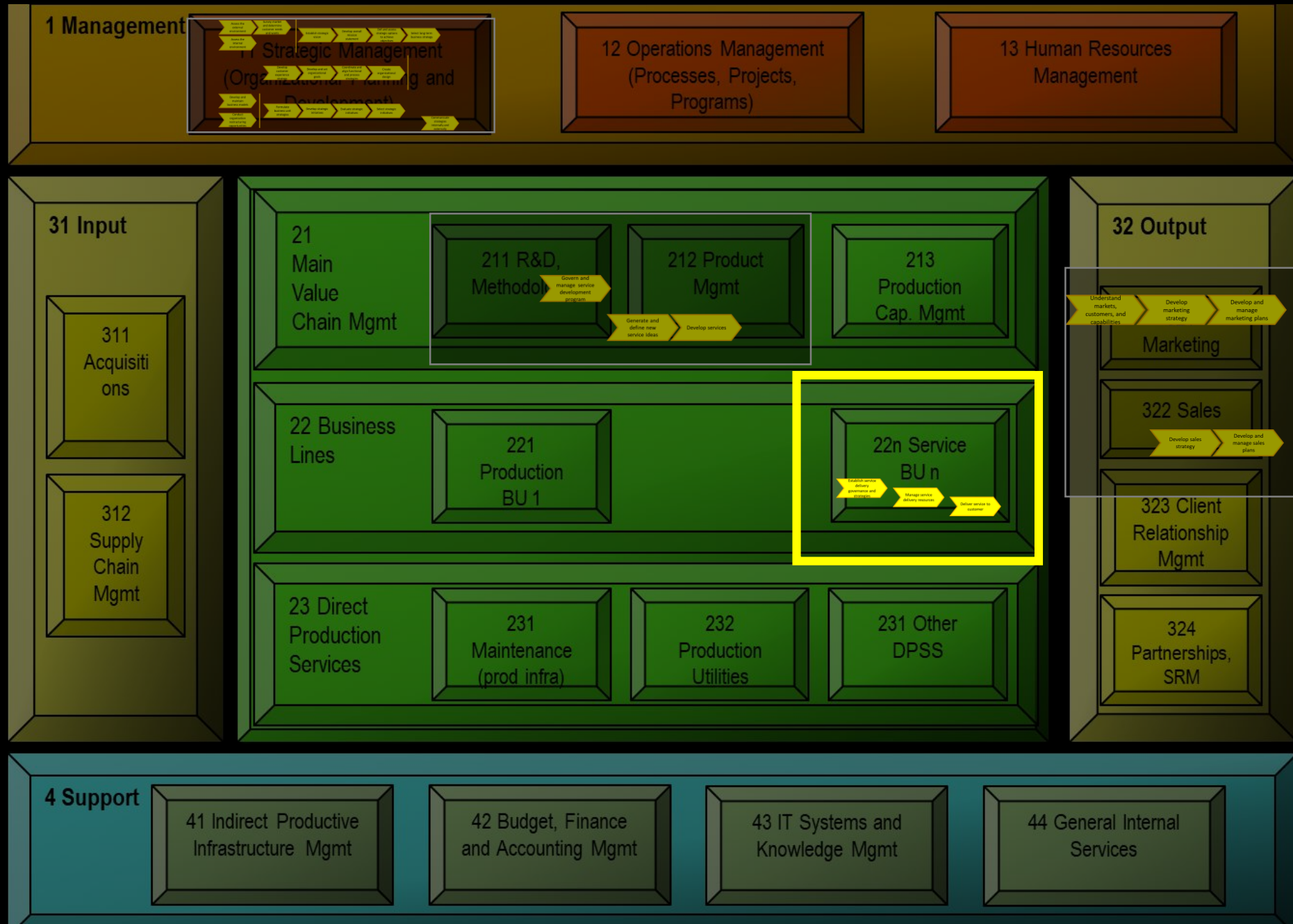


Service Management

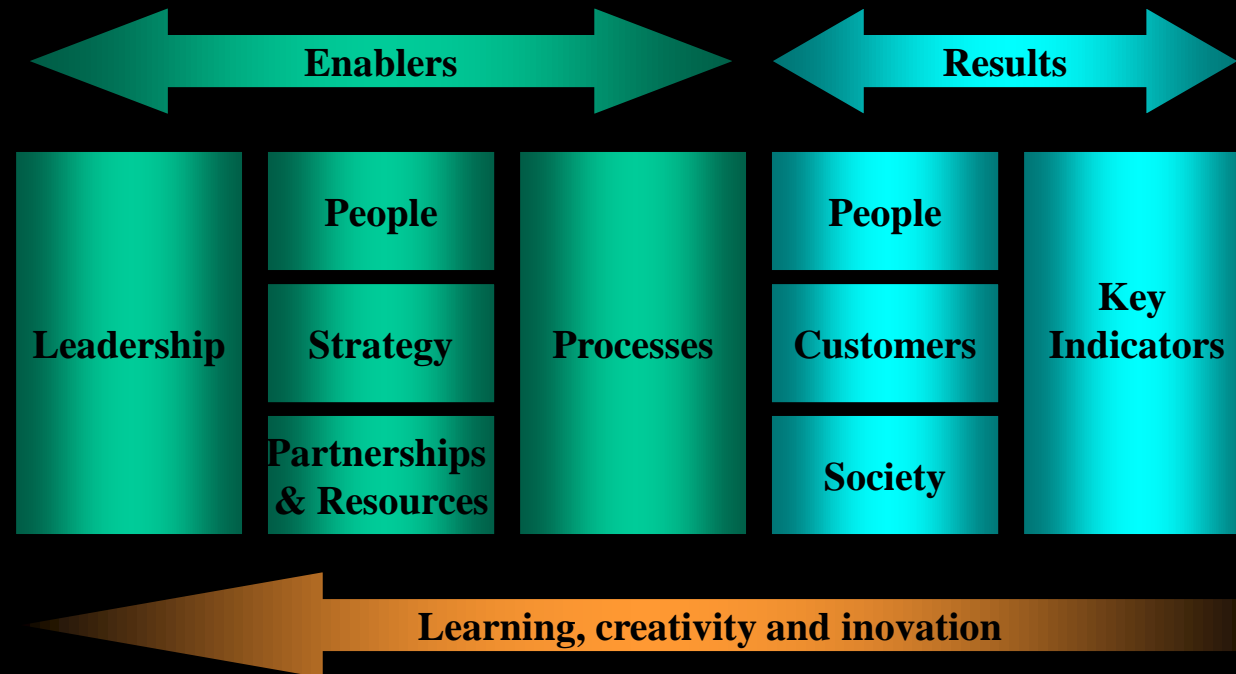
Mihai Pascadi

Sem7,8

Until now:
Strategic Planning, Develop and Manage Services
Process Group, The Marketing and Sales Processes
Gropus



EFQM Excellence Criteria





Decrypting Power

01001010001010001010
0010 MIHAI PASCADI 11
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Experiment

- [Rational](#)
- [Emotional](#)

Rational

Decisive!

011001011

LOGIC

Accurate

ANALYTIC

REASON

1 2 3 4 5 6 7 8 9

PRACTICAL

Strategic

CONTROL

SCIENCE

Realistic

WWW.CARTOONADAY.COM

Emotional
Brain!

Intuition
Love LOVE Love
Love thou art
Poetry

FREEDOM

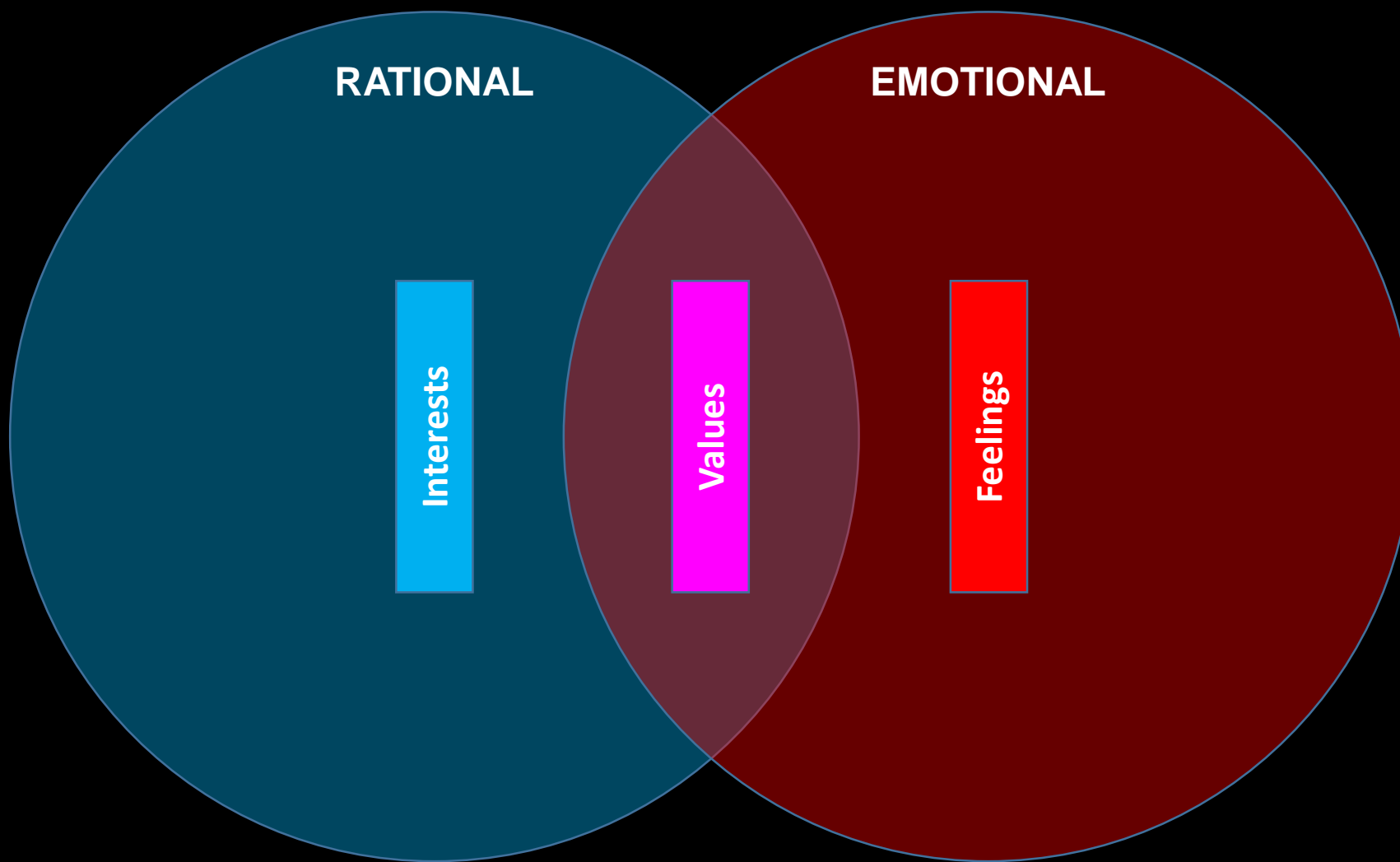
Passion
vivid

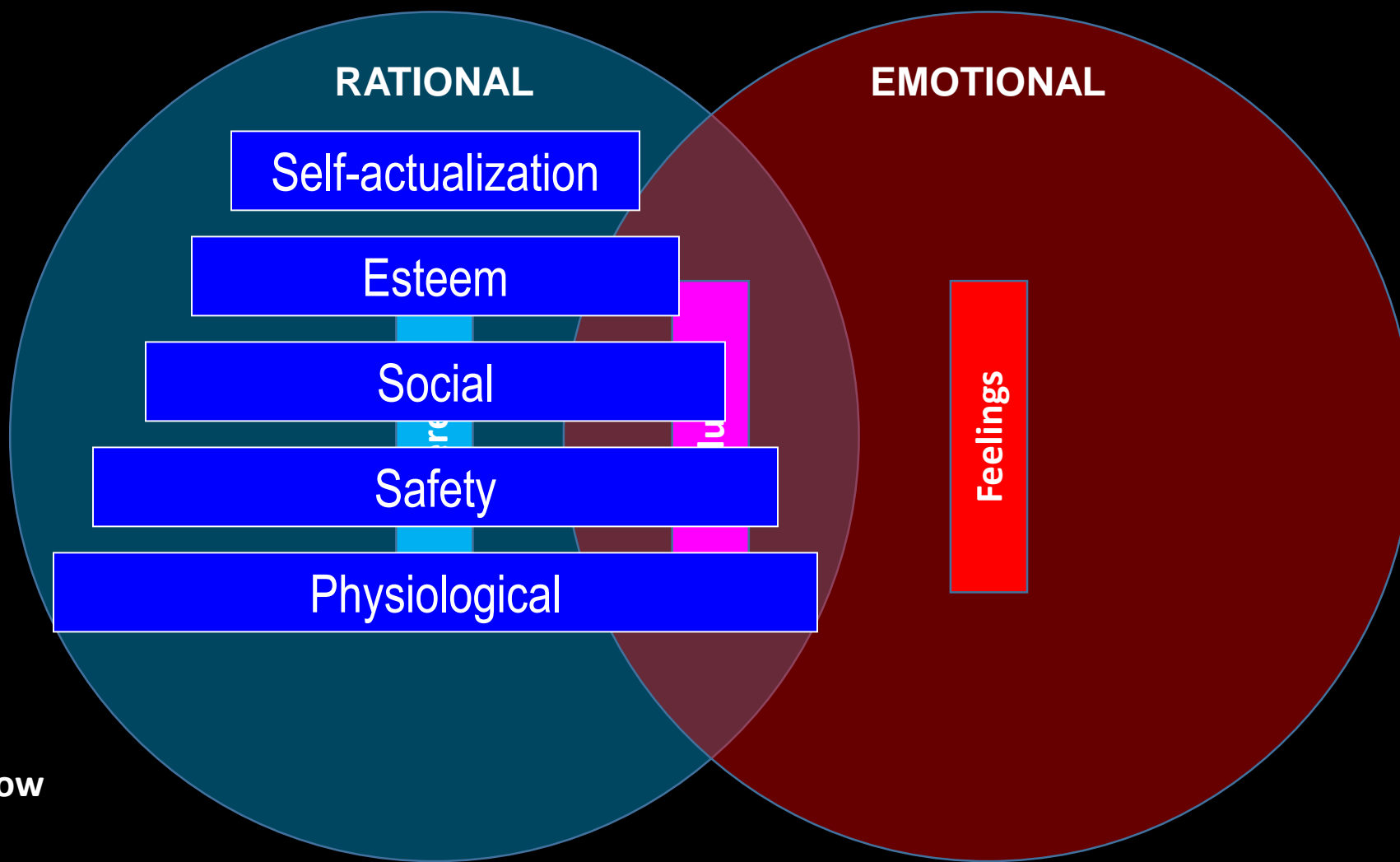
creative

YEARNING

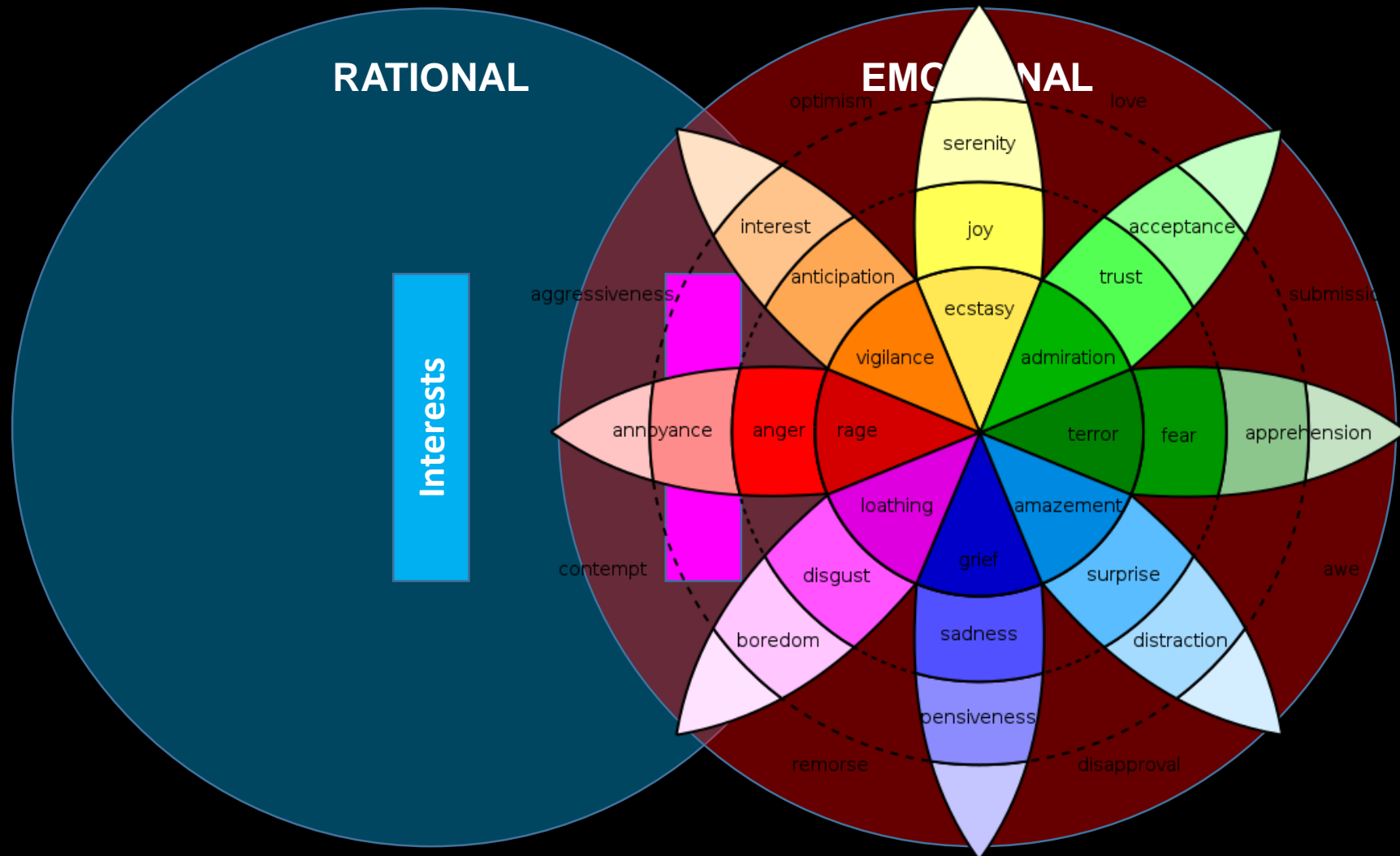
PEACE





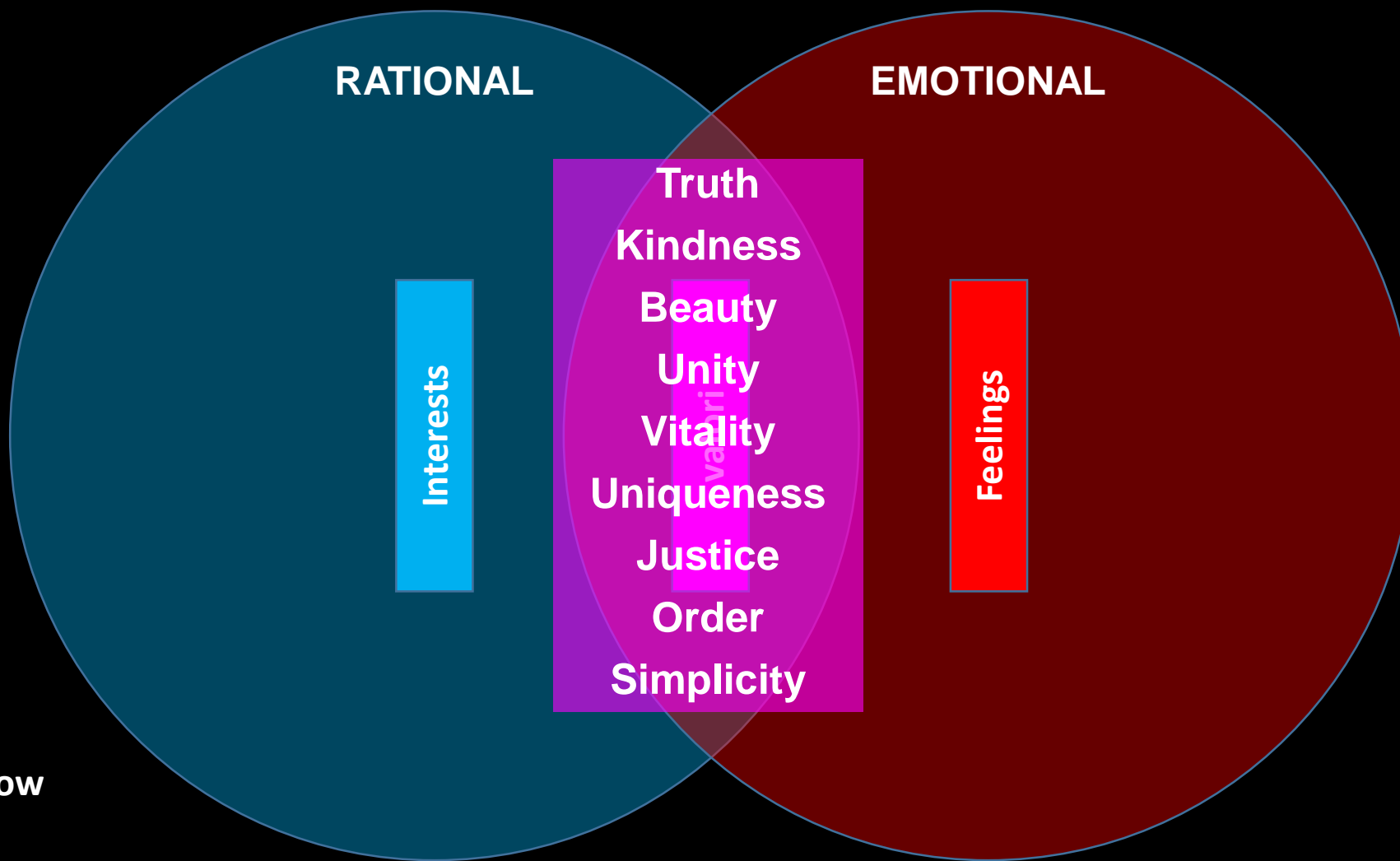


Abraham Maslow

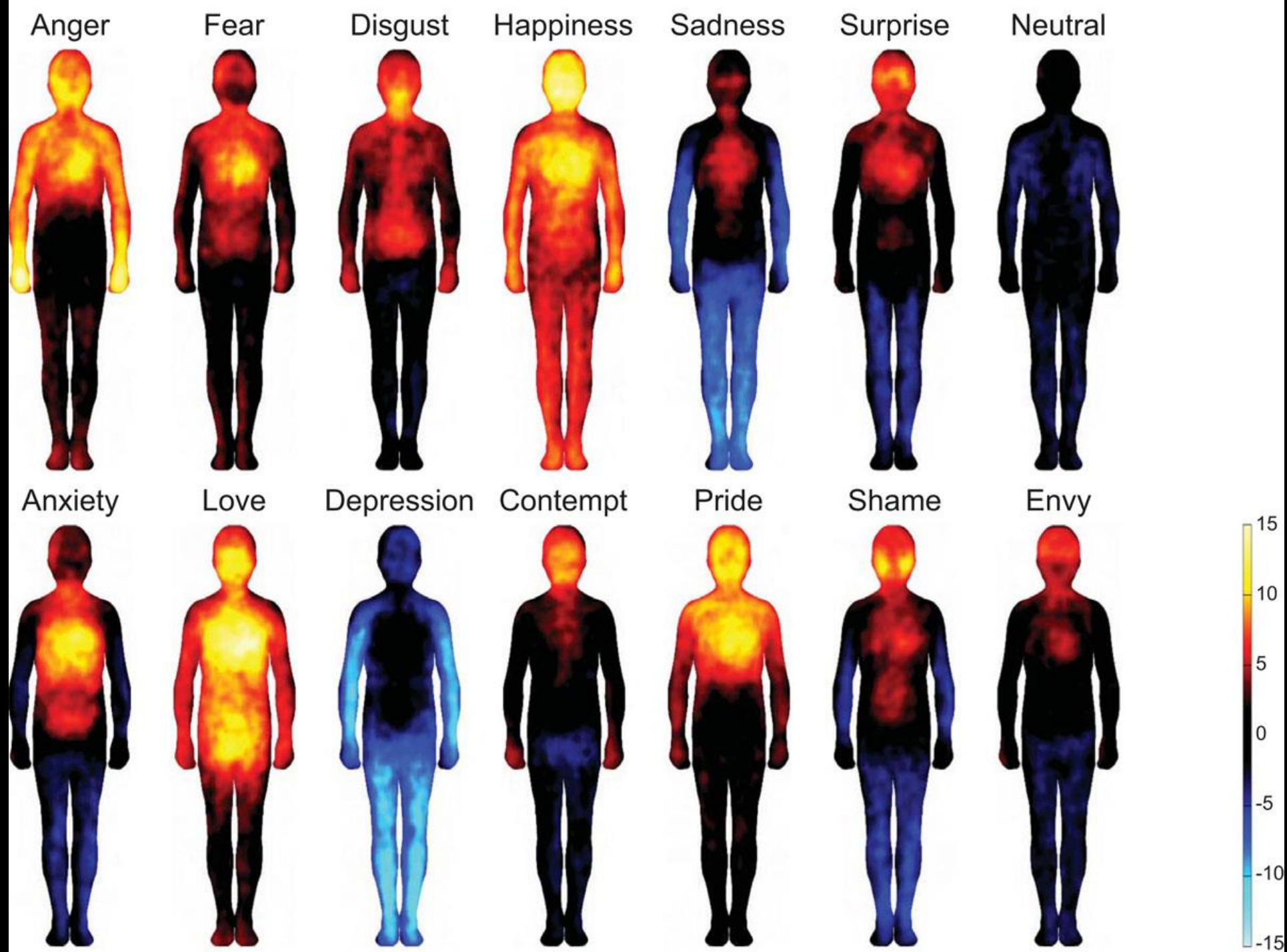


respect
admiration
veneration
fear

Robert Plutchik



Abraham Maslow



Robert Plutchik

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

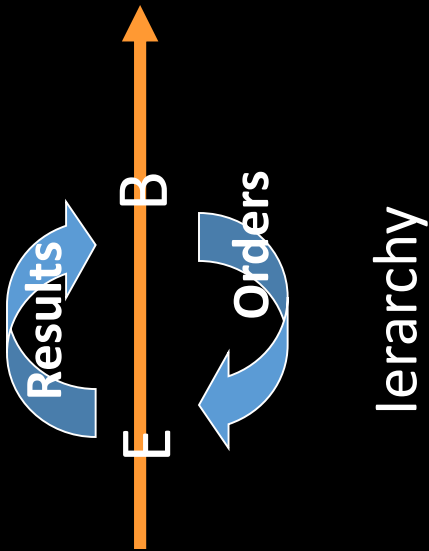
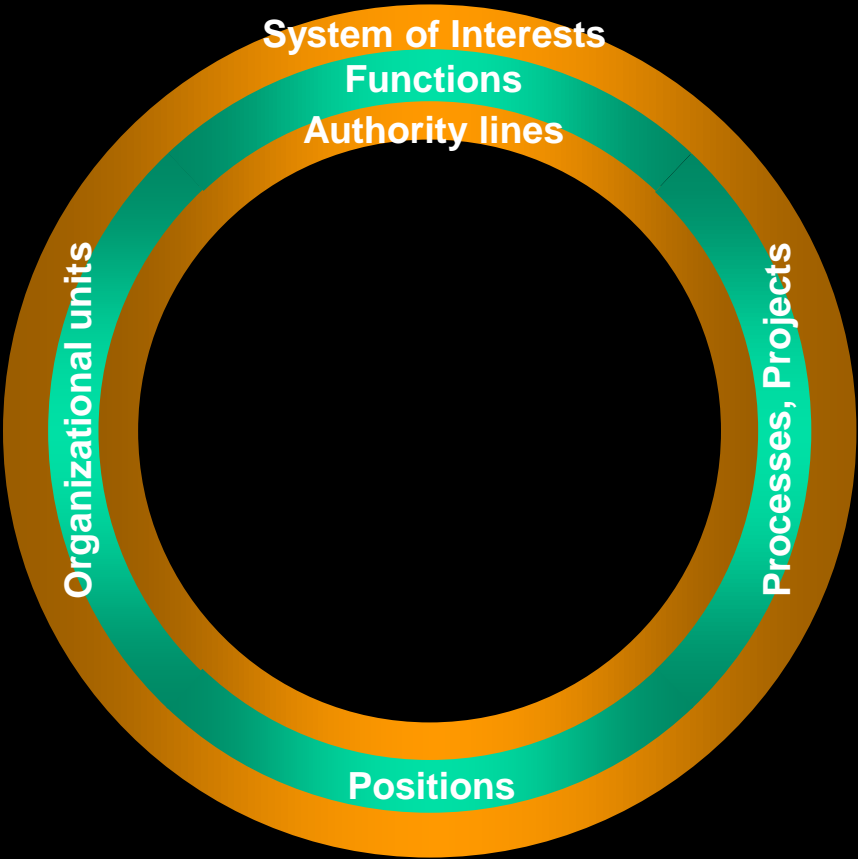
The 5 sources of power ...

... of a leader ...

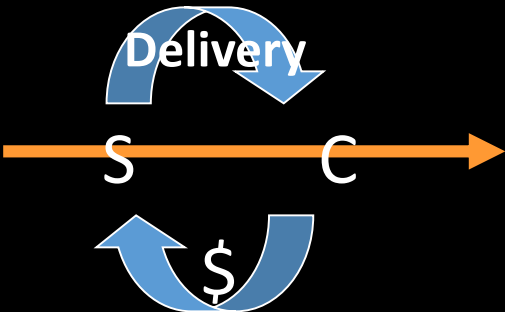
The Power Piramyd



Administrative Power



Administrative Power



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 relationships 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.

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.

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 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

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

<https://www.youtube.com/watch?v=iveyv0rHHE4&t=17s>

Power through Attitude and Behaviour

7 Deadly Sins

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



Power through Attitude and Behaviour

- Respect,
- Integrity,
- Involvement,
- Generosity
- Empathy,
- Predictibility,
- Equidistance,
- Balance,
- Distance,
- Support down-Fight up
- Outlook



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

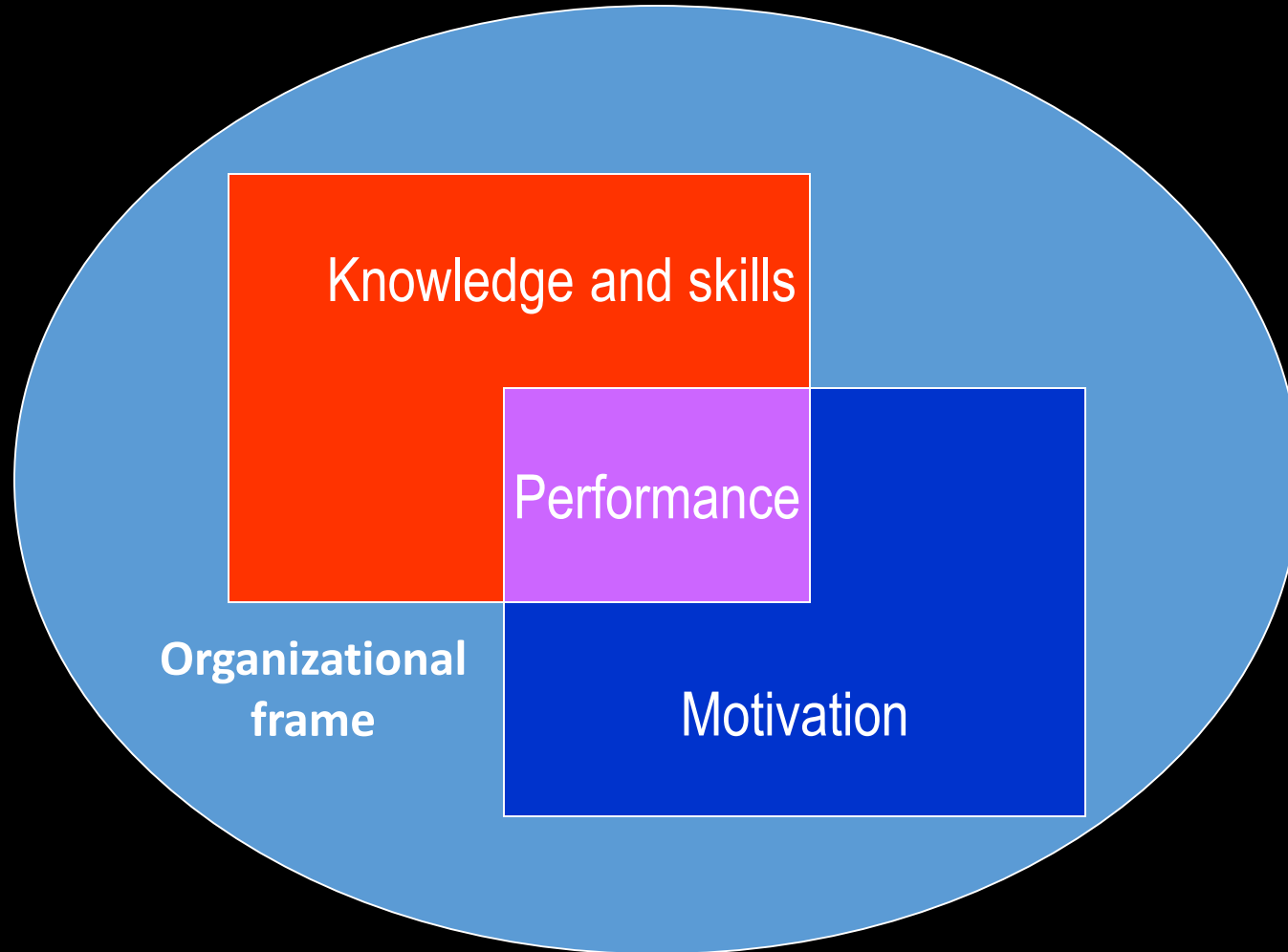
The means of power

- Force
- Manipulation
- Persuasion
- Seduction



What you do for the organization

The power to implement performance



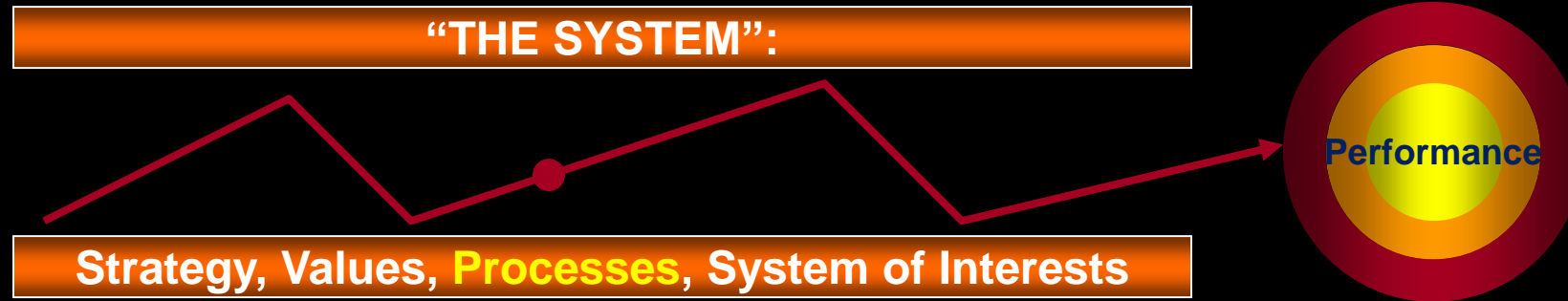
85-15 Law

- If the organization is well designed:

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



85-15 Law



What do you do for the organization ?



What do you do for the organization ?



What do you do for people ?



The power of Professionalism
elements

-

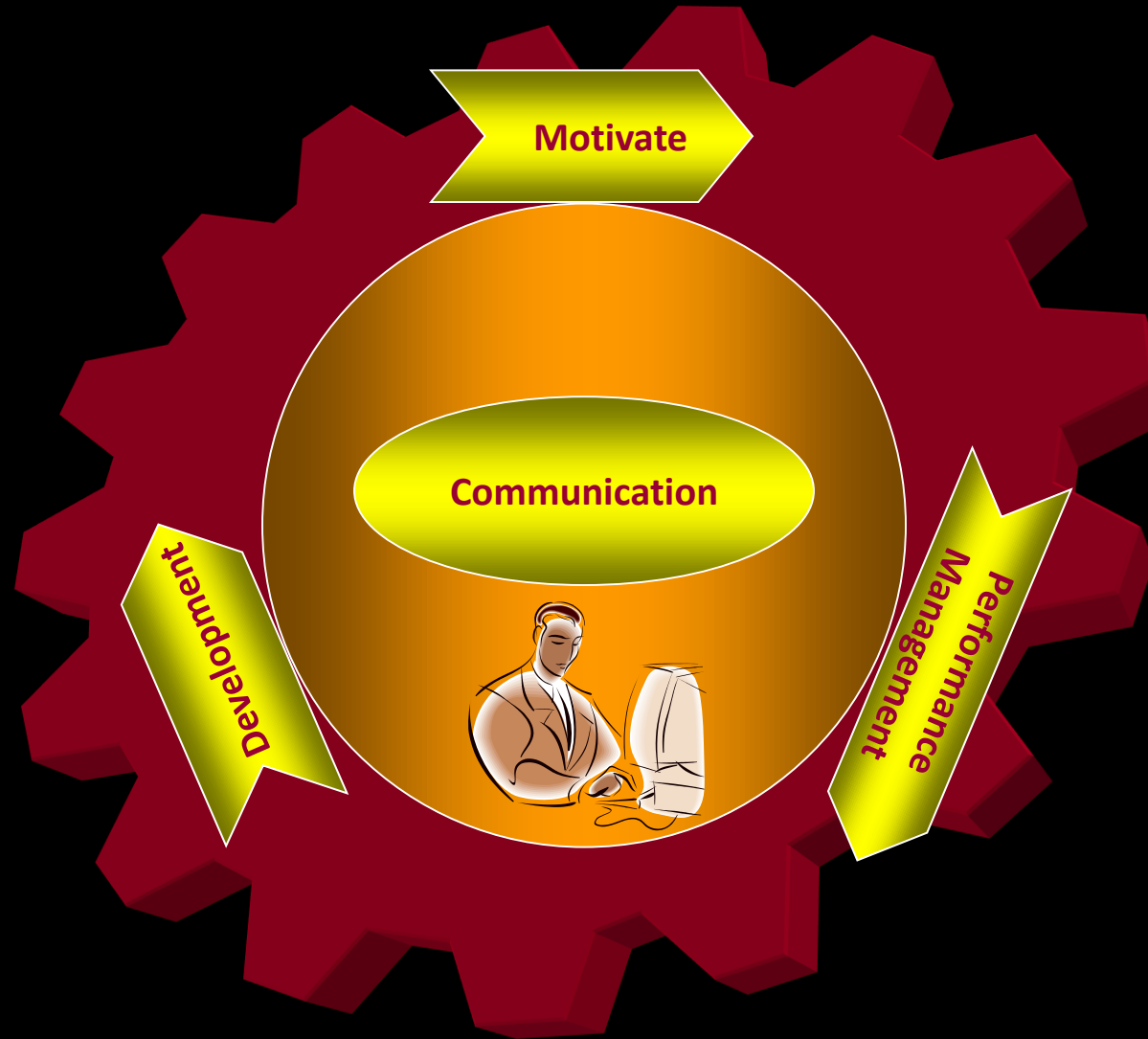
display

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

Are mistakes allowed?

Experiment

What do you do for people?



The evolution of organizations



“The FORCE ” = The Power of Vision

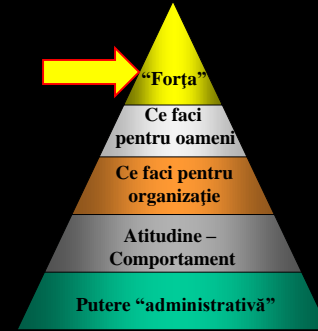
“There is nothing stronger than an Idea whose time has arrived”
– Claude Elwood Shannon



- 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...



THANK YOU

Service Management

Mihai Pascadi