UNIVERSITY OF WALES TRINITY SAINT DAVID

DOCTOR OF BUSINESS ADMINISTRATION

HKBM7002

Managing in Complex Environments

Strategies, Insights, and Solutions

Dr. Leo Ho

Outline :

Part I - Leadership and Responsibility

- Globalization and complex environment
- Managing self, and Others as individuals
- Managing Team, and Organization

Part II - People Management

- Manage Team Performance – decision making
- Working multi-gens workforces
- Managing Work-Effectiveness thru Lead teams
- Managing Changes

Rules – what does “Rule” mean

Rules ?

1. Who should set RULES ?
2. Why we need Rules in the first place ?
3. How to set rules ?
4. Decision – rules to setup rules ?
5. What are the RULES ?
6. How to ensure this is the RIGHT rules ?
7. Stakeholders ?

Rules – what does “Rule” mean

Rules mean to all key Stakeholders in the complex environment ?

- To Self
- To Employee
- To Manager
- To Leaders
- To Customers
- To Suppliers
- To Investors
- To Community

Rules ? www. Menti.com

Objective – High performance learning class-environment on LEADERSHIP

Expectations – adds …….

- Be punctual
- Maintain/Enhance Self-esteem - Respect all
- Be considerate and courteous
- Communicate clearly
- PRACTICIPATE, actively, Ask Q and contribute constructively
- Seek Values
- Networking
- Relate what you learn to yourself
- Find Big Ideas – at least one for yourself
- Silent / Mute-off Cell-phone (MUST talk – OUTSIDE !!)
- Enjoy and have Fun

Part I - Leadership And Responsibility

- Globalization - Complex Environment
- Managing self, and Others as individuals
- Managing Team, and Organization

Focus Areas

- Corporate Globalization – History
- Multi-national companies (MNC) – business strategies - capitalize the opportunities in emerging markets
- Business Opportunities and challenges

What are the rules for global trade now ?

Rules – who decide and who can decide to change and when ?

MNC (Foreign MNC)
- Globalization – Represent ?

Uncertainties

Fast Changes

Cruel / Cool / Survival

Faster / Falling Behind

Fittest

Cost…

New Rules

Winner Takes All

Globalization – Emerging Markets Surrounded by Wolves (MNC)

Surround

Wolves

MNC Globalization – Normal – Nothing New
Human Evolution - Survival of the Fittest

Human Evolve – Globalization – Move Around

Fundamental Driving Force – Survival thru Competition

Discussion

Which group - Move First ?

High skill

Mid skill

Low skill

Globalization – Definition

Closer and Interlinked World

Globalization is the tendency of businesses, technologies, or philosophies to spread throughout the world, or the process of making this happen.

The global economy is sometimes referred to as a *globality*, characterized as a totally interconnected marketplace, unhampered by time zones or national boundaries.

Globalization (5 levels)
Interlinked world – No one is an island

5th Level	Political, Legal, Entertainment, Lifestyle, and Language
4th Level	Social and Cultural – Exchange – Migration Religious, Ideas, and Technological knowledge
3rd Level	Militarize Globalization – use aligned force, threat of force to control dangers and interests (WWII, Cold war..)
2nd Level	Environmental – globalize spread thru air, and oceans – AIDS, Acid Rain, Climate Issues (epidemics…)
1st Level	Economical – globalize goods/service – goods, service, capital, information

Source, Harvard : Joseph Nye

Globalization 1.0 - 1st of 3 Stages

Thomas Friedman (The World is FLAT)

Globalization 1.0 – 1492 – 1800 AD (Country Globalizing)

- Old World > New World (Trade – Columbus)
- Driving Force – Power of the country (Military)
- Country Political Power = $$ (Wealth)
- Beneficiaries – European countries
- Large size (L) world >> to Medium-size (M) world

Globalization 2.0 – 2nd of 3 Stages

Thomas Friedman (The World is FLAT)

Globalization 2.0 – 1820 – 2000 AD (Corporate Globalizing)

- Corps Go Global for Markets, and labours
- Driving Force (1st Half) – Transportation (Rails, Ship)
- Driving Force (2nd Half) – Telecommunication, WWW
- Beneficiaries – European and American companies
- Medium (M) > Small (S) size world

Globalization 3.0 – 3rd of 3 Stages

Thomas Friedman (The World is FLAT)

Globalization 3.0 – 2001+ AD (Individuals Globalizing)

- Newfound power for individuals
- Individuals to collaborate and compete globally
- Convergence Small (S) >> a flattened "FLAT" world
- Beneficiaries – Diverse Individuals – all races, more from non-Western/non-White groups of Individuals (Human Rainbow)

Globalization – Good or Bad ?
Public / General Views – ONLY the FITTEST

What to Globalize ?
Who will benefit ?

1. Mutual Benefits – opportunities for all
2. One Market – labour market - equal
3. Technology – access – all benefit
4. Exportation / Exploitation
5. Benchmark / Imposed Standards
6. Leverage – Protectionism (market share, ….)
7. Rich gets richer, Poor gets poor
8. Control and Extend power / advantages
9. Sustain the superiority (Rich's games)
10. Freedom of invasion
11. Build Defensive - Entry Barriers for the less

How Fast is the PACE of Globalization

From **nowhere**

To

now Here

MNC Global Regionalized Strategy

MNC – Gain/Sustain Global Relative Competitiveness

1. Utilize Capital Investment (R+)
2. Technological Advance (LC)
3. Global Labor Market – Lower Cost (LC)

Make/Produce the SAME or MORE with LESS

- Labour, Materials
- Different ways - production / process
- Achieve the purpose without the product
- Reduce FIXED cost – lower cost countries

Globalization / Regionalization
– is the mean, Maxi Consolidated Profit / ROI

Globalization – Motives for Corporate to expand Globally – Profit, Revenue, Low risk

Motives for Corp to Globalization	Financial Motive	Industries	Selection criteria of globalized target countries
1. More markets	Revenue (+)	Manufacturing based corps	Market size, growth opportunity, Market Openness
2. Production Advantages	Cost (1), Profit (+)	Labour and Tech intensive	Abundant cheap land and labour
3. Resources Advantages	Cost (-), Profit (+)	Resource intensive industry	Assessable Rich local resources
4. Technological Advantages	Revenue (+) Cost (-), Profit (++)	Tech intensive industry	IT, Tech intensive, High industrialized
5. Diversification	Revenue (+)	Manufacturing & Service Industries	Political stability, Active economy
6. Risk Management Social, Political, Credit, Trade, Currency	Loss (-) , Profit (+)	All Industries	Political, social, legal stability, Active economy

More Complex –

Globalization with USA and China Rise as a Global Competing Players – conflicts…

What happened ? …

An American writer in leadership asked:

Today, there are 304 million Americans and we wonder, every four years, why we can't find at least two superb candidates for the nation's highest office.

And further … …

- Rapid changes since 1989 …
  … "the world is only ten years old" … thanks to WWW
- Technology has done what ideology could not, and created a worldwide community of the wired … we are now living in a global village, with countless regional conflicts …
- " America First " – Donald Trump (I do not care about others as long as America is FIRST !
- Economic transformation …
  - The rise of China
  - The official established of the EU

(well, in 2016-2017-2018… … … …)

Rise of China – Global Power

- Stage 1 (1978-1995)- Join World Economy
  - Testing the water – Coastal (benefits)
- Stage 2 (1995 – 2000)– FIE serves World Economy
  - China JV – FIE and Chinese Firms
- Stage 3 – (2000 – 2008) WTO accession
  - A Fierce & Fearsome TRADER in World Economy
- Stage 4 – China Rebalancing (2009-2014)
  - A Responsible & Sustainable Player in World Economy
- Stage 5 – China Dream (China Global Power) (2015 +)
  - Realign and Integrated forces into World Economy

China – Key Stakeholders WTO (2000-2010-2015/16 : 15 Years)

- 2nd largest economy (2020 – 1st)
- No. 7 > No. 1 – Cargoes Export
- No. 8 > No. 1 – Cargoes Imports
- No. 10 > No. 4 > 3 – Service export
- No. 12 > No. 3 > 2? – Service import

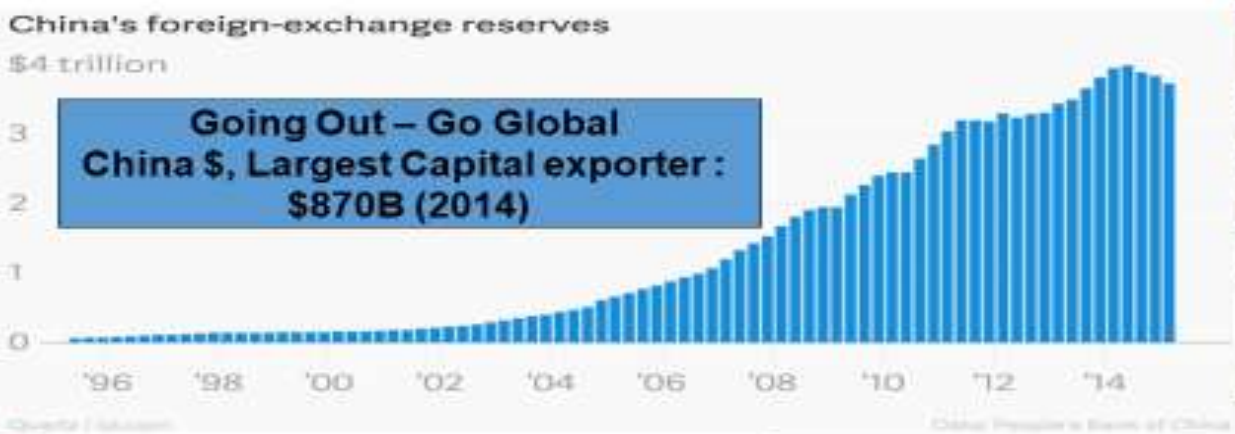
- GDP- 1992-2001: 9% >> 2002-2008 :11%+, to 7.6% (2012), 7% (2014)
  - Trade Surplus to most of the biz partners
  - WTO allegations : 22+ targets to China

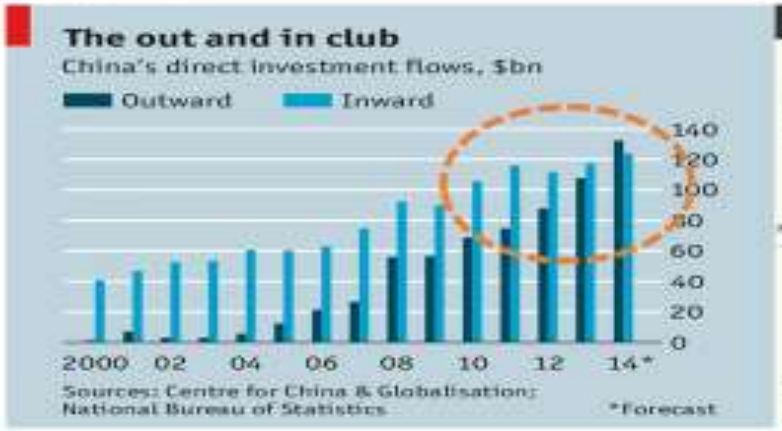
Benefits – no longer Win/Win, some Win more… Like China

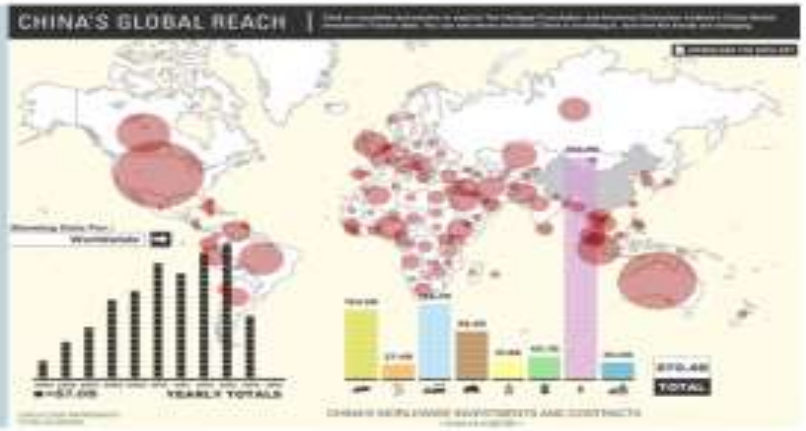
References – HK Journal of Economic, Fortune, ADB, IMF 2011-12, UBS 2012

Stage 5 – China Dream (China Global Power)
Realign and Integrated forces into World Economy

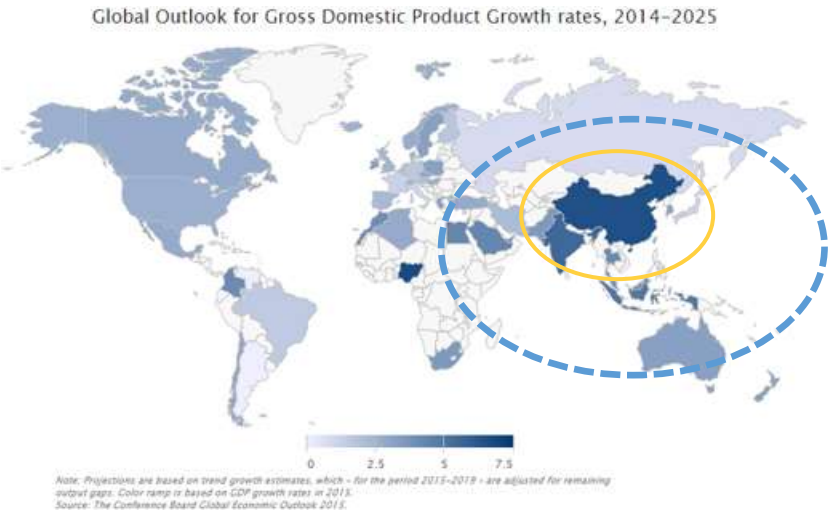
Stage 5 – State-Led corporate globalization
China – Domestic + Developed (-) + Africa + 1B1R



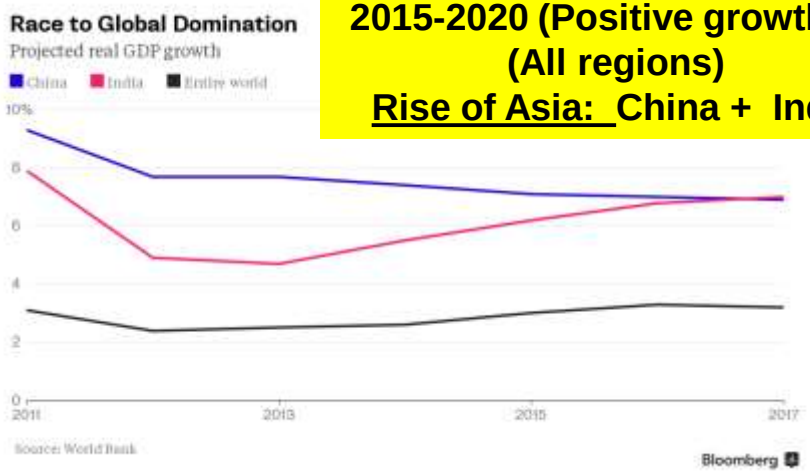


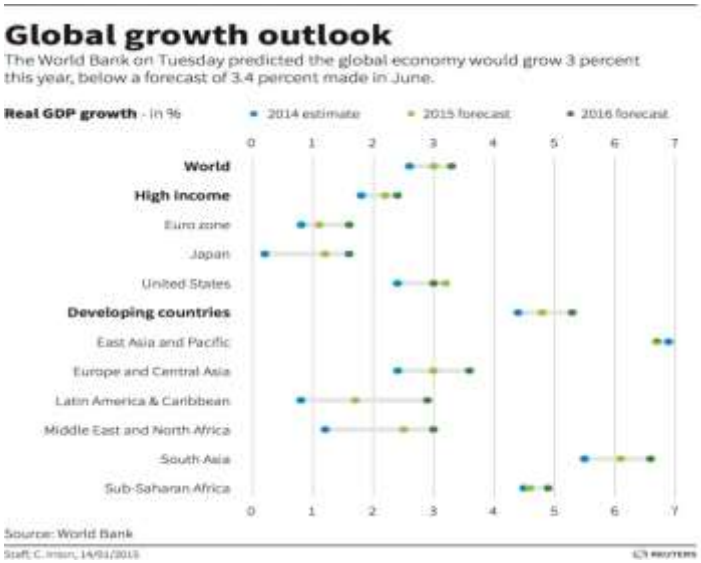


China ($30T, 2020) – Global Integration Partner – Cooperate - Competition



2015-2020 (Positive growth %)
(All regions)
<u>Rise of Asia:</u> China + India





Stage 6 (2020+) – Realization of China Dream
World-class Super Player in Global Economy

DATAGRAPHIC

Countries and Consumers

TOP 10 BIGGEST ECONOMIES: 2010 VS 2020

China
World No.1 Export and No.1 Import

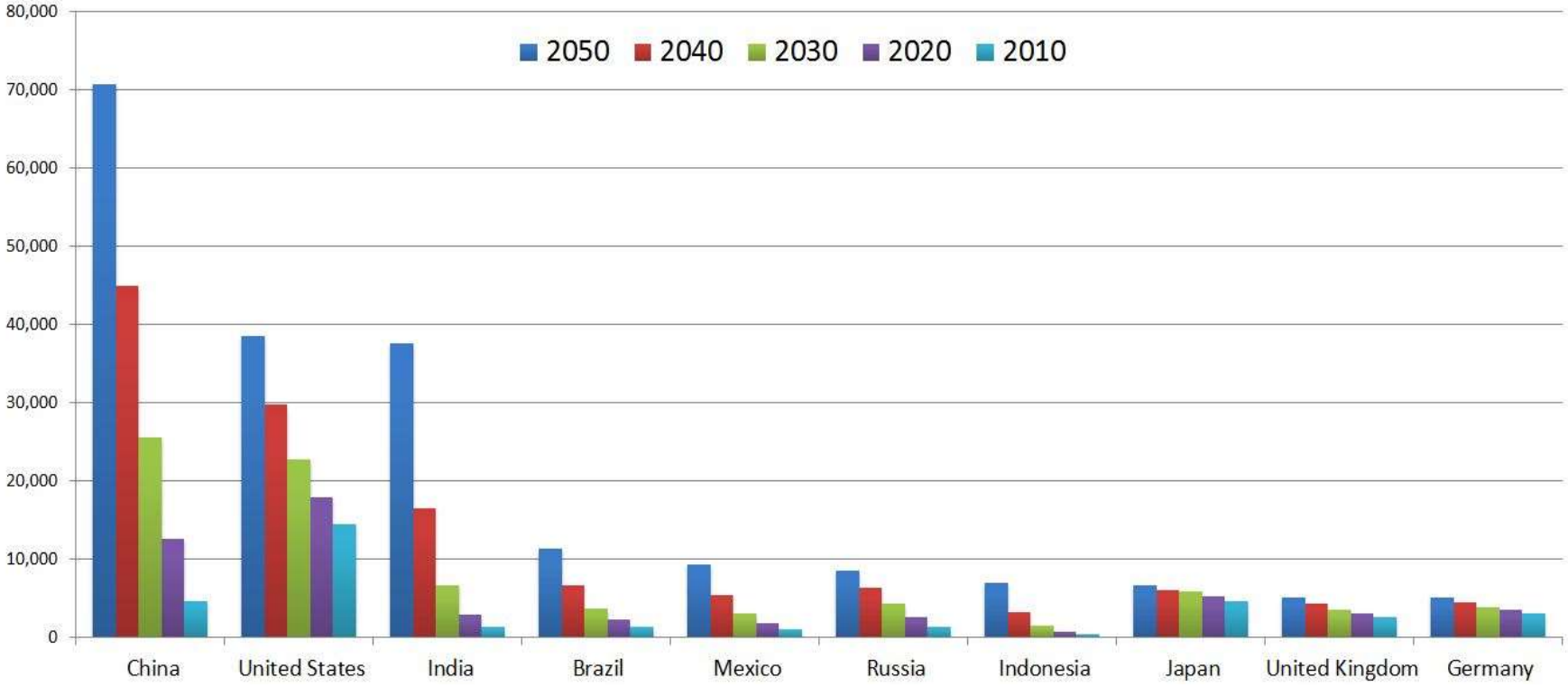
EUROMONITOR INTERNATIONAL

GDP 2020
PPP in I$

Rank Shift in GDP
2010 vs 2020; PPP in I$

Stage 6 (2050) : China - New World Leader – Global Leader - Sustainability

China – 2020-30 : 1st economy,
2050 : $70T : Largest Economy : 2 X USA



RCEP - Regional Comprehensive Economic Partnership - China in Global Trade

RCEP (Anti-Protectionalism)

Population 人口：48% （3.4B)
Trade 贸易：40% （USD2.1T）

Discussion - Impacts - HK, US, China
2018 : US - China Trade War

Protectionism
vs
Free Trade

2018 - 2020- the political world is focusing on these men …

OR Business Leaders (NEXT)

2019-2020 - the world is focusing on these men
Top Business Leaders of 2019…

Amazon Jeff Bezos	Tesla Elon Musk	Alibaba Jack ma	Apple Jim Cook	Facebook Mark Zuckerberg

Group : 5 groups
* Common Characteristics ?

Identify :
Leadership Skill – impacts to global and local business

Others
???

So, questions :

- What are the purposes of the corporations and other organizations in today's world?
- Who (or what!) are good leaders?
- How should leaders lead?

Great leaders and followers are always engaged in a creative collaboration.

Leadership development

Part I - Leadership And Responsibility

- Globalization in the complex environment
- Managing self, and Others as individuals
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Workshop Objectives

- Learn practical approaches for identifying key strategic issues and opportunities
- Acquire the perspective and tools to create an environment in which you and your colleagues think and work more strategically
- Develop plans to integrate strategic thinking into routine individual planning, problem solving, and decision making
- Benefit from self-assessment, a simulation, and a toolkit specifically designed for strategic thinkers

Leaders : www. Menti.com

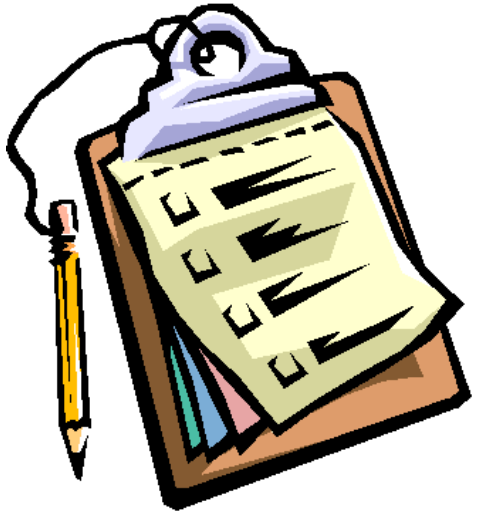
Leader of your heart – you wish to become in the future ?
Life Leader : Who : _____ (Name)
Business Leader : Who : _____ (Name)

What are (2) KEY traits / characters of the LEADER of your HEART ?

	LIFE Leader	Business Leader
1		
2		
3		

Agenda

- The Visionary Leader
- Setting The Right Direction – Strategic Planning
- Vision and Mission
- Creating Strategic Initiatives And The Execution Plan



Expected Leadership Skills ?

Independent, Critical, Strategic thinking ability

1. Vision
2. Contribution
3. Responsibility
4. Motivation
5. Mentor
6. Ethic
7. Influence
8. Team Work
9. Communicate
10. Decision
11. Support
12. Management ……

How many of these skills are

Task (T) Based Skill
Vs
People (P) Based Skills

Leadership – Being a Visionary Leader

- Corporate leaders must possess far-sighted vision, detailed action plans, macro-thinking, and a global outlook.
- Vision is perhaps our greatest strength. It has kept us alive to the power and continuity of thought through the centuries; it makes us peer into the future and lends shape to the unknown.

Vision – How to see the future ?

Elon Musk- Visionary, Leader, Entrepreneur (Key Takeaways)

https://www.youtube.com/watch?v=2m4FEyZcqFk

What do they say in McKinsey?

1. Able to engage others by creating shared meaning
2. A distinctive voice
3. Integrity
4. Adaptive capacity

There is no silver bullet for successfully developing leaders

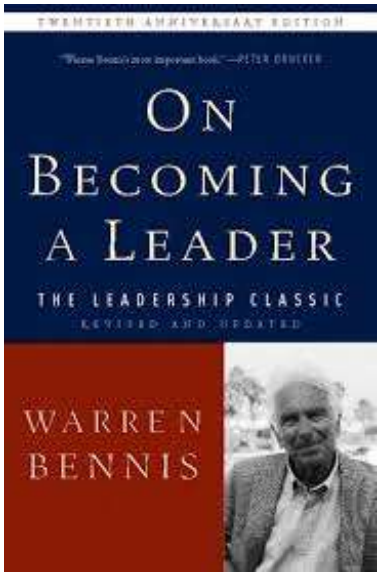
Focus on the shifts that matters

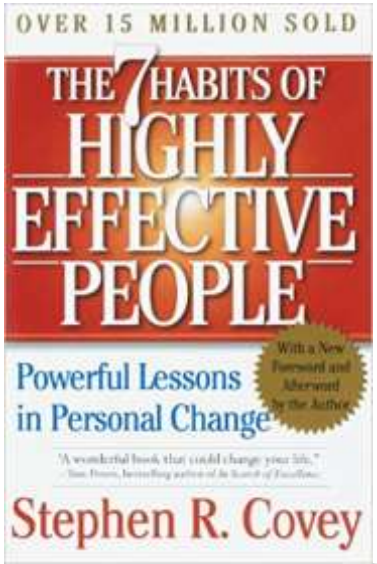
Make it an organizational journey, not cohort specific

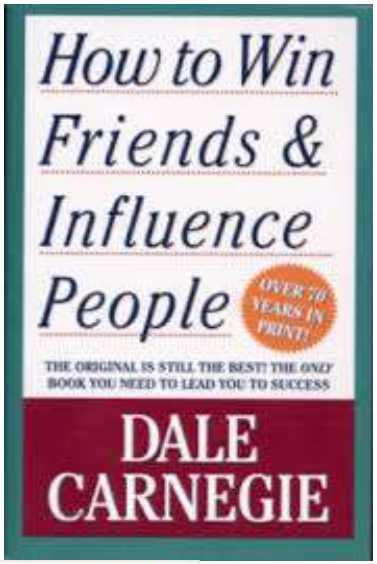
Embedding changes

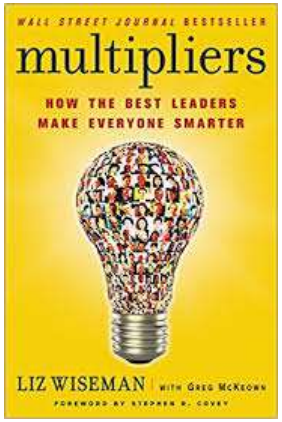
Design for the transfer of learning

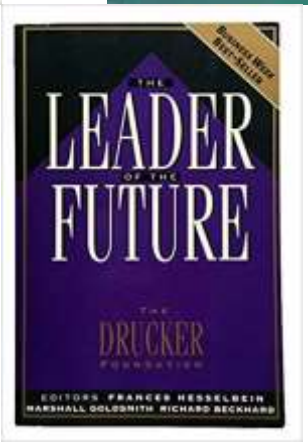
Leadership related books











SELF

Who am I ?

What Role(s) am I conducting in organization ?

The Importance of Interpersonal Skills

- Understanding - helps determine manager effectiveness
  - Technical and quantitative skills are important
  - But leadership and communication skills are CRITICAL
- Organizational benefits of skilled managers
  - Lower turnover of quality employees
  - Higher quality applications for recruitment
  - Better financial performance

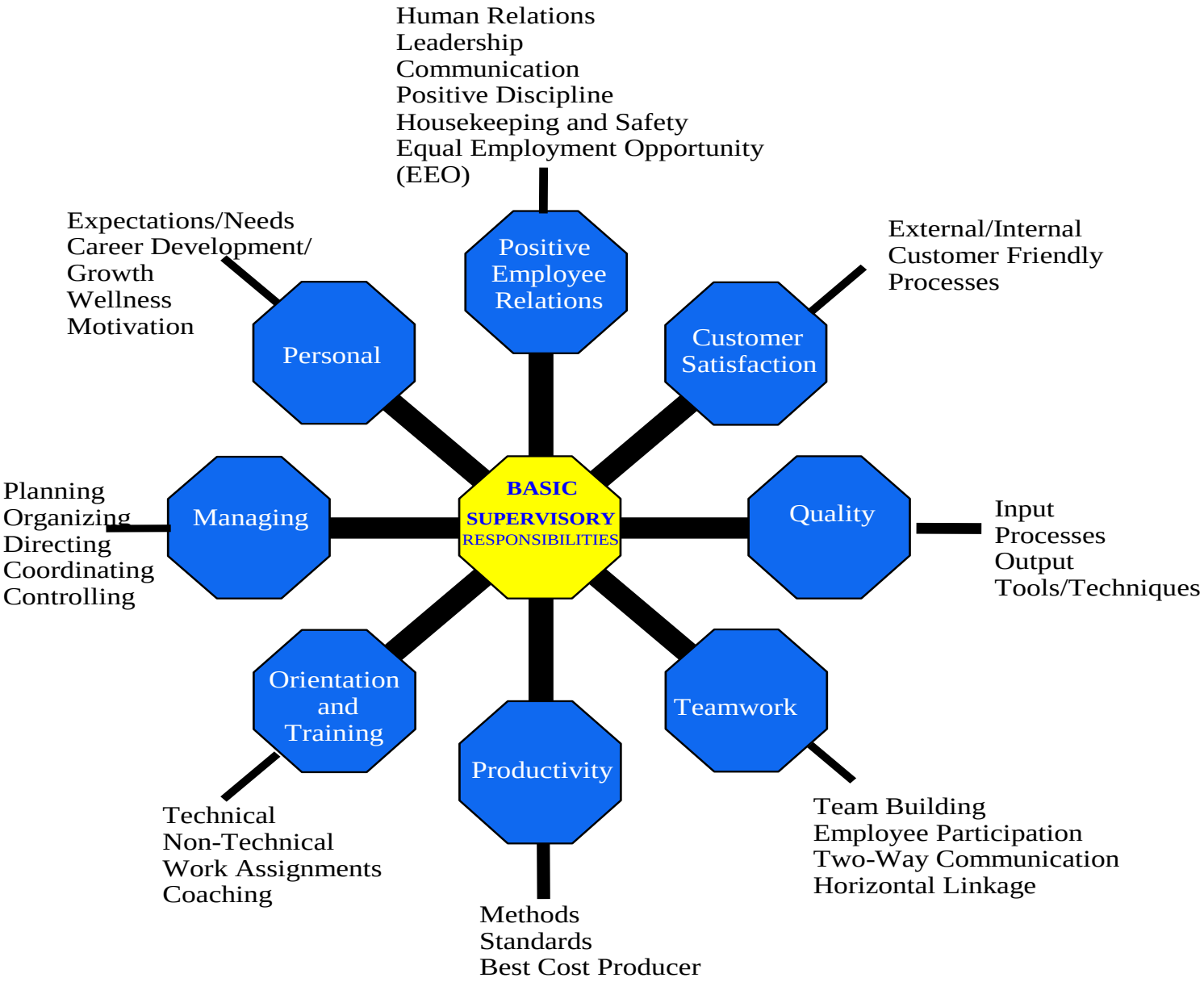
What Managers Do

- *They get things done through other people.*

- Management Activities:
  - Make decisions
  - Allocate resources
  - Direct activities of others to attain goals

- Work in an *organization*
  - A consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals.

Basic Manager's Responsibility



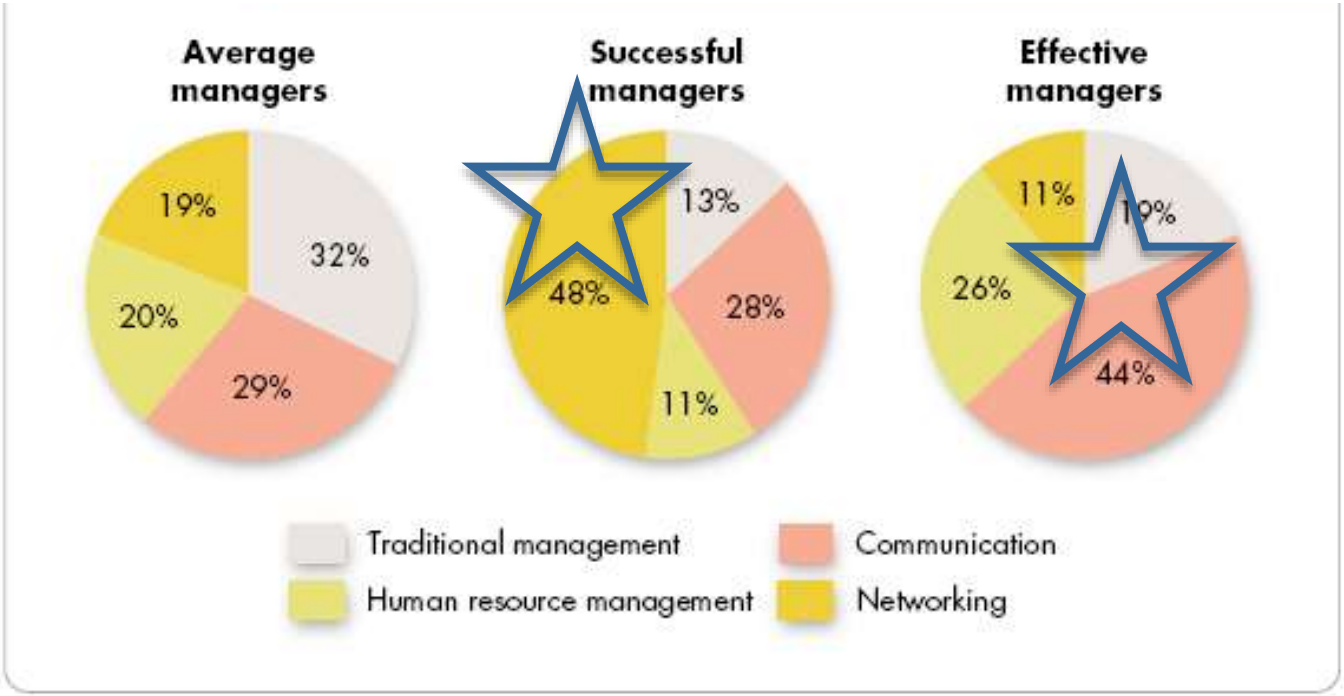
What other key roles should a Manager do other than the mentioned in a fast changing globalized world ?

- 1
- 2
- 3

WHY ?

Successful vs. Effective Allocation by Time

NETWORKING

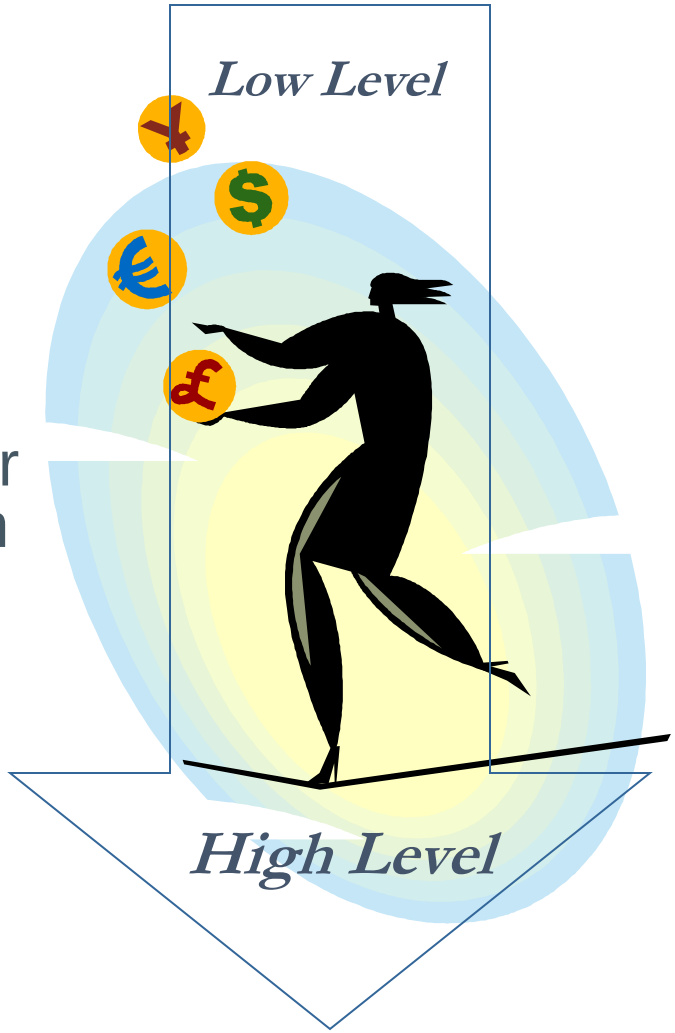


Source: Based on F. Luthans, R. M. Hodgetts, and S. A. Rosenkrantz, *Real Managers* (Cambridge, MA: Ballinger, 1988).

Managers who promoted faster (were successful) did different things than did effective managers (those who did their jobs well)

Essential Management Skills

- Technical Skills
  - The ability to apply specialized knowledge or expertise
- Human Skills
  - The ability to work with, understand, and motivate other people, both individually and in groups
- Conceptual Skills
  - The mental ability to analyze and diagnose complex situations



Great Leader VS Good Manager

Leader
Do the right things

Manager
Do things right

Directional & Emotional

- Inspiration
- Empowerment
- Recognition
- Team
- Visions and core value
- Innovation
- Lead by example

Task base & Practical

- Planning
- Analysing
- Budgeting
- Monitoring
- Evaluating
- Organizing

The Leadership Mindset: Start From Me

- Work hard, be proactive
- Desire for success
- Ask yourself if you want to lead by example

YES, I want to Change and be Proactive

NO, I don’t want to be Proactive

The Leadership Mindset Is The Ownership Mindset

Do's ✓

- Think like the boss
- Take responsibility
- Shoulder the accountability

Don'ts ✗

- Blame
- Excuse
- Denial

From Manager To Leader

Leader

Inter- Independence

(6) Create synergy
(5) Understand before being understood
(4) Think Win/Win

Manager

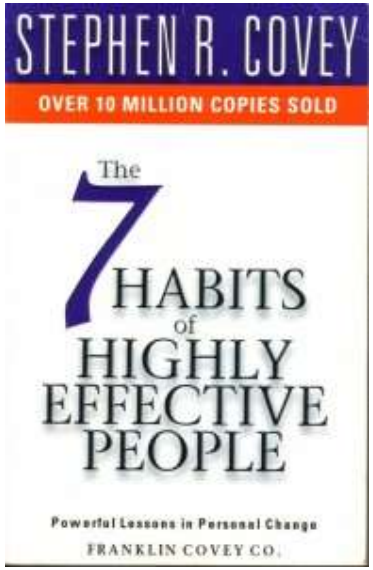
Independence

(3) First thing first
(2) Start from the end
(1) Be proactive

Staff

Dependence

(7) Sharpen the saw



The Importance Of Setting The Right Direction

Setting The Right Direction

- What happened?

Empowerment Your Team

Empowerment is the process of enabling or authorizing an individual to think, behave, take action, and control work and decision making in autonomous ways.

It is the state of feeling self-empowered to take control of one's own destiny.

Ways We Can Empower Our Team

- Foster Open Communication
- Reward Self-Improvement
- Encourage Safe Failure
- Clearly Define Roles
- Require Accountability
- Support Their Independence
- Appreciate Their Efforts

Ethics, Business Ethics

- Ethics or moral philosophy is the branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct.
- Business ethics (also corporate ethics) is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.

Ethics, Business Ethics

Discussion

- Air Ticket Example

Other Ethics Dilemma in Business ?

- Ethics & professionalism – senior executives to investor (Board)
- Ethics & professionalism – sales
- Ethics & professionalism – engineering / R&D..

Most Essential Leadership skill

- Independent, Critical, Strategic Thinking Ability

Practical Sharing about key responsibilities of Senior Management (Business Leaders)

1. Accept and Clean the messes created by whoever (Practical Problem Solving Skill – Short term)
2. Observe & Identify potential future leaders – grow and develop them to replace CEO and become our boss (Talent Investment - People Skill – Middle term)
3. Vision the future and strategic invest in future today (Visionary & innovation / Transform skill – Long term)

Let's work on all 3 Skills

"Problem Solver" + "Talent Investor" + "Visionary "

Critical Thinking

The intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

- Understand the logical connections between ideas
- Identify, construct and evaluate arguments
- Detect inconsistencies and common mistakes in reasoning
- Solve problems systematically
- Identify the relevance and importance of ideas
- Reflect on the justification of one's own beliefs and values

Strategic Thinking

- A planning process that applies innovation, strategic planning and operational planning to develop business strategies that have a greater chance for success.

OTHERS AS INDIVIDUALS

Developing Leadership / Managerial Skills – complex world

Challenges – Motivating Performance

Pearson

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Motivation

"I don't motivate my players. You cannot motivate someone, all you can do is provide a motivating environment and the players will motivate themselves."

– Phil Jackson (after winning his 7th NBA title as a coach)

"Spending time and energy trying to 'motivate' people is a waste of effort. The real question is not, 'How do we motivate our people?' If you have the right people, they will be self-motivated. They key is to not de-motivate them."

– Jim Collins, **Good to Great**

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Diagnosing Poor Performance

- How difficult are the tasks?
- How capable is the individual?
- How hard is individual trying to succeed at the job?
- How much improvement is individual making?

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Defining Motivation (THE DRIVES)

The result of the interaction between the individual and the situation.

- **The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal – specifically, an organizational goal.**

- Three key elements:
  - **Intensity** – how hard a person tries
  - **Direction** – effort that is channeled toward, and consistent with, organizational goals
  - **Persistence** – how long a person can maintain effort

Motivation is Unbelievably Interesting !!

The HIGHER the REWARD, the more MOTIVATED for HIGHER Performance : YES/NO ?

http://www.youtube.com/watch?v=u6XAPnuFjJc

RSA – Drive – The Surprising Truth about what motivate us

Note
KEY INSSIGHTS

Motivation (Contemporary – at work place)

- **Autonomy**
- **Mastery**
- **Purpose**

Theories of Motivation

These theories may not be valid and able to explain all motivation related issues, but they do form the basis for contemporary theories and are still used by practicing managers.

- **Maslow's Hierarchy of Needs Theory**
- **McGregor's Theory X and Theory Y**
- **Herzberg's Two-Factor Theory**
- **McClelland's Theory of Needs**

CONCEPTUALLY IMPORTANCE
HARD to APPLY

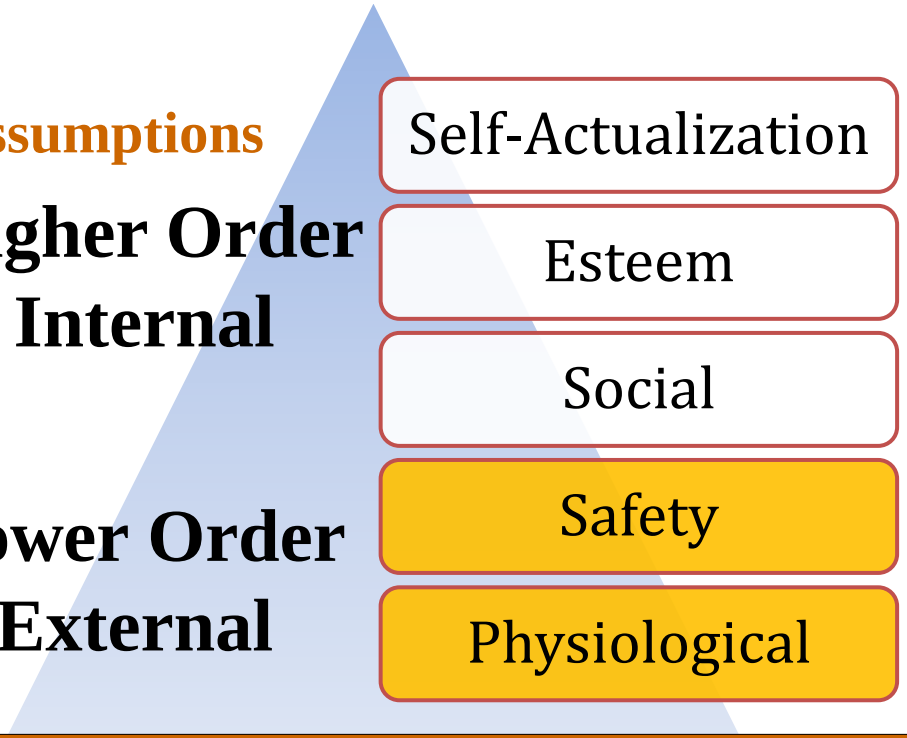
Maslow's Hierarchy of Needs

There is a hierarchy of five needs. As each need is substantially satisfied, the next need becomes dominant.

Assumptions

Higher Order Internal

Lower Order External



- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied
- Must move in hierarchical order

Can we use Maslow to explain our needs today ?

Under-performance – not fully satisfy the lower needs before moving up ? And too many changes in real life, needs are not by layers !

McGregor's Theory X and Theory Y

- **Two distinct views of human beings: Theory X (basically negative) and Theory Y (positive).**
  - Managers used a set of assumptions based on their view
  - The assumptions molded their behavior toward employees

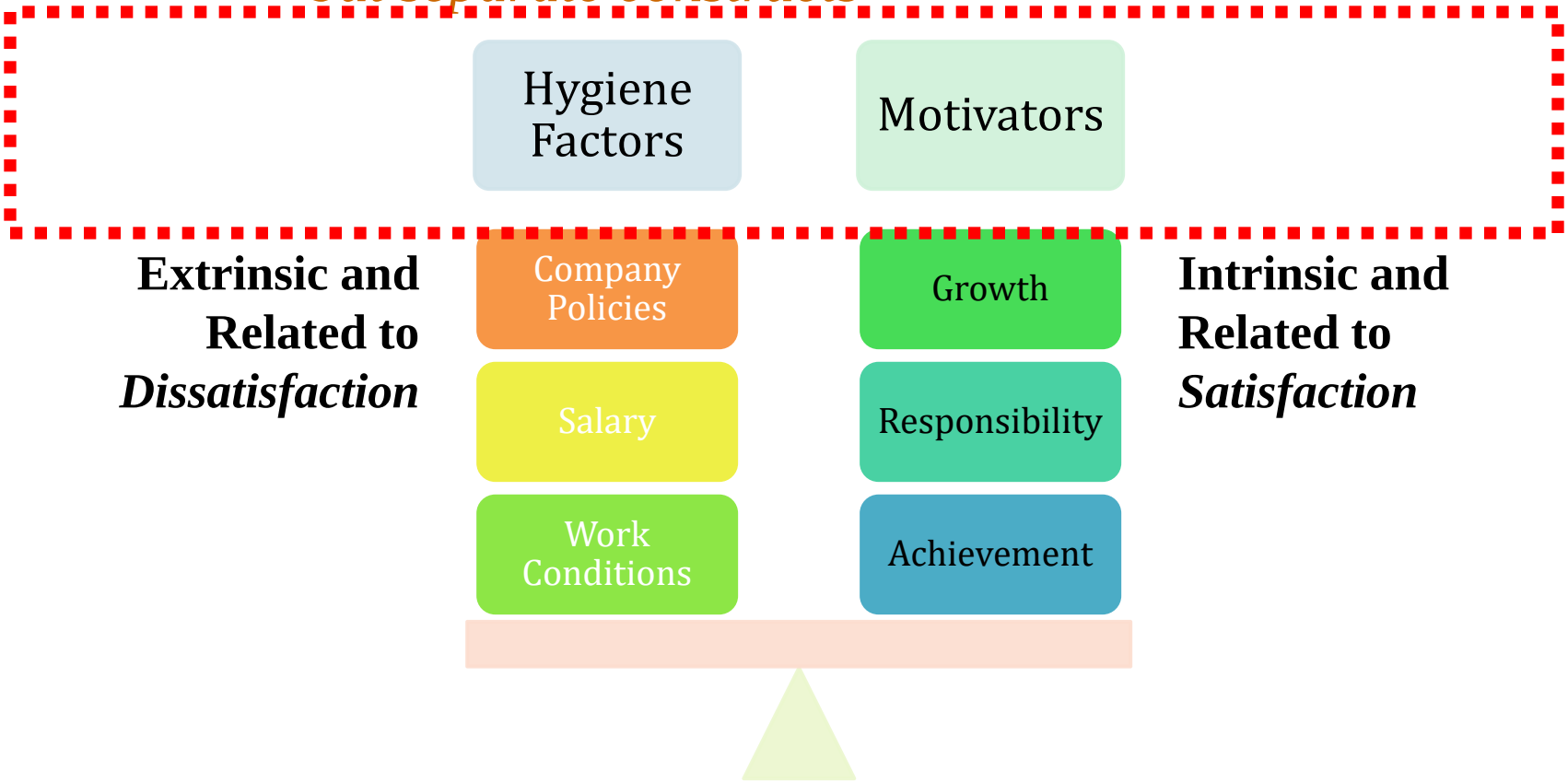
Theory X	Theory Y
• Workers have little ambition • Dislike work • Avoid responsibility	• Workers are self-directed • Enjoy work • Accept responsibility

AGREE ??

- **Theory X – tends to be under-performers - Motivation is maximized by participative decision making, interesting jobs, and good group relations.**
- **Y – higher performers – space, trust, autonomy, bigger responsibility**

Herzberg's Two-Factor Theory

Key Point: Satisfaction and dissatisfaction are not opposites but separate constructs



Herzberg's Motivation-Hygiene Theory

Identify – Motivator and Hygiene factors ??

- Achievement
- Recognition
- Work Itself
- Responsibility
- Advancement
- Growth

- Supervision
- Company Policy
- Relationship with Supervisor
- Working Conditions
- Salary
- Relationship with Peers
- Personal Life
- Relationship with Subordinates
- Status
- Security

Motivators: intrinsic (psychological) factors that create job satisfaction.

Hygiene factors: extrinsic (environmental) factors that create job dissatisfaction.

Herzberg's Motivation-Hygiene Theory

Motivators	Hygiene Factors
• Achievement • Recognition • Work Itself • Responsibility • Advancement • Growth	• Supervision • Company Policy • Relationship with Supervisor • Working Conditions • Salary • Relationship with Peers • Personal Life • Relationship with Subordinates • Status • Security
Extremely Satisfied	Extremely Dissatisfied

Neutral

a. Under-performer – invested less in Hygiene – limited motivation incremental.. and focus more on motivators
b. High-performer – invested in motivators / create job satisfaction.

McClelland's Three Needs Theory

- **Need for Achievement (nAch)**
  - The drive to excel, to achieve in relation to a set of standards, to strive to succeed
- **Need for Power (nPow)**
  - The need to make others behave in a way that they would not have behaved otherwise
- **Need for Affiliation (nAff)**
  - The desire for friendly and close interpersonal relationships
- **People have varying levels of each of the three needs.**
  - Hard to measure

Is HIGH in nAch (Need for Achievement) – GOOD manager ?
Motivating – under or high performer (same)
- Identify their needs (3) proportions – fill the needs accordingly

Contemporary Theories of Motivation

- **Self-Determination Theory – self-motivating**
- **Self-Efficacy Theory – tough goal motivating**
  - known as Social Cognitive Theory or Social Learning Theory

- **Goal-Setting Theory**
- **Reinforcement Theory**
- **Equity Theory**
- **Expectancy Theory**

GOAL SETTING IS the BASE of ALL and Apply & Practice extensively in REAL World

Locke's Goal-Setting Theory

- Basic Premise:
  - That *specific* and *difficult* goals, with *self-generated feedback*, lead to higher performance
- Difficult Goals:
  - Focus and direct attention
  - Energize the person to work harder
  - Difficulty increases persistence
  - Force people to be more effective and efficient
- Relationship between goals and performance depends on:
  - Goal commitment (the more public the better!)
  - Task characteristics (simple, well-learned)
  - Culture (best match is in North America)

Goal – drives performance. "BAIT" works

Reinforcement Theory

- **Similar to Goal-Setting Theory, but focused on a behavioral approach rather than a cognitive one**

  - Behavior is environmentally caused
  - Thought (internal cognitive event) is not important
    - Feelings, attitudes, and expectations are ignored
  - Behavior is controlled by its consequences – reinforcers
  - Not a motivational theory – a mean of analysis of behavior
  - Reinforcement strongly influences behavior but is not likely to be the sole cause

Meaning thru FEEDBACK & Praising
– to boost positive feeling

Adams' Equity Theory

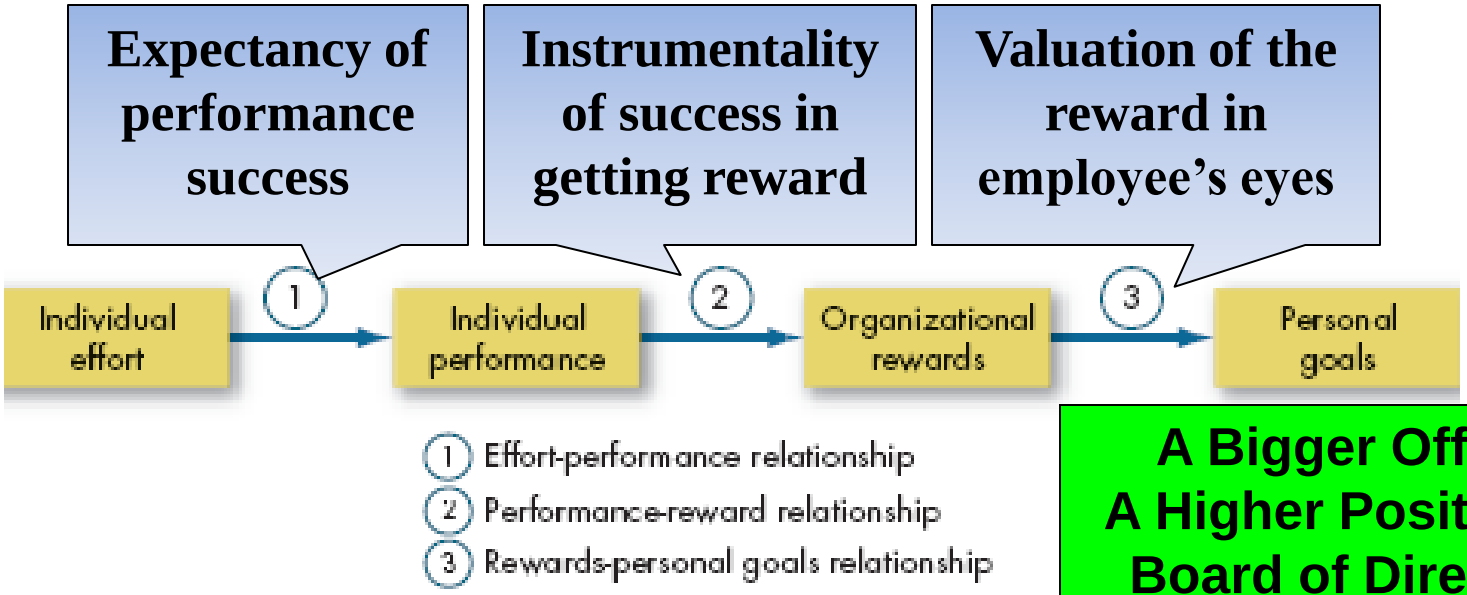
- **Employees compare their ratios of outcomes-to-inputs of relevant others.**
  - When ratios are equal: state of equity exists – there is no tension as the situation is considered fair
  - When ratios are unequal: tension exists due to unfairness
    - Underrewarded states cause anger; Overrewarded states cause guilt
  - Tension motivates people to act to bring their situation into equity
- **Fairness – very subjective to internal / external experiences**

OUTCOME JUSTIFIES MY INPUTS (ROI) - Equilibrium

FAULT STEAL

Expectancy Theory - Vroom

The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual.

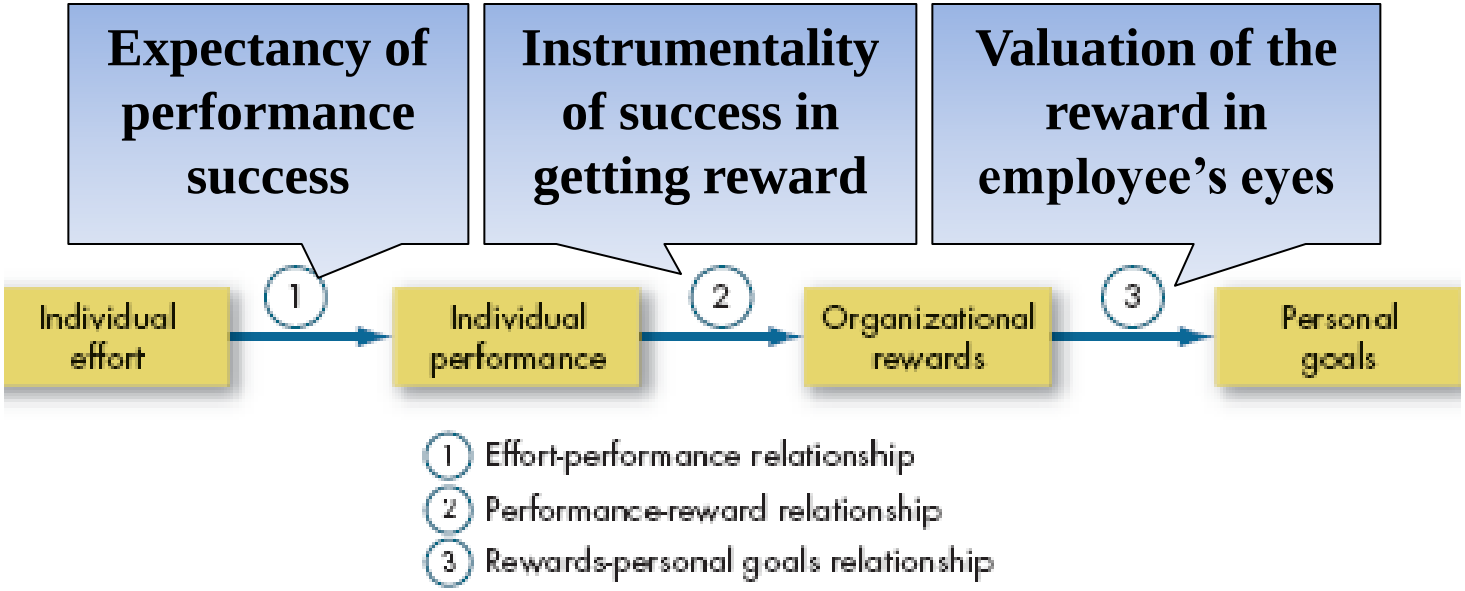


A Bigger Office ?
A Higher Position $?
Board of Director ?

Strength of expected outcome :
chance of success + attractiveness of the outcome

Expectancy Theory - Vroom

The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual.



Under-performer – Individual effort to success – individual reward
High-performer – Organizational rewards – personal goal

Job Fit Model - Designing Motivating Jobs

- **Job Design**
  - The way into which tasks can be combined to form complete jobs.
  - Factors influencing job design:
    - Changing organizational environment/structure
    - The organization's technology
    - Employees' skill, abilities, and preferences
  - Job enlargement
    - Increasing the job's scope (number and frequency of tasks)
  - Job enrichment
    - Increasing responsibility and autonomy (depth) in a job.
- **Job Characteristics Model (JCM)**
  - A conceptual framework for designing motivating jobs that create meaningful work experiences that satisfy employees' growth needs.

WIN

Motivate by design meaningful work experience

Exhibit 15–6 Job Characteristics Model

Works – But demand good MANAGERS to DRIVE Work Well – for Talent / Future Leader Development

Discussion – in Groups
Motivation – what works best ?

1. Under-performer
2. Average performer
3. High performer

- Justification
- Recommendation – Cost & Effective

The Skill / Will Matrix ?

Motivate / Try New Things

Coach | Feedback and Training | Feedback & Guide | Delegate | Coach

High Will	**SOLID PERFORMERS** High Will Low Skill	**STAR PERFORMERS** High Will High Skill
Low Will	**POOR PERFORMERS** Low Will Low Skill	**UNDER ARCHIVERS** Low Will High Skill
	Low Skill	High Skill

The Skill / Will Matrix

High Will	**SOLID PERFORMERS** High Will Low Skill Coach Feedback and Training	**STAR PERFORMERS** High Will High Skill Delegate
Low Will	**POOR PERFORMERS** Low Will Low Skill Feedback & Guide	**UNDER ARCHIVERS** Coach Low Will High Skill Motivate / Try New Things
	Low Skill	High Skill

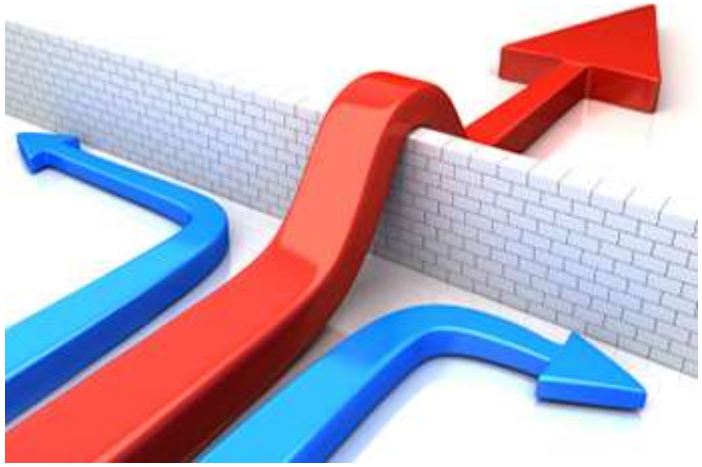
Understanding Coaching

What is Coaching?

Discussion…

- What are the benefits?

- Challenges when coaching?



Definition

Coaching is defined as the practice of supporting a person through the process of achieving a specific personal or professional result.

To change or sustain mindset and/or behavior to increase performance or for professional development.

Conditions for Success

What pre-conditions are required for coaching?

Is it

- ☐ Effective Communication
- ☐ Sufficient time
- ☐ Clear objective
- ☐ Trust

Understanding The Coachee

Adapt your approach based on the coachee's skill and will

Coachee's skill	Coachee's will
▪ Background	▪ Degree of motivation
▪ Experience	▪ Hungry for success
▪ Education	▪ Attitude towards you
▪ Training	▪ Mindset towards the job

Case 1: Peggy

EXERCISE

- Joined the company 3 years ago after spending 6 years with an international company that trains and develops their people
- Told management that she likes to take on challenges and can work under stress
- Loves managing projects and takes on more responsibility.
- Is ambitious and very outgoing.
- Works efficiently and receives great comments from internal clients.

Case 2: Amy

EXERCISE

- Past ratings were 3s (5 is the best) with a few 4s right before each promotion
- Hired as an Assistant Marketing Manager. After 3 years she was promoted to Manager
- 5 years on she was promoted to Senior Manager. She has been in this role for 1 year
- Happy with the current role, no desire to take on more responsibilities.
- Wants to return home and take care of her children
- Reluctant to change and always believe the old ways of doing things works well

Case 3: Andy

EXERCISE

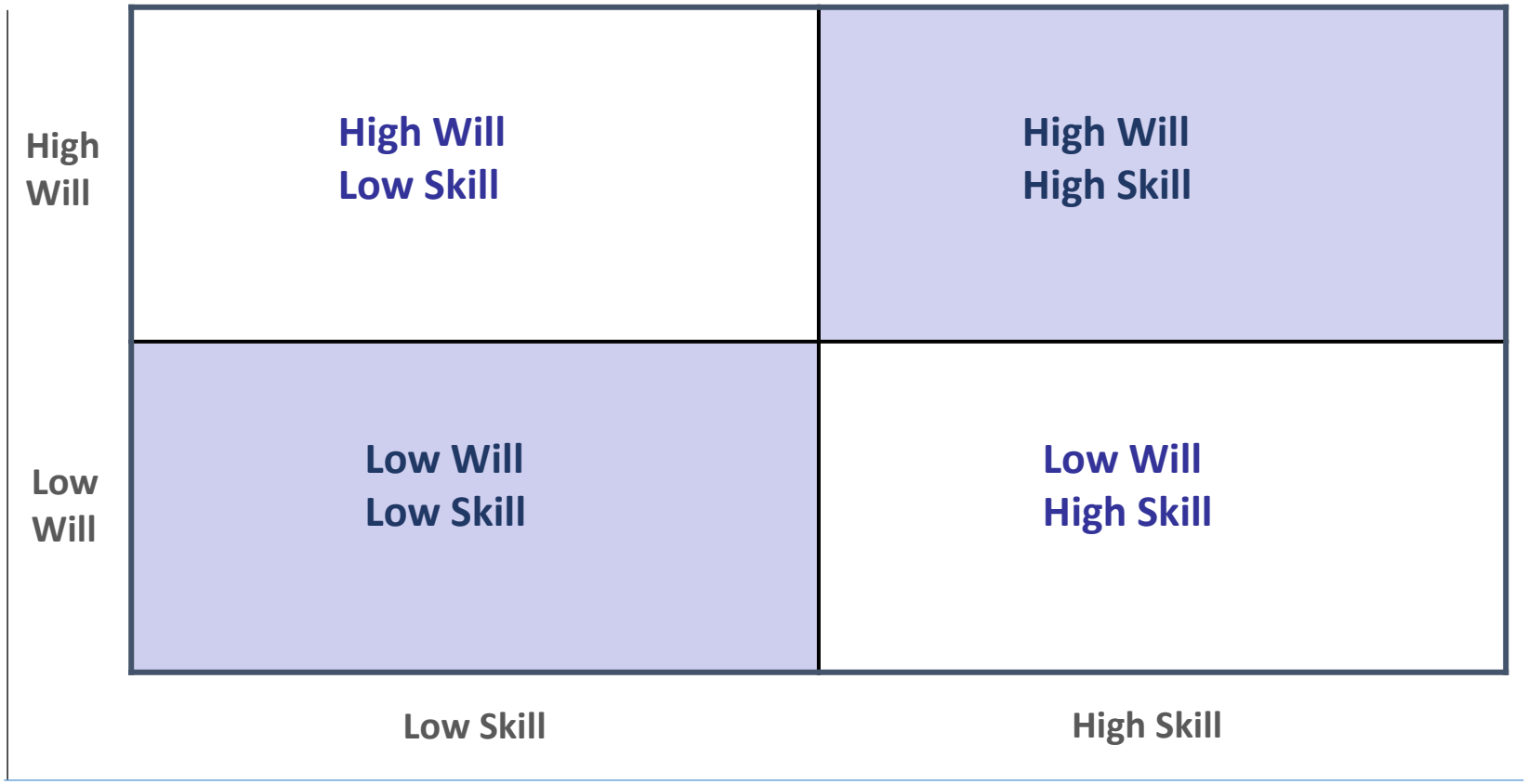
- Joined the company as Technical Analyst 3 years ago and still in the same position
- Enjoys working here.
- Takes the initiative to help others
- Receives complaints on his slow response time and quality of his work
- Poor writing / responding to email
- Hard working but not in efficient and effective manner

Case 4: Peter

EXERCISE

- Has a total of 5 years working experience
- Joined this company 1 years ago.
- Work ratings was 2s and 3s (5 being the best)
- Dislike challenges or tasks
- Feedbacks from managers indicate he is not proactive and makes numerous mistakes.
- Takes sick leave too often

The Skill / Will Matrix (cont.)
4 characters



The Skill / Will Matrix (cont.)

High Will	**GUIDE/ TRAIN** High Will Low Skill	**DELEGATE** High Will High Skill
Low Will	**DIRECT** Low Will Low Skill	**EXCITE/ MOTIVATE** Low Will High Skill
	Low Skill	High Skill

LOW SKILL / LOW WILL – DIRECT

This could be a beginner to a task, project or role, or they may have lower confidence because they've already tried and failed

- Build the will – provide a clear briefing and be very specific in your instructions. Develop a vision of future performance. Identify what motivates them
- Build the skill – structure tasks for 'quick wins.' Provide mentoring and training
- Sustain the will – provide frequent feedback. Praise what they are doing well, and nurture.

HIGH WILL / LOW SKILL – GUIDE

The enthusiastic beginner who is new to a particular task, project or role. Use a combination of directing (tell) and guiding/coaching (inquire/ask/use open-ended questions to build their skill)

- Invest time early on. Answer questions and explain
- Create a risk-free environment to allow early ‘mistakes’ and learning
- Relax control as progress is shown

LOW WILL / HIGH SKILL – EXCITE

The skilled, experienced person who may have hit a plateau and needs a new challenge, or is being affected by some other factor.

- Identify the reason for low willingness and low motivation. Is it the task? It is a management style? Or personal factors?
- Monitor and provide feedback

HIGH SKILL / HIGH WILL – DELEGATE

The skilled worker who is looking for more opportunities to grow and develop.

- Provide freedom to do the job – set the objective, not the method. Praise (don’t ignore!)
- Encourage them to take responsibility – involve in decision-making. Use, “You tell me what you think.” Offer your opinions sparingly, and only if you perceive a very good reason for doing so
- Take appropriate risks – give more stretching tasks. Don’t over-manage

Discussion - Delegation

- What are the key considerations/risk for DELEGATE ?

Degree of Delegation

Increasing delegation

- Take action- no further contact with me is needed
- Take action- let me know what you did.
- Look into this problem- let me know what you intend to do; do it unless I say not to

[You (the employee) make the decision]

[I (the supervisor) make the decision]

- Look into this problem- let me know what you intend to do; delay action until I give approval
- Look into this problem- let me know alternative actions available with pros and cons and recommend one for my approval
- Look into this problem- give me all the facts; I will decide what to do

Establishing the Coaching Goals

ASMART - Setting Coaching Goals

Aligned

Specific

Measurable

Achievable

Relevant

Timely

Example:

Align to company target and Increase year on year life insurance total premium in Germany by 20% in 2015

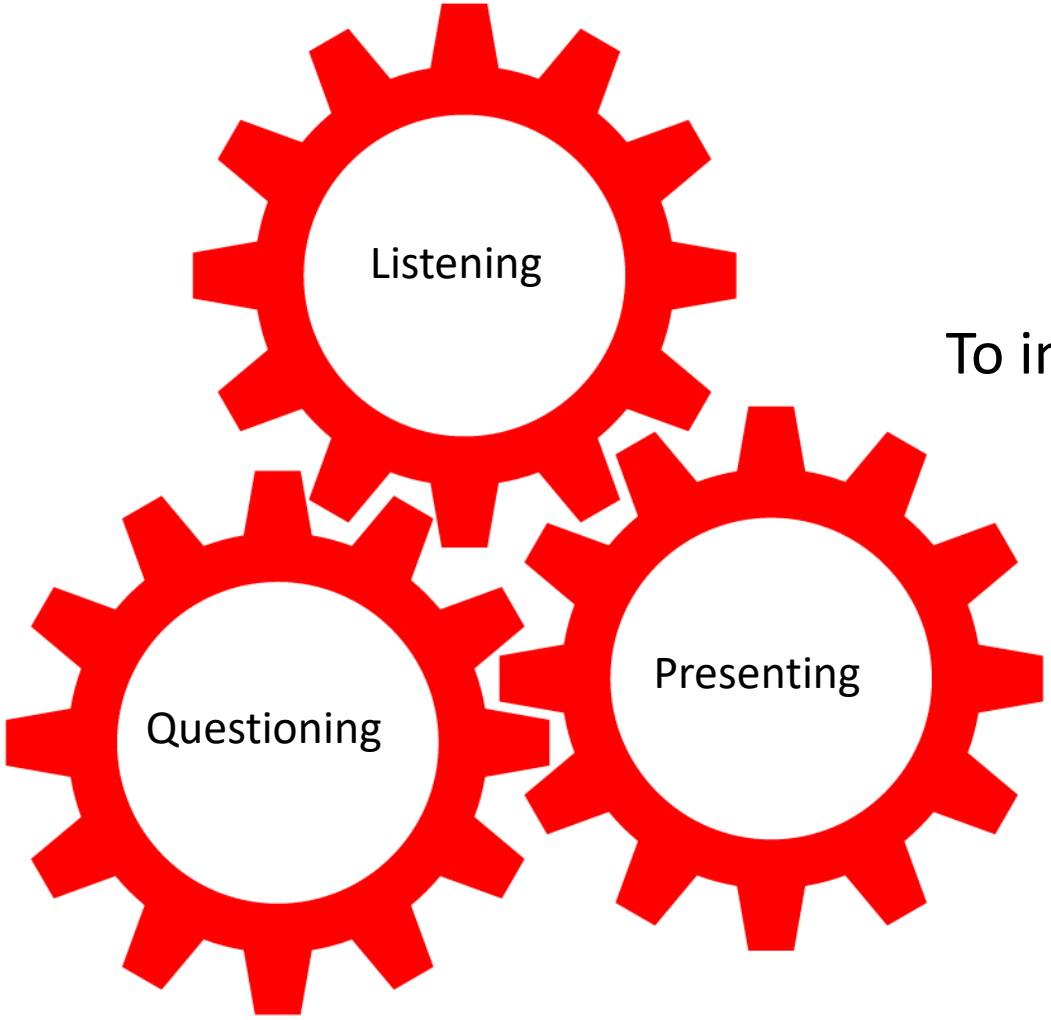
Defining the Behaviour

- Stop

- Continue

- Start

Coaching Elements



To drive our objectives

And

To induce desirable behaviours

The GROW Model

Goals	What are we trying to achieve? - Be specific and concise
Reality	Where are we now? - Resources at hand, time, people - Achievement so far
Options	Are there many ways to achieve our goals? What are they?
Way forward	What are the actions we should take going forward? Be specific on what to do and who's responsible, by when and how

GROW Model Questions

Goal

- What would you like to achieve?
- What outcome would you like?
- How will you know that your team member has achieved this goal? How will you know that the problem or issue is solved?
- Does this goal fit with career objectives? Does it fit with the team's objectives?

GROW Model Questions

Reality

- What is happening now (what, who, when, and how often)? What is the effect or result of this?
- Have you already taken any steps towards your goal?
- Does this goal conflict with any other goals or objectives?

GROW Model Questions

Options

- What else could you do?
- What obstacles stand in your way? Would removing them change things?
- What're the (dis)advantages of the options?
- What factors to use to weigh the options?
- What do you need to stop doing in order to achieve this goal?

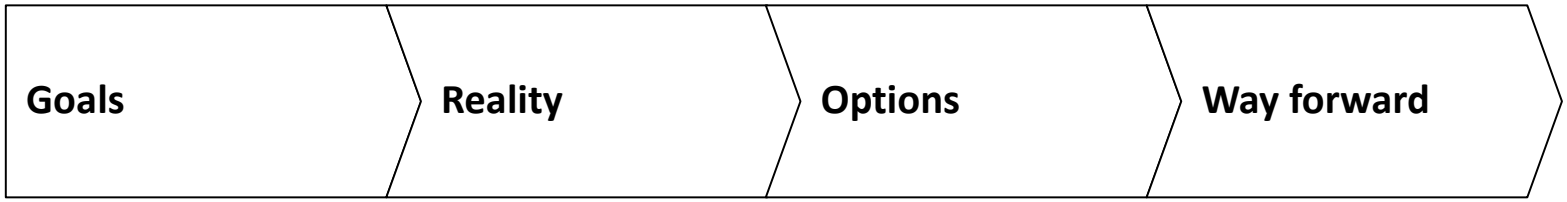
GROW Model Questions

Way Forward

- So, what will you do now, and when? What else will you do?
- What could stop you moving forward? How will you overcome this?
- How can you keep yourself motivated?
- When do you need to review progress? Daily, weekly, monthly?

Using the GROW Model

EXERCISE



Ask questions and follow-up questions in under each headings to drive actionable items

Mini Role-Play

Coach the person using the Grow Model…

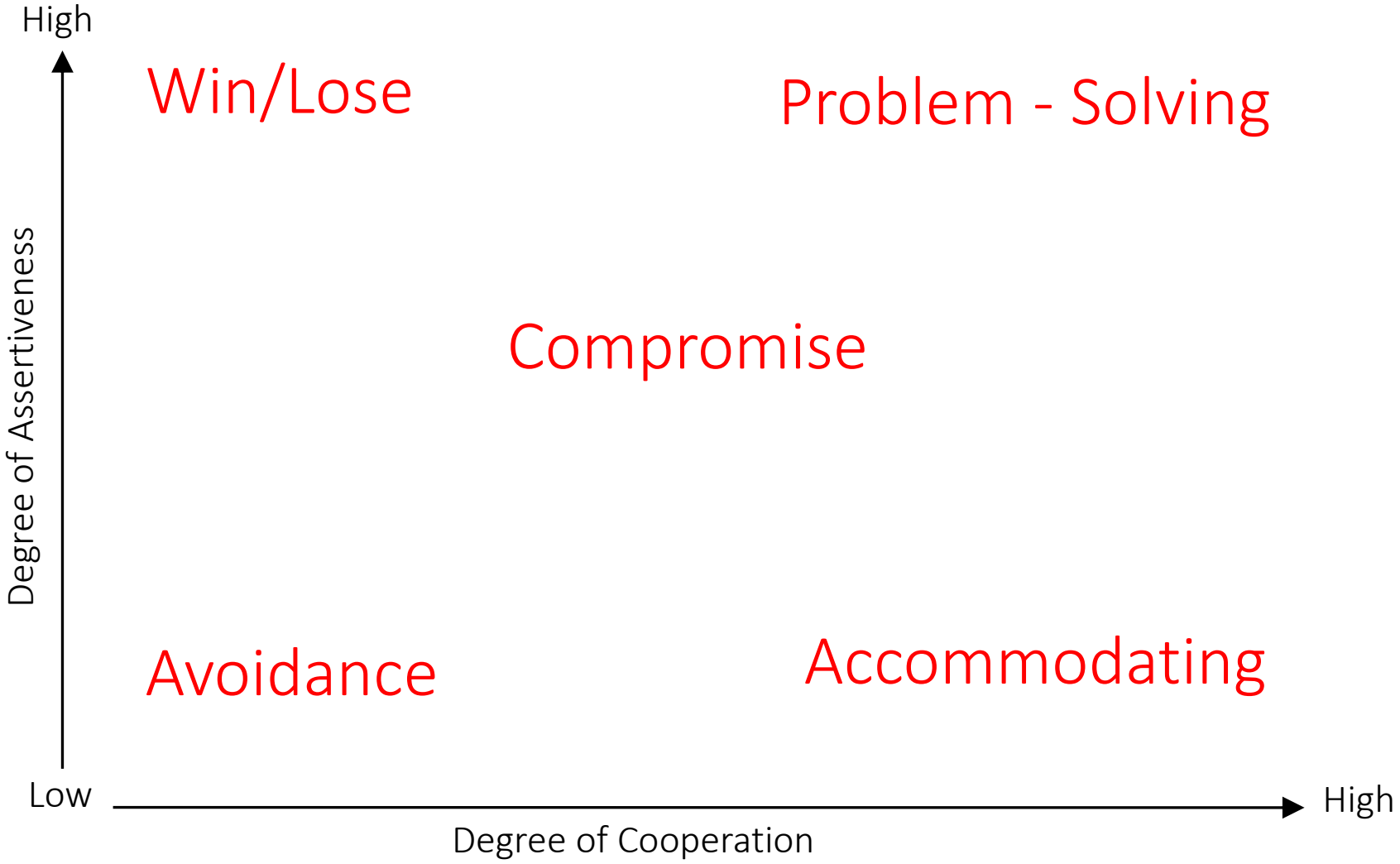
- Work in groups of 3s (10 minutes planning)
  - Coach
  - Coachee
  - Observer
- Role play for 5 minutes, then review & feedback
- Switch roles and repeat

Sources of Conflict

(Example)

- Schedules
- Project priorities
- Manpower resources
- Technical
- Administrative procedures
- Personality conflicts
- Poor communication
- Different values
- Different interests
- Poor performance

Resolving Conflict

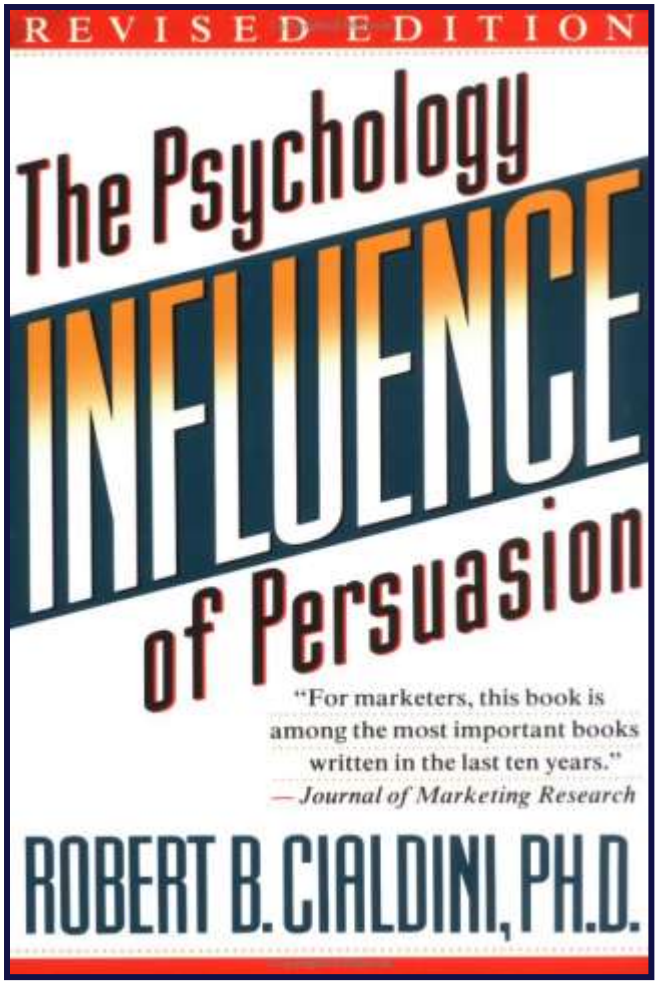


Rational and Emotional Drivers

<u>Rational</u>
Logical
Expressed

<u>Emotional</u>
Private
Hidden

The Psychology Of Persuasion



Setting The Right Direction – Strategic Planning

What Is A Strategy?

What do you think of when you hear the word

“Strategy”

What Is A Strategy?

Strategy is a high level plan to achieve one or more goals under conditions of uncertainty

Reasons For Having Strategy

- Strategy is important because the resources available to achieve these goals are usually limited
- Strategy is about attaining and maintaining a position of advantage, flexible rather than committing to any specific fixed plan designed at the outset

The Value Of A Strategy

To focus your resources on:

- Identifying and seizing new opportunities
- Helping the company grow and stay ahead of the competition
- Making smarter decisions about how to invest time, resources and budget
- Rising above business challenges
- Proving a framework within which the employees are motivated to action through ownership and empowerment

Why Does Our Company Exist?

Our Reasons To Exist:
To Create Value

Increase
Shareholder Value

+
Revenue
Profit

-
Costs

Increase
Customer Value

+
Service Offering

-
Costs

Increase
Employee Value

+
Motivation
+
Satisfaction

What Are The Different Ways to Create Value?

Vision And Mission

5 mins – meaning

MISSION/ VISION/
PURPOSE
使命/愿景

CULTURE/VALUE
文化/ 价值

STRATEGY
战略经营理念

MISSION/ VISION/ PURPOSE
使命/愿景

Why we exist, what we want to be or accomplish

我们存在的原因，想达到什么的未来

CULTURE/VALUE
文化/ 价值

How we behave, who we are and what we believe
我们信念，我们相信什么，我们代表什么

STRATEGY
战略经营理念

What we plan to do in order to achieve the mission/vision/ purpose
我们计划做什么来达到我们的使命和愿景

Your own company (5 mins)

MISSION/ VISION/
PURPOSE
使命/愿景

CULTURE/VALUE
文化/ 价值

STRATEGY
战略经营理念

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“We defeated all our competitors
But we lost to the new business era “

“我战胜了所有对手，
却输给了时代 “

A clear mission - allow us to effectively prioritize our actions and make a difference to the company strategy to sustainably successful

What is a vision?

Company	Purpose	Vision	Mission
Alibaba	We operate an ecosystem where all participants – consumers, merchants, third-party service providers and others – have an opportunity to prosper.	We aim to build the future infrastructure of commerce. We envision that our customers will meet, work and live at Alibaba, and that we will be a company that lasts at least 102 years.	As part of the Alibaba Group, our mission is to make it easy to do business anywhere. We do this by giving suppliers the tools necessary to reach a global audience for their products, and by helping buyers find products and suppliers quickly and efficiently.
拼多多	更低的价格买到优质商品	而丰厚的订单使拼多多可以直接与供货厂商（或国外厂商的国内总代理）合作对话，省掉诸多中间环节，实现C2B模式，价格优势由此体现	一家商家入驻模式的第三方移动电商平台，也是以人为先的新电商开创者，将娱乐与分享的理念融入电商运营中
Xiaomi	A triathlete of the New Economy, where Xiaomi makes hardware and devices, sells its products through e-commerce and offers services on the internet	Created this business model that we call “tipping”, which is to sell our hardware at zero or low profit margin, but monetise our complementary services	“MAKING QUALITY TECHNOLOGY ACCESSIBLE TO EVERYONE”.

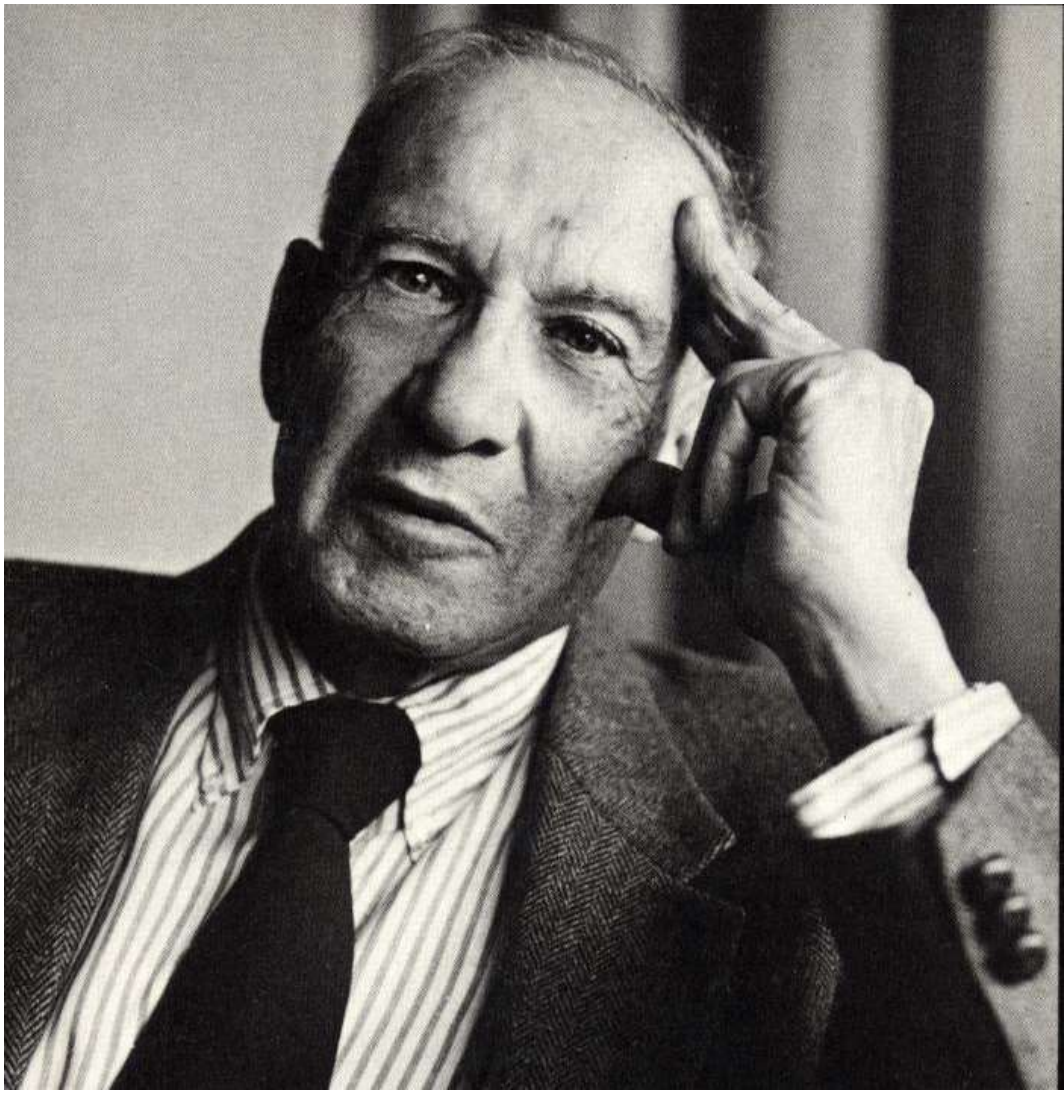
What is a vision?

Company	Purpose	Vision	Mission
Wrigley	Add a little extra flavor to your day	Creating simple pleasures to brighten everyone’s day	Wrigley Company is a recognized leader in confections with a wide range of product offerings including gum, mints, hard and chewy candies, lollipops, and chocolate.
Kellogg	Nourishing families so they can flourish and thrive	To enrich and delight the world through foods and brands that matter.	Push beyond boundaries and across borders to create foods and brands that help to fuel the best in everyone everywhere
IAG	We make your world a safer place.	To be Asia Pacific's most loved, most inventive and most successful insurer.	Leverage our market leadership to deliver great customer experiences and create value for our shareholders, partners, people, customers and community.
Sony	Everything we do, is to move you emotionally	Be a company that inspires and fulfils your curiosity	Deliver ground-breaking new excitement and entertainment in ways that only Sony can

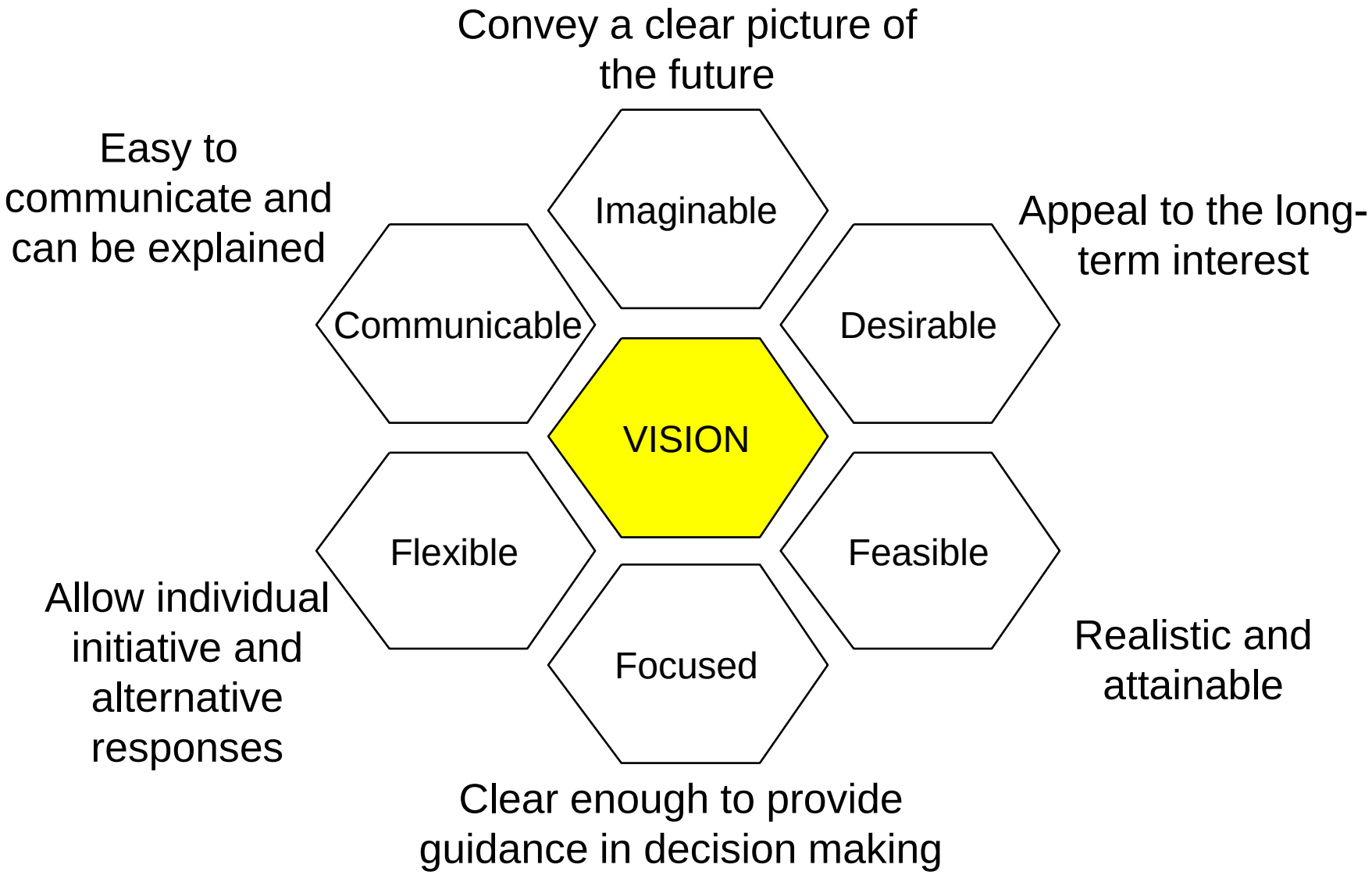
“There is nothing so useless as doing efficiently that which should not be done at all”

最没有意义的事，是把不该做的事做到最有好。

Peter Drucker



Developing A Vision



How To Plan Actions/Initiatives

EXERCISE

Purpose

- Maximize Strengths
- Minimize Weaknesses
- Capitalize Opportunities
- Eliminate Threats

From Trend Spotting

- Identify the items that will have big positive /negative impact on your business
- Devise actions to capture positive impact
- Devise actions to reduce negative impact

Problem Statement

- Just enough detail to create a common understanding of the problem
- State the aspects to be solved
- Create a one or two sentence “problem statement”

Object

↓

Deviation

↓

Problem Statement

Statement 1:

- *We need to increase sales in France through improved distribution channels and marketing activities*

Statement 2:

- *According to last quarter's management report, the sales in France was 17% short of target*

Team Exercise

Create Your

Problem Statement

Goal Statement

Our Unique Advantages

What is your Unfair Advantage?

- Big market lead
- Experienced team
- Tech breakthrough
- Defensible IP / patents
- Exclusive partnership
- Great sales/marketing

How Big Is Your Market?

The BIGGER The BETTER

- Top Down = someone else forecast it
  - Goldman Sachs, IDC, Your Expert
- Bottom Up = users/usage/revenue
  - Average transaction = $A
  - B customers in the market
  - Average customer buys C times/year
  - Market Size = $A*B*C = very big
  - Market growing @ 100+% per year

Can You Capture The Opportunity

- Are you the nature owner of the market?
- Do you have the know-how?
- Do you have the resource?
- Do you have the funding?
- Can you beat the competitors?
- …

Prioritising The Ideas

Potential Value	Low	High
High	**Medium Priority (Pursue if maximising value)**	**High Priority (Go for it!)**
Low	**Low Priority (Forget it!)**	**Medium Priority (Pursue if resources allow)**

Ease of Implementation

Understanding Your Style

"Leaders have to cope with complexity not only in the world around them but also in their leadership style" – David Ulrich

No matter what job you have in life, your success will be determined 5% by your academic credentials, 15% by your professional experiences, and 80% by your communication skills/work style.

Identifying a person's WORK style

Assertive

Expressive

Driver

Harmony
Amiable

Analytical

Non-Assertive

Analytical

- People who are very systematic and organized. They like data, facts and information expressed in a logical way and documentation of truth. May be seem as overly strict, very cautious, everything by the book
- Controlled, orderly, precise, disciplined, deliberate, cautious, diplomatic, systematic, logical, conventional

Driver

- People who like the thrill of the challenge and the internal motivation to succeed. Practical people who keep their eyes on the results. Do a lot in a short time. Talk rapidly, to the point, and direct. Often seem decisive, and pragmatic
- Action-orientated, decisive, problem solver, direct, assertive, demanding, risk taker, forceful, competitive, independent, determined, results-orientated

Expressive

- High energy, outgoing and enthusiastic. Generate creative and great ideas, may not see the idea through to finish. Like helping others, enjoy socializing. Slow to make decision. Often talkative, can be overly dramatic, impulsive and manipulative.
- Verbal, motivating, enthusiastic, convincing, impulsive, influential, charming, confident, dramatic, optimistic, animated

Harmony / Amiable

- People who are friendly, dependable and easygoing. Non-threatening, hate conflicts, don't like dealing with impersonal things and cold hard facts. Sensitive to people's feelings, can be wishy-washy at time
- Patient, loyal, sympathetic, team person, relaxed, mature, supportive, stable, considerate, empathetic, persevering, trusting, congenial

What Is Normal Your Leadership Workstyle? (HEAD)

Most like you (1), least like you (4) (No Duplicate)

Harmonious (H) Amiable People 和蔼型	**Expressive (E)** 表达型	**Analytical (A)** 分析型	**Driver/Task (D)** 任务实干型

Base on your Leadership Work Style – How do you like best about style/ways when other people work with you ?

H E A D	
How do you like best about style/ways when other people work / communicate with you ?	How do you HATE most about style/ways when other people work / communicate with you ?
1 2 3 4	1 2 3 4

Adapting your work style

Working with Analytical people

- Discuss details / be specific
- Talk about the process
- Remember to be structured
- Use technical terms if possible
- Avoid unsubstantiated claims

Working with Drivers

- Short and concise
- Go straight to the point
- Say it once and well
- Most important information comes first
- Focus on results and achievement

Working with Expressive people

- Show you are enthusiastic
- Show interest in them
- Raise your energy level
- Discuss big picture and then details
- Try to be creative

Working with Amiable people

- Seek non-business connection
- View relationship as team
- Provide personal support
- Avoid arguments
- Consider the impact of your action to other people

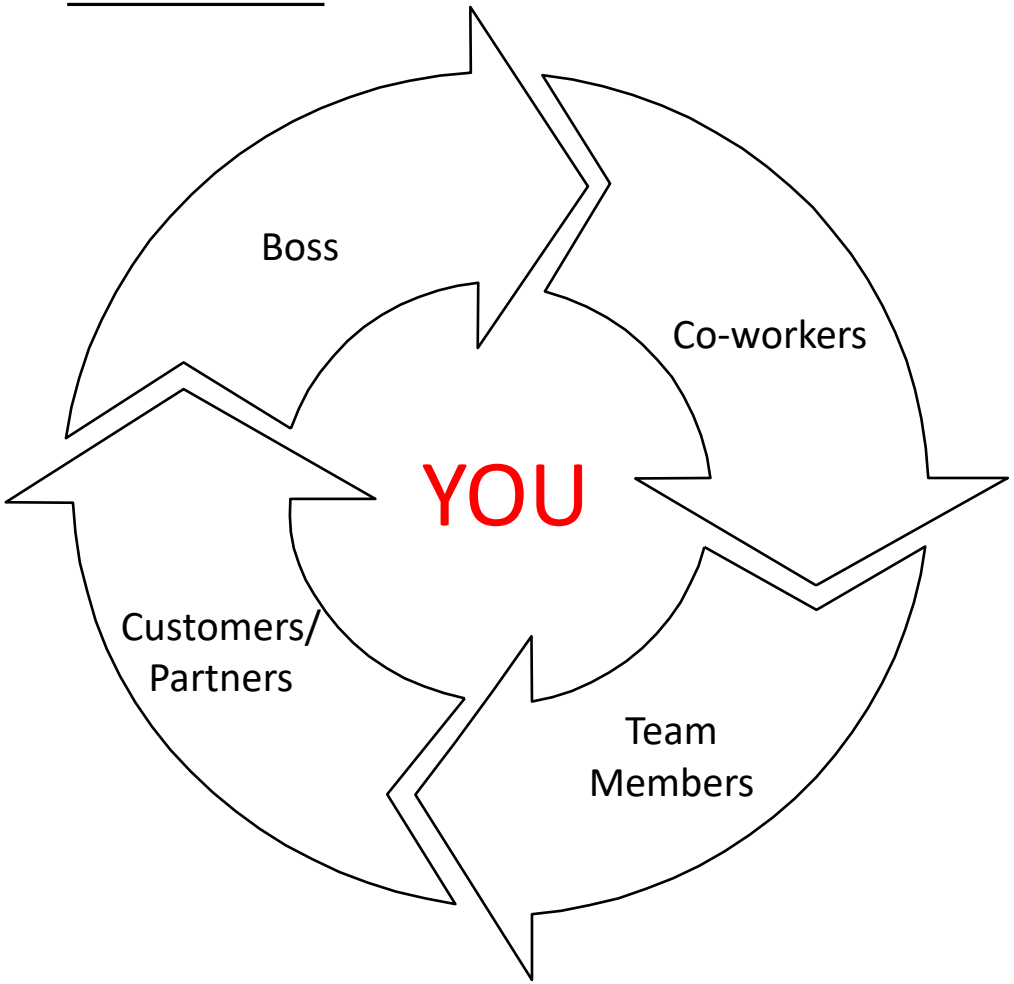
Effective Communication at Work

What do you think of

Effective Communication

What challenges do you encounter during communication?

Stakeholders

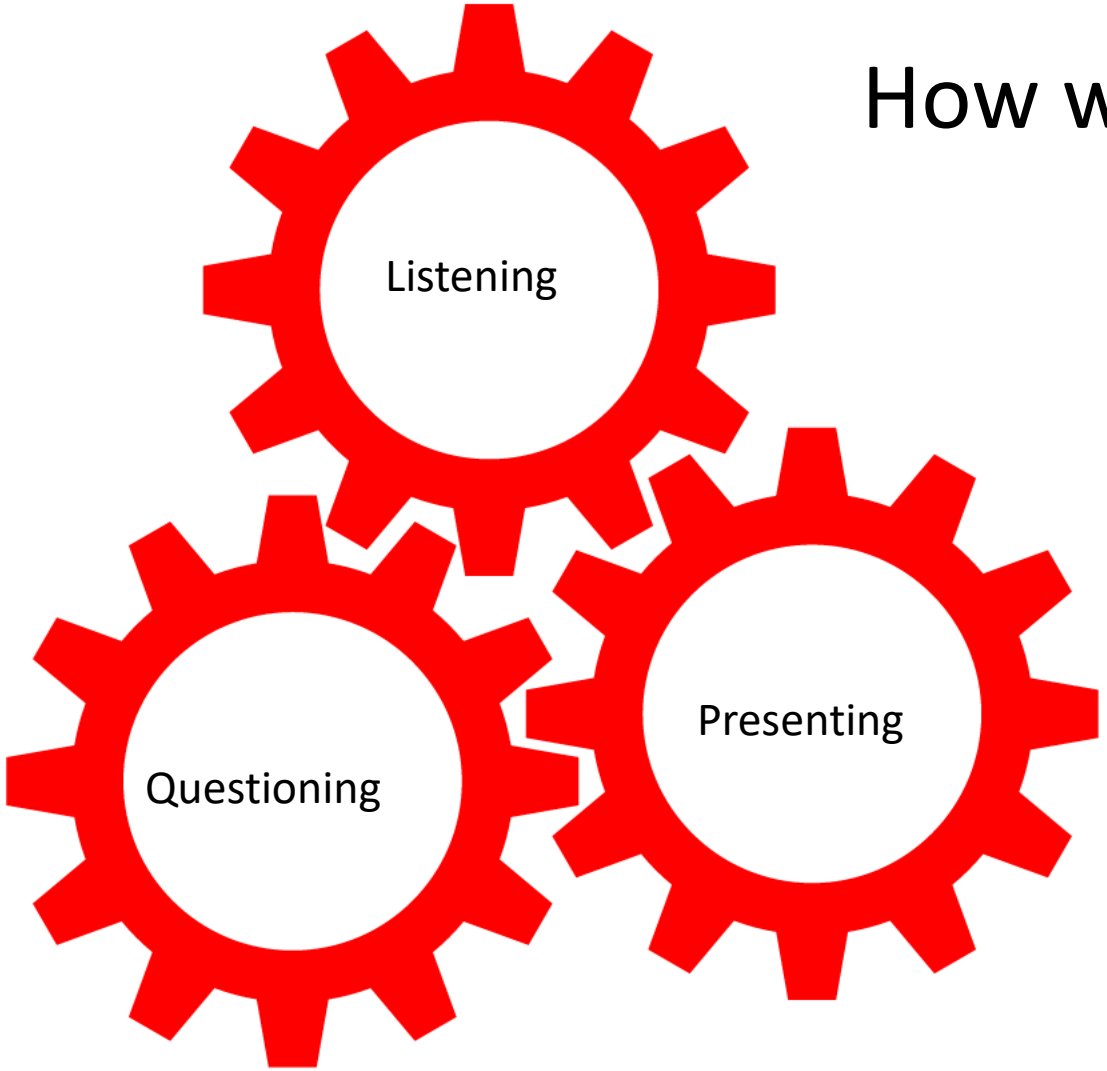


Communication

• Content	• 7%
• Voice	• 38%
• Body language	• 55%

What you say and how you say it!

Communication Basics



How would you adapt?

Words, Voice,
Body Language

Exercise – Communications Round 1 …

Discussion - Round 1 – what went wrong ?

- Round 2 – what can we do differently to achieve better communication outcome ?

Key Points On Delivering A Message

- Grab audience's attention
- Start with governing thought
- Logical order
- Step by step process
- Paraphrasing
- Ask questions

Inspiring Performance

Performance appraisal

Reasons for conducting appraisal:

- Detect & eliminate barriers to performance
- Pick up dissatisfactions that would otherwise lead people to leave
- Focus people's efforts in the right direction
- Motivate people towards important goals.
- Help them develop skills and competencies necessary to achieve future objectives
- Celebrate their successes

The objectives of feedback

No one likes negative feedback

Deliver feedback differently to get acceptance

Help the coachee to be **self-aware**

Let the coachee to **'continue'** to do things well

Make the coachee be aware of things that he/she should **'start or stop'** doing

To end on a **positive point**

How to give feedback

- Be timely
- Make it regular
- Prepare your comments
- Be specific
- Criticize in private

- Limit your focus
- Talk about positive points too
- Give suggestions
- Follow up

Feedback question for self awareness

- What did you do well?
- Are you happy with the results?
- Can you do better next time? And what?
- Anything else that you could / should have done?

Positive motivational feedback (please continue)

"I saw that…"
(be specific)

Give reasons of the positive **impact**

"This is important because…"

Ask him/her to **continue**

"Well done, keep it up!

Developmental – giving negative feedback

Let him/her be **aware** of the behaviour. Be specific

"I observed that you…"

Give reasons of the negative **impact**

"As a result, we suffer…"

Suggest how he/she might **change** or start doing next time

"Next time let's try…"

Discussion – Practical sharing about Feedback Experience

Situation

What happen

Result ?

Learnings :

Training / Development

- COO asked “What if we spend so much money to train the staff and they leave?”
- CEO answered […]

Issues - Training and Development

- Different of Training and Development ?
- What is the major issue related to Training, and Development in Management ?
- How to work on return of investment of Training, and Development ?