ESTALEIROS NAVAIS 3T1

CONCEPTS OF ORGANIZATION AND MANAGEMENT'S THEORIES IN SHIPYARDS

3. ORGANIZAÇÕES E GESTÃO NOS ESTALEIROS NAVAIS

1. **O QUE É UMA ORGANIZAÇÃO**

2. **A GESTÃO E OS GESTORES**

    1. **EFICÁCIA E EFICIÊNCIA**

3. **O PROCESSO DE GESTÃO**

    1. **PLANEAR**

    2. **ORGANIZAR**

    3. **LIDERAR**

    4. **CONTROLAR**

4. **MODELO DE GESTÃO**

5. **REGRAS DE GESTÃO**

1. **TEORIAS E ESCOLAS DA ORGANIZAÇÃO**

    3. **ORGANIZAÇÕES E GESTÃO NOS ESTALEIROS NAVAIS**

        7. **GESTORES**

            1. **FUNCIONAIS**
            2. **DE PROJECTO**

        8. **NÍVEIS DA GESTÃO E AS ESPECIALIDADES**

        9. **DESAFIOS DA GESTÃO**

            1. **VISÃO**
            2. **ÉTICA**
            3. **DIVERSIDADE CULTURAL**

    4. **ORGANIZAÇÃO E MEIO ENVOLVENTE**

        1. **ELEMENTOS DE ACÇÃO DIRECTA**

            1. **"STAKEHOLDERS" EXTERNOS**
            2. **"STAKEHOLDERS" INTERNOS**

3. **ORGANIZAÇÃO E MEIO ENVOLVENTE**

   2. **ELEMENTOS DE ACÇÃO INDIRECTA**
      1. **VARIÁVEIS SOCIAIS**
      2. **VARIÁVEIS POLÍTICAS**
      3. **VARIÁVEIS TECNOLÓGICAS**
      4. **VARIÁVEIS ECONÓMICAS**

   3. **AMBIENTE NATURAL**
      1. **CONSCIÊNCIA DO MEIO AMBIENTE**

   4. **LIDERANÇA**
      1. **A LIDERANÇA E AS COMPETÊNCIAS**
      2. **ESTILOS DE LIDERANÇA**

   5. **EMPOWERMENT**
      1. **O QUE É, BASES DE APLICAÇÃO**
      2. **PORQUE SE APLICA, COMO SE IMPLEMENTA.**

3. ORGANIZATIONS AND MANAGEMENT'S THEORIES IN SHIPYARD

1. **WHAT IS AN ORGANIZATION?**

2. **THE MANAGEMENT AND THE MANAGERS**

    1. **EFFECTIVENESS AND EFFICIENCY**

3. **THE MANAGEMENT PROCESS**

    1. PLANNING

    2. ORGANIZING

    3. LEADING

    4. CONTROLLING

4. **MANAGEMENT MODEL**

5. **MANAGERIAL ROLES**

3. ORGANIZATIONS AND MANAGEMENT'S THEORIES IN SHIPYARDS

7. TYPE OF MANAGERS

1. FUNCTIONAL
2. PROJECT

8. MANAGERIAL LEVELS AND SKILLS

9. MANAGEMENT CHALLENGE

1. VISION
2. ETHICS
3. CULTURAL DIVERSITY

4. THE THE ENVIRONMENT AND THE SHIPYARDS

1. ELEMENTS OF DIRECT ACTION

1. EXTERNAL STAKEHOLDERS
2. INTERNAL STAKEHOLDERS

4. **THE ORGANIZATION AND ENVIRONMENT** (CONTINUED)

2. **ELEMENTS OF INDIRECT ACTION**
   1. **SOCIAL VARIABLES**
   2. **POLITICAL VARIABLES**
   3. **TECHNOLOGICAL VARIABLES**
   4. **ECONOMICAL VARIABLES**

3. **NATURAL ENVIRONMENT**
   1. **ENVIRONMENT CONCERNS**

4. **LEADING**
   1. **THE LEADERSHIP AND THE HUMAN CAPABILITIES**
   2. **LEADERSHIP STYLES**

5. **EMPOWERMENT**
   1. **WHAT IS, AND THE APPROACH**
   2. **WHY AND HOW TO IMPLEMENT**

1. WHAT IS AN ORGANIZATION?

IS A SET OF RATIONAL ACTIVITIES COORDINATED BY TWO OR MORE PERSONS (*SOCIAL UNITS*), WHICH THEY SEEK TO ACHIEVE A COMMON GOAL (*COMPANY VISION*), THROUGH THE DIVISION OF LABOR, STAFFED BY ADMINISTRATIVE SYSTEMS AND MANAGEMENT BEHAVIOUR, AND MUST BE MAINTAINED FOR A PERIOD OF TIME.

THE ORGANIZATIONS CAN BE CONSIDERED AS SYSTEMS WITHIN A TURBULENT ENVIRONMENT AND IN A CONSTANT ALTERATION.
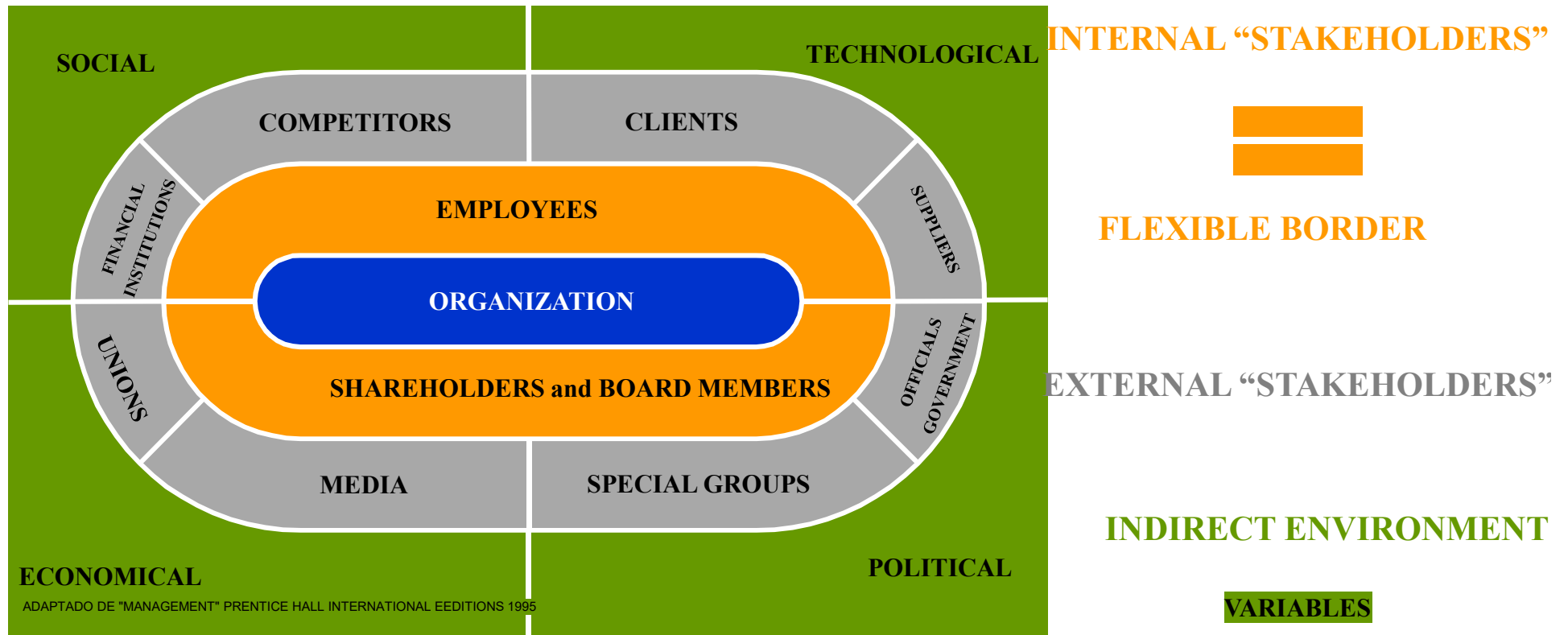
❖ INWARDS (HUMAN, FINANCIAL, TECHNOLOGICAL RESOURCES, etc.)

❖ OUTWARDS (PRODUCTS , SERVICES , GOODS, etc.).

MODERN SOCIETIES ARE ORGANIZATIONS, MORE OR LESS COMPLEX AND HIGHLY DIFFERENT, GOING FROM INDUSTRIES UP TO GOVERNMENTAL ORGANIZATIONS, INCLUDING HOSPITALS, PRISONS, UNIVERSITIES, SPORTS CLUBS, MILITARY ORGANIZATIONS, CHURCHES, etc.

SOCIAL

TECHNOLOGICAL

COMPETITORS

CLIENTS

FINANCIAL INSTITUTIONS

SUPPLIERS

EMPLOYEES

ORGANIZATION

UNIONS

OFFICIALS GOVERNMENT

SHAREHOLDERS and BOARD MEMBERS

MEDIA

SPECIAL GROUPS

ECONOMICAL

POLITICAL

ADAPTADO DE "MANAGEMENT" PRENTICE HALL INTERNATIONAL EEDITIONS 1995

INTERNAL "STAKEHOLDERS"

FLEXIBLE BORDER

EXTERNAL "STAKEHOLDERS"

INDIRECT ENVIRONMENT

VARIABLES

1. WHAT IS AN ORGANIZATION

THE ORGANIZATIONS EXIST TO ACHIEVE THEIR GOALS, AND THE GOALS WOULD BE UNATTAINABLE IF THEY WERE CARRIED OUT ONLY BY OF ONE PERSON'S ACTIVITY.

ORGANIZATIONS CAN BE SYNTHESIZE AS:

❖ GROUPS OF TWO OR MORE PEOPLE;

❖ EXIST AMONG THEM RELATIONS OF COOPERATION;

❖ THE ACTIONS REQUIRE FORMAL COORDINATION;

❖ THEY ARE CHARACTERIZED BY ACHIEVEMENT OF OBJECTIVES;

❖ THERE ARE HIERARCHICAL STRUCTURES;

❖ THERE ARE DIFFERENTIATION OF FUNCTIONS;

❖ THEY ARE CHARACTERIZED BY THE EXISTENCE OF BORDERS.

2. MANAGEMENT VERSUS MANAG[...]

WE CAN CONSIDER

MANAGEMENT IS A PROCESS OF :

> ❖ **PLANNING, ORGANIZING, LEADING AND CONTROLLING THE TASKS, OF THE ORGANIZATION MEMBERS, AND THE USE THEIR AVAILABLE RESOURCES, IN ORDER TO ACHIEVE THE OBJECTIVES PROPOSED.**

MANAGERS ARE

> ❖ **PEOPLE RESPONSIBLE FOR DIRECTING THE RESOURCES (HUMAN, MATERIAL AND FINANCIAL) ORIENTING AND HELPING ORGANIZATIONS TO ACHIEVE THEIR OBJECTIVES.**

THE REALIZATION OF A SET OF ACTIVITIES AND THE ACTIONS NECESSARY TO ACHIEVE AN OBJECTIVE

❖EFFECTIVENESS AND EFFICIENCY

"PETER DRUCKER" A MANAGEMENT GURU STATES

> ❖ *EFFECTIVENESS*

> ❖ *EFFICIENCY*

EFFECTIVENESS IS CHOOSING RIGHT GOALS

PRODUCING BIG CARS INSTEAD OF SMALL ONES

EFFICIENCY IS THE ABILITY TO DO THINGS WELL AND CAN BE LINKED TO THE CONCEPT OF **INPUTS** AND **OUTPUTS**

AN EFFICIENT MANAGER IS THE ONE WHO GETS GOOD RESULTS (**OUTPUTS**), COMPARED WITH THE RESOURCES USED (**INPUTS**).

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4. THE MANAGEMENT PROCESS SUMARISE LIKE "POLC"

SINCE THE END OF THE 19TH CENTURY WHICH IT IS COMMON TO DEFINE MANAGEMENT, ACCORDING TO 4 MAJOR SPECIFIC ACTIVITIES

- ❖ PLANNING - PLANEAR
- ❖ ORGANIZING - ORGANIZAR
- ❖ LEADING - LIDERAR
- ❖ CONTROLLING - CONTROLAR

USUALLY SEVERAL AUTHORS REFER TO MANAGEMENT AS A PROCESS (SYSTEMATIC WAY OF PERFORMING ACTIVITIES) IN WHICH THE MANAGERS IRRESPECTIVE OF THEIR PARTICULAR CAPACITIES, ACTING ON CERTAIN ACTIVITIES IN ORDER TO ACHIEVE THE DESIRED OBJECTIVES

❖ PLANNING *PLANEAR*

IT IS A MANAGEMENT PROCESS IMPLYING THAT MANAGERS MUST THINK IN ADVANCE TO *LAY OUT OBJECTIVES* AND ACTIONS, WHICH THEY ARE BASED ON LOGICAL AND SYSTEMATIC PROCESSES AND NOT ON ACTIVITIES CARRIED OUT AT RANDOM AND DISORDERLY;

THE FIRST STEP IN PLANNING IS THE SELECTION OF THE OBJECTIVES WHICH ARE OF ORGANIZATION'S INTEREST, PREVIOUSLY ESTABLISHED IN THE LOWER UNITS OF THE ORGANIZATION AND SUBSEQUENTLY GROUPED AND PLACED IN A PROGRAM;

THE RELATIONSHIP AMONG ACTIVITIES AND SCHEDULING ARE FUNDAMENTAL TO THE ESTABLISHMENT OF THE PLAN, WHICH REFLECTS THE PICTURE OF THE AIM FOR THE FUTURE.

❖ ORGANIZING *ORGANIZA*R

IS THE PROCESS OF PREPARING AND DISTRIBUTING THE WORK, HAVING AUTHORITY OVER THE MEMBERS OF THE ORGANIZATION, IN ORDER TO OBTAIN THE OBJECTIVES;

ORGANIZING IS TO PREPARE AND ASSIGN RESOURCES TO PERFORM THE WORK, AND IT IS THROUGH THE COMMITMENT OF THOSE RESOURCES THE FUTURE PLANS WILL BE CARRIED OUT;

AN ORGANIZATION THAT PRODUCES SCREWS MUST HAVE A DIFFERENT STRUCTURE OF AN ORGANIZATION THAT MANAGES PROJECTS.

❖ LEADING *LIDERAR*

LEADERSHIP INVOLVES THE ACTION OF DRIVING, INFLUENCE AND MOTIVATE THE HUMAN RESOURCES IN ORDER TO CARRY OUT THE TASKS ASSIGNED TO THEM

LEADERSHIP IS A MANAGEMENT EFFORT IN ENCOURAGING THE PEOPLE, IN TEAM SPIRIT WITH THE PURPOSE OF ACHIEVING A COMMON GOAL;

ESTABLISHING AN ENCOURAGING ATMOSPHERE THROUGH MOTIVATION, IN ORDER FOR THE MANAGERS TO HELP THEIR SUBORDINATES PERFORM ING THE BEST OF THEIR OWN.

❖ CONTROLLING *CONTROLAR*

THE MANAGERS MUST BE SURE THAT THE ACTIVITIES CARRIED OUT BY THE MEMBERS OF THE ORGANIZATION "PUSH" THE ORGANIZATION FORWARD;

CONTROLLING IS COMPARING OR VERIFY IF THE PERFORMANCE OF THE ACTUAL ACTIVITIES ARE IN PHASE WITH THE PLANNED ONES;

CONTROLLING INVOLVES:

   ❖ ESTABLISH PERFORMANCE STANDARDS;

   ❖ MEASURING PERFORMANCE;

   ❖ COMPARING PERFORMANCE;

   ❖ TAKING CORRECTIVE ACTIONS, IF DEVIATIONS ARE FOUND.

THROUGH MANAGEMENT ACTIONS MAINTAINS THE ORGANIZATION ON COURSE.

5. THE MANAGEMENT MODEL

IT IS EASY TO UNDERSTAND COMPLEX PROCESSES IF WE DIVIDE THEM INTO SIMPLE PARTS AND IF THE RELATIONSHIP AMONG THOSE PARTIES ARE IDENTIFIED;

IN PRACTICE THE MANAGEMENT PROCESS DOES NOT INVOLVE ONLY 4 SEPARATE GROUP OF ACTIVITIES, BUT A GROUP OF INTERRELATED HIGHLY COMPLEX FUNCTIONS LINKED IN ALL DIRECTIONS.

5. THE MANAGEMENT MODEL (CONTINUED)

THE FIGURE REPRESENTS A MODEL WHERE YOU CAN CHECK THE RELATIONSHIP AMONG THE SPECIFIC ACTIVITIES

PLANEAMENTO PLANNING;
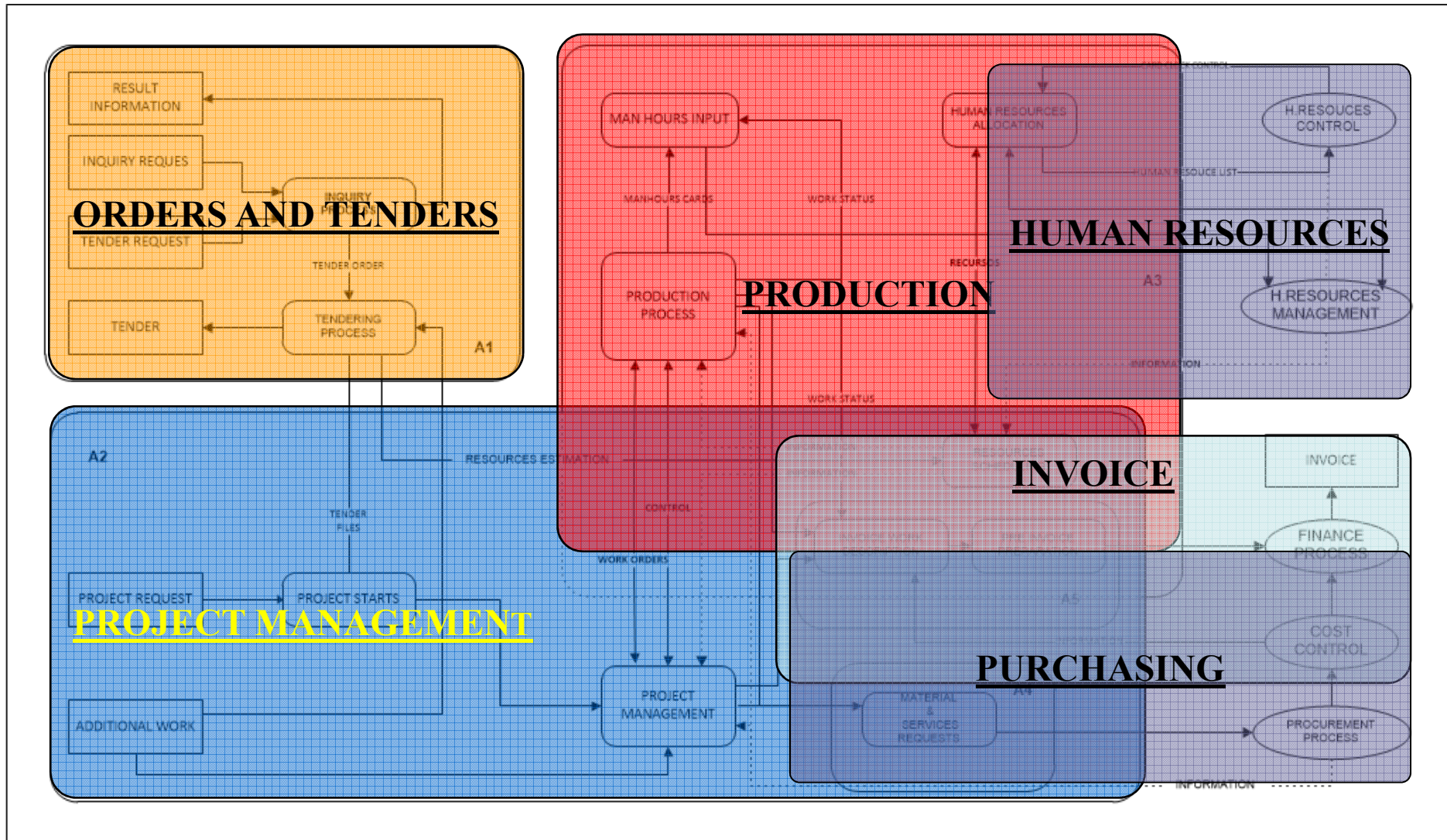
ORGANIZAÇÃO ORGANIZATION;

LIDERANÇA LEADERSHIP;

CONTROLO CONTROLLING.

PLANNING
The managers use methods to plan the actions in order to achieve the objectives outlined

ORGANIZATION
The Managers have authority and allocate resources to the work in order to achieve the objectives outlined

CONTROLLING
The Managers ensure that the organization is in accordance with the objectives

LEADERSHIP
The managers use their influence and motivate the resources in order to achieve the objectives outlined

SHIPBUILDING & REPAIR PROCESS

6. MANAGERIAL ROLES

WE HAVE BEEN USING THE TERM MANAGER, AS SOMEONE IN ORGANIZATIONS THAT IS RESPONSIBLE FOR ENFORCING THE 4 MAJOR SPECIFIC MANAGEMENT FUNCTIONS;

ONE WAY TO UNDERSTAND THE COMPLEXITY OF THE TERM MANAGER, IS TO VERIFY THAT THE MANAGERS CAN ACT ON DIFFERENT LEVELS OF THE ORGANIZATIONAL STRUCTURE AND WITH DIFFERENT DEGREES OF ACTION IN THE SHIPYARDS' ACTIVITIES.

❖ FIRST LINE MANAGERS

THE LOWEST RANK IN AN ORGANIZATION IN WHICH INDIVIDUALS ARE RESPONSIBLE FOR THE WORK OF OTHERS IS WHAT USUALLY IS CALLED *FIRST LINE* OR *FIRST LINE MANAGERS;*

THE MAIN RESPONSIBILITIES OF LOW LEVEL MANAGERS ARE:

➢ EMOTIONAL INTELLIGENCE, AND COACHING AND HAVING DIRECT RESPONSIBILITY ON WORKERS BUT NORMALLY THEY HAVE NO ACTION ON OTHER MANAGERS

➢ AS AN EXAMPLE THEY CAN BE CALLED AS; *JUNIOR MANAGERS, SECTION HEAD, GENERAL FOREMAN, TECHNICAL SUPERVISOR, AND ADMINISTRATIVE SUPERVISOR.*

❖ INTERMEDIATE MANAGERS

INTERMEDIATE MANAGERS MAY HAVE MORE THAN ONE LEVEL IN THE ORGANIZATION, HEADING THE FIRST LINE MANAGERS AND SOMETIMES ARE CALLED SENIOR EXECUTIVES.

THE MAIN RESPONSIBILITIES OF INTERMEDIATE MANAGERS ARE:

➢ **DIRECTING THE ACTIVITIES THAT IMPLEMENT THE ORGANIZATIONAL POLICY;**

➢ **CONTROL THE NEED OF MANAGERS UNDER ITS OWN RESPONSIBILITY;**

➢ **PROBLEM SOLVING TEAM BUILDING PERFORMANCE MANAGEMENT ETC.**

❖ TOP MANAGERS

COMPOSED OF A VERY LOW AMOUNT OF PERSONS WITH THE TOP RESPONSIBILITY IN THE ORGANIZATIONS AND THEY ARE TYPICALLY CALLED

THE TOP EXECUTIVES

THEY ESTABLISH STRATEGIC AND OPERATIONAL POLICIES AND GUIDING THE ORGANIZATION'S POLICY IN RELATION TO THE OUTSIDE WORLD

THEIR NAME CAN BE:

PRESIDENTS, DIRECTORS, VICE PRESIDENTS, MANAGING DIRECTOR ETC.

7. MANAGERS TYPES

❖ **FUNCTIONAL MANAGER**

OTHER CLASSIFICATION YOU CAN ASSIGN TO MANAGERS DEPENDS ON THE SCOPE OF ACTIVITIES THEY WILL MANAGE

THE MANAGER RESPONSIBLE FOR A FUNCTIONAL AREA IS KNOWN AS **FUNCTIONAL MANAGER;**

ORGANIZATIONS ARE TYPICALLY DESCRIBED AS A SET OF FUNCTIONS, WHICH WE CAN CONSIDER A SET OF SIMILAR ACTIVITIES;

PRODUCTION , MARKETING, SALES , ACCOUNTING, ETC.

❖ PROJECT MANAGER

RESPONSIBLE FOR COORDINATING AND INTEGRATING ACTIVITIES ACROSS MULTIPLE FUNCTIONAL STRUCTURES;

MUST BE A GOOD COMMUNICATOR, FRIENDLY, SKILLED IN THE RELATIONSHIP WITH ALL STRUCTURES, FAMILIAR WITH THE ORGANIZATION AND HAVE KNOWLEDGE OF THE AREAS RELATED TO THE PROJECT;

A VERY WELL KNOWN EXECUTIVE ONCE SAID ABOUT THE NEED TO ADMIT PROJECT MANAGERS.

 "ARRANJEM-ME PESSOAL COM HABILIDADE DE COMUNICAÇÃO E QUE CONSIGA MANTER BOM AMBIENTE ENTRE PESSOAS, QUE IMEDIATAMENTE O ADMITO. POSSO ENSINAR AOS CANDIDATOS A TECNOLOGIA DA MINHA EMPRESA, MAS É DIFICIL ENSINAR-LHES O MODO COMO DEVEM LIDAR COM AS PESSOAS".

"GET ME PERSONAL WITH COMMUNICATION SKILLS AND WHO CAN MAINTAIN GOOD ATMOSPHERE AMONG PEOPLE, I IMMEDIATELY WILL ADMIT HIM. I CAN TEACH TO MY EMPLOYES HOW MY COMPANY IS ORGANIZED, BUT IT IS HARD TO TEACH THEM HOW THEY SHOULD DEAL AND BEHAVE WITH THE PEOPLE".

8. MANAGERIAL LEVELS AND SKILLS

FROM THE CONCEPT DEVELOPED BY HENRI FAYOL THREE MAJOR SKILLS WERE IDENTIFIED

1. TÉCNICA - TECHNICAL

2. HUMANA - HUMAN

3. CONCEPTUAL - CONCEPTUAL

THESE THREE SKILLS ARE QUITE IMPORTANT FOR THE MANAGERS AND THEIR RELATIVE IMPORTANCE DEPENDS MAINLY ON THE POSITION THAT THE MANAGER HOLDS IN THE HIERARCHY OF THE COMPANY.

❖ MANAGERIALSKILLS

❖ TECHNICAL

ABILITY TO USE THE PROCEDURES, AND KNOWLEDGE OF PROFESSIONAL AREAS.

❖ HUMAN

ABILITY TO UNDERSTAND AND MOTIVATE OTHER PEOPLE INDIVIDUALLY OR IN A GROUP IN ACHIEVING A SPECIFIC OBJECTIVE.

❖ CONCEPTUAL

ABILITY TO COORDINATE AND INTEGRATE ALL TASKS AND INTERESTS OF THE ORGANIZATION. INVOLVEMENT IN VIEWING THE ORGANIZATION AS A WHOLE, UNDERSTAND HOW THE PARTS DEPEND ON EACH OTHER AND ANTICIPATE HOW THE CHANGE OF ONE OF THE PARTIES CAN AFFECT THE OTHER.

❖ **RELATIVE IMPORTANCE OF EXPERTISE IN EFFECTIVE PERFORMANCE AT DIFFERENT LEVELS OF MANAGEMENT**
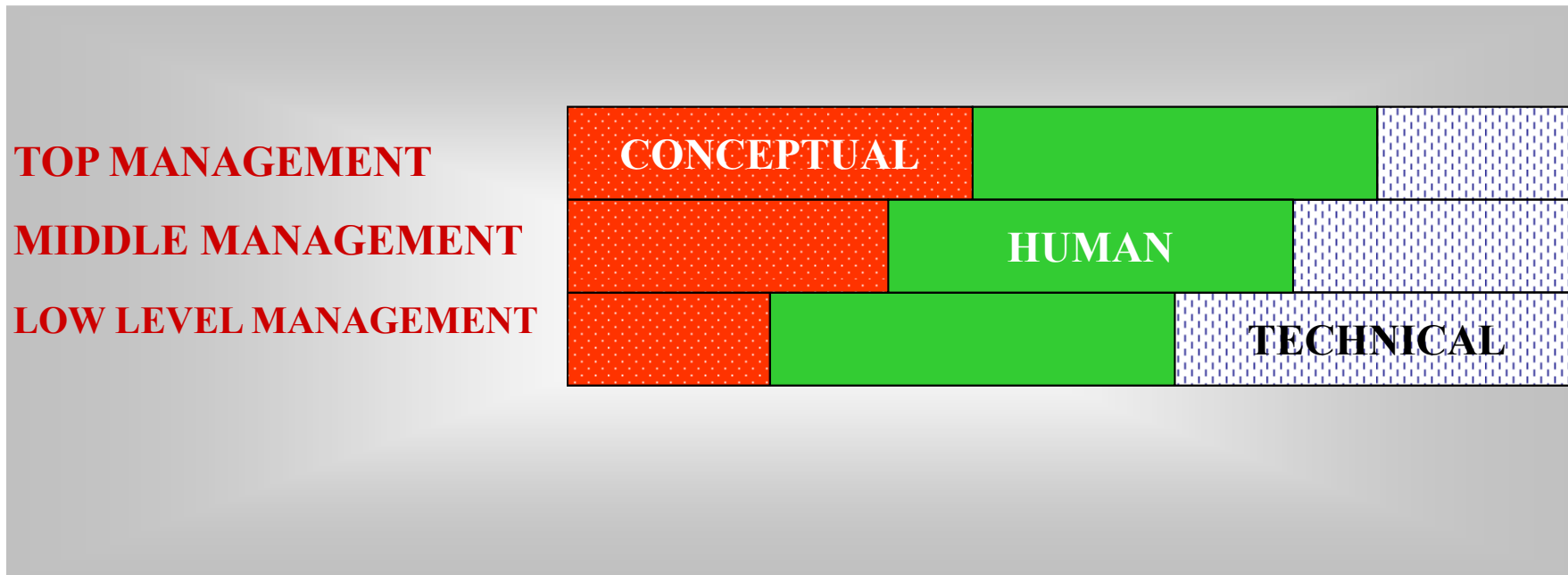
9. THE MANAGEMENT CHALLENGE

THERE ARE 3 CHALLENGES WE CAN CALL COMPETITORS "NEEDS", THAT THREATENS THE MANAGEMENT AND THEY WILL REMAIN FOR A LONG TIME

❖ **THE VISION AND MISSION**

❖ **THE ETHICAL**

❖ **THE CULTURAL DIVERSITY**

IN A COMPLEX AND DYNAMIC ENVIRONMENT WITH CONSTANT CHANGES, MANAGERS MUST ADAPT THE CHANGES WITH NORMALITY AND WITHOUT SURPRISES.

❖ THE VISION NEED

THE WORLD IS "SHRINKING", NEW FORMS OF COMMUNICATION CONTINUE TO DEVELOP, MAKING EASIER AND FASTER THE CONTACT AMONG PEOPLE.

WE CAN CONCLUDE THAT A NEW WORLD IS SHAPING, WITH REGARD TO TECHNOLOGICAL EVOLUTION, GENETICS, COMMUNICATION, INFORMATION SYSTEMS, ETC., OR BY THROUGH THE ALLIANCES BETWEEN COUNTRIES OBTAINED BY THE CHANGING OF THE ECONOMIC BORDERS.

THE VISION TO MEET THESE CHANGES IS IMPORTANT FOR ANY MANAGER, BEING PRACTICALLY IMPOSSIBLE A FEW YEARS AGO THINKING THAT AMERICANS AND JAPANESE, (GM) AND (TOYOTA) JOIN IN THE AUTOMOTIVE INDUSTRY TO FORM A JOINT VENTURE CALLED *"NUMMI"*.

❖ THE VISION NEED

DESCRIBES THE ASPIRATIONS FOR THE FUTURE WITHOUT SPECIFYING THE MEANS NECESSARY TO ACHIEVE THEM

WHAT DO WE WANT TO BECOME ?

The vision statement should be short, preferably one sentence, and as many managers as possible should have input into developing the statement

- ❑ **MAIS - MORE**

- ❑ **MAIOR- BIGGER**

- ❑ **MELHOR - BETTER.**

❖ MISSÃO - MISSION NEED

A DECLARATION OF AN ORGANIZATION'S "*REASON FOR BEING*";

ESSENTIAL FOR EFFECTIVELY ESTABLISHING OBJECTIVES AND FORMULATING STRATEGIES;

THE REVEALS WHAT AN ORGANIZATION WANTS TO BE AND WHOM IT WANTS TO SERVE;

ALSO CALLED:
- ✓ A CREED STATEMENT,
- ✓ A STATEMENT OF PURPOSE,
- ✓ A STATEMENT OF PHILOSOPHY,
- ✓ A STATEMENT OF BELIEFS,
- ✓ A STATEMENT OF BUSINESS PRINCIPLES.

❖ **VISION** VERSUS **MISSION**

THE VISION

IS MORE BROAD AND FUTURE ORIENTED – THE GOAL ON THE HORIZON

THE MISSION

IS MORE FOCUSED – HOW YOU WILL GET TO THE HORIZON

Our Vision

To be the Yard of Choice

Our Mission

To be a leading offshore fabrication specialist, dedicated to bring value to our customers through delivery of total, integrated quality solutions and support, superior returns to our shareholders and create a rewarding work environment for our employees.

Our Core Values

Innovation
We thrive on creativity and ingenuity. We seek innovations and ideas from our employees and are not afraid to empower our employees and take responsible risks for such innovations. We anticipate market trends and move quickly to meet any changes.

Teamwork
We believe that teamwork is important in all societies. We treat one another with respect and communicate openly and value the culture of mentorship. We appreciate the value of multiple perspectives and diverse expertise.

Excellent Performance
We are committed to perfect tasks given to us. We aspire to flawless execution and maintain good product quality. We seek the best talent and promote their development.

Customer Focus
We respect our customers above all else and never forget that they come to us by choice. We can achieve nothing without our customers. We share a personal responsibility to maintain our customers' loyalty and trust. We listen and respond to our customers and seek to exceed their expectations.

❖ THE CULTURAL DIVERSITY NEED

IN THE LAST 20 YEARS THERE WERE SUCCESSIVE CULTURAL BARRIERS NORMALLY WHICH THEY HAVE BEEN BROKEN DUE TO DIFFERENT FACTORS SUCH AS:

- ❖ MIGRATION POLICIES;
- ❖ TRAVEL FACILITIES;
- ❖ BETTER COMMUNICATIONS;
- ❖ HIGHER EDUCATIONAL LEVELS.

THESE FACTORS ARE STILL ALIVE AND LIVING AMONG US

THE MANAGEMENT HAS TO BE ABLE TO COPE WITH THOSE DIVERSITY AND UNDERSTAND THE TALENTS THAT SOMETIMES ARE HIDDEN INSIDE OF THE SHIPYARDS' PEOPLE

❖ THE CULTURAL DIVERSITY NEED

A HIGHLY PRESTIGIOUS MANAGER STATED:

- ❖ **TALENT HAS NO COLOR**

- ❖ **TALENT HAS NO GENDER**

- ❖ **TALENT HAS NOTHING WITH DIALECTS**

THE WAVE OF IMMIGRATION THAT THE COUNTRIES HAVE BEEN SUBJECTED IN RECENT YEARS IS CAUSING A CULTURE SHOCK DUE TO THE FACT THAT IMMIGRANTS WITH HIGH EDUCATIONAL AND CULTURAL LEVEL ARE MIXED, EXCEPT RARE EXCEPTIONS, WITH NATIONAL WORKERS WITH LOWER CULTURE AND EDUCATION.

IT IS ANOTHER NEW CHALLENGE FOR THE TODAYS' MANAGEMENT

4. THE ENVIRONMENT AND THE SHIPYARDS

❖ IN THE EARLY SEVENTIES THE FIRST OIL CRISIS HAPPENED AND THE COST OF CRUDE RISING FOUR TIMES;

❖ IN THE EIGHTIES GLOBALIZATION PHENOMENON STARTS. THE BIG ENTERPRISES, JAPANESE, KOREAN, EUROPEAN AND AMERICAN START TO CROSS MARKETS;

❖ IN THE NINETIES THE COMMUNICATION AND INFORMATION TECHNOLOGIES SUFFER GREAT DEVELOPMENT, BECOMING ALMOST UNIVERSAL;

❖ AT THE BEGINNING OF THE 21ST CENTURY EMERGES THE IMAGE LINKED TO COMMUNICATION;

❖ THE SUMMIT HELD IN 1992 IN RIO DE JANEIRO IT IS A MAJOR MILESTONE TO CALL WORLD ATTENTION TO THE PROBLEMS RELATED WITH THE ENVIRONMENT;

❖ IN 2008 THE WORLD ECONOMIC RECESSION START.

CRUDE OIL PRICES
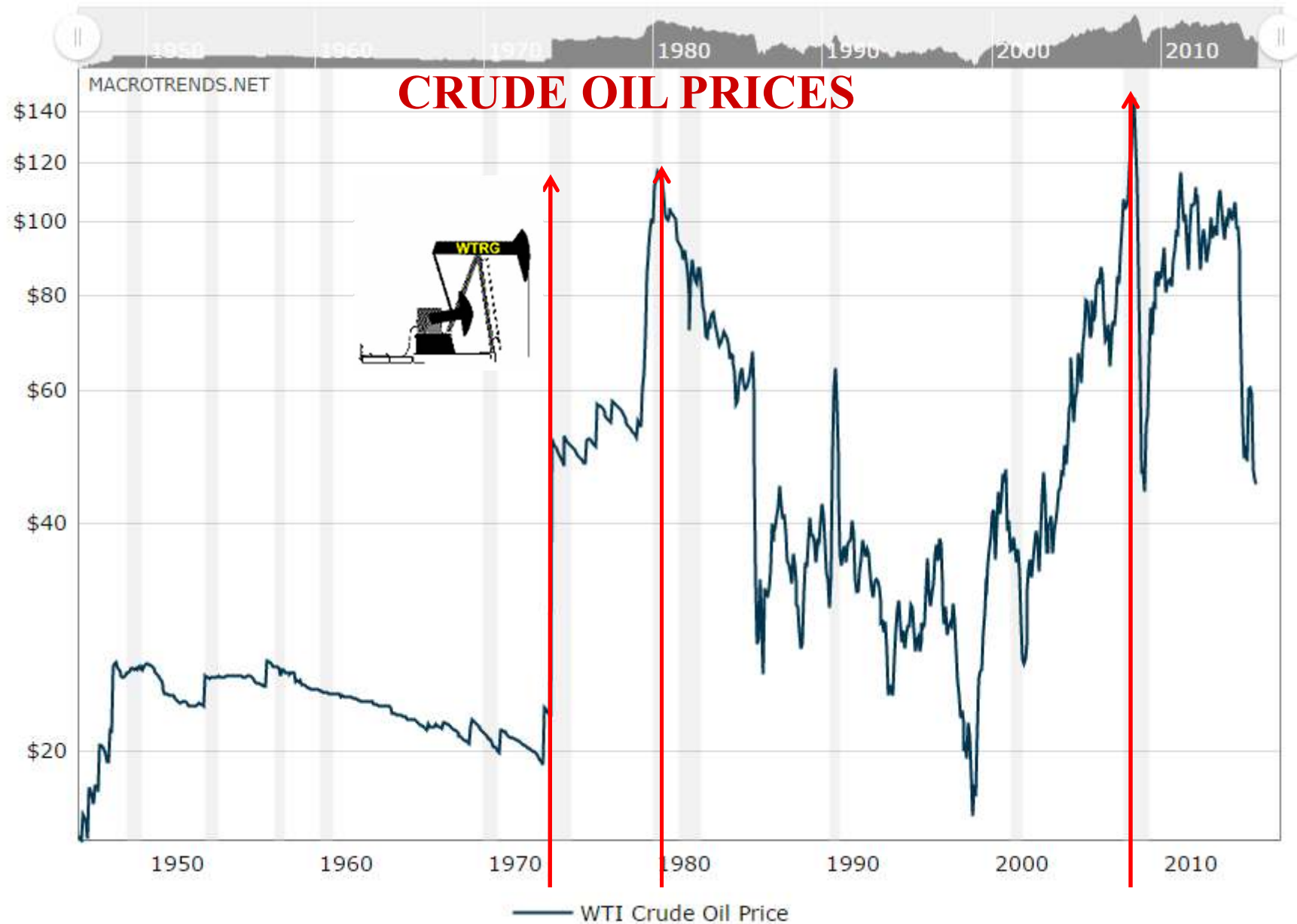
4. THE ENVIRONMENT AND THE SHIPYARDS (CONTINUED)

THE MANAGEMENT OF THE BIG COMPANIES REMAIN FOR A LONG TIME WITHOUT CHANGES AND FOCUSED ON THE BELIEF THAT NATURAL RESOURCES WERE ENDLESS

TODAY WE CANNOT LIVE ALONE, THE OUTSIDE GROUPS ARE QUITE STRONG AND THE TECHNOLOGICAL DEVELOPMENT, THE POLITICAL INVOLVEMENT AND THE ECONOMY AND SOCIAL TRENDS HAVE A HUGE WEIGHT ON ORGANIZATIONS LIFE

YOU CAN'T DISASSOCIATE "ORGANIZATIONS" FROM THE ENVIRONMENT" BECAUSE BOTH ARE INFLUENCED BY FOREIGN ELEMENTS OF DIRECT AND INDIRECT ACTION

4.1 ELEMENTS OF DIRECT ACTION

❖ **EXTERNAL STAKEHOLDERS**

ARE OUTSIDE GROUPS THAT AFFECT DIRECTLY THE ACTIVITIES OF AN ORGANIZATION

❖ **OS CLIENTES - CLIENTS**

❖ **OS FORNECEDORES - SUPPLIERS**

❖ **AS ENTIDADES GOVERNAMENTAIS - GOVERNMENT ENTITIES**

❖ **OS GRUPOS ESPECIAIS – SPECIAL GROUPS**

❖ **A COMUNICAÇÃO SOCIAL - MEDIA**

❖ **OS SINDICATOS - UNIONS**

❖ **AS INSTITUIÇÕES FINANCEIRAS – FINANCIAL INSTITUTIONS**

❖ **OS COMPETIDORES -COMPETITORS.**

❖ EXTERNAL STAKEHOLDERS (CONTINUED)

❖ CLIENTS

CUSTOMERS ARE ENTITIES WHICH NORMALLY EXCHANGE FINANCIAL RESOURCES WITH ORGANIZATIONS;

CUSTOMERS CAN BE INSTITUTIONS SUCH AS; BANKS, SCHOOLS, HOSPITALS, GOVERNMENT SECTORS, FIRMS SHIP COMPANIES OR INDIVIDUALS;

THE SHIPYARD CUSTOMER THE CLIENT IS NORMALLY KNOWN AS SHIP-OWNER AND ITS REPRESENTATIVE IS KNOWN AS SUPERINTENDENT.
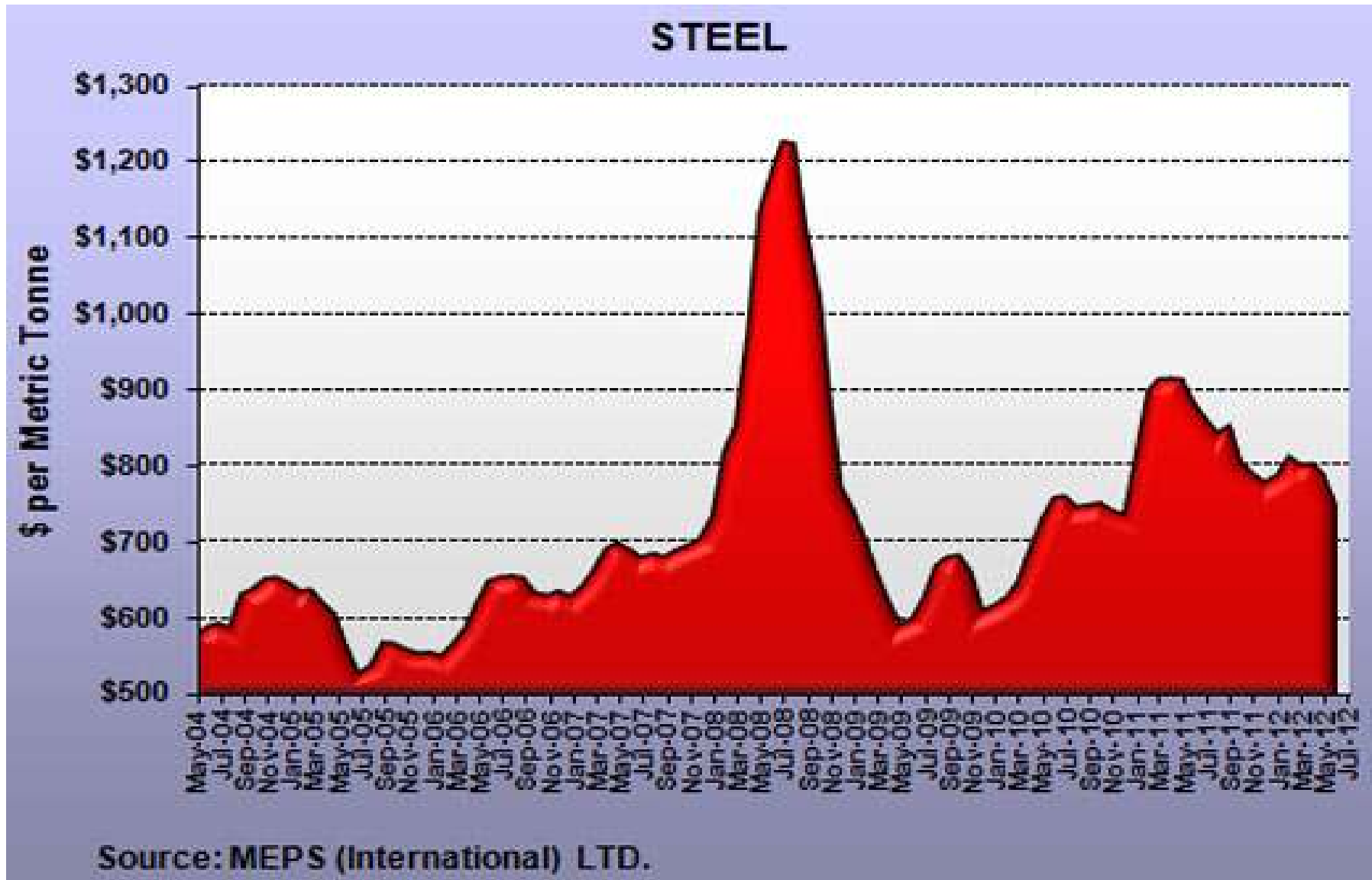
❖ **EXTERNAL STAKEHOLDERS** (CONTINUED)

❖ **SUPPLIERS**

ALL ORGANIZATIONS BUY MATERIALS, SERVICES, ENERGY, EQUIPMENT AND LABOR, AND TRANSFORM THEM INTO PRODUCTS OR SERVICES;

ADVANCES IN THE STOCK CONTROL AND BETTER PROGRAMMING PROCESSES OF THE PRODUCTION DEPARTMENTS, HAVE LED SOME COMPANIES NOT HAVING MATERIALS OR REPLACEMENT PRODUCTS "ZERO STOCK";

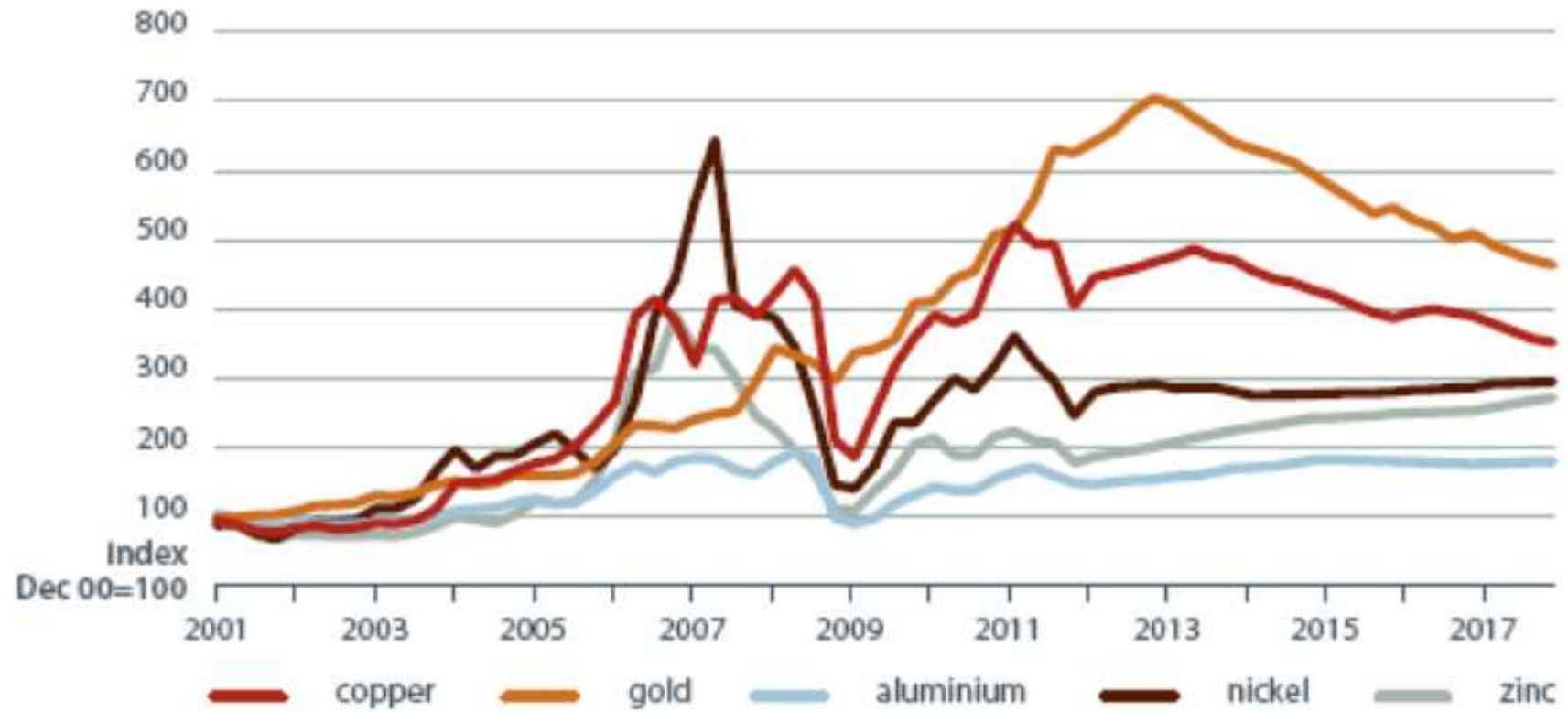NOWADAYS SEVERAL COMPANIES DO THE PROVISION REQUESTS THROUGH THE INTERNET.

STEEL

Source: MEPS (International) LTD.

INDEX OF METAL PRICES

Source: BREE.

❖ **EXTERNAL STAKEHOLDERS** (CONTINUED)

❖ **GOVERNMENT ENTITIES**

IN FREE COMPETITION SUPPLIERS AND PROVIDERS MUST BE PROTECTED WITH EXPLICIT LAWS;

GOVERNMENTS SHOULD ACT IN THE DEFINITION OF POLICIES, IN ORDER TO PROTECT DIRECTLY COMPANIES AND INDUSTRIES;

EX: THE PROTECTION GIVEN BY THE EUROPEAN GOVERNMENTS WITH THE SUPPORT OF THE EU TO CERTAIN INDUSTRIES SUCH AS FISHING, AUTOMOBILE AND THE SHIPBUILDING.

❖ **EXTERNAL STAKEHOLDERS** (CONTINUED)

   ❖ **SPECIAL GROUPS**

   GROUPS USING CERTAIN PRESSURE TO HOLD THEIR POSITION IN CERTAIN SPECIFIC AREAS;

   MANAGERS AREN'T SURE OF WHEN AND IN WHAT SITUATIONS THESE GROUPS MAY BE ACTIVE;

   THEY ARE FAIRLY RECENT PHENOMENA AND DEVELOP IN PARTICULAR DUE TO THE FACT THEY GET SUPPORT FROM THE MEDIA, BECAUSE THE MEDIA ALSO OBTAIN BENEFITS, LIKE SALES INCREASING;

   THESE GROUPS NORMALLY SUPPORT SENSITIVE AREAS SUCH THE ONES RELATED TO ENERGY, ENVIRONMENT AND DIRECTLY LINKED TO POLLUTION PHENOMENA.

❖ EXTERNAL STAKEHOLDERS (CONTINUED)

❖ MEDIA

THE ECONOMY AND THE BUSINESS ACTIVITIES ARE AMONG OTHERS ONES AFFECTING THE POPULATION IN GENERAL AND THOSE ISSUES ARE PREFERENCE AREAS THAT THE MEDIA LIKE TO ANALYZE AND PUBLISH;

THE MEDIA HAS AN INFLUENT AND IMMEDIATE ACTION IN SEVERAL ISSUES AND SOME MANAGERS SHAPE THEIR OWN MANAGEMENT TAKING INTO ACCOUNT THE INFLUENCE THAT SOCIAL MEDIA CAN HAVE ON THEIR ORGANIZATIONS, OR PRODUCTS.

❖ EXTERNAL STAKEHOLDERS (CONTINUED)

❖ UNIONS

THE LABOUR RELATIONS HAS BEEN DEEPLY CHANGED IN RECENT YEARS, AND TODAY'S TRADE UNIONS MEMBERS ARE NO LONGER AMATEURS OF THE PAST;

THE ROOM FOR MANOEUVERING BETWEEN UNIONS AND OWNERS ARE BECOMING SMALER, THE CLAIMS FROM THE WORKERS ARE MORE DEMANDING, WORK CONDITIONS ARE SUBSTANTIALLY IMPROVED AND THE WORKING HOURS IN THE MAJORITY OF CIVILIZED COUNTRIES ARE DECREASING;

NOWADAYS THE POINTS OF DISCORDANCE ARE MORE CENTRALIZED ON WAGE DISPUTE AND PERKS.

❖ **EXTERNAL STAKEHOLDERS** (CONTINUED)

❖ **FINANCIAL INSTITUTIONS COMPETITORS.**
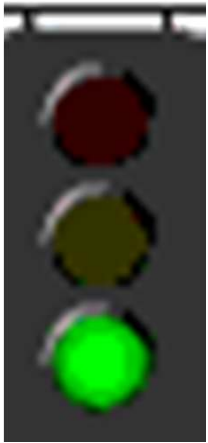
THE ORGANIZATIONS NOWADAYS ARE TO MUCH LINKED TO THE FINANCIAL INSTITUTIONS (COMMERCIAL BANKS, INVESTMENT, INSURANCE COMPANIES ETC.) AND THEY ARE THESE INSTITUTIONS THAT FACILITATE THE CREDIT, ALLOWING ORGANIZATIONS TO MAINTAIN AND EXPAND THEIR ACTIVITIES

USING THE CREDIT RISK TO FINANCE CURRENT OPERATIONS AND THE MEDIUM-AND LONG-TERM CREDIT TO FINANCE NEW INVESTMENT

THE DEAL WITH THE FINANCIAL INSTITUTIONS ARE ALWAYS DONE BY TOP MANAGERS.

❖ **EXTERNAL STAKEHOLDERS** (CONTINUED)

❖ **COMPETITORS**

TO INCREASE THEIR SHARE IN THE MARKET, ORGANIZATIONS SHOULD TAKE ADVANTAGE OF ONE OF TWO OPPORTUNITIES

1. TO WIN NEW CUSTOMERS OR INCREASE MARKET SHARE;

2. ENTER IN NEW MARKETS AND ELIMINATE COMPETITORS.

IN BOTH SITUATIONS THE ORGANIZATIONS MUST ASSESS COMPETITORS AND ESTABLISH STRATEGIC PLANS IN ORDER TO MEET THE CUSTOMER NEEDS.

❖ **INTERNAL STAKEHOLDERS**

ARE GROUPS INSIDE OF THE ORGANIZATIONS THAT AFFECT DIRECTLY THEIR ACTIVITIES

    ❖ **EMPLOYEES;**

    ❖ **SHAREHOLDERS;**

    ❖ **BOARD MEMBERS.**

❖ **INTERNAL STAKEHOLDERS** (CONTINUED)

   ❖ **EMPLOYEES**

     IT IS CHANGING RADICALLY THE NATURE OF TODAYS LABOUR FORCE, AND WE IN PORTUGAL ARE FOLLOWING WHAT EUROPE AND THE U.S.A. HAVE BEEN PASSED SOME YEARS AGO

     THERE IS TODAY A WIDESPREAD LACK OF QUALIFIED LABOR IN SHIPPING INDUSTRY. LARGE SHIPYARDS THAT TRADITIONALLY FORMED ITS OWN PERSONNEL, DECIDE TO CLOSE THEIR OWN SCHOOLS, DUE TO THAT, SOME OF THE SPECIALTIES THERE FORMED, ARE BECOMING HARDER TO FIND.

❖ **INTERNAL STAKEHOLDERS** (CONTINUED)

❖ **SHAREHOLDERS AND MEMBERS OF THE BOARD**

THE VOTING RIGHTS OF THE SHAREHOLDERS ARE DEPENDENT OF SHIPYARDS ORGANIZATION TYPES

TRADITIONALLY INVESTORS ARE MORE INTERESTED IN THE RETURN OF THE CAPITAL INVESTED AND LEAVE TO THE BOARDS OF DIRECTORS THE EXERCISE OF MANAGEMENT FUNCTIONS

MOST OF THE TIME THESE BOARDS DIRECTORS IMPLEMENT AND MANAGE THE STRATEGY THAT THE MAJORITY OF THE SHAREHOLDER REQUIRES OR ESTABLISH THEIR OWN STRATEGIC POLICIES TO BE APPLIED IN THE SHIPYARD

❖ **INDIRECT ACTION ELEMENTS**

THE INDIRECT ACTION ELEMENTS ARE AFFECTING THE SHIPYARDS IN TWO DIFFERENT WAYS

1. FORCES THAT DICTATE THE FORMATION OF GROUPS THAT EVENTUALLY BECOME STAKEHOLDERS

2. CREATING AN ENVIRONMENT THAT CHANGES THE TECHNOLOGY, THE ECONOMY OR CHANGING THE ATTITUDE TOWARDS THE WORK IN WHICH THE ORGANIZATION EXISTS AND MUST REPLY.

FOUR ARE THE VARIABLES THAT INFLUENCE THE ORGANIZATIONS

SOCIAL, ECONOMICAL, POLITICAL AND TECHNOLOGICAL.

❖ **SOCIAL VARIABLES**

VARIABLES CAN BE DIVIDED INTO 3 CATEGORIES

❖ **DEMOGRAPHIC CHANGES;**

❖ **LIFESTYLES;**

❖ **SOCIAL VALUES;**

DEMOGRAPHIC CHANGES AND LIFESTYLES, AFFECT THE COMPOSITION, LOCATION AND THE EXPECTATIONS OF SUPPLIERS AND CUSTOMERS

SOCIAL VALUES, EXPLAIN THE CHANGES THAT PEOPLE ARE RELATED TO: SOCIAL, POLITICAL, TECHNOLOGICAL AND ECONOMICAL AREAS.
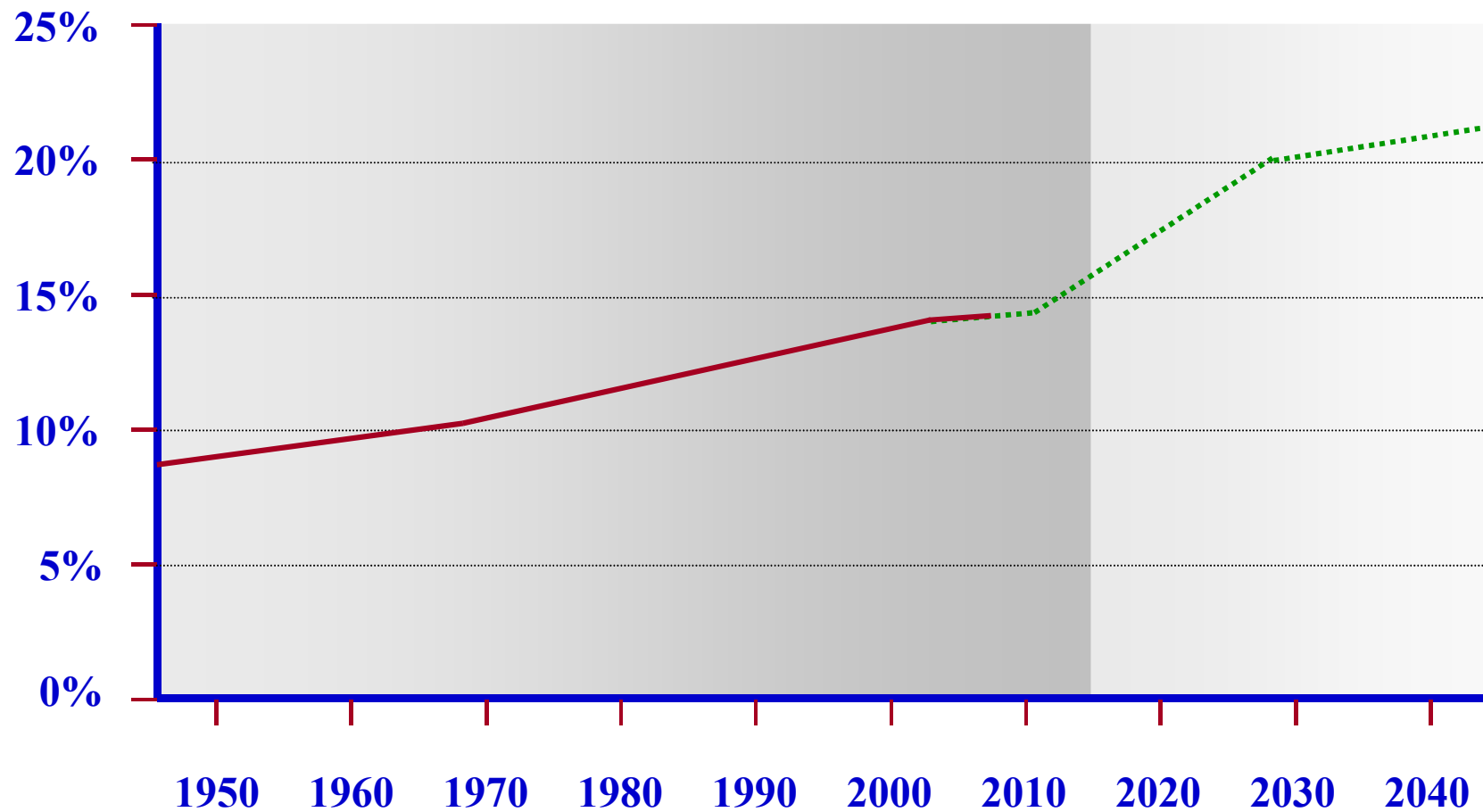
❖ **SOCIAL VARIABLES** (CONTINUED)

❖ **DEMOGRAPHICS**

THE WORLD POPULATION INCREASED SINCE THE END OF WORLD WAR II, MORE RAPIDLY IN SOME AREAS OF THE GLOBE, WITH THE NUMBER OF FEMALE GENDER LARGER THAN MALE

TODAY the LIFE EXPECTANCY in PORTUGAL FOR MAN IS AROUND 77 YEARS OF AGE and 83 YEARS for WOMEN, BUT in the MIDDLE of the LAST CENTURY THE AVERAGE WAS ONLY 50 .

BE 78 – 83; BR 70 -77; CO 76 - 83; DE 78 – 83; NO 80 - 84;

PO 73 – 81; SE 80 – 84.

P0POPULATION OVER 65 OF AGE

❖ **SOCIAL VARIABLES** (CONTINUED)

❖ **DEMOGRAPHICS**

DEMOGRAPHICS CHANGING ARE IMPORTANT FOR ORGANIZATIONS

BECAUSE:

1. **AFFECT THE NUMBER OF WORKING PEOPLE;**

2. **ALTER FAMILY HABITS;**
   THE GENERATION BORN BETWEEN THE YEARS 40 AND 50 IS "STUCK" BETWEEN SONS AND GRANDSONS

3. **THE MARKET MUST CHANGE AND ADAPT TO THE LONGEVITY OF THE CITIZENS.**

❖ **SOCIAL VARIABLES** (CONTINUED)

❖ **LIFE STYLE**

ARE EXTERNAL MANIFESTATIONS OF THE VALUES AND ATTITUDES OF PEOPLE

IN RECENT YEARS OUR LIFESTYLE, INSTEAD OF STABILITY, HAS BEEN CHARACTERIZED BY SUCCESSIVE CHANGES

AS A RESULT WE HAVE FAMILIES WITH FEW COUPLE MEMBERS SOMETIMES ONLY 1 SON AND WEDDINGS WITH MORE ELDERLY PEOPLE.

❖ SOCIAL VARIABLES (CONTINUED)

❖ SOCIAL VALUES

FOR THE MAJORITY OF THE PEOPLE THE CHANGES OF SOCIAL VALUES MODIFY THE COMMITMENT OF THE EQUALITY OF OPPORTUNITIES

THE INP... ...VER AND ... ...Y THOS... ...ENTLY LONGEVITY OF TH... ...TION INCREASED

CLASSICAL AND BEHAVIORAL THEORIES

THE INVOLVEMENT OF WORKERS IN MANAGEMENT DECISION-ARE QUITE RARE AND THE WORKERS ARE ONLY CALLED TO PARTICIPATE IN DECISIONS RELATED WITH PRODUCTIVITY AND EVERYTHING IN WHAT CONCERNS ETHICS.

❖ ECONOMICAL VARIABLES

THE SUCCESS OF A COMPANY DEPENDS A LOT OF THEIR SOCIAL AND ECONOMIC STABILITY, SUPPLIERS, COMPETITORS AND POLICIES, AFFECTING THE COSTS OF PRODUCTS OR SERVICES AND THE MARKET CONDITIONS IN WHICH SUCH PRODUCTS OR SERVICES ARE PLACED, EACH OF THESE VARIABLES CAN BE REGARDED AS AN ECONOMIC VARIABLE

THESE VARIABLES CHANGE SO FAST AND THE TOP MANAGEMENT SPENDS PLENTY OF THEIR TIME IN PREDICTIVE ANALYSIS, BEING NOWADAYS THE CHANGE A RULE AND NOT AN EXCEPTION.

❖ POLITICAL VARIABLES

❖ QUESTIONS SUCH AS

1. DOES THE GOVERNMENTS ADOPTS ECONOMIC POLICIES COMPLIANT IN RELATION TO CERTAIN INDUSTRIES?

2. DOES EXISTS PROTECTION TO FREE COMPETITION?

3. DOES EXIST LAWS O FREEZE PRICES OF CERTAIN PRODUCTS?

THE ABOVE ANSWERS DEPEND ON UPON OF THE EXTERNAL AND INTERNAL POLICIES OF SUCH GOVERNMENTS AND IN EUROPE OF EUROPEAN UNION.

THESE POLITICAL PROCESSES ARE USUALLY LINKED TO ECONOMIC GROUPS (LOBBIES) THAT MAKE USE OF PRESSURE OVER THE GOVERNMENTS, THINKING EACH ONE IN THEIR OWN ECONOMIC INTERESTS.

❖ TECHNOLOGICAL VARIABLES

❖ THESE VARIABLES INCLUDE NEW DEVELOPMENTS IN SCIENCE AND ADVANCEMENTS IN PROCESS IMPROVEMENT THAT WILL INCREASE THE PRODUCTION OF NEW GOODS AND SERVICES

❖ WE ARE ON THE THRESHOLD OF NEW ADVANCES AND THE BIG CHANGES ARE DONE IN THE BIOTECHNOLOGY, AND THE DERIVATIVES PRODUCTS OF THIS INDUSTRY ARE IMMENSE AND RANGING FROM THE GENETIC TRANSFORMATION UNTIL ITS APPLICATION IN MEDICINE

❖ EVERY DAY WE GET INFORMATION ABOUT THE DEVELOPMENT OF NEW PRODUCTS AND THERE IS A MAJOR DISPUTE AMONG THE MOST INDUSTRIAL ADVANCED COUNTRIES TO STAY ALWAYS AHEAD

❖ NATURAL ENVIRONMENT

❖ IN RECENT YEARS A LOT OF PEOPLE BECOMES AWARE THAT CONTINUING TO HARM THE NATURAL ENVIRONMENT IT WILL BE CATASTROPHIC FOR THE FUTURE OF MANKIND

❖ WE NOTICE THAT THIS AWARENESS IS SPREADING AROUND THE ALL WORLD, THANKS TO THE BETTER CONSCIENCES OF THE PEOPLE

❖ THESE NEW CONSCIOUSNESS BUILD UP OPPORTUNITIES, FORCING MANY ORGANIZATIONS TO MODIFY PROCESSES, TO PRODUCE NEW PRODUCTS "FRIENDS OF NATURE" OR TO REDUCE THE ADVERSE EFFECTS OF THE PRODUCTS OF THE EXISTING INDUSTRIES

AND WHAT ABOUT SHIPYARDS WHAT ARE THE MAIN CONCERNS?

❖ AWARENESS OF THE ENVIRONMENT

THE POLLUTION COMES IN FROM DIFFERENT WAYS

SUBSTANCES SUCH AS:

- ❖ **PCB´S - (POLYCHLORINATED BIPHENYLS) USED AS AN INSULATING FLUID IN TRANSFORMERS**

- ❖ **CHLORIDES -- WATER CONTAMINANT**

- ❖ **PESTICIDES - PAINTS**

- ❖ **METALS -- LEAD; TIN; ZINC etc.; PAINTS**

- ❖ **ASBESTOS - INSULATION**

- ❖ **TOXIC AND SOLID WASTE –SHIPS AND HULL BLASTING**

- ❖ **HYDROCARBONS –SHIPS**

- ❖ **ACID RAIN – MIXED WITH SHIPYARD CONTAMINANTS**

- ❖ **ETC.**

LEADER

MANAGER

FLOCK

HERD

❖ Leadership

IS THE ART OF MOTIVATING A GROUP OF PEOPLE TO ACT TOWARDS ACHIEVING A

...DERSHIP

...CE - NOTHING MORE, NOTHING LESS."

...nn Maxwell, 1998

A liderança é um esforço da gestão em incutir nas pessoas espírito... modo a alcançarem um objectivo comum e ao estabelecer-se uma atmosfera propícia através da motivação, os gestores ajudam os seus subordinados a **dar o seu melhor**

Leadership is an effort by the management to instill team spirit in the people, in order to achieve a common goal and setting up an atmosphere through motivation, the managers help their subordinates to **give their best.**

Management Versus Leadership

What do Managers' do ?

• Tend to manage activities such as money, time, paperwork, materials, equipment, etc.

• Managers focus more on:
- Planning
- Organizing,
- Controlling
- Coordinating
- Directing
- Budgeting
- Strategy
- Decision Making
- Problem Solving

What do leaders' do?

• Tend toward influencing people

• Leader's focus more on:
- Vision
- Inspiration
- Persuasion
- Motivation
- Relationships
- Team work
- Listening

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Comparisons between Leadership and Management

Category	Leadership		Management
Thinking Process	Focuses on people Looks outward	_ _ _ _ _ _ _ _ _ _	Focuses on things Looks inward
Goal Setting	Articulates a vision Creates the future Sees the forest	_ _ _ _ _ _ _ _ _ _ _ _ _ _ _	Executes plans Improves the present Sees the trees
Employee Relations	Empowers Colleagues Trusts & develops	_ _ _ _ _ _ _ _ _ _ _ _ _ _ _	Controls Subordinates Directs & coordinates
Operation	Does the right things Creates change Serves subordinates	_ _ _ _ _ _ _ _ _ _ _ _ _ _ _	Does things right Manages change Serves superordinates
Governance	Uses influence Uses conflict Acts decisively	_ _ _ _ _ _ _ _ _ _ _ _ _ _ _	Uses authority Avoids conflict Acts responsibly

LEADER	MANAGER
Innovates;	Administers;
Develops;	Maintains;
Investigates it;	Accepts reality;
Focuses on people;	Focuses on systems and structures;
Inspires trust.	Relies on control;
Has a long-range perspective;	Has a short-range view;
Asks what and why.	Asks how and when;
Has his eye on the horizon;	Has his eye always on the bottom line;
Originates.	Imitates;
Challenges it;	Accepts the status quo;
Is his own person.	Is the classic

BASIC LEADERSHIP STYLES

❑ **AUTOCRATIC**

❑ **BUREAUCRATIC**

❑ **DEMOCRATIC**

❑ **LAISSEZ-FAIRE**

AUTOCRATIC STYLE

This style of leadership exerts high levels of power over his or her employees or team members. People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization's interest;

Many people resent being treated like this. Because of this, autocratic leadership often leads to high levels of absenteeism and staff turnover. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost;

This style can remain effective, where the advantages of control outweigh the disadvantages;

Greatly criticized during the past 30 years and the Gen X (Generation X) staff is highly resistant to this management style.

AUTOCRATIC STYLE

✓ **The classical approach;**

✓ **Manager retains as much power and decision making authority as possible;**

✓ **Managers rely on threats and punishment to influence employees and do not trust;**

✓ **Does not consult staff, nor allowed to give any input or feed back;**

✓ **Staff expected to obey orders without receiving any explanations;**

✓ **The motivation environment is produced by creating a structured set of rewards and punishments.**

BUREAUCRATIC STYLE

Bureaucratic leaders work "by the book", ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash-handling). Everything must be done according to procedure or policy and if it isn't covered by the book, the manager refers to the next level above him or her. This leaders are really more of a police officers than as leaders .

In other situations, the inflexibility and high levels of control exerted can demoralize staff, and can diminish the organization's ability to react to changing external circumstances.

DEMOCRATIC LEADERSHIP STYLE

The democratic leadership style is also called the PARTICIPATIVE style as it encourages employees to be a part of the decision making. This not only increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward. This style requires the leader to be a coach who has the final say.

As participation takes time, this style can lead to things happening more slowly than an autocratic approach, but often the end result is better. It can be most suitable where team working is essential, and where quality is more important than speed to market or productivity.

LAISSEZ FAIRE LEADERSHIP STYLE

The laissez-faire leadership style is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own

THIS IS AN EFFECTIVE STYLE TO USE WHEN:

✓ Employees are highly skilled, experienced, and educated.

✓ Employees have pride in their work and the drive to do it successfully on their own.

✓ Outside experts, such as staff specialists or consultants are being used

✓ Employees are trustworthy and experienced.

❖ **"EMPOWERMENT"**

❖ **O QUE É EMPOWERMENT ?**

❖ **É dar ao trabalhador "*PODER*" toda a "liberdade" de exercer o seu conhecimento, as suas habilidades, encorajá-los a tomar decisões e exercer o seu próprio controlo nos seus locais de trabalho" com o mínimo de supervisão**

❖ **WHAT IS EMPOWERMENT ?**

❖ **Giving whole "freedom" ("power") to the workers to exercise their knowledge, skills, encouraging them to take decisions and to exercise its own control in their workplaces with minimal supervision.**

❖ **BASICS AND ASSUMPTIONS OF "EMPOWERMENT"**

   ❖ **The basis for the belief that "Empowerment" is a valid approach to improving organizational effectiveness is that people who are nearest to the problem are best able to judge its solution, provided they have a framework within which to make their decisions.**

   ❖ **3 concepts turn up to strength this management approach**

      ✓ **COMPETENCE**

      ✓ **TRUST**

      ✓ **TEAM WORK.**

❖ BASICS AND ASSUMPTIONS OF "EMPOWERMENT"

1. COMPETENCE

- ❑ The belief that individual employees can be expected to perform well to the limit of their competence with the minimum of supervision.

2. TRUST

- ❑ It is necessary not only to believe in people's competence but also to trust them to get on with the job.

3. TEAM WORK

- ❑ Work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole.
- ❑ Few organizational problems can be solved by one person acting alone.

❖ **Reasons for empowerment**

1. **Can speed up decision-making processes and reaction times;**

2. **Releases the creative and innovative capacities of employees;**

3. **Provides for greater job satisfaction, motivation and commitment;**

4. **Gives people more responsibility;**

5. **Reduces operational costs by eliminating unnecessary layers of management, staff functions and quality control and checking operations.**

❖ **Reasons to questioning**

1. **Can the employees accept more responsibilities;**

2. **Can the employees produce with more autonomy;**

3. **Can the work be rearranged in order to be more autonomous without implies in its own production.**

❖ HOW TO IMPLEMENT

❖ **"EMPOWERMENT"** can be achieved by involving people in developing their own solutions to specific issues. This can be done by expecting teams, not simply to propose ways forward or to hope that someone else will do something, but actually to solve the problem in their part of the organization, in accordance with the resources they have and the constraints within which they work.

❖ **PRINCIPLES TO FOLLOW**

   ❖ Work should be organized around basic operations to form 'whole tasks';

   ❖ The basic organizational unit should not exceed (15—20 people) and include a designated leader;

   ❖ Each workgroup and its leader should, as far as possible, plan and organize its own work;

   ❖ All workgroup members should have the opportunity to participate in the group's processes of planning;

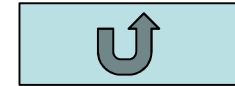   ❖ Each workgroup should be able to evaluate its performance.

FIM

MODELO DAS 5 FORÇAS DE PORTER
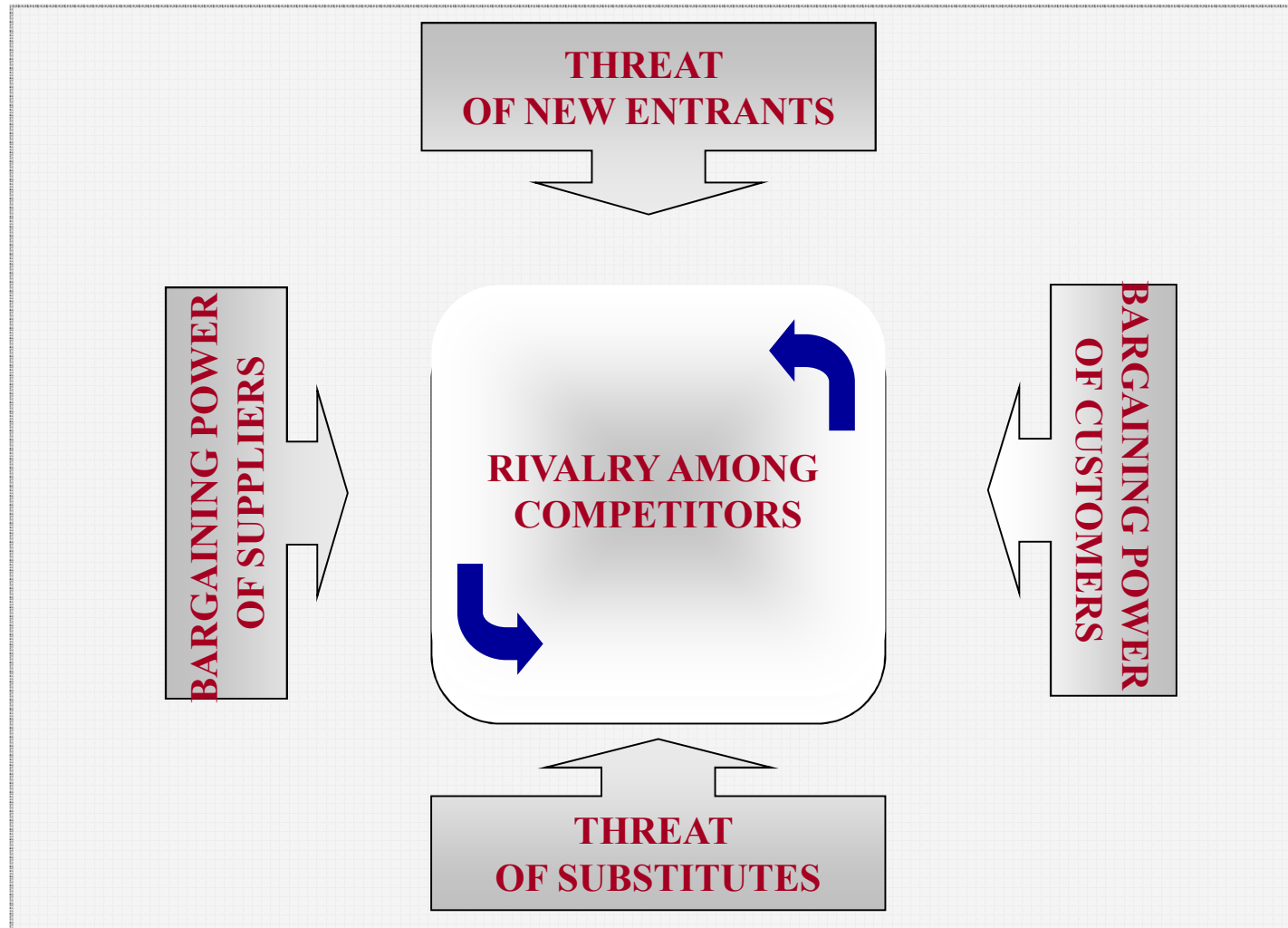
USING METHODS AND TECHNIQUES TO MANAGE THE RESOURCES AVAILABLE (*LABOR, MATERIALS AND SERVICES*).
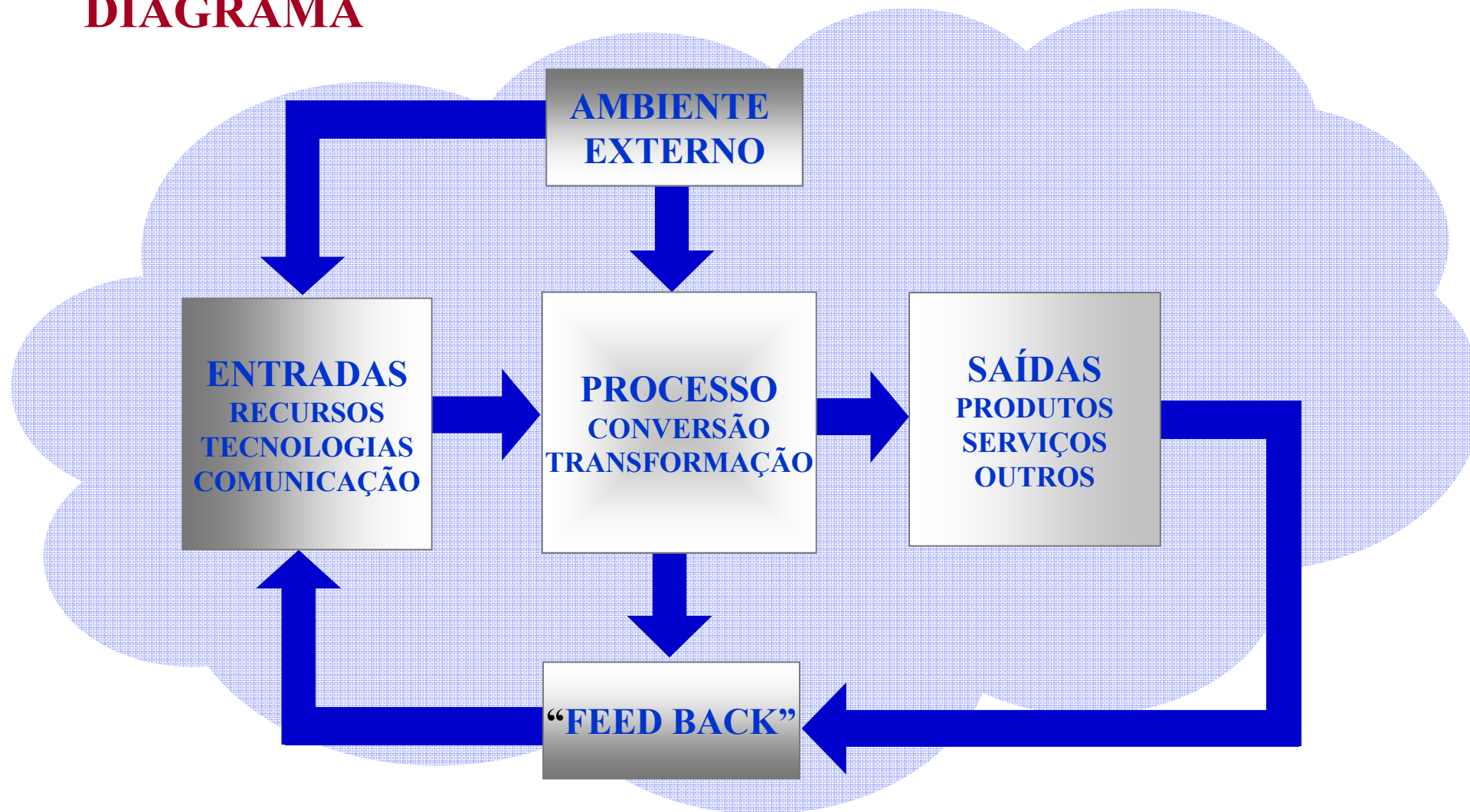
WITHIN THE COST, TIME AND THE QUALITY/PERFORMANCE STANDARDS IN ORDER *TO GET A RESULT*

WITH THE AIM TO SATISFY THE COMPANY, THE CLIENT AND THE ENVIRONMENT.

ENVIRONMENT

COST

TIME

RESOURCES (MAN hours MATERIALS SERVICES)

QUALITY/PERFORMANCE

COMPANY / CLIENT

87

DIAGRAMA

PROJECT MAIN PHASES

PHASE V - CONTROL

PHASE I – START UP

PHASE II - ORGANIZING

PHASE III - PRODUCTION

PHASE IV – CLOSING DOWN

RESOURCES

DURATION