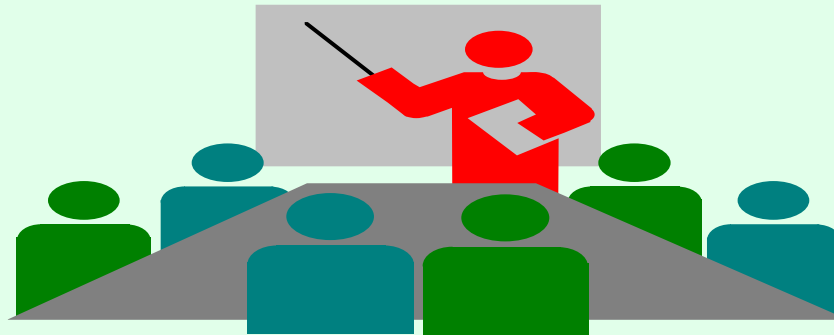


MANAGEMENT FOR RESULTS

MODULE-9

{ETHICS POWER AND INFLUENCE}




INNOVATIVE BUSINESS IMPROVEMENTS PVT. LTD.


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IBI-191

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

 **AIM:** To examine the role of ethics, power and influence in the organization

 **OBJECTIVE:** At the end of the module you will be able to

- **Describe the importance of ethics in the organization**
- **Discuss the acceptance of power in an organization**
- **Describe how power can be used to effect changes**
- **Explain how people influence others**

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

 Study and philosophy of human conduct with emphasis on the determination of right and wrong

 Ethical Issue: Gap between feeling and thinking

 How you feel about something and how you want to act?

 Moral Standards

 Wrong Right Making ten copies misusing organizational resource O.K.

 Making 100 copies not O.K.

 10 minute late O.K.

 > 10 minutes not O.K.

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

CORE VALUES: Getting down to core values takes time
Time Person-1

Same vision

Bring your baggage

Marriage

--- Fulfil promise

Or business relationship

Realize dreams

romantic type of relationships
Person-2

What can you do for me or

ultimately pose problems..

One has to put oneself higher than the relationship for success.

"Actions speak louder than Words". Like peeling the layers of onion
core values get exposed and relationships get effected.

Success lies in people driven policies and not authority driven dictates.

Management for results also means Management by principles

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

"WE PREACH MOST WHAT WE NEED TO LEARN"

COMPANY VALUE SYSTEM IS THE EXECUTIVE VALUE SYSTEM THAT CAN NOT BE SEPARATED EASILY AS ROOT VALUES ARE DIFFICULT TO CHANGE.

Power: Imaginativeness more important than knowledge

Ethics: Actions speak louder than words

Moral standards or the gaps keep changing from time to time

Problems of civility:

Individual rights v/s Rights of living together

(Smoke or not smoke)

Environment laws: Blue box recycling

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

POWER

.....is neutral

.....Abuse only causes negative perception.

ATTITUDE

K Knowledge: Know how to do?

S Skills Can you do it?

A Attitude Will you do it ?

When so many K+ S are available companies prefer people who are K+S+A

Know the difference between just asking people to do it or besides demonstrating, telling them why are we doing it.

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

SOME ETHICAL PRINCIPLES

 TELL THE TRUTH

 PRACTICE PARTICIPATION

 DO NOT SPREAD RUMOUR

 TREAT PEOPLE AS INDIVIDUALS

 BE FAIR TO PEOPLE

 BE CONSISTENT WITH ALL EMPLOYEES

 FEW EXAMPLES OF SOCIETAL PRINCIPLES

 NOT DUMPING TOXIC WASTE

 OVER SPEEDING WHILE ON ROAD

 DRIVING UNDER INFLUENCE OF ALCOHOL IBI-197


MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}


ORGANIZATIONAL ETHICS

 Principles that an organization believes in and tries to follow with help of its employees. Example “belief in team spirit”

PERSONAL ETHICS

 Values and principles that each individual has decided to follow. These depend on one’s culture, religion, upbringing and parental influence.


CODE OF ETHICS FOR MANAGERS

 Managers are expected to demonstrate leadership in articulating and practicing the organizational code of ethics.

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

POWER

 Power in itself is neutral but only its abuse causes negative perceptions. Such negative perception relates it to word “corrupt” and often associated with exploitation/ influence.

 “POWER CORRUPTS.

 ABSOLUTE POWER CORRUPTS

 ABSOLUTELY”.

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

INDIVIDUAL POWER

Individuals who demonstrate knowledge and expertise have the capacity to influence others and exercise power

INSTITUTIONAL POWER

Power in this sense is the responsibility and the authority over human and financial resources.

ACCEPTANCE OF POWER

The main reason for our acceptance of power in modern times is fear of consequences. It is specially true when we perceive source of power in the negative light.

Consequences of abuse of power: Debate, Divisive tendencies, Destructive effect and Dissension among group

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

USE OF POWER TO EFFECT CHANGES

 It can be effectively used as an aid in accomplishment of tasks and making desired changes.


 1 PERSONAL CHANGES

 2 SYSTEMIC CHANGES

 3 COMPETENCY CHANGES

 4 COMMITMENT CHANGES

 5 COERCIVE CHANGES

 **INFLUENCE:** Duty of people in position to influence others and organization they are part of. Influence may be subtle, direct or voluntary. Organizational authority, maturity, personal style, commitment and effort are other effective means to influence others.

MANAGEMENT FOR RESULTS


ETHICS , POWER AND INFLUENCE

{CASE STUDY MR. COOL}

 **Mr.COOL is Managing Director of a company manufacturing, marketing and servicing refrigeration and air conditioning equipment**

 **He directly supervises three General Managers**

 **Mr. Manu, Mr. Mark and Mr. Serv**

 **On one occasion Mr. Cool received a nasty letter as a complaint against Mr. Mark from a good customer by the name Mr. Hot who purchased one air conditioner from the company last year. Mr. Hot complained that Mr. Mark who sold the A.C. to him had not been cooperative. There were many problems in the machine that needed immediate attention. Mr. Mark had failed to keep his promise of free service during first two summer seasons and had been rude to him on the telephone as well.**

MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}

{CASE STUDY MR. COOL}

The next day Mr. Cool during a brief conversation with Mr. Manu. Mentioned he heard that Mr. Mark was having problems with one of his customers. He asked no questions. While Mr. Cool was at dealers workshop he heard further rumours of complaints regarding Mr. Mark.

Mr. Cool met Mr. Mark once during the busy hours of the day. Mark did not mention anything about a conflict or misunderstanding against with any of his customers. Mr. Cool also did not address the issue.

In the morning, when Mr. Cool arrived at his desk he found an angry hand written message from Mr.. Mark requesting to speak to him immediately about an urgent matter. In addition there was a message from Mr. Hot asking him to respond by phone to his letter immediately.

MANAGEMENT FOR RESULTS


{ETHICS, POWER AND INFLUENCE}

QUESTIONS FOR THE PARTICIPANTS

QUESTION NO. 1

 What would you suggest that Mr. Cool do at present time?


QUESTION NO.2

 How could Mr. Cool have handled the situation to avoid the confrontation he would have to face today?


MANAGEMENT FOR RESULTS

{ETHICS, POWER AND INFLUENCE}


QUESTION NO 3

 Develop a list of principles that are important to you.

QUESTION No. 4

 Develop a list of values that, in your opinion, are unethical

QUESTION No. 5

 If your organization has code of ethics, record it in the space below. If it does not, develop a brief code of ethics, which you are willing to share.