

Gerencia e Lideranca no Brasil e EEUU

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This course will be a mix of Portuguese and English, with readings from both countries. It will draw on my Ph.D. studies at the University of Michigan, as well as my consulting work in Sao Paulo, Brazil and across the United States.

The readings will include management literature from both countries, as well as Europe and Asia. Main scholars to study will include Rensis Likert, my mentor in Ann Arbor whose consulting firm I worked for, as well as famous researchers like Floyd Mann, Daniel Katz, Robert Kahn, Arnie Tannenbaum, Mark Chesler, Dick Mann, and others with whom I did action research projects, etc.

While I worked with Ren Likert who invented survey research and was a co-founder of the world-recognized to Institute for Social Research in Ann Arbor, he also offered lots of insights about “Systems 1-4” organizational designs and pithy comments like this: “As people acquire more education, their expectations rise as to the amount of responsibility, authority, and income they receive.”

From Brazil we will learn from Ricardo Semler, SEMCO founder and the most innovative Brazilian CEO, Getulio Vargas’s political skills, the great futebol player, Pele, and others.

Here are a few key themes we will explore, and various articles and books will be used as the semester progresses. We will draw on my corporate experiences and research with General Motors and other large firms where key executives have fine-tuned the skills of running an enterprise.

In my consulting and meeting with Ricardo Semler, I remember several core managerial ideas: “The key to management is to get rid of the managers.”

“People are responsible adults at home. Why do we suddenly transform them into adolescents with no freedom when they reach the workplace?”

The main question this semester: **What is a Manager and What Does a Manager Do?**

In its simplest form, management includes three fundamental roles:

1. **Leader** – As a leader, the manager establishes and directs the vision and mission of the team. In this capacity, the manager is the source of visionary strength of the department and keeps the staff on a consistent track to achieving the vision.
2. **Project Manager** – In this role, the manager is responsible for directing the operational activities of the team by scheduling the utilization of the

- department's resources, including people and capital equipment. In this way, the manager gets things done through the efforts of the people on the team. The manager is responsible for establishing and executing the project plan that is necessary to achieve the team's mission.
3. **Coach** – As a coach, the manager picks the people for the team and improves the performance of people through ongoing counseling. As a coach, the manager works with people to help them become greater contributors by helping them improve their efficiency and effectiveness.

Below are the multiple roles that managers must perform in order for their team to function successfully:

- **Strategy:** The manager puts the strategy in place to achieve the company's vision, mission, and promise. In this capacity, the manager works with team members to develop a strategy and a plan. Then a process is put in place that will be used to execute the strategy.
- **Organization:** The manager gets the department organized to implement the process and guides all the project activities using the process. All the schedules are established, laying out the tasks that have to be performed to deliver the department's goals and objectives and assigning the necessary resources to the people on the team.
- **Priorities:** The manager establishes priorities for projects and tasks and makes the decisions required when they have to change.
- **People:** A key duty of the manager is making sure that the right people are placed in the right job assignments. They also make sure that their people get further training to better do their jobs.
- **Solutions:** The manager facilitates problem solving, as needed. They lend expertise to the process and involve their team in that process.
- **Delegate:** A very important duty of the manager is to delegate responsibility and accountability. In doing so, the manager gives people a clear role and a set of responsibilities, empowers them to act, and holds them accountable for results. *This is the art of management.* In getting the best out of people, a manager gives people the responsibility they deserve then, coaches them in their work in order to make them the best they can be, and finally holds them accountable for producing the results that are expected.
- **Enable:** A manager takes care of people's needs. The manager is an enabler for and ensures that people get what they need in order to do their jobs. This includes equipment, training, assistance, coordination, time, etc.
- **Communicator:** This is one of the most important duties of a manager. The manager not only communicates important information needed for people to do their jobs, but also information that is necessary for people to understand the context of their jobs. People generally want to know what the company's vision, mission, promise, and strategies are. They want to know about markets, customers, and competitors. They want to know about key company initiatives

and how it affects them. The manager's job is to make sure that people know what is going on and how they are affected.

- **Policy:** The manager represents the company and its policies. To the people in the department, their manager is the company. Managers are familiar with company policy, communicate policy to employees, and represent the executive management of the company.
- **Relationships:** Building relationships is a key aspect of the manager's job. The manager's job is to establish positive and effective working relationships both inside and outside the company.
- **Environment:** The manager establishes and supports working relationship principles by creating an environment where people can trust and count on each other. The manager's job is to coach people to help them understand how the team operates and to give them the understanding of each other's role on the team.
- **Objectives:** Establishing goals and objectives for people is a key part of being a coach. As part of the performance management process, the manager establishes performance goals and objectives for people. This is a very formal part of the manager's job. Establishing the objectives for people and letting them know how they're performing in meeting the objectives is management's bread and butter. To get their best performance, people have to understand how they are performing and be given the coaching necessary to improve.
- **Recognition:** People need to be recognized for a job well done. A manager makes sure that people are recognized for their contributions and extraordinary efforts on the job. The recognition should be timely. Recognition can take form of anything from a sincere thank you to a substantial monetary award. The important thing is that people feel they are appreciated for their extra effort.
- **Mentor:** A manager is a mentor. In this capacity, the manager advises people on their career goals and helps them get the job assignments needed to move their careers forward. Although people are responsible for their own careers, the manager can be a valued advisor in career planning.
- **Manage Upward:** Finally, a manager manages upward. That is, the manager keeps higher levels of management informed of their department's progress that effect their commitments. In addition, the manager advises upper management on key issues and helps in the decision making process.