



MGTER. MARINA KIRAC

**"Different schools
need different types
of heads. But which?"**

**SHARE
TO LEAD**

3RD SHARE NATIONAL
CONVENTION FOR HEADS
OF ENGLISH AND
ADMINISTRATORS

📍 Hotel Dazzler San Martín - San Martín, CABA.

4th & 5th October



SHARE EDUCATION

SHARE TO LEAD

4th & 5th October

3RD SHARE NATIONAL
CONVENTION FOR HEADS
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SHARE EDUCATION

ORGANIZATIONS AS MACHINES



 alamy stock photo

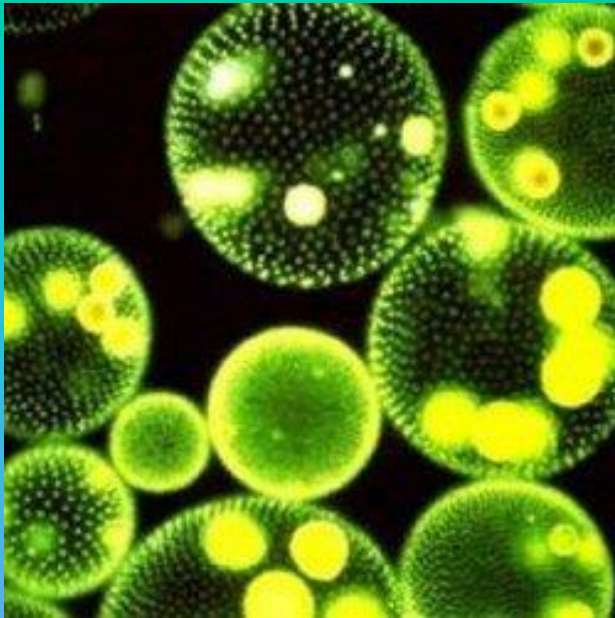
BNWACW
www.alamy.com

- Mechanization
- Observation and assessment
- Beaucrocity
- Paper work, grids, forms
- Authority  subordination
- Plans / decisions  Head/director
- Mere execution  employees
- Responsibility?



ORGANIZATIONS AS ORGANISMS

- Close relationship with the environment



+autonomy

+ responsibility

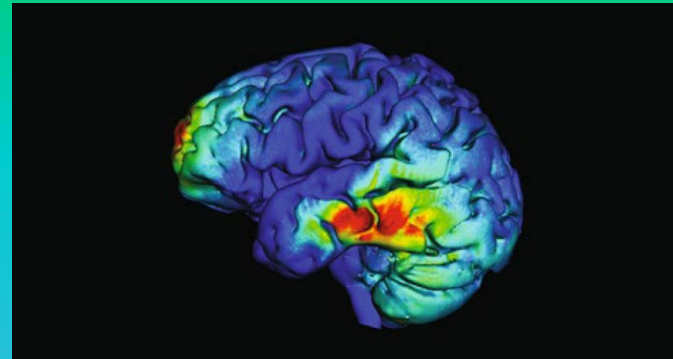
+ participation

- Free and informal communication
- Interaction



ORGANIZATIONS AS BRAINS

- Sections / centralized units to be decision-makers



- Information processing + decision making should become manageable.

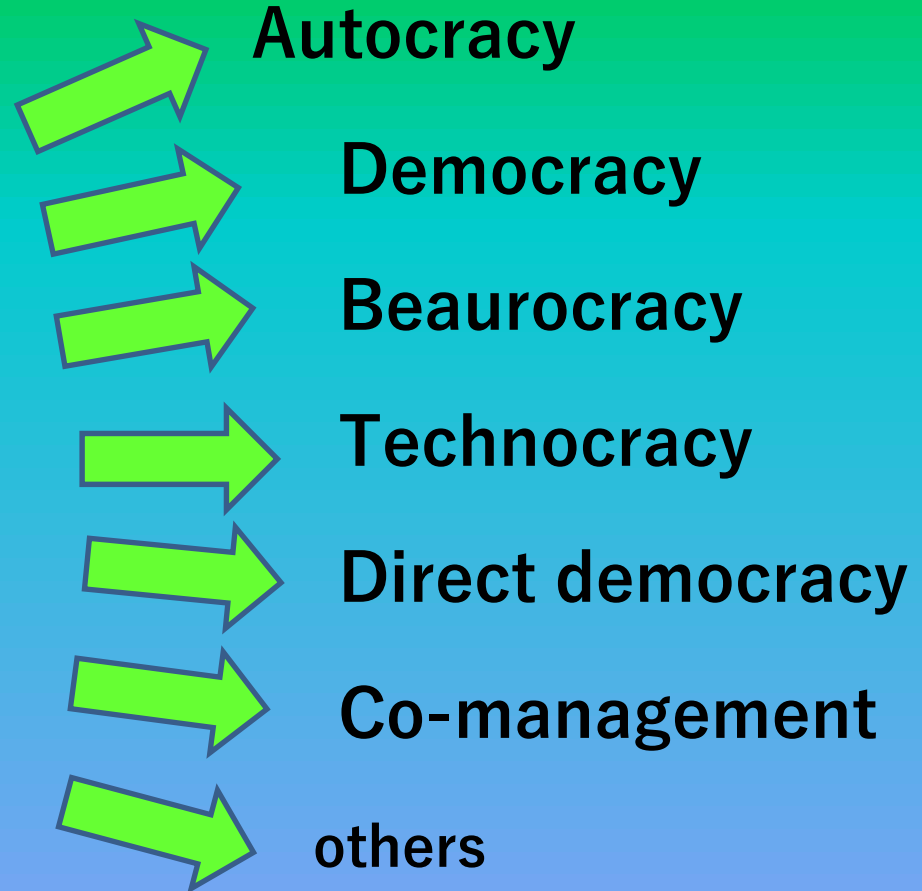
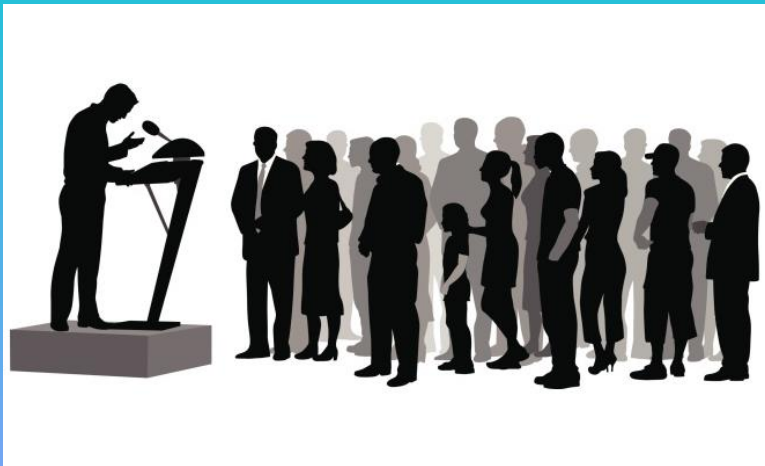
Do they always?

- *Are all “units” ready to question their own behaviour? To learn from others?*



ORGANIZATIONS AS POLITICAL SYSTEMS

If analyzed
from a
political
point of view



ORGANIZATIONS AS CULTURAL PHENOMENA



**Social realities are structured
in the minds of community members**

**(identity
of behaviours)**



ORGANIZATIONS

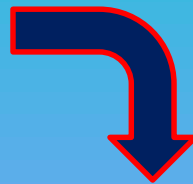
AS CHANGE AND TRANSFORMATION

processes = fluxes



transformation \Rightarrow *adaptation*

no change



decay



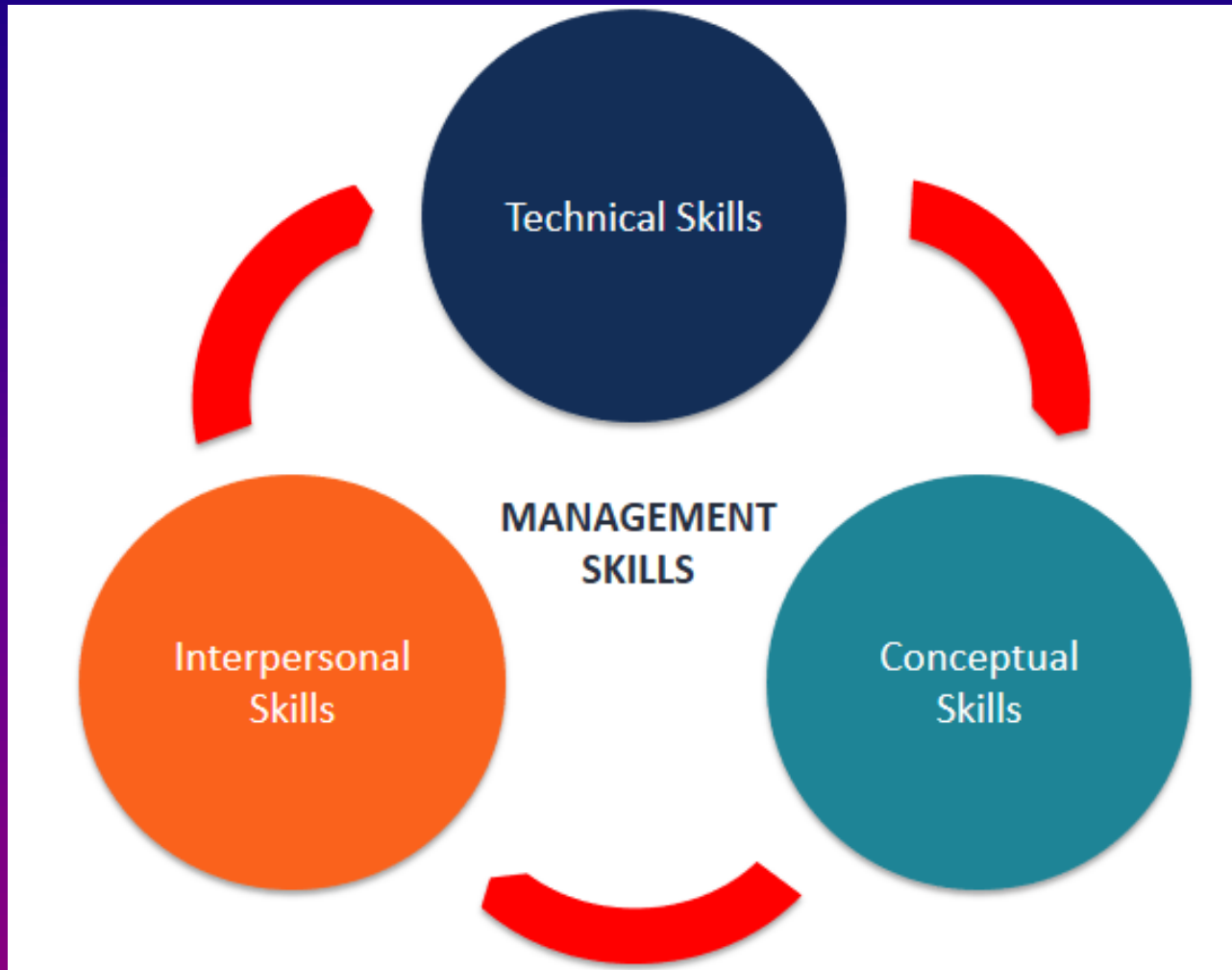
MANAGEMENT SKILLS

They involve

- ✓ **PLANNING,**
- ✓ **DECISION-MAKING,**
- ✓ **PROBLEM-SOLVING,**
- ✓ **COMMUNICATION,**
- ✓ **DELEGATION,**
- ✓ **TIME MANAGEMENT AND**
- ✓ **ENSURING INTERNAL COHESION**



THE THREE BASIC MANAGEMENT SKILLS



TECHNICAL SKILLS



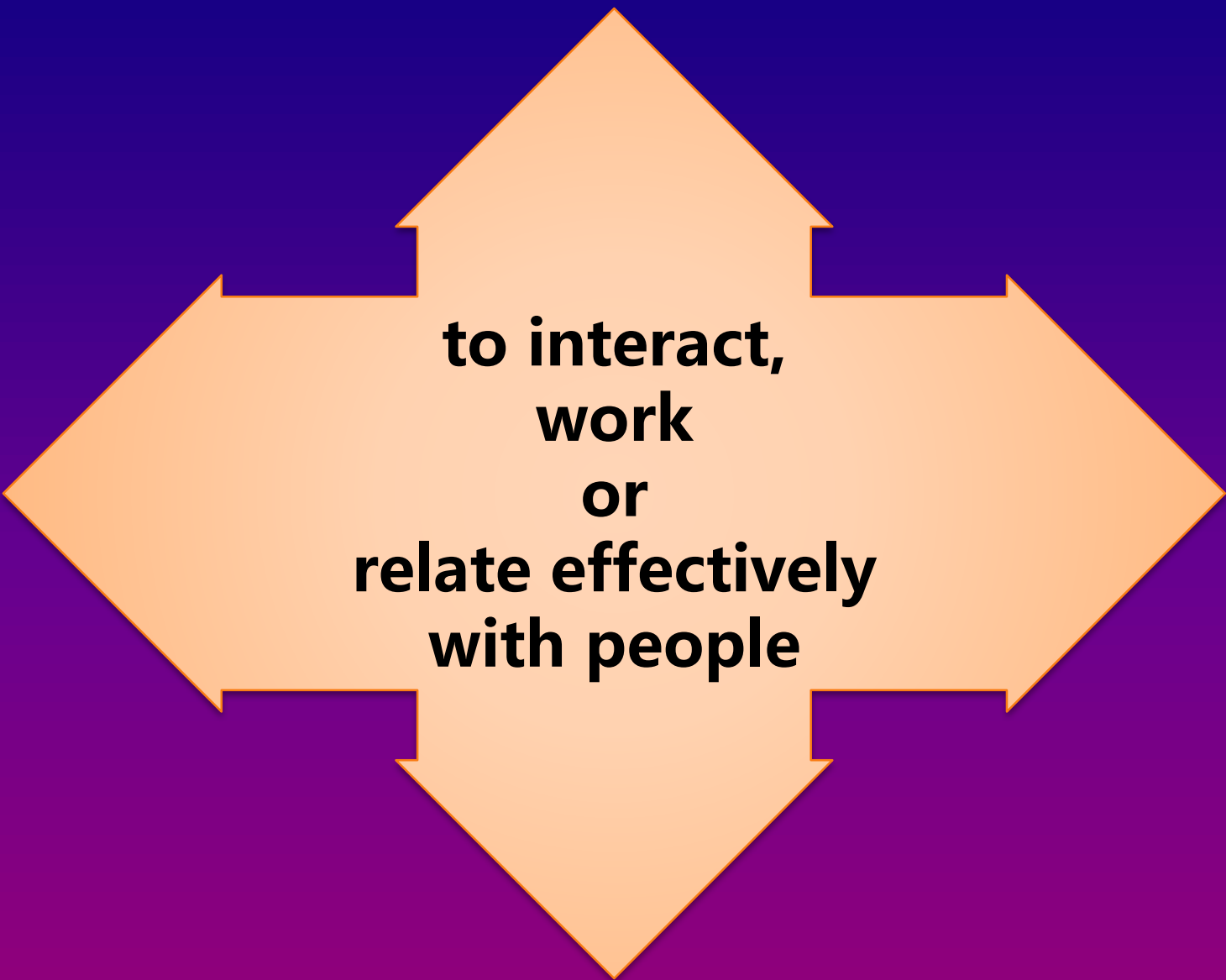
**skills needed
to boost sales,
design different types
of products and services,
and market the services and the products**

CONCEPTUAL SKILLS

**seeing an entire concept,
analyzing and diagnosing
a problem,
and
finding creative solutions**



INTERPERSONAL SKILLS



**to interact,
work
or
relate effectively
with people**



SWOT ANALYSIS

STRENGTHS

- Governed by internal factors
- Strong and positive characteristics of any company
- e.g. - company culture, human resources

WEAKNESSES

- Caused by internal factors
- Any process, areas or resources that hinder the growth of a company
- e.g. - less skilled workforce, shortage of raw materials

OPPORTUNITIES

- Depend upon external factors
- Circumstances that help the company expand its size and revenue
- e.g. - growth in demand, relaxed trade laws

THREATS

- Controlled by external factors
- Factors that could pose a risk to the company's success
- e.g. - low economic development, changing climatic conditions



STRENGTHS

- What are the activities you do better than your competition?
- What are your qualities/characteristics that attract your customers/prospects?
- What are the resources of your company that you cannot do without?
- What factors or elements (tangible as well as intangible) contribute the most to your success?
- What are your advantages over your others?
- What do you see as your strong areas?
- What is the specialized skill or unique experience you possess?

WEAKNESSES

- What areas, sections or processes of your company are in a need of urgent refinement?
- What are the factors you think are responsible for your failures?
- What are the pain points in your company that you wish to improve?
- What kind of limitations are holding the company back?
- List down the factors that caused the company to lose to your competitors?
- What are the sections that are not making profits and contributing to the losses?
- What are the areas/sections/functions you fear might collapse soon?

OPPORTUNITIES

- What new areas can you expand the current business in?
- What new products and services can you release in the market?
- Do the current market conditions open up any new opportunities for your business?
- Can you capitalize on our competitor's weakness and use this as an opportunity?
- How can you best utilize the confidence of your customers?
- What are the existing or new technologies can you use to open up new business possibilities?
- How can you utilize the current trends to our advantage?
- How can you best leverage our existing strengths to grow the company?

THREATS

What are the new advancements by your competitors that can negatively impact your growth?

What obstacles or issues are faced by the organization today?

What new technologies/products can impact your existing market capture?

What factors can threaten your market image and position?

Are there any social, cultural or environmental factors that might have an impact on your company' s existing work culture or profits ?

What are the latest changes in the political and economic factors that shall negatively influence your business?

What weaknesses of your company you believe could lead to lower sales, growth or customers ?

Which legal changes can put your business at risk?

DO YOU MANAGE OR DO YOU LEAD?

MANAGEMENT

Processes
facts
Control
Doing things right
Reactive
Problem solving
Standardization
Written
communications

LEADERSHIP

People
Feelings
Commitment
Doing the right things
Proactive
Possibility thinking
Innovation
Verbal
communications



DO YOU MANAGE or DO YOU LEAD?

MANAGEMENT

*Light a fire
under people*

LEADERSHIP

*Stoke a fire
within people*



THE LEADERSHIP PRACTICES INVENTORY

LPI (Kouzes and Posner, 1993)

measures leadership practices
and reveals the leader's behaviour in

- Challenging processes
- Inspiring a shared vision
- Enabling others to act
- Modelling the way
- Encouraging the heart of others





“The most effective executives use a collection of distinct leadership styles –each in the right measure, at the right time.

Such flexibility is tough to put into action, but it pays off in performance”

Daniel Goleman



Thank you very much!

Marina

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