

Zecola's Management Philosophy

A group's success is dependent upon its effectiveness (i.e., doing the right things) and its efficiency (i.e., doing things well). Good leadership ensures effectiveness, and good management ensures efficiency.

A Leader's Responsibility

- 1) Develop a vision of the future that is focused outwardly on the customer and the market
- 2) Develop a strategy for getting the vision implemented
- 3) Organize for change and drive change to achieve your vision
- 4) Create a system and atmosphere to delegate decision-making and responsibility to the front-line
- 5) Create momentum by presenting the group's values and vision convincingly so that the goals and strategies feel right for everyone

Efficiency, or employee productivity, is influenced by organizational climate and a manager's competencies and behavior.

A Manager's Responsibilities

- 1) Set and communicate objectives
- 2) Organize into manageable activities and manageable jobs
- 3) Motivate and develop team spirit
- 4) Measure performance and reward accordingly
- 5) Develop people, including yourself

Organizational Climate

The climate is most influenced by:

- 1) Responsibility - amount of delegation
- 2) Standards - whether goals are realistic and challenging
- 3) Clarity - whether lines of responsibility are clear
- 4) Rewards - recognition for good work
- 5) Team Spirit - good working relations across groups