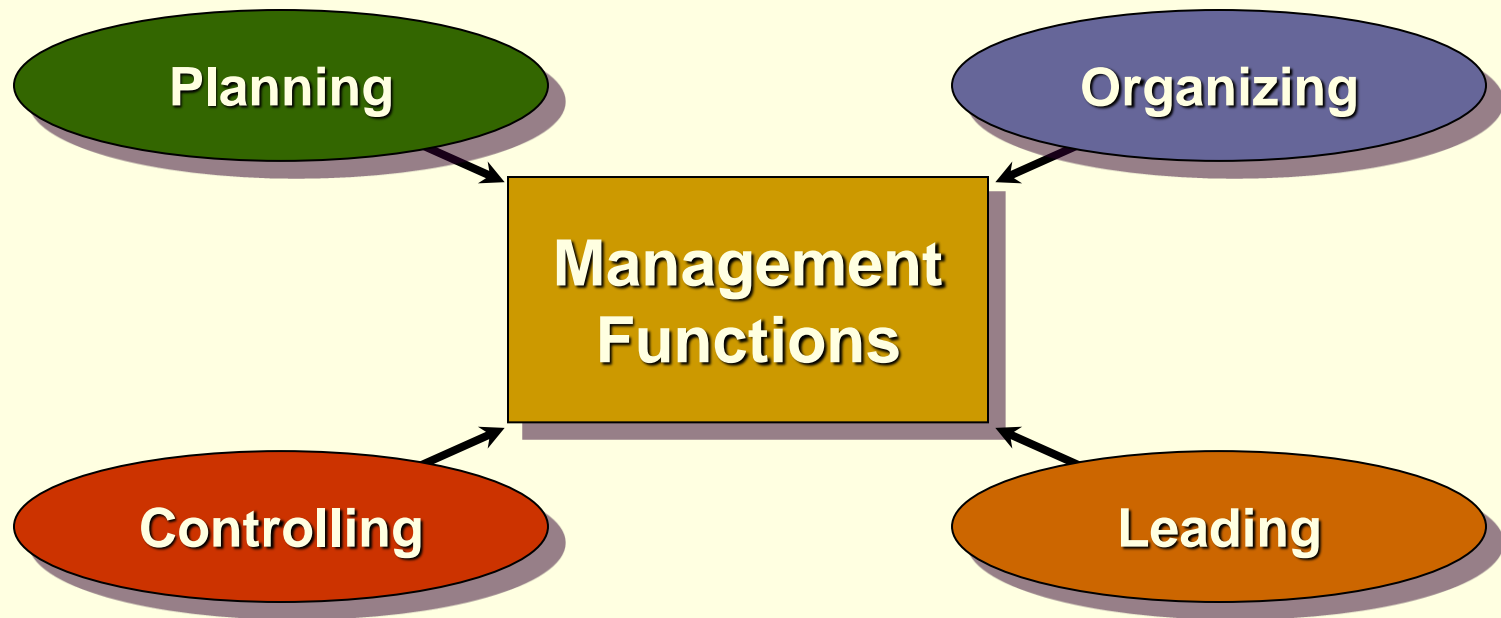




Post-modern management

Management Functions





PLANNING DEFINITIONS

Setting the goals of what to do in the future and specifying the means (strategy & programs) to achieve those goals

MODERN PLANNING

MOD. Planning and doing get split up as the manager does the brain work and the worker does the hand-work

POSTMODERN PLANNING

Planning is a **network**:

N Needs of customers get discovered.

E Expectations of network stakeholders.

T Team planning among network players.

W 4 W's. Who is in the network, where are the resource
, what are the goals , wants of each customer,

O Organize your network plans.

R Responsiveness of the network to customers.

K KISS Keep It Sweet and Simple: Plan to make customers
happy!

ORGANIZING DEFINITIONS

Grouping and assigning people, processes, and resources to accomplish plans people can not do alone while delegating requisite authority and setting the rules by which they interact

MODERNIST ORGANIZING

MOD. Organizing is centralized and impersonal surveillance and penal mechanisms of disciplines time and motion.

POSTMODERN ORGANIZING

Organizing is **flat**.

F Flat. Flat and flexible with few layers of management.

Forever serving customers.

L Latticed. A Circle network of relationships between autonomous teams without going through a center pyramid. Circle includes suppliers and customers. Many centers or no centers at all.

A Autonomous. Postmodern man is the self-disciplined entrepreneur who balances leisure with temporary commitment to formal organizations.

Diverse individuals make-up the teams.

T Team-based. Teams of equals are skilled to do their own planning, organizing, and controlling. Teams sub-contract work across organizational and global boundaries.

Team focus in on **KAIZEN** - continuous improvement involving everyone

LEADERSHIP DEFINITIONS

Directing and coordinating persons and temas concerning what task activities people do and how they are to do those tasks to achieve which plans and objectives.

Modernist Leadership.

MOD. Leading is centralized with many layers and divisions of panoptic gaze and menal mechanisms to apply punishments and rewards in ways that sustain power and status differences.

Post- modern Leadership

Leaders are **Servants**.

S Servant. The leader is the servant to the network.

Leaders serve people who
in turn serve customers. De-differentiates self from the people.

E Empowers. The leader empowers participation in
social and economic democracy.

R Recounter of Stories. Tells the stories of company
history, heros, and futures.

V Visionary. Without vision the people perish.

A Androgynous. Male and female voices.

N Networker. Manage the transformation and configuration
of the diverse network of teams spanning suppliers to customer.

T Team-builder. Mobilize, lead, and detach a web-work
of autonomous teams

POST MODERN DEFINATION:

POST. *Servant*. Leading is *de-centered* with an ethic of servanthood as managers serve people who in turn serve customers in a *de-differentiated* network of relationships led by vision and story.



Controlling definition:

Evaluating and measuring performance of persons, teams, and organizations to ensure desired goals are achieved with efficient use of resources and highest quality levels.

MODERNIST CONTROL

MOD. Controlling is by impersonal inspection to assure normative compliance and standardized human behavior

POSTMODERN CONTROL

Postmodern Control is **Choice**.

C Choices. The fundamental right of people to make choices.

H Heterogeneity. Diversity is an asset. Control is de-differentiated and de-centered so there is not as much gap between leaders and workers.

O Oppositional. With multiple voices, multiple logics, and multiple perspectives.

I Individualism. Doctrine of individual freedom in economic enterprise

. Participation in corporate governance.

C Co-Responsibility. People are co-responsible for networking toward value-added and convergent purposes.

E Environmental Audit. A revised definition of efficiency and effectiveness that includes environmental and social audits.

Planning is a network

Organizing is flat



**Management
Functions
In post modern
era**



Control is choice

Leader is servant



Organization & organizing in post-modern era



CHARACTERISTICS OF MODERNIST AND POSTMODERNIST WORKPLACE

Modernist model		Post-modern model
<ul style="list-style-type: none"> * mass production * long production runs * centralized control 	STRATEGY	<ul style="list-style-type: none"> • flexible production • * customized production * decentralized control
<ul style="list-style-type: none"> * fixed automation * end-of-line quality control * fragmentation of tasks * authority vested in supervisor 	PRODUCTION	<ul style="list-style-type: none"> * flexible automation * on-line quality control * work teams, multi-skilled workers * authority delegated to workers
<ul style="list-style-type: none"> * labor-management confrontation * minimal qualifications accepted * workers as a cost 	HUMAN RESOURCES	<ul style="list-style-type: none"> * labor-management cooperation * screening for basic skills abilities • workforce as an investment



CHARACTERISTICS OF MODERNIST AND POSTMODERNIST WORKPLACE

Modernist model		Post-modern model
<ul style="list-style-type: none">* internal labor market* advancement by seniority	JOB LADDERS	<ul style="list-style-type: none">* limited internal labor market• advancement by certified skills
<ul style="list-style-type: none">* minimal for production workers* specialized for craft workers	TRAINING	<ul style="list-style-type: none">* training sessions for everyone* broader skills sought



Comparison of Postmodern and Modern Principles

POSTMODERN PRINCIPLES

1. **Multiplication of Labor**
2. **Delegation and Empowerment**
3. **Self-Discipline**
4. **Variety of Command.**
5. **Variety of Direction.**
6. **Subordination of general interest to individual interests**
7. **Intrinsic Remunerations**
8. **Decentralization.**
9. **Cycles not Chains.**
10. **Diversity.**
11. **System_Integrity**

FAYOL'S 14 PRINCIPLES

1. **Division of Labor**
2. **Authority and Responsibility**
3. **Discipline**
4. **Unity of Command**
5. **Unity of Direction.**
6. **Subordination of individual interest to the general interest**
7. **Remuneration of Personnel**
8. **Centralization**
9. **Scalar Chain.**
10. **Order.**
11. **Equity.**



Comparison of Postmodern and Modern Principles

POSTMODERN PRINCIPLES

12. **Transient Personnel**

13. **Entrepreneur.**

14. **Rebellion.**

FAYOL'S 14 PRINCIPLES

12. **Stability of tenure for Personnel.**

13. **Initiative.**

14. **Esprit de Corps.**



Kaizen as a postmodern innovation

KAIZEN: Continuous improvement involving everyone.

As Masaaki Imai

**in the book Kaizen defines it: it means continuing improvement
in personal life,
home life, social life, and working life... - managers and workers alike“**

**In Japan, the improvements
are continuous, a series of small steps that everyone takes in order to
keep the organization constantly changing and improving every day.**



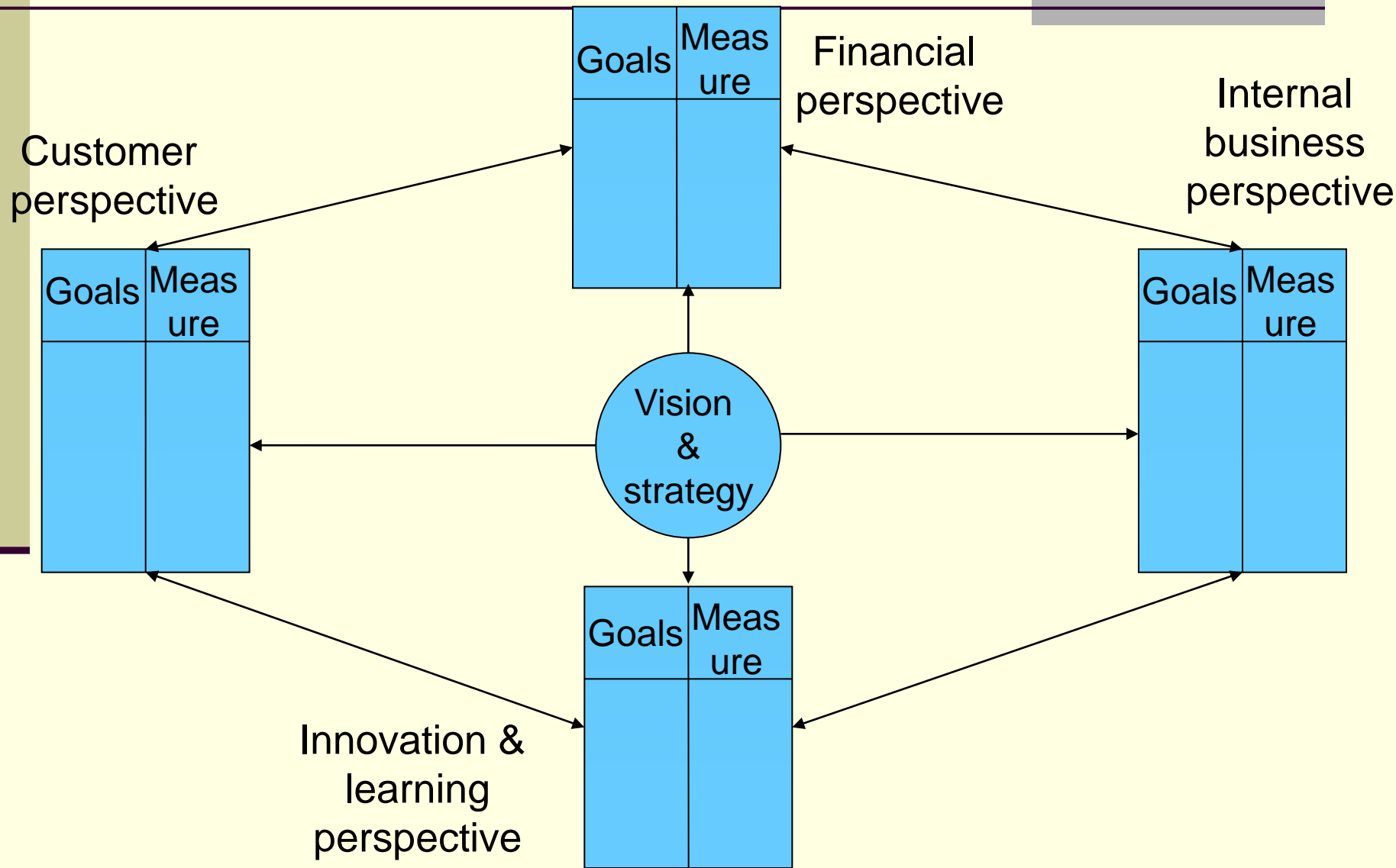
Comparison of Kaizen (pomo) & Innovation(mo)

	<u>KAIZEN</u>	<u>INNOVATION</u>
1. Effect	Long-term and long lasting but undramatic	Short-term but dramatic
2. Pace	Small steps	Big Steps
3. Time-frame	Continuous and incremental	Intermittent and non-incremental
4. Change	gradual and constant	Abrupt and volatile
5. Involvement	Everybody	Select few "champions"
6. Approach	Collectivism, group efforts, systems approach	Rugged individualism, individual ideas and efforts
7. Mode	Maintenance and improvement	Scrap and rebuild



Postmodern performance measure

Balanced scorecard (kaplan & norton,1996)



Comparison of organizational type

Key characteristics	Organization type			
	premodern	modern	postmodern	hypermodern
size	small	large	flexible	Hyperflexible
Key source of competitiveness	Labour	Capital	Knowledge	Acceleration (excess speed)
Technology	Hand tools	mechanical production equipment	Information and communications technologies	Internet and mobile communications
Nature of assets	Distributed	Heavy and centralized	Mixed	Light
Main period of dominance	Pre 1900s	Late 1800s-1970s	1980s →	Transient
Nature of the economic system	Proto – capitalism	Capitalism	Informational capitalism	Hypercapitalism