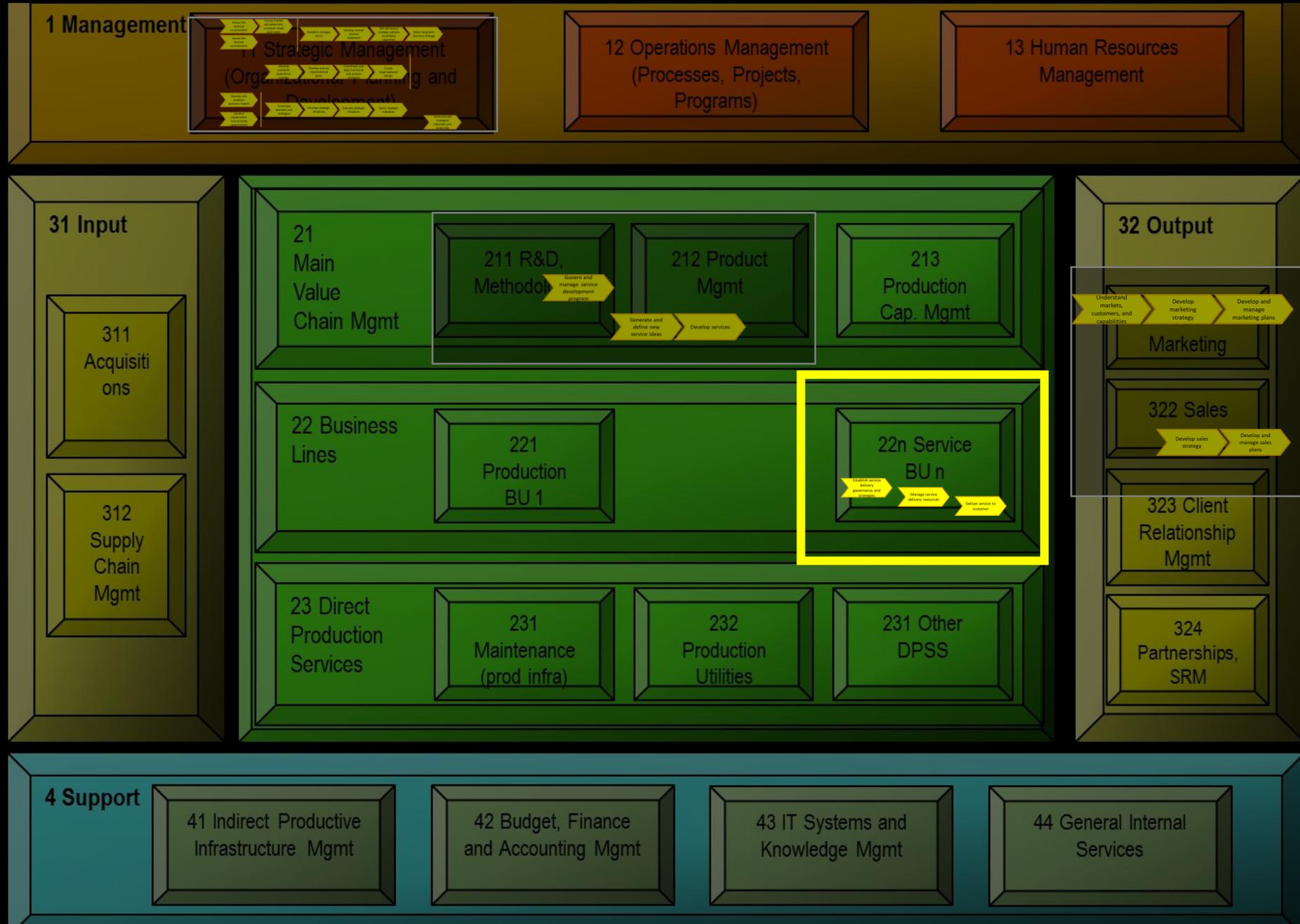


# Service Management

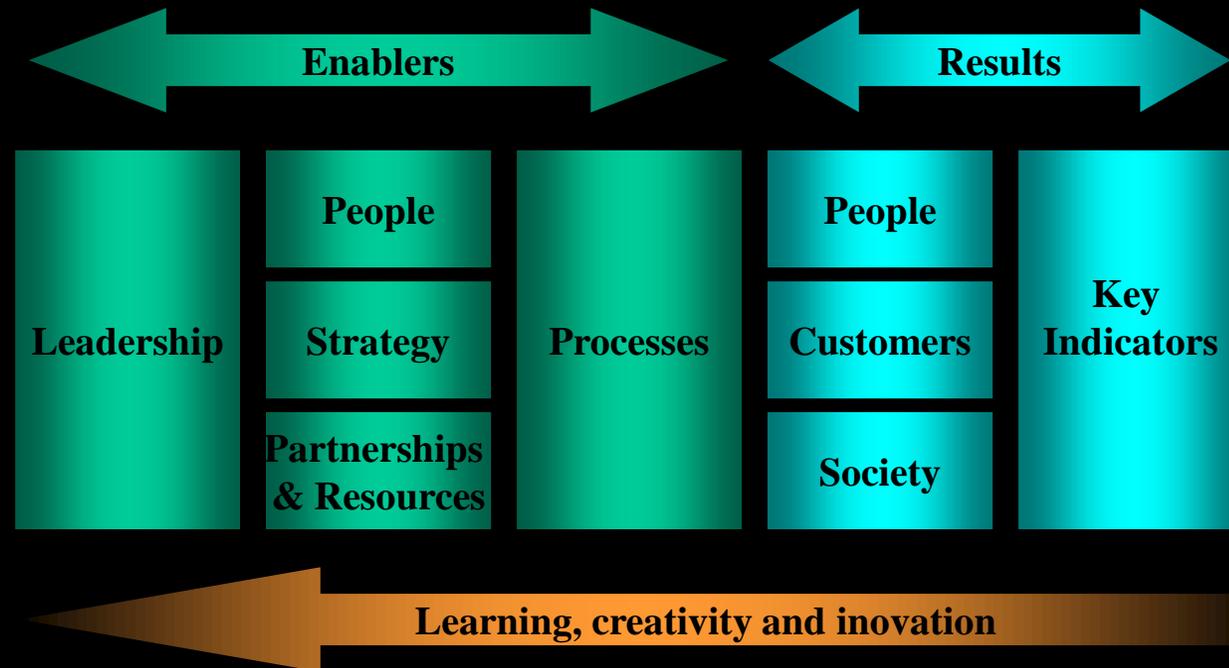
Mihai Pascadi

Sem7,8

Until now:  
 Strategic Planning, Develop and Manage Services  
 Process Group, The Marketing and Sales Processes  
 Groupus



# EFQM Excellence Criteria





# *Decrypting Power*

01001010001010001010  
0010 MIHAI PASCADI 11  
001001010010111011110

# Experiment

- [Rațional](#)
- [Emoțional](#)

Rational

Decisive!  
011001011 LOGIC

Accurate  
ANALYTIC

REASON  
1 2 3 4 5 6 7 8 9

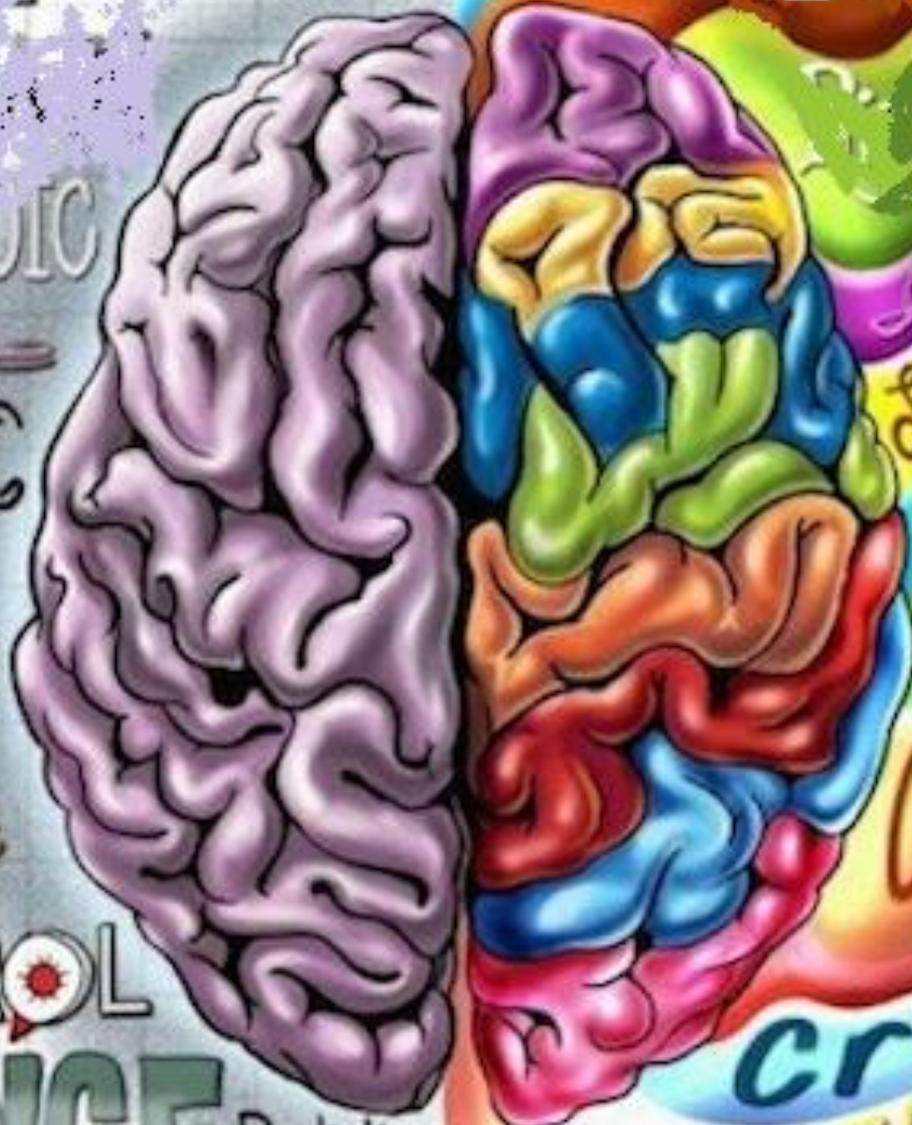
PRACTICAL  
Strategic

CONTROL

SCIENCE

Realistic

WWW.CARTOONADAY.COM



Emotional  
Brain!

Intuition  
Love LOVE love  
Love thou art  
Poetry

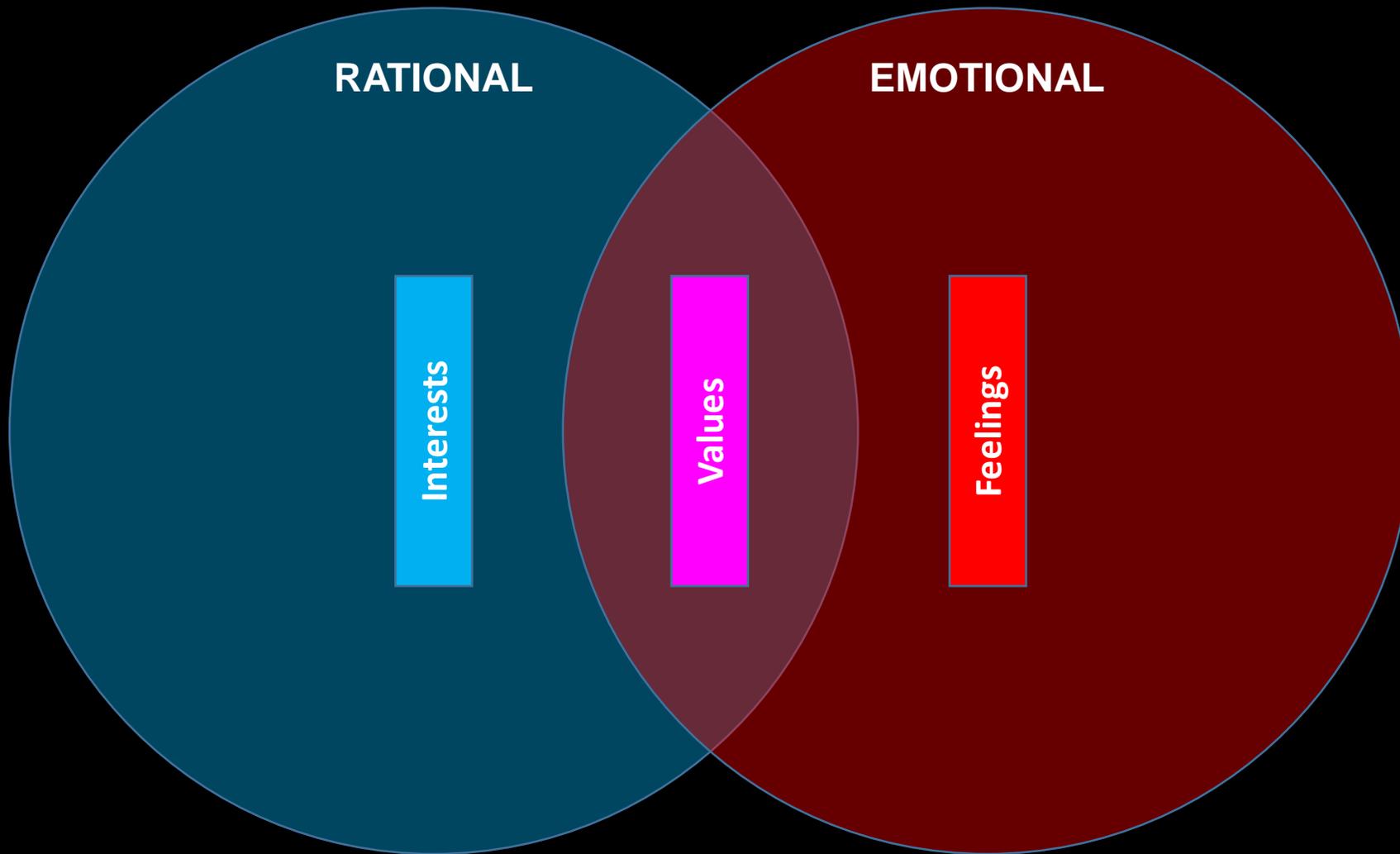
FREEDOM

Passion  
vivid

creative

YEARNING

PEACE



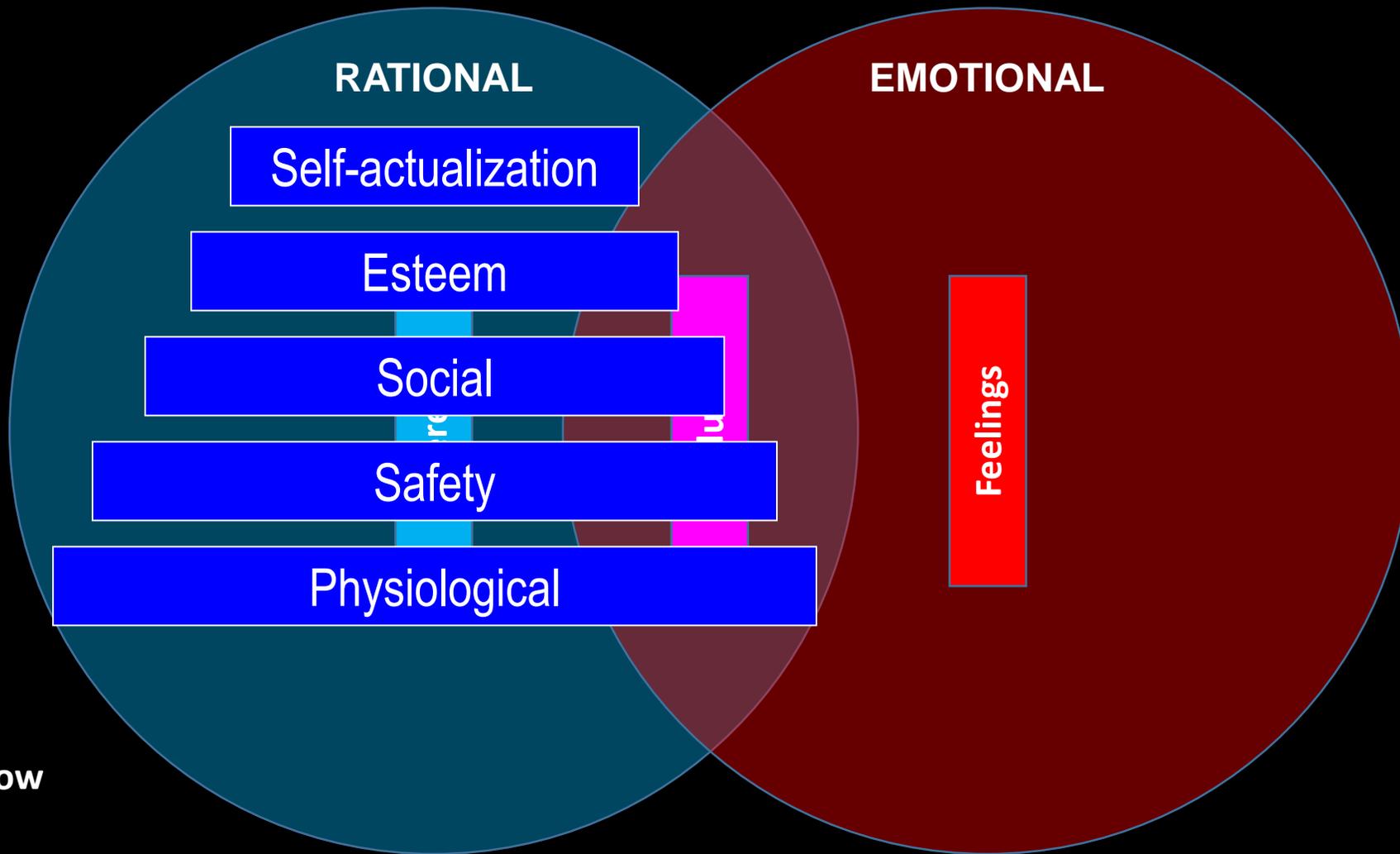
**RATIONAL**

**EMOTIONAL**

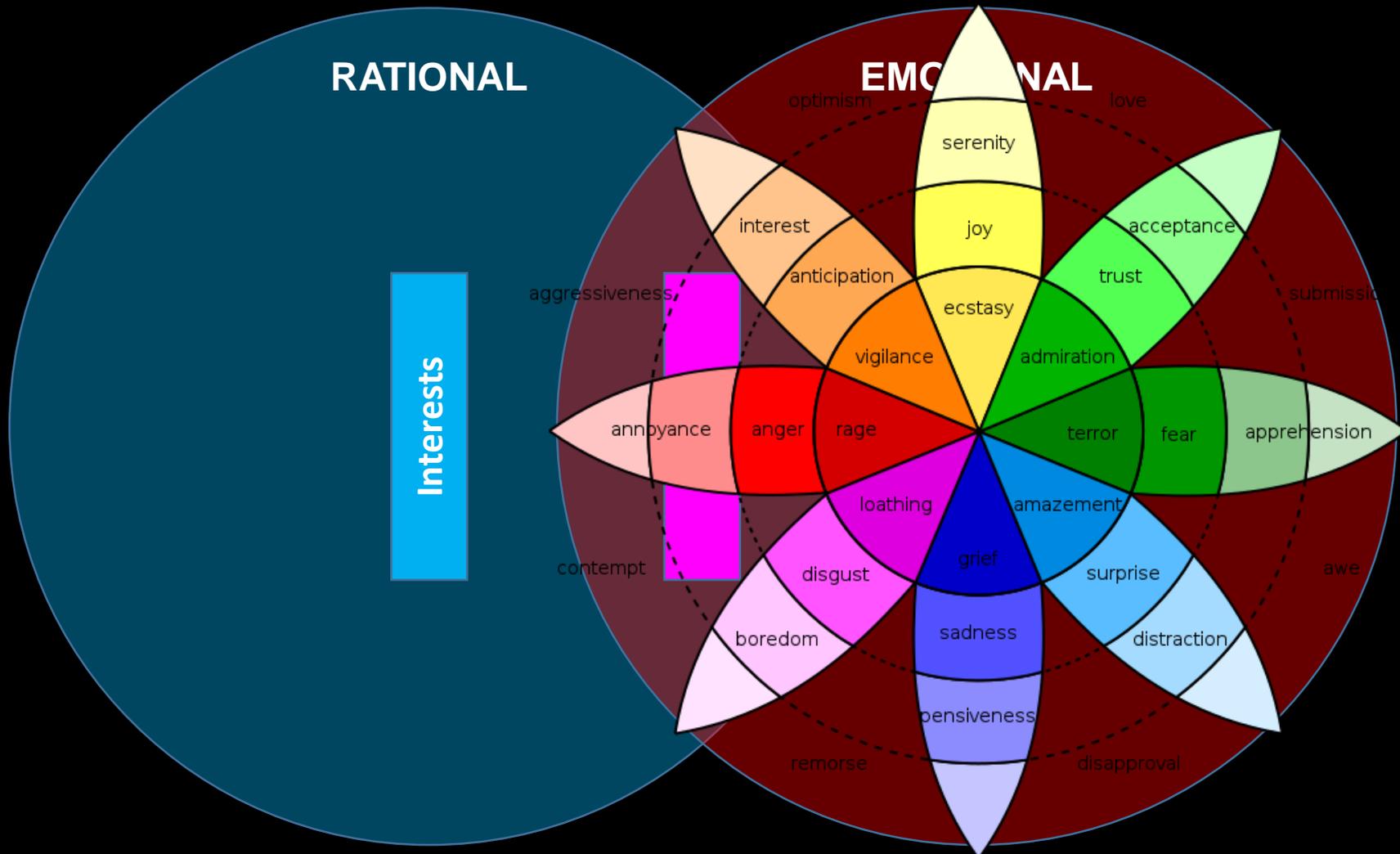
**Interests**

**Values**

**Feelings**

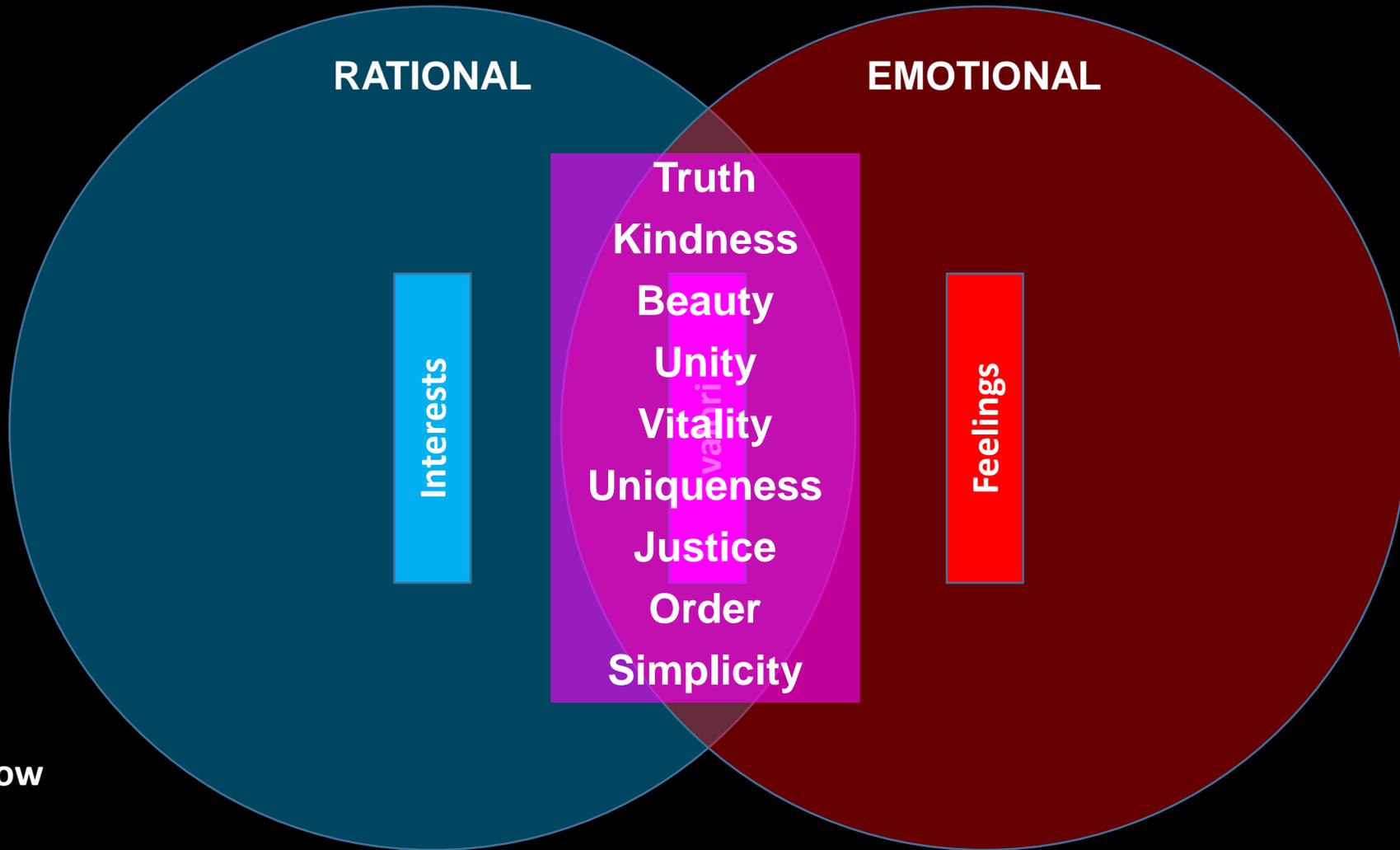


Abraham Maslow



respect  
 admiration  
 veneration  
 fear

Robert Plutchik



**RATIONAL**

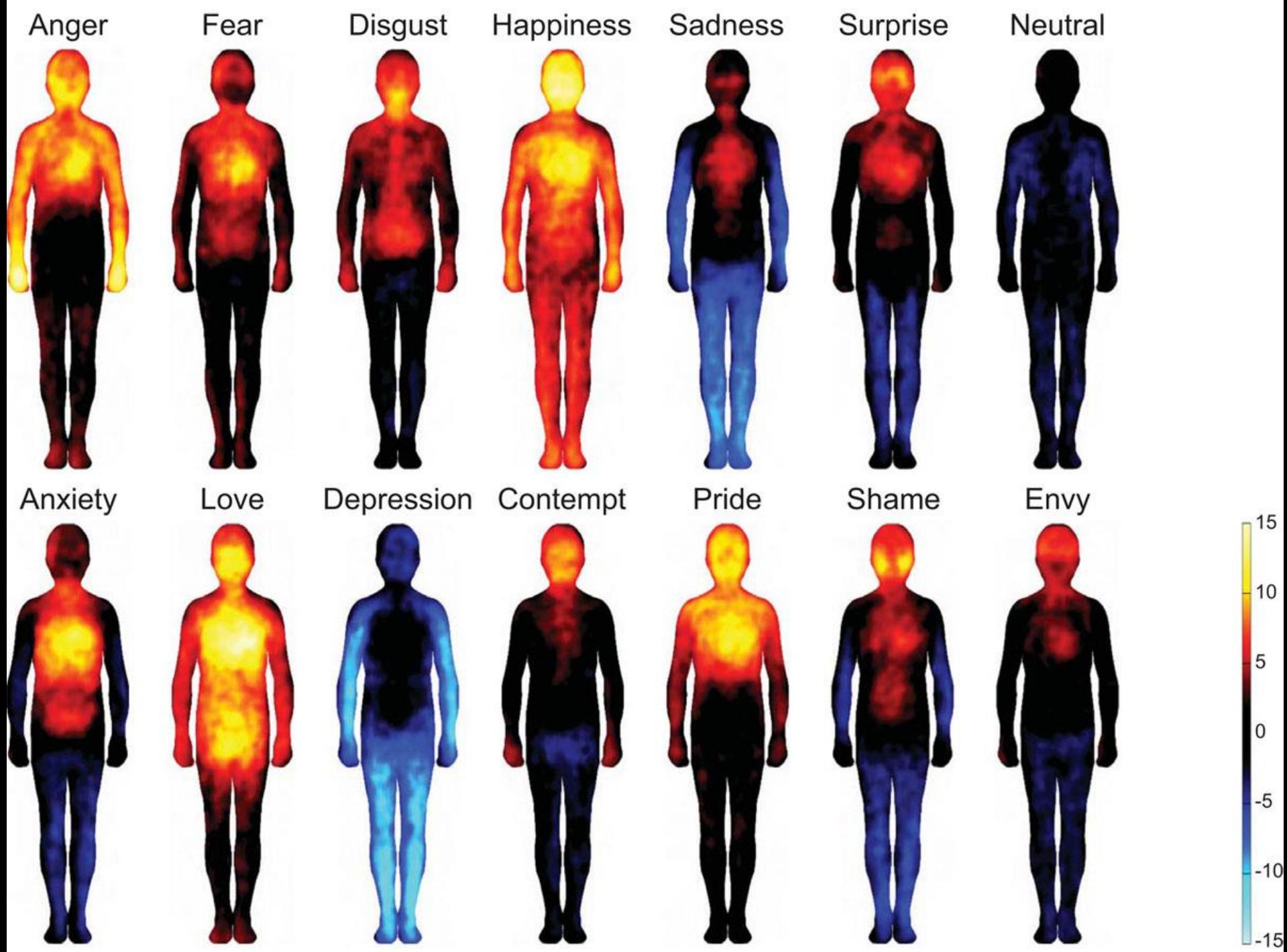
**EMOTIONAL**

**Interests**

**Feelings**

**Truth  
Kindness  
Beauty  
Unity  
Vitality  
Uniqueness  
Justice  
Order  
Simplicity**

**Abraham Maslow**



Robert Plutchik

To be leaders ...

... you have to get the power ...

# Having power means ...

- The Capacity to
  - Influence the others
    - To think something
    - To say something
    - To do something

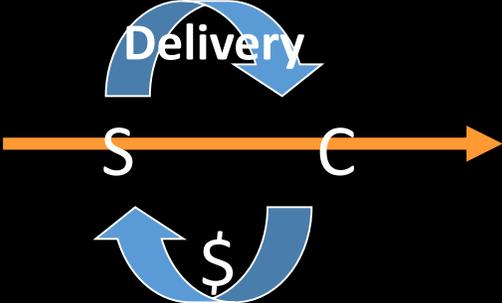
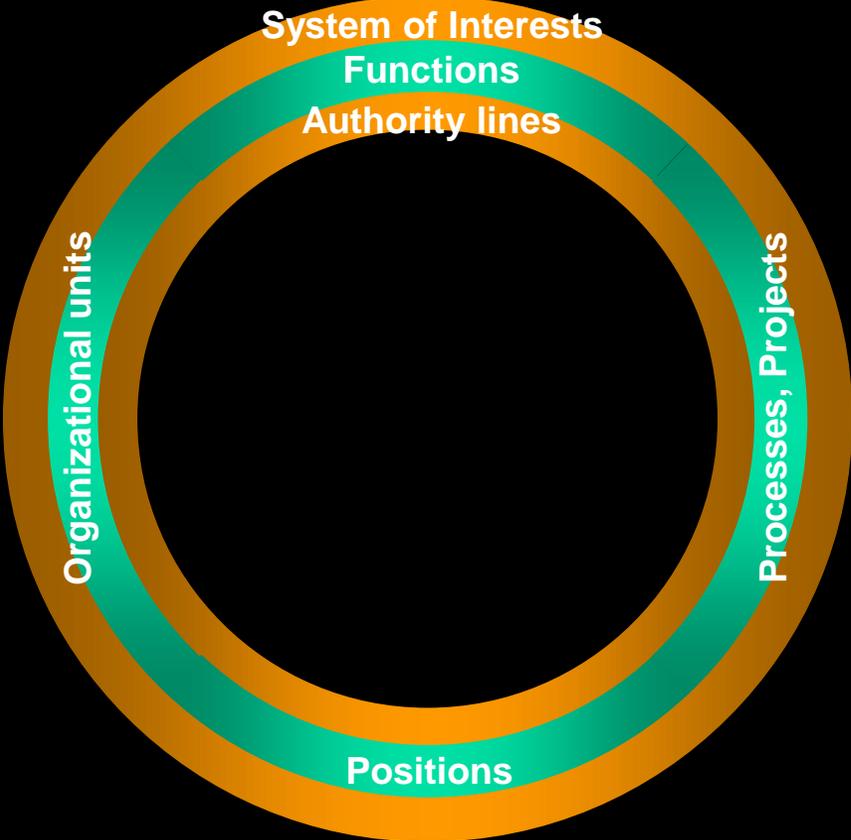
The 5 sources of power ...

... of a leader ...

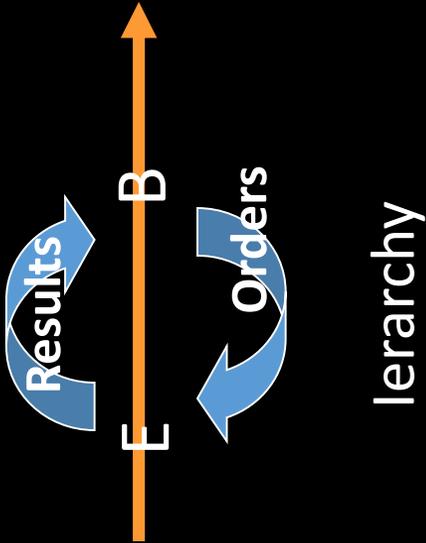
# The Power Piramyd



# Administrative Power



**Economic power**  
Processes



ierarchy

**Administrative Power**

# Power through Attitude and Behaviour

## The leader's values, the company's values



- Respect
- Integrity
- Involvement
- Professionalism

Accounts Payable					
Payee	Amount	Date	Tax	Subtotal	
(CON50) John McDrive	\$100.00	8/28/2012 12:00:00 AM	\$12.00	\$88.00	
(CON54) Susan Boiler	\$500.00	9/27/2012 12:00:00 AM	\$80.00	\$420.00	
(CON51) George Torres	\$200.00	10/31/2012 12:00:00 AM	\$12.00	\$182.00	
(CON56) Andy Fisher	\$500.00	11/5/2012 12:00:00 AM	\$15.00	\$485.00	
(CON55) Greg Tompson	\$400.00	10/3/2012 12:00:00 AM	\$50.00	\$350.00	

Accounts Receivable					
Payer	Amount	Tax	Subtotal	Costs No Deductible	
(CON59) Linda Gamilton	\$696.00	\$96.00	\$600.00	\$70.00	
(CON58) Charles Hurper	\$603.20	\$83.20	\$520.00	\$90.00	
(CON57) Brian Ferry	\$522.00	\$72.00	\$450.00	\$65.00	
(CON53) Sarah Bernard	\$324.80	\$44.80	\$280.00	\$50.00	
(CON52) Mary Johnson	\$174.00	\$24.00	\$150.00	\$20.00	

# Code of Values - Example



The Company's "Spirit" means to:

1. Pursue **EXCELLENCE**, through Efficiency, Effectiveness and Performance.
2. Act with **PROFESSIONALISM**, being Competent, Rigorous, with Purpose.
3. Demonstrate **INTEGRITY** by being Sincere, Consistent and Responsible.
4. Acting with **TEAM SPIRIT** – with Respect, Involvement, Communication and Collaboration.
5. We build **PARTENERSHIPS**,
  - Based on trust withvour Customers,
  - Offering our colleagues the opportunity to fulfill, and
  - Supporting the development of the Community we belong to.
6. We seek **INNOVATION** in everything we do: better, simpler.

The Company's SPIRIT is the base for all the relationships we develop, internally and externally.

# Integrity

## Definition

### • Integrity means to

- Be honest with yourself,
- Be at least as demanding with you as you are with others,
- Say what you think,
- Communicate directly (but not without tact), open and without ambiguity,
- Assume the responsibility of what you said,
- Be consistent and
- Assume the responsibility of your deeds.

By your behavior, you should avoid even the appearance of lack of integrity, you have to inspire trust and respect.

## Attitudes and behavior that illustrates respecting the value

One knows his strong and weak points.

She/he respects the truth and upholds the truth.

She/he is sincere and open with the others, no matter what pressure she/he is under.

She/he makes what she/he promises.

She/he takes responsibility for her/his mistakes.

She/he is transparent in everything she/he does.

She/he avoids ambiguity.

She/he knows, accepts and follows the company's interests.

## Questions to ask yourself

Am I capable of self-assessing me correctly?

Am I lying sometimes?

Do I always respecting my promises and can others rely on me?

Do I inspire trust?

Do I protect the interests of the organization?

Do I avoid ambiguity in my relationship with others?

Do I deliver performance against my colleagues or in the interest of everyone?



## Attitudes and behaviors that contradict the value

She / he considers that personal interests prevail.

She / he seeks for undeserved credit / merit recognition.

She / he is inconsistent.

She / he has and follows hidden agendas.

She / he gossips and spreads rumours.

She / he does not what she/he promised.

You can not count on her / him.

She / he does not take the responsibility of her/his deeds.

# Power through Attitude and Behaviour



- Managing by Example
- Living Example

# Power through Attitude and Behaviour



## 7 Deadly Sins

Not mentioned in the Bible

The worse sins

**Pope Gregory Ist, 590**

**Toma d'Aquino** (1225-1274), Summa Theologica

<https://www.youtube.com/watch?v=iveyv0rHHE4&t=17s>

# Power through Attitude and Behaviour

## 7 Deadly Sins

1. Envy
2. Wrath
3. Gluttony
4. Pride
5. Lust
6. Sloth
7. Greed



# Power through Attitude and Behaviour

- Respect,
- Integrity,
- Involvement,
- Generosity
- Empathy,
- Predictability,
- Equidistance,
- Balance,
- Distance,
- Support down-Fight up
- Outlook



# Power through Attitude and Behaviour

## Most frequent 10 mistakes

- Arrogance,
- Deafness,
- Rigidity
- Nervousness,
- Distrust,
- Personal vs Professional,
- Manipulation,
- Force,
- Micromanagement
- Developing and maintaining an **FUD** climate :
  - **F**ear
  - **U**ncertainty
  - **D**oubt



# Power through Attitude and Behaviour

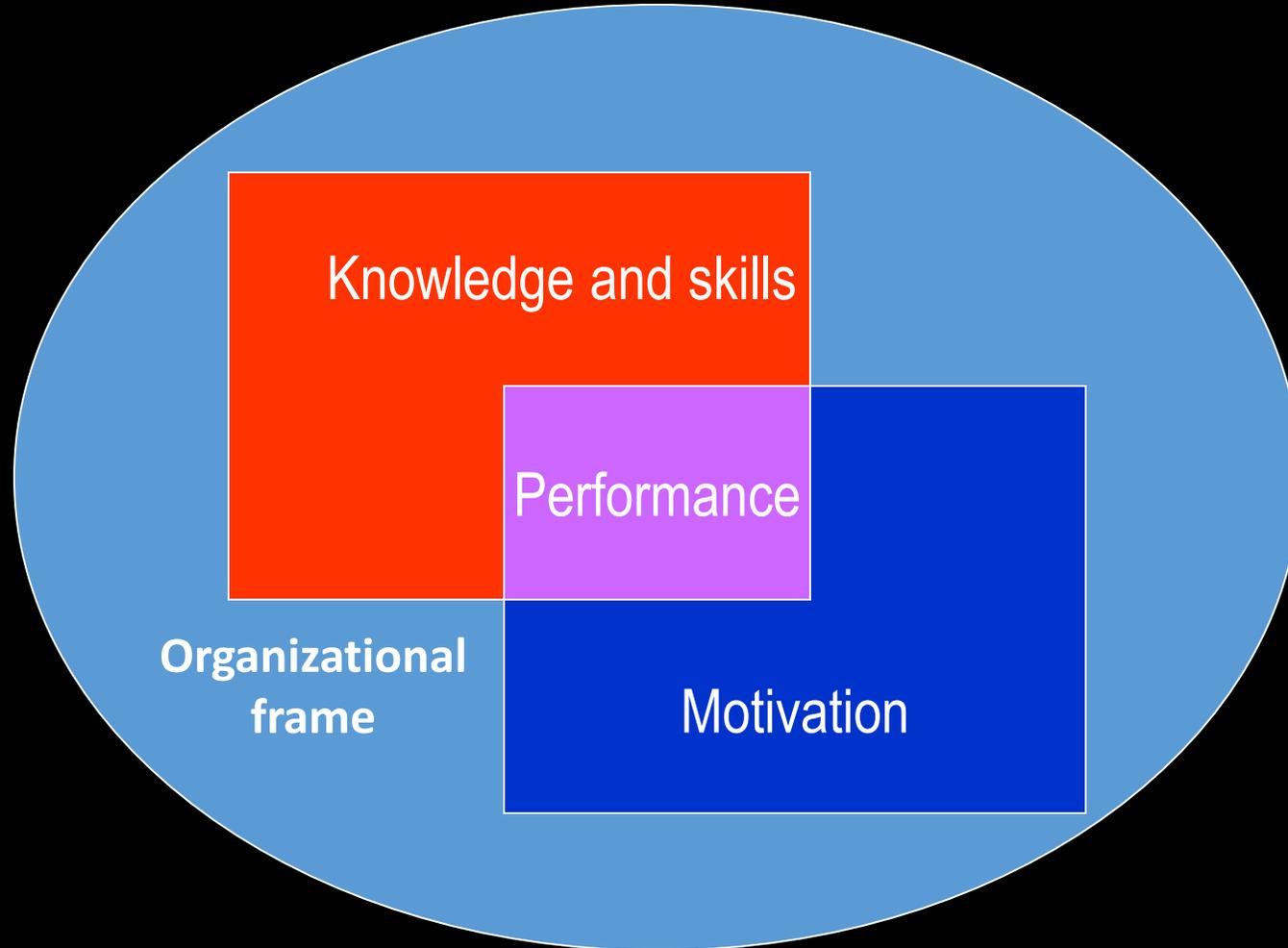
## The means of power

- Force
- Manipulation
- Persuasion
- Seduction



# What you do for the organization

## The power to implement performance



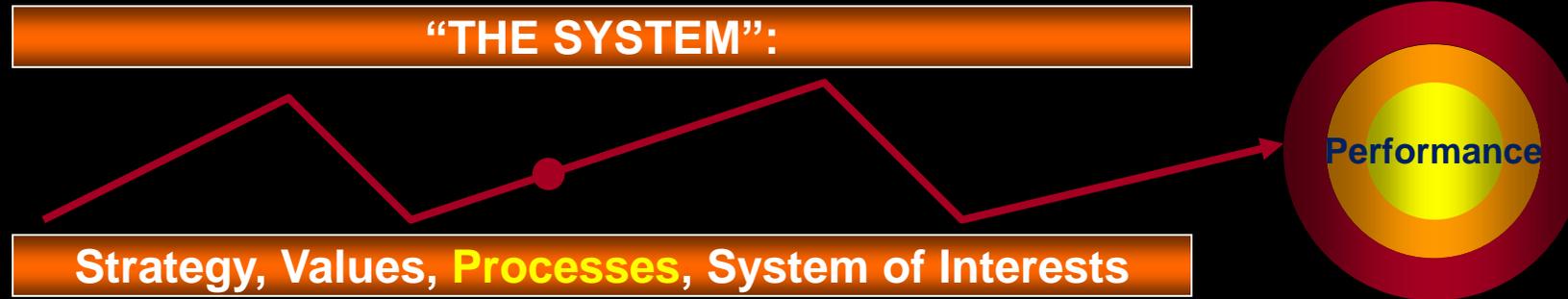
# 85-15 Law



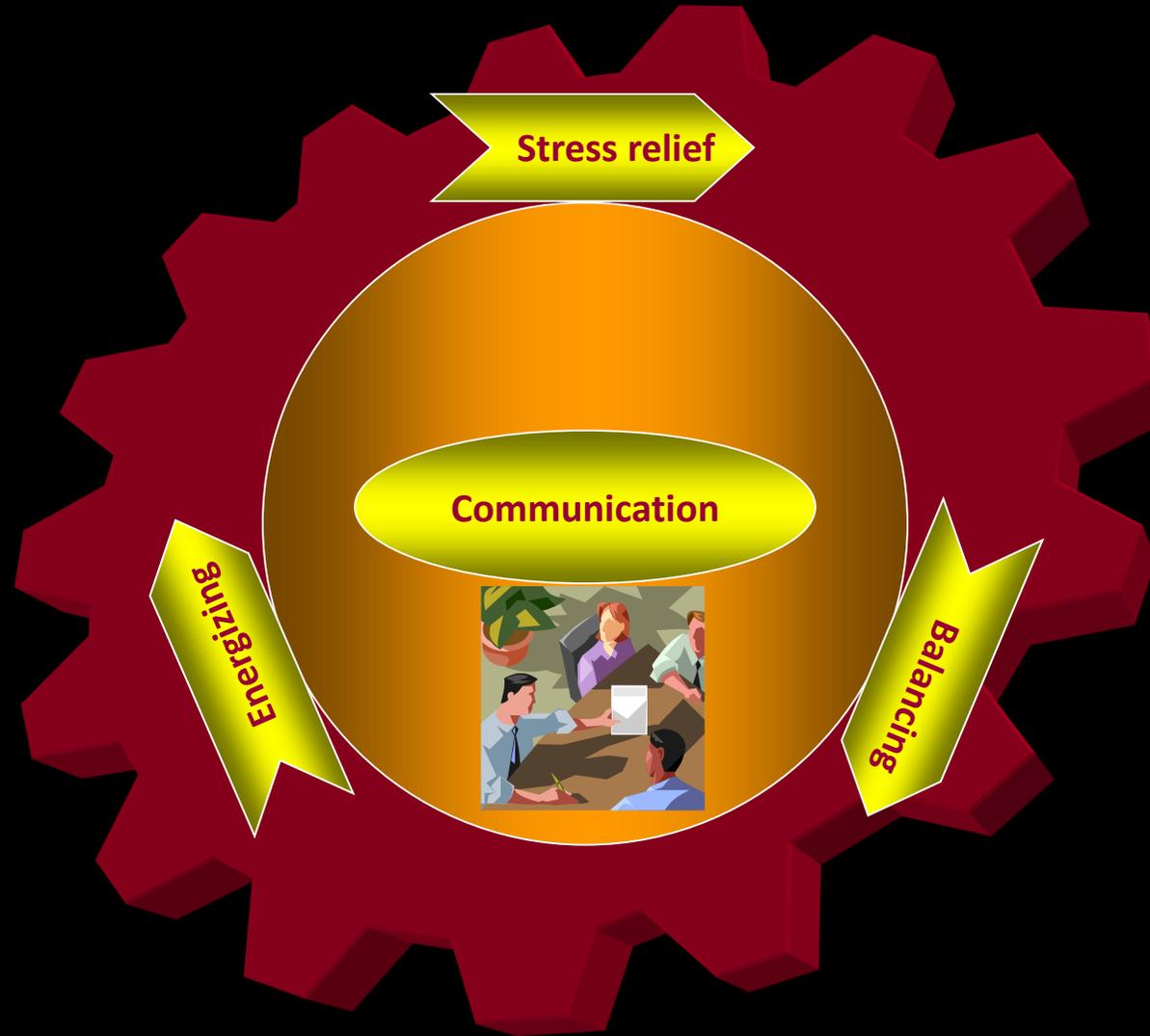
- If the organization is well designed:

*It's performance depends  
**85%** on the "system" and only  
**15%** on the individuals' capacity*

# 85-15 Law



# What do you do for the organization ?



# What do you do for the organization ?



# What do you do for people ?



The power of Professionalism  
elements

-

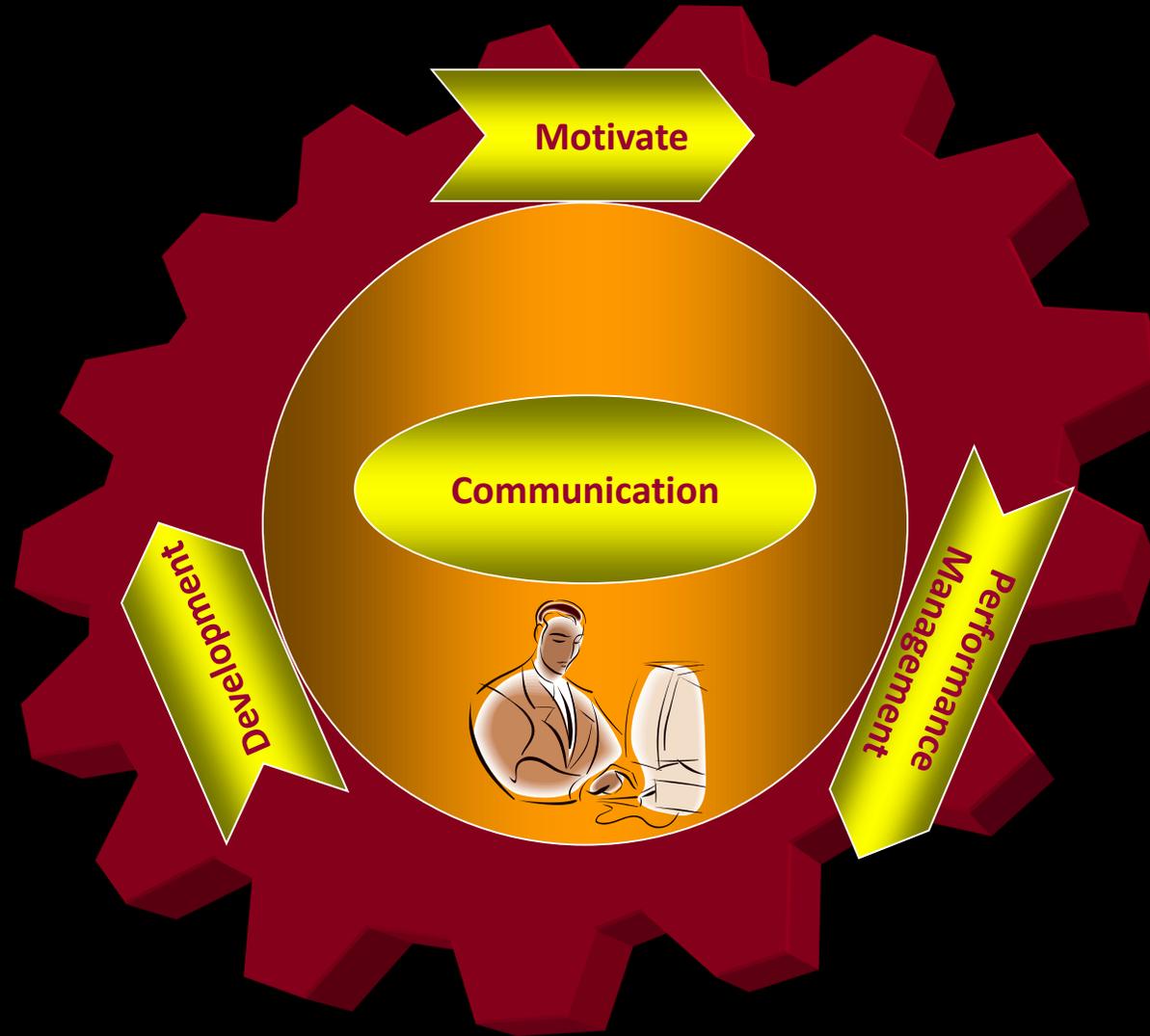
display

Be	havior	=	Action
Co	mpetence	=	Results
Co	nciousness	=	Reflection

Are mistakes allowed?

# Experiment

# What do you do for people?



# The evolution of organizations



# “The FORCE ” = The Power of Vision

“There is nothing stronger than an Idea whose time has arrived”

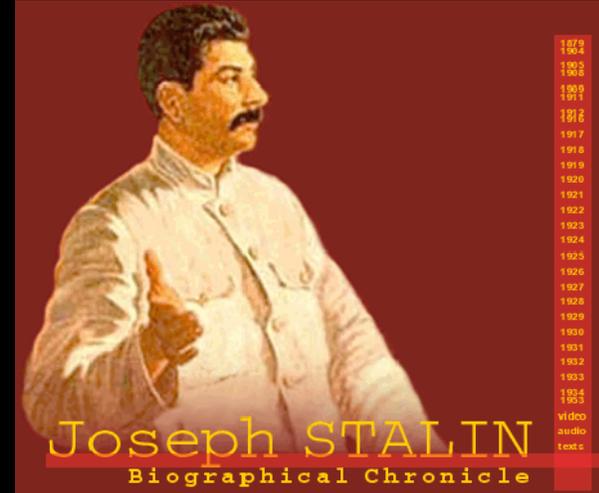
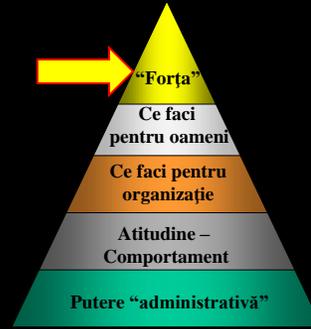
– Claude Elwood Shannon

- The Vision must be:
  - Created, developed by formal and informal leaders,
  - Shared and supported,
  - Comprehensive and detailed,
  - Positive and inspiring





Managers and leaders ,...  
Power is fascinating – don't forget...



THANK YOU

Service Management

Mihai Pascadi