

TRAINER'S MATERIALS

MODULE: PROJECT MANAGEMENT. PROJECT CYCLE, MONITORING & EVALUATION, FINANCIAL MANAGEMENT, INTERCULTURAL ASPECTS.

TOPIC 9: MANAGEMENT STYLES - INSPIRATIONS

TRAINER'S MANUAL OF THE TRAINING SESSION

DURATION OF THE SESSION: 240 MINUTES (4 hrs)

Time	Table of content	How
10'	<p>Introduction</p> <p>This topic is purposely discussed at the end of the management session, when you already perceive the project as a certain structure, a cycle, a set of tasks to be executed and activities to be accomplished, so that right now you can consider what style of project management you are going to represent, what kind of coordinator you are going to be.</p> <p>While managing the partner projects financed by the Erasmus Plus Programme funds, we are naturally looking for inspiration in management as such.</p> <p>When we think of good management, good management practices, business management comes to mind.</p> <p>The structure of project management resembles after all the structure of an international company. There is a project coordinator - the president of the project, managing all the work. There are the local coordinators - directors for a given country and often responsible for different areas of the project. There are the manufactured products and teams working on their manufacturing. There are the financiers and technicians.</p>	<p><i>Trainer's statement.</i></p>

Of course, what differentiates a project from a company is primarily the budget for operations. The company develops an operational budget in the course of its functioning, undertaken activities, which is subject to risk. In the project we have a "certain" budget - of course, as a result of work performed during the application process. But it does not change the fact that there is a budget for the next 2-3 years. Many businesses, and not necessarily the smallest ones, can only dream of it, usually an annual budget is already quite an achievement.

For now, let's stop at noticing the difference associated with the financing of the project and the company, and then, during the session, we will explore how we can make positive use of this fact in the process of our project management.

When we think about management, the management of a non-profit organization that raises its own operating funds also comes to mind. This seems to be closer to managing the EU projects than running a company, but - it seems - the best non-profit organizations also derive patterns and are inspired by business in their approach to management. An example which derives from the immediate environment of the author of this material: a well-managed public high school in Warsaw (formerly a junior high, now a senior high), with the results in the form of engaged teachers, who were able to create a friendly atmosphere and positive motivation to work with students, who were able to notice the students' individual needs and adapt their work to these needs, thanks to which students were able to develop their potential. The principal of this school identified the school with a company: the role of a principal with the role of a CEO perceived as a leader and inspirer, and the staff with the directors of departments, who have a lot of autonomy but are also obliged to work as a team and are supported and monitored by a leader.

<p>30'</p>	<p>Explanation of task:</p> <p>We already know our project. It is well designed, planned, we know why we are doing it, who we are doing it for, what activities we are undertaking, what the product is like.</p> <p>It is time to think about how we are going to manage the project, in what style.</p> <p>The first exercise is designed to help with this issue.</p> <p>The role of the participants is to draw the structure of the project.</p> <p>We intentionally do not show them examples of structures. The adult educators know, even intuitively, how to draw a structure, they will recall the different types of structures. The only guideline is to use some graphical illustration and show the relationships between the elements of the structure.</p> <p>With a small group of up to 6 people, everyone can work on this task individually. With a group of over 6 people, participants are divided into teams - two or three or more.</p> <p>Participants are working for 15 minutes, then for another 15 minutes they are presenting the results of their work.</p> <p>At this stage, the operator does not comment on the results of work.</p>	<p><i>Group work</i></p> <p><i>Presentation of the results of work by group leaders.</i></p>
<p>30'</p>	<p>Hierarchical organisation</p> <p>Probably one of the participants or any of the groups (if the previous exercise was performed in groups) drew a vertical, hierarchical structure; and even if not, it is worth discussing, as a traditional one, derived from the industrial revolution and still very common (to better show the contrast with the revolutionary, but possible and that existing in many countries, including Poland, self-management structure).</p> <p>It is best to talk to the participants about their potential experiences of working in such hierarchical organizations.</p> <p>Vertical structure - features:</p> <p>It is best to list the phrases using a hierarchical structure.</p>	<p><i>Discussion</i></p>

	<p>Superior – subordinate □ coercive domination</p> <p>Superior – mentee □ asymmetry of roles — though based on partnership and support — remains unchanged.</p> <p>Giving orders and control.</p> <p>Specialists and rank-and-file employees.</p> <p>Scope of activities.</p> <p>System of bonuses, rewards and commissions.</p> <p>Competition and competitors.</p> <p>Financial incentives.</p> <p>Risks: lack of trust, dishonesty in competition.</p> <p>Waste of time on disputes, personnel policies, production errors caused by delays, clumsiness.</p>	
15 min.	<p>The company of knowledge Based on the balance of power between employers and employees</p> <p>Peter F. Drucker, lived in the years 1909 - 2005, one of the greatest methodologists and practitioners of quality management.</p> <p>The company has knowledge as the main resource and the task of a manager is to form relationships.</p> <p>The creator of the concept of "knowledge society" - knowledge determines the professional and social position, the hired employee brings knowledge to the company. The employer, establishing a company, contributes material resources (own contribution). In this way, the employer - employee balance of power is achieved.</p> <p>Knowledge enterprise - this is how the modern management theories define the business organization (company), the only resource that cannot be purchased in finished form is the "corporate knowledge" - the synergy of knowledge and skills of all employees in the company.</p> <p>According to: Peter M. Senge, MIT: “The ability to learn faster than your competitors may be the only sustainable competitive advantage.”</p>	<i>Lecture method</i>
60’	<p>Teal organisation From management to self-management</p> <p>Introduction</p>	<i>Reading the texts by the participants</i>

<p>Text to read - descriptions of self-management from Laloux's book "Reinventing organizations." I suggest that the book be a gift to the participants.</p> <p>You can also use the examples of teal organizations described in Andrew Blikle's book "The doctrine of quality" made available free of charge by the author on the website:</p> <p><i>Doktryna jakości _wydanie _II.pdf</i> https://www.moznainaczej.com.pl/Download/DoktrynaJakosci/DoktrynaJako%C5%9Bci_wydanie_II.pdf, rozdział 2.4.</p> <p>The examples are included as an appendix to the Manual.</p> <p>Reading conclusions (the trainer writes them down as slogans on a flipchart):</p> <p>There are no managers in the conventional sense □ there are leaders of ideas and knowledge, acting as mentors.</p> <p>They are all experts in their professional fields.</p> <p>Regardless, they are or can be trainers, mentors, leaders.</p> <p>Chances: trust, responsibility, partnership, cooperation.</p> <p>The work is performed diligently and productively because it is based on a sense of building the source of one's own happiness. Work and life have a meaning.</p> <p>Frederic Laloux, <i>Reinventing Organizations</i> <i>(Polish: Pracować inaczej)</i></p> <p>The idea of a self-managing organisation - called by Laloux teal organisation. An organization without managers, but with leaders.</p> <p>It is not based on democracy (the majority makes the decisions, but lacks competence and knowledge) or on a leadership structure (the leader decides, even though he lacks the knowledge and competence),</p>	<p><i>Discussion</i></p> <p><i>Trainer's statement.</i></p>
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<p>but on the following basis: "The decision makers are those who know, and the rest have confidence in them." Condition: those who know, have a sense of responsibility and therefore we trust them.</p> <p>Laloux described 12 such organizations, including 5 non-profit organizations.</p> <p>Blikle described 6 such organizations in Poland.</p> <p>What is the philosophical idea behind the concept of a teal organization?</p> <p>A good life is the joy of feeling accomplished, bringing good to others, using our talents and being among the people we trust.</p> <p>"An individual wants a good life, work is part of life, so we want it to be our asset, to give us a sense of meaning in life, to fulfil our need for creativity, development, innovation.</p> <p>An individual works best in freedom, sense of fulfilment and realization of an important mission. Only then they satisfy their natural needs of:</p> <ul style="list-style-type: none"> - creativity, - inventiveness, - building self-esteem, <p>This helps remodel the thinking about work from competition to partnership, from competing with each other to supporting each other, building good relationships and trust."</p> <p>Quoted after:</p> <p><i>Doktryna jakości_wydanie_II.pdf</i></p> <p>https://www.moznainaczej.com.pl/Download/DoktrynaJakosci/DoktrynaJako%C5%9Bci_wydanie_II.pdf</p>	<p><i>Discussion</i></p>
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<p>Participants have 5 large sheets of coloured paper: red, amber, orange, green and teal in front of them.</p> <p>Basing on the materials from the participant's Manual, they create on the cards the descriptions of teal organization and pre-teal management styles:</p> <p>Laloux's description of the "pre-teal" management styles:</p> <ul style="list-style-type: none"> - Red style: "bloody leadership based on fear: one leader and one punishment - the publicly executed death penalty. The most important value is absolute obedience. Typical red is represented by street gangs. Unfortunately, there are also red companies, institutions, organisations and political parties." - Amber: "there are many leaders and they are deployed at the levels of a formalised hierarchy. The main value is the subordination to some indisputable code of honor (army) or ethics (organizations). - Orange: "a hierarchical organization whose most important value is effectiveness, often sanctifying the means. An organization acts as a machine in which people are 'human resources', and the measure of their value is their usefulness to the organization. Many corporations have this structure." - Green: "a style in which democratic decision-making rules apply and the most important values are equality, freedom and justice. An individual is not a resource, but an entity worthy of interest not only in what he produces, but also in what he is. Cooperatives and cooperative movements are such organizations, although there are also like-minded companies." 	<p><i>Workshop</i> <i>Presentations</i> <i>by</i> <i>group leaders</i></p>
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	<p>These four types of organisations can be summarised by indicating their common characteristics:</p> <ul style="list-style-type: none"> - vertical management structure, - a rigidly fixed decision-making process, - commands and execution control, - central planning of the budget and action plan, - incentive systems, - the aim of the work is material success, which will ensure a good life – "after four PM", so there is an agreement to make small and larger concessions in the area of one's dignity to ensure what satisfies us after work. <p>Self-management</p> <p>According to A. Blikle, <i>Doktryna jakości_wydanie_II.pdf</i> https://www.moznainaczej.com.pl/Download/DoktrynaJakosci/DoktrynaJako%C5%9Bci_wydanie_II.pdf</p> <p>Team decision-making (no one gives orders, but we manage ourselves)</p> <p>Basic principles:</p> <ul style="list-style-type: none"> - you do what you can - you do what you need - you are responsible for this (no one accounts for you) - you can change what you do, in compliance with the previous rules <p>There is no room for penalties and awards, checks, evaluation interviews.</p> <p>Decision-making: in the hands of those who have the knowledge, with consultation with the rest of the team.</p> <p>Budget: a forecast used to make optimal decisions.</p>	
45'	Teal project	<i>Workshop</i>

<p>The aim of the task is to find convergence between the teal organization and the strategic partnership project.</p> <p>Participants refer to text from the participant's materials.</p> <p>Fundamental features of teal organization:</p> <p><i>According to A. Blikle, Doktryna jakości_wydanie_II.pdf</i> https://www.moznainaczej.com.pl/Download/DoktrynaJakosci/DoktrynaJako%C5%9Bci_wydanie_II.pdf</p> <p><i>Chapter 2.3.2, page 38:</i></p> <p>"A teal organization is an organization of people who are fulfilled in their actions, who:</p> <ul style="list-style-type: none"> - are guided by values such as honesty, integrity, justice – values that build self-dignity; - build a work environment based on respect, trust and partnership, making it benevolent and supportive; - work effectively, thus providing good material working conditions, including satisfactory remuneration. <p>An important part of building a teal organization is also social responsibility for ourselves, the organization, the local community and, finally, the planet on which we live."</p> <p>Tools for the construction of such an organization:</p> <p><i>According to A. Blikle, Doktryna jakości_wydanie_II.pdf</i> https://www.moznainaczej.com.pl/Download/DoktrynaJakosci/DoktrynaJako%C5%9Bci_wydanie_II.pdf</p> <p><i>Chapter 2.3.2, page 40:</i></p> <ul style="list-style-type: none"> - good communication, - partnership leadership, - knowledge management based on processes, - specific TQM (Total Quality Management) tools. 	<p><i>Presentations by group leaders</i></p>
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After all, each teal organization is different, just as two teal feathers are different.

10 rules for building a teal organization:

According to A. Blikle, Doktryna jakości_wydanie_II.pdf

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Chapter 2.3.2, page 41:

- “1. Don't look for the guilty to punish him - look for a reason to remove it.
- 2. Don't expect perfection that cannot be achieved - expect progress which is always possible.
- 3. Avoid competition that destroys partnership - create the conditions for cooperation.
- 4. Don't judge, because it destroys – appreciate, because it strengthens.
- 5. Don't say what's wrong - say what could be better.
- 6. Don't ask what people could do better - ask what bothers them at work.
- 7. Don't build on control - build on trust.
- 8. Don't say someone is angry - tell us how you feel about it.
- 9. Don't manage - create conditions for self-management.
- 10. Don't be a supervisor - be a teacher, moderator, and a pupil.”

Secured funding in a project is an opportunity for a teal project.

Profit in a company can be a goal in itself, such companies usually spring up quickly – like mushrooms after rain – and either are sold or fall.

In a company with a long-term life prospect (for various reasons: the value it represents for its founders, a family business), increasing sales serves to provide resources for future investments

What to reject in project management to make it teal management:

According to A. Blikle, Doktryna jakości_wydanie_II.pdf

	<p>https://www.moznainaczej.com.pl/Download/DoktrynaJakosci/DoktrynaJako%C5%9Bci_wydanie_II.pdf</p> <ul style="list-style-type: none"> - competition (destroys cooperation and partnership), - system of penalties and rewards (leads to war game, not cooperation), - hierarchical management structure (stifles innovation and creativity) <p>CONCLUSIONS from group work:</p> <ul style="list-style-type: none"> - partnership project - management without management, - project manager - a leader, visionary, coordinator, - project team – a team of partners, experts in their fields, - no hierarchy – everyone is subject to their own organization, independence from the hierarchy within the project. - financial independence (funding provided) fosters partnership, - cooperation, not competition - a common goal: achieving the objectives of the project, - mutual replenishment of knowledge, learning from each other, - co-creation as a result of cooperation, synergy and often the effect of added value. 	
45'	<p>Teal accomplishment of project tasks</p> <p>Project task:</p> <p>Establishment of a task force</p> <p>Breaking the task into individual particles</p> <p>Assignment to task particles of:</p> <ul style="list-style-type: none"> - People, depending on their specialisation, skills, knowledge - time, - materials, - tools. <p>Establish a method of communication to synchronize task completion.</p>	<i>Discussion in groups</i>

Observation: There are no tasks in the project that are performed completely independently, the effect of accomplishment of one task affects the ability to perform another task or next task.

According to A. Blikle, Doktryna jakości_wydanie_II.pdf

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Fig. 2-3.1 , page 43:

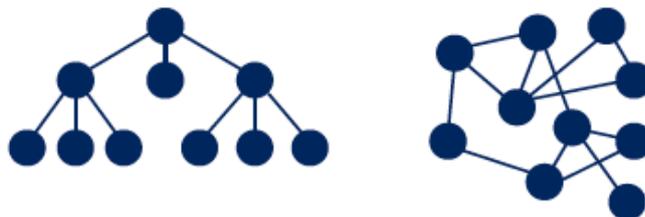


Fig. 2.3.1-1 Hierarchical structure and network structure

This is how "teaching" in a hierarchical structure and "learning" in a network structure can be summarized in a nutshell.

Worth emphasizing here is the flagship idea of Erasmus Plus, or "Lifelong learning", which was the name of the previous European Commission programme replaced by Erasmus Plus - it was the LLP Lifelong Learning Programme, promoting a transition from the traditional paradigm of ex-cathedra teaching to peer-to-peer learning.

Task for participants:

Draw one of the project tasks in a teal manner.

Example: Creating the PMTC training in this project:

Drawing:

Group work

Presentations

by group leaders

Task completed

during online LTT

5'	<p>In place of summary:</p> <p>Video (4.25 min)</p>  <p>Seth Godin: Leaders share the faith—and promote heretics</p> <p>https://www.managementexchange.com/video/seth-godin-leaders-share-faith%E2%80%94and-promote-heretics</p> <p>“The best leaders make their organizations havens for heretics by suspending religion (rules) whenever possible and focusing on faith (deeper purpose).”</p> <p>One sentence of summary: the topic of teal self-management comes up purposely only after discussing the issue of project management, because it actually turns the management upside down and directs towards the "management without management", but perfectly expresses what a "partner project" is in its best assumptions.</p>	
5'	<p>Yet the final word</p> <p>After 15 years of experience in coordinating Erasmus Plus projects, the writer of this material has come to the conclusion that Teal Management has not taken off in the projects she has implemented, but ultimately there was always a need for the final instance of a coordinator who "paid for everything". - He settled disputes, calmed conflicts, stood on his head to find solutions, shouldered the ultimate responsibility for the results of the work, shortcomings, mistakes, because he and only he was</p>	

	<p>ultimately responsible for clearing the project. Even with the greatest support, help, cooperation of the most teal partners. Perhaps these experiences show the utopian nature of Laloux's idea, but it is still possible to look to it for inspiration, but probably only by stopping there and leaning towards hierarchical management based above all on respect for others, understanding them, an attitude of heart that brings out the best in others and motivates them to work in such a way that they work in harmony with themselves.</p>	
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