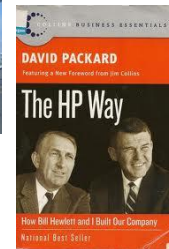




Comportamento Manageriale (Managerial Behaviour)

**Selection of slides
in English language**

Prof. Federico Niccolini



Bibliography

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Chapter 1: Organizational behavior: the quest for people-centered organizations and ethical conduct

Chapter 2: Managing diversity: releasing every employee's potential - Chapter 3: Organizational culture, socialization, and mentoring

Chapter 4: International OB: managing across cultures - Chapter 5: Key individual differences and the road to success

Chapter 6: Values, attitudes, job satisfaction and counterproductive work behaviors - Chapter 10: Group dynamics

Chapter 11: Developing and leading effective teams - Chapter 12: Individual and group decision making

Chapter 13: Managing conflict and negotiating - Chapter 14: Communicating in the digital age

Chapter 15: Influence, empowerment and politics - Chapter 16: Leadership

Noe R. A., Hollenbeck J. R., Gerhart B., Wright P. M. (2010), Human Resource Management (7th edition), The McGraw-Hill Companies. ISBN CODE 0073530476

Chapter 5: Human Resource Planning and Recruitment - Chapter 9: Employee Development

Senge P. (2006), The Fifth Discipline, London: Random House Business Books. ISBN code: 1905211201.

Chapter 1: "Give me a lever long enough ...and a single-handed I can move the world"

Chapter 2: Does your organization have a learning disability? - Chapter 8: Personal mastery

Chapter 9: Mental models - Chapter 10: Shared vision - Chapter 11: Team learning



Vision like distinctive competence

COLLINS J. – PORRAS J., *Built to last: successful habits of visionary companies*, Harper Business, 1994

Benchmark realities analysis – unsuccessful experiences

Variable that can explain the companies' performance (ex. 3M, HP, Boeing) → **shared vision**

For an entrepreneur the most important thing is to keep alive the **ability to dream** (and have the courage to transform the dream into reality)

(Luca Cordero di Montezemolo, Keynote speech, WOA, June 17, 2010)



XI
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BOLOGNA
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2010



Vision: concept essence (1)

"Ability to see". What? An idea or a picture in your imagination (Oxford Dict.)

Leonardo



(1452-1519)



Aerial Screw



Glider



Parachute

¹ Vivid and tangible description of a future that now ~~is~~ and we try to create (Cfr. Niccolini F., *Organizational perspectives for Italian protected areas* in Morandi F. – Sargolini M. – Niccolini F., *Parks and Territory*, List, Barcellona, par 1.2., part II)



Vision: concept essence (2)



MISSION IMPOSSIBLE?

2600-2400 b. C. : A “**complex**” **challenge** (when it was imagined for the first time, it was apparently “**impossible**” for most of the people)



NO : thanks to the culture of the time, to the will and to the **organizational skills**

² Goal's audacity (Cfr. Niccolini F., *Organizational perspectives for Italian protected areas* in Morandi F. – Sargolini M. — Niccolini F., *Parks and Territory*, List, Barcellona, par 1.2., part II)



Vision: the two basic meanings

A. “**Illusory**” Meaning

Vision = ability to deceive

Imagined future based on non-existent or distorted perception of reality



B. “**Realistic**” Meaning



Vision realistic means: two main perspectives

Basic Concepts / questions	Narrow sense (Senge)	Wide sense (Collins e Porras)
a) Representation of the future that we want to create - What?, Where (we want to arrive)?	Vision	Envisioned future
b) Why we exist?	Mission	Core purpose
c) How we want to act? What is essential?	Core values	Core values
b) + c)	-	Core ideology
a)+b)+c) (What we believe)	Ideas of governance	Vision

(Cfr. Niccolini F., *Organizational perspectives for Italian protected areas* in Morandi F. – Sargolini M. – Niccolini F., *Parks and Territory*, List, Barcellona, par 1.2., part II).



Relationship vision-mission: the Sony case

(Collins J., Porras J., 1996: 65-77)

Mission (Core purpose)

Experience the joy of advancing and applying technology to benefit the public



Vision (Desired Future)

Audacious goals

Become the company most known for changing the image of poor quality which has the world against Japanese products.



Vivid description

We will create products that will be disseminated so pervasive throughout the world .. we will be the first Japanese company that will direct distribution in the U.S. market .. In 50 years our name will be known all over the world and will be a sign of quality and innovation and will more than biggest innovators ... Made in Japan will be a mark of prestige ...

1 Implicit Core value : national proud



Vision – mission relation: the Ikea case

Mission (Core purpose)

To create a better day-to-day life for the most

Vision (Desired Future)

Vivid description

To offer a wide range of articles of furniture, beautiful and functional, at price so low to allow the most number of person to buy it

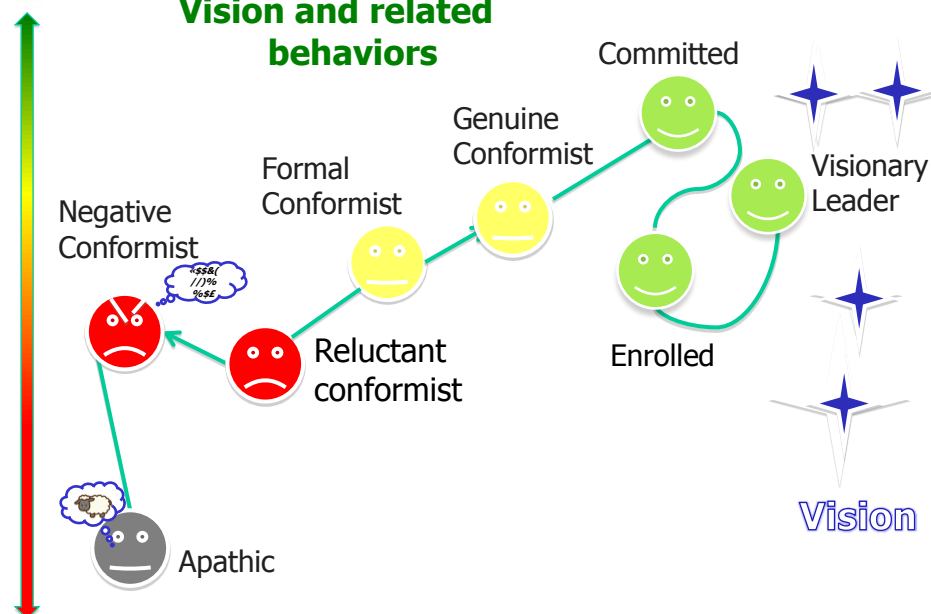


1 explicit Core value: collaboration and enthusiasm

1 implicit Core value: tradition and innovation



Vision and related behaviors





Vision and intent: 2 types of organizations

A) "**Organizations with a vision**": simply characterized by "vision statement", sometimes long and convoluted



B) "**Visionary Organizations**": people really share and believe in the vision, especially in the pervasive sense of common purpose. These visions are motivating.



Comportamento organizzativo o Organizational behavior (OB)

Campo di analisi interdisciplinare (attinge dalla psicologia, economia, sociologia, statistica, antropologia...) finalizzato allo studio delle **persone** nel **contesto lavorativo**

Si può riferire ai seguenti **livelli di analisi**:

