



E-LEARNING

Level 5



WA11: Team and Self-Management

5.1 Act as a manager

LO5.14 Demonstrate the ability to understand what the organisation is trying to achieve.

LO5.15 Demonstrate the ability to make decisions (within the framework provided by the company or organisation) and acknowledge responsibility for them

LO5.16 Demonstrate the ability to achieve a goal by belief in self and own capabilities.

LO5.17 Negotiate in the business environment

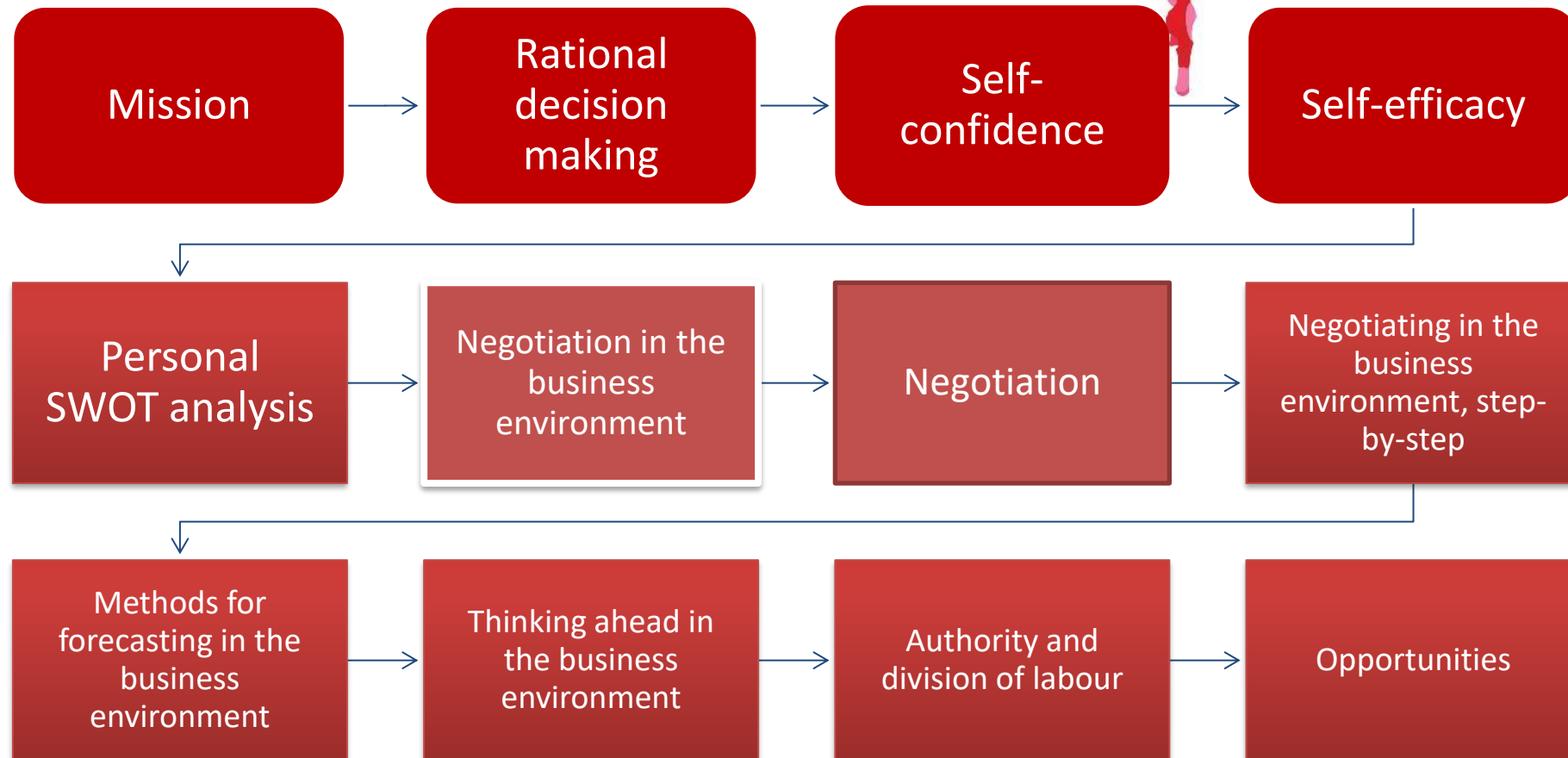
LO5.18 Demonstrate the ability to think ahead (predict) and prepare for the future

LO5.19 Demonstrate the ability to take an interest in the organisation beyond own role


LO5.20 Demonstrate Entrepreneurial attitude



Route map



Mission statement



A **mission statement** is a short statement of an organization's purpose, identifying the scope of its operations: what kind of product or service it provides, its primary customers or market, and its geographical region of operation.

Mission statement

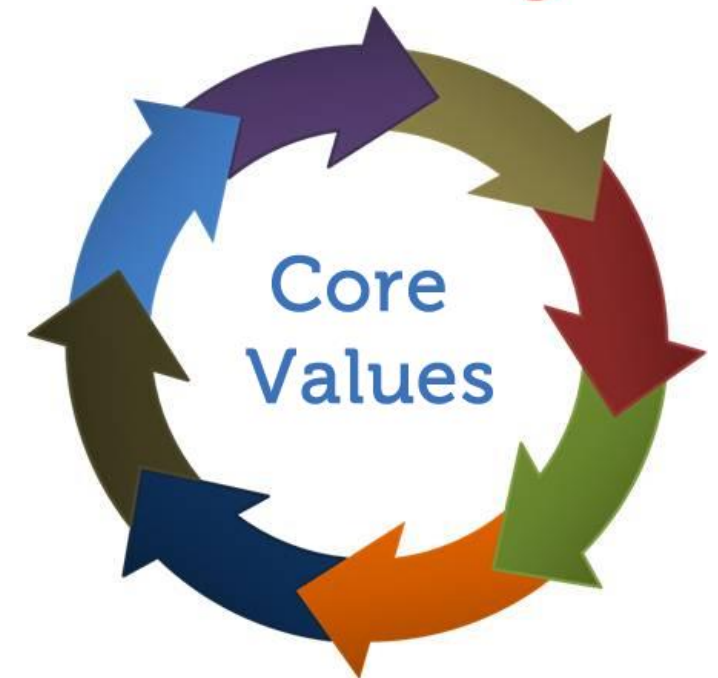
Three essential components:

- **Key market:** Who is your target client or customer?
- **Contribution:** What product or service do you provide to that client?
- **Distinction:** What makes your product or service unique, so that the client would choose you?

- **Focus on the end result**
- **Importance of employees' work**
- **Environmental aspects**
- **Team work**

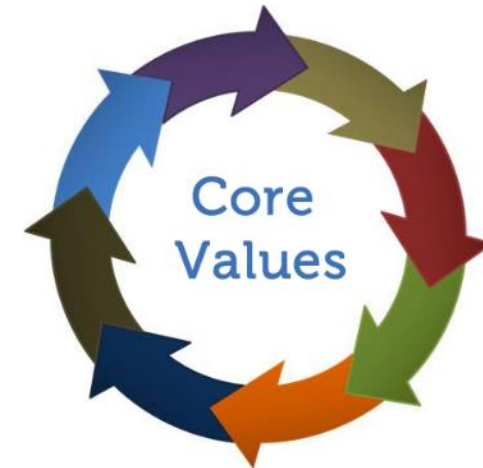


Core values are the basis upon which the members of a company make decisions, plan strategies, and interact with each other and their stakeholders.



Examples of corporate values

- Accountability
- Balance
- Commitment
- Community
- Diversity
- Empowerment
- Innovation
- Integrity
- Ownership



Communicating the mission with the team

1.
Put the
activities in
context

2.
Understand
what
contributes
to the
mission

3.
Identify
core values

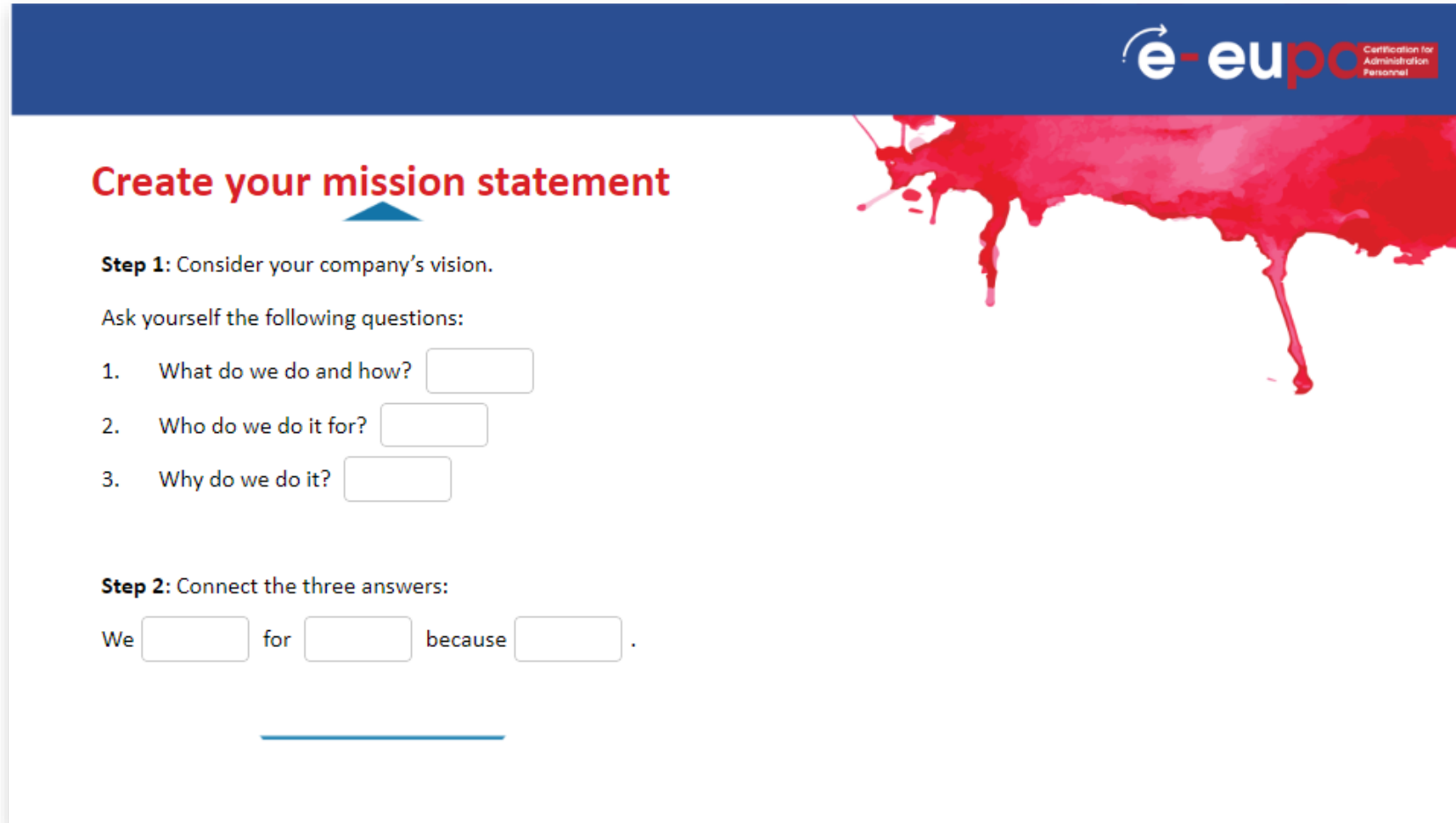
4.
Identify
key goals

5.
Outline
the
desired
future

6.
Create the
big picture

Quiz

Den **Quiz-Button** betätigen, um das Quiz zu bearbeiten.



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Create your mission statement

Step 1: Consider your company's vision.

Ask yourself the following questions:

1. What do we do and how?
2. Who do we do it for?
3. Why do we do it?

Step 2: Connect the three answers:

We for because .

- **Rational decision-making** means using analysis, facts and a step-by-step process to come to a decision.
- A precise, analytical process that you can use to come up with a fact-based decision.

- Define the problem
- Identify the decision criteria
- Allocate weights to the criteria
- Develop the alternatives
- Evaluate these alternatives
- Select the best ones

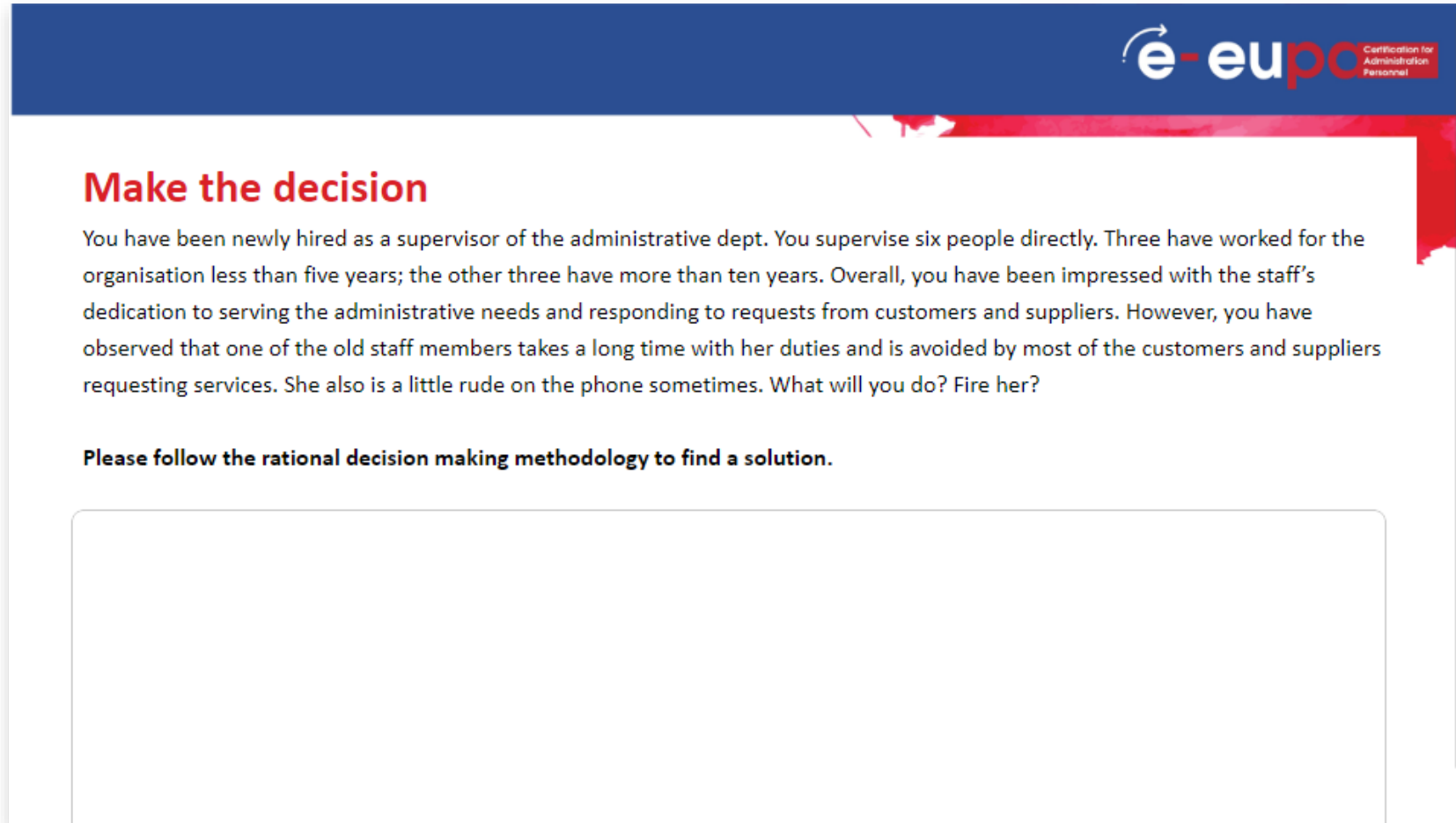
You can allocate a total of 100 points and then allocate a different amount to each criterion, depending on your needs and characteristics, e.g.

1. Cost – 30 pts
2. Morale – 10 pts
3. Risk levels – 10 pts
4. Cost saving – 25 pts
5. Return on investment – 25 pts

TOTAL – 100 pts

Quiz

Den Quiz-Button betätigen, um das Quiz zu bearbeiten.



The screenshot shows a quiz interface with a dark blue header containing the 'e-eupo' logo and the text 'Certification for Administration Personnel'. Below the header, the quiz content is displayed on a white background with a red decorative element on the right side. The main heading is 'Make the decision' in red. The text describes a scenario where a supervisor must decide whether to fire a staff member based on their performance and behavior. Below the text, there is a large empty text box for the user's answer.

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Make the decision

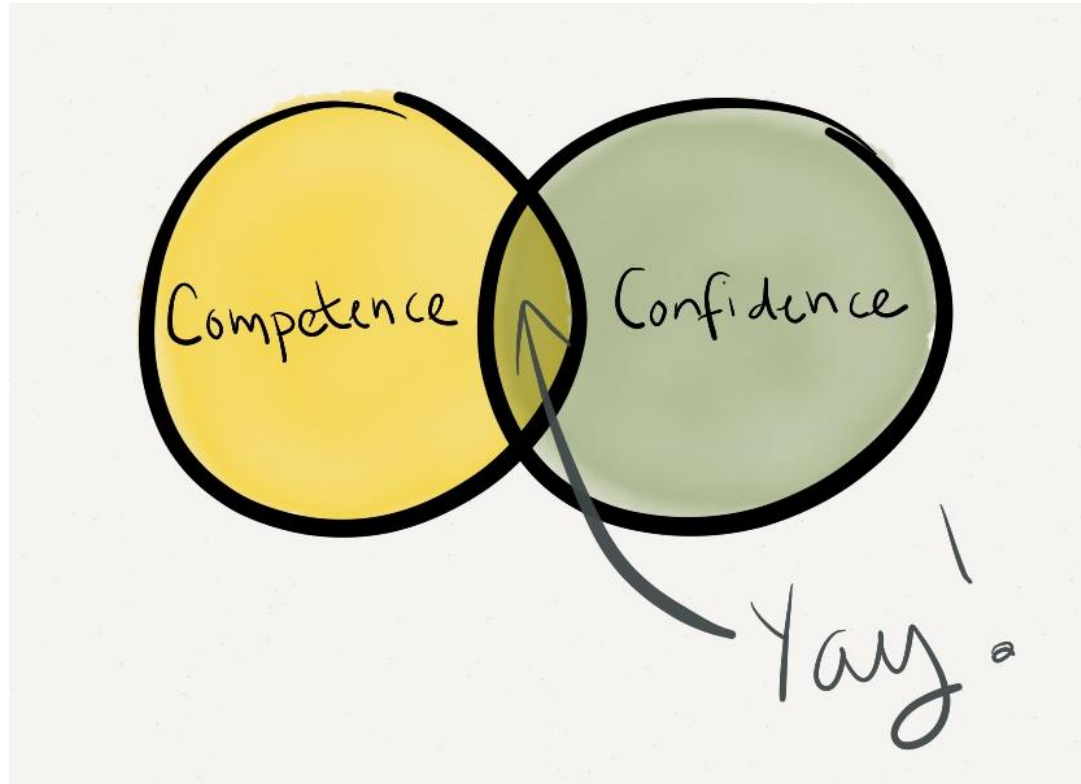
You have been newly hired as a supervisor of the administrative dept. You supervise six people directly. Three have worked for the organisation less than five years; the other three have more than ten years. Overall, you have been impressed with the staff's dedication to serving the administrative needs and responding to requests from customers and suppliers. However, you have observed that one of the old staff members takes a long time with her duties and is avoided by most of the customers and suppliers requesting services. She also is a little rude on the phone sometimes. What will you do? Fire her?

Please follow the rational decision making methodology to find a solution.

What is self-confidence?

What is self-confidence in your opinion?

What is self-confidence?



Definitions of self-confidence

- “Believe what is in the line of your needs, for only by such belief is the need fulfilled... Have faith that you can successfully make it, and your feet are nerved to its accomplishment.”

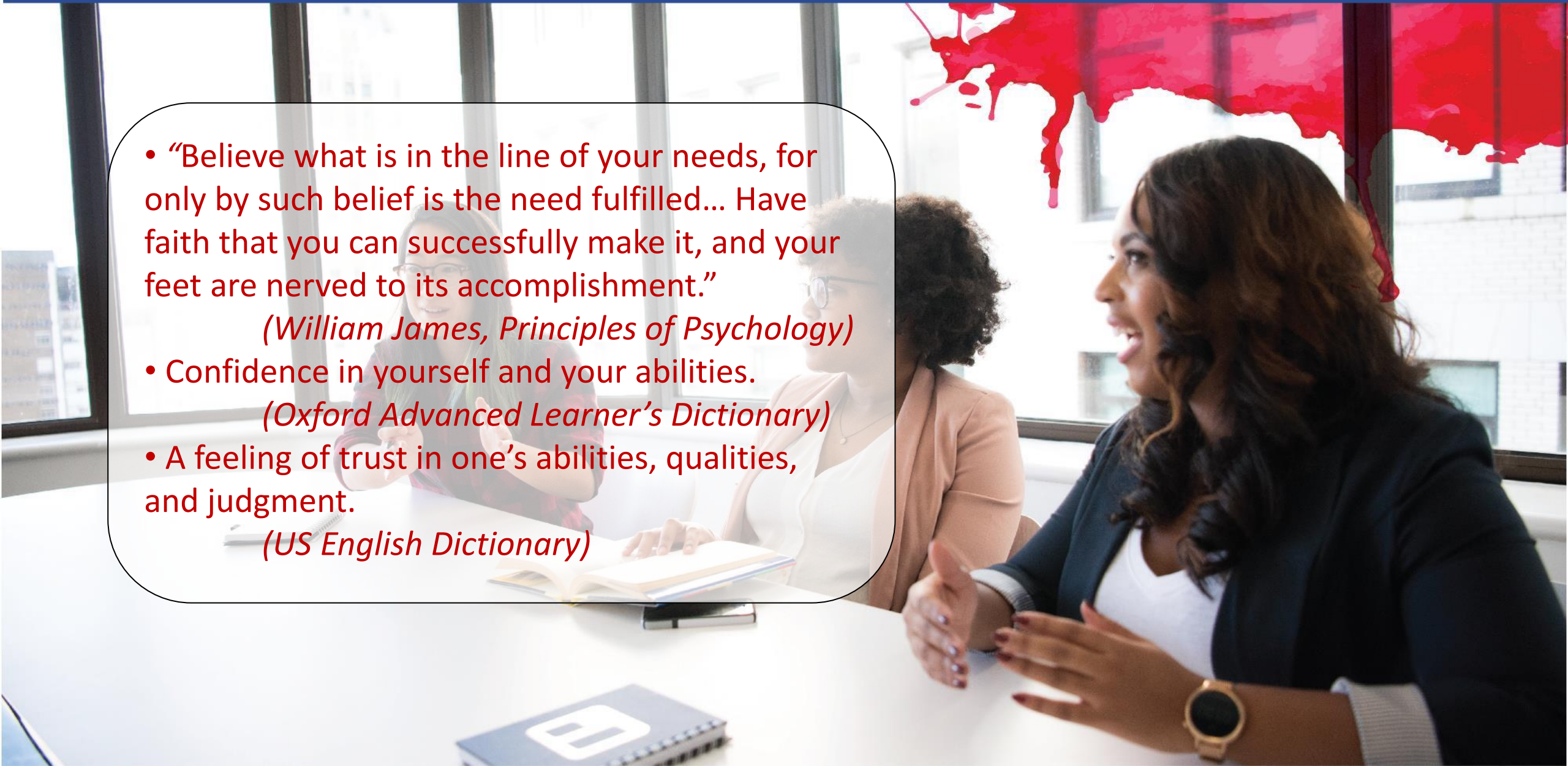
(William James, Principles of Psychology)

- Confidence in yourself and your abilities.

(Oxford Advanced Learner's Dictionary)

- A feeling of trust in one's abilities, qualities, and judgment.

(US English Dictionary)



Types of self-confidence

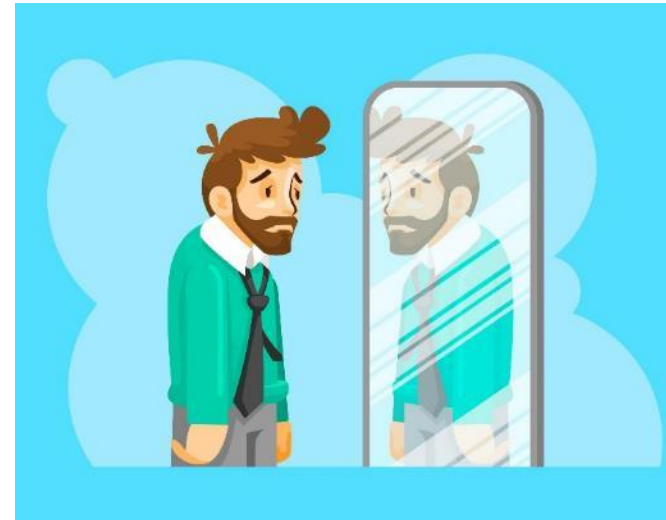
- Low self-confidence
- Optimal self-confidence
- Over-confidence



How to improve confidence

1. Plan and prepare for the unknown.
2. Learn, gather knowledge and train.
3. Practice positive thinking.
4. Talk to others and follow their lead.
5. Collect experience.
6. Be assertive.
7. Avoid arrogance.

- 1) Feeling of unhappiness
- 2) Feeling of anxiety
- 3) Feeling of inferiority or superiority
- 4) Impatience or irritation with self or others
- 5) Externally-oriented goals
- 6) Negativity



- 1) Responsibility
- 2) Commitment to goals
- 3) Genuineness
- 4) Forgiving personality
- 5) Internal values
- 6) Positivity
- 7) Self-improvement



- Self-efficacy is a person's belief in their ability to accomplish some specific goal or task.
- It generally corresponds to the level of competence an individual feels.
- Competence can vary from one situation to another.



In order to succeed, people need a sense of self-efficacy, to struggle together with resilience to meet the inevitable obstacles and inequities of life.

— Albert Bandura —

AZ QUOTES

Characteristics of low self-efficacy

- 1) Fear of risks
- 2) Fear of uncertainty
- 3) Feeling of failure
- 4) Impression management



✔ Quiz

Den Quiz-Button betätigen, um das Quiz zu bearbeiten.



The screenshot shows a webpage header with the logo "e-eupo" and the text "Certification for Administration Personnel". The main content area features the title "Confidence test" in red, followed by the instruction "Step 1. Take the test:" and a blue hyperlink: https://www.mindtools.com/pages/article/newTCS_84.htm. Below the text is an illustration of a large blue head silhouette with two ladders leading into it, and a red water splash graphic on the right side.

- Negotiating is an integral part of everyday life.
- In the business world however, it is a critical skill.
- It is not about luck – it is about:
 - Discipline
 - Perseverance
 - Practice
 - Preparedness

Commercial negotiation*

*The commercial negotiation framework: MARIUS
PETRESCU, ROXANA DINESCU, DELIA POPESCU

**Commercial negotiation consists of
three fundamental elements:**

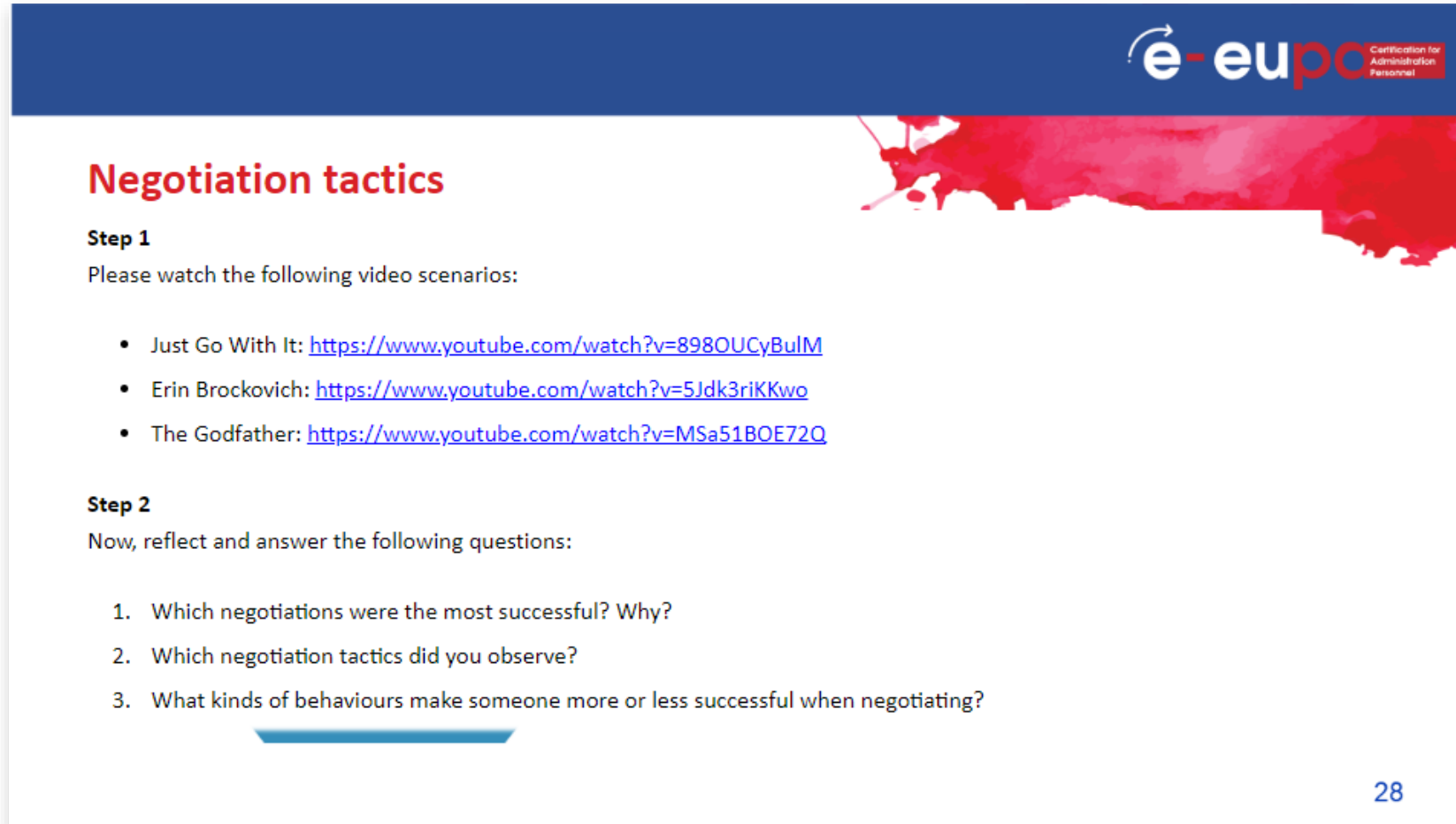
- The actors: the seller and the buyer
- The differences: of objectives, information, statutes, values
- The desire to make an agreement

1. Listen and understand the other party's issues and point of view.
2. Be prepared.
3. Keep the negotiations professional and courteous.
4. Understand the deal dynamics.
5. Always draft the first version of the agreement.
6. Be prepared to “play poker” and be ready to walk away.
7. Avoid continually compromising
8. Keep in mind that time is important.
9. Don't ignore alternatives.
10. Don't get stuck in one issue.
11. Identify who the real decision-maker is.
12. Don't accept the first offer.
13. Ask the right questions.
14. Prepare a Letter of Intent or Term Sheet to reflect your deal.
15. Get feedback and advice from your manager, colleagues, lawyers, etc.



✔ Quiz

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Negotiation tactics

Step 1
Please watch the following video scenarios:

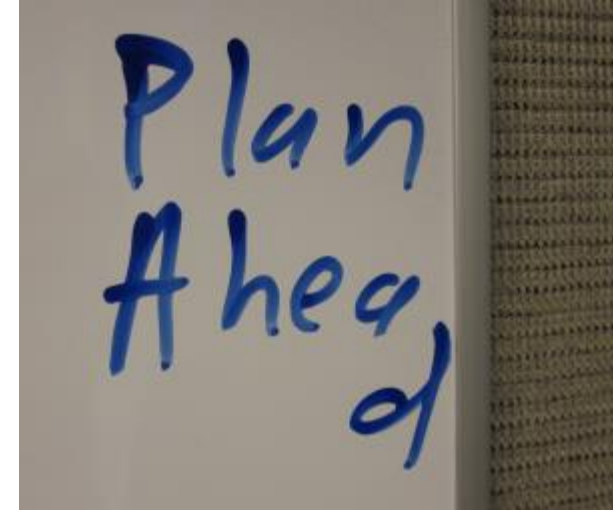
- Just Go With It: <https://www.youtube.com/watch?v=898OUCyBulM>
- Erin Brockovich: <https://www.youtube.com/watch?v=5Jdk3riKKwo>
- The Godfather: <https://www.youtube.com/watch?v=MSa51BOE72Q>

Step 2
Now, reflect and answer the following questions:

1. Which negotiations were the most successful? Why?
2. Which negotiation tactics did you observe?
3. What kinds of behaviours make someone more or less successful when negotiating?

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Looking ahead is a critical skill for successful leaders and business people because if you can predict your market, the rewards can be enormous.



Qualitative models:

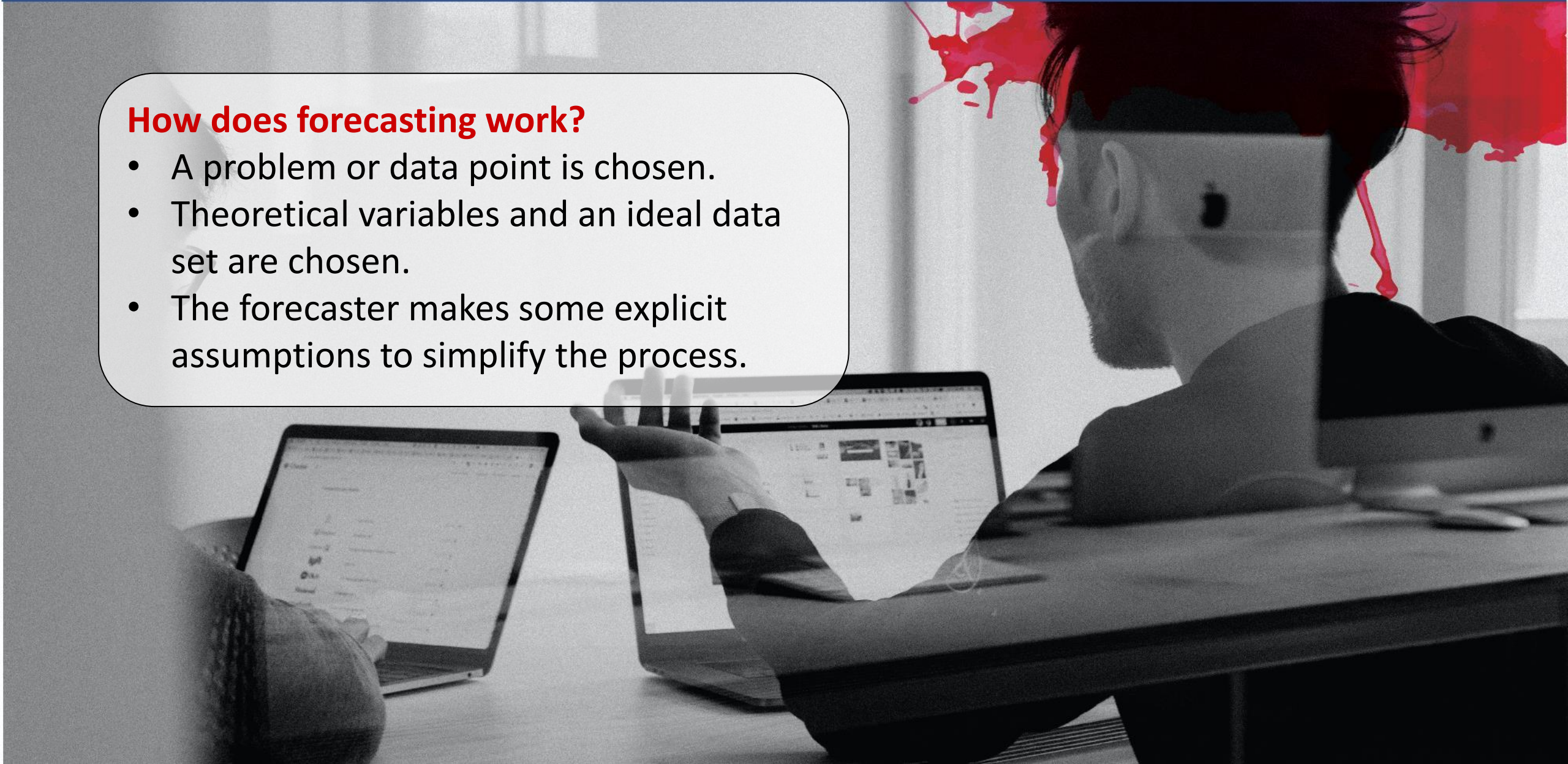
- Are successful with short-term predictions.
- Are expert-driven.
- Can be useful in predicting the short-term success of companies, products and services.
- Have limitations due to its reliance on opinion over measurable data.

Quantitative models:

- Take the human element out of the analysis.
- Are only concerned with data.
- Predict where variables like sales, gross domestic product, housing prices and so on, will be in the long-term, measured in months or years.

How does forecasting work?

- A problem or data point is chosen.
- Theoretical variables and an ideal data set are chosen.
- The forecaster makes some explicit assumptions to simplify the process.




Bill Bartmann's 5-step process:

1. Create distance from your business in order to gain perspective.
2. Think about vectors.
3. Act before you're totally ready.
4. Don't assume you know what your customers want and need.
5. Don't expect social validation and comfort.




✔ Quiz

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Thinking Ahead

Watch the video [How Life Will Look Like In 2050.](#)



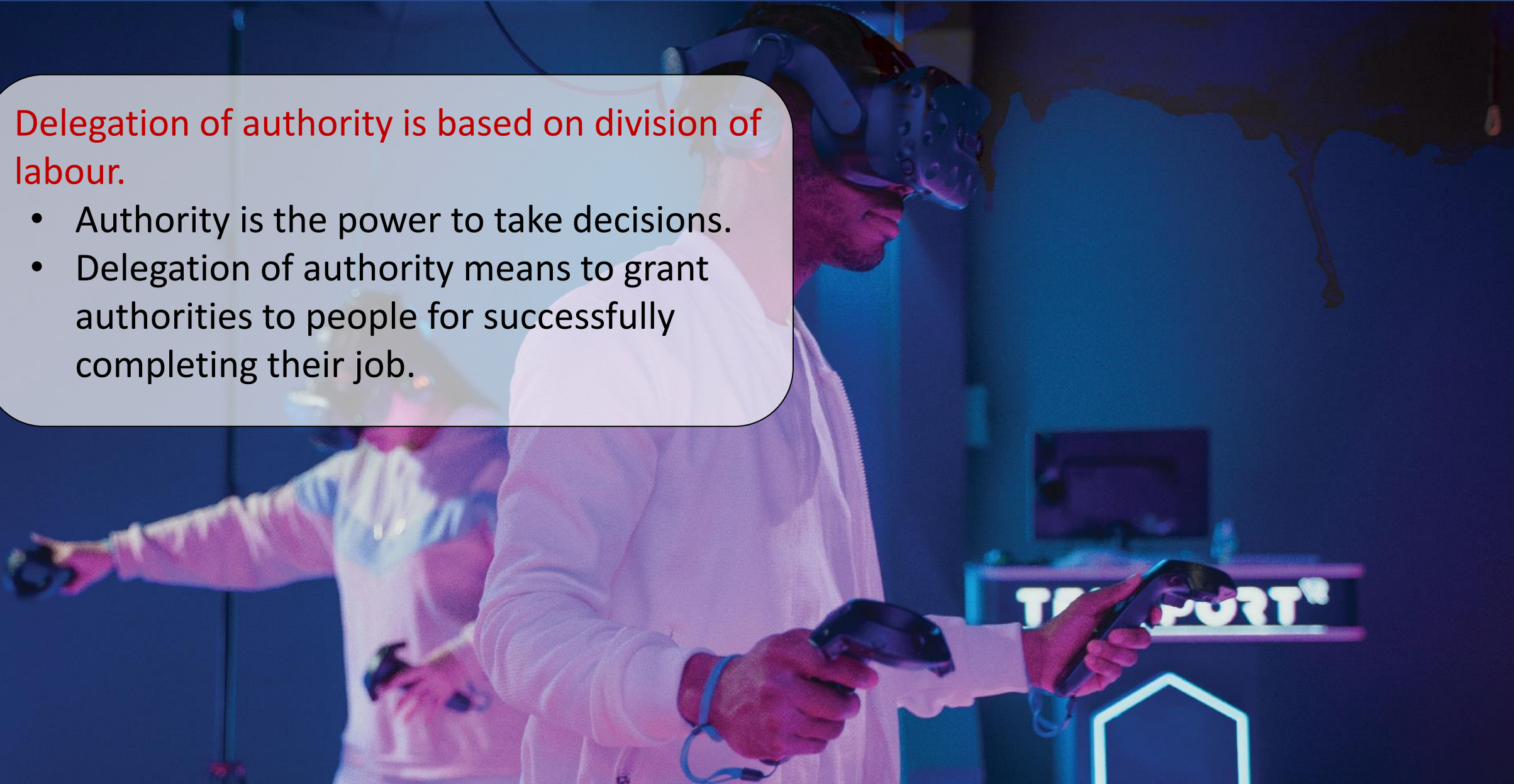
Limits of authority

1. Legal limitations
2. Biological limitations
3. Physical limitations
4. Technical limitations
5. Economic limitations
6. Authority delegation limitations



Delegation of authority is based on division of labour.


- Authority is the power to take decisions.
- Delegation of authority means to grant authorities to people for successfully completing their job.



Defining initiative

According to Michael Frese and Doris Fay, initiative is:

"Work behavior characterized by its self-starting nature, its proactive approach, and by being persistent in overcoming difficulties that arise in pursuit of a goal".



Enterprise ethics refers to the notion that business knowledge and ethical understanding are critical components of good decisions made at all levels of organisations.

Identifying opportunities

Inefficiency in the market = source of new
venture opportunities:

- If you see a product or service that is being consumed in one market, but is not available in your market – ask yourself:
 - How to correct that inefficiency?
 - What resources and capability are needed to correct that inefficiency?



...and tails are
way for the faith
is **opportunity** in
at his new play
...of faith...

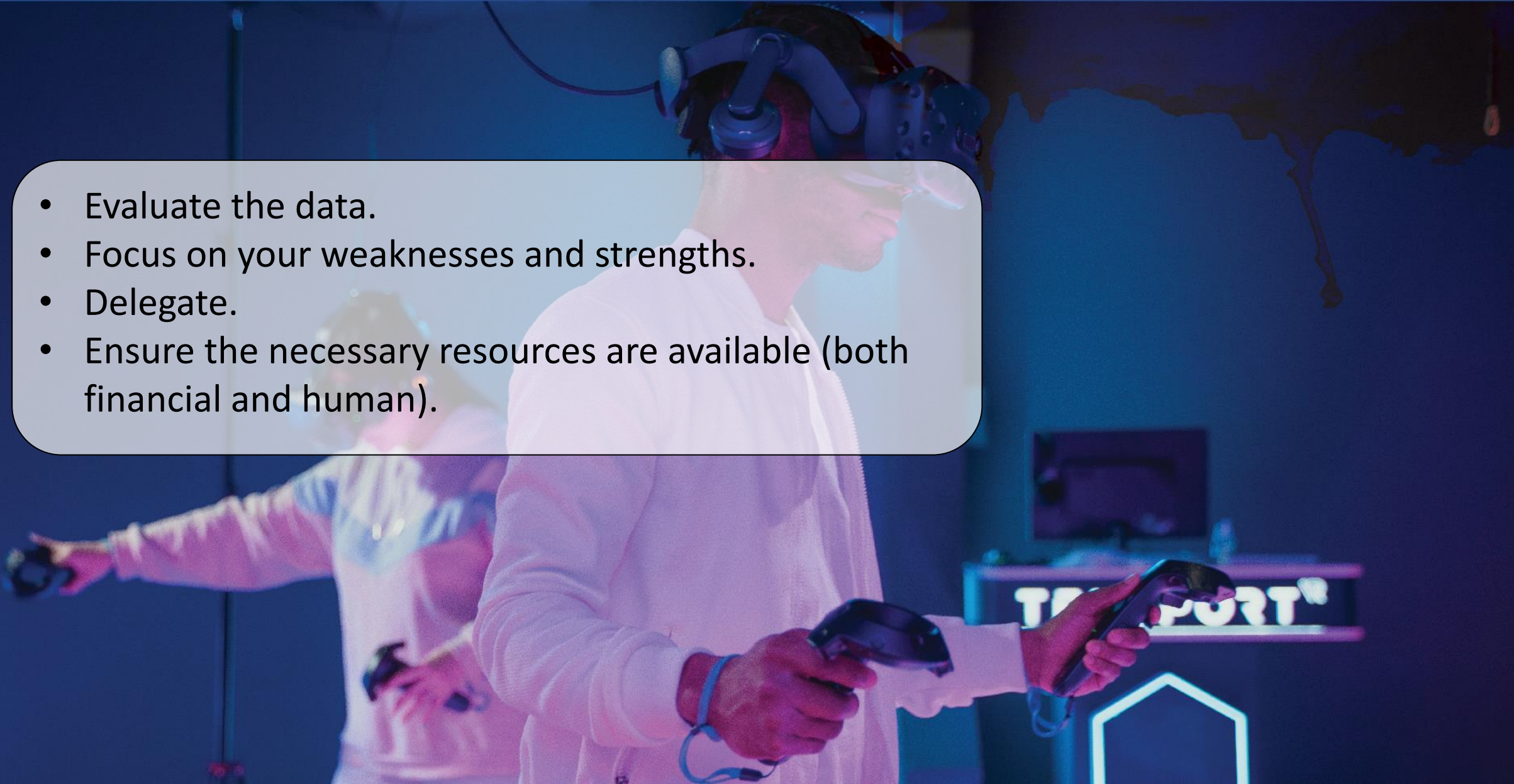
**The market must be clearly defined
and the marketing shall be directed**

- Can this be done?
- Most business and product ideas are vague.
- A great product/service will not necessarily sell itself.



Evaluating risks

- Evaluate the data.
- Focus on your weaknesses and strengths.
- Delegate.
- Ensure the necessary resources are available (both financial and human).



Enterprise ethics

1. Fairness.
2. Integrity.
3. Decency.
4. Sustainability.



✔ Quiz

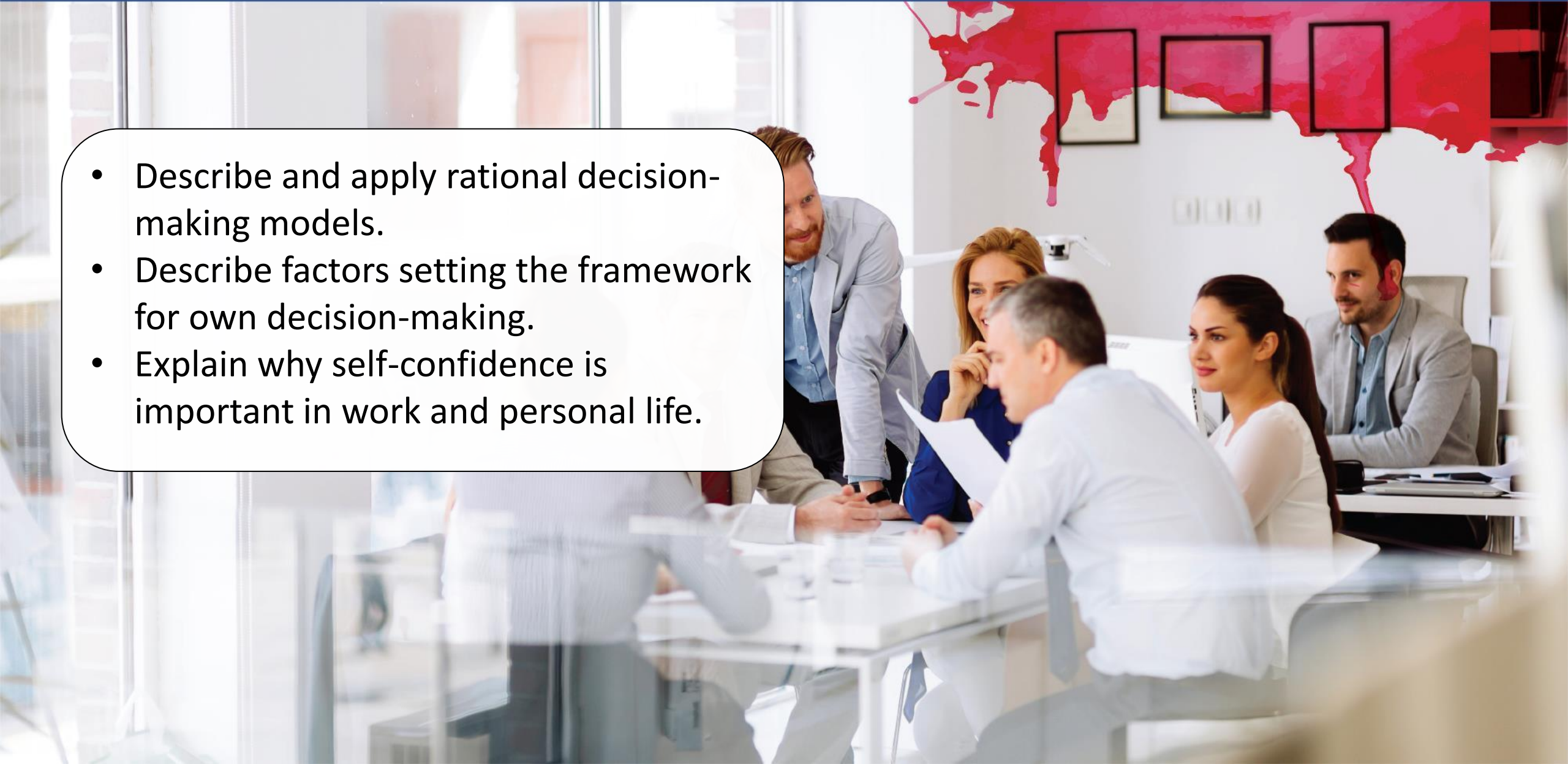
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Convince your supervisor that ethics pay

Think about your own company. You want to convince your supervisor that there is a business case for integrity and ethics that outweighs the costs. Think about how following a path of integrity and ethics can be good for business and what the possible consequences of a lack of integrity in business could be.



- Describe and apply rational decision-making models.
- Describe factors setting the framework for own decision-making.
- Explain why self-confidence is important in work and personal life.



- List possible reasons that may drive one to lose self-confidence.
- Define self-esteem and self-efficacy.
- List techniques for building up self-confidence for greater success at work and personal life.
- Explain the main principles of negotiation.



Revision questions

Revision question 1:

Can you describe and apply rational decision-making models?

Revision question 2:

Can you define self-esteem and self-efficacy?

Revision question 3:

Can you explain the process of negotiation and how it is used in business?



Applying and improving the mission:

- Focus on the end result that the organization produces, not just the tasks individuals perform.
- Help employees understand the negative consequences of *not* doing their jobs well.
- Tell stories (of both success and failure) that show how essential your people really are.

Act before you're totally ready:

- You need to be only slightly ahead of your time.
- Get used to the feeling of acting on incomplete data.
- Try to make business decisions based on facts whenever possible.
- Be more biased towards speed than you are towards complete data.

Commercial negotiation consists of three fundamental elements:

- The actors: the seller and the buyer
- The differences: between objectives, information, statutes, values
- The desire to reach an agreement

Evaluating risks:

- Evaluate the data
- Focus on your weaknesses and strengths
- Delegate
- Ensure the necessary resources are available (both financial and human)

Occasions offering opportunities:

- Networking events, educational classes, or conferences
- A colleague going on an extended leave
- A new role or project that forces you to learn new skills, like public speaking or international relations
- A company expansion or acquisition
- And many more...

WELL DONE!



You have completed Unit 5.1, Part D!



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