

FORMAL + INFORMAL CULTURE.Formal Culture.

= shown by the

Organisational culture = shown by the
overt and published vision, mission and
goals
and

in the rules, norms and procedures of a business

Example:

Vision incorporates the timetess values and beliefs

Mission incorporates the purpose, policies and power
structure ~~to~~ achieve the task

Goals are ^{the} strategic, tactical and operational objectives

right down to people's individual roles and responsibilities.

Rules are needed to ¹ set standards of conduct and ² show
the way people should behave. ³ by clarifying what
= expected

Rules need to be:

- kept simple
- in writing
- displayed publicly
- kept up to date.

Procedures ¹ also needed to help people keep to the
rules and establish the methods used to deal
with the rules.

Informal Culture.

Culture = often overt and informal
with values + beliefs that remain unspecified

Things like:

- dress
- office style
- types of buildings

differences will be found in the human

'software' represented by the attitudes,
values and beliefs that govern behaviour

the scenarios which operate + determine
how decisions are made.

Differences between managers and leaders

<u>Managers</u>	<u>Leaders</u>
<u>Handles tactics</u> , drives forward using <u>authority</u>	<u>Handles tactics</u> , drives forward by using <u>inspiration and goodwill</u>
Makes the <u>provision</u> and the ' <u>how</u> '	Makes the <u>vision</u> and the ' <u>why</u> '
Work is <u>managed</u> to a <u>satisfactory performance</u>	People are <u>led</u> and <u>influenced</u> <u>beyond</u> simple legitimate authority
<u>Plans the pace</u> and <u>reacts</u>	<u>Directs</u> and = <u>proactive</u>
' <u>Fire-fights</u> '	' <u>Fire-lights</u> '
Works with <u>boundaries / limits</u> and <u>demands respect</u>	Works with <u>hopes and dreams</u> and <u>Commands respect</u>
<u>Mainly focused</u> on <u>short-term</u>	<u>Mainly focused</u> on <u>medium / longer term</u>
<u>Inspires stability</u> within the <u>status quo</u>	<u>Inspires innovations</u> and <u>change</u>
Often are <u>extroverts</u> and <u>emotionally warm</u>	Often are <u>introverts</u> and <u>emotionally distant</u>

CREATING SUPPLIER RELATIONSHIP MANAGEMENT TEAMS

SU 2

DISCIPLINES THAT SHOULD BE REPRESENTED

(1) End User

This team member = tasked with the responsibility of representing the end-user community.

This representative must preferably also have been involved in the strategic sourcing team, enabling the person to evaluate clearly if the supplier = performing in accordance with the requirements set.

(2) Legal

A contractual agreement = legally binding document = should be prepared & evaluated with the assistance of a competent counsel.

The legal component of the driving team = NB as there are bound to be legal implications with the implementation of an agreement.

This expertise = particularly vital when negotiating the deal & re-evaluating the buyer/supplier relationship.

It = obvious that if a prerequisite = not addressed in the written agreement it = in fact not part of the deal.

(3) Purchasing, Sourcing + Supply Professionals

These representatives are tasked to achieve the best price + the most contractual protection.

They understand & have the most experience in the traditional interface between buyers and suppliers.

It = NB to include both purchasing, sourcing and supply professionals who are:
① good deal makers as well as
② excellent administrators.

(4) Finance

The Supplier relationship team need financial expertise from a number of perspectives. The team should know what the ^{current} financial structure of the agreement with the strategic supplier is and be able to assess any changes that may have occurred.

(5) Technical

The technical personnel can assist in determining if the product/service supplied by the strategic supplier = still best-suited for a purpose.

evaluate the performance on the grounds of accuracy, reliability and compatibility.

In some cases the technical expert + the end user ^{will be} the same person. In most cases they are not.

(6) Technical Writer

The team members themselves can perform the job of breaking everything the team produces into required documents.

A technical writer can improve the efficiency of the process by freeing the team members to efficiently scrutinise the buyer/supplier relationship and the performance of the strategic supplier.

(7) Senior Management

Senior management will only become involved in the supplier relationship team once a breach of contract leads to the implementation of a remedy to resolve the particular matter as specified in the written agreement.

Responsibilities of the Supplier Relationship team.

- teaching suppliers ^{how} to develop themselves after initiating initial guidance.
- focusing on underlying causes of discrepancies in Supplier Performance - wasteful activities of all Supplier efforts
- involving suppliers in new products and process development @ the buying organisation.
- providing training programmes and training time to suppliers education programmes that go beyond basic training tools and technical assistance to suppliers Supplier support centres the monitoring monitor-measure-feedback loop
- loaning executives to suppliers such as process engineers and quality managers.
- eliminating fear that a supplier's work force may have toward supplier involvement with a buying organisation.
- ensuring that the savings of improvements are shared with suppliers
- encouraging suppliers to contribute to improving processes @ a buying organisation.
- documenting the supplier relationship management process in order to gain internal buy-in from senior executives, along with the managers and stakeholders in the business units who need to participate.
- set stretched goals to encourage radical change in suppliers as well as the aim of continuous improvement

Organisational Culture → longways.

management of total organisational culture

Culture embody the following:

→ purpose, policies & roles (formal culture)

- what r the structures/processes
- where r the key decision makers

This = the 'why?' & the 'what?' of the organisation

→ power (formal & informal culture)

- who has access 2 which resources?
- where = the central authority?

This = the 'where and when of decision making' of the org.

→ People partnerships (informal culture)

- what = the degree of support + trust?
- what = valued?
- what r the associated reward structures?

This = the 'with whom?' and the 'how?' of the org.

Use the following as an informal test just by talking / observing the people in a company. It will give indications on what the people aspects actually r.

Friendly	Unfriendly
- people take the initiative	- People feel boxed in
- teamwork flourishes	- There = friction & a lack of appreciation b/w team members
- people understand their contribution	- people have little understanding of their role
- clear direction = found	- conflicting goals are found
- good communication exists	- mixed messages + little understanding
- An even workload	- work = spread unevenly

Organisational culture must be managed effectively.
A quick test to show the management tasks that may be needed 2 improve work.

- communicating regularly
 - what do people think about their work?
 - what do they want 2 do.
- creating a shared vision
 - everyone should know where they r going.
- improving the physical environment.
 - lighting
- using ideas from the team to make improvements to the work
- using people playing to their strengths
 - considering people's skills + aspirations
 - allocating work accordingly.

management of organisational culture require

- improving individual, team and company performance
- motivating, developing & releasing people potential
- communicating to people what = expected, what they r rewarded for, what results the company wants
- consistency in leadership

the following = not part of possible management of organisational culture:

- unclear directions
- weak values.
- vague and inequitable objectives
- variable appraisals / reviews
- bureaucracy.
- poor communications.

Formal Culture

→ Org culture can be shown by the overt + published vision, mission & goals ^{and} in the rules, norms & procedures of a business

vision incorporates the business values + beliefs

~~Rules are needed~~

mission incorporates the purpose, policies & power structures 2 achieve the task

goals + the strategic, tactical & operational objectives, right down 2 people's individual roles + responsibilities.

Rules are needed 2 set standards of conduct & show the way people should behave by clarifying what is expected.

Rules need 2 be:

- kept simple, clear + easy 2 understand
- in writing
- displayed publicly
- kept up to date.

Define

Shared values, norms & procedures that govern the way people approach their work & interact with each other

"What am I expected to do in order to fit in and get ahead here?"

Organisational Culture

Informal Culture

→ Culture = also often covers a informal with values and beliefs that can remain unspecified

TEAM RELATIONSHIPS

Continuous Reviewing & monitoring (checklist)

1) Objective

- Do the team clearly understand and accept it?
- Are the goals clear ^{and} agreed

2) Standards

- Do they know what standards of performance are expected

3) Size

- = the size correct

4) Team members + roles

- r the right individuals together?
- r sub-groups needed? r roles clear + accepted.

5) Team Spirit

- r there opportunities for teamwork in jobs?
- Do pay + bonus help/hinder team spirit?
- R interpersonal relationships positive?

6) Discipline

- r rules reasonable?
- r they fair & impartially enforced?

7) Grievances

- r they dealt with
- r matters that may disrupt the group dealt with

8) Consultation

- = it genuine?
- r ideas & suggestions encouraged

9) Briefing

- = it regular
- does it cover current + future progress

10) Support

- Do I represent & support the team when talking 2 individuals when the team = spot.

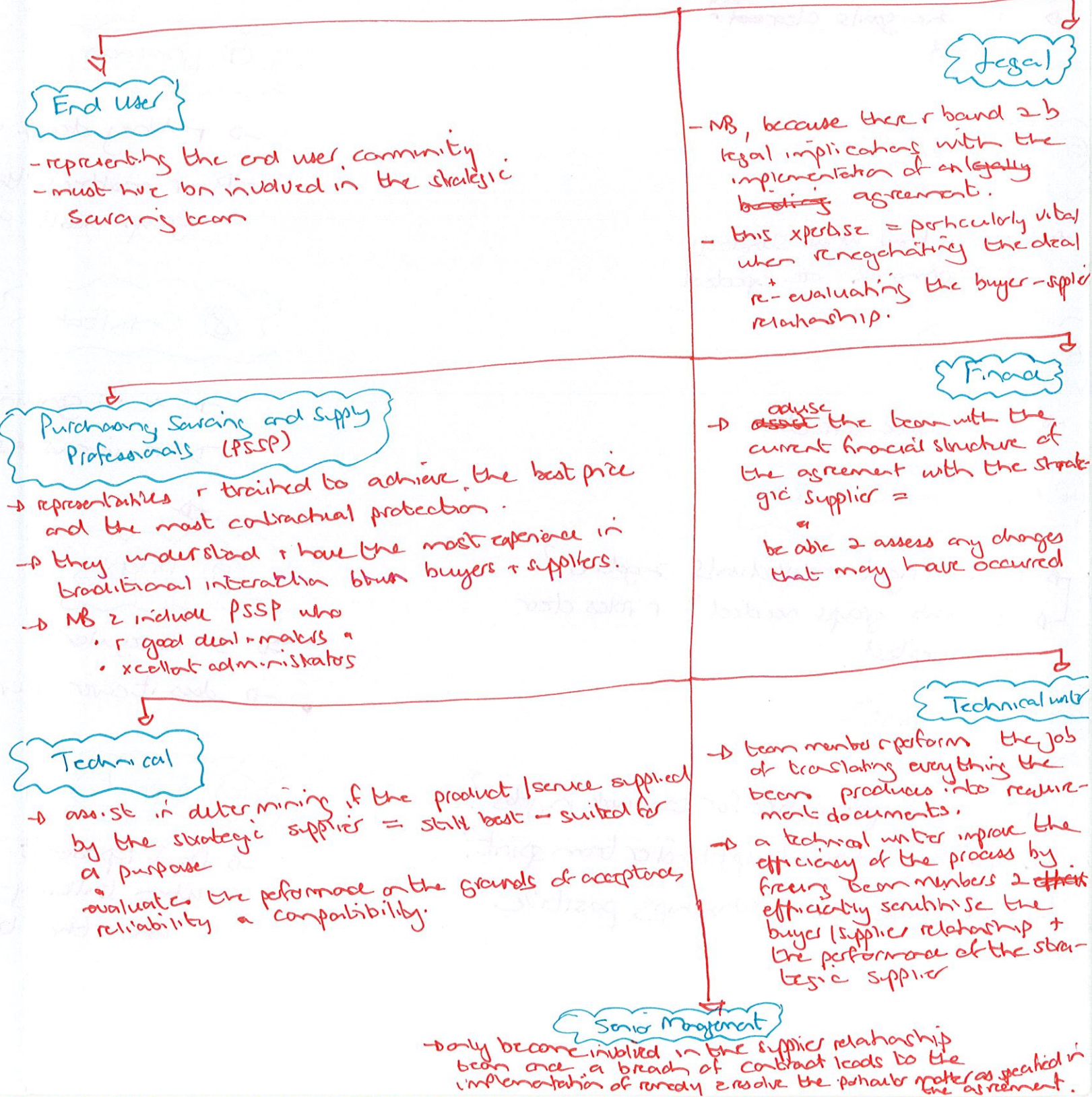
SUPPLIER RELATIONSHIP MANAGEMENT

Responsibilities of a Supplier Relationship Management team.

- teaching suppliers how to develop themselves after initial guidance
- focussing on underlying causes of discrepancies in supplier performance
- focussing on useful acts of all supplier effort
- involving suppliers in new products + process development @ the buying org
- providing training programmes + training time 2 suppliers
- providing education programmes that goes beyond training
- providing leading a technical assistance 2 suppliers
- providing supplier support centres
- learning exercises 2 suppliers
- eliminating fear that a supplier's workforce may have towards supplier involvement with a buying organisation
- ensuring that the savings of improvements are shared with suppliers
- providing the monitor - measure - feedback loop
- documenting the supplier relationship management process.

Selection of members of for a SLM team

At a minimum, each of the following disciplines should be represented, either on a full-time / part-time basis.



TEAM BUILDING PROCESS

Probable Behaviour

This behaviour must be encouraged (Ideal behaviour)

1 → Forming the team

- excitement, anticipation, optimism
- pride in being selected for the project
- initial, tentative attachment to the team
- suspicion, fear or anxiety about the job ahead.

- attempt to define the task & decide how it will be accomplished
- attempt to determine acceptable group behaviour & how to deal with group problems
- decisions on what information needs to be gathered gathered
- discussion of symptoms/problems not relevant to the task
- difficulty in identifying relevant problems
- complaints about the org & barriers to the task

2 → Storming

- resistance to the task & a quality improvement approaches different from what each individual member = comfortable with
- Sharp fluctuations in attitude about the team & the projects chance of success

- arguing among members even when they agree on the real issue
- defensiveness, competition, factors choosing sides
- questioning the wisdom of those who selected this project & appointed the other members of the team
- establishing unrealistic goals
- concern about excessive goals
- a perceived ~~peer~~ peer status
- disunity, increased tension & perhaps jealousy.

3 → Norming

- a new ability to express criticism constructively
- acceptance of membership in the team
- relief that it seems anything = going to work out

- an attempt to achieve harmony by avoiding conflict
- more friendliness, confiding in each other & sharing of personal problems
- discussing the team's dynamics
- a sense of team cohesion, a common goal + spirit
- establishing + maintaining team ground rules and ban-dobies

4 → Performing

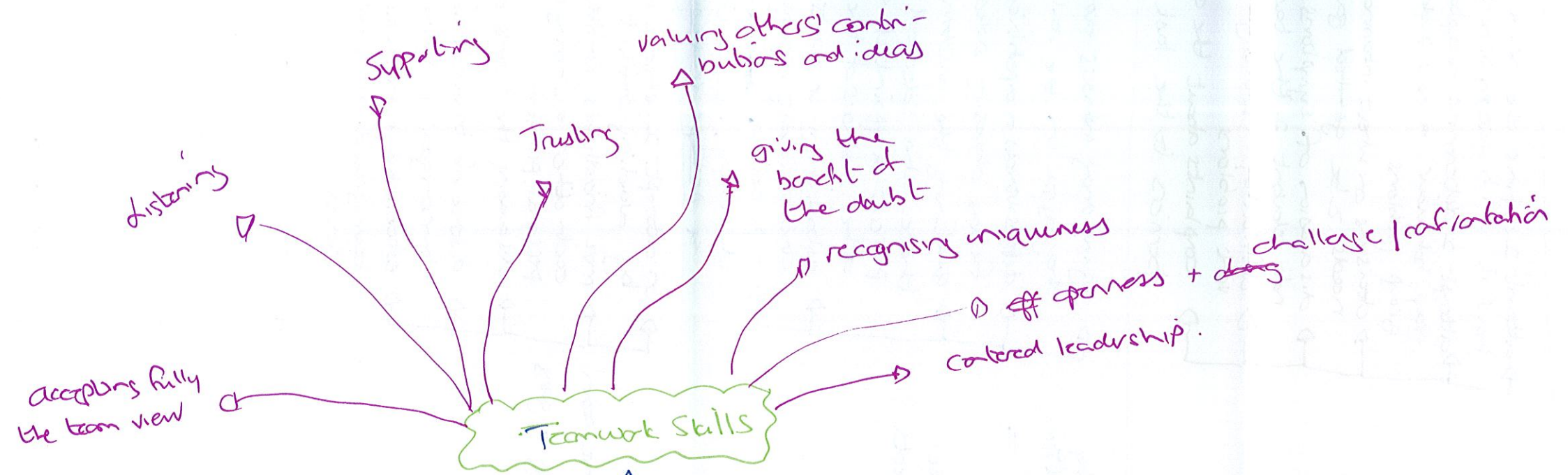
- members having insights in personal and group processes & better understanding of each other's strengths + weaknesses
- satisfaction @ the team's progress

- constructive self-change
- ability to prevent / work through ~~team~~ group problems
- close attachment to the team.

5 → Maturity or ending

- sense of loss & sadness
- wondering what happens next

- high & low emotions
- leaving the past & going forward / staying looking into the past.



TEAM RELATIONSHIPS

TEAM

involves a small nr of people who work together for a common shared a meaningful outcome

Effective team

Characteristics

compiling a team characteristics

Encourage the following behaviour

Positive aspects (successful team)

Problem symptoms

- inspired leadership
- clear goal
- meticulous planning
- picking the right players
- clear communication
- excellent team spirit
- committed team members
- a learning culture
- clear passion
- focus on results
- shared values
- self & team belief
- confidence in ability
- pride
- celebrate success

- High level of complaining / moaning
- Lack of respect for the team leader
- People in the team refuse to speak 2 each other
- Vital collaboration = avoided
- Team meetings brief + infrequent
- People rarely say what they really feel ^{about} each other
- When quality of work = suffering
- High level of sickness absence

- right mix of people
- determining a team vision and objectives
- communicating & understanding each other
- motivating & supporting each other
- rewarding & recognizing in good performance
- reviewing team performance regularly.

- a balanced mix of selflessness
- involvement + commitment
- openness + confrontation
- honesty + truthfulness
- support + trust
- development + mediation
- socialising

Managers

- ↳ Handles basics, drives forward using authority
- ↳ makes the provision + the "how"
- ↳ work = managed 2 a satisfactory performance
- ↳ Plans the plan + reacts
- ↳ 'Fire fights'
- ↳ works with boundaries / limits & demands respect
- ↳ mainly focused on short term
- ↳ Inspires stability within the status quo
- ↳ Often r. extroverts & emotionally warm

Leaders

- ↳ Handles strategy, drives forward by using inspiration + goodwill
- ↳ makes the vision & the "why"
- ↳ People r. led + influenced beyond simple legitimate authority
- ↳ Directs & = proactive.
- ↳ "fire-light"
- ↳ works with hopes + dreams & commands respect
- ↳ Mainly focused on medium / long term
- ↳ Inspires motivation + change
- ↳ Often are introverts & emotionally distant.



Individual communication management styles

Understanding Relationships (Understanding Individuals)

A model of leadership

Feature	Transactional	Transformational
Vision	Goals + objectives for immediate results	long-term vision
Control	Structuring + processes created, solves problems	Creates a climate of trust and empowers people to control themselves; manages problem solving.
outlook	maintain + improve the current situations	changes the current situation
Style	Plans, organises, directs & controls people	Coaches + develops people
Culture	guards + defend	challenges + changes
Power	From position + authority within the organisation	From influencing a network of relationships

An autocrat + aggressive manager

- ↳ drives + pushes people, but = not a leader
- ↳ has a single viewpoint
- ↳ = a one-way communicator
- ↳ = demanding - 'do it my way, now'
- ↳ takes fixed 'my way' positions within a contest of will
- ↳ makes threats + applies pressure

A procrastinator + passive manager

- ↳ abdicates from taking decisions
- ↳ uses group viewpoints
- ↳ = indecisive + believes they r. always democratic
- ↳ 'what do you all want 2 do, wherever'
- ↳ changes positions easily + avoids any contest
- ↳ makes offers & yields 2 pressure

A charismatic & assertive manager

- ↳ pulls more than pushes
- ↳ = a two-way communicator
- ↳ = followed naturally as a leader
- ↳ makes decisions - 'I think this what-do we think'
- ↳ solves problems + explores interests
- ↳ views partnerships & reasons
- ↳ looks for objective criteria & yields 2 principles not pressure