

Self-Management

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24/09/2012

1. Self-Management?
2. Motivação
3. Estudo de caso: Morning Star
4. Estudo de caso: GitHub
5. Vantagens e Desvantagens
6. Proposta de um Framework
7. Conclusão e Trabalhos Futuros
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TM Williams

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Perceived time pressure and social processes in project teams

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International Journal of Project Management, Volume 22, Issue 6, August 2004, Pages 463-468

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Patterns of empowerment and leadership style in project environment

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Learning and teaching challenges in project management

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Locus of control and attitudes to working in virtual teams

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Volume 41, Issue 2, April 2010, Pages: 73–80, Edvandro Carlos Conforto and Daniel Capaldo Amaral
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The criticality of transferable skills development and virtual learning environments used in the teaching of project management
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Leadership substitutes and personality impact on time and quality in virtual new product development projects
PROJECT MANAGEMENT JOURNAL
Volume 42, Issue 1, February 2011, Pages: 73–90, Kenneth David Strang
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Investigating the impact of project managers' emotional intelligence on their interpersonal competence
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Volume 42, Issue 4, July 2011, Pages: 37–57, Steven A. Davis
Article first published online : 16 MAY 2011, DOI: 10.1002/pmj.20247
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Decision making within distributed project teams: An exploration of formalization and autonomy as determinants of success
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A self-management information architecture for total quality management / Keely S. Brunner. PMI Seminar/Symposium. Proceedings, 1991, p. 675-683. PMI Seminar/Symposium. Proceedings, 1991.

A **self management** information architecture for total quality **management** Keely S Brunner Total quality **management** Teams... will experience cross functional teamwork **self management** of their activities and continuous improvement of work processes

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Project self-management : smooth sailing with people power / Keely Brunner. PMI Seminar/Symposium. Proceedings, 1993, p. 237-246. PMI Seminar/Symposium. Proceedings, 1993.

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Essential Project Management Skills

and execution but also need to have skills in persuasion **self management** communication and relationship **management** Reflecting... to have skills in persuasion communication and relationship **management**

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A Company Run By Self-Managed Teams

Inspired by Gary Hamel's "The Future of Management", I facilitated the transformation of one of my company's business units from a 20th century hierarchical management model to a 21st c ...

[Alyson Huntington-Jones](#) - February 20, 2011 at 10:37pm

Self Managing Teams as an Alternative to CEOs

Have organisations progressed through the legendary McGregor's Theory X and Theory Y to the present day Theory Z. Do these theories remain a management myth in the present day organisation or should revolu ...

[Enock Ndlovu](#) - February 28, 2011 at 8:17pm

Principles of Management 2.0 - Hackathon Navigator

where employees make the decisions Whole Foods is known for its local, **self-managed** ... Morning Star A **self-managed** company that gives power based on expertise and knowledge ... There is no hierarchy; its a **self-managed** company. Employees' authority is based on their expertise and knowledge ...

[MIX Admin](#) - March 1, 2012 at 8:30am

LET US OUT-SOURCE MANAGEMENT

Let organisations come up with a plan to out-source management so that use of **self-management** teams can be increased. This will lead to higher return on investments for owners of the business. This will be in line with the basic business principle that the aim ...

[Louis B. ...](#) - February 15, 2011 at 11:00am

A large, bold, orange letter 'M' is positioned on the left side of the image, partially overlapping the text.

**MANAGEMENT IS THE
LEAST EFFICIENT ACTIVITY
IN YOUR ORGANIZATION.**

Pense nas **incontáveis horas** que os líderes de time, chefes de departamentos e vice-presidentes dedicaram para **supervisionar o trabalho dos outros.**



1 Sobrecarga na organização

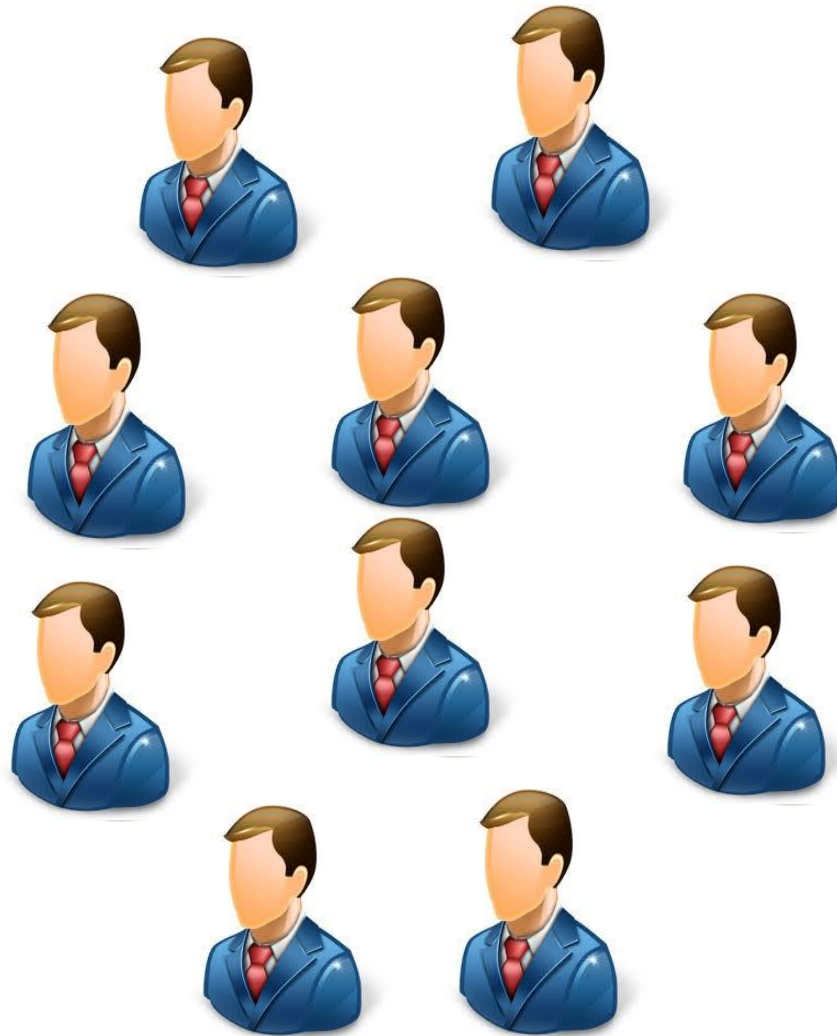




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33%

Custo dos gerentes de projetos em toda folha salarial

2 A hierarquia típica de gerenciamento de projetos aumenta o risco de decisões calamitosas



Cansaço, miopia, ingenuidade ...

Tomador de decisões **incontestável**



3 Uma estrutura de gerenciamento em várias camadas significa mais camadas e respostas mais lentas.





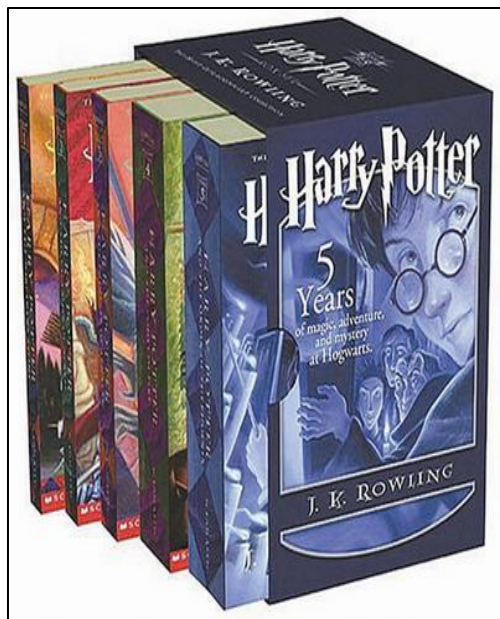
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Custo da tirania





Somos prisioneiros do que é familiar

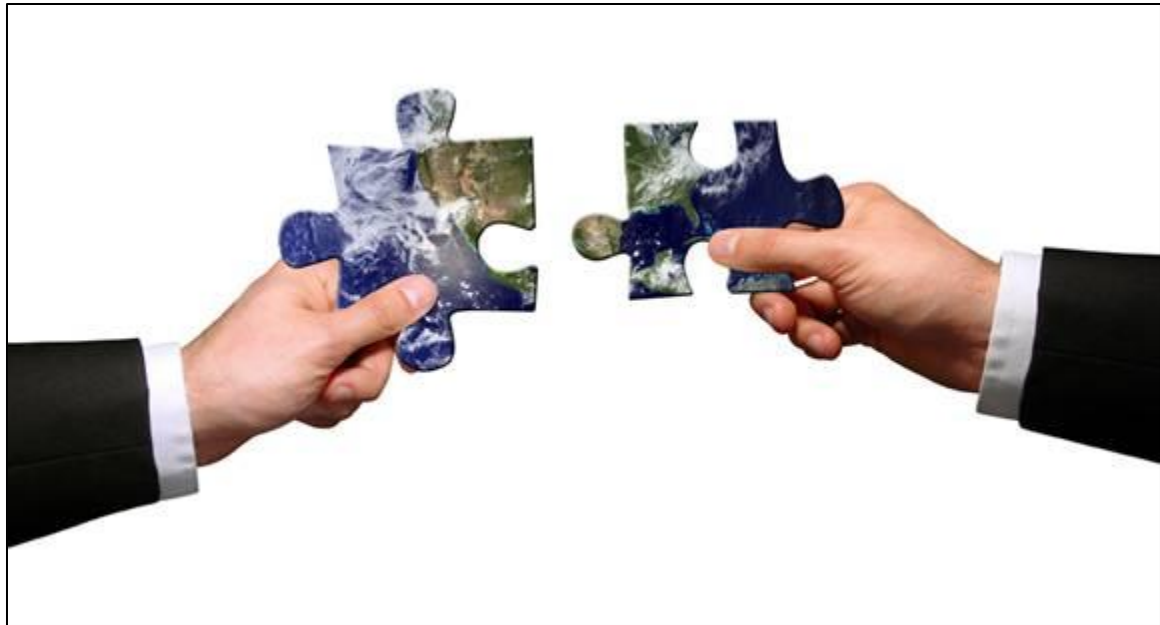


Imaginem uma empresa onde....

Não há chefia



Funcionários negociam
responsabilidades com seus
pares



Cada indivíduo é responsável
por adquirir as ferramentas
necessárias para fazer esse ou
aquele trabalho



Não há títulos ou promoções



Decisões são tomadas por
várias pessoas



Impossível?



THE MORNING STAR COMPANY

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Recepción,

Morning Star is the world's leading tomato ingredient processor, serving food processors throughout the world. Our operations are located at Williams and Los Banos, in the heart of California's tomato production areas.

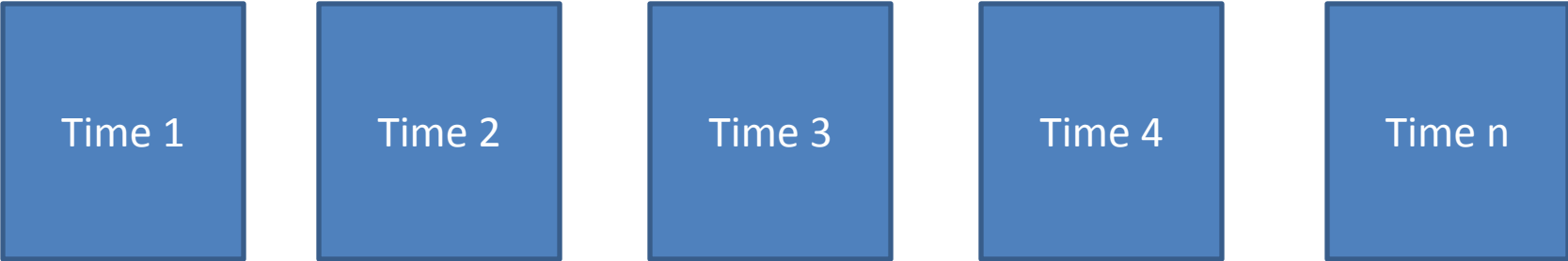


- Mais de **400 empregados** full-time
- Lucro de **700 milhões** de dólares em 2010
- **Líder no mercado** de processadores de tomate
- **25% - 30%** dos tomates processados dos EUA



1. Faça da missão o seu chefe

“Produzir produtos e serviços de tomate que alcancem consistentemente a qualidade e as expectativas dos nossos clientes”



Time 1

Time 2

Time 3

Time 4

Time n

2. Deixe os empregados fecharem os acordos

Colleague Letter of Understanding (CLOU)

- Anual
- Plano operacional para completar as missões
- Cobrir todas as 30 áreas
- Seta metas de performance
- Cada pessoa é um contratante em uma teia de multilateral de compromissos
- “Around here, nobody’s your boss and everybody’s your boss”

3. Todos autorizam. De verdade.

“Here, you have to drive the bus”

4. Não force pessoas dentro de caixas

“We believe you should do what you’re good at, so we don’t try to fit people into a job”

5. Estimule a competição para impactar, não para promoções

“If he got good at it, he would achieve what everyone longs for: a sense of accomplishment. He also knew accomplishment would give him an income to enjoy the life he wanted. Moving up is about competency and reputation, not the office you hold.”

6. Liberdade para ter sucesso

“If people are free, they will be drawn to what they really like as opposed to being pushed toward what they have been told to like”

“So they will personally do better; they’ll be more enthused to do things”

“When people tell you what to do, you’re a machine”

7. Alvos claros, dados transparentes

Não dá para praticar o auto-gerenciamento sem informações

O CLOU possui leis com um conjunto detalhado de regras e métricas que ajudam os funcionários a atingir o sucesso

8. Cálculos e consultas

“An employee pushing for a \$3 million investment, for example, might talk with as many as 30 coworkers before pulling the trigger. Similarly, someone who wants to expand a unit’s payroll must sell the idea to his or her peers”

Autoridade != decisões unilaterais

9. Resolução de conflitos e devido processo

Passo 1: Tentar resolver pessoalmente

Passo 2: Com um mediador

Passo 3: Com um juri

10. Comitês de remuneração

No final de cada ano:

1. Cada funcionário desenvolve um documento de auto-avaliação (metas CLOU, ROI, e outras métricas)
2. Colegas elegem um comitê de remuneração local (cerca de oito pessoas)
3. Validação da auto-avaliação e descobrir contribuições que não foram comentadas
4. Definição da remuneração, garantindo que se alinhe com valor acrescentado



“Everyone’s a manager here”

 blabluble

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 Gau vai receber a Home =)

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github

SINCE 2008

1.9MM USERS

6.5MM REPOSITORIES

LARGEST GIT HOST



mr. manager

**SOFTWARE
DEVELOPMENT**



LOL DEVELOPERS



mr. manager

DEADLINES

MEETINGS

PRIORITIES

ESTIMATES



~~DEADLINES~~

~~MEETINGS~~

~~PRIORITIES~~

~~ESTIMATES~~



NO MANAGERS
THEY JUST DISTRACT



EVERYONE

— is —

A MANAGER

5

YEARS

ZERO
EMPLOYEES
HAVE QUIT

108

EMPLOYEES

LEAVE

HIRE

RAMP-UP

2 WEEKS

1-2 MONTHS

1-3 MONTHS

LOSING AN EMPLOYEE CAN
SET YOU BACK **HALF A YEAR**



remove



ANY REASON TO

LEAVE

HOURS ARE BULLSHIT

WORRY ABOUT GOOD WORK

WORKING

9.....TO.....5

DOES NOT WORK

WORKING LONG HOURS
ISN'T A **BADGE OF HONOR**

...IT'S A BADGE
OF **FOOLISHNESS**

basically,

**HAPPY COMPANY =
HAPPY EMPLOYEES**

VANTAGENS

Menor custo

Sem gerentes de projetos, o custo com recursos humanos diminui

Maior coleguismo

Traição, politicagem, e os comportamentos bajuladores cair drasticamente quando os funcionários deixam de competir por promoções

VANTAGENS

Aumento da iniciativa

Os funcionários são pró-ativas, porque eles têm a liberdade de agir

Maior lealdade

Poucos empregados saem para se juntar a rivais

VANTAGENS

Expertise profunda

Os funcionários são “obrigados” a investir no desenvolvimento de suas habilidades.

Melhores decisões

Auto-gerência com mais expertise e em conjunto

Maior flexibilidade

Respostas rápidas, novas ideias e desafios

DESVANTAGENS

Ajuste mais complicado

Auto-gestão não combina com todo mundo

Demora na indução

É preciso mais tempo para se adequar ao modelo

DESVANTAGENS

Crescimento questionável

Os funcionários podem ter dificuldades para avaliar o seu progresso em relação aos seus pares.

Proposta de um Framework

~~Proposta de um Framework~~

Rascunho Beta da Proposta de um Framework

- Essencial para o correto funcionamento
- Premissas?
- Tempo? Como proceder?

CONTRATAÇÃO

- Treinamento
- OJT
- Base de Conhecimento

A purple rounded rectangle with a thin dark border, containing the word 'Educação' in white text.

Educação

An orange rounded rectangle with a thin dark border, containing the word "Execução" in white text.

Execução

- Budget
- Novos projetos
- Sucesso

Regras de Negócio

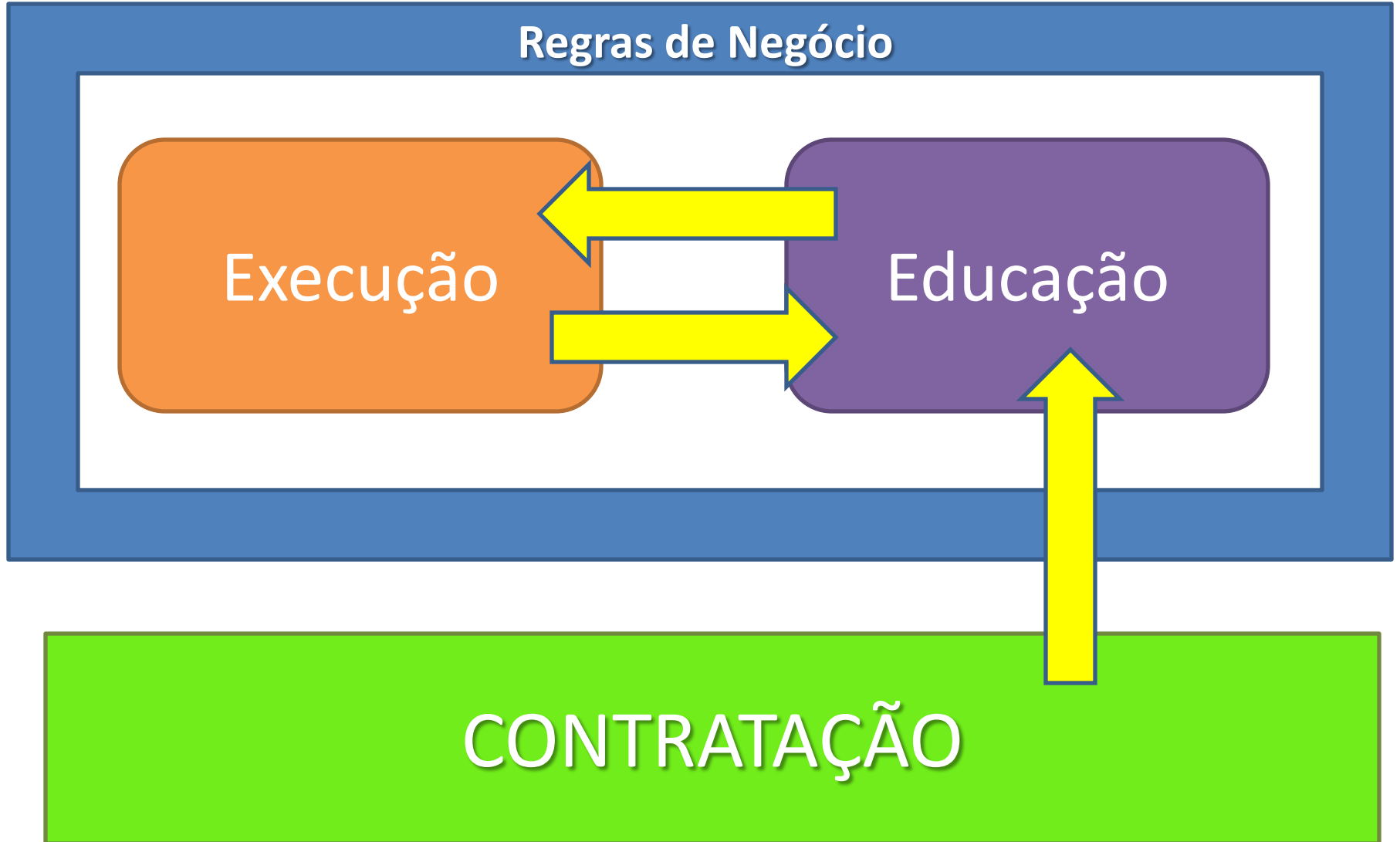
- Regras gerais
- Reuniões periódicas
- Metas
- Métricas
- Valorização
- Resolução de conflitos

Regras de Negócio

Execução

Educação

CONTRATAÇÃO



Conclusão e Trabalhos Futuros

- Futuro ainda **será escrito**
- Temos mais **perguntas** que respostas
 - Relação com startups?
 - Pequenas e médias empresas?
 - Grandes corporações?
 - E para mudar?

Conclusão e Trabalhos Futuros

- Estudar mais sobre o assunto
- Entrevistar algumas organizações
 - GitHub
 - Semco
 - Morning Star
 - Maganement Extreme
 -
- Construir um framework
- Validar o framework

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<http://www.managementexchange.com/story/new-story-10-fri-2010>

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