

# The Relationship between Management and Personal Management Competencies

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**Abstract:** Management is “The art of getting the things done through people”; this is the phrase of Mary Parker Follett (1868-1933). Just only a several words, Mary Parker has clearly depicted the relationship between management and people. If we want to get the thing done, you have two choices. One is you do it yourself. The other way is to organize someone to accomplish it. People are somewhat complicate. However, you should understand them if you work with them (understanding of human behavior).

Organization is a collection of people working together to achieve a common purpose (John R. Schermerhorn, Jr., 2005). With these explanation as a whole, Organizational Management can be interpreted as “**The art of getting the things done through a collection of people working together in order to achieve a common purpose**”. And, there are theories and principal influencing the organizational management’s performance, such as Scientific Management of Frederick W. Taylor (1911) and Administrative Principles by Henri Fayol (1949). Beyond that there is another potential factor that could swiftly tear the organization apart without a trace. This is ‘**the accident**’ caused by unsafe act.

As a safety professional within the organization, I need that collection of people within the organization to work safely. To work safely, employee’s behavior is one of the crucial factor that cannot be ignored. We understand them so that we can change their behavior. Let them achieve the organizational goal in a safe manner.

Knowledge workers will be the main resource of the organization. Our management world has already changed its nature. Since, the knowledge workers are carrying with

their profession knowledge and experience. On the other end, knowledge is volatile and having its expired dates. That makes the knowledge workers keep on learning and research in their professional fields. The future organization may have more space for the co-operation with the university to continue the organizational research. Since that this is the major asset and vital line of the organization.

### **Executive Summary (Assignment Requirement)**

This assignment is in 2 parts and you are required to do both. The total number of words should not exceed 2500 for both parts together. The first part requires you to write an essay style answer. The second part requires you to write a personal reflection and does not require referencing to external literature, but should include examples from your own experiences.

Part 1: Why is an understanding of people and organizational management principles important for your professional? How can management theories meet the key challenges of the 21<sup>st</sup> century?

Part 2: Management competencies can include such things as teamwork and partnership, leadership, organizational ability, interpersonal skills, strategic planning, self management, decision-making, managing change, motivation of yourself and others, drive for achievement, time management and prioritizing, creative problem solving and analysis, information collection and analysis, ensuring quality, negotiating skills, managing conflict, listening skill, communication, resource management, financial management and stress management. This list is not exhaustive, but gives an idea of wide range of management competencies that are relevant for built environment professionals.

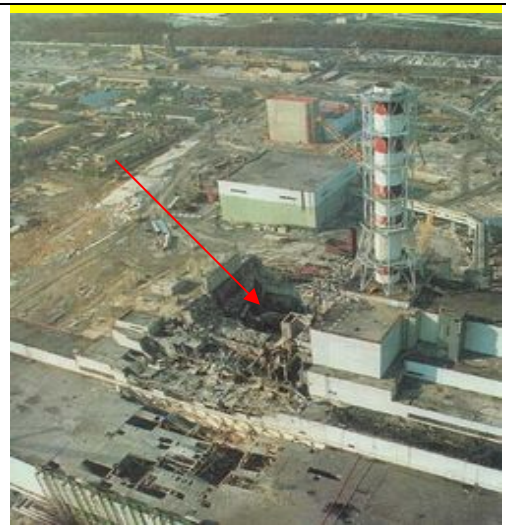
### **Introduction**

When human being came up with the idea of mass production (Wikipedia 2008) and finally use the idea to increase the productivity in their manufacture business, the dawn of the organizational management came. For several hundred years has passed until Industrial Revolution, the family basis manufacturing system diminished. Individuals or craftsmen have gone into the factories and have become members on the production lines. At this moment, it is a little odd when seeing a person to finish up the whole product by himself outside the factories or organization.

People working together need the ways to manage them in order to reach the target of mass production. So, there have come up with approaches of management, such as

scientific management, administrative principles, bureaucratic organization, behavioral management approaches and etc. Those approaches are actually help the managerial effectiveness and productivity increase. There is also a dual effect of accident increasing due to the traditional management theories itself have never been apply to safety aspect. Since that, the managerial personnel have little safety concern on the manufacture activities. However, the impact of accident is enormous. It may consequently wipe out the organization's business at one time. The Chernobyl accident (Wikipedia 2008) is a paradigm that the disaster leading not only to the major destruction of the business but also with 56 direct deaths and 4,000 extra death due to cancer.

The photo source come from the webpage of Wikipedia, the free encyclopedia  
([http://en.wikipedia.org/wiki/Chernobyl\\_disaster](http://en.wikipedia.org/wiki/Chernobyl_disaster))



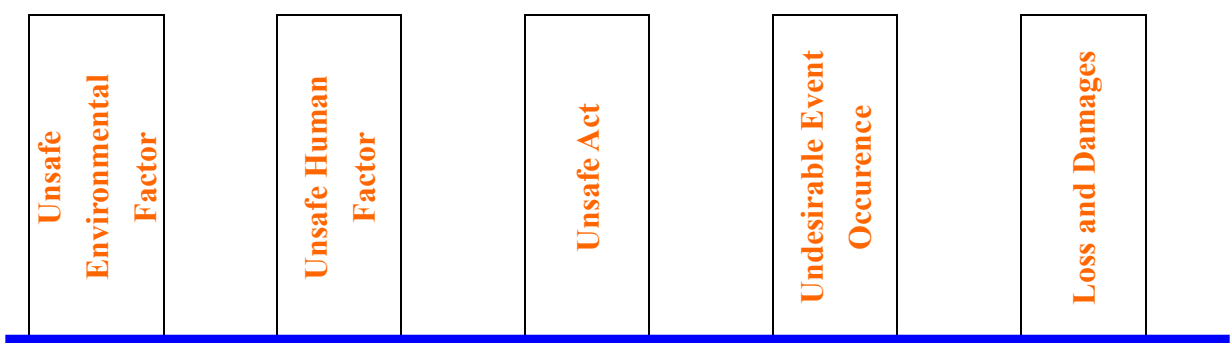
In 1973, an explosion of an empty liquefied natural-gas storage tank on Staten Island, New York (Hammer and Price, 2003). The accident killed 40 casualties. The case cost the insurers the amount of \$2.8 million for the casualties and \$40 for the tank. You can see that a cheap tank without any safety concern in design can rapid blow out \$2.8 million asset in a minute. The case leading to the civil penalties to organization amount \$250,000. However, the potential cost due to reduce of the productivity and loss of the organization reputation has not been calculated.

Learning from such kinds of disasters, the current organizational management approach must affluence with safety concern for the protection of organization activities and human life. As general, Organizational management and safety management are separately developing their theories. Sometimes, paradox may arouse between them due to their different derivation of professional training. The theories of safety mainly are concerning about how the accident occurred. On the other hand, management principals are arguing about how to get the things done efficiently and

effectively.

### What is Accident

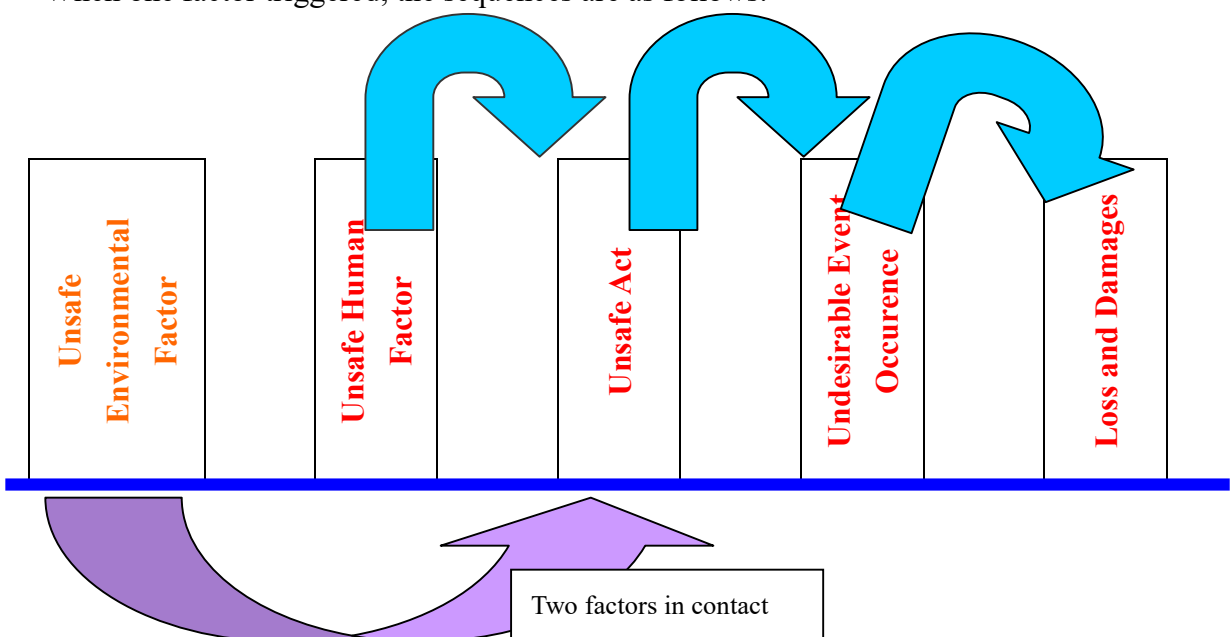
As general speaking, An accident is a specific, identifiable, unexpected, unusual and unintended external event which occurs in a particular time and place, without apparent or deliberate cause but with marked effects (Wikipedia 2008). The accident arise must fulfill three criteria, they are exceptional factor, enviroment factor and behaviour factor according to C. Douglas theory (葉龍 et al. 2005). Herbert William Heinrich has presented his Domino Theory in 1936 that the accident is actually a sequence of causes and consequences.



#### Five elements due to Loss and Damages Event of Heinrich

In the normal daily work, those five potential factors have already existed during the activities. It is only that the factors have not been triggered for undesirable event arising.

When one factor triggered, the sequences are as follows:-



Let us make for example to explain the above sequence leading to the loss and damage. A worker, he has the perception of wearing safety helmet cannot protect him. He wears the safety helmet because there is safety rule in the company. One day, he cannot find the safety helmet in the storage area. So, he does not wear the safety helmet and go to work. A small stone fall down from height and hit his head. Consequently, the accident happens. The triggering sequence can be interpreted as follows:

1. **Unsafe Human Factor:** the worker percept that there is no use to wear helmet (no loss emerge).
2. **Unsafe Act:** When there is a chance, he do not wear safety helmet on that day (no loss emerge).
3. **Unsafe Environment:** Loose stone from height fell down and the worker's head. He is not wearing safety helmet on that day (two factors in contact lose existed).

Heinrich also has argued that the undesirable event can be erased if one of the above factors picked out. In another word, the accident would not have happened if the worker has worn the safety helmet or no stone fall from height.

The theories concluded that the safety professional should be in all time deal with environmental factor and behavior factor but how?

### **Management principles past and present----- how importance in apply to safety business**

Amount the studies of Management principles (John R. Schermerhorn, JR., 2005) P. 39 of Management, we can differentiate the theories which can be used to handle the environmental and behavior factors as follows:

1. Scientific Management
2. Administrative Principles
3. Human Resources Approaches
4. Theory of Planned Behavior (Icek Ajzen, 1988)

Scientific management emphasizes on improve the productivity through the improvement of tools and working procedures. If the scientific management is applied on safety, the tools can be re-designed not only for the productivity but also improve the safety. One simple example is the hand tools are installed with hand strings. The handheld parts are covered with electric shock proof materials. There will be an

establishment of working procedures with the concern of the safety factors under the influence of scientific management approach.

Henri Fayol (1916) has been the person who firstly presents the Administrative principle to the public. He has argued that there are four functions influence the quality of management. The four functions are:-

1. Planning
2. Organizing
3. Leading
4. Controlling

Henri Fayol's theory is inspiring the safety professional very much. On the other phase of the theory, safety should within the life cycle of the organizational management from the planning stage down to the controlling of staff safety performance. That means safety concern should be a criteria at the planning stage prior the construction, such as the built-in fencing at the edge of the temporary facilities or elaboration the feasibility of using 110V in the site area. It is the priority of safety facilities erection on the designated constructing area. Communication technique is also an important tool to pass the safety information to the staff.

Human Resources Approaches are including Theory of Human Needs by Abraham Maslow (1965) and X & Y Theory by Douglas McGregor (2000). Maslow's hierarchy of human needs identify the step by step satisfaction to their sequence of needs.



The diagram of Maslow's hierarchy of human needs

The above theory descript a human being must satisfy the sequence of deprived needs.

The physiological needs interpret as the basic needs, such as food, water and physical well-beings. The people would desire for next step to safety needs. The need for security, protect and personal safety. That means the organization should pay to their employees a reasonable amount of salary. Or, they will go to another company in nowsday. However, it is sad to imagine that a manual worker working to dead just for a bread in the empty stomach a hundred years ago. There is not much job in those days. How could an individual care for their safety. When people's life has their guarantee on safety needs, job satisfaction may be their next. The safety professional should know the organization want to have quality of work with safety, the organization must pay.

X and Y theory by Douglas McGregor believe men naturally are willing to act good if the circumstance is suitable. This is Y theory. On the contrary, people need to have rules and penalty to make them do something right. This is X theory. The theory reminds the safety professional why the organization needs to provide safe working environment, and there should have rules for penalty for some stupid person at the same time.

**'The behavior of people can change'** (Icek Ajzen, 2008) is the main theme by the theory of Planned Behavior (TPB). People percept what they see and learn, especially relied on their successive and failure experience. Failure giving them the perception of fear and undesirable make them run away or not to do it again. Successive experience gives people strength to go on their activities. Theory giving the hints to the safety professional why we should have safety award for right performance, norms and training. A good and safe working environment giving them the perception of the organization is on their side. The organization wants them to work safe in this environment under the right procedure with pride (control belief as said in the theory).

That is why organizational management principles important for our professional.

### **The 21<sup>st</sup> Century Challenges**

Factories Automation and Computerization had already lessen the proportion of the manual workers to knowledge workers in 21 century. People today are highly educated for handling sophisticated system to produce. Lower birth rate in the whole world let the congested workforce faded its color in developed countries. Nowadays, machines produce while men services. Knowledge management claimed her place of importance. Knowledge workers will be the main resource of the organization (Peter Drucker, 2000). Our management world has already changed its nature. Since, the

knowledge workers are carrying with them profession knowledge and experience. The safety protections of those knowledge workers have grown its importance to the organization. Since, the organizations only reduce output of man hours work if losing of manual workers. The suffering would be enormous of losing a system unit and professional knowledge if we lose such kind of person like Peter F. Drucker. On the other end, knowledge is volatile and having its expired dates. That makes the knowledge workers keep on learning and research in their professional fields. It also seems that the knowledge workers are now having its new characteristics. They still can perform their job well even in older age than manual workers. The possible phenomenon may not the same as Peter Drucker said in his book, 'Peter Drucker on the Profession of Management' forecast the great impact of the old ages and the unproductive persons are about to burden the governments. Is it as great as he supposed? It may not be. Advanced knowledge and low birth rate may be the symptoms of our future extinction.

Along with our knowledge economy profound into our society, our management principles seemed a little outdate (Peter Drucker, 2005). However, traditional theories to my point of view still have its own light. The scientific management will not only pinpoint on the working schedules and tools improvement but fall into the concept of improving the efficiency and user-friendly of the computer system. It is also on how to improve that automatic machine more human.

Maslow's theory gives the attention planning, organizing, coordinating, commanding and controlling. His theory will jump out of the offices and factories and start to deal with the knowledge workers. It is just that the planning will have a close relationship to advance knowledge research and technology development. The future organization may have more space for the co-operation with the university to continue the organizational research. Since that this is the major asset and vital line of the organization. The knowledge workers in all time should upgrade their profession in order to resist change. In another word, they will find an organization that can provide updated knowledge they can serve with as a support. Knowledge workers will work in everywhere. The knowledge worker may be work at home, coffee shop or somewhere else because the office is in fact in the electronic world. So, the other four items (organizing, coordinating, commanding and controlling) will be functioned through our global electronic network, such as net meeting, data document transfer and submission. Thus, information security is a problem.

The other challenges are safety and environmental protection. Our advance

technology has give out a lot of side effect, such as acid rain or greenhouse effect. Surely, the organization management should pay attention to them as it is our moral to reduce our waste. Waste management will not just only reduce waste in future but how to design and transform the waste into products. Education to the public about how to elongate the product life cycle is important. Sooner or later, there would be harsh regulation to protect our blue planet leading to some organization goes down. Since, it is relating to human survivals. Tomorrow's business is which organization having the fine practicable transformation program on re-cycles the waste into product. Who would be leading organization in 21<sup>st</sup> Century? This future program no matter what put inside. They are still within the boundary of planning, organizing, coordinating, commanding and controlling of Maslows. Theories are universal, such as the scientific management in the past re-designs the tools. Today, we re-design the more user friendly and safer automation machine to change waste into product. It is still the scientific management just only change the coat and nothing else. Beyond these two theories, some other management principles can also apply to the future world. They are basically a concept for reference.



This is an example of the prototype of advance antenna built up by unused materials. It is for the use to deal with adverse signal receiving area.

## **Part II, the organizational competencies meet the 21 centuries**

Management personnel usually confront with matters that required diversity of knowledge. Sometimes he should seek for expertise assistance on advance exotic technology. New things may arouse pressure for the management competencies in figure out what it is. How to accomplish them? The senior personnel should psychologically prepare to face pressure during his or her duty.

The management personnel in all time should maintain his department in efficiency, effective state. He or she has the responsibility to motivate and help the others for goals achievement. Communication with the other parties in and outside the organization is the day to day essentials. The personnel should have the competency in writing skill. A beautiful mind enables him or she can sum up the specialists'

information and calculations. The manager can interpret that sum up into easy understanding scenarios and explain to others. He or she can effectively make use of that information in hands to communicate with their own team members and customers in the frank manner. Finally, he or she can sum up with information for decision making.

Capable of interact with people is the successful negotiate in return. The personnel must know his organization well. The manager can make use of communication channel in formal or informal way. He can maintain a good relationship with other executives. It might be one of the important issue which affecting the performance of the senior personnel.

Able to say “no” to others is a crucial arts and skill of the management personnel. Since, no existing scenarios proposal can fully satisfy all the parties in the same time. The management can only rely on negotiate to balance every influenced party at the time. It is also a competency of the senior management to be a good listener as well as preacher who figure his or her genuine interest in the benefit of all parties. Good management personnel are also competency in good time handler. If he is good in handling time, he is always in the position of forwarding proactive management. On the contrary, he will be dredged by time itself and always behind schedule. He is in the position of preventive management and always frustrate in chasing time. The managing personnel should better be widely accepted by peoples and can work with wide range of different gender ethnically.

According to Cotts and Lee (1992) observation, the manager should possess the followings characters:

1. Technical competent
2. Capable in good oral and written communication
3. Comfortable with reaction
4. Service oriented
5. Cost control
6. Good decision making
7. Legislative familiar
8. Capable of handling and solving problems
9. Action oriented
10. Able to deal with people
11. Good at undergoing quantitative measurement

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