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INTRODUCTION TO CONCEPT OF MANAGEMENT BY ENTHUSIASM SHARING

Summary. This article is an attempt to draw attention to the psychological aspect of management in the context of the use of emotions to motivate the employee, co-worker or co-operator. The article refers to the three stories, in which author indicates on the importance of enthusiasm and creative activity in differentiated issues of management process. The last part of the work refers to achievements of Silesian University of Technology the aspect of education of managerial staff and so-called area of soft management. Examples presented in the work may be inspiration to study the transfer of enthusiasm as a form of motivation in management.

Keywords: management, enthusiasm, motivating.

WPROWADZENIE DO KONCEPCJI ZARZĄDZANIA PRZEZ DZIELENIE SIĘ ENTUZJAZMEM

Streszczenie. Niniejszy artykuł jest próbą zwrócenia uwagi na aspekt psychologiczny w zarządzaniu w kontekście wykorzystania emocji, w celu motywowania pracownika, kooperanta lub współpracownika. Artykuł nawiązuje do trzech historii wskazujących na znaczenie entuzjazmu i kreatywnej aktywności w zróżnicowanych zagadnieniach procesu zarządzania. Ostatnia część pracy nawiązuje do osiągnięć Politechniki Śląskiej w aspekcie kształcenia kadr menedżerskich oraz tzw. zarządzania miękkiego. Przykłady prezentowane w pracy mogą być inspiracją do badań nad przekazywaniem entuzjazmu jako formy motywacji w zarządzaniu.

Słowa kluczowe: zarządzanie, entuzjazm, motywowanie.

If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.¹

Antoine de Saint-Exupery

1. Introduction

In social dimension, management is an academic discipline, a social science whose objective is to study of organization. While (in theory of economy) management is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources in an efficient and effective way². As indicate literature, management includes planning, organizing, leading and controlling an organization to accomplish the (financial and social) goals³.

Moreover, J. Stoner⁴ point out simple relationship: to do something in efficient manner mean to do things in a proper way, but to do something in effective manner is equal to do right things. It is fundamentally the confusion between effectiveness and efficiency that stands between *doing the right things* and *doing things right*. There is surely nothing quite so useless as doing with great efficiency what should not be done at all.

Management of the company is one of the most complex business processes. This is because of necessity the multi-criteria assessment of the managed organization and its external environment, and to respond to dynamic changes in a efficient and effective manner to form a competitive advantage. The complexity of the management process also results from the need to analyze all aspects of its business in the implementation of various management functions, taking into account the sustainable development of the company, especially in terms of resources. But the core of manager operations is to direct economic decisions to not only to make a profit by optimizing resource utilization or reduce costs, but to build a stable relationship with a direct customer (client, beneficiary, business partner).

We can cite a lot of the concepts, function or techniques of management. However, most of this knowledge it is only formal and often very soulless definitions. Therefore, the main aim of the paper is presentation of alternate introduction to philosophy of management. The outline of this subject is based on the present three stories about management.

¹ de Saint-Exupery A.: The Wisdom of the Sands. University of Chicago Press/IL 1979, p. 1-350.

² Stoner J.: Management. Pearson Education, 1996, p. 24.

³ Griffin R.W.: Management Principles and Practices - Ricky W. Griffin, 11th Edition, 2015, p. 1-5,

⁴ Stoner J.: Management. Pearson Education, 1996, p. 24.

2. Three stories of management

Measuring and developing individual performance is a key determinant of organizational success and competitive advantage. Despite its importance, performance management is not living up to its promise in most organizations⁵.

The first story is written by Frederick Taylor, the man who believed that management was a science⁶. The Hungarian soldiers had got lost on a freezing night and had almost no food. Their situation was very serious and they didn't know what to do. Then, one of the soldiers reached into his pocket and took out a map. The soldiers studied the map for a long time and discussed the best route. After a long and difficult walk, they were able to come down from the mountains and they found a village with some food and a roof for the night. We got a happy end, but... The interesting thing about the story is that the soldier's map was a map of a completely different area of the Alps. It had given them no useful information at all. So, we can ask a question: What saved them?

The second story or an interesting and droll point of view, is about two very famous people - Paul Newman and A.E. Hotchner. In 2003 I read an article in Newsweek⁷, how they lead their business. Three decades earlier they mixed up some salad dressing in a tub in his basement and bottled it for gifts for friends.

The salad dressing aroused great interest not only among friends but among the friends of friends. So, they wondered if they could sell it to a local grocer⁸. They found some store and sold 10,000 bottles of Newman's Own in just two weeks. When some journalist asked them - What is the secret of the success in business? They said (very seriously): - *There are three rules for running a business... Fortunately, we don't know any of them!*. However, once again, we might ask: what is behind this success, since both had no skills to lead a business?

Last story is one of the most famous stories about management. It is story about three stonecutters. In 1954, P.F. Drucker – the American guru of management, in his book *The Practice of Management*⁹, published a concept called *Management by Objectives* (MbO). He based his concept on a process of defining objectives within an organization so that management and employees agree to the objectives and understand what they need to do in the organization in order to achieve them. To explain the concept, P. Drucker used the story of the three stonecutters¹⁰. Here's this story:

⁵ Aguinis H., Joo H., Gottfredson R.K.: Why we hate performance management – And why we should love it. Business Horizons, No. 54, 2011, p. 503-507.

⁶ Evans D.: Management Gurus. Penguin Readers. Pearson Education 2001, p. 55-60.

⁷ Barrett J.: A Secret Recipe for Success: Paul Newman and A.E. Hotchner Dish Up Management Tips from Newman's Own. November 3, 2003.

⁸ Salad (dressing) days for Hotchner // Writer is Newman's Own chief. Chicago Sun-Times March 20, 1988.

⁹ Drucker P.F.: The Practice of Management. Harper & Row, New York 1954.

¹⁰ Evans D.: Management Gurus. Penguin Readers. Pearson Education, 2001, p. 42.

A man came across three stonecutters and asked them what they were doing.

The first replied: I am making a living.

The second said, I am doing the best job of stonecutting in the entire county.

The third said, I am building a cathedral.¹¹

The first stonecutter is simply doing a day's work for a day's pay. The purpose of his work does not matter. The second stonecutter has higher aspirations. He wants to be the best, but he does this only for himself and he fails to see that there would be no stones to cut if there were not a community building a cathedral. The third stonecutter embraces a broader vision. He is building a cathedral - something beyond his small but necessary work. He has a vision of the whole - the ultimate goal, and himself as a small part of this project. He sees the need for cooperation and dependencies, effort and sacrifice for attaining the objective that can be achieved by his grandchildren.

Summing up all the stories, we can tell that probably the desire to life, to save a life of soldiers - it became the basis of that the little map had been enough, to prompt them think and talk about their problem and to force them to the action. "Desire", it was what saved their lives.

In the second story that unexpected great interest of Newman's friends, prompting two business amateurs to find a market for their salad dressing and earning a fortune. But the motivation for action was a passion and vision of success and desire to achieve them.

Finally, knowledge of the ultimate goal of our work or life, it makes our activity we perform better and with commitment. Also, if you give on your enthusiasm for a project on your students, co-workers or a spouse, then you shall make them feel a part of it and they help you.

Thanks to these examples we can tell that management it's not a simple receipt for a success in business, but own way to thinking about problems and ways to resolve them, about goals, and methods to achieve them in an efficient and effective way, and this is the way to creative activity.

3. Practical achievements

Transferring enthusiasm on employees can be exceptionally fruitful results. P. Lencioni - an American writer of books on business management, particularly in relation to team management - is the author of *The Five Dysfunctions of a Team: A Leadership Fable*,

¹¹ Three Stonecutters: On the Future of Business Education. Harvard Magazine. 10.15.08 <http://harvardmagazine.com/breaking-news/three-stonecutters-the-future-business-education> (25.02.2016) and The Three Stonecutters: Understand This Before Applying to B-School. Military to Business February 4th, 2016 <http://www.beatthegmat.com/mba/2016/02/04/the-three-stonecutters-understand-this-before-applying-to-b-school> (25.02.2016).

a popular business fable that explores work team dynamics and offers solutions to help teams perform better¹². He cites the situation to strengthen and developing good behavior among employees in one the fast foods.

One day the manager asked an employee who serve customers, whether he is good worker? The employee said he cannot assess his work, because he did not know the criteria for evaluation. He cannot assess his work by calculating how much money he earned for the company, because it does not depend on him. It cannot be assess on the basis of the number of clients served because it has no effect on how many of them will come.

- *Is there anything that depends on you?* - Asked the manager.
- *Depends on me only that clients leave smiling from my cash box* - said employee.

Manager said:

- *From today you will be measure the results of your work by counting clients who have left your cash box with a smile.*

Since that day worker did everything to his customers smiled and thus returned.

This is another confirmation of the principle that the assessment of the employee should relate to things that depend on his work. Moreover, the employees who will be enthusiastic about their work, they will be develop their skills and thus also the potential of company and relationships with customer.

It is noted that The Silesian University of Technology has considerable achievements in the training of specialists of management. The bar graph 1 presents an annual ranking of Polish universities indicates, which university was graduated by the most heads of almost 500 companies currently active on the Polish market.

The Silesian University of Technology took the second place in Breeding Ground for Executives ranking [Kuznia Prezesów], which was published by *Rzeczpospolita* in 2015¹³. On the graph we can see the Warsaw University of Technology is ranked at the top of the universities in Poland, whereas the Silesian University of Technology in Gliwice tied with AGH University of Science and Technology for the second place. This report indicates that 7.29% out of almost 500 heads of the companies currently active on the Polish market are graduates of the Silesian University of Technology. This implies that every twelfth president of polish company is a graduate of our University.

¹² Lencioni P.: *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass, 2002, p. 1-227.

¹³ Błaszczak A.: *Uczelnie techniczne wciąż są kuźniami prezesów*. *Rzeczpospolita* 01.12.2014. <http://www.rp.pl/arttykul/1161321-Uczelnie-techniczne-wciaz-sa-kuzniami-prezesow.html?template=restricted> (25.02.2016).

Breeding Ground for Executives 2014

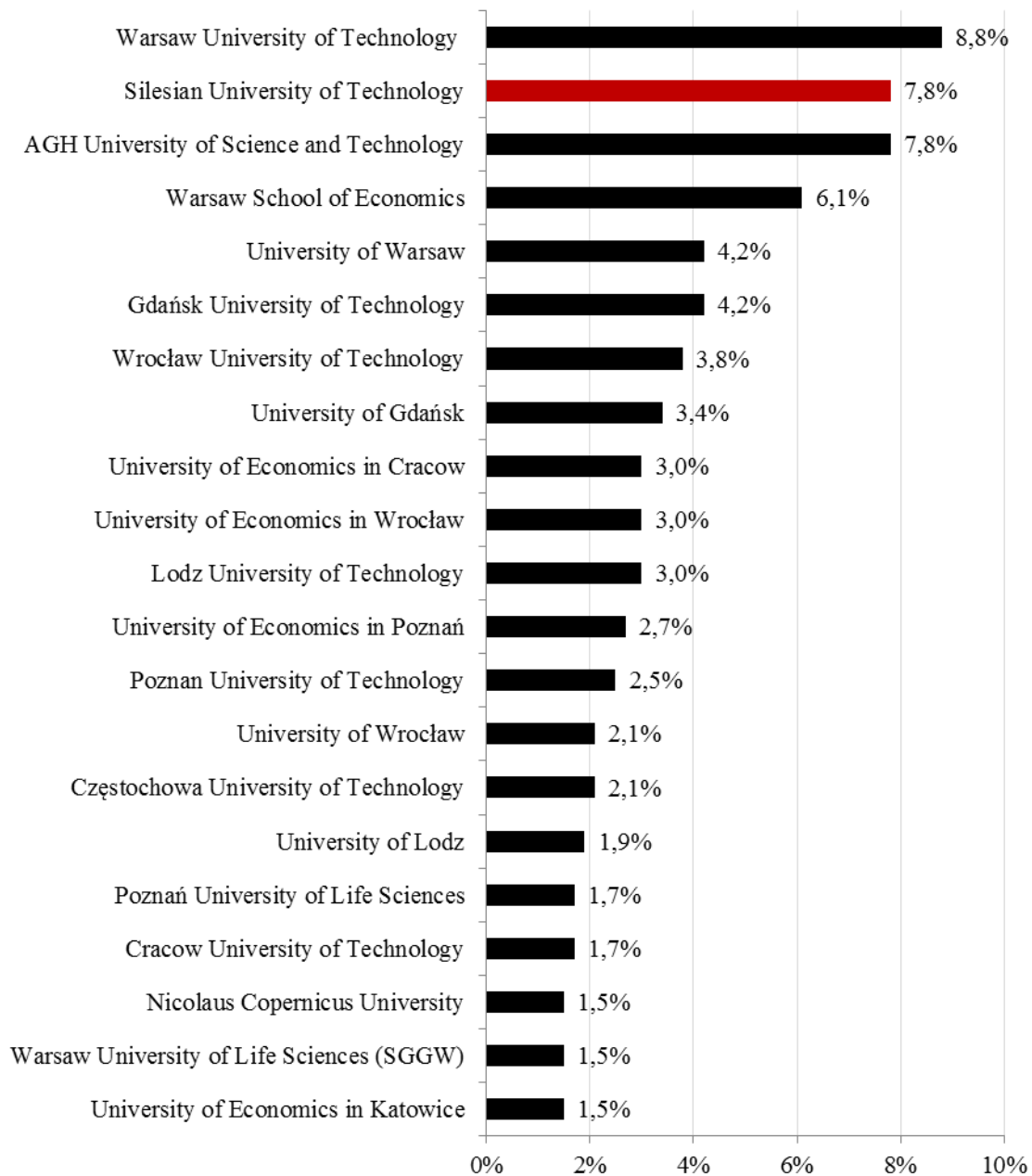


Fig. 1. Breeding Ground for Executives 2014 ranking

Rys. 1. Ranking Breeding Ground for Executives 2014

Źródło: Opracowanie na podstawie A. Błaszczak: Uczelnie techniczne wciąż są kuźniami prezesów. Rzeczpospolita 01.12.2014. <http://www.rp.pl/artykul/1161321-Uczelnie-techniczne-wciaz-sa-kuzniami-prezesow.html?template=restricted> (25.02.2016).

4. Conclusion

Progress in science, including the development of management science, is often provoked by the changes that occur in society. The purpose of developing methods of management is to improve the effectiveness of business operations, and this is often due to the efficiency improvement of individual areas of business.

Although the motivation by providing of enthusiasm is a process often used towards customers in the process of product and service sales, it can also be a very useful part of modern management. The entrepreneurs often complain about the lack of co-workers who are embarking upon their actions with high commitment, and they also do not use the skills to motivate employees by providing enthusiasm.

In the paper quoted a few stories which indicate the possibility of the development of this management approach, while in many cases emphasize its effectiveness. Of course, the analysis of these cases is limited to issues of popular science, so the next step should be research expanding theoretical knowledge in this field. Nevertheless, the presented stories can become the inspiration for researchers who want to broaden the issues raised, and also to develop this area of management science.

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Omówienie

Artykuł jest próbą zwrócenia uwagi na aspekt psychologiczny w zarządzaniu, w kontekście wykorzystania emocji w celu motywowania pracownika, kooperanta lub współpracownika. Artykuł nawiązuje do trzech historii wskazujących na znaczenie entuzjazmu i kreatywnej aktywności w zróżnicowanych aspektach procesu zarządzania. Ostatnia część pracy nawiązuje do osiągnięć Politechniki Śląskiej w aspekcie kształcenia kadr menedżerskich oraz tzw. zarządzania miękkiego.