



Management
Associates

*Developing Greater Capacity to Address
Humanities Urgent Needs*

The Human Side of SED

Leadership



Culture



Employee Satisfaction



Employee Ownership



Quality of Services



Customer Satisfaction

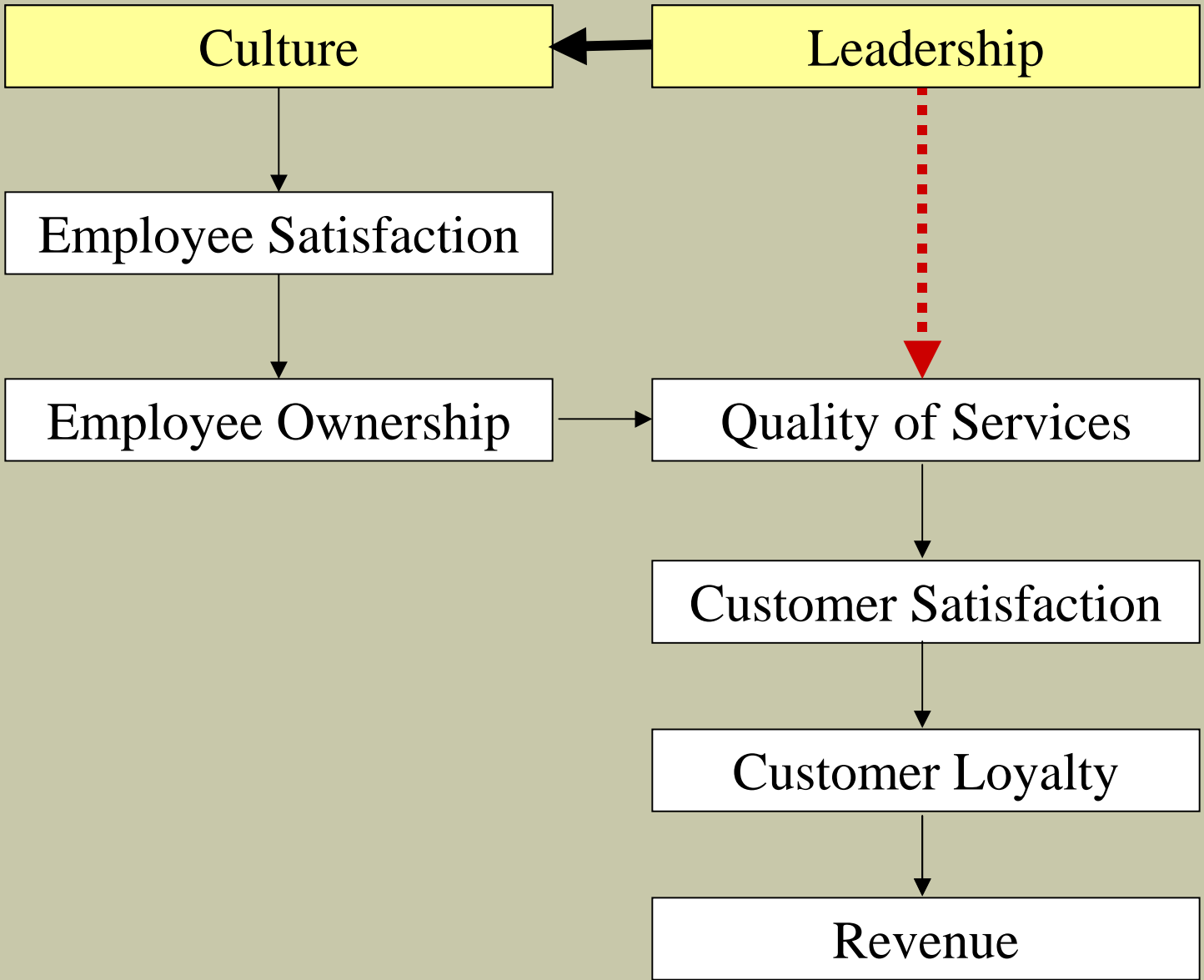


Customer Loyalty



Revenue

REVENUE - SERVICE
CHAIN



human environment

**formal leadership
influence
perceived power**

Culture

Leadership

**volunteers
staff
constituents**

Employee Satisfaction

Employee Ownership

Quality of Services

**contribution
why exist
vision**

Customer Satisfaction

Customer Loyalty

Revenues

**sustainability
resources
funding
viability**

If everyone in an organization is working as hard as they possibly can, its not nearly enough.

UNITY

At that point profound teamwork is required.

UNITY

W. Edwards Deming

Productive Workplaces

- **Meaning**
- **Dignity**

- **UNITY**

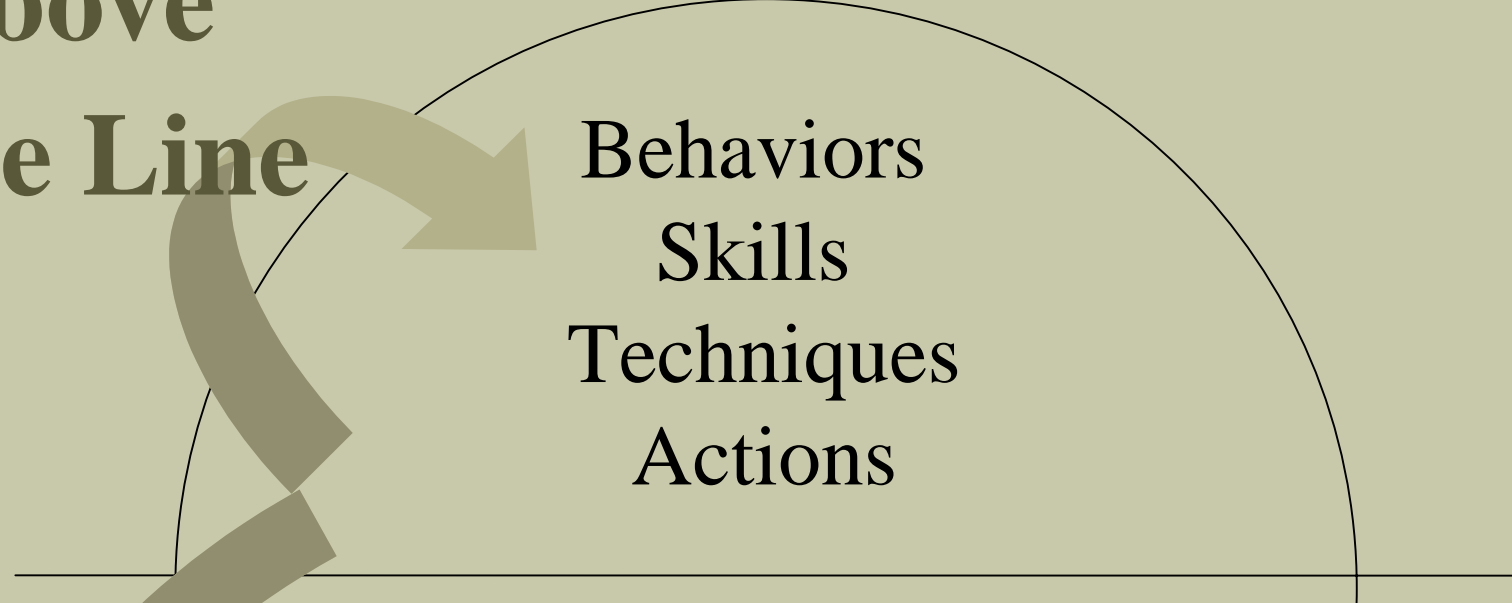
**Above
the Line**

Behaviors
Skills
Techniques
Actions

**Below
the Line**

Attitudes
Assumptions
Values
Beliefs

**Above
the Line**

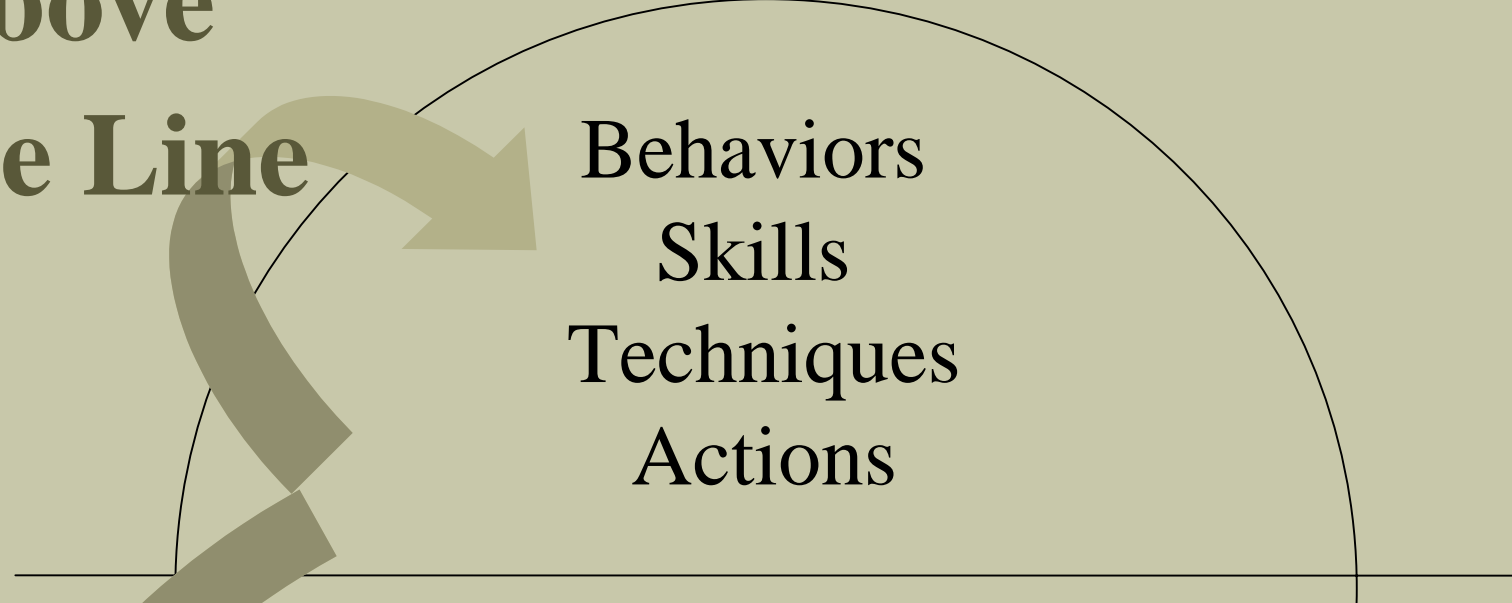


Behaviors
Skills
Techniques
Actions

It is unrealistic to imagine that the vision of the next stage in the advancement of civilization can be formulated without a searching reexamination of the attitudes and assumptions that currently underlie approaches to social and economic development.

Prosperity of Humankind

**Above
the Line**

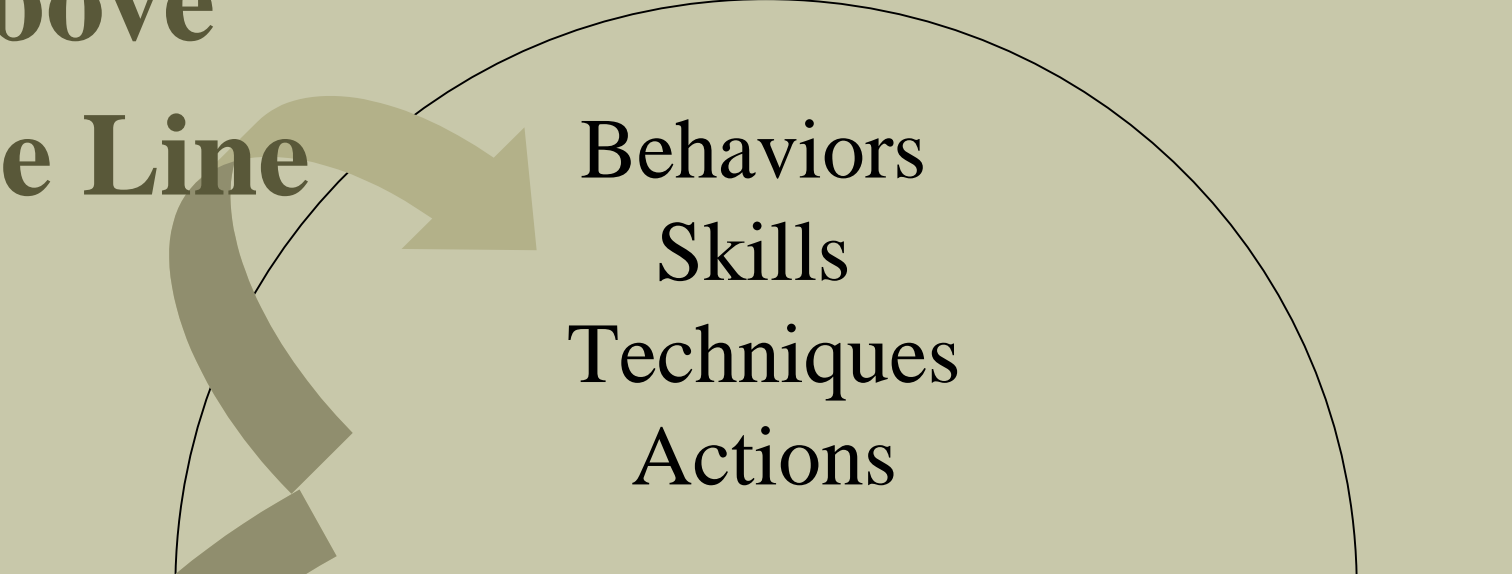


Behaviors
Skills
Techniques
Actions

The enterprise requires a radical rethinking of most of the concepts and assumptions currently governing social and economic life.

Prosperity of Humankind

**Above
the Line**

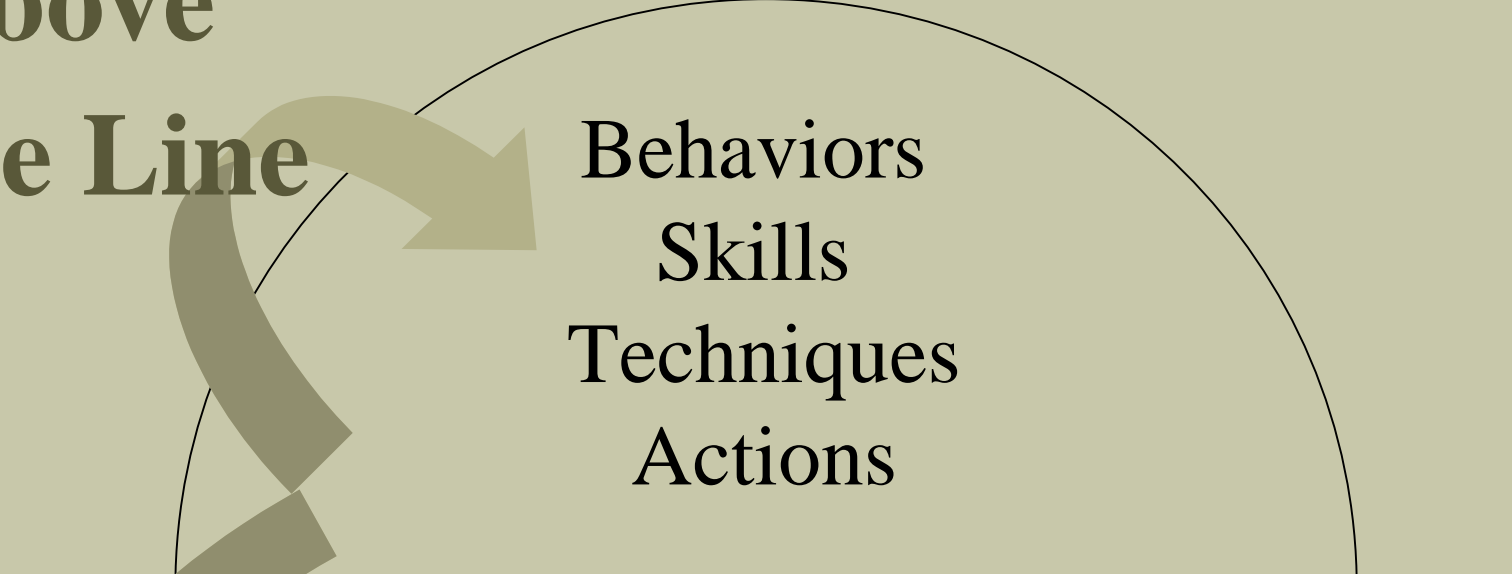


Behaviors
Skills
Techniques
Actions

**...human nature remains the captive of
unconscious assumptions**

Statement on Bahá'u'lláh

**Above
the Line**

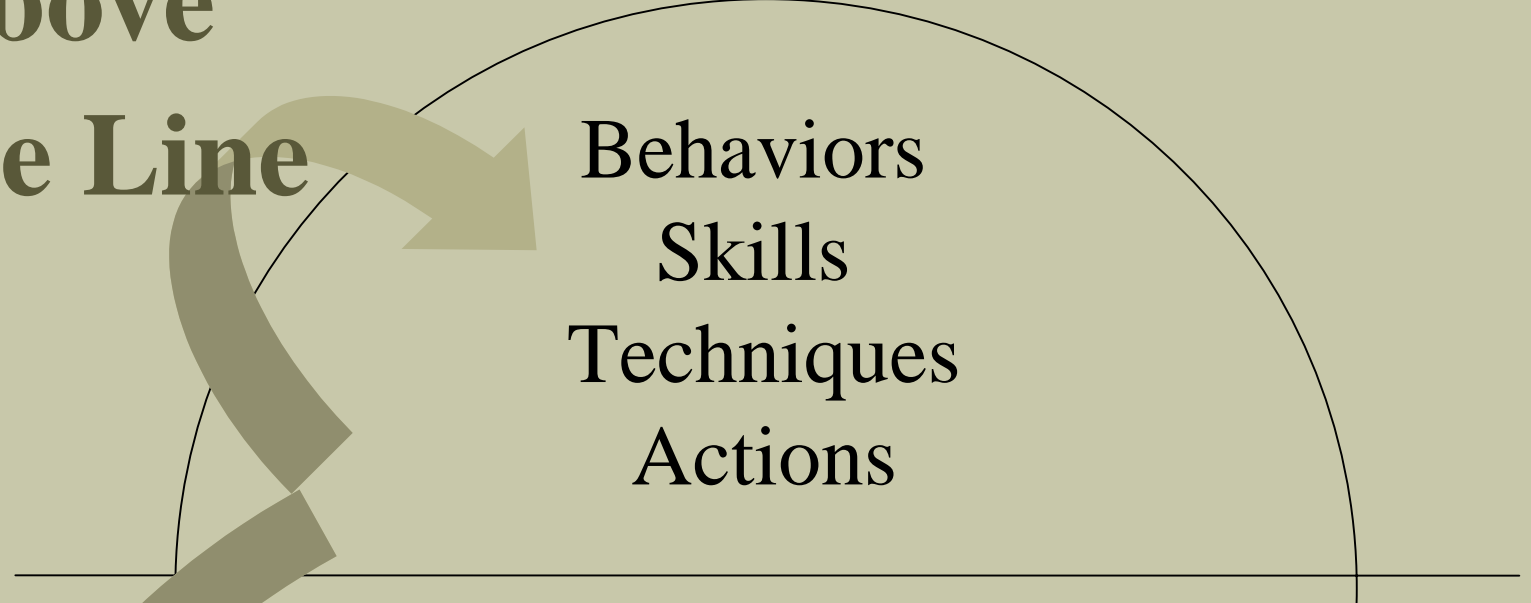


Behaviors
Skills
Techniques
Actions

**...inequality is perpetuated by a host of
unspoken assumptions...**

Creating Legal Institutional Structures for Gender Equality

**Above
the Line**

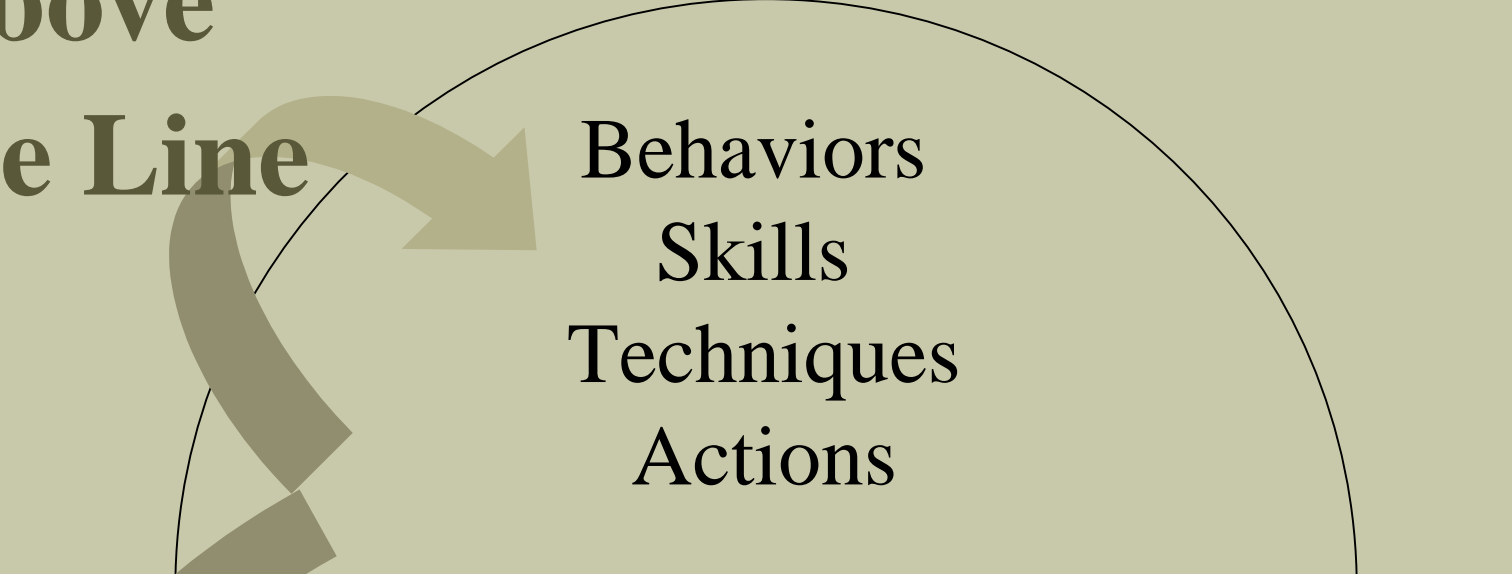


Behaviors
Skills
Techniques
Actions

**...a complex of learned habits and
attitudes...**

Who is Writing the Future?

**Above
the Line**



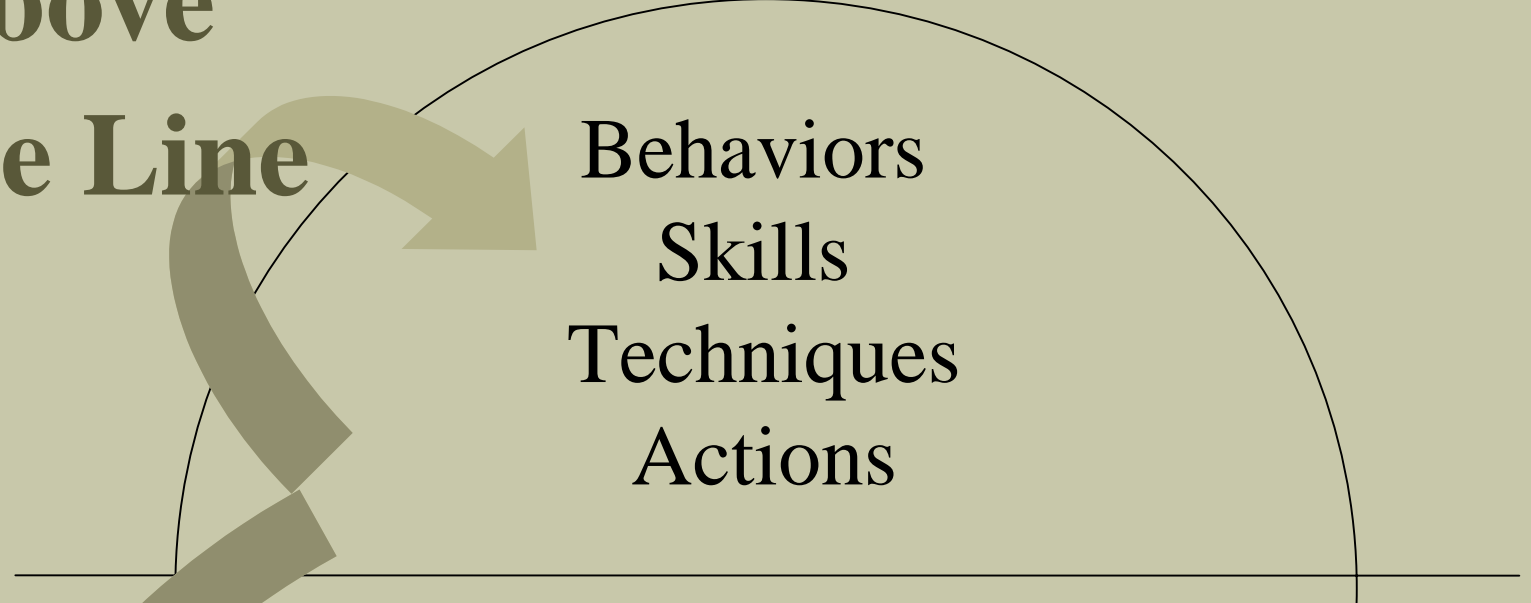
Behaviors
Skills
Techniques
Actions

...existing conceptions ... have to be recast

...Movement in this direction has barely begun

Prosperity of Humankind

**Above
the Line**



Behaviors
Skills
Techniques
Actions

One of the great obstacles to progress is the tendency of Bahá'ís to be sucked into the general attitudes...that surround them, to be influenced...by the prevailing attitude...

Teaching vs. Proselytizing

Knowledge

Responsibility
Four Themes

Perceptions

Choice

Definition of Leadership

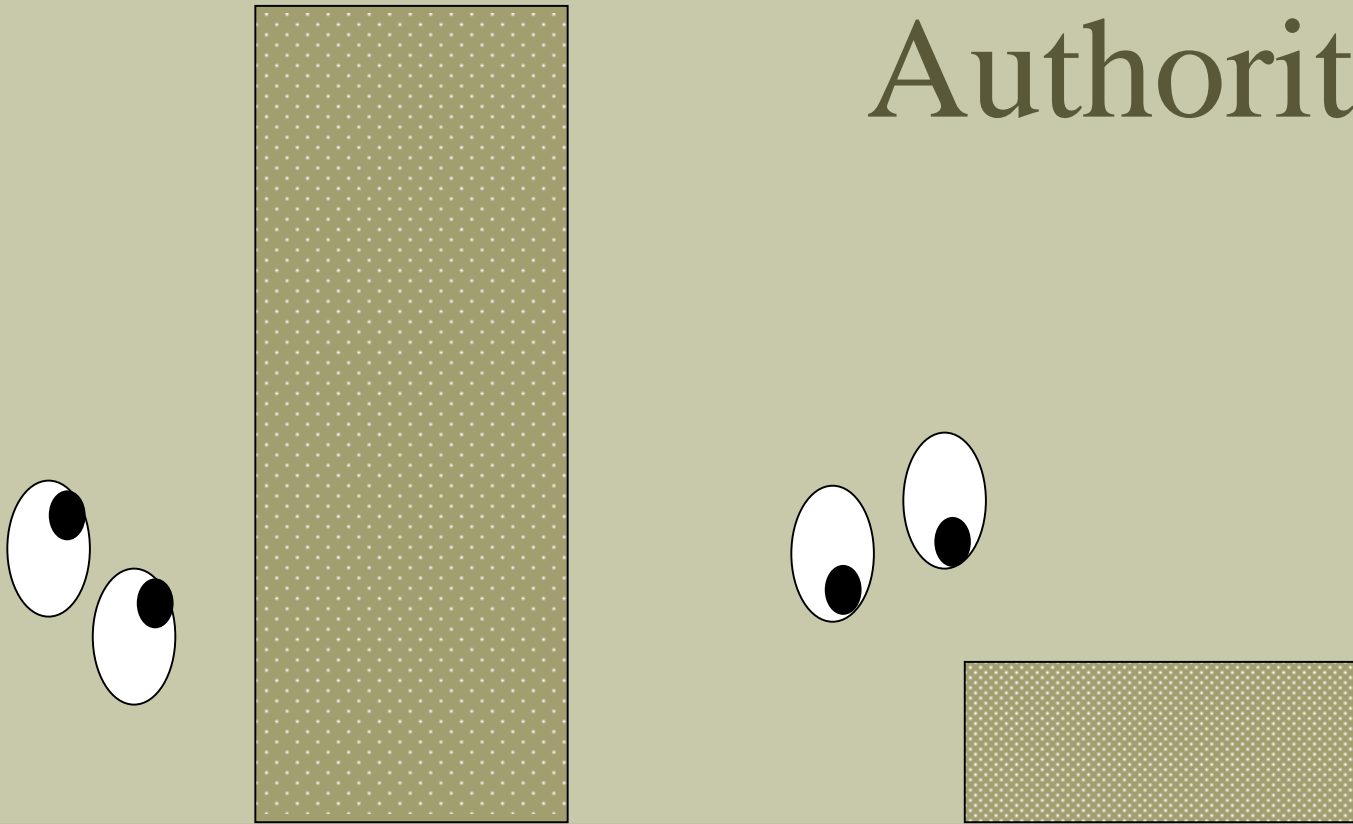
work done

authority

objectives

people

Perceptions of Authority



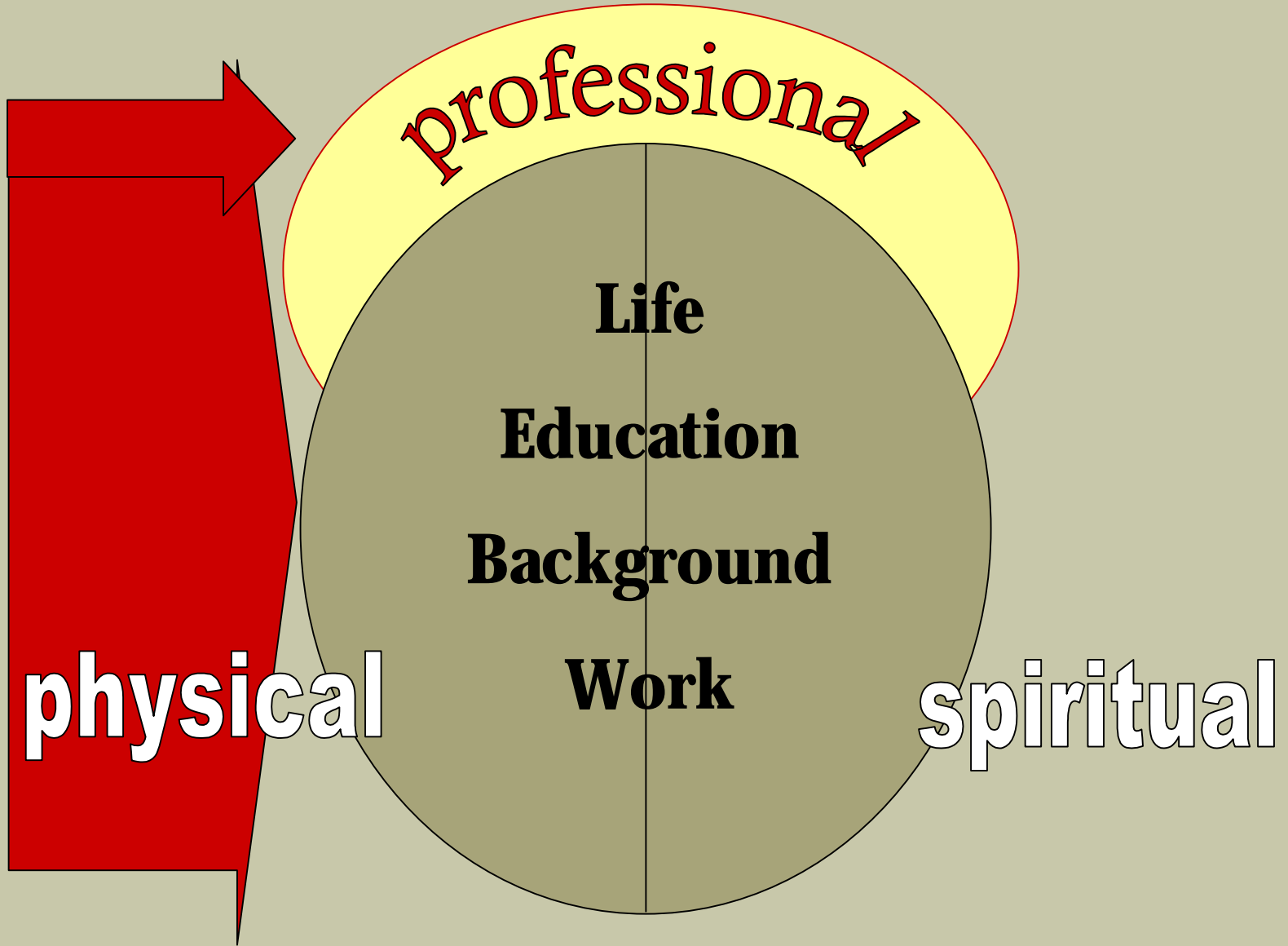
Definition of Management

work done

authority

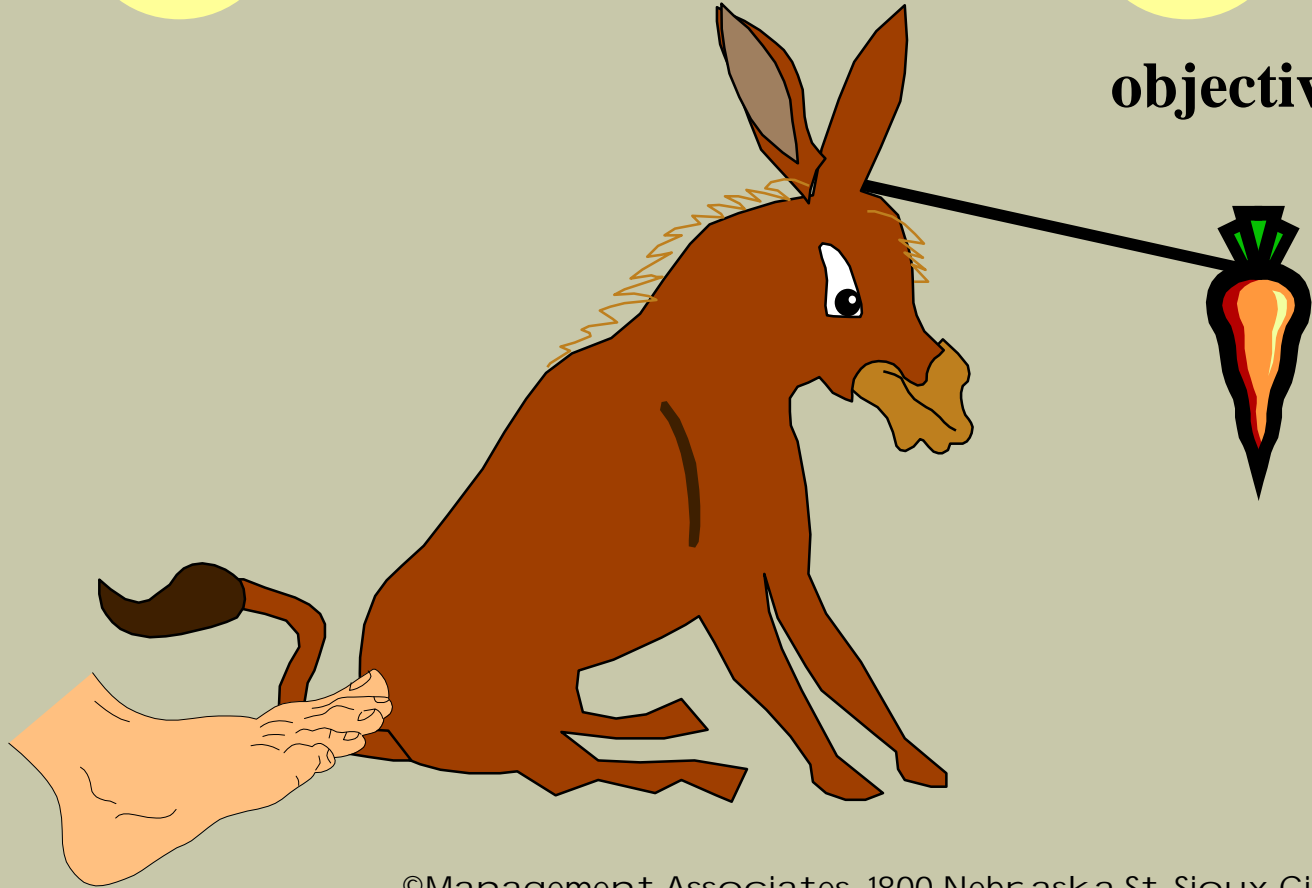
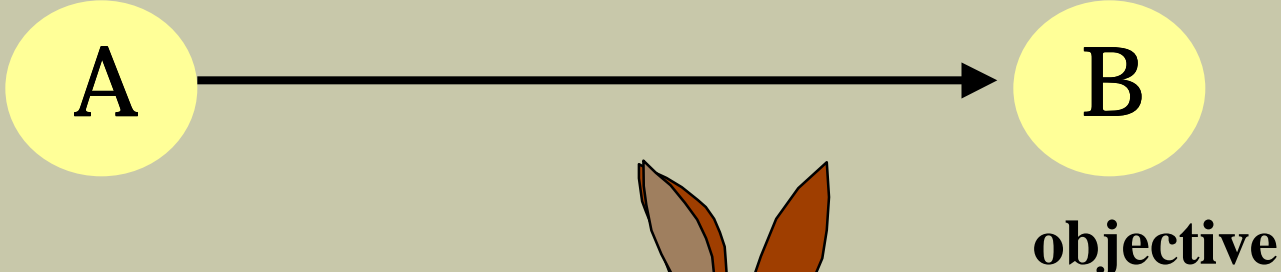
objectives

people



K I T A

management



Demotivators

Motivators

Policies & admin
procedures

Supervision

Work relationships

Working conditions

Salary

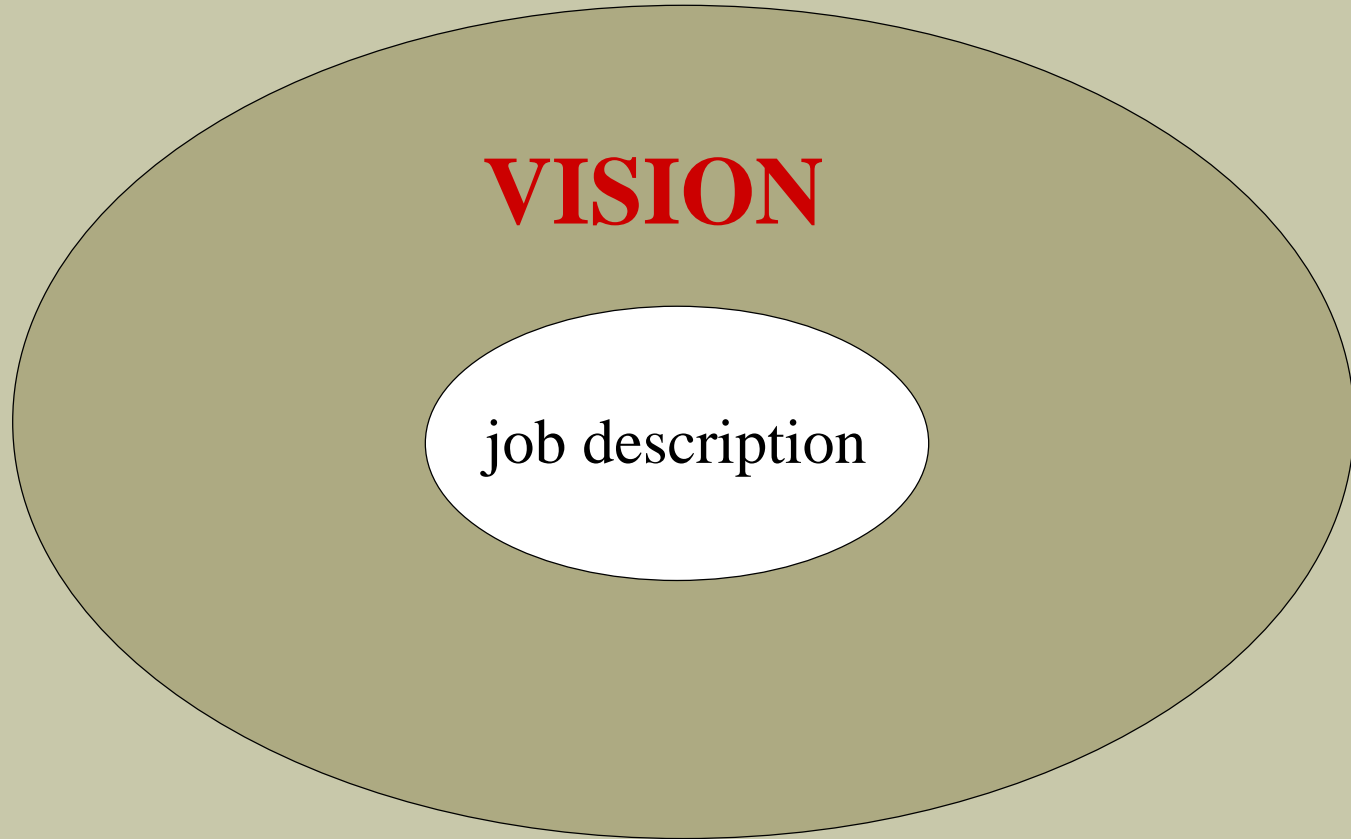
Achievement

Recognition

Work itself

Responsibility

Achievement



The effort of will required for such a task cannot be summoned up merely by appeals for action against the countless ills afflicting society. It must be galvanized by a vision of human prosperity in the fullest sense of the term -- an awakening to the possibilities of the spiritual and material well being now brought within grasp.

Bahá'í International Community

The zeal with which people in Great Groups work is directly related to how effectively the leader articulates the vision that unites them.... Such leaders understand very basic truths about human beings. They know that we long for meaning.
Without meaning, labor is time stolen from us.

Warren Bennis

Recognition

Verbal, tangible, encouragement, appreciation

involvement

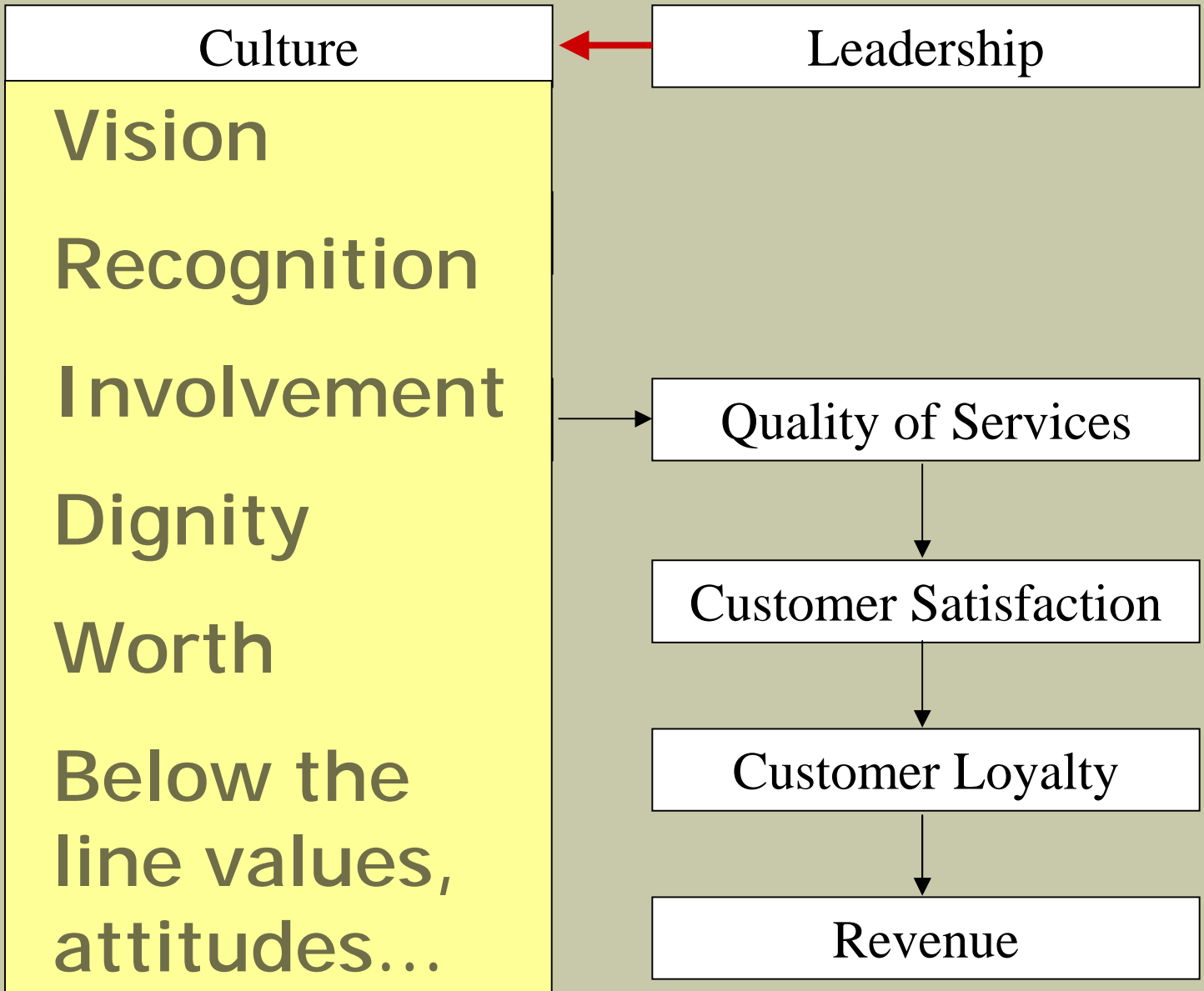
*the most
profound form
of recognition*



ownership



motivation



nobility of process

Vision

Recognition

Involvement

Dignity

Worth

Below the
line values,
attitudes...

Leadership

nobility of purpose

Customer Satisfaction

Customer Loyalty

Revenue