

LD6-03 La voluntad para administrar

31 de enero de 2006

Estimados suscriptores:

En este mensaje les envío material correspondiente a los últimos tres principios enunciados por Marvin Bower en "The Will to Manage":

3. La empresa debe mantenerse adecuada a las fuerzas que operan en su ambiente.
4. La gente debe ser juzgada en base a sus logros, no en base a su personalidad, educación o atributos y habilidades personales.
5. La empresa debe ser administrada con un sentido de urgencia competitiva.

Estos principios complementan este conjunto de grandes prioridades que han formado parte de la filosofía de las corporaciones más exitosas. Aunque el libro del que están tomados los principios fue publicado en 1966, ustedes podrán ver que los principios no pierden su vigencia. Bower expresa que estos cinco principios son sólo un común denominador y que cada empresario debe añadir a ellos los principios particulares que complementen la filosofía de su empresa.

Reciban un cordial saludo.

Roberto Ley Borrás

Referencia:

Fragmento del libro "The Will to Manage: *Corporate Success Through Programmed Management*" por Marvin Bower. El fragmento fue publicado en The McKinsey Quarterly, 2003 No. 2.

FORCES AT WORK

One element of a successful company philosophy is a sensitivity to the external forces affecting the business and to the need for adjustment to the environment in which the company operates. This is really part of the fact-founded approach because the forces affecting a business are "facts" and important ones.

The most successful executives make constant efforts to keep the operations of their companies adjusted to the external forces affecting the objectives, strategy, products, people, and plants of the business. The external forces at work may be economic, competitive, technological, social, or political. When laws, market conditions, customer values, competitive thrust, or public attitudes change, the business must change its strategic plans, products, policies, facilities, structure, and/or people. When costs rise, changes must be made in prices, production methods, plants, wage rates, overhead expenses, or organization. And if the external changes are substantial, the adjustment must be strategic, not tactical.

JUDGING PEOPLE ON PERFORMANCE

Successful companies judge people on the basis of their actions and achievements, not their personal qualities and skills. Performance evaluation is a powerful element in a company philosophy because it is more factual and less subjective than quality and skill evaluation. Thus, this element is closely related to the fact-founded approach.

I believe that what a person has done in the past is the most reliable indicator of what he is likely to do in the future. If he was an effective thinker, performer, or leader as a child, in college, or in his previous jobs, he is likely to bring the same qualities to the position for which he is being evaluated. (A person's success pattern is usually a more reliable basis for prediction than the success pattern of a business because even an effective management may fail to provide the business with an equally effective successor management.)

And once a person has been employed, what he does is clearly the most reliable guide for approval or disapproval and for decisions on compensation and advancement. A "good" personality or a "good" education, for example, means little if it is not reflected in superior on-the-job performance.

SENSE OF COMPETITIVE URGENCY

Certainly, management technique is less important than competitive urgency. Even the most advanced management methods will not be fully effective unless these techniques are adopted and administered with a real sense of competitive urgency.

1. The competitive executive seizes and exploits opportunities. He is more interested in building on strength than in shoring up weaknesses. He devotes more time to building his own company's position than to countering competitive moves.

2. The competitive executive seeks out and faces up to problems. He knows that the passage of time usually makes a tough problem even harder to solve. But when it cannot be solved immediately, he turns to developing company strengths and works around the problem while waiting for a better time to solve it.

3. The competitive executive does not shrink from difficult personnel decisions. He knows that unless poor performance can be overcome (as it often can), it is fairer to the company and the individual to remove him sooner rather than later. But the competitive executive is fair and not ruthless.

4. The competitive executive focuses on increasing the company's share of market at a profit. His every action is directed toward building a stronger competitive position for the long term, but he takes the action now.

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