

Saruna par pārmaiņu līderību

Kārlis Danēvičs

SEB banka, valdes loceklis

SOS bērnu ciematu asociācijas padomes priekšsēdētājs,

SOS Children's villages International, Senators

Baltic Institute of Corporate Governance padomes priekšsēdētājs

Lektors



Ella Detlova (1922—2014)



Naw slinktu skolēnu, ir tikai
slinti skolotāji, šķetona

METALLICA



Active



Fight

Face

Flight

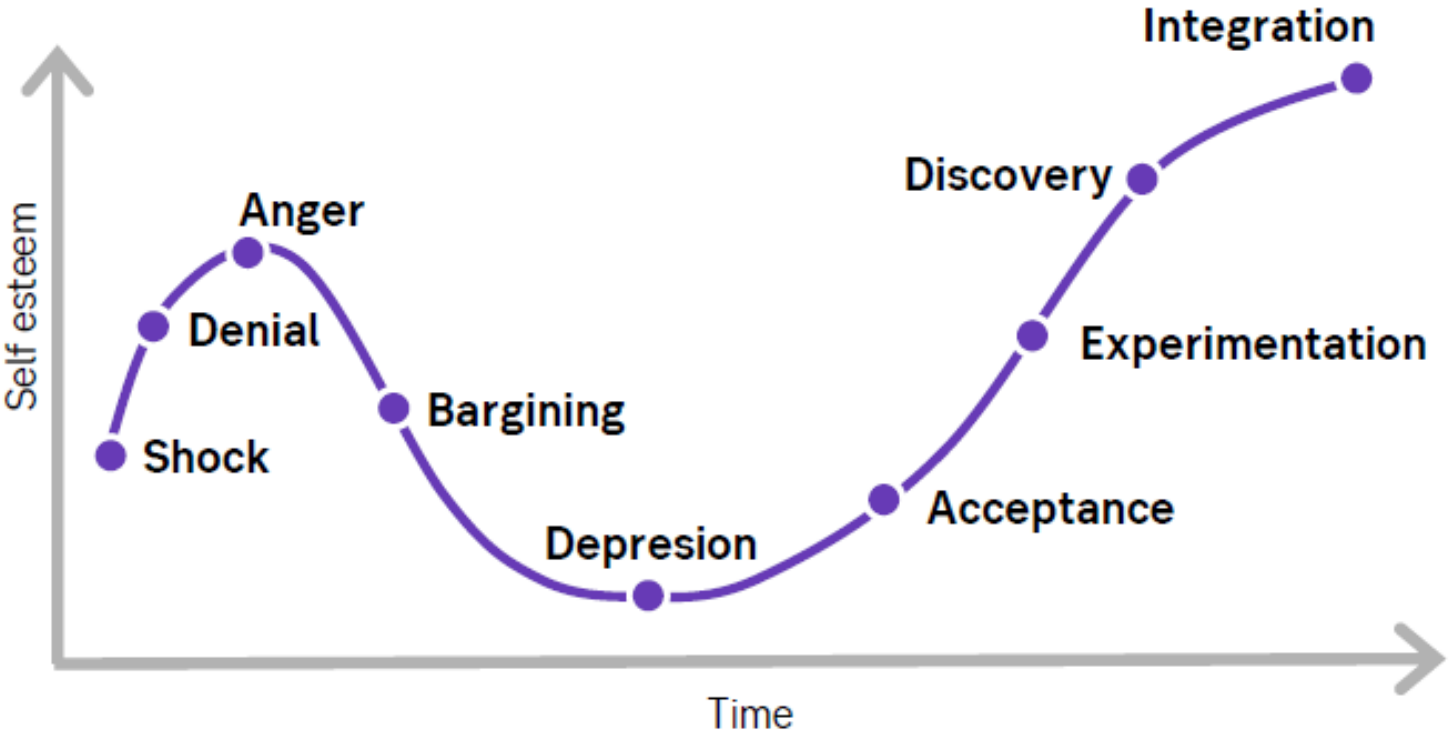
Freeze

Reject

Attract

Passive

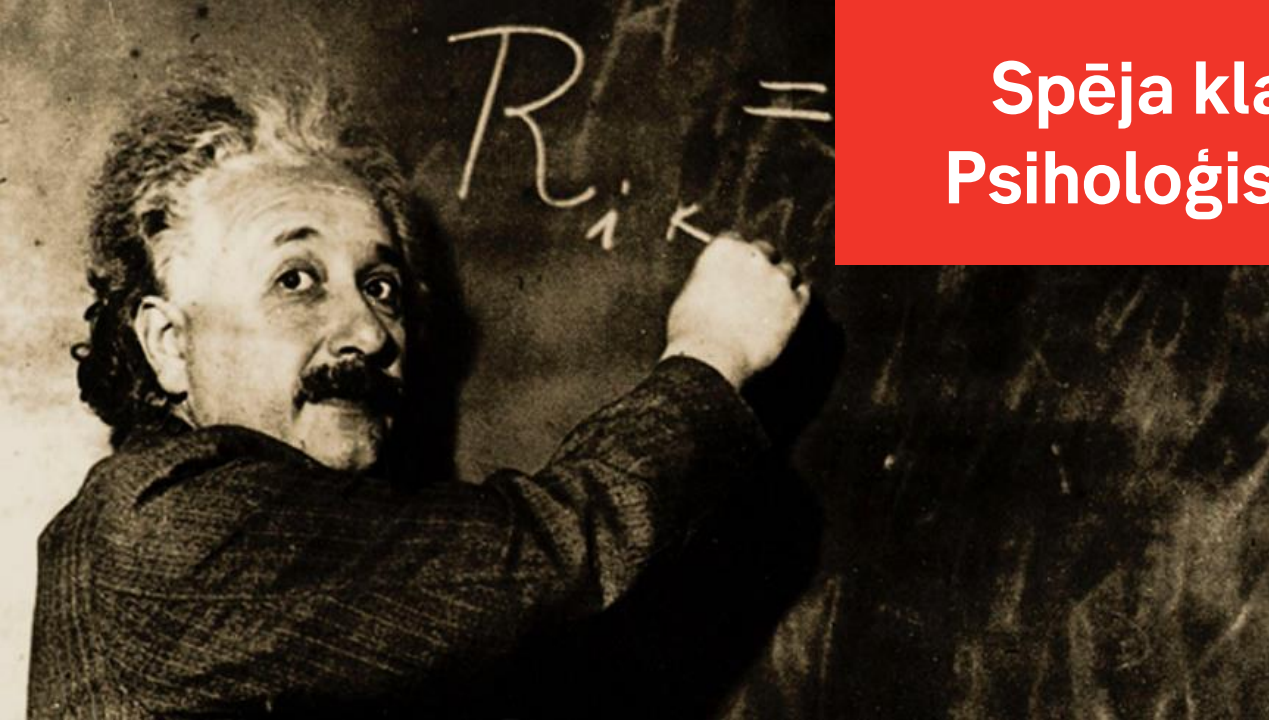
Neiestrēdz! Tu nedrīksti būt traumā iestrēdzis bērns.





**Kas ir labs vadītājs?
Gudrākais? Stiprākais?**

**Spēja klausīties &
Psiholoģiskā drošība**



Sāc ar KĀPĒC!

Man ir sapnis



Man ir plāns



Strategy without tactics is
the slowest route to victory

Tactics without strategy is
the noise before defeat.

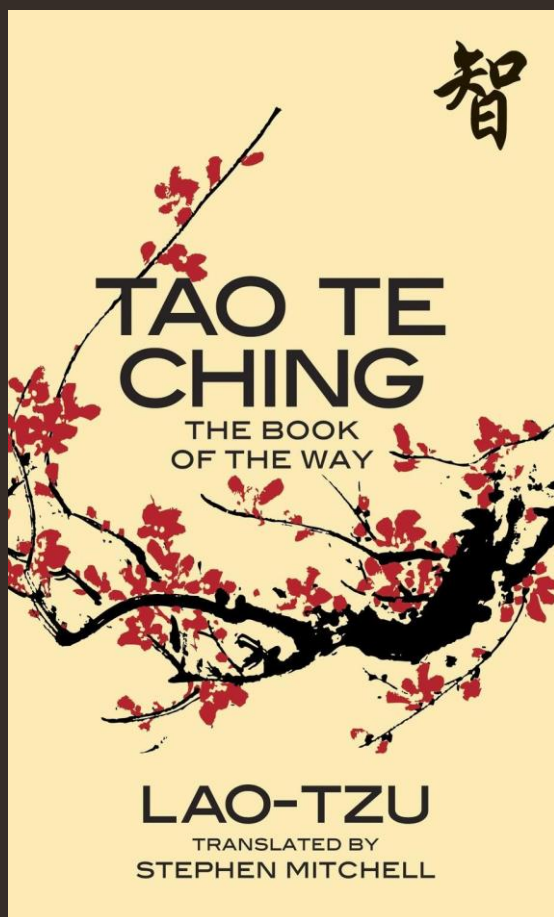
(Sun Tzy)



Jā – visi izcili līderi ir
bijuši izcili
komunikatori!



Komunikācijas lielākais paradokss: ilūzija,
ka tā ir notikusi



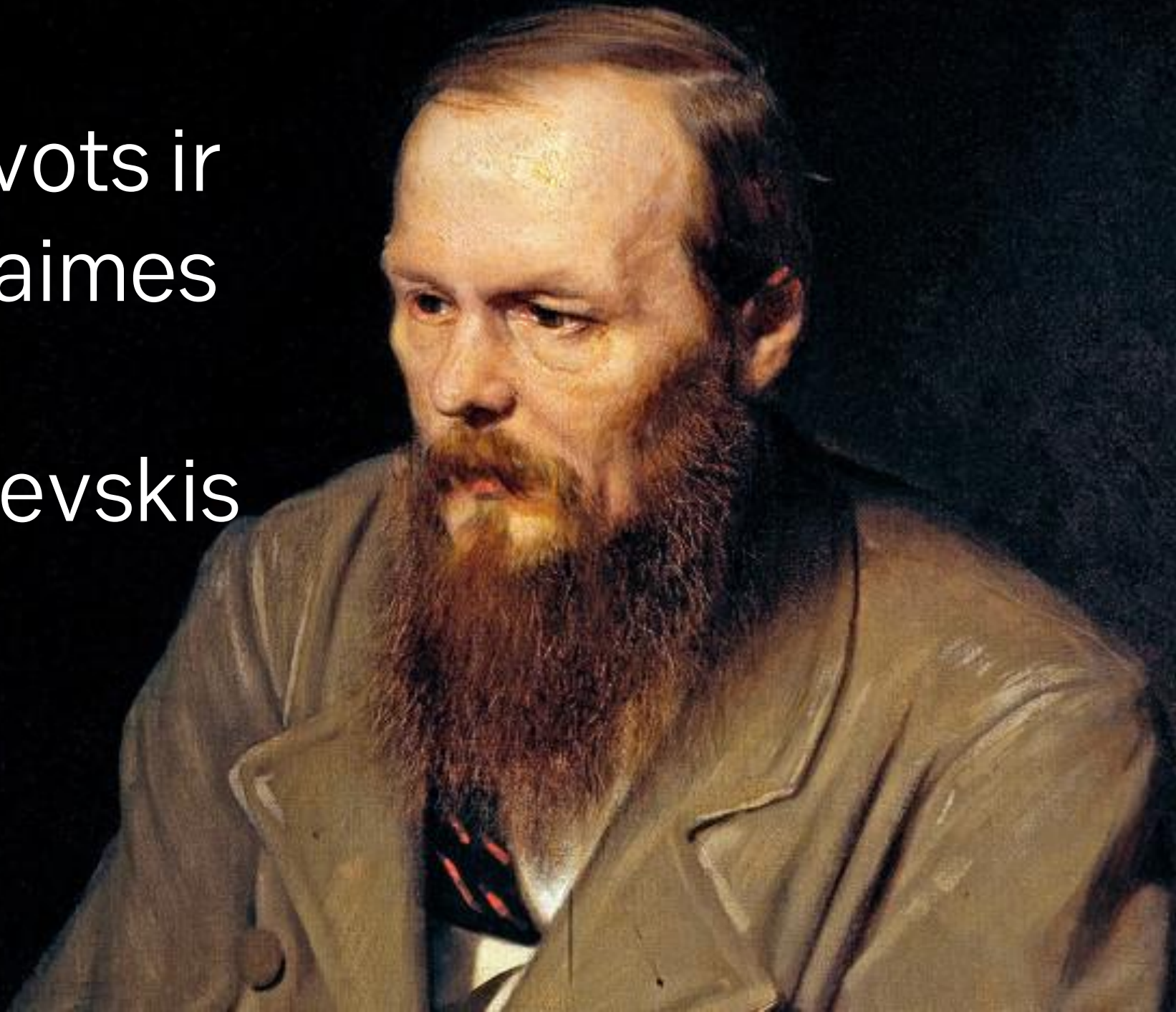
“

*Diženākās lietas pasaulē ir jāveic, darot
necilas lietas. Tāpēc Gudrais nekad
nemēģina paveikt diženas lietas un
tādējādi paveic tās.*

*Tā kā Gudrais nestrīdas, neviens
nevar ar Gudro sastrīdēties.*

leguldi pašattīstībā
Sacenties tikai ar sevi
Kļūsti par gudru līderi

Lielākais
laimes avots ir
zināt nelaiemes
cēloņus.
F. Dostojevskis



Sadarbošanās noteikumi



Ja divi cilvēki viens otram neuzticas – **vienam no viņiem ir jādodas prom.**



Tava problēma ir **tikai tas, ko tu vari atrisināt.**



Kļūdīties ir atļauts.

Nepareiza attieksme nav OK.



Tiem, kuri sūdzas un vienmēr vaino kādu citu, **jāmaina sava attieksme**, lai 'nesaindētu' pārējos.



Subsidiaritātes princips: **problēmas jārisina zemākajā iespējamajā kompetentajā līmenī**, saņemot iedrošinājumu un atbalstu no augstākiem līmeņiem.



Demokrātija vai izlēmība? Ko sagaidām no vadītāja?



What NOT to do?

SIMPLE SABOTAGE FIELD MANUAL

Strategic Services

(Provisional)

(11) *General Interference with Organizations and Production*

(a) Organizations and Conferences

(1) Insist on doing everything through "channels." Never permit short-cuts to be taken in order to expedite decisions.

(2) Make "speeches." Talk as frequently as possible and at great length. Illustrate your "points" by long anecdotes and accounts of personal experiences. Never hesitate to make a few appropriate "patriotic" comments.

(3) When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committees as large as possible — never less than five.

(4) Bring up irrelevant issues as frequently as possible.

(5) Haggle over precise wordings of communications, minutes, resolutions.

(6) Refer back to matters decided upon at the last meeting and attempt to re-open the question of the advisability of that decision.

(7) Advocate "caution." Be "reasonable" and urge your fellow-conferes to be "reasonable" and avoid haste which might result in embarrassments or difficulties later on.

(b) Managers and Supervisors

(1) Demand written orders.

(2) "Misunderstand" orders. Ask endless questions or engage in long correspondence about such orders. Quibble over them when you can.

(3) Do everything possible to delay the delivery of orders. Even though parts of an order may be ready beforehand, don't deliver it until it is completely ready.

(6) In making work assignments, always sign out the unimportant jobs first. See that the important jobs are assigned to inefficient workers of poor machines.

(7) Insist on perfect work in relatively unimportant products; send back for refinishing those which have the least flaw. Approve other defective parts whose flaws are not visible to the naked eye.

(10) To lower morale and with it, production, be pleasant to inefficient workers; give them undeserved promotions. Discriminate against efficient workers; complain unjustly about their work.

(11) Hold conferences when there is more critical work to be done.

(12) Multiply paper work in plausible ways. Start duplicate files.

(13) Multiply the procedures and clearances involved in issuing instructions, pay checks, and so on. See that three people have to approve everything where one would do.

(14) Apply all regulations to the last letter.

(12) *General Devices for Lowering Morale and Creating Confusion*

(a) Give lengthy and incomprehensible explanations when questioned.

(b) Report imaginary spies or danger to the Gestapo or police.

(c) Act stupid.

(d) Be as irritable and quarrelsome as possible without getting yourself into trouble.



Paldies jums no sirds!

Vienīgā bagātība, ko
varam paturēt mūžīgi,
ir tā, ko atdodam citiem.

Marks Aurēlijs