HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 4

Managing People & Teams

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Undergraduate Diploma in Business Administration

Learning Outcomes

- What is meant by managing people at work
- How to manage people individually and as a team
- Different characteristics of people at work
- Communicating with others
- Developing and maintaining a high performance team

What is involved in managing people

Question

- Have you ever been a school captain? cricket coach? Involved in leading a team to achieve something
- How did you go about it?
- How did you get results?
- What obstacles did you face?
- How did you make best use of the members in the team?

What do managers do?

Steve Jobs on Managing People

https://www.youtube.com/watch?v=f60dheI4ARg&t=74s

Key aspects of management

- **Exercising authority** – expertise and wisdom not power
- **Making things happen** – getting things done, taking personal responsibility – people need to know objectives and road ahead
- **Prioritising** – which things to do first based on objectives
- **Exercising control** – to avoid things going wrong / achieve results
- **Problem solving** – nothing is perfect, issue is how to solve them effectively
- **Being decisive** – choice between alternatives, many times while involving others

Competence of managers

- **Achievement orientation** – what, how, when, quality
- **Business awareness** – understand the business and its context
- **Communication** – verbally / visually / persuasively
- **Customer focus** – internal and external
- **Developing others** – feedback / support / coaching / motivation
- **Flexibility** – adapt as required according to circumstances
- **Planning** – courses of action / scheduling
- **Problem solving** – analyse situations / courses of action
- **Teamwork** – working cooperatively and flexibly with others

Management

Achieving results by obtaining, deploying, using and controlling resources – people, money, facilities, IT etc

Leadership

Focuses on ***PEOPLE*** – developing and communicating a vision, motivation and engagement

Management vs Leadership - Video

https://www.youtube.com/watch?v=Tddlkly1cC0&t=33s

Leadership styles

CHARISMATIC – personality / inspiration / visionary
NON-CHARISMATIC - rely on know-how / “cool” / quiet confidence

AUTOCRATIC – impose decisions / force
DEMOCRATC – involve others / consensus

ENABLER – empower others
CONTROLLER – command others to comply

TRANSACTIONAL – Trade money, jobs for compliance
TRANSFORMATIONAL – motivate people to achieve a result

Leadership styles - Video

https://www.youtube.com/watch?v=lje3bd61SNs

Managing people individually and as a team

Situational Leadership Theory created
by Paul Hersey and Ken Blanchard

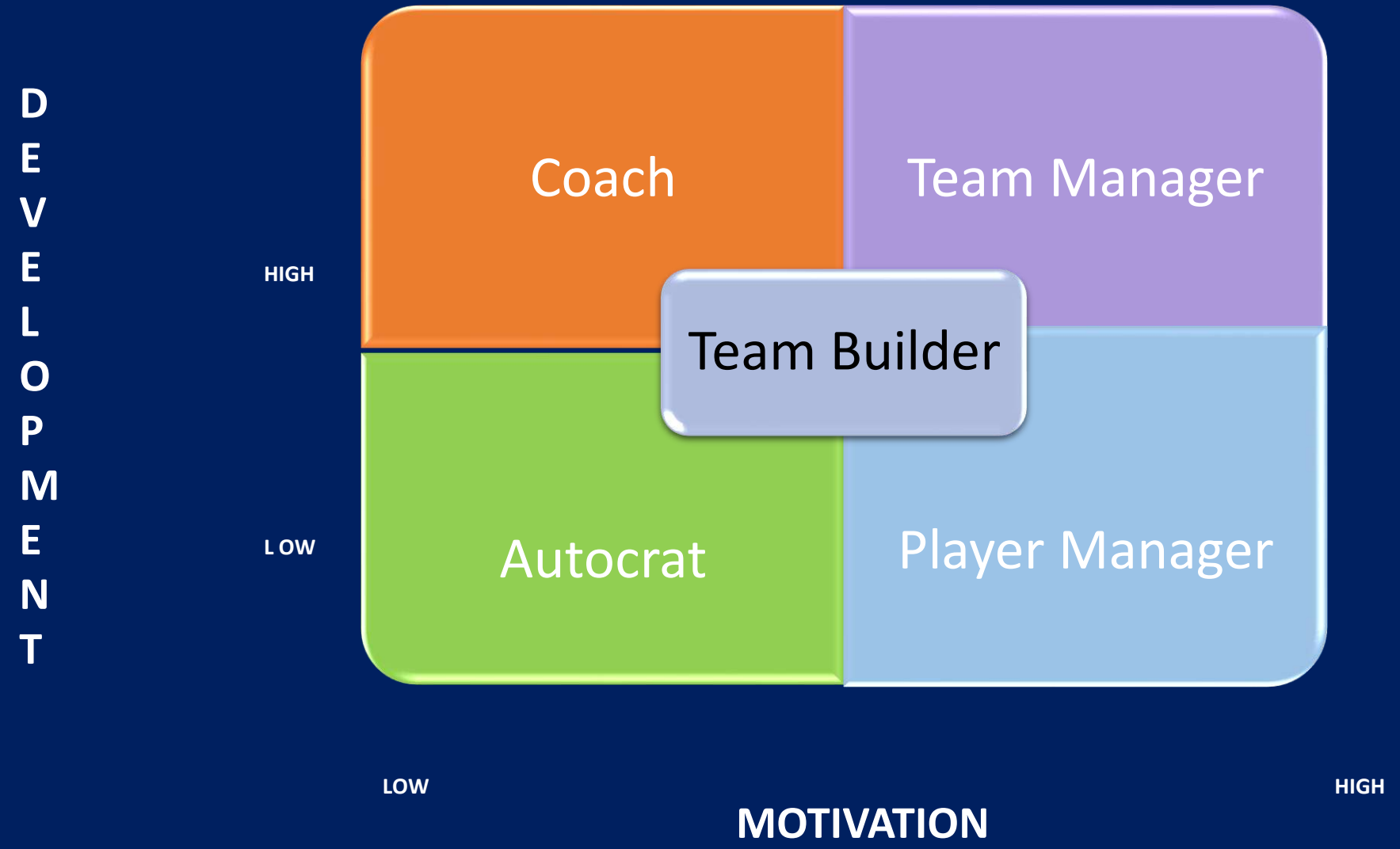
Participate

Delegate

SELL

TELL

Managing Teams



Different characteristics of people at work

Type of workers

Operators

(See job as just to earn money. Not motivated. Do not seek to advance)

Givers

(Find meaning to being of service to others)

Artisans

(Experts in their field)

Explorers

(Like autonomy and freedom)

Strivers

(Professional success, value status & compensation)

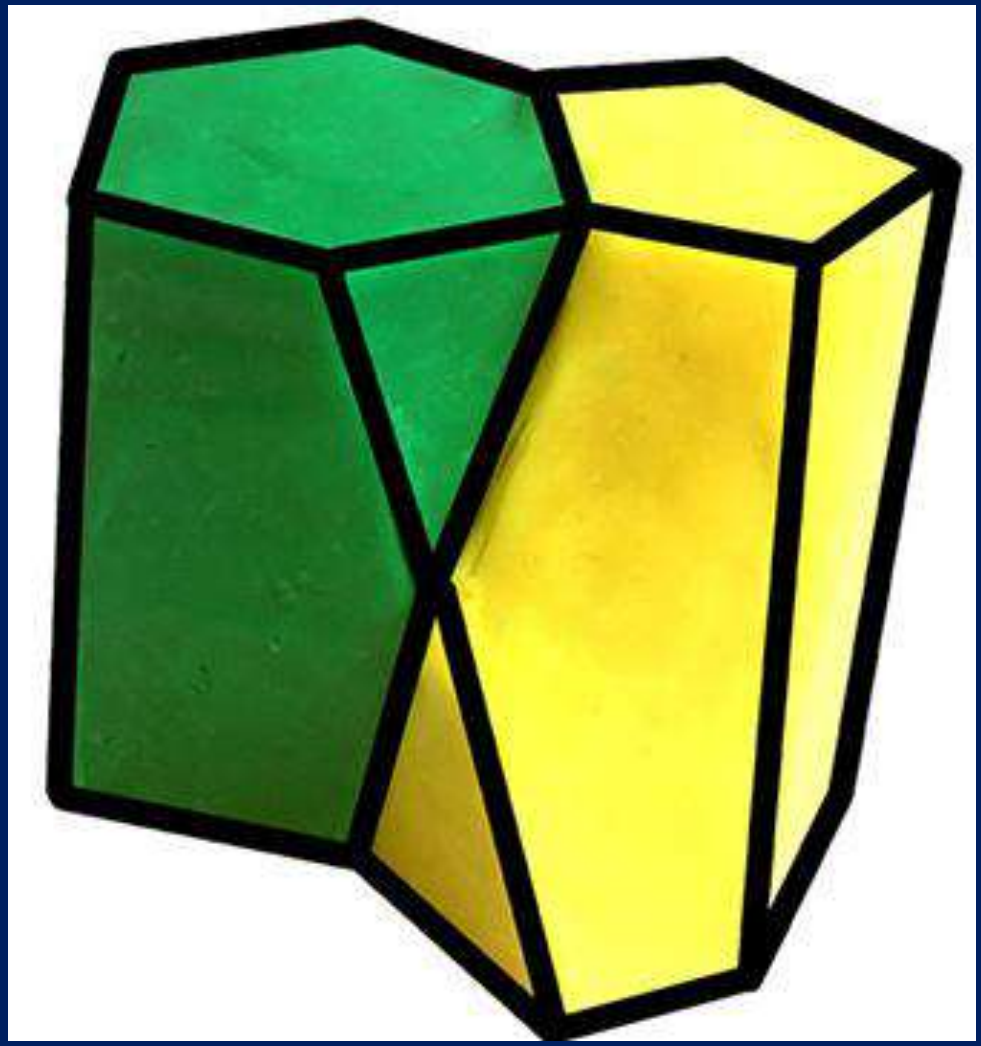
Pioneers

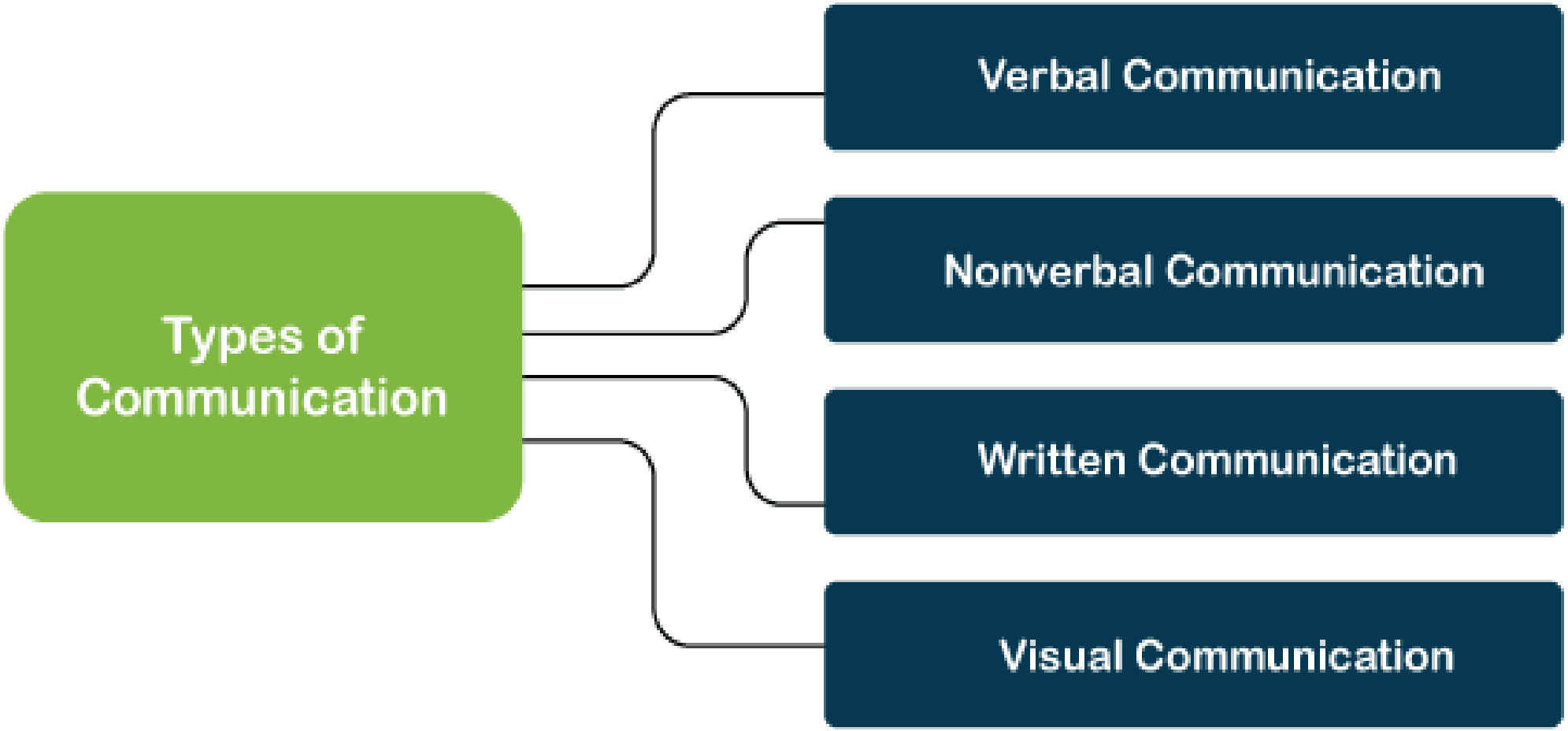
(Entrepreneurial spirit – wanting to take the lead and change)

https://www.inc.com/jessica-stillman/hiring-employee-archetypes-bain-report.html

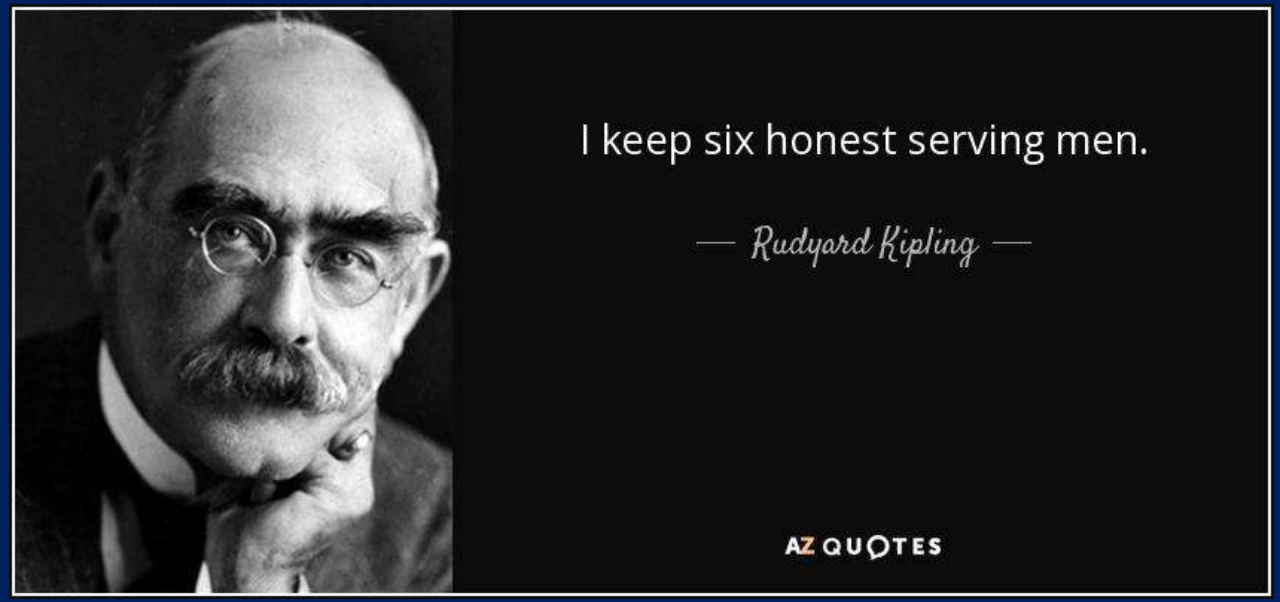
Communicating with others

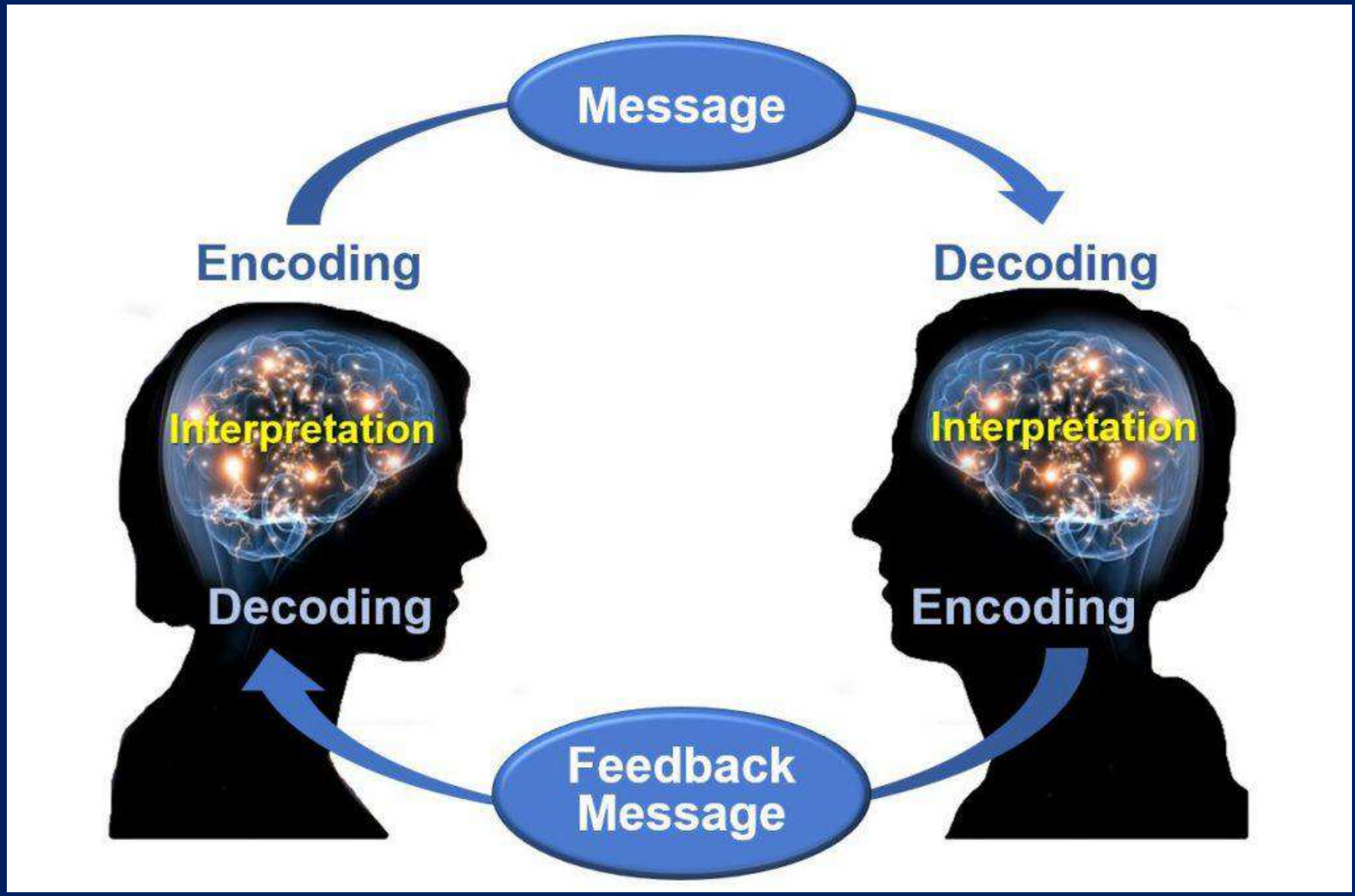
Volunteer to describe a picture




Types of Communication
Verbal Communication
Nonverbal Communication
Written Communication
Visual Communication

- **Why** do we need to communicate?
- **What** do we communicate?
- **When** do we communicate?
- **Who** do we communicate with?
- **Where** do we communicate?
- **How** do we communicate?




Message
Encoding
Decoding
Interpretation
Interpretation
Decoding
Encoding
Feedback
Message

Barriers to communication

Physical

(Time / Place / Medium)

Cultural

(Different ways of doing things)

Semantic

(Different meanings of words)

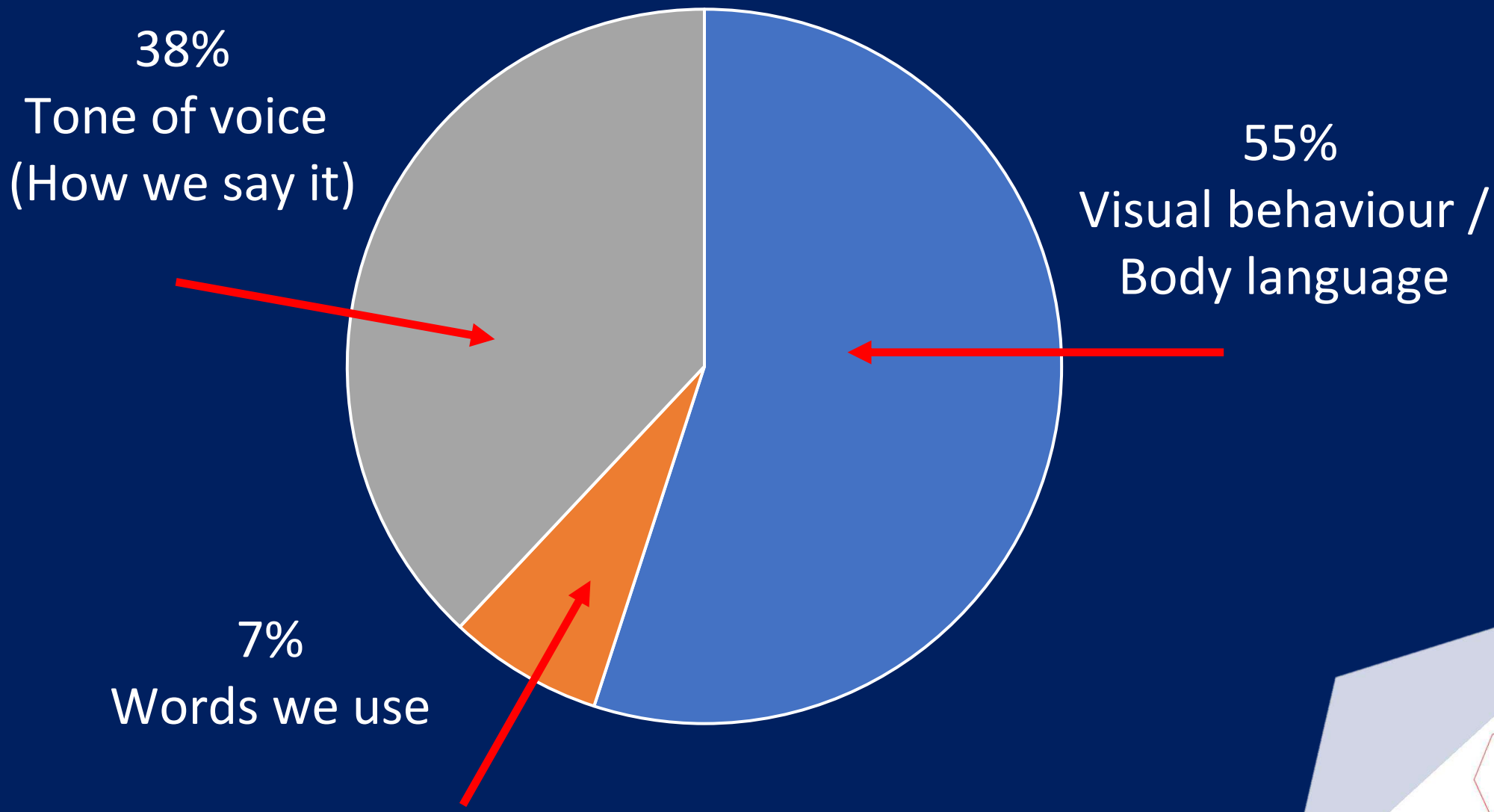
Emotional / Psychological

(Our moods / how we come across)

Perception of reality

(Different interpretations based on experience)

How we communicate



Effective Communication Skills in the Workplace - Video

https://www.youtube.com/watch?v=QGHBq5OEsBM

Developing and maintaining high performance teams

What is a team

"A team is a group of people with complementary skills who work together to achieve a common purpose"

What makes a high performing team?

Characteristics of teams

- Contribute through skills, experiences and insights
- Have set of common values and purpose
- Driven by performance challenges
- Teams are better than individuals
- Flexible and responsive
- Deep sense of commitment to achieve results

Achieving good teamwork

- Establish direction
- Select right members
- First actions
- Performance standards
- Assess performance
- Praise / rewards
- Build team spirit
- Review performance
- Learning & development opportunities
- Make use of learning activities

The Power of Teamwork – video

https://www.youtube.com/watch?v=8PAnd4fVpxs&t=113s

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