

Business Studies

L4 - People: how to organise a team

Jack Lang and Stewart McTavish

jal1

sam56

4. People

“There go my people. I must follow them, for I am their leader.”

(M. Gandhi, quoting Alexdre Ledru-Rollin, (1848)

“Eh! Je suis leur chef, il fallait bien les suivre”)

Motivating factors

Groups and Teams

Ego

Hiring and firing; Employment law

Interviews

Meeting techniques

Management

Culture lead

Goal setting

- Overall direction
- Measures of success
- Strategy rather than tactics

Accountability

Communication

Management Theories

“7 people is a hunting group”

- Amazon's two pizza rule
- Company growth break points: 7, ~50, ~350 ...

Classical / Hierarchical

Human Relations

Classical

Formal and rational approach

Focus on STRUCTURE of organisation

Tasks reduced to simple elements -> boring and repetitive

Assumptions that individuals primarily motivated by PAY

Management Tasks - Classical model



Fayolism - Henri Fayol (1841-1925)

General Theory of Business Administration

Planning

Organisation

Staffing

Direction

Co-ordination

Controlling

Management Tasks - Classical model



Fredrick Winslow Taylor (1856-1915)

Principles of Scientific Management

- Replace rule of thumb work methods with methods based on scientific study
- Select, train and develop each employee rather than letting them train themselves
- Provide “detailed instruction and supervision”
- Divide work between planning and doing

Management Tasks - Classical model



Lilian (1878-1972) and Frank Gilbreth (1868-1924)



Time and motion study and human factors

- Clipboards and stopwatches
- Reducing actions to atomic parts - “therbligs”
- Find “the best way” early CQI

https://en.wikipedia.org/wiki/Lillian_Moller_Gilbreth

https://en.wikipedia.org/wiki/Frank_Bunker_Gilbreth_Sr.

Management Tasks - Classical model



Henry Gantt (1861-1919)

The Gantt chart

Task and Bonus system

Social responsibility of business

Human Relations

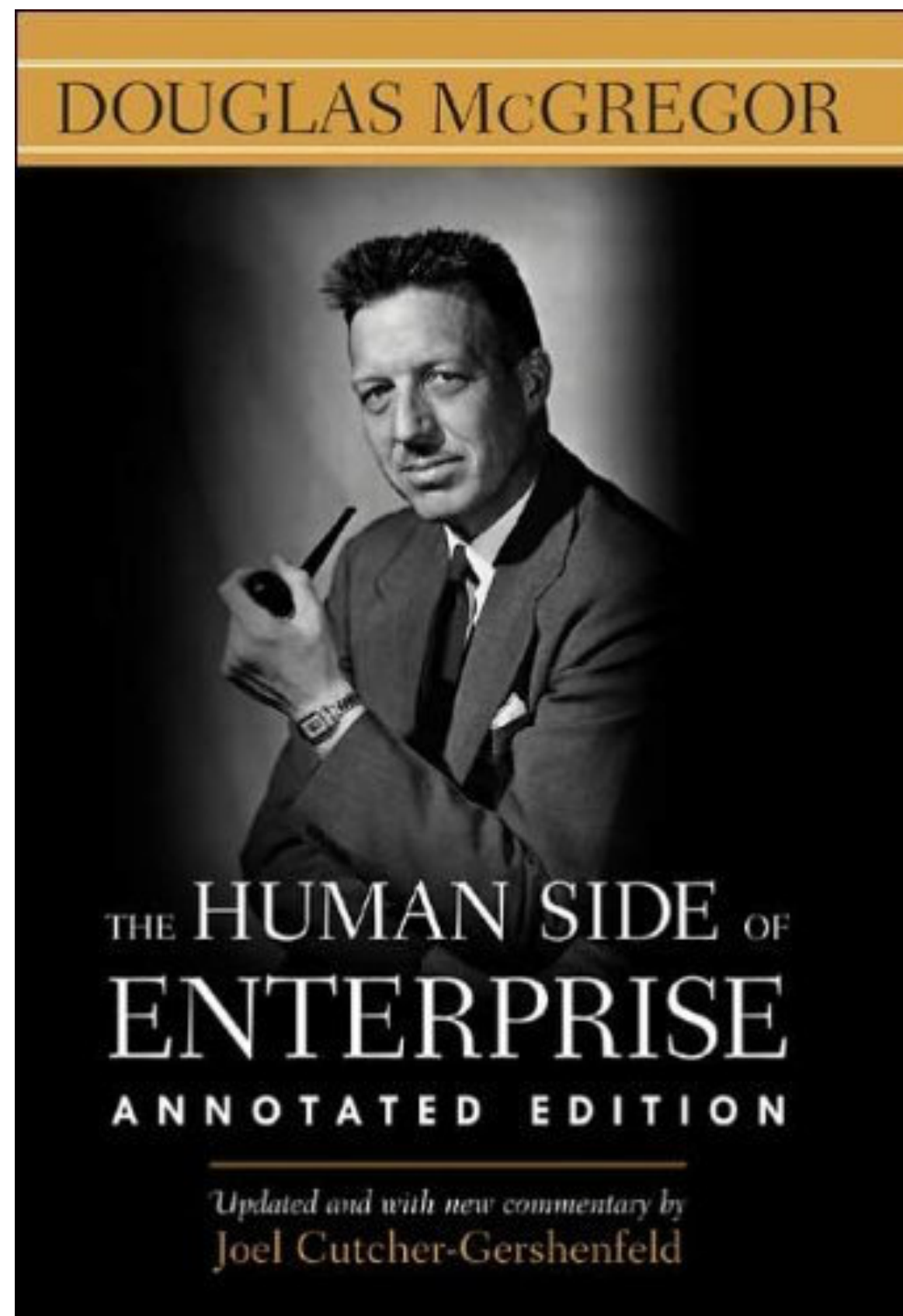
Consider individuals

- social needs
- motivation
- behaviour

Focus on WORK done

People are the key assett

Theory X and Theory Y



Douglas McGregor (1906-1964)

Theory X

Authority, direction and control

Theory Y

Integration and self-control

Theory X

People don't want to work, they have to be made to do so

People must be coerced, controlled, threatened

Hierarchical structure, defined roles, task orientated, little flexibility

Poor communication, status demarcations - "Them and us"

Slow to change or adapt

Traditional industries

Theory Y

People want to work, but are prevented from doing so
They will exercise self-control when committed to common objectives

Accept and seek responsibility

Flat management structure (e.g. Matrix)

Good communications, little status

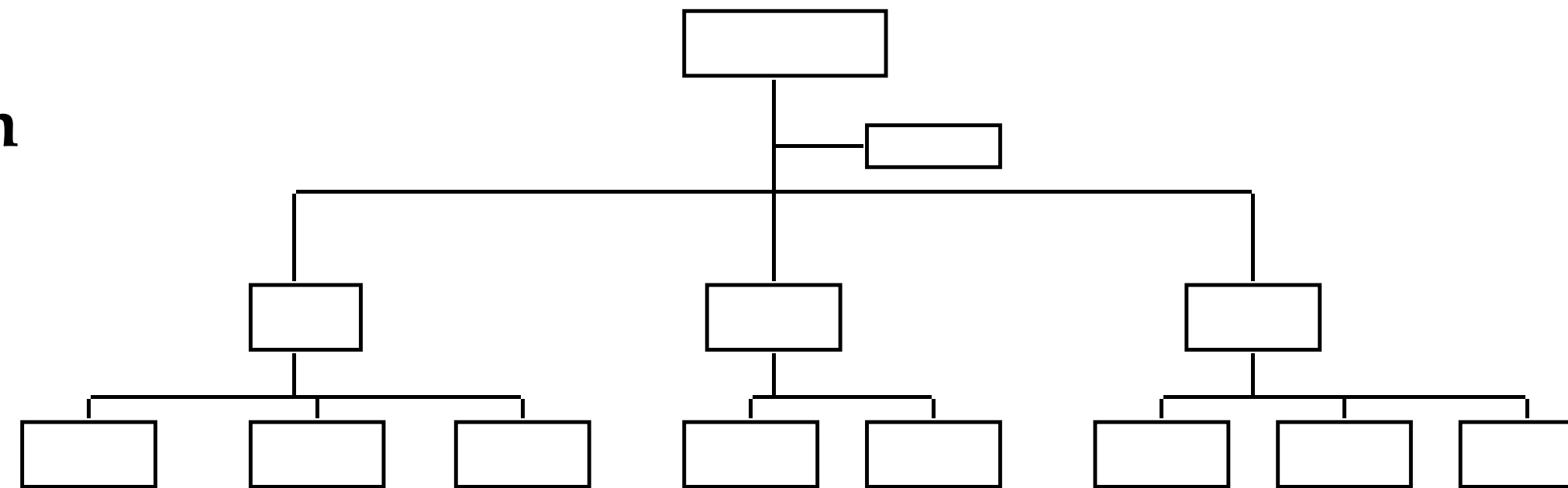
People orientated: flexible work teams

Adapts well to rapid change

Most modern computer companies

Management Structures

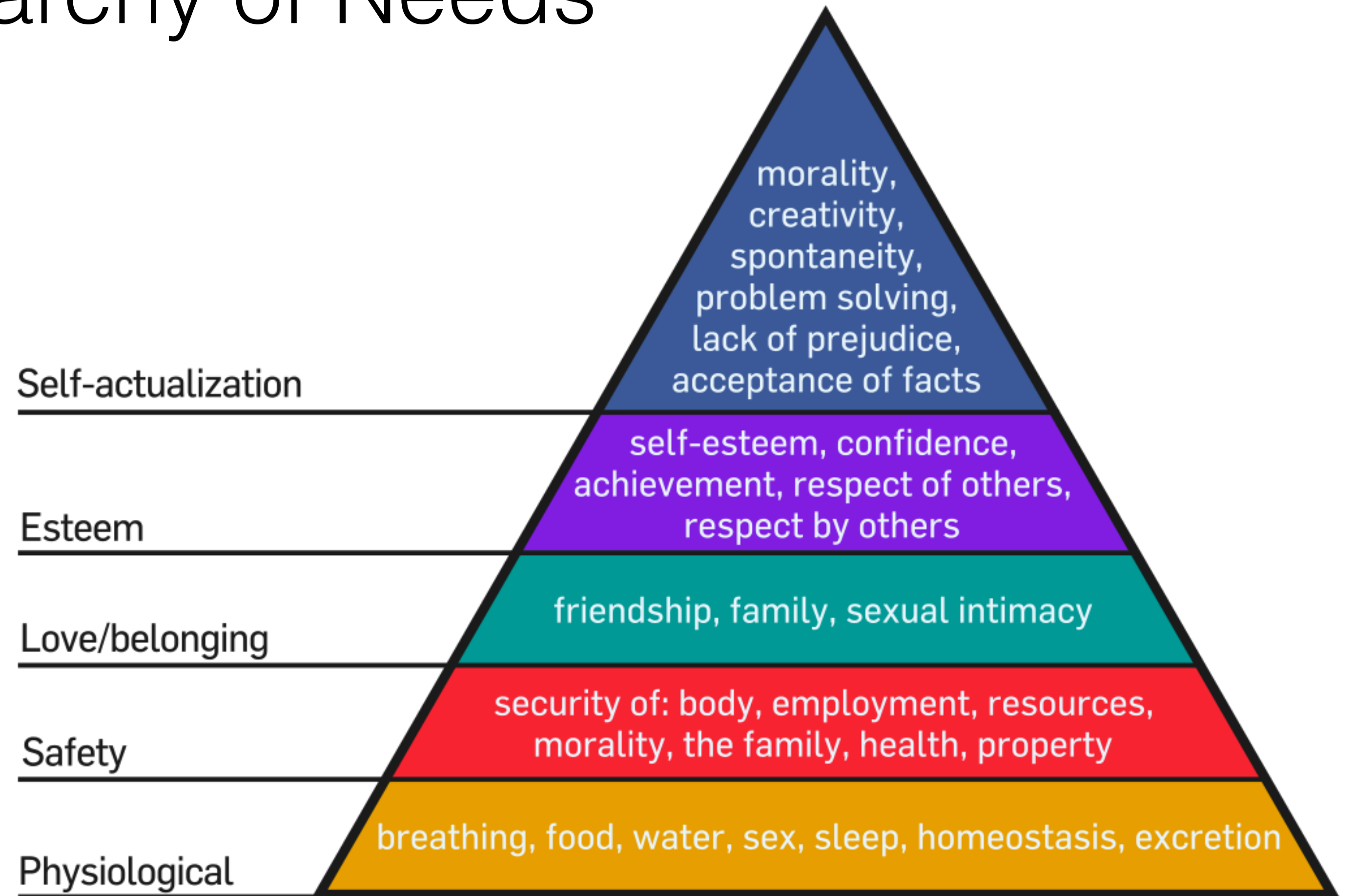
Hierarchical Organogram



Matrix example

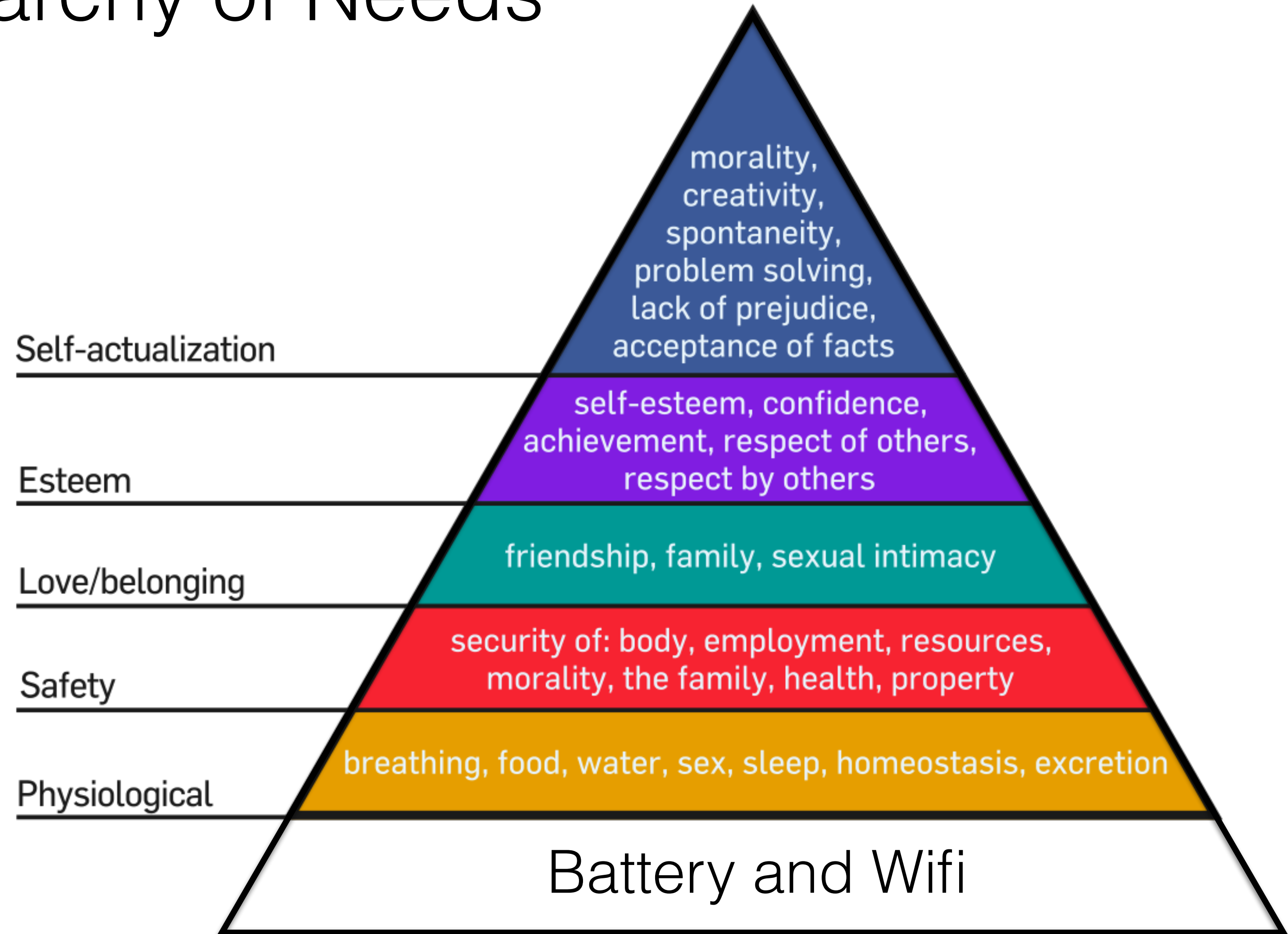
Project ->	Home Group	1	2	3	4
Alice	A	L (75%)		25%	
Bob	B		L (75%)		25%
Charlie	B	50%	50%		
Dave	A		25%		L (75%)
Elizabeth	A	25%			75%
Fred	B			L (75%)	

Hierarchy of Needs



https://en.wikipedia.org/wiki/Abraham_Maslow

Hierarchy of Needs



https://en.wikipedia.org/wiki/Abraham_Maslow

Groups and Teams

Limit to project size an individual can tackle

“7 people is a natural hunting group”

Informal as well as formal communications

Groups



John Adair (1934), Trinity Hall '59

Groups have
definable membership
shared identity
shared purpose
interdependence
interaction

Work Types

Meredith Belgian (1926), Clare College '45



Team roles

Co-ordinator

Ideas Person

Shaper

Teamworker

Implementor

Resource Investigator

Monitor Evaluator

Completer Finisher

Specialist

Team formation



Bruce Tuckman (1938-2016)

Forming

before individuals see themselves as a team, feels difficult, anxious, unsure

Storming

challenge the leader, hostility aggression, emotions high

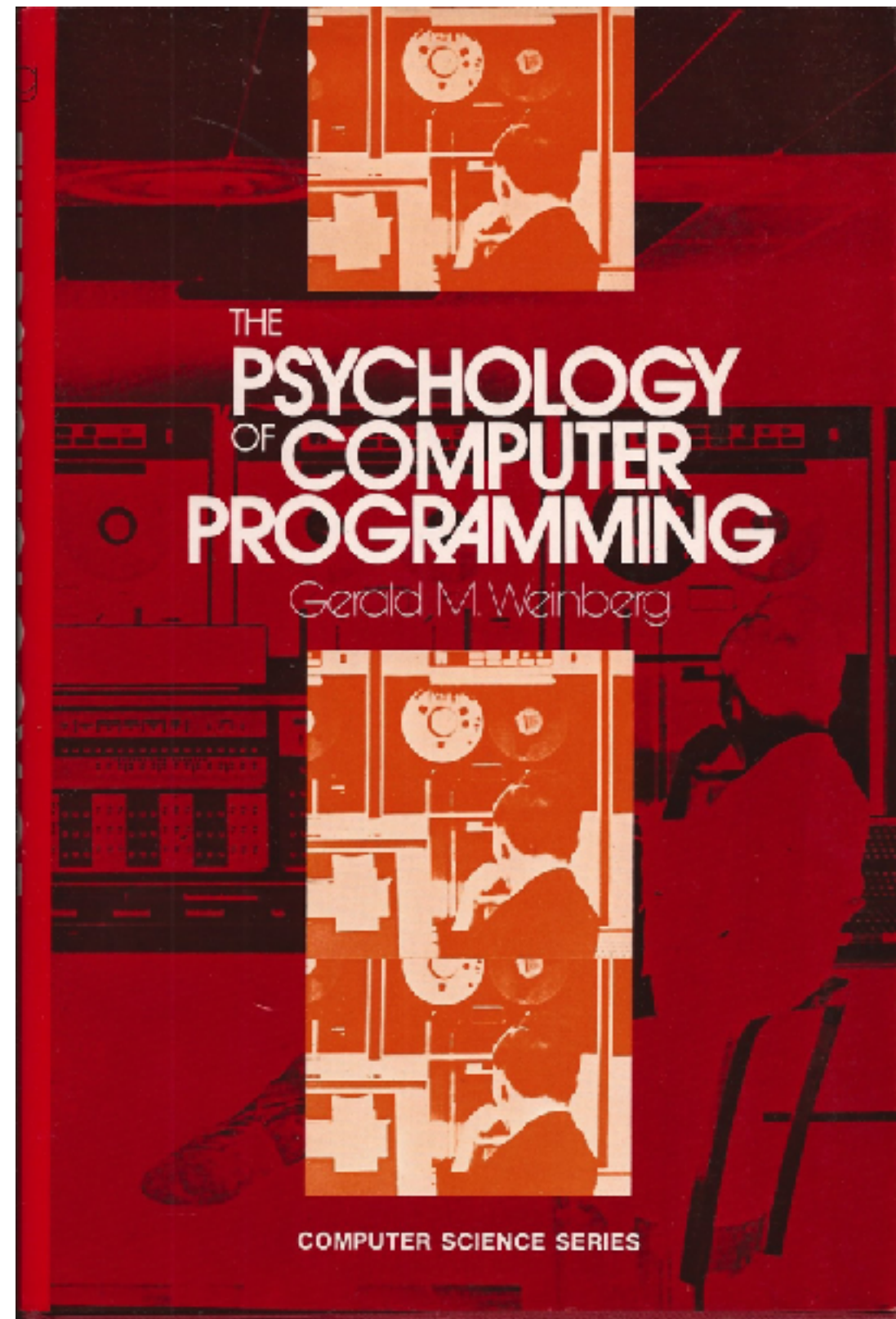
Norming

organise tasks, agreeing ways of co-operating, feels secure and comfortable

Performing

work surges ahead, people perform well, openness, mutual trust and support
enthusiasm, inspiration

Egoless Programming / Work



Gerald Weinberg (1933)

The Psychology of Computer Programming -
1971

Structure work and create a culture to minimise personal factors so quality of work can be improved

Open communication allows information to flow
Feedback is objective and not personal
Asking for help is good and to be encouraged

Networking and Corporate Communications



Robin Dunbar (1947),

Professor of Evolutionary Psychology, University of Oxford

Dunbar's number 100 - 250 (~150) the number of relationships in which an individual knows who each person is and how each person relates to every other person

Teams do not exist in a vacuum they depend on help and co-operation with other teams

If they do not network with, learn about or connect with other teams companies fall foul of

intergroup hostility, inward thinking, NIH syndrome

https://en.wikipedia.org/wiki/Robin_Dunbar

Having employees

Download and share free Acas guidance publications

You are here: [About us](#)

- Home**
- ▶ About us**
- ▶ Acas Strategy 2016 - 2021
- ▶ Our History
- ▶ Acas Council
- ▶ Acas Directors
- ▶ Acas and Freedom of Information
- ▶ Acas regions
- ▶ Reports and plans
- ▶ Delivering the Equality Duty in Acas
- ▶ News
- ▶ Media Centre
- ▶ Careers at Acas
- ▶ Using this site
- ▶ Contact us
- ▶ Transparency data
- ▶ Be aware of Acas imitators
- ▶ Triennial Review of Acas
- ▶ Acas consultations



About us

- **Effective relationships and good practice in the workplace help organisations succeed and the economy grow.**
- **Acas provides expert and impartial advice on good practice, and support in finding solutions when relationships go wrong.**
- **For every £1 Acas spends, there is at least £12 benefit to the economy.**

Acas (Advisory, Conciliation and Arbitration Service) provides free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law. We support good relationships between employers and employees which underpin business success. But when things go wrong we help by providing conciliation to resolve workplace problems.

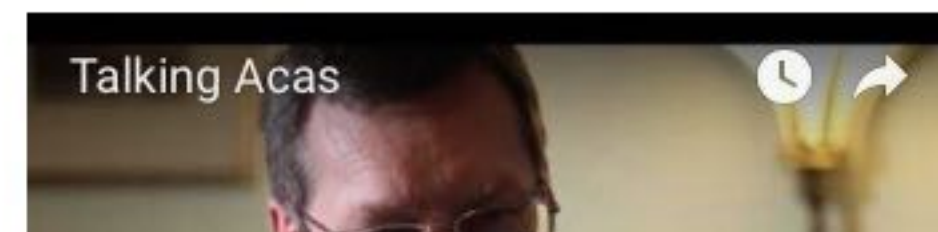
We also provide good value, high quality training and tailored advice to employers. Our expertise is based on millions of contacts with employers and employees each year and we are governed by an **independent Council**, including representatives of employer and employee organisations and employment experts.

Do you know Acas?

Watch our video to find out who we are and what we do.



Listen to our customers and stakeholders.





Search this site

Download and share free Acas guidance publications

- ▶ Advice A-Z
- ▶ Rights and responsibilities at work
- ▶ Good practice at work
- ▶ Disputes and problems at work
- ▶ Early Conciliation
- ▶ Contact us



Gender pay reporting

View Acas guidance for employers on best practice and upcoming changes to regulations.



What we do

We provide information, advice, training, conciliation and other services for employers and employees to help prevent or resolve workplace problems.

- About us
- Regional offices
- Help resolving disputes
- Case studies

Training courses

Acas training for managers, line managers, supervisors and HR professionals in workplace relations can boost an organisation's productivity and profitability, increase motivation levels and ensure less conflict arises in the workplace.

[Find a course >>](#)



Helpline Online >>

Ask a question online: our automated Helpline Online tool provides answers to popular employment relations questions.



Research and discussion



Research papers >>

Read our latest series of **research** and **policy** papers, or get involved with our **latest blog**.

Tools for your business

Useful letters and forms >>

Free templates employers can download, helping to save time and get it right when hiring, managing or disciplining staff.



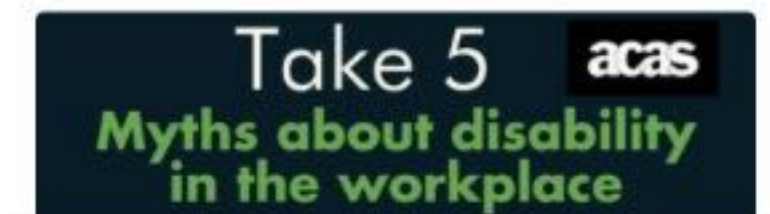
News

[RSS](#) [Media Centre >>](#)

Twitter Feed



Here's 5 myths about disability in the workplace. Read more about this in our #disability guidance: bit.ly/20qhwPK #EqualityAtWork



Hiring and firing

Employment contract / Statement

- Hours and holiday
- Remuneration
- Grievance procedure

Letting people go

- Firing - 2 verbal, 2 written warnings - keep written records
- Redundancy
- or Settlement Agreements

Non-discrimination

Equalities Act 2010 - protected characteristics

Age

Disability

Gender reassignment

Marriage and civil partnership

Pregnancy and maternity

Race

Religion and belief

Sex

Sexual orientation

Recruitment

Job Spec / Role Description

responsibilities

work

personal characteristics

Personal contacts

Referrals

Advertisements

Agencies (head hunters)

Interviews

Recruitment and Appraisal

Why

- Learn more about person
- Compare with job spec
- Provide further information about organisation and role
- Encourage positive feeling about organisation and role

Preparation

- Who needs to know or be present?
- Who greets, refreshments, room, seating
- Questions and outline
- Report form
- Circulate papers

Conducting Interviews

Problems

- Pre-conceived ideas
- Only remembering last candidate
- Eye conduct
- Projection
- Leading questions

Discussion

- Create rapport - smile
- Summarise / reflect
- Listen - don't talk
- Tone
- Body language

Interviews

Questions

- Speed / pace
- Open /closed
- Situational
- Probing
- Stress - why?

Close

- Check plan - covered everything?
- Any questions?
- Explain next stage
- Check still interested

Conducting Interviews

Make the decision

- Skills
- Personal qualities
- Best compared to rest
- CVs, check references, unexplained gaps, unusually short jobs

Follow-up

- Offer
- Contract
- Induction

Appraisals

Purpose

- Enable team members to get a clear idea of how they are doing
- Identify where they might need support / training
- Set objectives
- Personal career / growth

Form

- Date, Name, Job title, Assessor
- Self assessment
- Assessor or line management assessment
- Key objectives
- Development plan
- Actions - jointly agreed
- Follow up

Interview

Opportunity to sell yourself

Opportunity to learn about the company, the role and future prospects

Be yourself

Enthusiasm, achievements

Questions - do your homework and have some

Communication skills

Say it three times

Not more than three major points

What does the target audience know?

Say what you mean and mean what you say