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

Fedrick 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

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

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

<table>
<thead>
<tr>
<th>Project -&gt;</th>
<th>Home Group</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>People/Skill</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alice</td>
<td>A</td>
<td></td>
<td>L (75%)</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Bob</td>
<td>B</td>
<td></td>
<td>L (75%)</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Charlie</td>
<td>B</td>
<td>50%</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dave</td>
<td>A</td>
<td>25%</td>
<td>L (75%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elizabeth</td>
<td>A</td>
<td>25%</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fred</td>
<td>B</td>
<td>25%</td>
<td>L (75%)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hierarchy of Needs

- Physiological: breathing, food, water, sex, sleep, homeostasis, excretion
- Safety: security of: body, employment, resources, morality, the family, health, property
- Love/belonging: friendship, family, sexual intimacy
- Esteem: self-esteem, confidence, achievement, respect of others, respect by others
- Self-actualization: morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts

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

https://en.wikipedia.org/wiki/John_Adair_(author)
Work Types

Meredith Belgian (1926), Clare College ‘45

Team roles
- Co-ordinator
- Ideas Person
- Shaper
- Teamworker
- Implementor
- Resource Investigator
- Monitor Evaluator
- Completer Finisher
- Specialist

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

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

https://en.wikipedia.org/wiki/Gerald_Weinberg
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*
Having employees
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.
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