

Business Studies

L4 - People: how to organise a team

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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

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

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

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

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

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

Human Relations

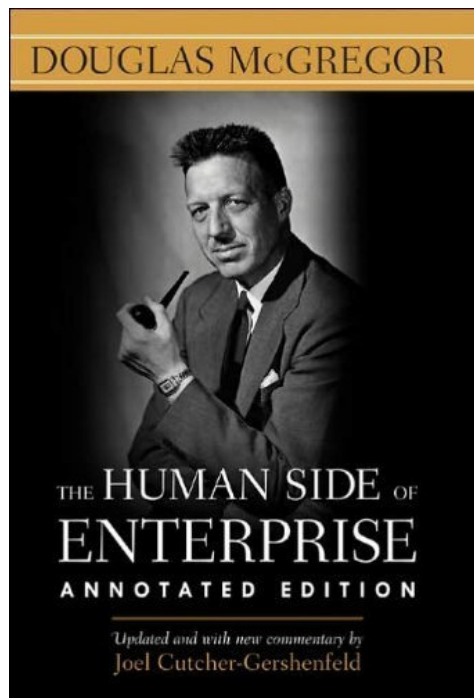
Consider individuals

- 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

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

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

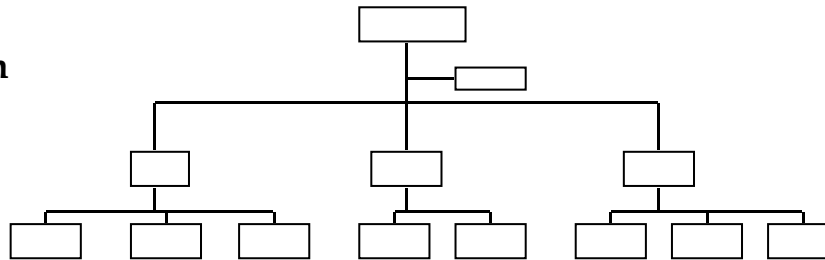
People orientated: flexible work teams

Adapts well to rapid change

Most modern computer companies

Management Structures

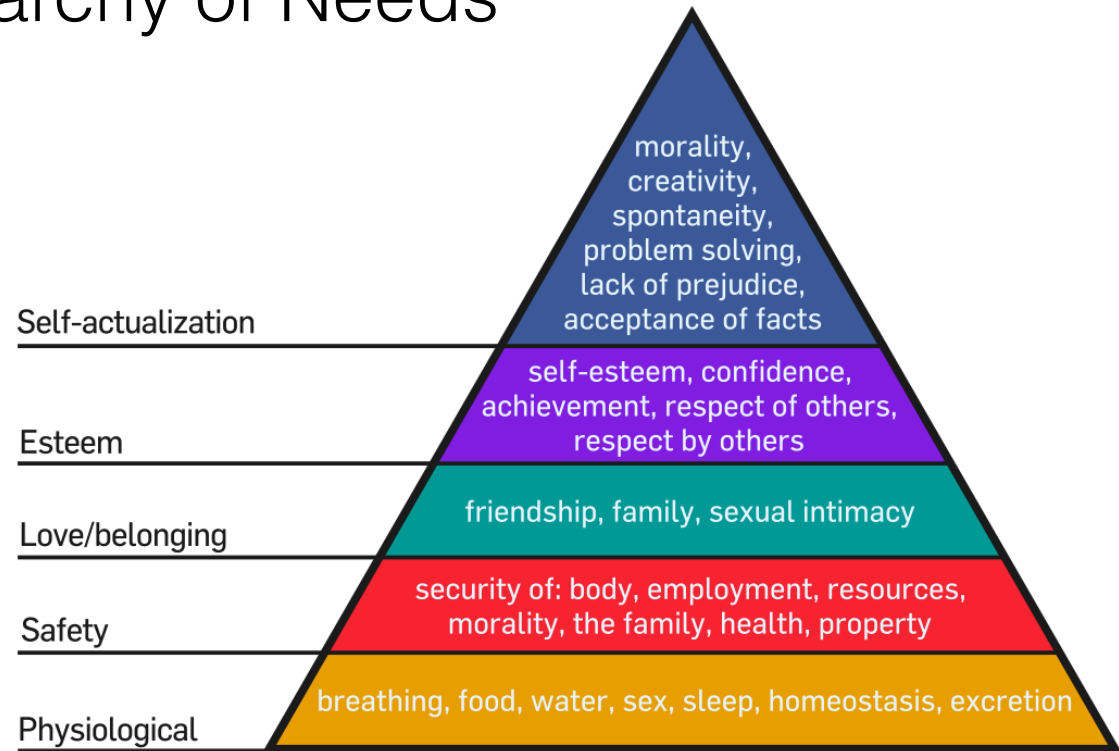
Hierarchical Organogram



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%)	

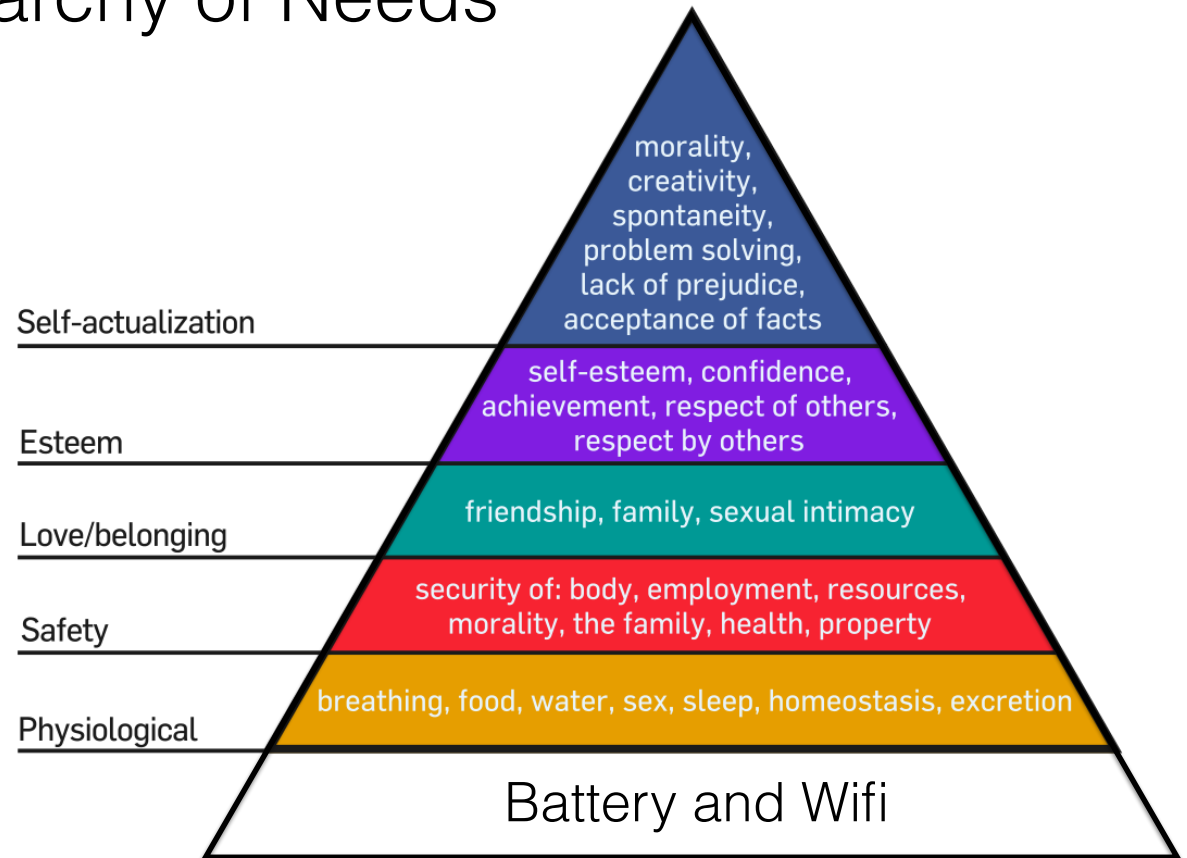
Hierarchy of Needs



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

By User:Factoryjoe - Maslow's Hierarchy of Needs.svg, CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=7964065>

Hierarchy of Needs



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

By User:Factoryjoe - Maslow's Hierarchy of Needs.svg, CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=7964065>

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_\(author\)](https://en.wikipedia.org/wiki/John_Adair_(author))

Work Types

Meredith Belbin (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

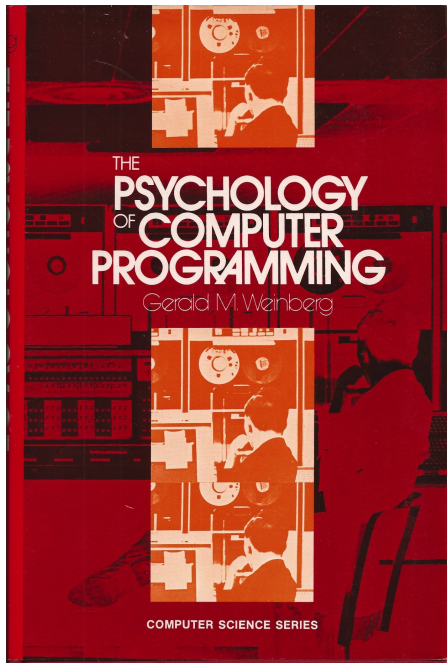
organise tasks, agreeing ways of co-operating, feels secure and comfortable

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

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

By Festival della Scienza from Genova - Robin Dunbar Uploaded by Duncan.Hull, CC BY-SA 2.0, <https://commons.wikimedia.org/w/index.php?curid=27496446>

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- **Acas provides expert and impartial advice on good practice, and support in finding solutions when relationships go wrong.**
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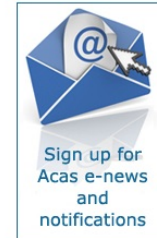
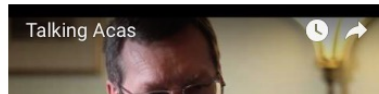
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 **Acas** @acasorguk
Here's 5 myths about disability in the workplace. Read more about this in our #disability guidance: bit.ly/20qhwPK #EqualityAtWork



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