4.   People

"There go my people.   I must follow them, for I am their leader." *(M. Gandhi, quoting Alexandre 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

Theory X and Theory Y companies

- Mc Gregor
  - Theory X: traditional heirarchical structure
    - Stick
    - Autocratic
  - TheoryY: People oriented
    - Carrot
    - Participative

Theory X

- People don't want to work, they have to made to do so
- People must be coerced, controlled, threatened
- Hierarchical structure, Defined roles, task oriented, little job flexibility
- Poor communication, status demarcations - "Them and us"
- Slow to change or adapt
- Traditional e.g. armed forces, smoke stack industry

Theory Y

- People want to work, but are prevented from doing so
- They will exercise self-control when comittted to common objectives
- Accept and seek responsibility
- Flat management structure (e.g Matrix)
- Good communications, little status
- People oriented: Flexible work teams
- Adapts well to rapid change
- Most modern computer companies

Management Structures

Hierarchical Organogram
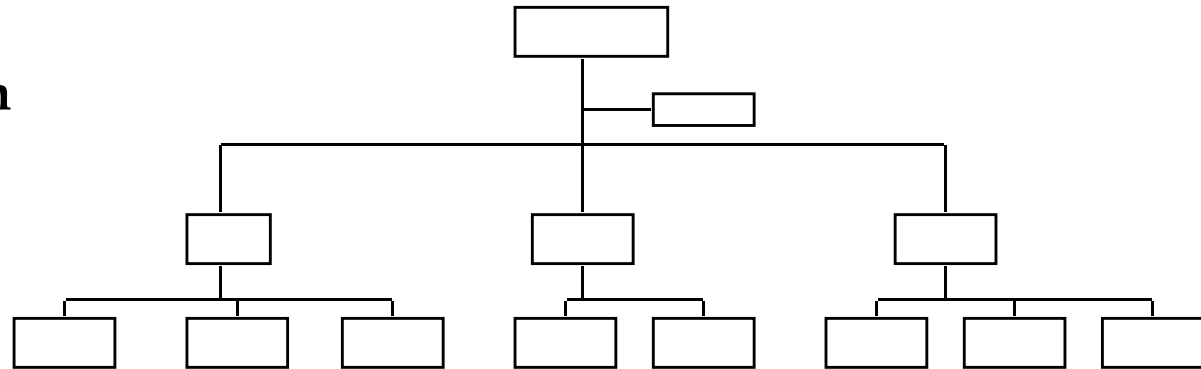
Matrix example

| Project -> People/Skill	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%)	

Human Relations

- Consider individuals
    - social needs
    - motivation
    - behaviour
- Focus on WORK done
- People are the key asset

Hierarchy of Needs

- Abraham Maslow

- Human needs arranged in levels

- As soon as lower level satisfied, the next level emerges and demands satisfaction

- Only <u>unsatisfied</u> needs motivate behaviour

Hierarchy of Needs

Growth

Realisation

Self Esteem

Recognition

Peer esteem

Belong, be accepted

Give and receive friendship

Protection from danger

Economic Security

Warmth

Food

Drink

Air

Self

Esteem

Social

Safety

Physiological
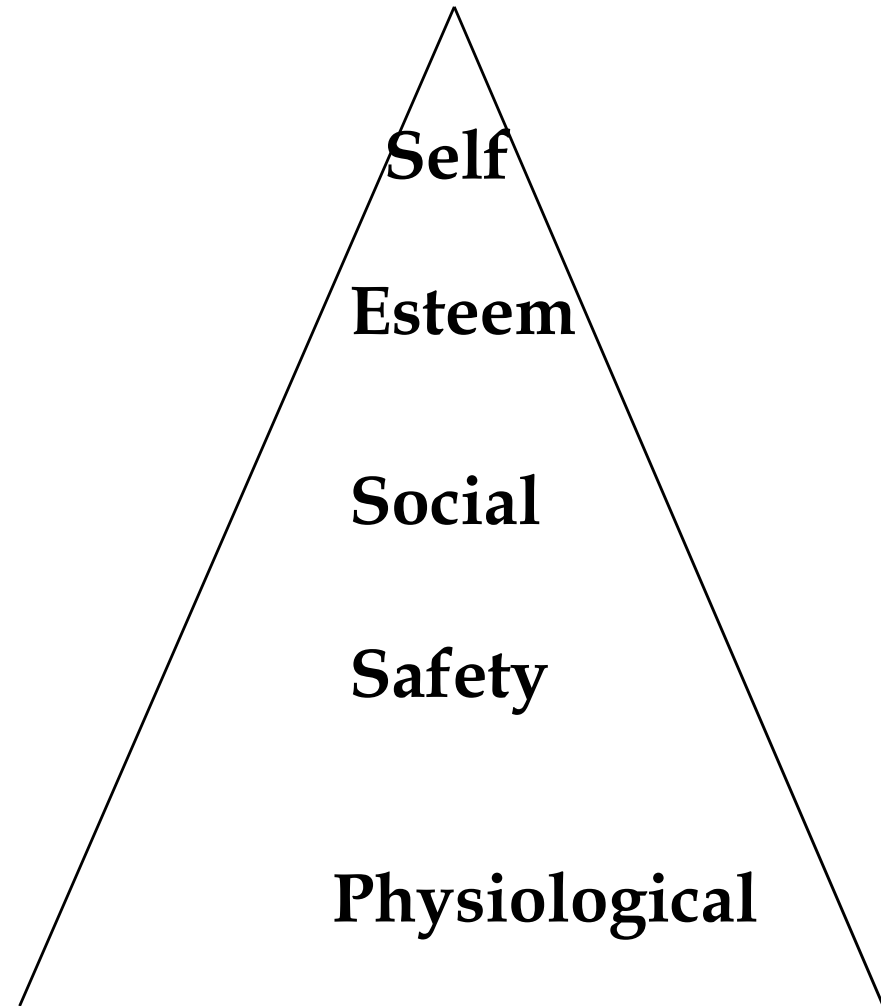
PAY is not a specific need, only a means

Groups and Teams

- Limit to project size an individual can tackle
- "7 people is a natural hunting group"
  - Company growth break points: 7, ~50, 350...
- Informal as well as formal communications

Groups

» (after John Adair)

- Definable Membership
  - a collection of two or more people identifiable by name or type
- Group Consciousness
  - Members think of themselves as a group
  - Collective perception and identification
- Shared Purpose
  - Common tasks, goals or interests
- Interdependence
  - Need to help each other to accomplish the purposes for which they joined the group
- Interaction
  - Communicate with each other
  - React to each other

Work Types
» (after Belbin)

- Chairperson
  - calm, controlled, self-confident
- Ideas person
  - individualistic, serious-minded, unorthodox
- Shaper/Starter
  - outgoing, dynamic, highly strung
- Company worker
  - predictable, dutiful, conservative
- Resource Investigator
  - extrovert, enthusiastic, curious, communicative
- Monitor/Evaluator
  - sober. unemotional, prudent
- Team builder
  - socially oriented, mild, sensitive
- Completer/Finisher
  - orderly, painstaking, conscientious, anxious

Stages in Group Development

- Forming
  - before individuals see themselves as a team
  - feels difficult, anxious, unsure
- Storming
  - challenge the leader
  - Hostility, aggression, emotions high
- Norming
  - organise tasks
  - co-operating, secure, comfortable
- Performing
  - work surges ahead, people perform well
  - openness, mutual trust and support, enthusiasm, inspiration
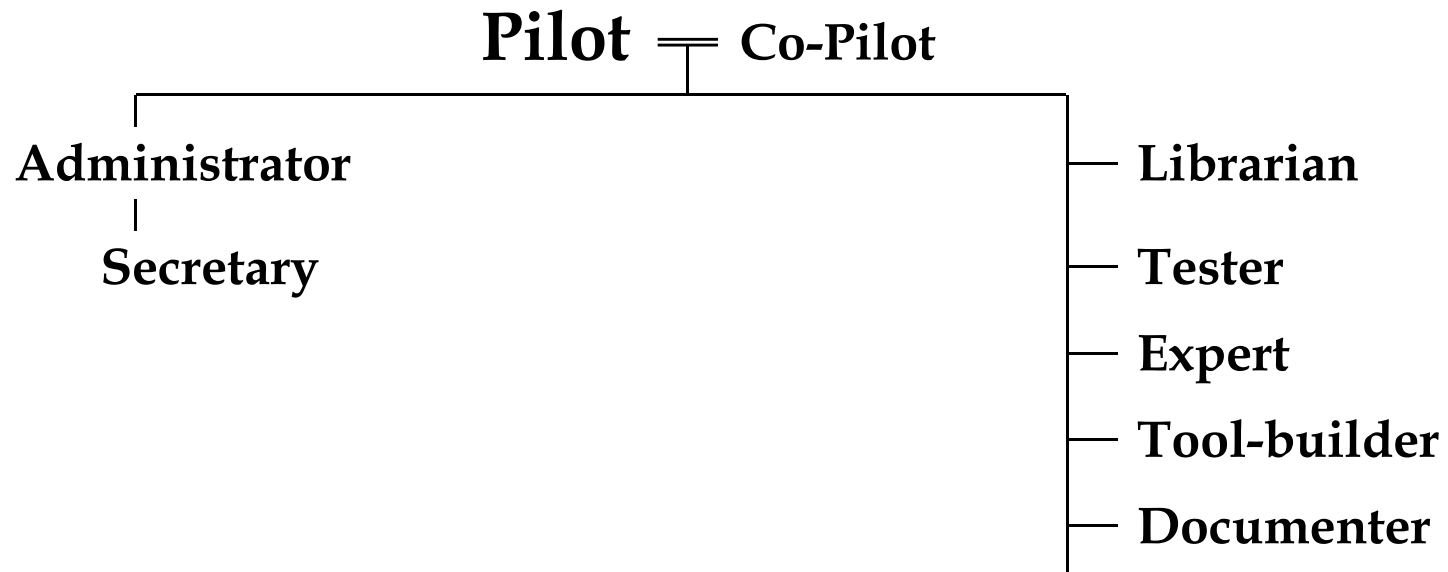
Ego-less programming

- Ego-less programming concept
- Culture
- It's OK to admit mistakes and ask for help

Networking

- Teams do not exist in a vacuum
  - Depend on help, co-operation with other teams to achieve objectives
- Pitfalls if they don't network
  - Inter-group hostility
  - Insularity and inward thinking
  - NIH factor

Chief Programmer Model

(after Brooks)

Pilot — **Co-Pilot**

Administrator

Secretary

Librarian

Tester

Expert

Tool-builder

Documenter

Hiring and firing

- Employment contract/Statement
  - Hours and holidays
  - Remuneration
  - Grievance procedure
- Firing:
  - 2 verbal, 2 written warnings - keep records
  - Redundancy

Non-discrimination

- Sex
  - harassment
- Race
  - Must show reason for non-nationals
    - work permit
- Disability
  - "Differently abled"

Recruitment

- Personal contact
- Advertisements
  - Net
- Agencies

Interviews

» Recruitment
» Appraisal

- Why
  - Learn more about candidate
  - Compare with job spec
  - Give candidate further information about the organisation
  - Encourage positive feeling about organisation
- Preparation
  - Who needs to know, or be present?
  - Who greets, refreshments, room, seating,
  - Questions and outline
  - Report form
  - Circulate papers

Conducting Interview

- Problems
  - Pre-conceived ideas
  - Only remembering last candidate
  - Eye conduct
- Discussion
  - Create rapport - smile
  - Summarise/reflect
  - Listen - don't talk
    - Tone
    - Body language

Interview

- Questions
  - Speed/pace
  - Open/closed
  - Situational
  - Probing
  - Stress- why?
- Close
  - Check plan - covered everything?
  - Any questions?
  - Explain next stage
  - Check still interested

Interview -after

- Make the decision
  - skills
  - Personal qualities
  - Best compared to rest
  - CV's
    - Check references
    - Check unexplained gaps
    - Check unusually short job duration
- 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 manager assessment
  - Key objectives
  - Development plan
  - Actions - jointly agreed
  - Follow-up

Interview

- 15 minutes to sell yourself
- Be yourself
- Enthusiasm, achievements
- Questions
  - What are the best and worst aspects the company?
  - Where will I be in 3 years time?

Communication skills

- Say it three times
- Not more than three major points
- What does the target audience know?