

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 10

People Management Skills (Part 1)

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Learning Outcomes

The fundamentals of specialist people management skills as related to

- (a) strategic people management
- (b) problem solving and decision making
- (c) analytical and critical skills
- (d) research skills
- (e) selection interviewing skills
- (f) coaching and mentoring skills
- (g) negotiation skills
- (h) change management skills
- (i) influencing skills



Strategic people management skills



Strategic role of HR

- HR strategic activities support the achievement of the organisation's goals and values.
- It aligns HR strategies with business strategies.
- Ensures that it has the quality and engaged people it needs
- HR must be fully responsive to the strategy and business model of the business
- HR is not a rule to itself. It is not HR for HR but HR for the business or organisation



Strategic business model

- HR practitioners share responsibility with their line management colleagues for the success of the enterprise.
- HR can be described as business partners who have the capacity to identify business opportunities, to see the broad picture and to understand how their role can help to achieve the company's business objectives.
- They integrate their activities closely with top management and ensure that they serve a long-term strategic purpose.
- They anticipate needs, act flexibly and are pro-active.



Strategic skills required

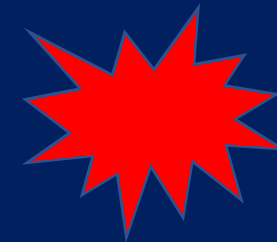
- Thinks about what the organisation wants to be and become and what they can do to ensure this happen.
- Have insight into the real needs of the business and its people and will take a broad view of where the business is going.
- Capable of seeing the “big picture”, looking beyond the confines of the immediate problems they and the business face to what lies ahead, how these problems can be solved, and what they can do to support the efforts of other people.
- They need business, problem-solving and analytical skills.



Video

People Manager's Role & Skills

<https://www.youtube.com/watch?v=w9pfAZo-MbI>



Problem solving and decision making



What is problem solving?

The process of analysing and understanding a problem, diagnosing its cause and deciding on a solution that solves the problem and prevents it being repeated.



Video – Bullet proof decision making

https://www.youtube.com/watch?v=mGz_LHY7XBE



Pause for thought

Problems are a means to develop and grow
.....is it a “problem” or an opportunity?



12 problem-solving steps

Define the situation

Evaluate alternative solutions

Specify the objectives

Weigh and decide

What could have caused the problem
(hypothesis)

Decide on the objective

Get the facts

Identify steps for each solution

Analyse the facts

Plan implementation

Identify possible courses of action

Implementation



10 approaches to decision making

Define the problem

Learn from the past

Avoid procrastination

Be systematic

Expect the unexpected

Take it through

Think before you act

Leave time to think it over

Be careful about assumptions

Consider the potential consequences



Analytical and critical thinking



Critical thinking – ability to

Recognise problems
and establish ways of
dealing with them

Interpret data

Test conclusions and
assumptions

Reconstruct ideas by
analysing evidence

Gather and organise
information

See the logical
relationships between
proposals

Draw conclusions

Identify unstated
assumptions and
values

Testing propositions

Was scope of
investigation
sufficient?

Is data collected
representative?

Are there any
contradictions?

Any conflicts with
other views?

Have they been
tested against original
proposition?

Could there be other
equally valid
conclusions

Are there other
factors that have not
been taken into
account?

Critically evaluating research

Is research sufficient?

Are results
consistent?

Are perspectives
clear?

Were hypothesis
tested?

Misleading errors or
bias?

Are arguments
subjective?

Reliable evidence?

Balanced approach
adopted?

Underlying
assumptions
identified and
justified?

Interrelationship of
parts?

Were all the different
factors examined
closely?

Was research
reconstructed to
complete a whole
aspect?

Developing and justifying arguments

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Developing an
argument

Based on a
principle that sets
out the
underpinning
assumptions

Justifying an
argument

Supplies reasons to
accept the
proposition or
point of view



Research skills



Planning and conducting research programmes

1. Define research area
2. Formulate research question
3. Review literature
4. Develop theoretical framework
5. Finalise research question
6. Formulate hypothesis (assumption or statement) or propositions
7. Design the research
8. Draw up research programme
9. Prepare and submit proposal
10. Conduct research
11. Develop conclusions
12. Make recommendations



Methods of collecting data

1. Interviews
2. Questionnaires
3. Surveys
4. Case studies
5. Observation
6. Diaries
7. Experimental designs



Approaches to research

Quantitative vs
qualitative

Inductive (conclusions
from observations) or
deductive (logical
reasoning)

Testing of hypothesis

Common processes used
by other researchers

Informed judgements
through critical
evaluation

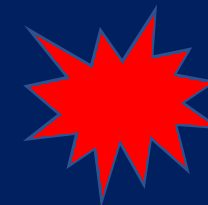
Use of critical thinking to
establish degree of
validity supported by
evidence

Selection and interviewing skills



Video – Selection interviewing

https://www.youtube.com/watch?v=X_wlv75WYnQ



Preparing for interview

Read Job Description

Ensure candidates have the right information about job

Read candidate's CV

Decide on type of interview

Prepare questions

Decide how candidates will be assessed (scoring / qualitative)

Plan interview

Interviewing skills

Establish rapport

Questioning

Listening

Maintain continuity

Keeping control

Note taking

Types of questions

Capability

In what ways do you think your experience fits you to do this job?

Behavioural event

Could you describe an occasion when you completed a project or task in the face of great difficulties?

Situation-based

What would you do if you were to perform a task you've never done before ?

Strength-based

What are you good at doing?

Coaching and mentoring



Video – Coaching and mentoring

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<https://www.youtube.com/watch?v=ngTPeNdIWAE>

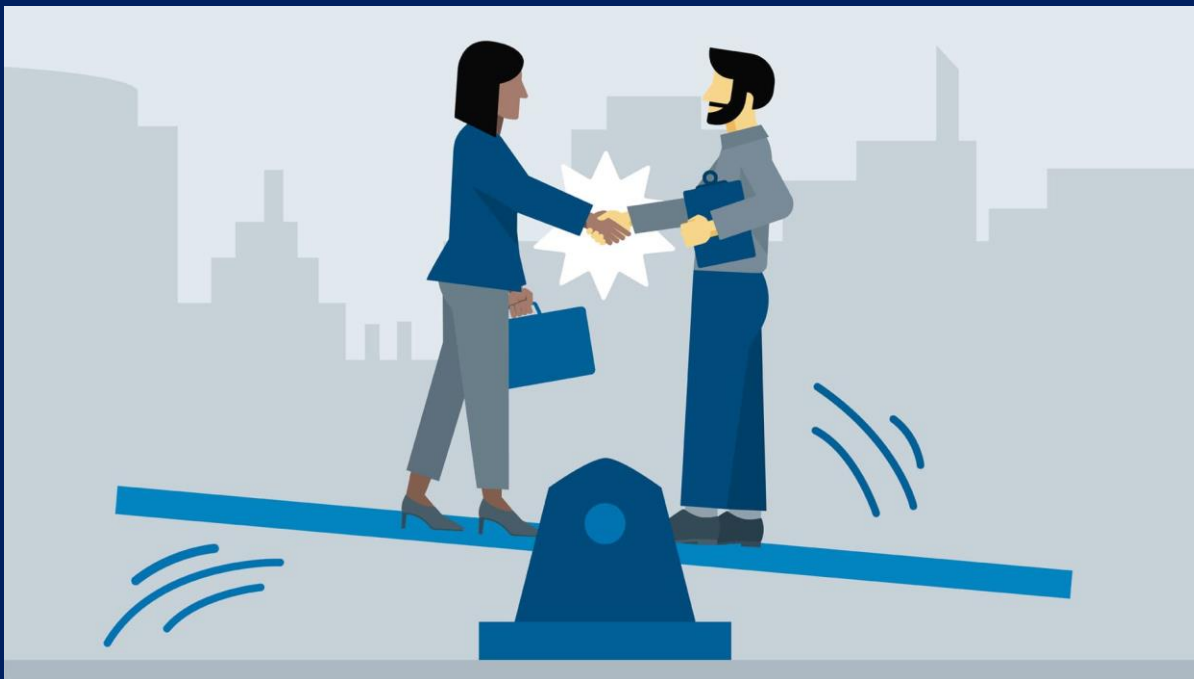


Negotiation Skills



Process of negotiation

It takes place when two parties meet to reach an agreement



Stages of negotiation



Negotiating and bargaining skills

- ✓ Analytical ability
- ✓ Empathy
- ✓ Interactive skills
- ✓ Communications skills



Change management skills



What is it?

The process of leading and facilitating change – initiating and achieving the smooth implementation of new developments and initiatives by planning and introducing them systematically and allowing for the possibility of their being resisted.



Levers for change

Methods or
approaches that can
be used to achieve a
desired result



The psychology of change management

To persuade a person to start, conduct and complete a behaviour, you need to ensure that:

- The person can see the purpose of change
- Rewards and recognition supports the new behaviour
- Individual has skills for the new behaviour
- Role models to behave as such



Leading the change

Involves initiating and managing culture change and the introduction of new structures, systems, working practices and people management processes.



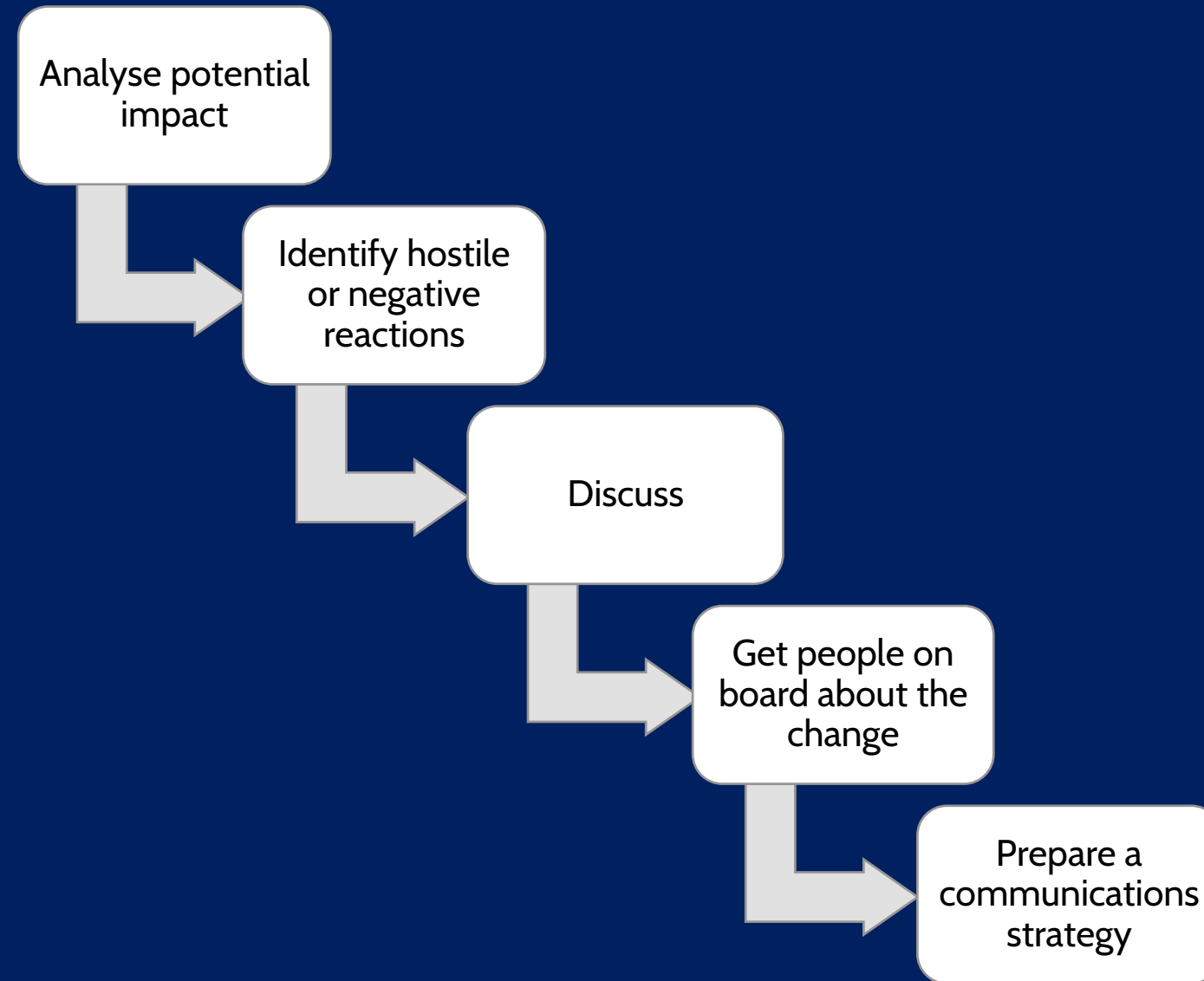
The change process

Awareness about
need to change

Analysis of
situation and
factors that have
created it

Identify possible
courses of action

Overcoming resistance to change



Implementing change

- Build the needed skills and organisational capabilities to gain support of the workforce
- Support the organisational changes and learning required to behave in new ways



Influencing skills



Main areas

INFLUENCING PEOPLE – regarding thinking and decision making

PERSUADING PEOPLE – it's like selling, needs patience and tactfulness

CASE PRESENTATION – to convince people to believe in your views

MAKING A BUSINESS CASE – reasons why a proposed course of action will be beneficial

FACILITATING – helping group reach conclusions through ideas and solutions

COORDINATING DISCUSSIONS – getting active participation



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