

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 4

Managing People & Teams

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Learning Outcomes

- What is meant by managing people at work
- How to manage people individually and as a team
- Different characteristics of people at work
- Communicating with others
- Developing and maintaining a high performance team



What is involved in managing people



Question

- Have you ever been a school captain? cricket coach? Involved in leading a team to achieve something
- How did you go about it?
- How did you get results?
- What obstacles did you face?
- How did you make best use of the members in the team?



What do managers do?



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Steve Jobs on Managing People

<https://www.youtube.com/watch?v=f60dheI4ARg&t=74s>



Key aspects of management

- **Exercising authority** – expertise and wisdom not power
- **Making things happen** – getting things done, taking personal responsibility – people need to know objectives, road
- **Prioritising** – which things to do first based on objectives
- **Exercising control** – to avoid things going wrong / achieve results
- **Problem solving** – nothing is perfect, issue is how to solve them effectively
- **Being decisive** – choice between alternatives, many times while involving others



Competence of managers

- **Achievement orientation** – what, how, when, quality
- **Business awareness** – understand the business and its context
- **Communication** – verbally / visually / persuasively
- **Customer focus** – internal and external
- **Developing others** – feedback / support / coaching / motivation
- **Flexibility** – adapt as required according to circumstances
- **Planning** – courses of action / scheduling
- **Problem solving** – analyse situations / courses of action
- **Teamwork** – working cooperatively and flexibly with others



Management



Achieving results by obtaining, deploying, using and controlling resources – people, money, facilities, IT etc

Leadership



Focuses on **PEOPLE** – developing and communicating a vision, motivation and engagement

Management vs Leadership - Video

<https://www.youtube.com/watch?v=Tddlkly1cC0&t=33s>



Leadership styles

CHARISMATIC – personality / inspiration / visionary
NON-CHARISMATIC - rely on know-how / “cool” / quiet confidence

AUTOCRATIC – impose decisions / force
DEMOCRATIC – involve others / consensus

ENABLER – empower others
CONTROLLER – command others to comply

TRANSACTIONAL – Trade money, jobs for compliance
TRANSFORMATIONAL – motivate people to achieve a result

Leadership styles - Video

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<https://www.youtube.com/watch?v=lje3bd61SNs>



Managing people individually and as a team



Situational Leadership Theory

created by Paul Hersey and Ken Blanchard

Participate

Delegate

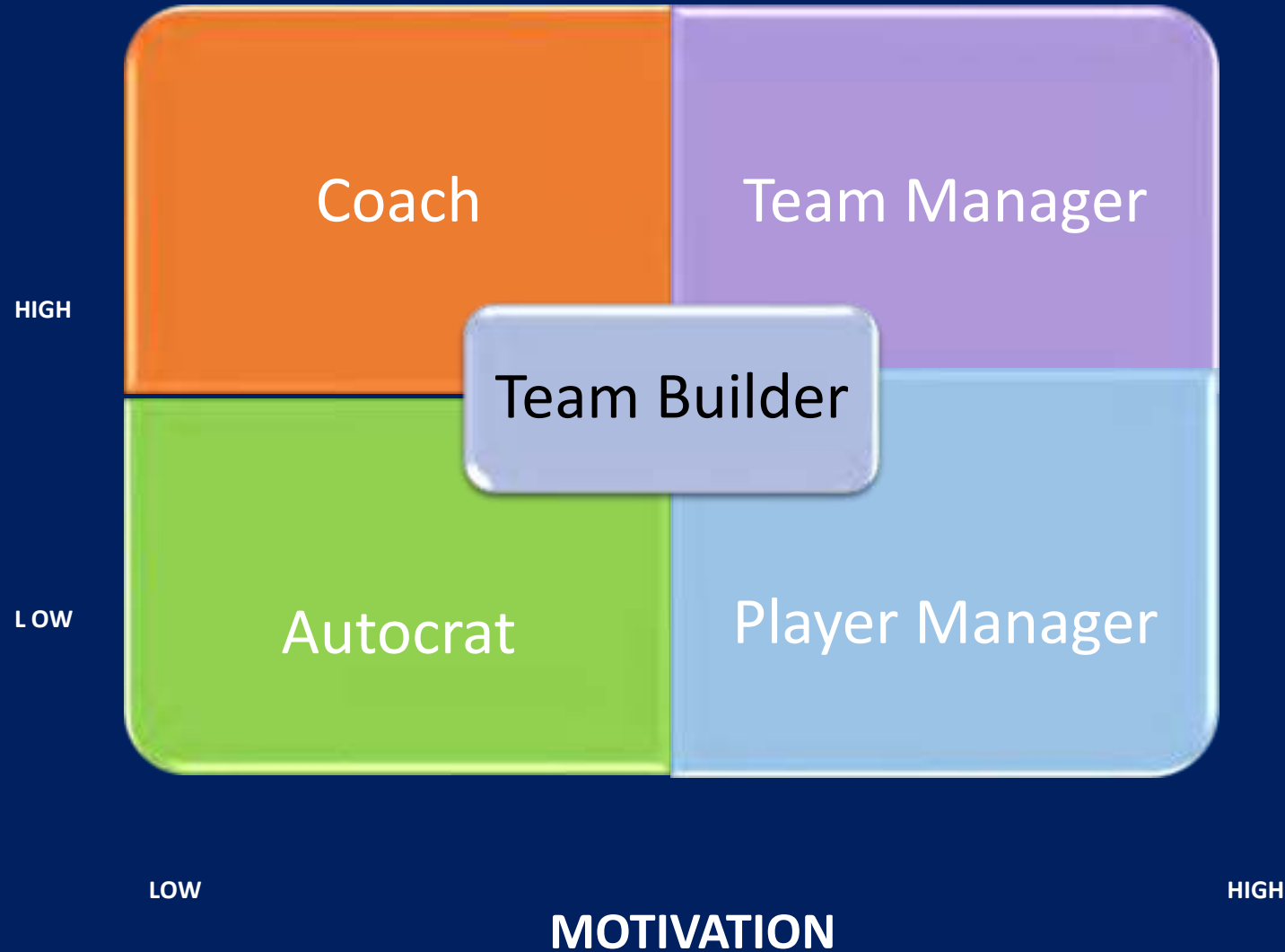
SELL

TELL



Managing Teams

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Different characteristics of people at work



Type of workers

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Operators

(See job as just to earn money. Not motivated. Do not seek to advance)

Givers

(Find meaning to being of service to others)

Artisans

(Experts in their field)

Explorers

(Like autonomy and freedom)

Strivers

(Professional success, value status &
compensation)

Pioneers

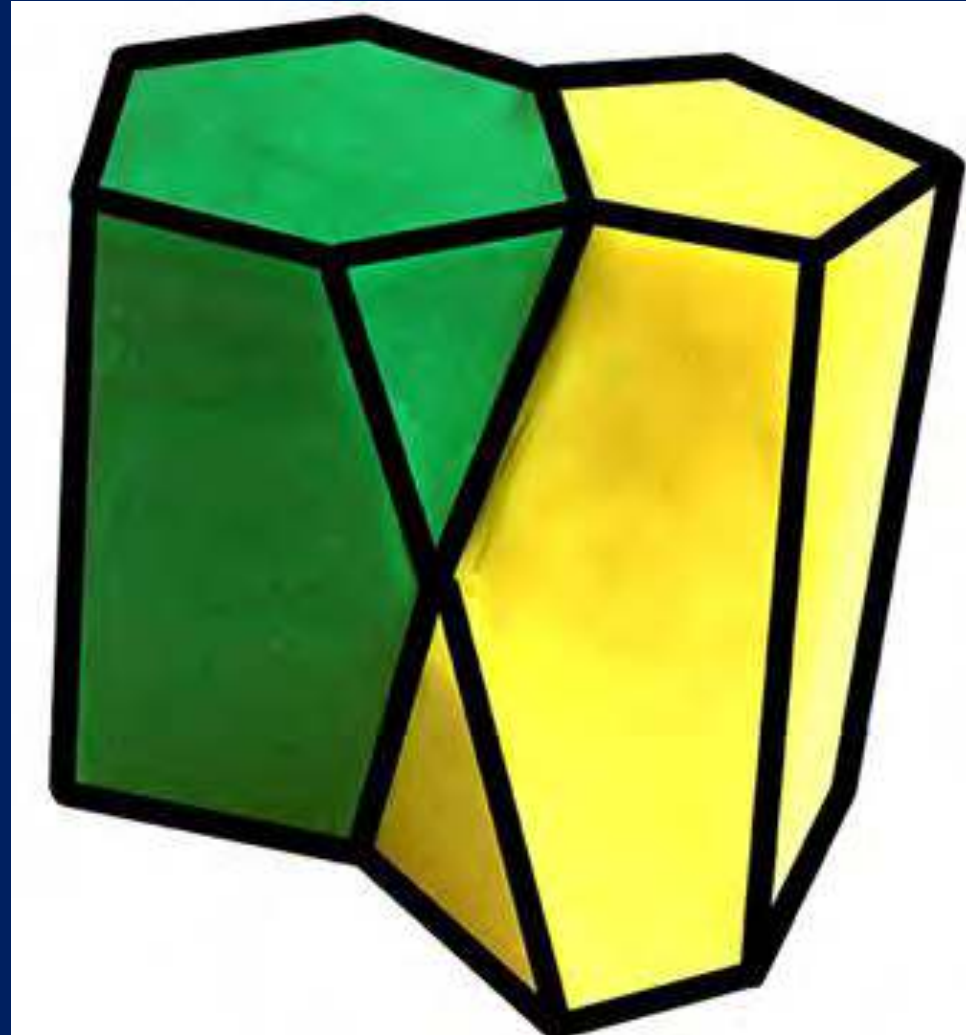
(Entrepreneurial spirit – wanting to take the
lead and change)

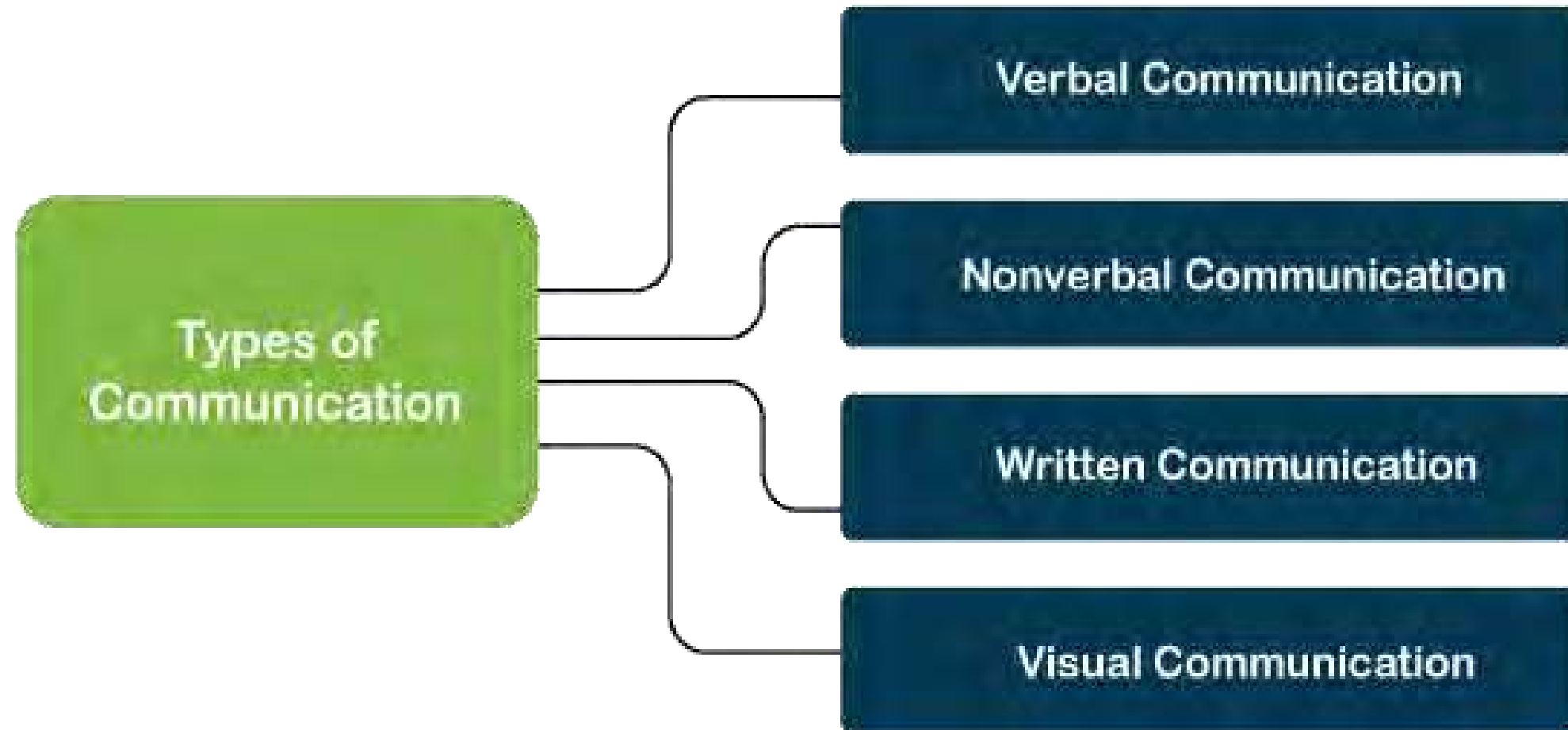
Communicating with others



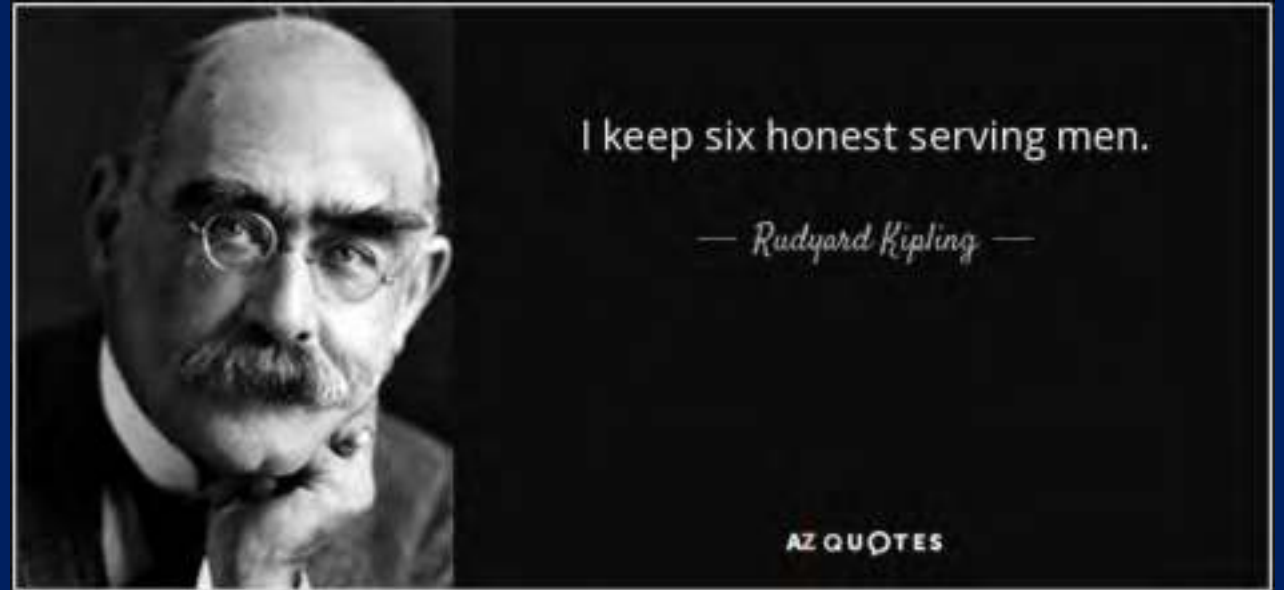
Volunteer to describe a picture

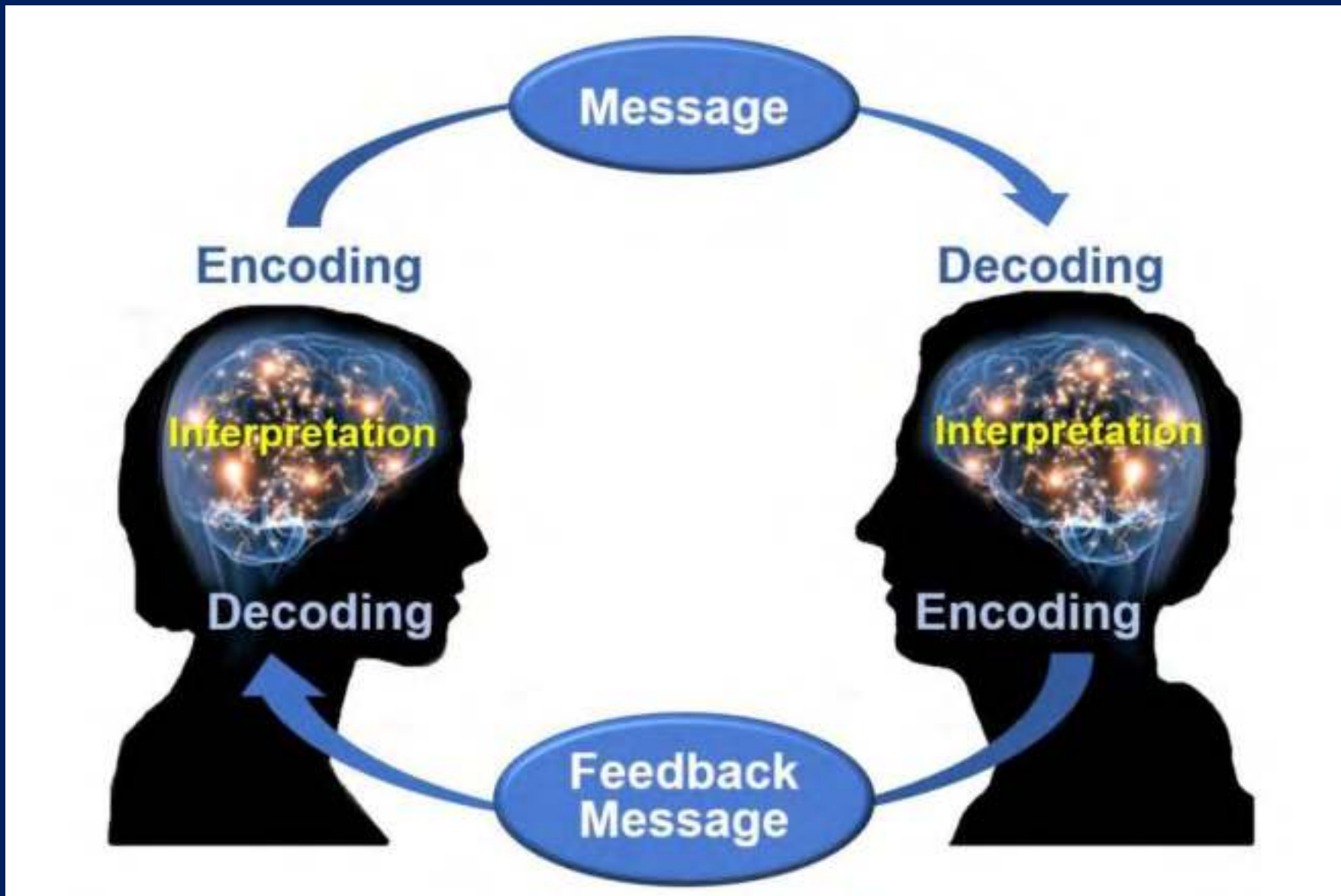
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- **Why** do we need to communicate?
- **What** do we communicate?
- **When** do we communicate?
- **Who** do we communicate with?
- **Where** do we communicate?
- **How** do we communicate?





Barriers to communication

Physical

(Time / Place /
Medium)

Cultural

(Different ways of
doing things)

Semantic

(Different meanings
of words)

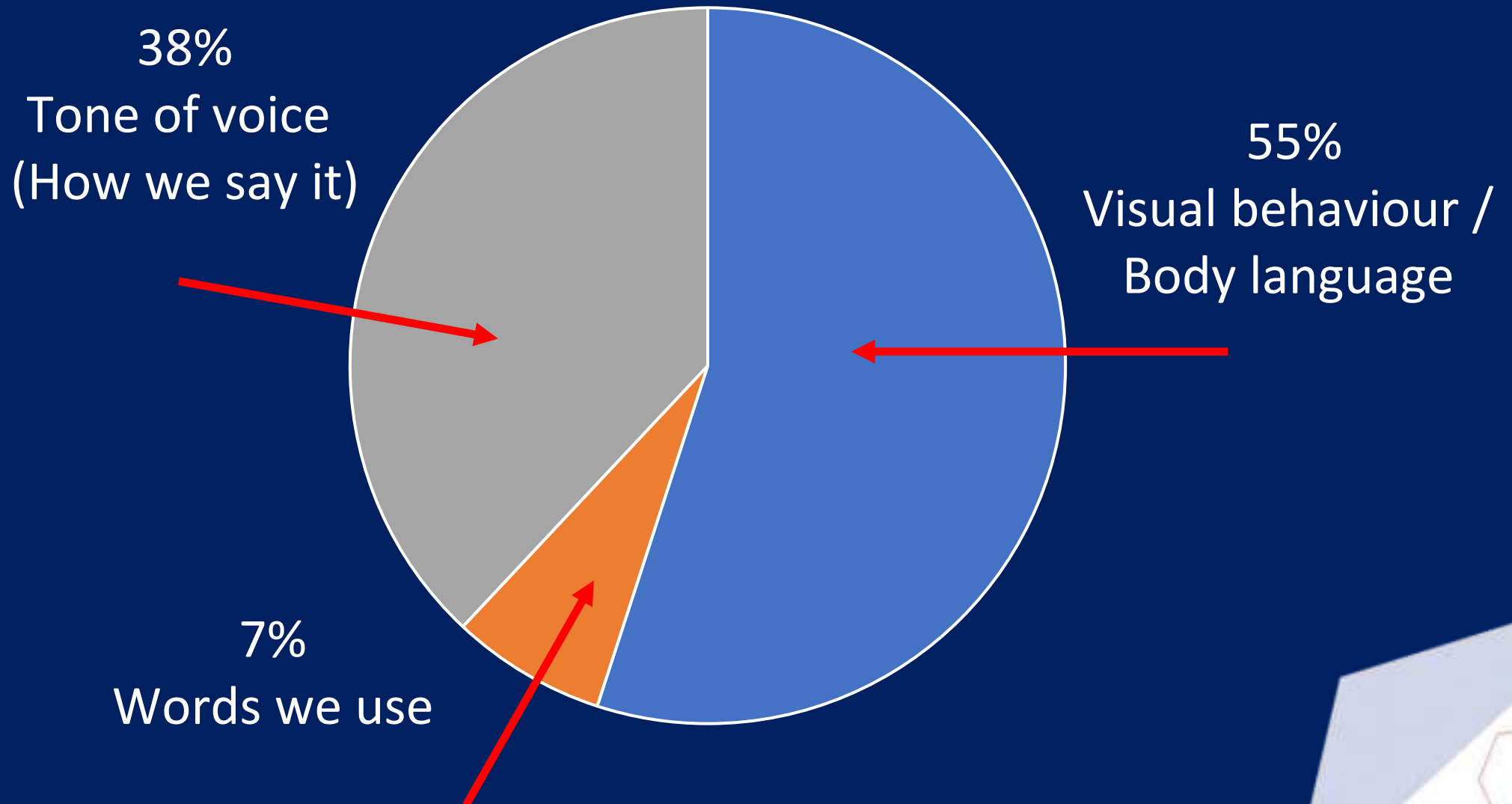
Emotional / Psychological

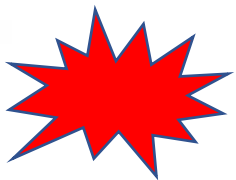
(Our moods / how
we come across)

Perception of reality

(Different
interpretations
based on
experience)

How we communicate





Effective Communication Skills in the Workplace - Video

<https://www.youtube.com/watch?v=QGHBq50EsBM>



Developing and maintaining high performance teams



What is a team

“A team is a group of people with complementary skills who work together to achieve a common purpose”



What makes a high performing team?

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Characteristics of teams

Contribute through skills, experiences and insights

Have set of common values and purpose

Driven by performance challenges

Teams are better than individuals

Flexible and responsive

Deep sense of commitment to achieve results



Achieving good teamwork

Establish
direction

Select right
members

First actions

Performance
standards

Assess
performance

Praise /
rewards

Build team
spirit

Review
performance

Learning &
development
opportunities

Make use of
learning
activities

The Power of Teamwork – video

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<https://www.youtube.com/watch?v=8PAnd4fVpxs&t=113s>





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