

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 7

People Management Skills

Lecturer: John Muscat Drago

Date: 9th December 2023



Undergraduate Diploma in
Business Administration

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
- (j) Leadership skills
- (k) Conflict management skills
- (l) Handling business issues from an HR angle
- (n) Project management skills
- (o) Communication 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

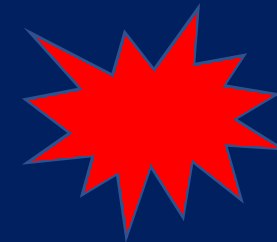
- Thinks about what the organisation wants to be and become and what they can do to ensure this happen.
- Have insight into the real needs of the business and its people and will take a broad view of where the business is going.
- Capable of seeing the “big picture”, looking beyond the confines of the 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-Mbl>



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.



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

Specify the objectives

What could have caused the problem
(hypothesis)

Get the facts

Analyse the facts

Identify possible courses of action

Evaluate alternative solutions

Weigh and decide

Decide on the objective

Identity steps for each solution

Plan implementation

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



Video – Bullet proof decision making

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



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

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



Preparing for interview

Undergraduate Diploma in
Business Administration

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

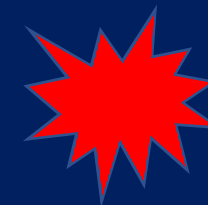
What would you do if you were to perform a task you've never done before ?

Strength-based

What are you good at doing?

Video – Selection interviewing

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



Coaching and mentoring



Video – Coaching and mentoring

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

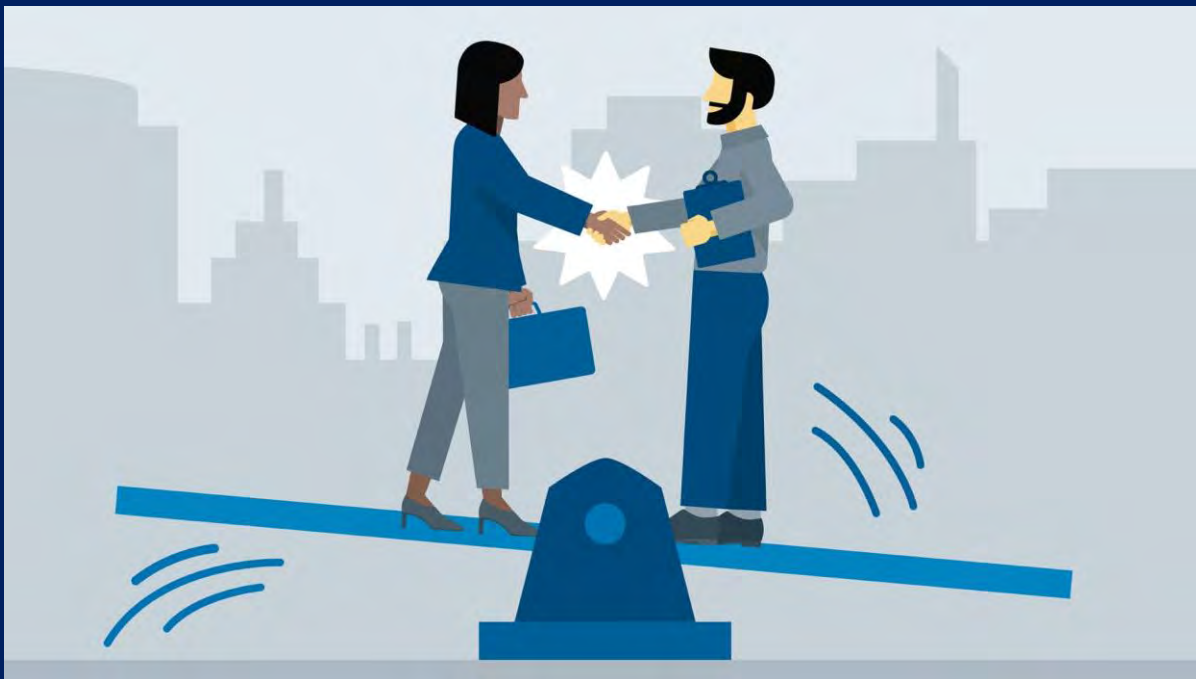


Negotiation Skills

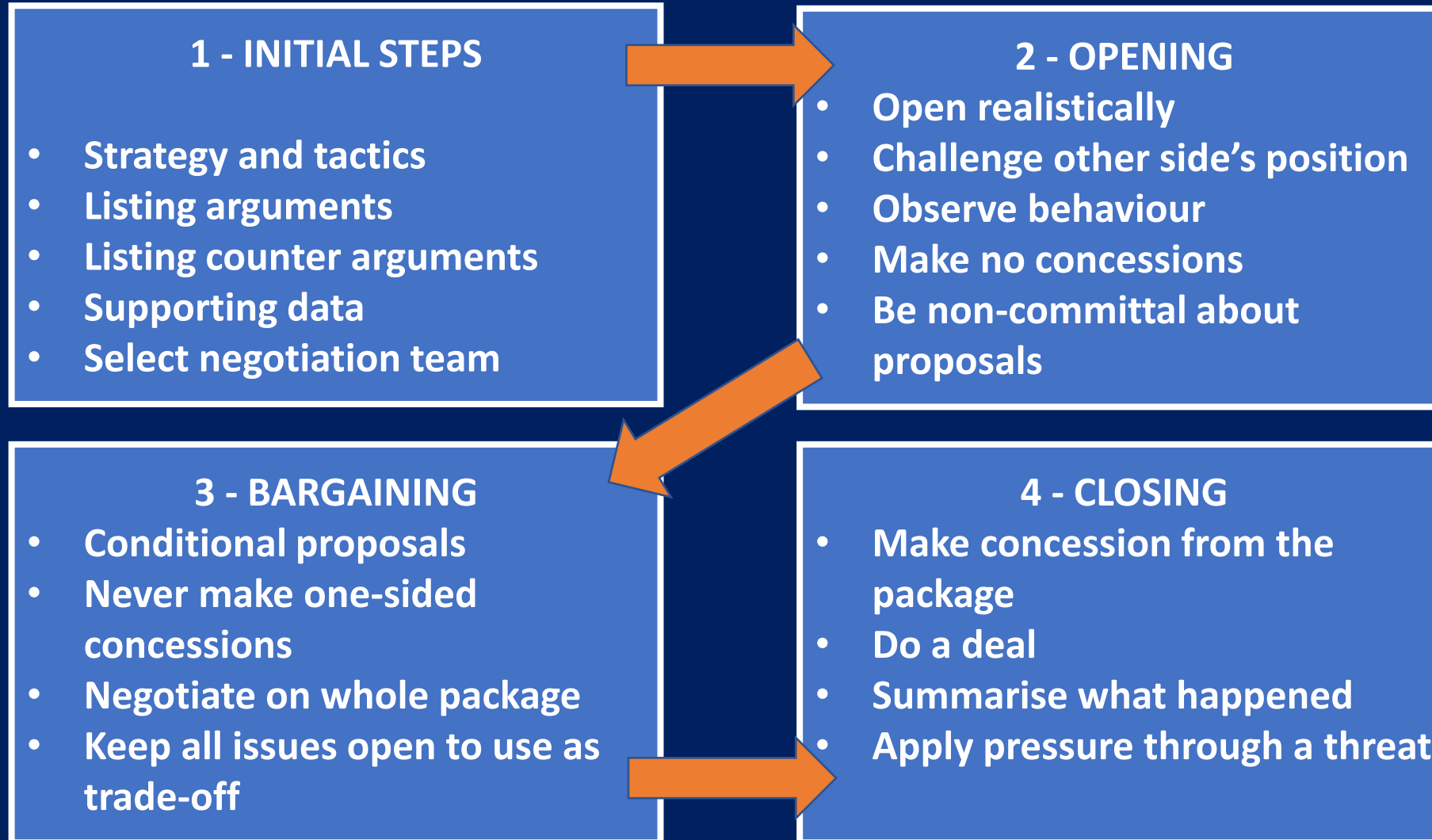


Process of negotiation

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.



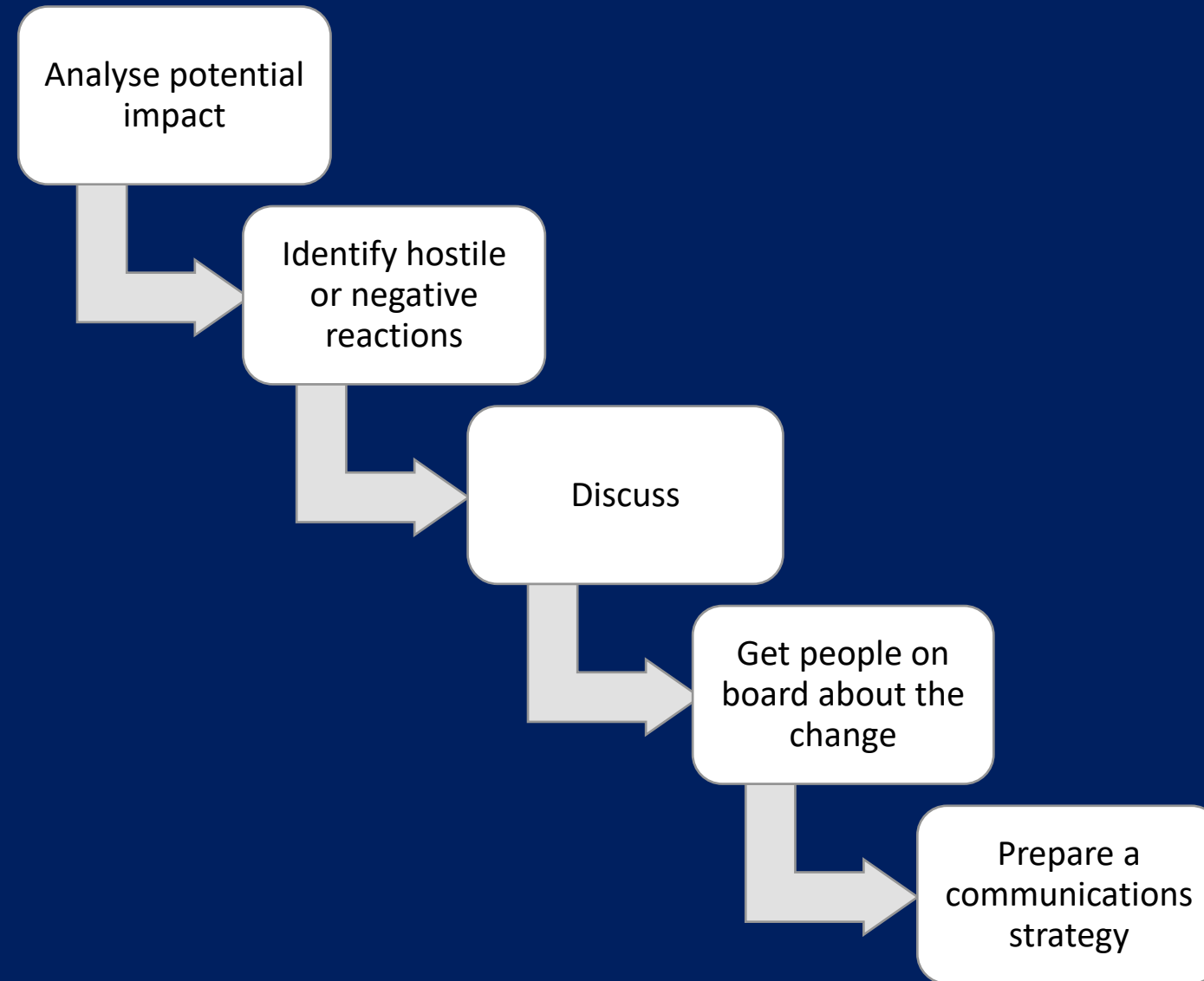
The change process

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



**Undergraduate Diploma in
Business Administration**

Leadership skills

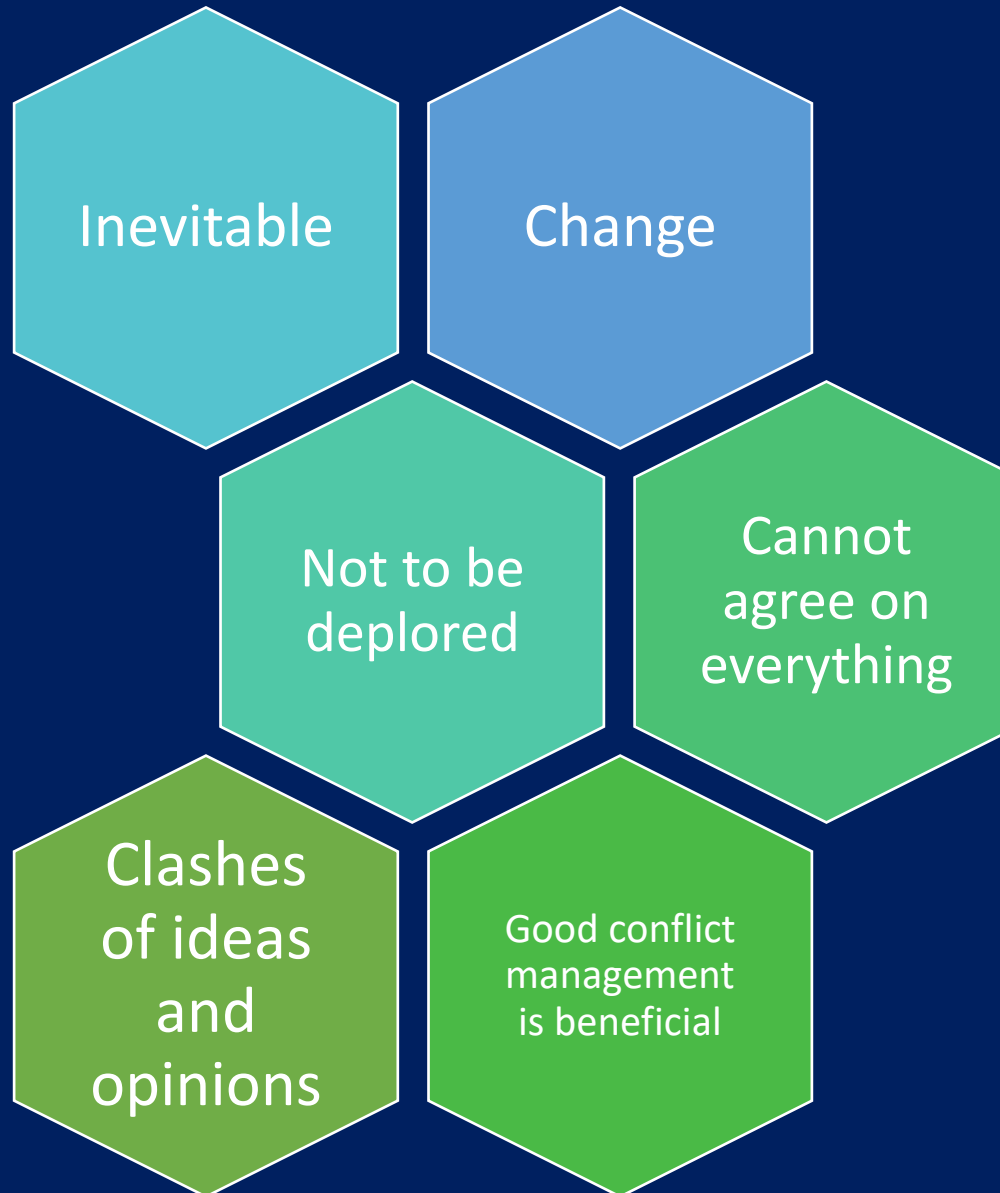
(Please refer to session Lecture 4 - Managing People and
Teams – Slides 11 to 15)



Conflict management skills



Introduction



Handling inter-group conflict

Undergraduate Diploma in
Business Administration

**Peaceful
coexistence**

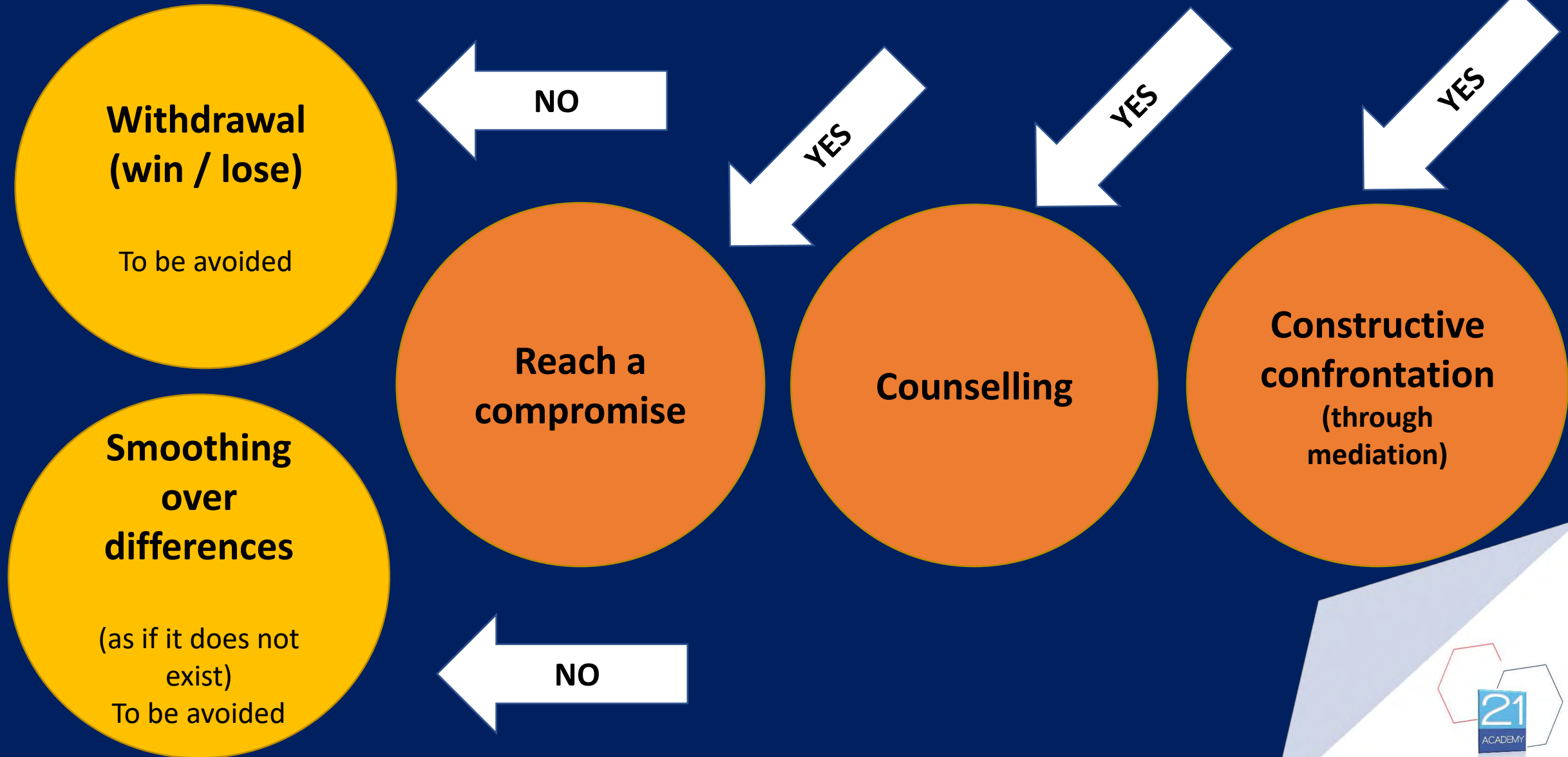
Compromise

**Problem
solving**



Handling interpersonal conflict

Undergraduate Diploma in
Business Administration



Resolving conflict between team members

Obtain overview

Find out who is involved

Talk to each of the parties to the conflict

Talk to other members of the group

Evaluate what you hear from all

Reach preliminary conclusions

Bring parties together to discuss situation

Try to diffuse situation

If all else fails – take direct action

Handling business issues from an HR angle



Key points when investigating business issues from an HR perspective

- Identify business issues that are of strategic importance
- Establish extent and nature of any people factors that affect these issues
- Critically analyse and discuss relevant HR policy
- Conduct research (internally and externally) to find out cause and affect
- Analyse quantitative and qualitative information using HR analytics
- Draw realistic and appropriate conclusions from analysis and research
- Make recommendations based on costed options



Project management skills



Definition



Involves the planning, supervision and control of any activity that leads to a defined outcome at a predetermined time based on a budget and standards of performance.

What?

Why?

Who?

How
much?

When?

Where?

Project planning steps



Setting up the project

Select and
brief team

Obtain and
allocate
resources

Finalise
programme

Define
control
systems

Establish
target
dates

Controlling project



Communication skills

(Please refer to session Lecture 4 (Managing People and Teams – Slides 23 to 31))





**Undergraduate Diploma in
Business Administration**