



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



BMMB7025

Managing People in Organisations

Week 2

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(Hons), CHE, CHIA



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Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

Agenda

- Why is managing people so important?
- Why is it so hard?
- What happens when we get it right? Wrong?
- What is Human Resource Management (HRM)?
- Where is people management heading towards?

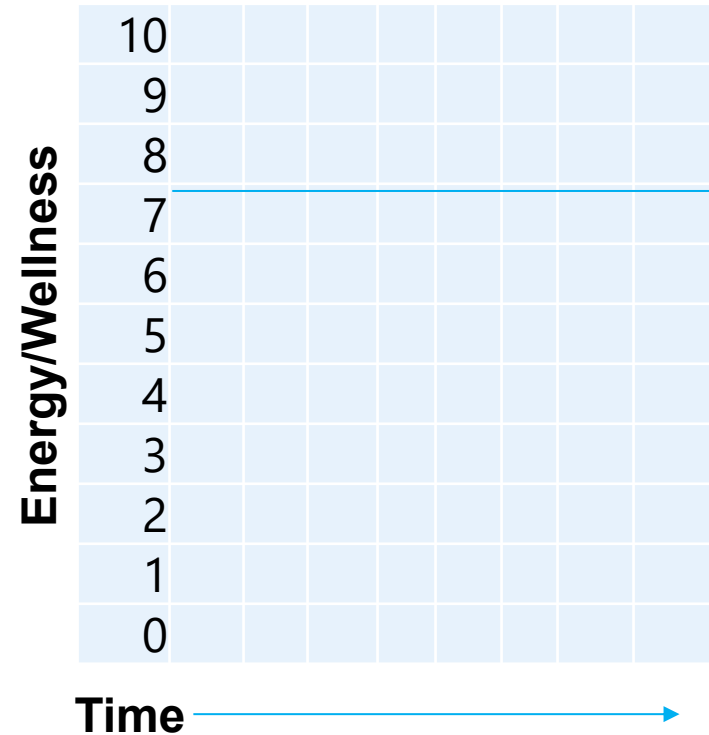
Re-cap of the last session !

People Management

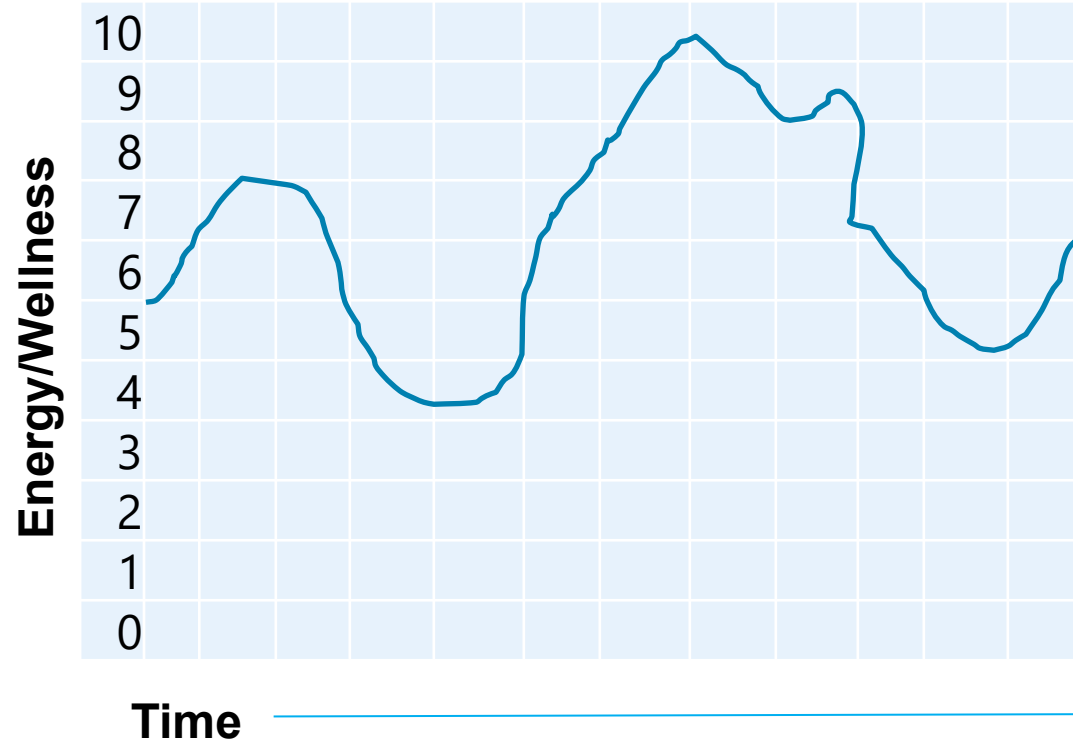


We are all different and weird...

How most work & life is “designed”



Our own normal energy flow normally
(any given day, week, year)



What do you notice about your energy & wellness? Highs? Lows?

What can I/we do so that you move up from where you are?

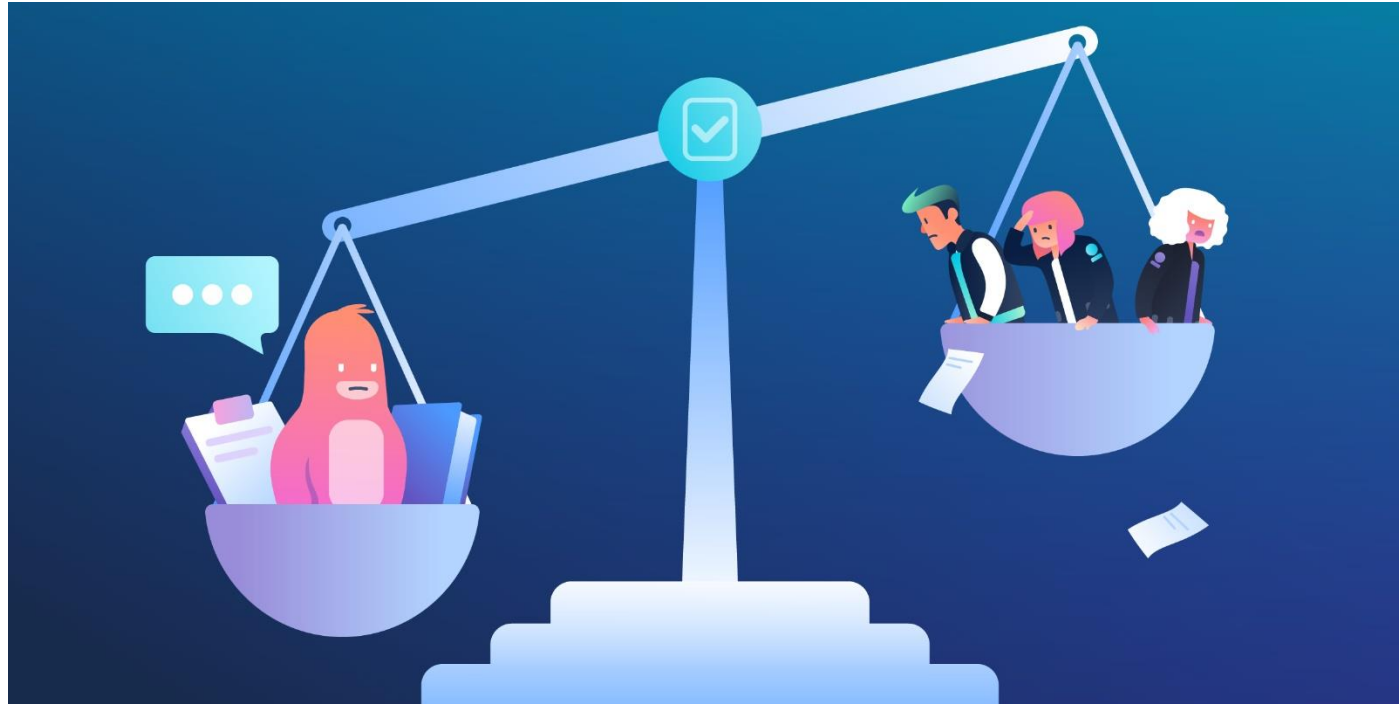
How can I help you to have as much energy/wellness at work as possible?

Gestalt/Dialectical Tension

“Me”

“Master
of own
ship”

Invictus – Henley



“You/Us”

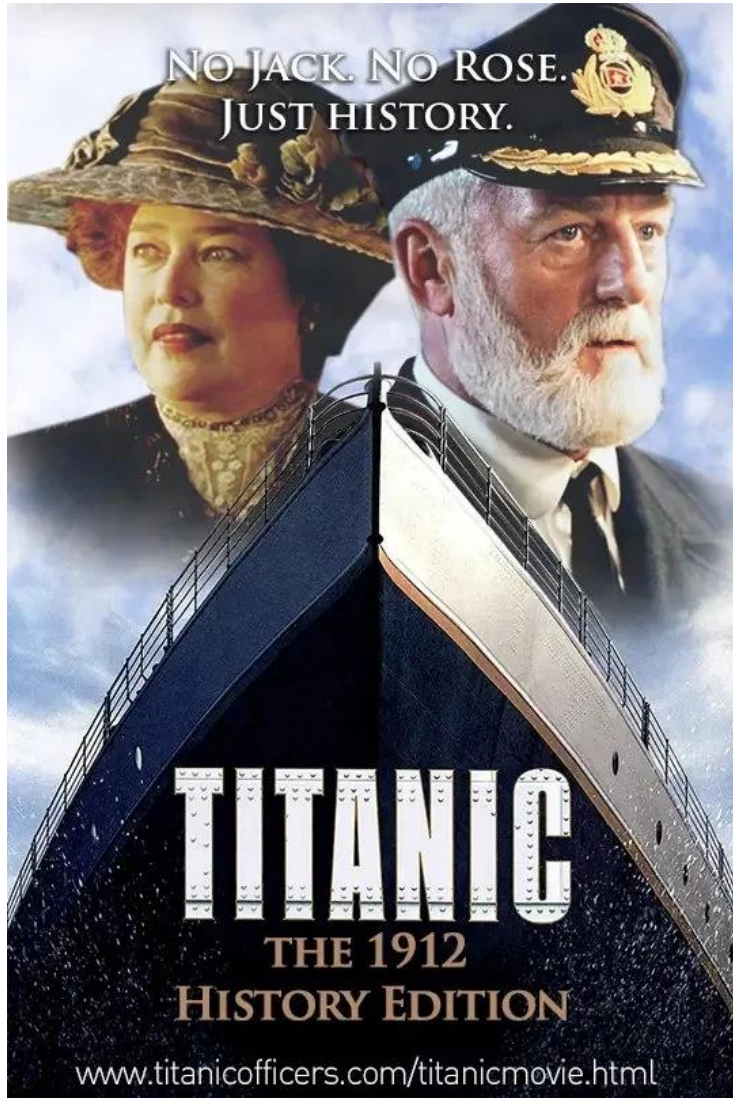
“No man
is an
island”

J Donne

Both are true and their focus and force are ever changing

How does an Orchestra work ?





What did the sailors do or the violinist do in the course of tragedy ?



Can they win over the game on his own ?



Getting the balance right...

Genuinely **value differences in individuals**
to include everyone and

Doing things together to a group norm
so that people collaborate/do things collectively

It is never perfect, and depends on our own values...

Too
Individual



Too
Collective

Valuing People - do we really?

I am OK You are OK HEALTHY No blame: focuses on issues	I am OK You are not OK ONE UP Blame others
I am not OK You are OK ONE DOWN Blame self	I am not OK You are not OK HOPELESS Blame everyone

Valuing People – what state to choose?

Parent

Controlling



Nurturing



Adult



*Transactional Analysis
– the Games We Play
Berne (1958)*

Child



Adapted: Compliant vs Rebellious

Free Child

The consequences?



Controlling
Parent



Nurturing
Parent



Functional
Adult



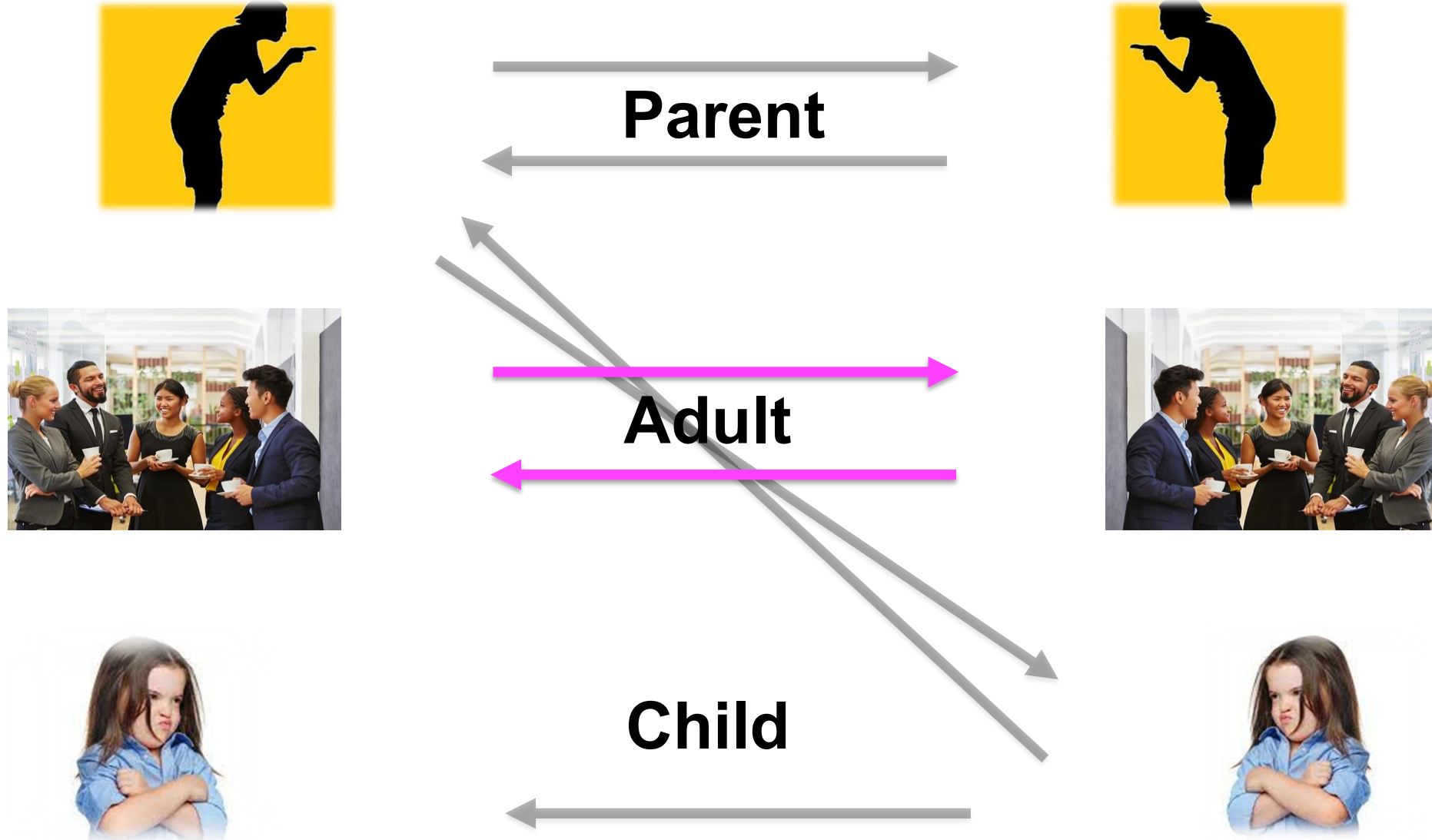
Adapted
Child



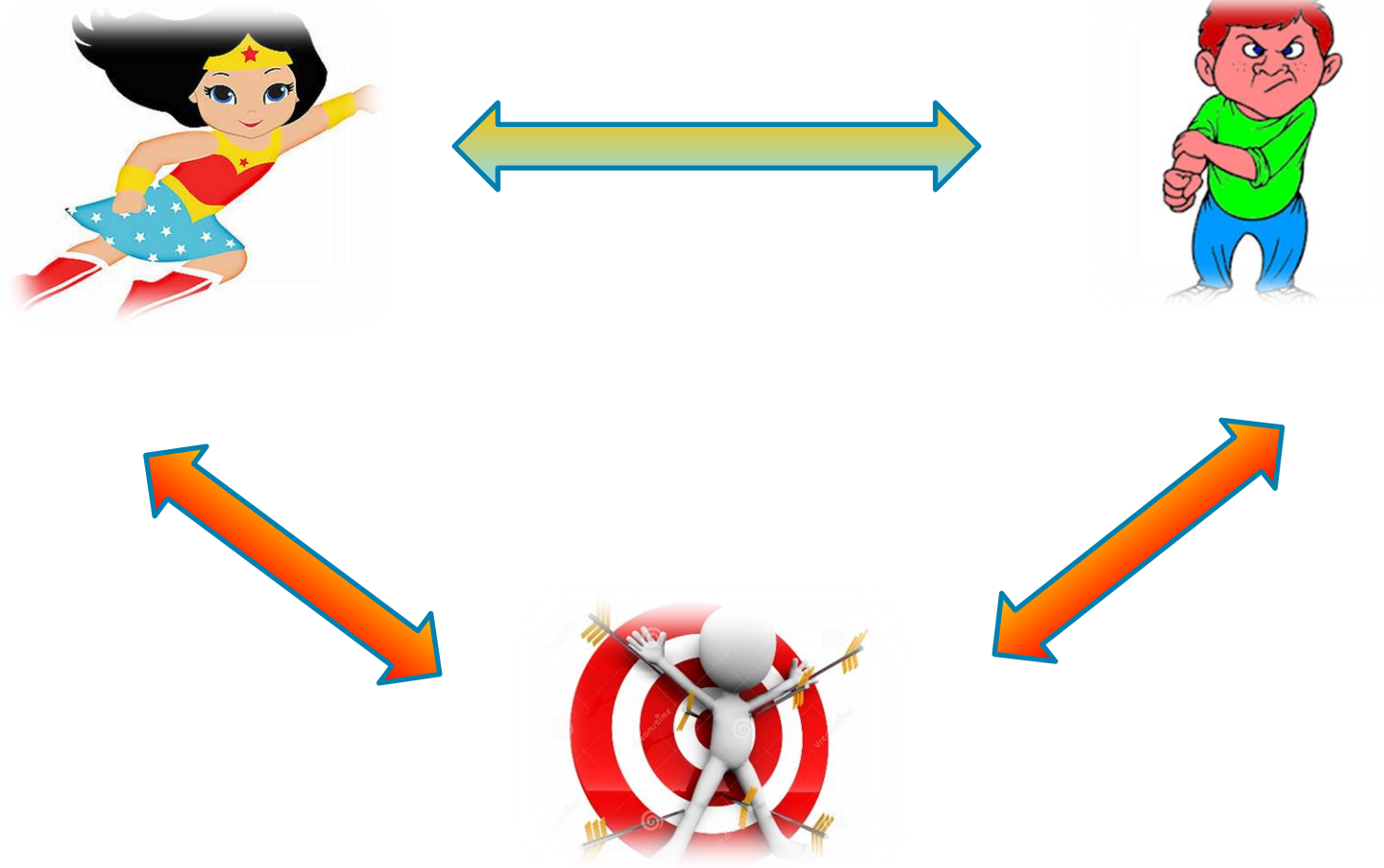
Free
Child

Positive	Negative
Firmness, control, clarity, accountability	Bossy, overbearing, disabling & disengaging
Caring, loving, kind generous	“Rescuers need victims”; disable people doing things for themselves
Logical, rational, problem-solving, balance conflict	Boring, pedantic, limited use of feelings/values
Polite, courteous, accepting, amenable	Sit quietly, can’t say “no”; or aggressive, rebellious (or both)
Friendliness, fun, creative, honest, use emotions	Immature, childish, over emotional

How can we value others?



Noticing Drama Triangles...



Karpman (1968)

Reframing... “Fix” or Enable?



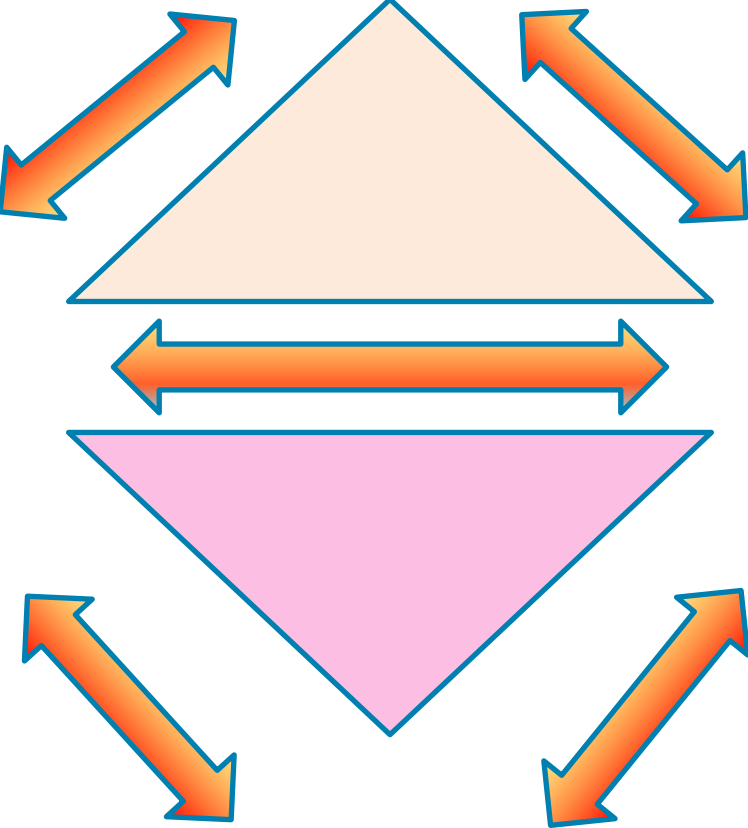
Coach



Creator



Challenger



Emerald (2009)

Why good people practitioners matter...

- Good chapter in the People and Practice book – ethics and regulation
- High profile examples, e.g. VW, Enron and Deep Horizon
- CIPD podcast – ethical workplaces
- Whistleblowing policy

- Engage with CIPD and People Management
- Sign up to 'PM daily' -
<https://www.peoplemanagement.co.uk/newsletter-signup#gref>
- Find the key journals – E.G. HRMJ/Journal of OB/Academy of Mgt/ILR Review/Work, Employment and Society/Employee Relations
 - Journals are a MUST reference
 - No journals = no pass on assignments

What is HRM?



- 'A distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques' (Storey, 1995, p5)
- 'All those activities associated with the management of employment relationships in the firm' (Boxall, 2003, p1)
- 'How people are employed, managed and developed in organisations' (Armstrong, 2020, p3)

Future of HRM: Week 1 Reading



- HR Trends in 2030: The Future of Human Resource Management
- HR 2025: 7 Critical Strategies to Prepare for the Future of HR
- The changing face of HR
- Why We Love to Hate HR...and What HR Can Do About It

Access link(s)

- <https://www.selecthub.com/hris/future-of-hr-software-trends/>
- <https://www.shrm.org/hr-today/news/hr-magazine/1118/pages/7-critical-strategies-to-prepare-for-the-future-of-hr.aspx>
- <https://www.sagepeople.com/face-of-change/?gclid=EAlaIQobChMIqq6ryKDv6AIVCu3tCh0t1wNREAAAYASAAEgL B7 D BwE#>
- <https://hbr.org/2015/07/why-we-love-to-hate-hr-and-what-hr-can-do-about-it>

Your reflections...

- What have you been thinking about?
- What have you noticed in your world about people?

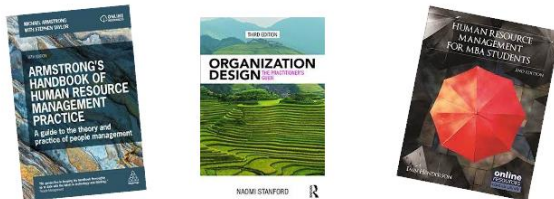
Campus MBA (FT/PT)

BMMB7025

Managing People In Organisations

Module Handbook

February-April 2024

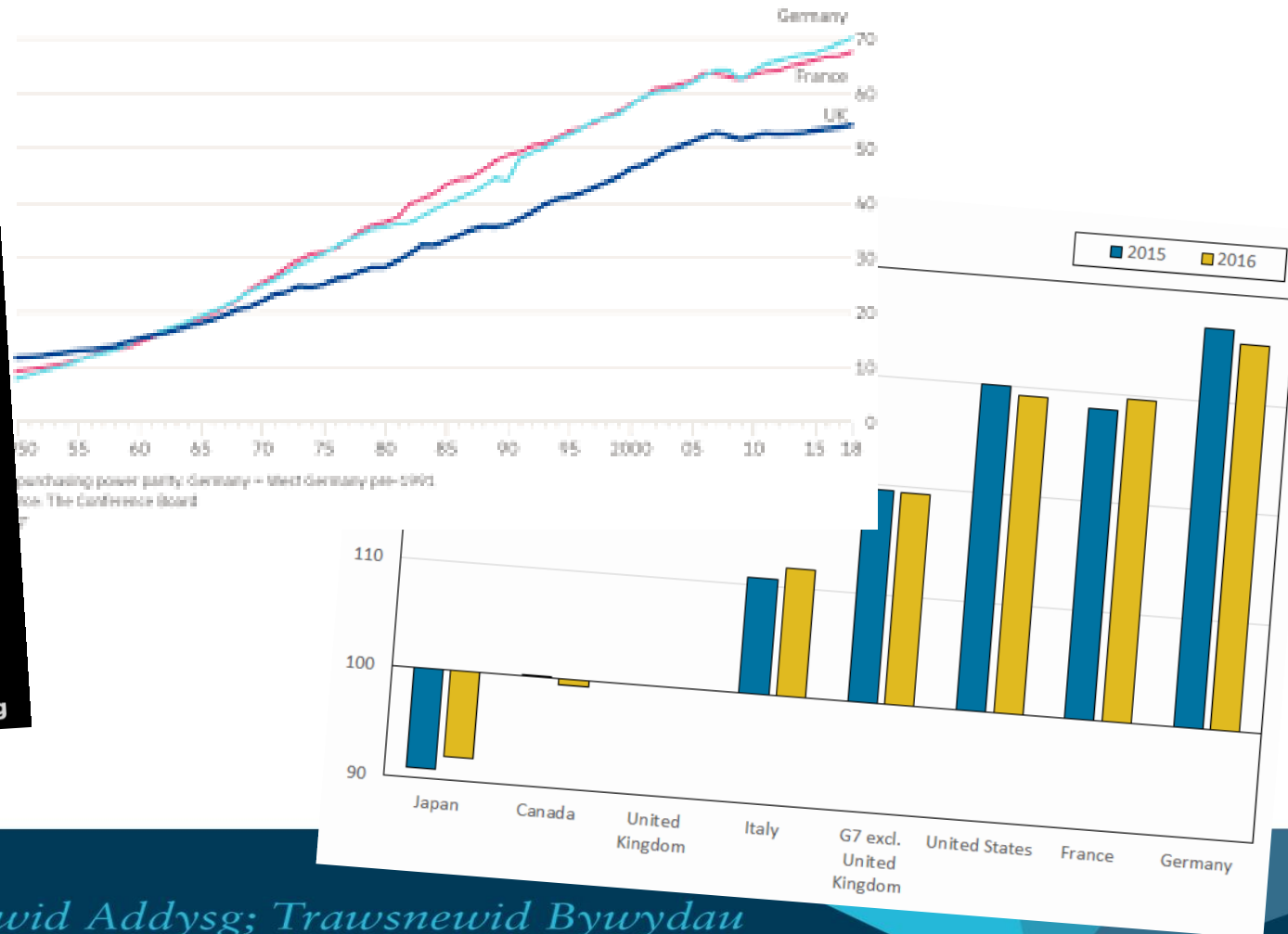
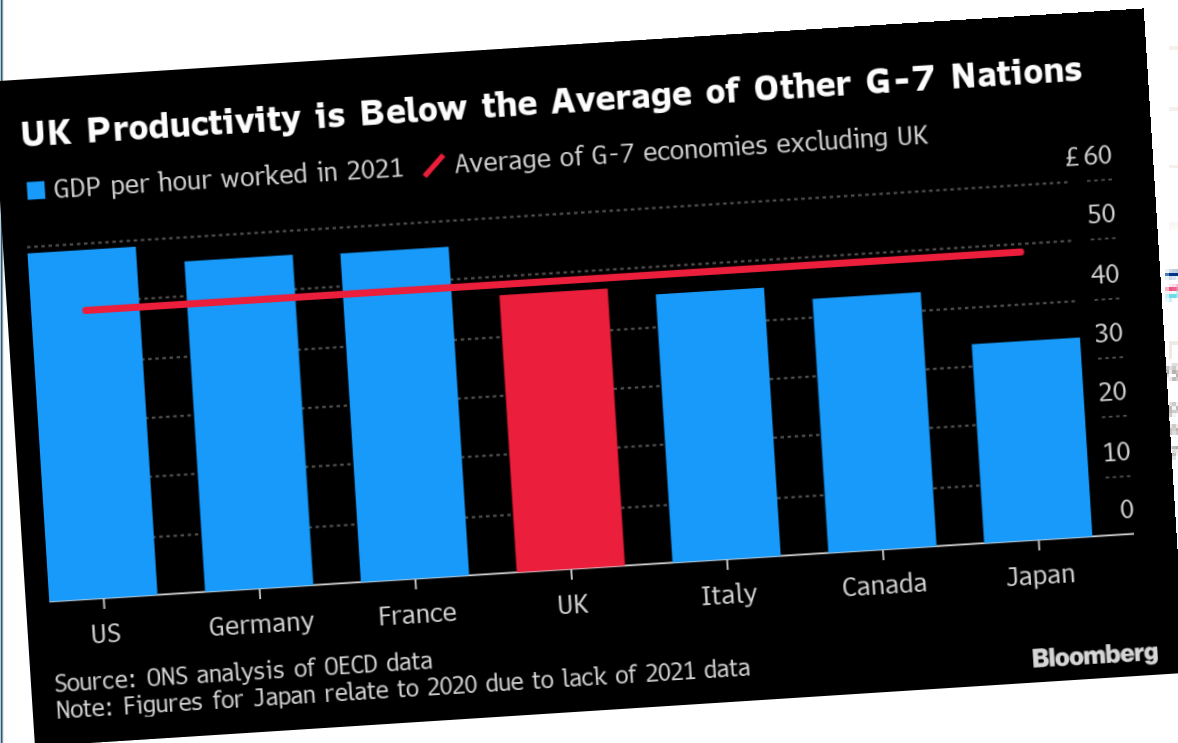


Page 1 of 22

- Module information – pages 2 & 3
- Reading list – pages 3 & 4
- Journal and website links – page 5
- Scheme of work – page 6:
IMPORTANT! Keep up to date with this
- Assessments (and additional guidance) – (A1) & (A2)

UK Poor Performance: Productivity

The UK lost its top spot in European productivity in the 1960s
 GDP* per hour worked (€, at constant 2017 prices)



UK Poor Performance: Management



Management Today

[Latest](#) [Interviews](#) [Opinion](#) [In Depth](#) [Podcasts](#) [Events](#) [Jobs](#)

Insight

The harmful cost of the UK's cult of the accidental manager

More than half of the productivity gap between the UK and the USA can be attributed to poor management. Effective management is a necessity for success, argues the CMI's director of policy.

by Anthony Painter



The
Economist

Menu Weekly edition The world in brief Search

Britain | David Brent Ltd

For Britain to grow faster it needs better managers

British bosses lag behind some of their peers. Why?



UK Poor Performance: Engagement

★ Premium

Employee Experience

Employee engagement | 90% of UK workers feel 'unenthused' by work - how can managers change this?

Mon, 26 Jun 2023 | Feature | Serena Haththotuwa | 4 mins read



TALENT & CULTURE

Why is employee engagement in the UK so chronically low?

This country has one of the world's least engaged workforces. Part of this can be traced back to the industrial revolution, say experts in organisational behaviour and the employee experience



Sam Forsdick
13 Jun 2023



UK performs poorly on employee engagement

Posted by: Sarah OBeirne | in Employee Engagement, News, reports, research, Workplace | June 21, 2023

Nearly all UK workers (90 per cent) are not enthused by their work and workplace, according to Gallup's [State of the Global Workplace 2023 Report](#).

The UK rate of engagement at work (10 per cent) remains one of the lowest in Europe, ranking near the bottom among peer countries (33 out of 38) with countries like the US reporting triple the number of engaged employees (31 per cent). The poor state of disengaged workforces is not unique to the UK, with just 13 per cent of employees across Europe feeling engaged at work, and the lowest rates of engagement reported in France (7 per cent) and Italy (5 per cent).

Over the last year, there has been an abundance of negative news in the UK around the cost-of-living crisis, climate change, and the mounting pressure on the NHS, which Gallup says are all possible triggers for people in the UK reporting growing levels of worry, stress, and anger at work. The survey results reflect this bleak picture for the current mood of the UK workforce, with nearly a fifth (19 per cent) of UK professionals reporting feeling angry at work, a significant four-point increase year-on-year, putting the UK well above the European average (14 per cent).

Despite this, most UK workers may not be leaving their unfulfilling jobs for greener pastures. As the report also reveals confidence in the UK's current job market has declined by four points since [last year's report](#), with just 26 per cent of people believing that they would leave their current job if they could.

Activity

Group Activity (3-4 students per group)

- 1. Please identify some reason(s) why employees are not engaged at work.
- 2. What makes them happy ?

From employees' perspective

From HR's perspective

Please put in ppt file max. 5 slides



Why does managing people matter?

What is the impact of leadership? And culture?

"Power is where decisions are made"

Leaders...and...leadership

Systems and processes

*Culture has a 60% impact on
organisational performance*

*Leadership has a 68% impact on
culture*

Korn Ferry
Research

What is Strategic HRM (SHRM)/ Organisational Design & Development (OD)

- Strategic HRM refers to HR that is co-ordinated and consistent with the overall business objectives in order to improve business performance (CIPD, 2021)
- SHRM focuses on actions that differentiate the business from its competitors (Purcell, 1999)

Long-term view

People are a vital part of organisational success

HR representation at senior level – problematic?

Richard Branson

"Train people well enough so they can leave, treat them well enough so they don't want to"

"How our people feel is our most important measure of success"

Timpsons

"We have two things we ask everyone to focus on:

- Do the best for the person in front of you...whatever that is
- Don't harm/steal from the organisation"

Long term support for rehabilitating offenders (20% of employees) <https://www.youtube.com/watch?v=26V9004y2EM>

Benefits of SHRM/ OD

- Avoiding costly and disruptive surprises that interfere with achieving goals
- Addressing key issues in a timely manner to avoid crises
- Promoting employee productivity and overall organisational success
- Providing a sense of direction to positively affect how work gets done
- Keeping employees focused on organisational goals
- Providing a strategic focus to guide training and development initiatives
- Giving leaders tools to help focus and implement their strategic initiatives

SHRM and performance

- Research emphasises the importance of fit
- *'The premise is that, in some shape or form, HR policies have an effect on HR practices and these in turn influence staff attitudes and behaviours which will, in turn again, impact on service offerings and customer perceptions of value'* (Storey, et al., 2009)
- Job design and skill development
- OCBs and discretionary behaviour
- Can we be sure?

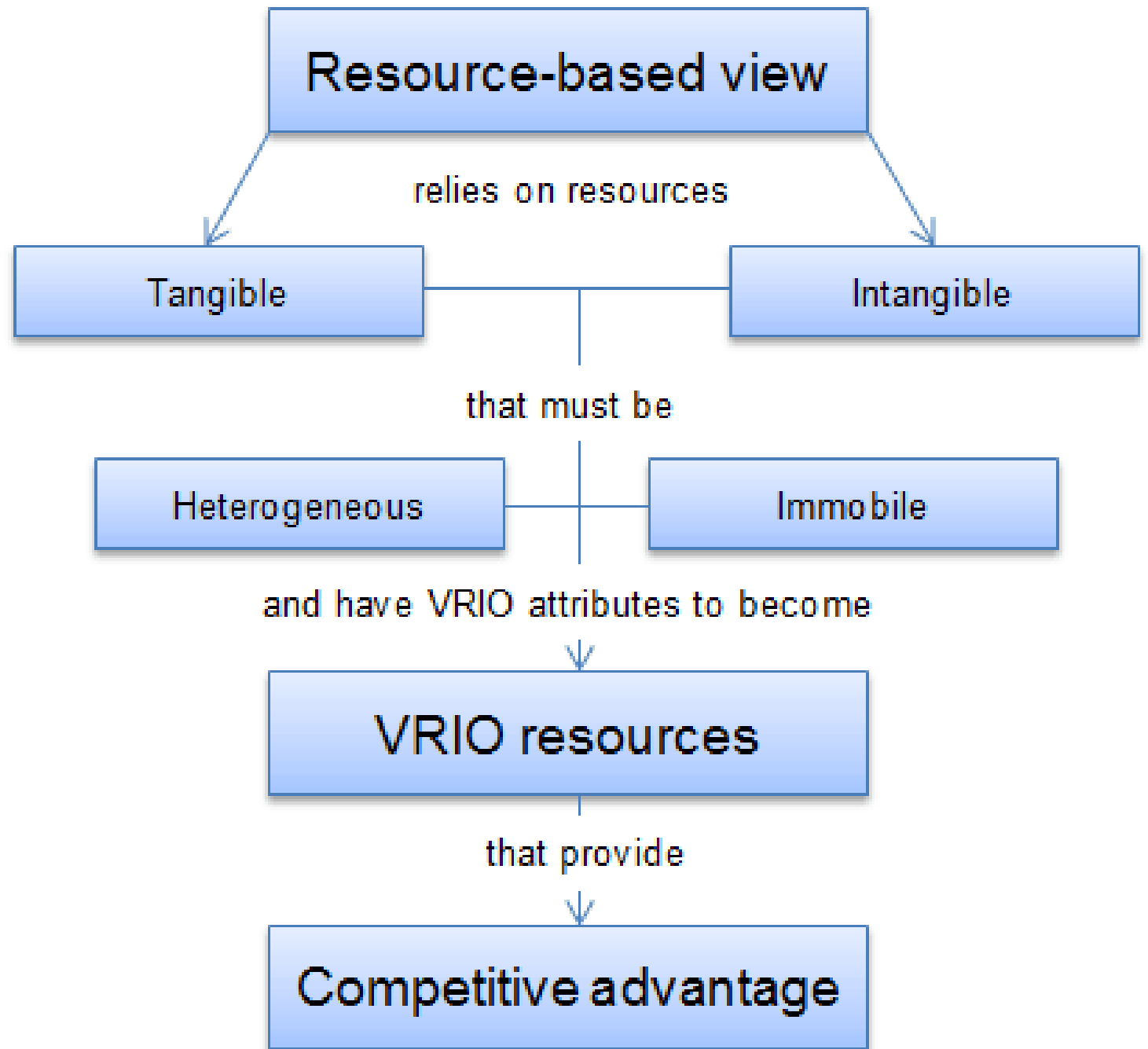
Human Capital Management

- Human capital management
- *'The knowledge, skills, and abilities that workers possess and which have been acquired through education, training, and experience both within and beyond the workplace'* (Heery and Noone)
- HCM can complement and strengthen SHRM/OD
- People analytics/HR analytics/Workforce analytics

Criticisms of SHRM

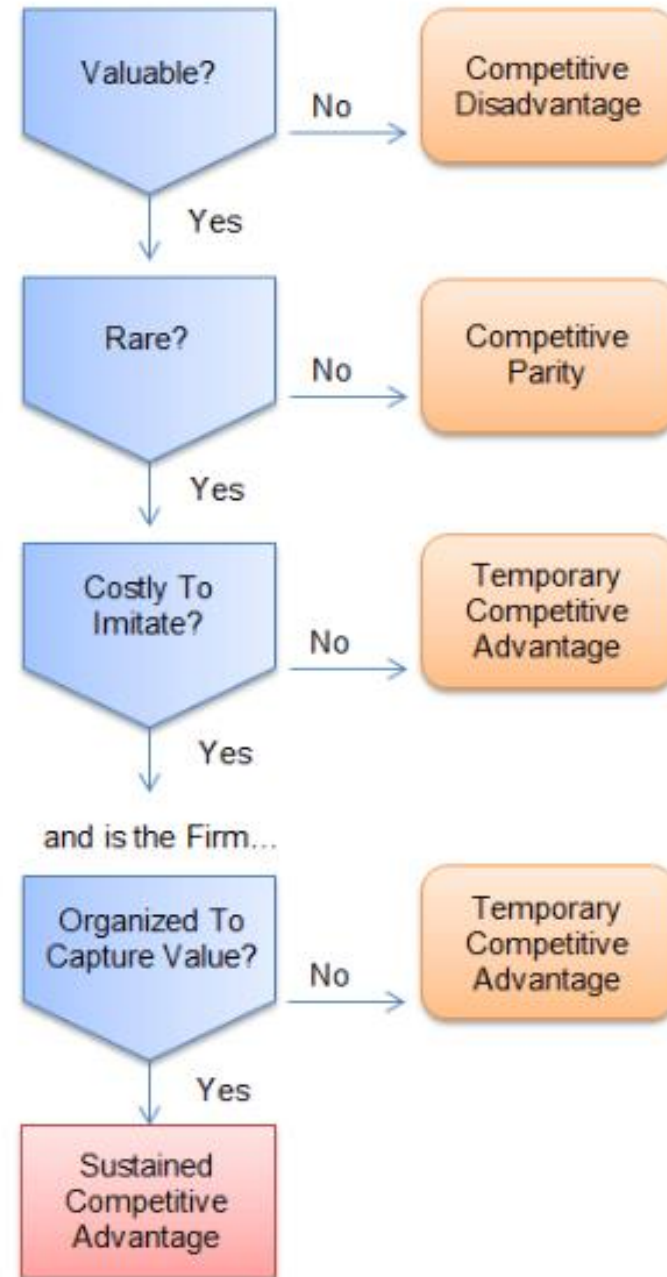
- Hard to implement at organisational level
- HR being able to prove its worth
- HR lacking representation at senior level
- Relies on abilities of HR dept

People as a strategic resource



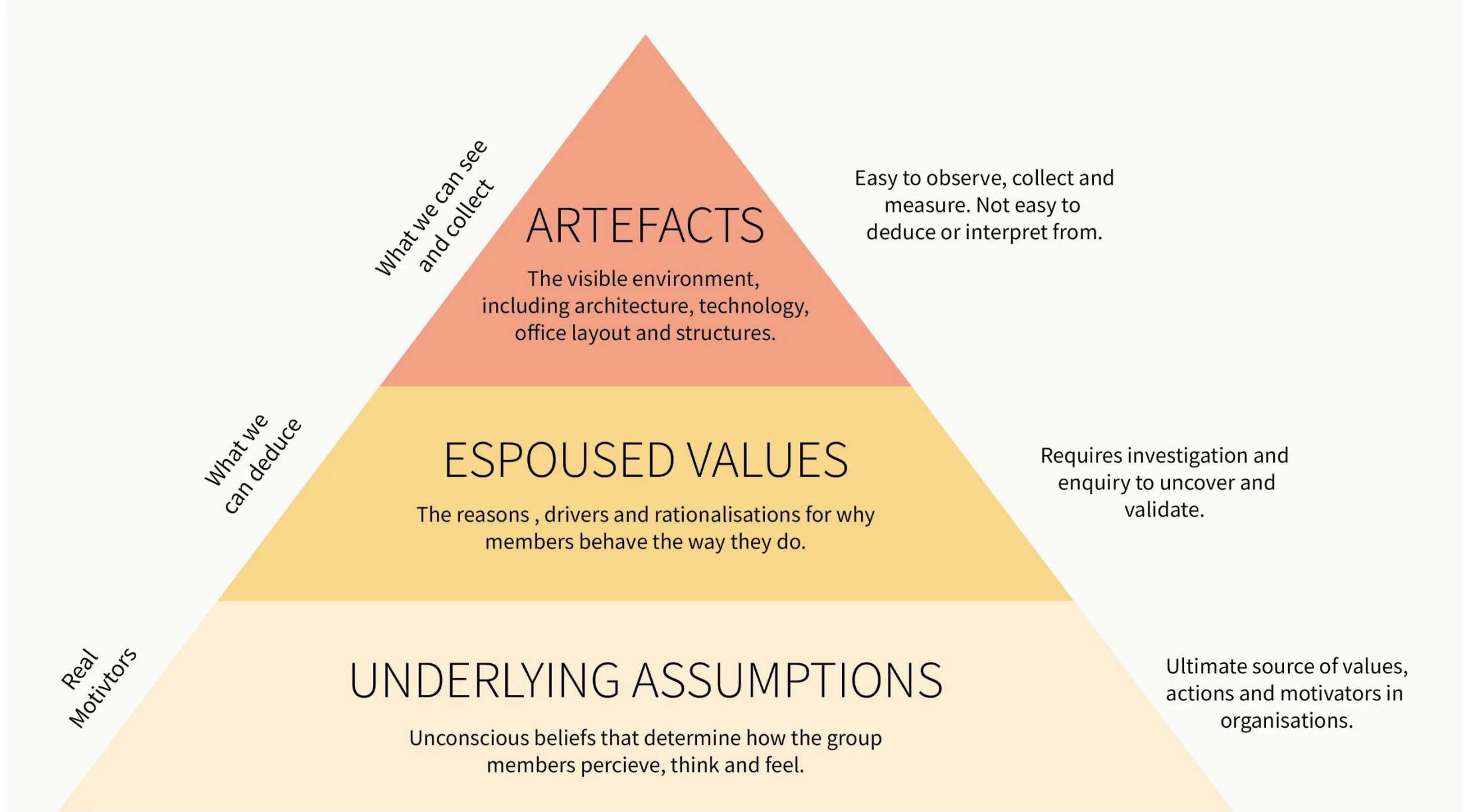
VRIO Framework

Is the Resource or Capability...



Managing People and Culture

- Mullins, 2016: *"How things are done around here"*
- Johnson, 2013, as cited in Mullins, 2016: *"It embodies the ethos and values of a particular organisation, which are expressed through the way it operates and the practices it undertakes"*
- Hofstede, 2001: *"Culture is the collective programming of the mind that distinguishes the members of one group or category of people from another"*



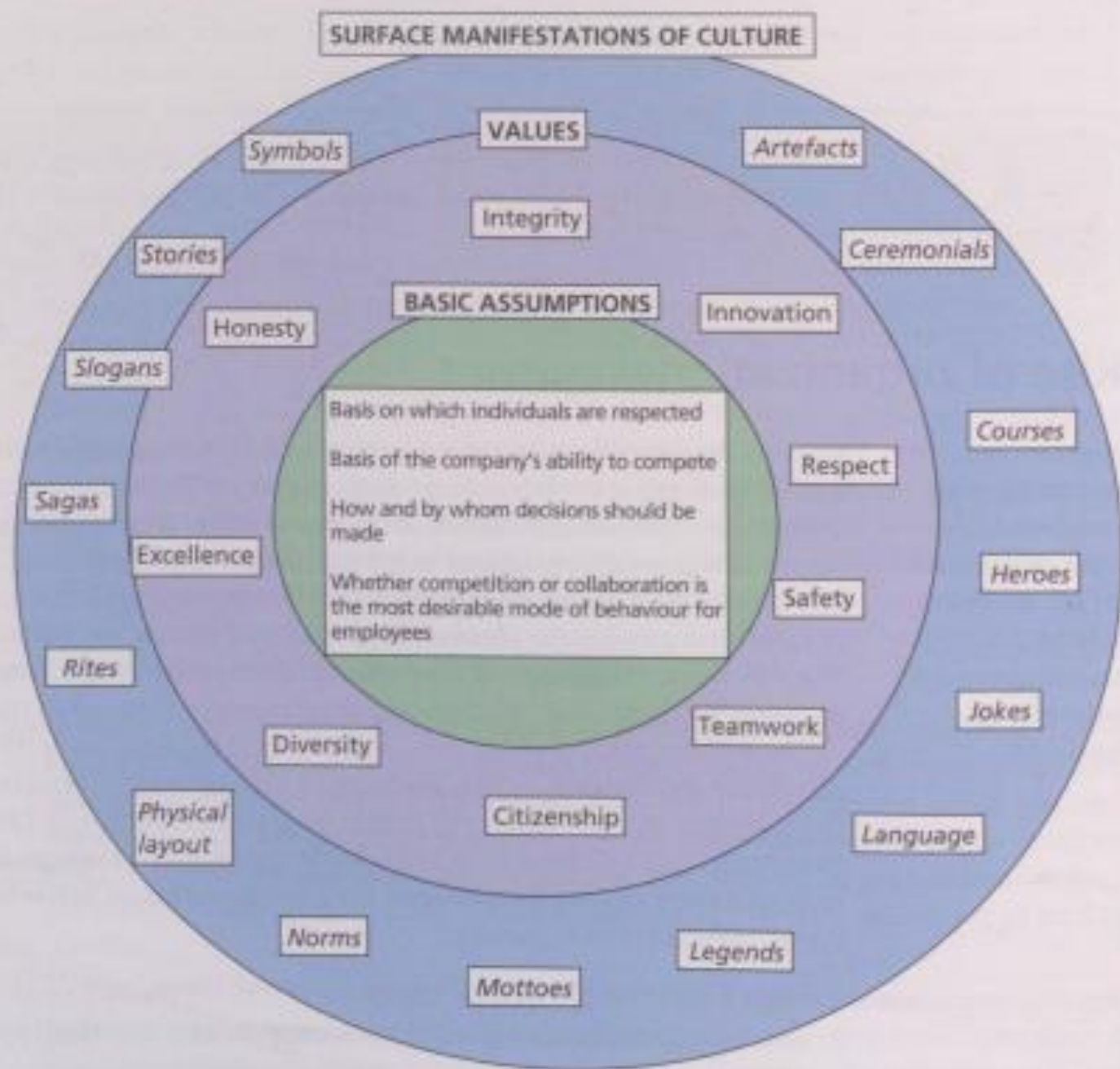


Figure 4.1: Schein's three levels of organizational culture

Let's talk about culture

*How we do things around here...
when no-one is looking*

Behaviours

Processes:
What is...Noticed?
Rewarded?
Explicit/implicit?

Let's discuss culture...

Does having organisational values help develop a positive culture?

Why? How? What?



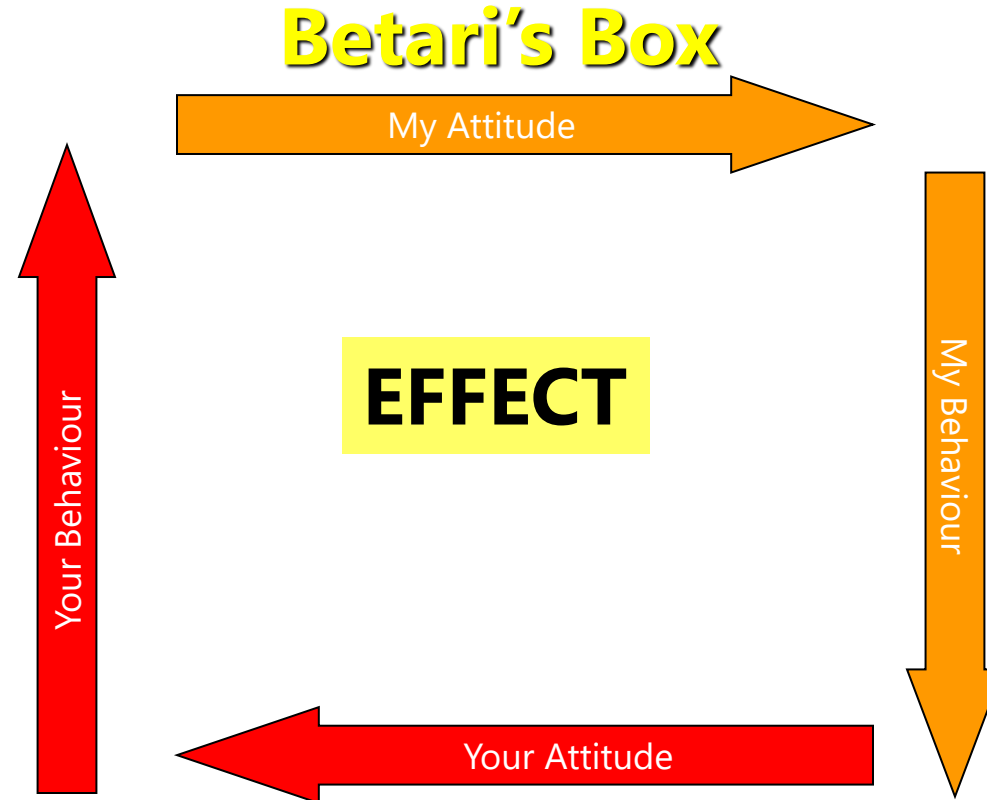
We shape our buildings and
afterwards our buildings shape us

Winston Churchill

Every system is perfectly designed for the
results it is getting...

Don Berwick

The impact our attitudes and behaviours have on the attitudes and behaviours of the people around us.



Factors affecting Organisational Design

- Organisational purpose and goals
- External demand – e.g. pressure from shareholders
- Changes to the environment – e.g. pandemic and home-working; technological advancements; legislative changes
- Lifecycle changes – start-up, growth, maturity, decline
- Response to customer demand (e.g. for online services)
- History – societal, organisational, personal etc

How People Practices affect Structure and Systems

HR can design structures and implement changes to help organisation's meet their goals and improve organisational performance.

- More influence if HR has a prominent role – seat at the table
- Operational impact through business partnering
- Organisational design (structure and processes) and development (involving its people and their behaviour).
- Potential impact – type and capability of people recruited, how talent is managed, identification of organisational priorities.

Organisation Goals/Objectives

- Mission – creates focus and comes first
- Vision – provides direction and view of the future
- Values – expected behaviours
- Purpose – reason why organisation exists
- Planning translates mission into goals that align with values and enable purpose to be fulfilled
- Longer term goals turned into objectives for teams (need to be SMART)
- Policies (including people policies) support the overall business strategy and goals whilst ensuring compliance with legislation

Goals of HRM Function

- Support organisation in achieving its objectives by developing and implementing HR strategies which are integrated with the Business strategy
- Contribute to the development of a high performance culture
- Ensure the organisation has the talented, skilled and engaged employees it needs
- Maintain a positive employment relationship between management and employees (must feel trusted, valued and appreciated)
- Provide a good employee experience
- Further the wellbeing of employees as major stakeholders

Organisations as Whole Systems

- Different aspects of an organisation interrelate – an organisation's mission will affect its values, its purpose will affect its structure and its processes will affect the employee experience and in turn its reputation.
- Some organisations capitalise on this, creating a strong culture and values that underpin every aspect of its operation
- A holistic systems approach to analysing or planning in organisations recognises the interrelation of different organisational aspects to deliver products or services.

Horizontal and Vertical Integration (Best Fit)

- Main characteristic of HR strategy is its integration with business strategy.
- HR Strategies need to have external fit with business strategies and be vertically aligned to them.
- There needs to be horizontal alignment with all aspects of HR strategy so they are consistent and support each other (internal fit).
- The greater the degree of vertical and horizontal integration within an organisation, the more effective HR strategy will be

Theories of Organisational and Human Behaviour

- Theories underpin people management activities such as selection (personality/attitude), performance management (motivation), organisational design (group dynamics).
- A number of social processes take place in organisations that affect how they function – interaction and networking, communication, group behaviour, leadership, power and politics.
- Factors affecting performance can be identified and acted upon.

Group/Team Dynamics

Definition: "Kurt Lewin, a social psychologist and change management expert, is credited with coining the term 'group dynamics' in the early 1940s. He noted that people often take on distinct roles and behaviours when they work in a group. 'Group dynamics' describes the effects of these roles and behaviours on other group members, and on the group as a whole."

MindTools (no date). *Improving Group Dynamics: Helping Your Team Work More Effectively*. [online] Available at: <https://www.mindtools.com/pages/article/improving-group-dynamics.htm> [Accessed 10 July 2017].

Two well known theories – Tuckman's theory of team development and Belbin's theory of team roles.

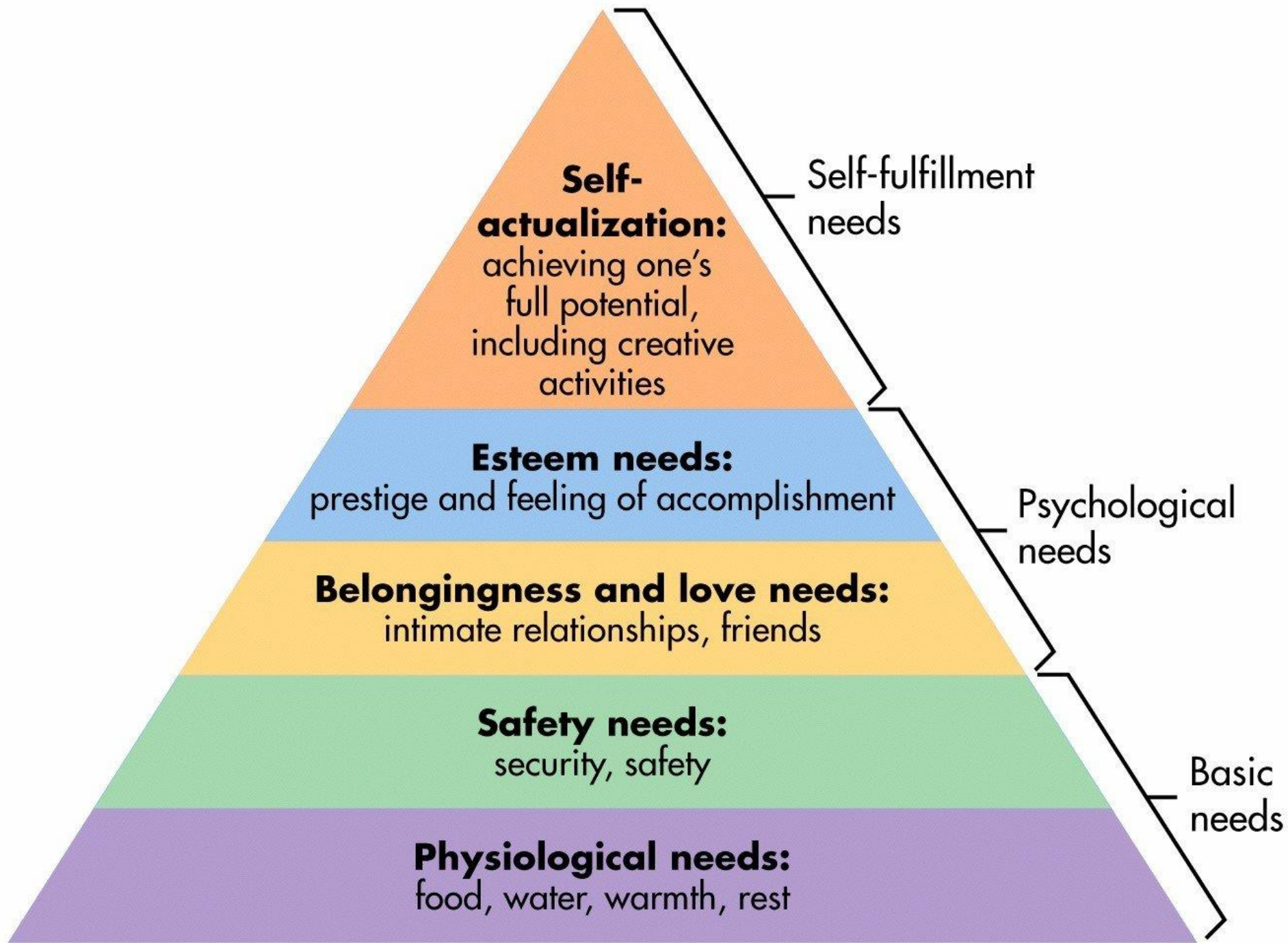
Playing to strengths: understand differences in groups

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Theories of Motivation

- Maslow's Hierarchy of Needs
- Herzberg – Motivation-Hygiene Theory
- Expectancy Theory = Vroom
- Self-determination Theory – Deci and Ryan
- Motivation can be **intrinsic** (resulting from internal factors such as enjoyment or feeling appreciated) or **extrinsic** (resulting from external factors such as pay or benefits).

Maslow
(1954)





Your Experiences

- What motivates you?
- What has the organisation done/is doing that keeps you engaged?

Culture eats strategy for breakfast

Drucker (2002)

Culture

- Culture can affect the way people behave
- 'The way we do things around here' (Deal and Kennedy, 2000, as cited in Armstrong, 2019).
- Needs to be taken into consideration when implementing programmes to develop the organisation.
- Culture can significantly affect the way the organisation operates and how effective it is.

Changing Cultures for the Better

- Do we want to create a culture that supports innovation, collaboration, well-being, inclusion?
- What needs to change to do this? – structure, the way work is carried out, policies, management (less 'command and control') etc.
- Use cultural web/other models to analyse the culture as it is and then how we want it to be.

Positive Cultures

- Starts with organisation's core values
- Open and honest communication
- Employee involvement in planning and shaping the work
- Collaboration and support across individuals and teams (inclusion)
- Fair reward systems
- Opportunities for growth
- Low employee turnover
- Sense of job security

Discussion

What do you now feel about the importance of **managers** vs **systems/processes** in your culture?

What are you now thinking about to help your organisation “perform” better?

How People Practice can Influence Culture

This can be done throughout the **employee lifecycle**:

Recruitment – emphasis on personal values and behaviour

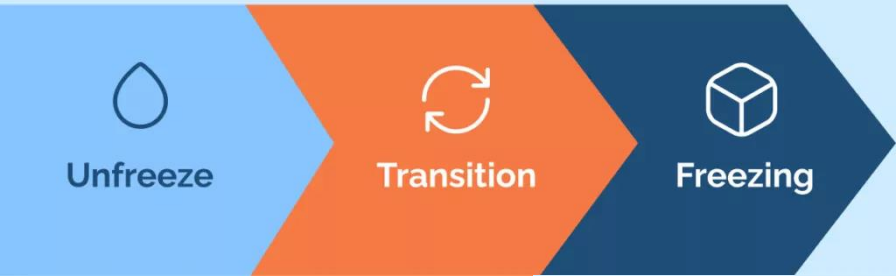
Onboarding – promoting values and integrating them

Performance management – an employee-manager partnership rather than a hierarchical, autocratic approach. Poor performance managed ethically

Reward – people are rewarded for what is valued, it's fair

Learning – people supported to take ownership of their own development

Lewin's Change Management Model



Lewin's Change Management Model Pros & Cons

Pros		Cons	
+	Simple.	-	Difficult to tailor to specific needs.
	Easy to follow.	-	No step-by-step instructions
	Easy to communicate		

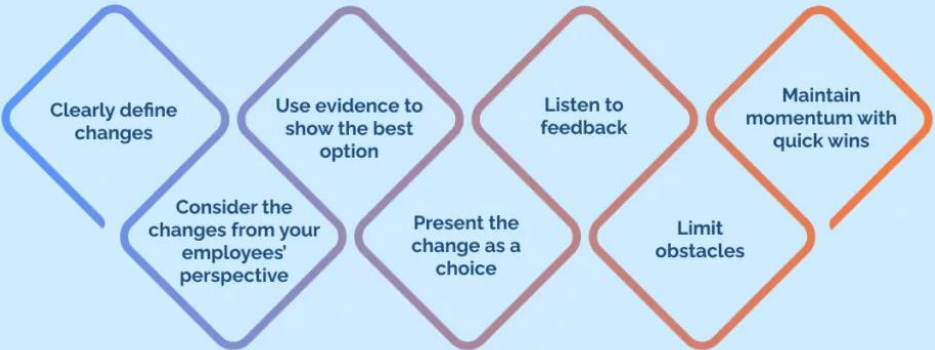
Kotter's 8-step model for change



Kotter's 8-step model for change Pros & Cons

Pros		Cons	
+	Practical.	-	Focuses on strategy, not employees.
	Stepped process.	-	Not suited to SMEs
	Room for review and adjustment		

Nudge Theory for change management



Nudge Theory for change management Pros & Cons

Pros		Cons	
+	It focuses on the employee experience and feedback.	-	It is oriented toward long-term changes.
	It can be more successful due to a gentle approach.	-	It requires large amounts of time and high staff retention.
		-	It can be costly.

HR has a Key Role in Change Management

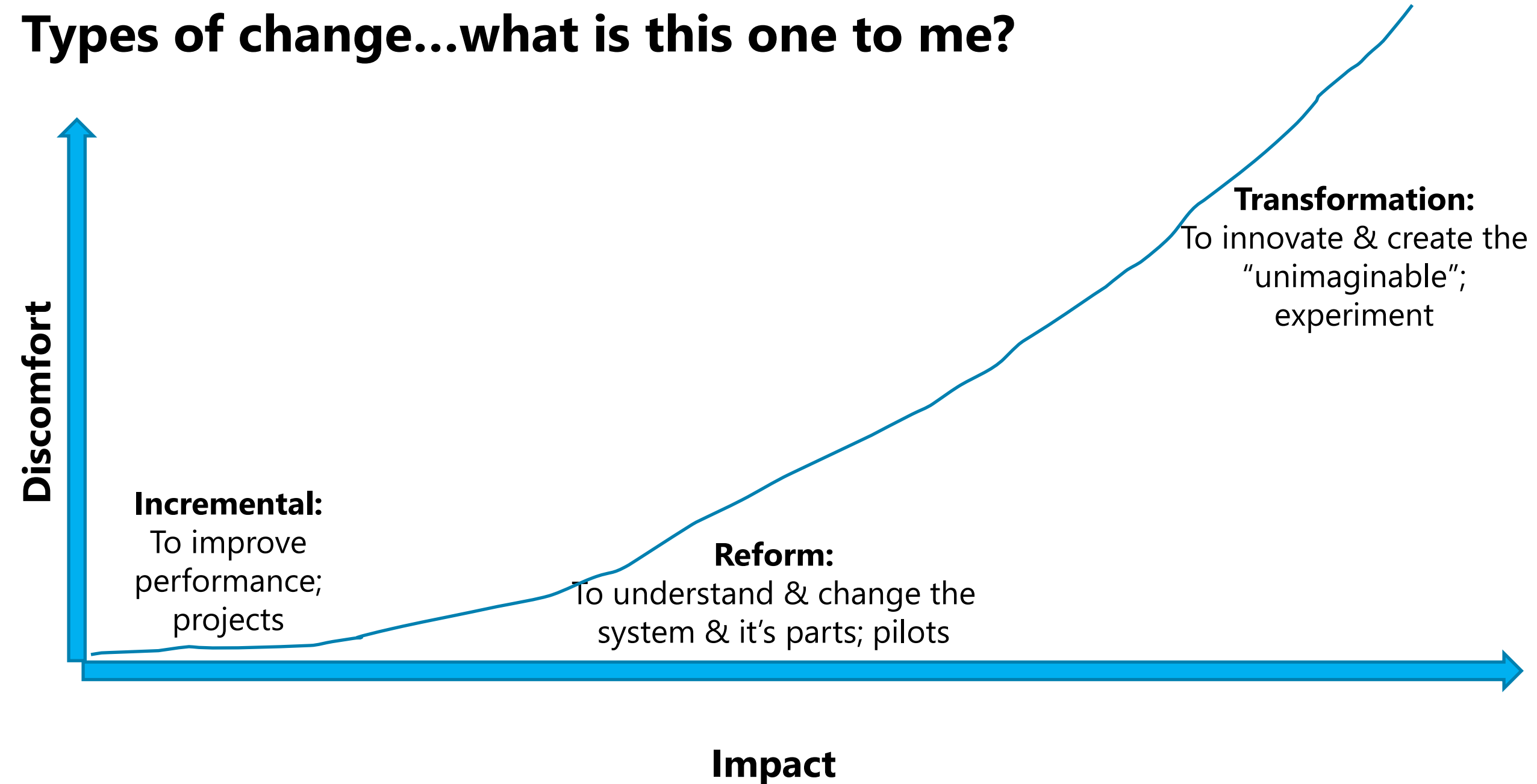
Contribution to Controllable aspects:

- Provide information on skills, impact on other parts of organisation, stakeholders, measuring success of change (e.g. turnover/absence rates)
- Advising on communication processes
- Changing policies/processes to support and embed change

Contribution to Uncontrollable (people's responses)

- Building trust, relationship management – ensuring people feel fairly treated
- Advising on reactions to change, gaining buy-in
- Reducing uncertainty, stress and improving job satisfaction through planning, good leadership
- Building a change ready culture

Types of change...what is this one to me?



Something new...how do we normally respond?

Every "change" will mean something different to each of us...

The length & depth will depend on our "map of the world"



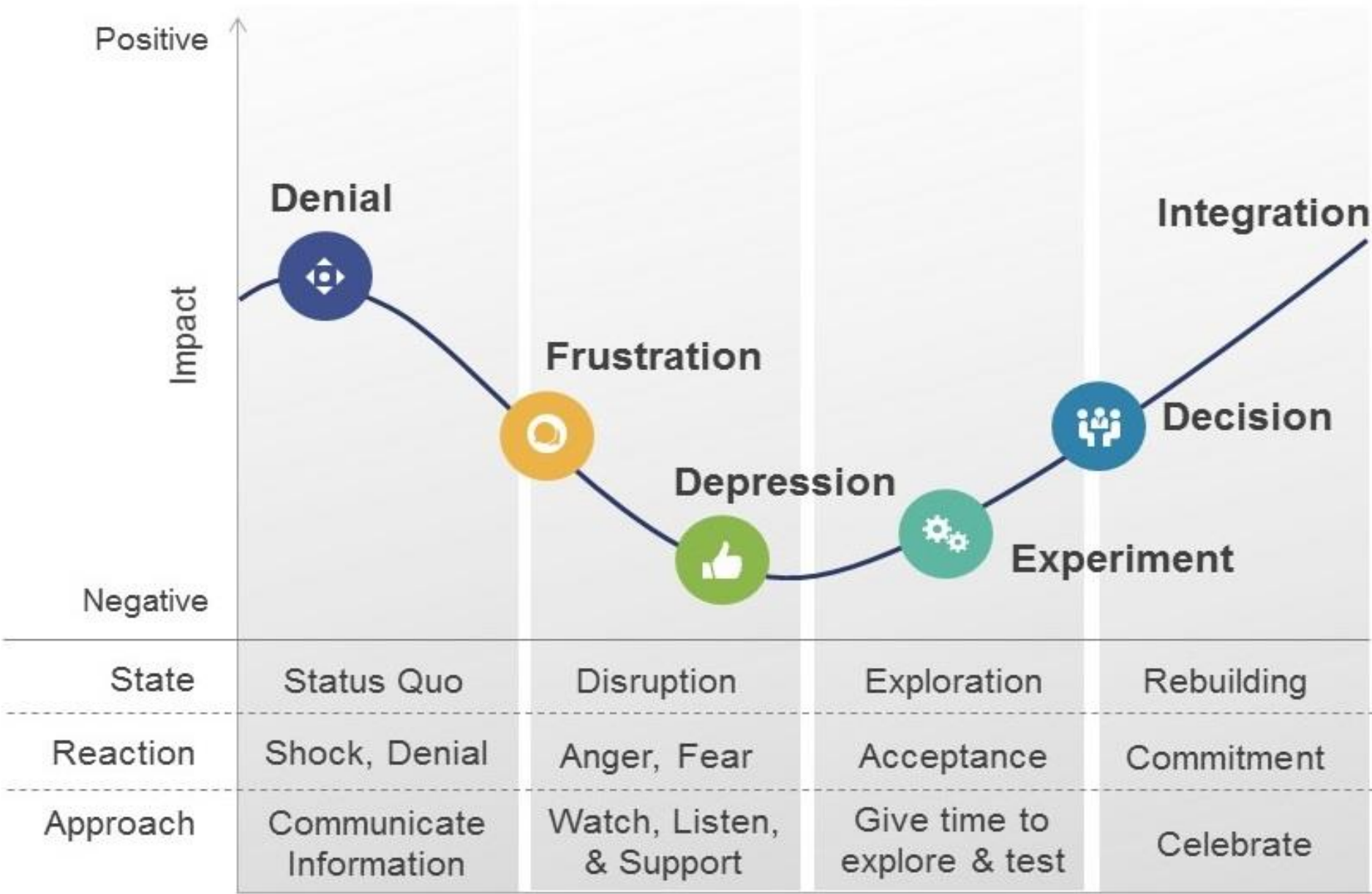
What should leaders/HR do during change?

Pay attention & notice

Adapt as needed

Make it safe for all emotions

The Kübler-Ross Change Curve



Routine Problems vs Adaptive Challenges

Heifetz & Linsky (2009)



Routine

Adaptive

- ☐ Easily defined
- ☐ Proven solutions
- ☐ Use of expert to know what to do next (based on history)
- ☐ Policies, procedures and protocols can be developed and used

Knowns: use of experience, hierarchy and process

- ? Often hard to define issues
- ? No clear known solution
- ? Lots of perspectives as to how to deal with the challenge
- ? Single expertise cannot solve the problem

Unknowns: learning and collaboration are key

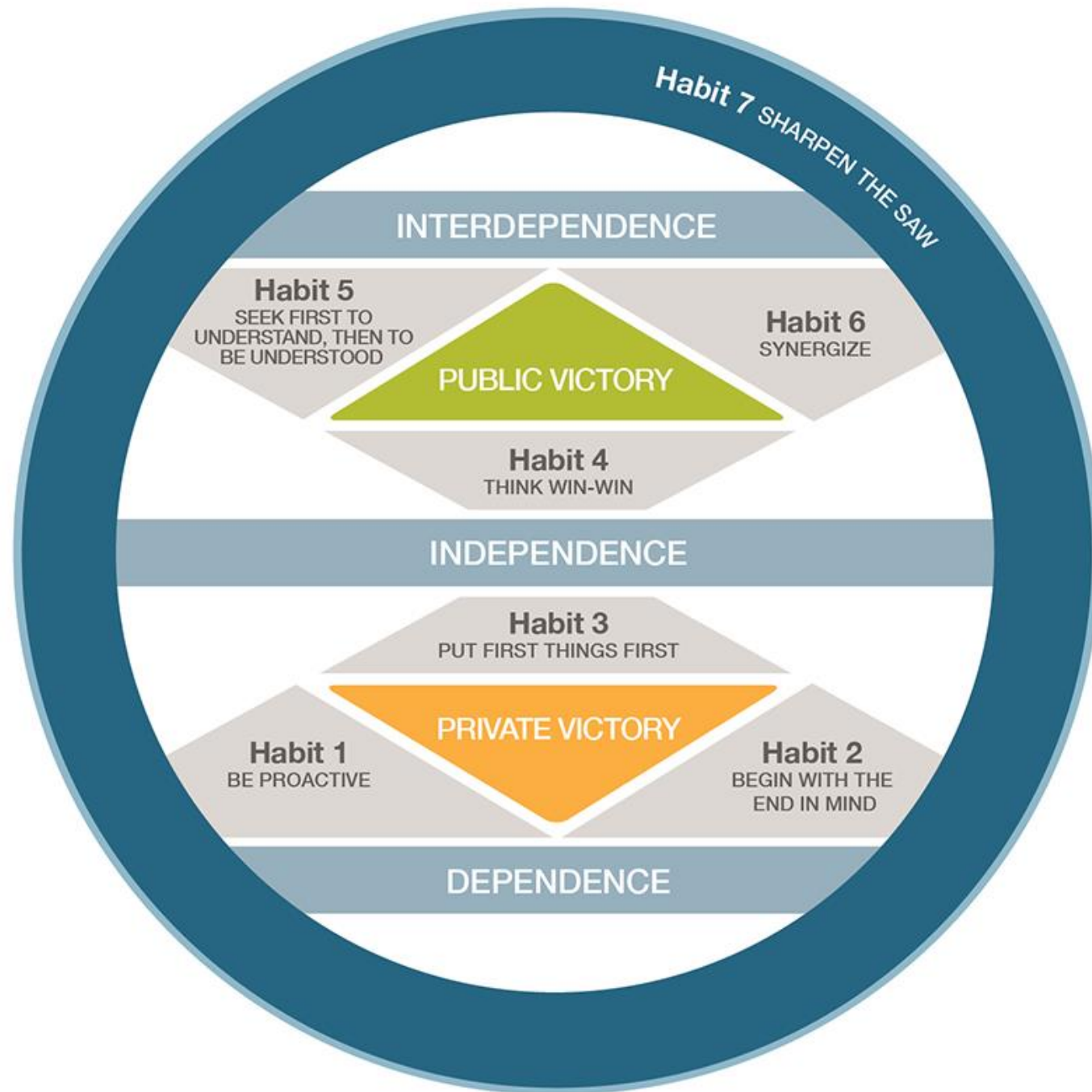
Picking the right HR/leadership skills...

Routine

Adaptive

Direction	Define the problem and point to solution	Identify issues/challenges are adaptive; ask questions
Protection	Protect the team/ organisation from external threats	Share awareness of external threats
Order	Focus people on their current roles	Disorient current roles; resist settling into new roles (too quickly)
Orientation	Restore order and minimise any conflict	Expose healthy conflict and/or let it emerge
Conflict	Maintain – focus on keeping people “in line”	Challenge norms; make it safe for them to be challenge
Norms	Achieving agreed outputs	Challenge; humility; testing;
Reward		

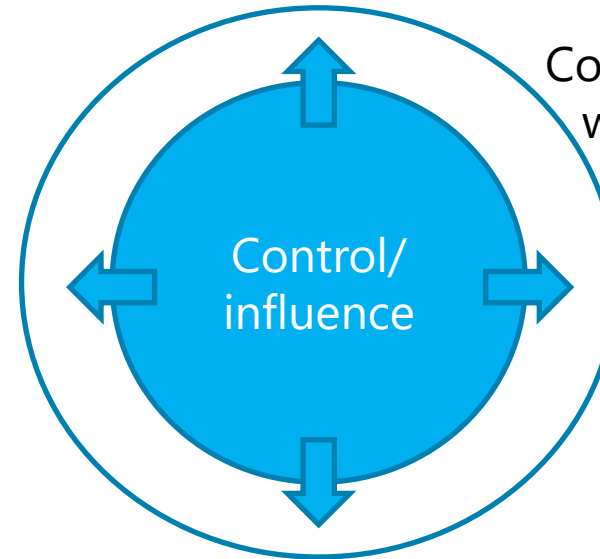
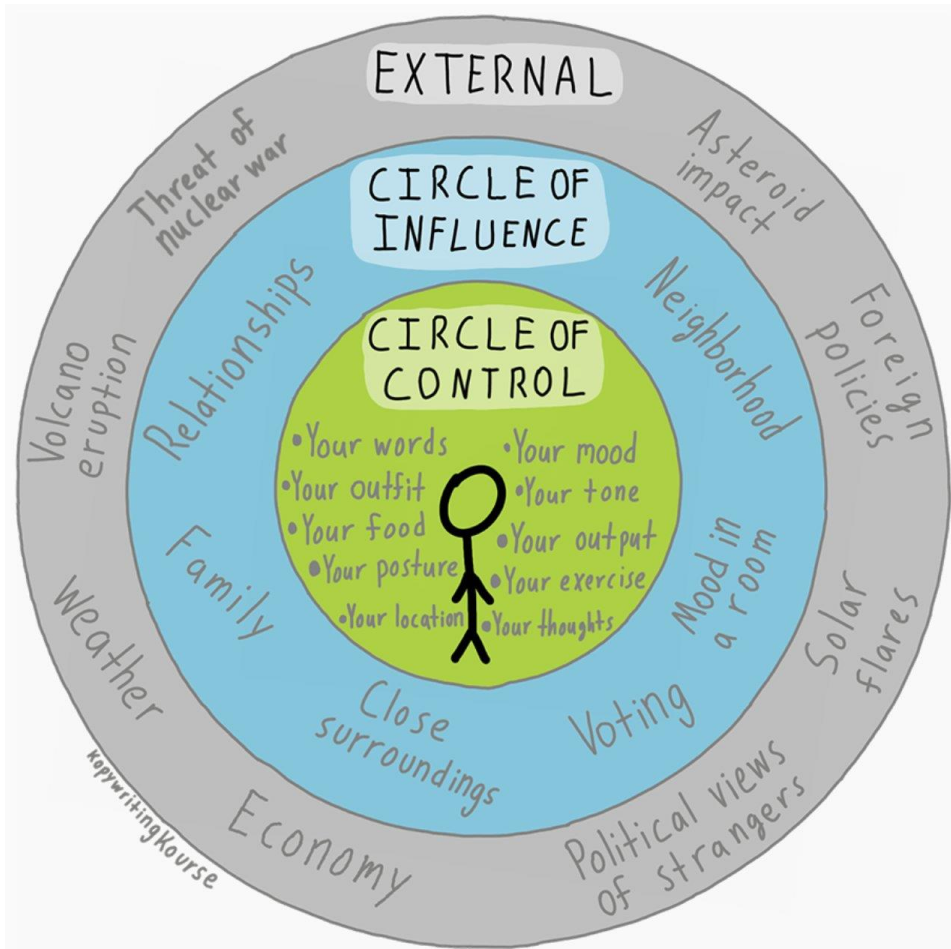
The 7 Habits of Highly Effective People



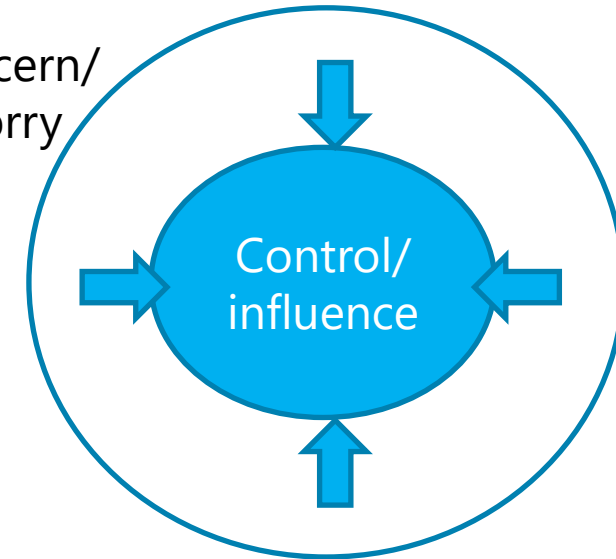
Steven Covey

Realising we have a choice...

...our circles of control & influence



Proactive



Reactive

However stormy and what the size of our vessel,
"we are the master of our own ship"

The influence of HRM on culture

- Benefits packages
- KPIs in place (line managers)
- Training and development opportunities
- Recruitment, selection and onboarding
- Remuneration and reward
- Policies and procedures

Developing/Changing culture

Change and Stability Management module relevant here

- Convey the vision and need for change
- Employees need a voice
- Incremental change and time to process
- Fear of the unknown
- Change models – Lewin, Kotter, etc.

Culture in the future

- Read CIPD – People profession 2030:
a collective view of future trends
–On Moodle

Q

&

A