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BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Recap of Week 1

- People managers play a critical role in organisational success by setting expectations, supporting employees, monitoring performance, providing feedback, and developing team members. Effective management has a direct impact on motivation, wellbeing, retention, and performance.
- Great managers are developed, not born. Successful management requires a combination of skills including communication, motivation, decision-making, relationship building, accountability, adaptability, and conflict management.
- Management and leadership are closely linked. Effective people managers not only ensure tasks are completed efficiently but also make ethical decisions, support employee wellbeing, align teams with organisational goals, and lead by example.
- The 'right people' are not always the most experienced or qualified. Organisations benefit from individuals who demonstrate positive attitudes, strong teamwork, willingness to learn, responsibility, adaptability, and alignment with organisational values.

Learning outcomes for today

By the end of the session, you will be able to:

- Explain the relationship between individual behaviour and organisational performance.
- Assess how motivation theories, including intrinsic and extrinsic motivation, can be used to improve employee performance.
- Evaluate the influence of personality, attitudes and engagement on workplace effectiveness.
- Reflect on your own workplace behaviours and identify strategies to enhance their contribution to organisational success.

Individual Behaviour at Work



Why Individual Behaviour Matters



QUESTION

Think of a workplace you know well.

What behaviours contributed to success or poor performance?

Introducing Self-Determination Theory (Ryan, 2023)

Self-Determination Theory (Deci & Ryan) suggests that people perform best when three psychological needs are fulfilled.

AUTONOMY

The need to feel control over work.

Examples:

- Flexible working
- Decision-making opportunities
- Ownership of tasks



COMPETENCE

The need to feel capable and effective.

Examples:

- Training
- Development opportunities
- Constructive feedback



RELATEDNESS

The need to feel connected to others.

Examples:

- Team support
- Positive relationships
- Inclusive cultures



Individual Behaviour and Organisational Success

With this theory in mind will explore how:

- Motivation influences effort
- Personality influences behaviour
- Attitudes shape actions
- Engagement affects performance

Together these factors help organisations achieve their objectives.

Motivation – What is it?



Forces that influence:

- Direction of behaviour
- Intensity of effort
- Persistence towards goals



Motivated employees are more likely to:

- Meet objectives
- Deliver quality work
- Contribute ideas
- Demonstrate commitment

Intrinsic and Extrinsic Motivation (Armstrong, 2025)



Intrinsic motivation – Motivation that comes from internal satisfaction.



Extrinsic motivation - Motivation that comes from external rewards.



Activity – Intrinsic or Extrinsic?

Achievement

Recognition
awards

Personal
growth

Salary

Bonuses

Learning

Enjoyment

Meaningful
work

Promotion

Benefits

Maslow's Hierarchy of Needs (1)

Physiological Needs

- Fair pay and sufficient working hours to meet basic living needs.

Safety Needs

- Job security, safe working conditions, and clear policies.

Social Needs

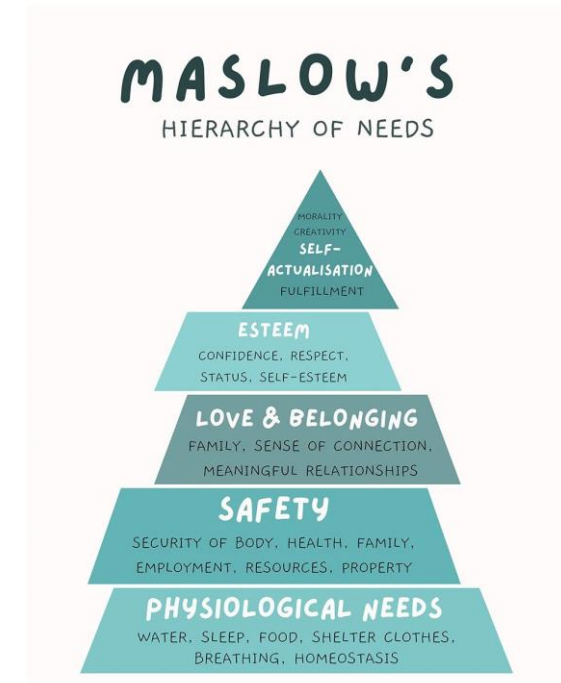
- Positive relationships, teamwork, and a sense of belonging.

Esteem Needs

- Recognition, promotion opportunities, and respect from others.

Self-Actualisation Needs

- Opportunities for personal growth, development, creativity, and achieving potential.



Maslow's Hierarchy of Needs (2)

Example

A manager who provides a competitive salary (physiological), job security (safety), a supportive team environment (social), recognition for achievements (esteem), and opportunities for development (self-actualisation) is more likely to motivate employees effectively.

Employees are motivated by different needs at different times, so managers should provide a range of rewards and support rather than relying on pay alone.





Herzberg's Two-Factor Theory (Guillen, 2020)

Hygiene Factors
– Prevent
dissatisfaction

Motivators –
Create
satisfaction

Hygiene Factors



Pay



Policies



Working conditions



Job security



Motivators

Achievement

Responsibility

Recognition

Growth

McClelland's Needs Theory (Rybnicek, Bergner, and Gutschehofer, 2019)



ACHIEVEMENT



AFFILIATION



POWER

McClelland's Needs Theory

A manager asks three employees to lead a new project:

- **Alex** volunteers because they enjoy achieving challenging goals and proving they can succeed. (**Need for Achievement**)
- **Sam** volunteers because they enjoy working closely with others and building relationships. (**Need for Affiliation**)
- **Jordan** volunteers because they want to influence decisions and lead the team. (**Need for Power**)

Although all three employees take on the same task, they are motivated by different needs. Effective managers recognise these differences and adapt how they motivate each individual.

Break



Motivation Theory Matching

In pairs, work your way through the worksheet provided.

After completion, answer the following questions:

1. Which motivation theory do you think is most relevant in today's workplace?
2. How could managers use motivation theories to improve employee performance?
3. Which theory best explains your own motivation at work or in education?



Personality and Workplace Behaviour – What is Personality?

Personality refers
to relatively stable
patterns of:

Thinking

Feeling

Behaving

It influences:

Communication

Relationships

Decision-making

Leadership

Teamwork

The Big Five Personality Traits

Openness

Conscientiousness

Extraversion

Agreeableness

Emotional Stability

Personality and Business Performance

- Conscientious employees often perform well in structured environments.
- Extraverted employees may thrive in customer-facing roles.
- Open individuals may contribute to innovation.

QUESTION: Can different personalities be equally successful in the same role?

Recruitment Activity – Match the Job Role

Role	Most Useful Trait?
Sales Executive	?
Project Manager	?
Customer Service Advisor	?
Innovation Lead	?

Break





Attitudes and Workplace Behaviour

Positive
attitudes:

Commitment

Collaboration

Customer focus

High
performance

Negative
attitudes:

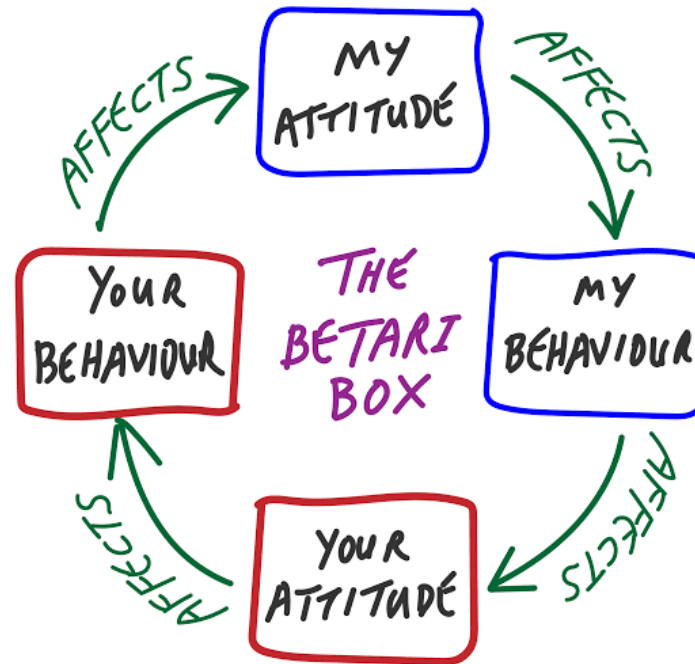
Conflict

Disengagement

Absence

Reduced
productivity

Betari's Box



Betari's Box in practice - Scenario

- During a project meeting, a team member, Chris, feels overwhelmed and frustrated by workload pressure. Chris's tense attitude leads to curt behaviour - snapping at a colleague, Jamie, during the meeting. Jamie picks up on this negativity, feels disrespected, and responds with a defensive comment. This escalates tension, causing both to become less cooperative for the rest of the meeting. The team's atmosphere deteriorates and small misunderstandings are amplified.
- How could this could have been avoided?

Betari's Box in practice - Scenario

- If Chris notices this cycle and decides to reflect, taking a moment to apologise to Jamie and explain feeling stressed, this shift in attitude changes subsequent behaviour. Jamie, recognising the vulnerability, responds with empathy. This new pattern improves their communication, and the positive attitude spreads, allowing the group to recover and refocus collaboratively, transforming a potentially vicious cycle into a virtuous one.

Betari's Box - Scenarios

- Read each scenario with Betari's Box in mind
- Reframe: Change **one** person's attitude/behaviour. Rewrite the scenario's key interaction.
- How does this promote respect, inclusion, or professional courage?

Employee Engagement – What is it?

- Over 50 definitions!
- A psychological state experienced by employees (CIPD, 2025).
- To engage employee, organisations should focus on:
 - **Motivation:** how workers guide their efforts to achieve goals, including intrinsic motivation (enjoying work for its own sake) and extrinsic motivation (working to get a reward).
 - **Organisational identification:** the alignment between how an employee sees themselves and how they see their organisation.
 - **Organisational commitment:** feeling attached to the organisation and dedicated to their work.

Employee Engagement in the UK

quiz?

How engaged are UK employees? (1)

According to the CIPD Good Work Index (2026), what proportion of workers feel enthusiastic and immersed in their roles?

- A. Around a quarter
- B. Around half
- C. Around three quarters

How engaged are UK employees? (2)

According to the CIPD Good Work Index (2026), what percentage of employees feel lonely miserable or bored at work?

- A. 15%
- B. 25%
- C. 35%

How engaged are UK employees? (3)

According to the CIPD Good Work Index (2026), what proportion of employees feel full of energy at work?

- A. A quarter
- B. A third
- C. Half

How can manager's engage employees? (CIPD, 2025)

The 2009 [MacLeod Review](#) summarised four key 'enablers' of employee engagement:

- [Leadership](#) that gives a 'strong strategic narrative about the organisation'.
- [Line managers](#) who motivate, empower and support their employees.
- [Employee voice](#) throughout the organisation, to involve employees in decision making.
- Organisational integrity that stated [values](#) are reflected in the actual [organisational culture](#); what we say is what we do.



Enhancing Engagement (Armstrong, 2025)

10 steps for enhancing engagement

1. Delegate more.
2. Involve people in setting their targets and standards of performance and in deciding on performance measures.
3. Allow individuals and teams more scope to plan, act and monitor their own performance.
4. Involve people in developing their own solutions to problems.
5. Create self-managed teams – ones that set their own objectives and standards and manage their own performance.
6. Give people a voice in deciding what needs to be done.
7. Help people to learn from their own mistakes.
8. Encourage continuous development so that people can both grow in their roles and grow their roles.
9. Share your vision and plans with members of your team.
10. Trust people and treat them as adults.



The Link Between Engagement and Performance

Engaged employees bring their best selves to work — and that drives better performance for individuals, teams, and the organization.



Employee Engagement

When employees feel connected, valued, and motivated, they are more likely to:

- ✓ Be committed to their work
- ✓ Bring positive energy
- ✓ Collaborate with others
- ✓ Go the extra mile
- ✓ Stay with the organization

Engagement
fuels...



...which leads to
higher performance.



Performance

Higher engagement translates into better results, including:

- ✓ Increased productivity
- ✓ Higher quality work
- ✓ Better customer service
- ✓ More innovation
- ✓ Stronger teamwork



The Result?

More engaged employees create a high-performing workplace — which leads to greater customer satisfaction, stronger business growth, and long-term success.

Recap – Today we have...

- Explored how individual behaviour influences organisational performance and team success.
- Reviewed motivation theories, including Self-Determination Theory, Maslow, Herzberg and McClelland.
- Considered how personality, attitudes and behaviours affect workplace relationships and effectiveness.
- Examined employee engagement and how managers can support motivation, employee voice, leadership and organisational integrity

Looking back and learning



Each week, review the effects and learn from this experience.



Emphasis should be on the first step to understanding ourselves and the people around us than immediate solutions to problems and situations



Try to look at yourself and how you interact with people this week



See if you notice anything different



Take notes each week to help with your assessments

Any questions?



Reference List

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- CIPD (2025) *Employee engagement and motivation*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/engagement-factsheet/> (Accessed: 10 September 2026)
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