

A close-up photograph of a white, articulated robotic hand shaking a human hand. The human hand is wearing a dark business suit sleeve and a white shirt cuff. The background is a blurred city street at night with lights from buildings and streetlights.

LCDB7008 Visions for the Future : Theoretical Perspectives on Management

Week 6 - Work Modes and
Management

Dr. Helen Lee

Immersive Room-

Learning Objectives (1 of 2)

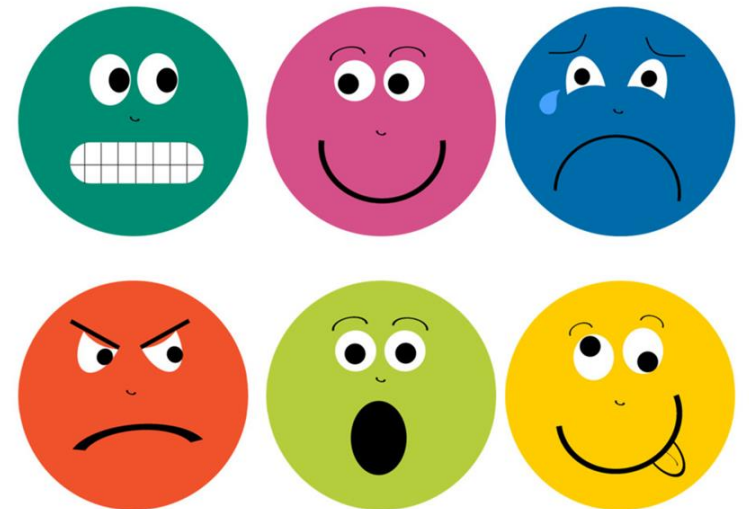
Understand the future of work experiential learning and evaluate the role of leadership in business dynamics from theoretical lens

Scenario I – Hybrid working

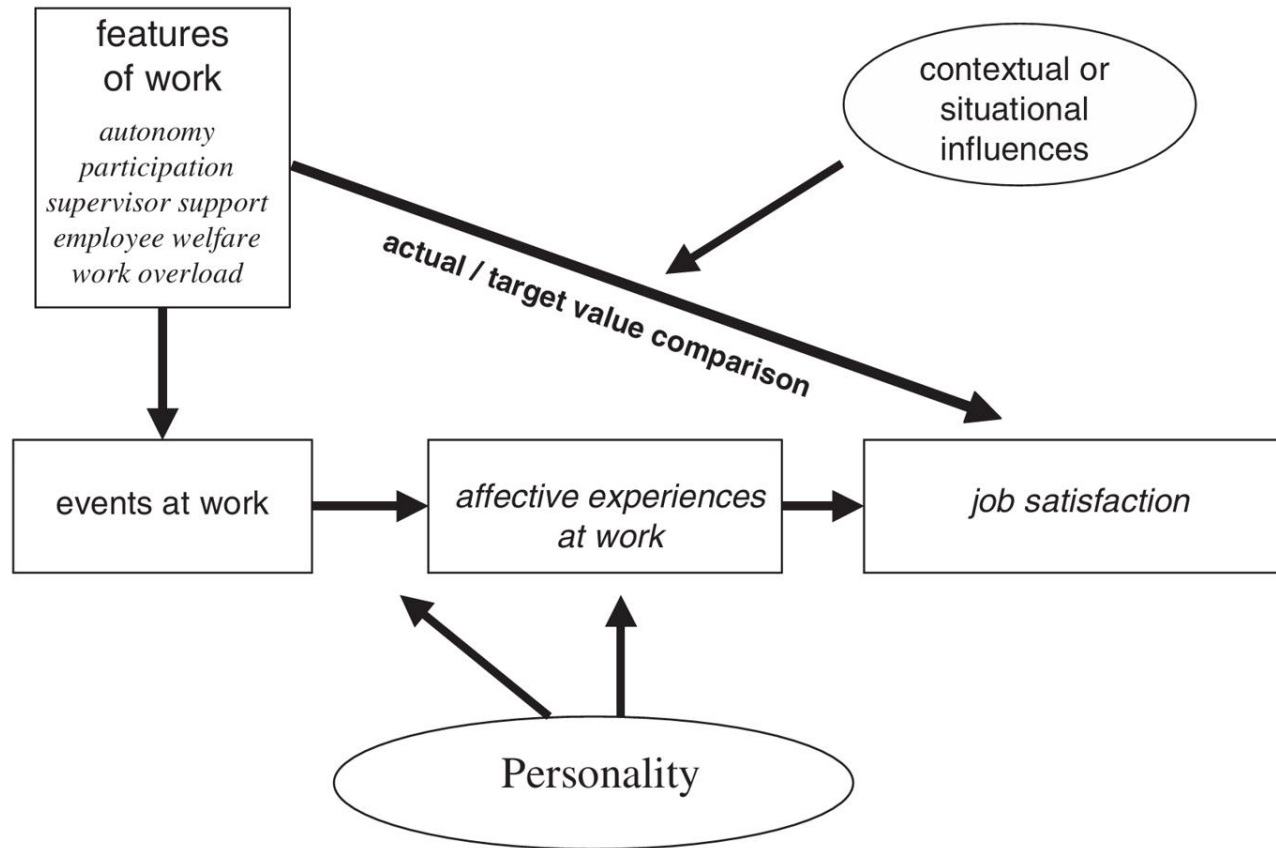
Scenario II – Team management

Recap

- Emotions and mood at work
- Emotional labour
- Relationship between emotions, affective value and employees behaviour at work
- Psychological Safety
- Psychological Safety and Employees Emotions



Affective Works Theory



Work events(s) =>
Emotions => Job
satisfaction => Attitude
=> Behaviour

Wegge, et. al., (2006)

Emotional Intelligence and Job Performance

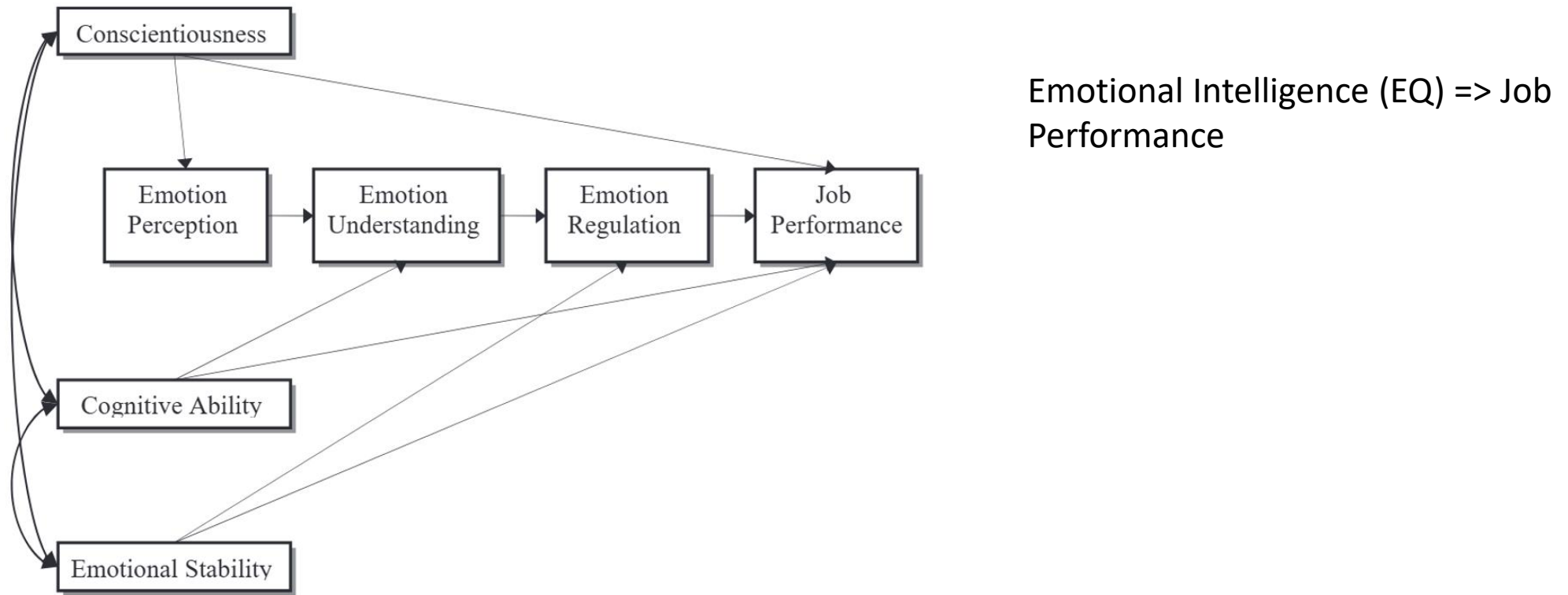


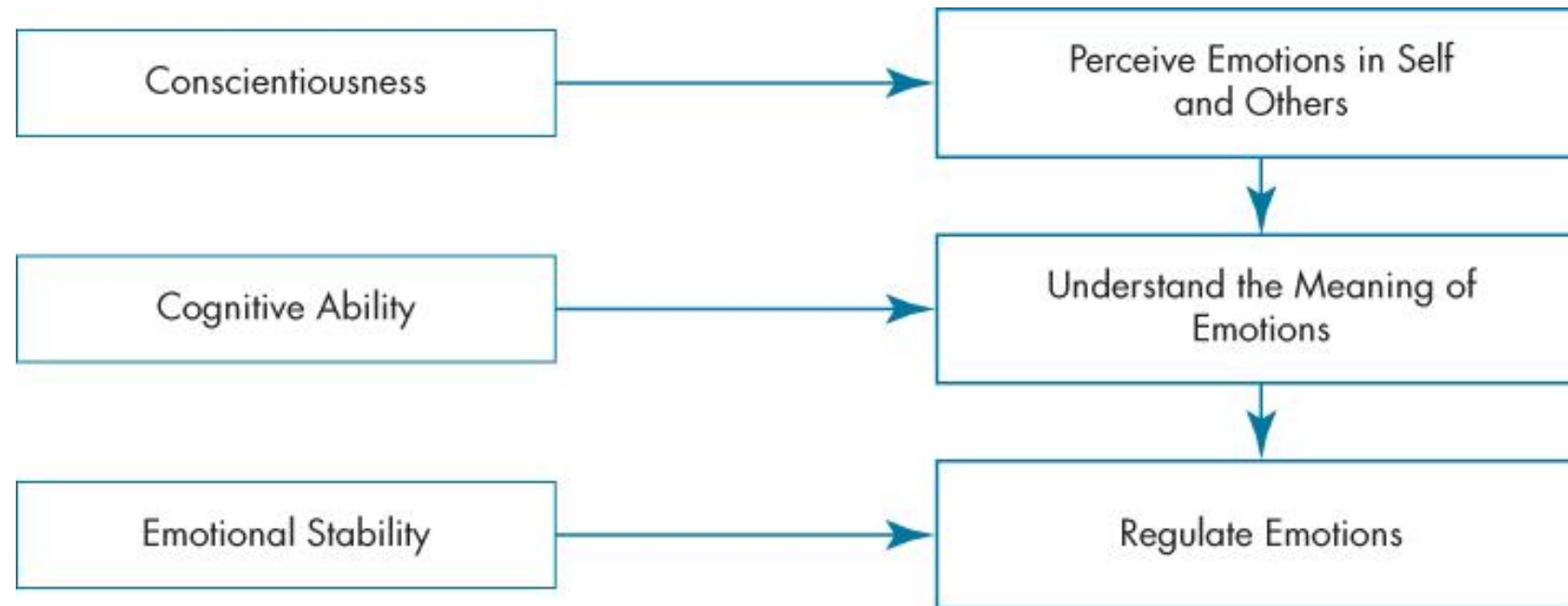
Figure 1. Cascading model of emotional intelligence (EI). The cascading model is based on the ability EI concept (Mayer & Salovey, 1997) and incorporates three subfacets of performance-based EI: emotion perception, emotion understanding, and emotion regulation.



Future of work and employee

Future of work

Exhibit 4-5 A Cascading Model of Emotional Intelligence



Alfes, K. *et al.* (2022) 'New ways of working and the implications for employees: a systematic framework and suggestions for future research', *The International Journal of Human Resource Management*, 33(22), pp. 4361–4385. doi: 10.1080/09585192.2022.2149151.



Experiential learning



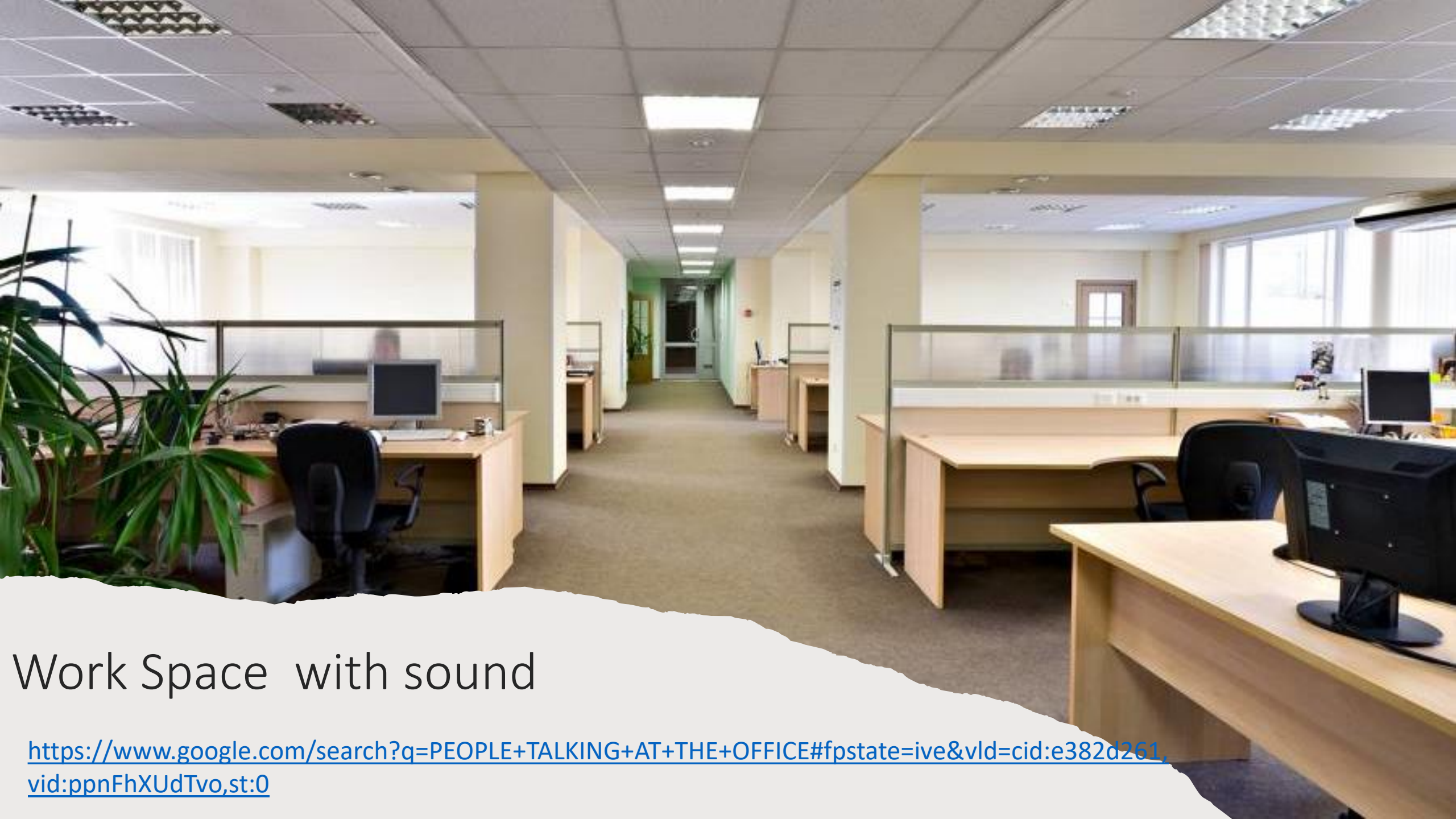
Scenario 1 - Alternate
work mode

Future of Hybrid working

Future of Hybrid working (3:25 mins)

- [The Future of Hybrid Working](#)

Employees' perspectives



Work Space with sound

<https://www.google.com/search?q=PEOPLE+TALKING+AT+THE+OFFICE#fpstate=ive&vld=cid:e382d261,vid:ppnFhXUdTvo,st:0>



<https://youtu.be/ryWmcjQf3C8>

Factory with sound

Work from Home



[10 Hours of Relaxing Music & Soft Rain Sounds - Sleep Music](https://youtu.be/puXD5Fyup3Y)
<https://youtu.be/puXD5Fyup3Y>

Leader's perspective

Scenario (II) – Team Management

Work with Robot

Humanoid Robots Working Together Running the Same AI | What The Future (3:22 mins)

[working with robot - Google Search](#)

How do you feel.....
? From co-workers'
perspectives



Robot as your co-worker / colleagues



Robot as your co- worker / colleagues





Robot as your co-worker / colleagues



What is your choice of teammates ?



Scenario - Leaders, Co-worker and Colleagues

1) What is your choice ? Team A (Human staff) or Team B (Mix o human and Robot? Team C (A team of Robot) ? Why

2) Assume that you are the senior management. Based upon your choice in Q1, how do you manage your team to ensure the following KPIs are achieved.

- a. Job satisfaction
- b. Employee motivation
- c. Team performance (sales target, profit...)
- d. Business sustainability

Please use relevant theory(ies) to justify your answers.

Question

- Now, you are given a chance to make your choice again on the team selection.
- Will you stay with the same choice ? Why or why not?

Reflective Question(s)

- Q1. Do you need different leadership style to manage team A, B & C?
- Q2. Will leadership play a crucial role in future particularly for team C?

Reflective Question(s)

Q3. Do Senior management and frontline staff have different interpretation on the followings ? Think about this question through theoretical lens

- a. Job satisfaction
- b. Employee motivation
- c. Team performance (sales target, profit...)
- d. Business sustainability



Literature Reading



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

Q&A !



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

Thank You!



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

Reference

- Belias, D., Rossidis, I., Papademetriou, C., & Mantas, C. (2021). Job Satisfaction as Affected by Types of Leadership: A Case Study of Greek Tourism Sector. *Journal of Quality Assurance in Hospitality & Tourism*, 23(2), 299–317. <https://doi.org/10.1080/1528008X.2020.1867695>
- Collins Jim, Level 5 Leadership: The Triumph of Humility and Fierce Resolve, Harvard Business Review, pp 65-76, January 2001)
- KOTTERMAN, J., (2006) . Leadership Versus Management: What's the Difference? *The Journal for Quality and Participation*, **29**(2), pp. 13-17.
- Ilies, R., Judge, T., & Wagner, D. (2006). Making Sense of Motivational Leadership: The Trail from Transformational Leaders to Motivated Followers. *Journal of Leadership & Organizational Studies*, 13(1), 1-22. <https://doi.org/10.1177/10717919070130010301>