

Team Selection, Formation and Leadership

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Abstract

As a Project Manager, a proper knowledge with regards to the leadership and management domains is essential. A systematic understanding of current issues in leadership within a variety of organisations is recommended. Furthermore, a proper knowledge of leadership skills for the individual, the team and for the self with is necessary with regards to the promoting of a high-performance, high-achievement culture. This report presents an attempt at demonstrating proper knowledge of leadership and management skills. It starts by briefly detailing the provided hypothetical scenario. Next, the staff recruitment and selection methodology is presented, as well as PSED (Public Sector Equality Duty) conformance policies. Following this is an overview of suggested working practices, as well as various leadership approaches and possible KPIs towards monitoring the team's development and performance. The report ends with an executive summary of the chosen approaches and their implications for the organisation and the project.

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1 Introduction

Within the context of a hypothetical scenario, the writer of this report, appointed as the Project Manager of a software development company known as Swansea App Synthesis Ltd., has received a remit, asking him to select and develop a new team. Half of the staff comes from an already existing project group; the other half needs to be recruited and filled in towards a final number of 10 staff.

With this scope in mind, a report for the Managing Director has to be produced, detailing the processes and vision required towards the development of the new team.

The following factors are to be taken into consideration:

- The project for which the team is assembled addresses the use of analytics on health data.
- The Public Sector Equality Duty (PSED) conditions are imposed on all suppliers.
- The existing staff is comprised of males, aged 25 to 35 years old.

As such, the following objectives are assigned to the Project Manager towards the scope of recruiting and managing the new staff:

- Research and critically appraise various options towards the selection of new staff;
- Assess various ways of addressing PSED compliance in practice;
- Analyse various ways of accelerating effective team development and establishing effective working practices;
- Document and analyse various leadership approaches towards staff management and how they might be suitable towards the current scenario's environment;
- Identify and select KPIs (Key Performance Indicators) which are deemed to be suitable towards the monitoring and evaluation of the team's performance and development;
- Produce an executive summary comprised of the chosen approaches with regards to the above objectives, as well as their implications towards the team, project and organisation.

The following chapters deal with each of the above objectives, starting with the analysis and discussion of the staff selection process.



2 Staff selection

It can be confidently asserted that social media is an important factor with regards to the Human Resources department, as well as employee recruitment. [1, p. 3] [2, p. 102] With this in mind, the suggested first step of the employee recruitment process is to promote job vacancies on several social and/or career-networking sites, such as:

- Facebook
- Google+
- LinkedIn
- Twitter
- Indeed
- etc.

Briefly outlined, the job advertisement would take the following form:

Swansea App Synthesis Ltd. is looking for individuals with skill and interest in data-analytics related work, as well as software and/or database programming.

With regards to a role in data analytics, a proper candidate for the job should present adequate knowledge of the following:

- The analysis, interpretation and evaluation of medical data
- A deep knowledge of statistics, such as when, why, and how to apply them towards extracting further useful information

On the other hand, individuals looking for software and/or database-oriented work should possess knowledge in the following:

- Database manipulation languages such as MySQL and PostgreSQL
- Big Data technologies such as Hadoop
- Big Data theory and practices

As such, job applicants which display the desired traits and knowledge will be tasked with a face-to-face interview.

The interview starts by assessing the potential candidate's previous experience, if any. This is done by asking the candidate to elaborate on his/her performance and responsibilities during previous work.

Next, the interview undergoes an assessment of the potential candidate's more general skills and characteristics, focusing on areas such as:

- Capability to achieve results within established time-frames
- Interest and belief in the organisation's vision and goals
- Personal strengths and weaknesses
- Work-related characteristics (for example, style of work)

Following this, a set of psychometric tests will be undertaken with the scope of assessing the individual's psychological traits and character. The tests will comprise of techniques such as the Rorschach method [3, pp. 277-279]; TEMPS-A [3, p. 168]; etc. Factor analysis will employ the CFA (Confirmatory Factor Analysis) [4, pp. 96-97] method.

Finally, some skill-based tests will be given to the potential employee with the scope of roughly evaluating his/her performance in the chosen field. Each individual is scored from 0 to 30. Each of the test's challenges can reward a maximum of 10 points.

For example, a potential programmer candidate's tests' would consist of:

- SQL/Hadoop scenarios and challenges [5]
- Detecting common syntax and programming language errors
- General programming theory challenges, such as the designing of a small application interface (API) [6, pp. 168-170]

On the other hand, a data analyst's tests would consist of:

- Data analytics theory, particularly with regards to the field of health-care [7]
- Attempting to analyse, evaluate and discuss findings particular to a set of data
- Statistical challenges [8] 

The interview results will be noted into a table comprised of the following:

- Name
- Age
- Gender
- Work experience
- Psychometric score/s
- Test score/s
- Traits
- Strengths
- Weaknesses
- Other notes

Once enough candidates have applied during a specific time-frame (for example, 15 for each position within 3 months), the 5 candidates possessing the top-most score/s for each particular group (top 5 data analysts, top 5 software/database engineers) will be chosen for the final selection process.

Finally, the remaining vacancies are taken by the candidates which are deemed most suitable for the work-place depending on the desirability of his/her individual characteristics and work experience, as well as the results of the psychometric test/s. Within this particular scenario's context, it is assumed that 3 data analysts and 2 software/database developers are required.

To summarize, the proposed process of staff recruitment involves the following:

- Posting job advertisements on various job-sites and/or career- focused networking platforms; favorable candidates will be called for an interview.
- Engaging in an interview process with favorable candidates, the process of which is comprised of psychometric and skill-based tests, as well as discussion focused on work-experience, personal traits and possible alignment with the organisation’s goals and vision.
- recruiting the candidates deemed most fit for the organisation; this process is comprised of an analysis of each individual’s result and the selection of the candidates deemed most fit for recruitment. 

3 Public Sector Equality Duty

It is widely known that some industries are primarily male-dominated. [9] [10] Furthermore, in the Information Technology industry there exists a noticeable bias towards the employment of younger candidates. [11, p. 461] Finally, racism may also be present within industries. [12]

These, as well as other individual and/or group characteristics, are usually the target of discrimination, manifesting itself either in lower wages or other discriminatory behaviour. Some other characteristics [13, p. 3] are:

- Gender re-assignment
- Disability [14]
- Pregnancy and maternity
- Sexual orientation
- Religion/belief, or the lack thereof

Towards this purpose, the “Public Sector Equality Duty” has been enacted, taking its principles from the Equality Act of 2010. Its role is to simplify anti-discrimination legislature, as well as to help business leaders and business employees towards an easier understanding of and compliance with anti-discrimination legislature. [13] [15]

Its aims [13, p. 5] are briefly outlined below:

1. To eliminate unlawful discrimination, harassment and victimization towards people who share protected characteristic/s
2. To advance equality of opportunity between people who share a protected characteristic and those who do not
3. To foster good relations between people possessing a protected characteristic and those who do not

Towards the scope of complying with the Public Sector Equality Duty act, the list below proposes some practical methods towards fostering equality within the different areas and stages of the work-environment. Its main methodology and framework derives from, and attempts to conform with, the “Essential Guide to the Public Sector Equality Duty” [13]

Terms and Conditions – The terms and conditions of the contract will clearly state that any form of discrimination will not be endorsed. These terms and conditions will also be emphasized during the recruitment process of the candidate.

As such, any sort of display of discrimination against a working colleague and/or indirect discrimination would get penalized, resulting in either a notice or dismissal from the work-place.

Payment gap – It will be ensured that each member of staff receives his/her adequate amount of payment, regardless of whether or not he/she possesses a shared characteristic.

Towards assuring that this particular issue is enforced, a report will be produced, consisting of each employee's shared characteristics or lack thereof, as well as his/her salary and current position in the work-place.

Furthermore, the process of writing the report itself, as well as the source/s used in the report, will be made transparent towards the public authority/authorities. This ensures legal compliance and the authenticity of the report and its' contents.

Policies, decision-making – Whenever it is necessary, groups or individuals with shared characteristics will be asked for input during all of the stages contained within the process of establishing a new policy and/or making a decision.

If any sort of discriminating behaviour is present, it is taken out of the proposed decision or policy. If possible and desired, the policy/ decision may be refined and subsequently re-evaluated by the shared characteristic group/representative/individual. Finally, the policy or decision may be dropped altogether if it cannot be altered to any positive extent.

Representatives – Out of each group of employees possessing a shared characteristic, one may be elected as that particular group's official representative.

As such, the role of the representative would be of ensuring and taking an interest in how the organisation deals with anti-discrimination policies towards that particular group.

Reporting discriminatory behaviour – Any sort of discriminating behaviour will be able to be reported, either in person, through phone-calls or e-mail.

If possible, the victim's group representative may also be brought into the issue so as to ensure transparency and assure all parties that the offender has acted in a discriminatory manner.

As mentioned previously, the offender would get either a notice or dismissal from the work-place, depending on the gravity of the offence and/or discussion of the event by all parties involved.

Team work – Whenever individuals are tasked to engage in collaborative work, individuals with and without shared characteristics will be paired together so as to encourage good relations.

Special needs – If a particular individual possesses some sort of characteristic (for example, disability) which results in some special need, he/she will have the right to ask for the particular facility and/or service that would help him/her towards reaching full potential.

Surveys – Each individual possessing a shared characteristic will be periodically tasked with the completion of a survey. The survey would ask the individual questions pertaining to his/her level of comfort with regards to the work-place and the presence or lack thereof of discriminatory behaviour, such as:

- Whether or not he/she feels anti-discrimination policies are properly enforced
- Whether or not he/she feels comfortable in the work-environment
- Whether or not he/she has been the victim of any un-reported discriminatory behaviour
- etc.

If the results of the survey point to an unfavourable result, all related parties are called in for a discussion on how to better improve the policies, as well as the enforcement and monitoring of them.

Reports – Finally, a report will be produced annually, detailing all of the above processes and its results, as well as other extra information if required.

As stated previously, the entire proceeding will be made transparent to the public authority or authorities and/or all other parties involved (group representative, lawyers, etc.) with the scope of ensuring trust, authenticity of information, and proper compliance with the PSED.

It can be arguably stated that the processes detailed above would be sufficient towards the enforcement, encouragement and monitoring of anti-discriminatory behaviour, as well as help towards compliance with the Public Sector Equality Duty legislature. Proposals and discussion with regards to the improvement of the above processes and policies would be of course be encouraged and permitted whenever necessary. 

4 Accelerate development; work practices

A proper knowledge of project management is essential towards ensuring the completion of the organisation's social, ethical and business objectives. Some of the essential goals [16, p. 594] towards the accomplishment of these objectives are:

- To deliver the requested product, service or support towards the client within the agreed time-frame and quality expectations
- To keep business costs within the allocated organisational budget
- To maintain employee satisfaction at an ideal level; each employee's contribution to the organisation and, consequently, his/her level of work-place satisfaction is essential towards assuring the organisation's success. [17, p. 4]

On the other hand, some challenges particular to the field of Information Technology [16, p. 93] are the following:

- Software is intangible; as such, a process in itself is required towards producing evidence of improvement with regards to the software being developed.
- The Information Technology field enjoys improvement at a rapid pace; as a result, new challenges, as well as constant improvement with regards to theoretical and practical knowledge and new technologies may be necessary.
- Finally, software is often complex; for this reason, it may be necessary first to assess the various software development methodologies available before deciding on the one fit for the current/future products and the organisation as a whole. 

As such, the establishment of proper work practices with the aim of accelerating development must take into account the characteristics and peculiarities of work in the Information Technology field. The list below proposes some solutions with regards to the several areas and stages of the work-environment:

Management style – With regards to the management style, the “democratic” approach is taken. The democratic approach [18, p. 169] allows staff to become part of the decision-making process. As such, this approach helps facilitate open discussion and suggestions with regards to the project’s various details, as well as its overall quality and architecture.

Team organisation – Teams will be organised using the “agile” “Scrum” approach. As such, there will be two teams of a number of five staff each, leader included. In other words, the “agile” [18, p. 174] teams will each consist of:

- One “Scrum master”, whose role is to measure the project’s progress and implementation
- One “customer”, who is responsible for the implementation of the Scrum process
- Three team members who perform the actual work and product implementation

Goal management – Goals will be categorised with the help of the MoSCoW framework. The MoSCoW framework divides goals into four categories: [18, p. 49]

Must have – Features essential to the project

Should have – Features deemed important but not essential to the project

Could have – Features that may contribute to the project but are not essential

Won’t have – Features which will not be included in the product

Implementation of features will be given priority in accordance to their position within the MOsCoW framework.

Furthermore, the “return on investment” (ROI) model will be used to assess the value of the project, which is calculated thus:

$$\text{Annual profit} = \frac{\text{incomes} - \text{expenses}}{\text{project duration}}$$

$$\text{ROI} = \frac{\text{annual profit}}{\text{expenses}}$$

Lastly, the following work processes are chosen:

Software development methodology – The project’s development will be organised in accordance to the “Scrum” Agile software development methodology, which is based on six [18, pp. 221-222] principles:

- Built-in instability
- Self-organising project teams
- Overlapping development phases
- Multilearning
- Subtle control
- Organisational transfer of learning

Risk management – Risk will be managed in accordance with the project’s budget, time, quality, resources etc. [19, p. 62] Some causes of risk [19, p. 63] are the following:

- Cost constraints
- Poor management
- Human error
- Unrealistic estimate
- Resource unavailability

Review process – Implement a daily and/or weekly review process which would evaluate that particular period’s outputs and take errors into account.

Motivation; bonuses – To encourage outstanding work and/or behaviour, reward very good work with bonuses. More importantly, bonuses and positive feedback should be given so as to acknowledge and encourage good work. [20, p. 27]

To conclude, an “agile” Scrum approach is taken with regards to the project’s management and development process, followed by the MoSCoW criteria for goal management. Following this, risk management, review processes, and work bonuses are proposed with the scope of improving work output.



5 Leadership approaches

An individual with proper knowledge of leadership and leadership approaches is essential with regards to the success of a company, profit or non-profit. Publicized corporate failures further illustrate the importance of good leadership. [21, p. 4] As such, what follows is an attempt towards defining leadership and detailing several leadership approaches.

Leadership has been defined in various ways during the past few decades. However, during the 1980s, academic research [22, p. 4] has noted a few themes which form the basis of the contemporary understanding of leadership:

- Leadership as a method of getting a group of followers to achieve a specific objective
- Influence as being a main characteristic of leadership, a non-coercive influence in comparison to management influence
- Trait-analysis as the basis of understanding great leadership
- Transformation as a result of leadership; persons engaging with one another has a result of personal improvement on both sides of the power-balance

Following is a brief presentation of four leadership styles: transformational, authentic, servant, and adaptive.

Transformational – Part of the “New Leadership” paradigm, transformational leadership [22, pp. 186-220] aims to put emphasis on the development and intrinsic motivations of the followers. Its argument consists of the claim that contemporary work-groups possess a need for empowerment and inspiration.

The process involves a concern with the individual’s human characteristics such as values, ethics, long-term goals and emotions. With this in mind it aims to assess followers’ motives, satisfy their needs and treat them on a human level. Often, this process incorporates the charismatic and visionary methods of leadership.

Transformational leadership should ideally be confident, as well as ideal and vision-driven. It should empower its followers towards a sense of identity and contribution to the greater good, as well as act as a positive role-model for the organisation and its employees. Finally, an individual engaging in transformational leadership should be open to discuss and interpret the followers’ various points of view on the organisation.

Authentic – One of the newest areas of leadership research, authentic leadership [22, pp. 195-223] focuses on the factor of “authenticity” within leaders and leadership in general. It has gained a substantial interest within the context of social and economical instability within the United States since the beginning of the 21st century.

A definition of authentic leadership presents the idea of a leader who exhibits genuine leadership, leads from his/her personal convictions, and whose leadership approach is not heavily influenced by other leadership

approaches which are otherwise commonly practiced. It is also defined as an interpersonal relationship, in which results spring from the interactions between leader and followers.

Some of the important characteristics of an authentic leader are self-discipline, a deep sense of purpose, trustworthiness, strong values, consistency and a passion with regards to his/her mission.

Servant – Originating roughly in the 1970s, servant leadership [22, pp. 225-256] has as its target focus the concept of leadership from the point of view of the leader and his/her behaviours. It states that the leader should be attentive to the needs and desires of his/her followers and help them reach their full potential.

Servant leadership is defined as the concept of an individual who wants first to help and serve others. As such, the first step of servant leadership is to make sure that the followers' needs are attended to. As a result of servant leadership, followers reach their full potential and could subsequently become servants themselves.

A servant leader should possess to some degree the following characteristics:

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment to the growth of people
- Building community

Adaptive – Finally, adaptive leadership [22, pp. 257-294] focuses on the adaptation required by the followers of a leader as a result of changing circumstances. As such, an adaptive leader encourages and prepares its followers with regards to adapting to change. In other words, its focus is on the relation of the leader's activities in relation with the followers' work within changing circumstances.

The goal of adaptive leadership is to encourage people towards exploring and changing their values and behaviour. As such, it focuses on the strategies and methods that encourage creativity, learning and adaptation to changing circumstances in complex organisations.

Central to the adaptive leadership model is the adaptive challenge. Adaptive challenges are defined as problems which cannot be commonly solved with the help of the leader's authority and/or expertise. In this case, up to six types of leader behaviours can be employed towards solving adaptive challenges:

- “Getting on the balcony” (finding perspective when confronted with a challenging situation)
- Identifying adaptive challenges
- Regulating distress
- Maintaining disciplined attention
- Giving the work back to the people
- Protecting leadership voices from below

As such, the authentic methodology has been chosen as the ideal leadership style within the context of the current organisation. The reasoning behind this decision can be presented thus [23, pp. 229-231]:

- First of all, it can be argued that a positive, authentic leadership model can create an energizing effect within the leader’s followers, as well as that it can heighten the team’s work performance.
- Secondly, other styles of leadership tend to be more effective within specific social and cultural contexts. [23, p. 231]. For example, the servant leadership model has a higher level of effectiveness in East Asian cultures.
- Lastly, it enables trust between the leader and his/her followers, as authentic leadership encourages an honest and open social interaction. [24, p. 109] Furthermore, it can be argued that the authentic leadership model is ideal within the context of the prevalent social, economical and political issues of the current period. [24, p. 109]



6 Key Performance Indicators (KPIs)

A Key Performance Indicator [25, p. 153], or KPI, represents a measurable metric whose scope is to help towards team and/or individual performance assessment, and improving work performance in general.

Employing a performance-measurement model based on KPIs helps employees identify areas of their work towards which they can strive for improvement, as well as identify his/her personal performance with regards to the organisation’s goals, the product he/she is working on, or the task he/she is assigned to perform. Furthermore [26, p. 4], it also aids the organisation’s leaders and management towards having knowledge of the level of performance the team achieves as a whole.

The chosen KPIs are divided into three categories:

Software-oriented – Relating to the performance of the product/s

Business-oriented – Relating to the quality and frequency of the services offered, as well as income earned

Staff-oriented – Relating to the performance and satisfaction of staff members

Below is a list of software-oriented KPIs whose scope is to evaluate the individual and/or team’s performance towards the development of the product from a more technical perspective:

Defects per 1000 lines of code – It is widely known that nearly all software has defects and/or bugs. [27, p. 47] With this in mind, this metric would be useful towards assessing each member of staff's rate of investment in the product he/she is tasked on working on.

Furthermore, one could to some degree infer the project's complexity or the general performance of the entire team through this metric [27, p. 8]: lower values could indicate that the team's performance is satisfactory, and/or that the project has not become unexpectedly complex.

Time to fix a bug – This metric [28, p. 143] is calculated as the average of the sum of durations spent upon fixing bugs on a per-individual basis. Low values are desirable.

Number of successful tests – This KPI represents the number of successful software tests in relation to the total number of tests. A higher percentage or total percentage is desirable, whereas values under 100% are deemed to be undesirable. It may be used towards identifying the feasibility of the product from a technical view-point.

As such, a 100% value should be the norm during the entire software development life cycle. Whenever the value/s drop below 100%, more vigorous testing and bug fixing should be performed.

Following this, business-oriented KPIs [26, pp. 349-397] are presented below:

- Amount of income earned
- Amount of customer requests completed on time and within the organisation's budget
- Number of customer requests still pending
- Satisfaction score of customers (calculated as an average of all customers' satisfaction scores, for example from 0 to 10)

Finally, KPIs relating to staff and their satisfaction with regards to the organisation [26, pp. 349-397] are listed below:

- General satisfaction with the organisation (calculated as an average score, as previously mentioned)
- Project/request completion per staff member and/or per entire team, expressed in percentages
- Number of project/requests done per staff member

To summarize, the chosen KPIs are presented below under the form of a table, as well as the suggested frequency of their measurement:

KPI	Category	To be measured
Defects per 1000 lines of code	Software-oriented	Daily
Time to fix a bug	Software-oriented	Weekly
Number of successful tests	Software-oriented	Daily
Income earned	Business-oriented	Weekly
Requests completed (total)	Business-oriented	Weekly
Pending requests	Business-oriented	Weekly
Satisfaction score of clients	Business-oriented	Weekly
Staff satisfaction score	Staff-oriented	Monthly
Project/request completion (1 staff)	Staff-oriented	Daily
Project/request completion (team)	Staff-oriented	Daily



It can be positively asserted that software with as few bugs as possible is likely to be more successful. [27, p. 42] Furthermore, the above mentioned KPIs are arguably sufficient for basic business metrics. Lastly, it is well known that staff satisfaction is integral to a organisation's success. [29, p. 16] [30, p. 6]



7 Executive summary

Introduction – Swansea App Synthesis Ltd. is looking to recruit new work-force with the scope of having a team of 10 staff members.

As such, the project leader has been tasked with establishing proper practices and procedures with regards to the following areas:

- Staff recruitment
- PSED compliance
- Work practices
- Leadership approaches
- Key performance indicators (KPIs)

As such, the following actions are suggested to be undertaken with regards to each area:

Staff selection – Post advertisements for job vacancies on career and social media networks. Afterwards, interview potential candidates with the help of psychometric and skill/scenario-based tests. Finally, recruit the best-performing candidates depending on the above tests' results as well as other characteristics/traits.

PSED – Construct, implement and enforce a policy that would not discriminate against any group with a minority/shared characteristic. Next, periodically perform a transparent review of the policies' effectiveness and results. Finally, give the organisation's employees a platform unto which they can voice their possible concerns and feedback.

Work practices – Establish a management style with a democratic approach. Next, organise the team and project in accordance with the agile “Scrum” software development methodology. Furthermore, use MoSCoW criteria for project goal management. Finally, implement a risk management and review process as well as bonuses for outstanding work.

Leadership approaches – Implement an authentic leadership style, which involves leading from personal conviction, interpersonal relationships, self-discipline and a sense of purpose. Other important characteristics of authentic leadership are strong values, consistency and trustworthiness.

KPIs – Implement and make use of the following KPIs:

Software-oriented – Defects per 1000 lines of code, time to fix a bug

Business-oriented – Income earned, total requests completed, pending requests, satisfaction score of clients

Staff-oriented – Staff satisfaction, project completion (both on a per-individual and per-team basis)

As such, it is thought that the implementation of these policies and procedures will result in a significant improvement with regards to the following areas:

- Public image
- Work productivity
- Work-place experience and atmosphere
- Quality of product/s and service/s
- Capital output
- Staff satisfaction
- Customer satisfaction
- Organisational efficiency



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