

BA Leadership and Management

People Management

BMSW5010

Report

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Executive Summary

The report provided was made after considering TechInnovate's case study. It has focused on the HR-related issues currently experienced by the business, which is adversely impacting the overall performance of the corporation. Based on the context, the study has defined the comprehensive term 'people management' along with its importance for ensuring the long-term success of a business. It has also identified the required roles and professional competencies of the managers for the concerned company while including how 'Classical Systems Theory' and 'ADKAR change management model' can be applied by the institution. The analysis has further illustrated various activities associated with effective 'people management' practices. Concerning the current challenges of the firm, the report has provided effective recommendations by using a 'SMART' framework.

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Part 1: Report

Introduction

People management refers to the practice of recruiting, training, engaging and retaining workers within a business association to optimise their talent and maximise their productivity (Rustiawan *et al.*, 2023, p.235). In the competitive market landscape, it has become quite essential for organisations to focus on managing and supporting the workforce to achieve corporate goals by comprehending and addressing individual needs, ultimately leading to a positive work environment. Additionally, effective people management directly influences staff morale, engagement, productivity and overall company performance, which boosts innovation, talent retention and improved bottom-line results.

The following report is based on the case study of TechInnovate, which is a fast-growing software enterprise operating in South Wales. The firm is experiencing severe challenges related to HR activities, which are hindering the business's progress. Here, the study examines the required roles and competencies of the managers in the firm to tackle the challenges. It incorporates relevant models and theories related to people management practices while analysing diverse activities associated with effective workforce management. The report evaluates and effectiveness of these activities on the overall corporate performance improvement and further depicts strategic recommendations to improve the people management strategies of the company.

Main Analysis

Evaluating the required key roles and professional competencies of the managers of TechInnovate This core section of the study identifies the required roles and competencies for the managers of TechInnovate. According to Koziół-Nadolna (2020), a manager is a professional leader who is responsible for the operations of an institution. Therefore, the effective roles and adequate skills of the managers contribute to determining the success of a business. Concerning the case study of TechInnovate, it has been identified that the organisation is experiencing HR-related issues in different aspects including 'recruiting and retention', 'onboarding and training', 'performance management', 'company culture', 'diversity and inclusion' and so on. The required roles and professional competencies of the firm's manager are underpinned below:

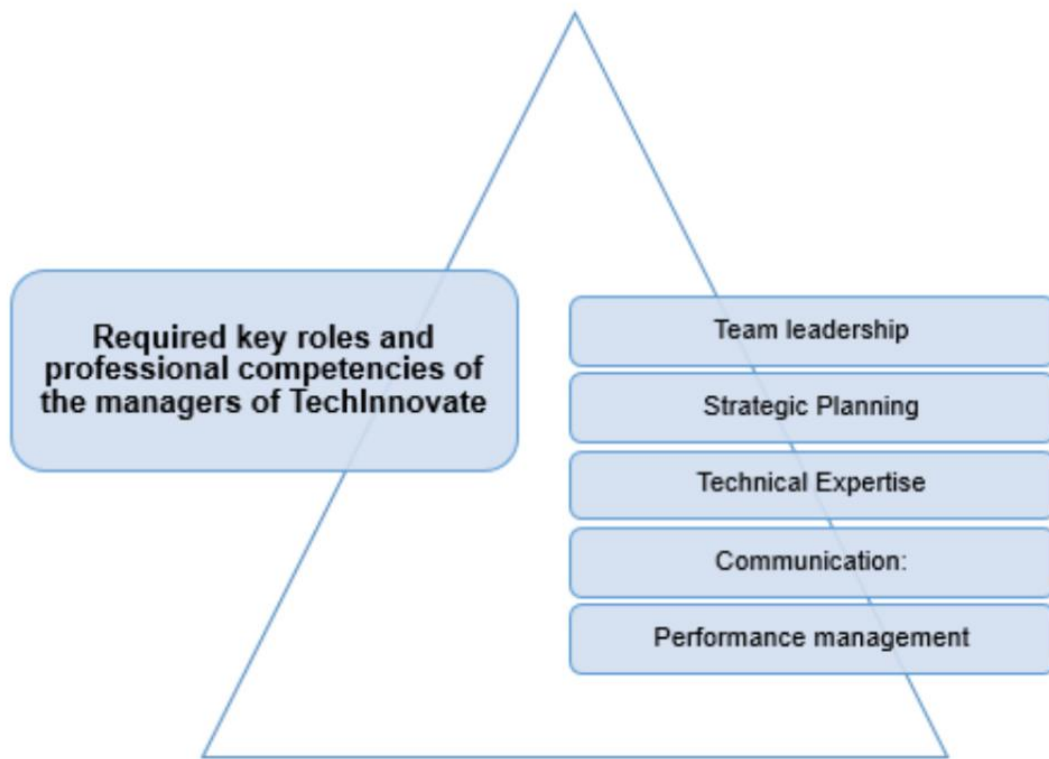


Figure 1: Required key roles and professional competencies of the managers of TechInnovate

(Source: Developed by the author)

Team leadership

Leadership can be defined as the ability to guide and motivate a team to achieve goals (Newman and Ford, 2021). It is a major skill, which is required for the managers of an

institution as they hold the responsibility for enabling a collaborative environment, delegating work and coaching team members. Additionally, it also helps to resolve conflict and miscommunication. Considering the current HR-related issues faced by the concerned company, leadership skills can be considered highly required to facilitate corporate culture.

Strategic Planning:

As per the views of Fuertes *et al.*, (2020), strategic planning is considered a crucial and required role for company managers as it involves setting the overall direction and goals for the organisation. Additionally, it also encompasses making informed decisions about resource allocation and ensuring everyone within the firm is aligned towards achieving long-term success. From the case study, it has been rectified that recruiting and on boarding is a major issue for TechInnovate. Therefore, it is required for the managers of the enterprise to strategically plan for conducting recruitment processes to hire top talents and ensure the overall growth of the business.

Technical Expertise:

Technical expertise can be defined as a high level of knowledge or skill, which is acquired through study, training or practice (Caeiro-Rodríguez *et al.*, 2021). It is an essential requirement for the managers of TechInnovate as it can allow them to effectively lead development teams, understand complex technical challenges and make informed decisions about project dissection. Along with this, the skill is highly required for the managers of this software firm to stay ahead of industry trends, which can contribute to the company's success in the fast-paced landscape. The skill can also boost the performance of the entity, by allowing its management to scrutinise the progress while identifying the areas for improvement.

Communication:

Communication skills are required for managers to effectively perform 'people management' activities by considering the perspectives of the workforce (Anvari *et al.*, 2024, p.46). TechInnovate is currently experiencing issues related to 'diversity and inclusion', limiting innovation within the workplace. Hence, the managers of the firm need to be able to adapt their communication to different audiences such as stakeholders, clients and employees. The skill is also required to translate technical concepts and data into action. Furthermore, the managers of the organisation can enhance workplace collaboration by employing effective communication skills while promoting inclusiveness and diversity in the workplace. Here, nearly 76% of the job seekers have been rectified to consider the 'diversity and inclusion' policy of a business entity when considering a job offer (Fdmgroup, 2024).

Hence, effective communication skills are also required for the managers of the firm to mitigate its 'talent acquisition' challenges.

Performance management:

Performance management is a major role of the managers of an organisation, which helps in analysing the competitiveness of the business while predicting its future growth potential (Kwon and Jang, 2020, p.96). The concerned corporation is experiencing 'performance management-related issues' due to its ineffective HR teams. The skill is critical for the managers of the firm because of the fast-paced nature of the tech industry. Additionally, the skill is needed to constantly adapt to emerging technologies and the highly skilled workforce that demands targeted development and motivation. Addressing relevant theories and models applicable to people management multiple effective theories and frameworks can guide the management of companies in improving 'people management' practices and fostering organisational growth.

Classical Systems Theory

'Classical management theory' is a management style, which focuses on increasing productivity and efficiency by breaking down tasks, specialising employees and using

financial initiatives (Liu, 2024). Max Weber, Frederick Winslow Taylor and Henri Fayol developed the theory. Here, following the principles of this theory can be quite effective for TechInnovate to tackle its current HR-related challenges. Considering the theory, the company can provide a structured approach to identify the interconnected parts of the organisation. Furthermore, the consideration of this theory in 'people management' can also allow for a holistic view of employee problems while enabling targeted interventions to optimise performance. The approach can also help the business to address the root causes of the issues through clear lines of responsibility and well-defined processes, primarily by leveraging incentives and clear performance expectations to motivate the workforce.

ADKAR change management model

The 'ADKAR change management model' is considered an effective framework for 'people management' because it focuses on guiding individuals through the change process at a personal level, ensuring they understand the need for change (Jaaron *et al.*, 2022, p.660). It

also helps in motivating the employees of an organisation to support change, by comprehending its essentiality by acquiring necessary skills and knowledge. Therefore, it can be considered an effective tool to ultimately sustain new behaviours within a corporation, minimising resistance and maximising adoption rates. In the context of TechInnovate, utilisation of this model can be highly beneficial to tackle its current HR-related issues. For instance, the implementation of this model can help the business by providing a structured approach to guide employees through change. Additionally, the consideration of this framework can also allow the business to facilitate a smoother transition during organisational transformations and significant HR policy adjustments. Thus, following this model can also boost the potential of the organisation to change its management stature by recognising the flaws, which can help in mitigating the issues associated with 'performance management'.

Analysing different activities related to effective people management

Effective people management, including different practices such as 'performance management', 'employee rewards' and 'engagement strategies' is a critical driver of overall institutional performance by fostering a motivated, productive workforce aligned with corporate goals. It leads to increased job satisfaction and loyalty when employees feel valued, recognised and empowered to contribute to a firm, ultimately ensuring improved business outcomes (Vu, 2020).

Key 'People Management Activities' and its impacts on corporate performance are highlighted as follows:

Performance Management:

As cited by Ogbeiwi (2021, p.330), the overall performance of an organisation can be improved by clearly defining individual and team objectives, ensuring alignment with corporate strategy and setting 'SMART goals. Here, providing regular feedback can also be considered an effective way to enhance the overall performance of a firm. Following this strategy companies can provide ongoing feedback to workers on their performance, highlighting strengths and areas for improvement, through frequent check-ins and performance reviews. Additionally, recognising training needs and providing opportunities for staff to develop essential skills and knowledge, enhancing their ability to contribute effectively. This also helps in boosting institutional performance.

Employee Recognition and Rewards:

Staff recognition along with reward opportunities is an effective approach to drive employee motivation and enhance the entire organisational performance. As per a survey conducted by Holliday (2021), 87% of HR professionals said that employee recognition programs improve workplace relationships. Here, offering bonuses, commissions or profit-sharing based on performance metrics to motivate high achievement can help the workers focus on enhancing their efficiencies. Additionally, publicly acknowledging outstanding contributions through awards, praise or recognition events, can enable a positive work culture. Alternatively, offering opportunities for

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promotion, job rotation or lateral moves to enable employees to progress within the corporation is also effective in increasing overall productivity.

Workforce engagement:

Fostering transparent communication channels, allowing employees to voice concerns and share ideas and creating a sense of inclusivity can also contribute to enhancing the overall business performance. It is important for firms to delegate responsibility and provide autonomy to staff, enabling them to make decisions and contribute meaningfully. Implementing flexible work arrangements, generous leave policies and wellness programs to support being can also be effective in boosting workforce satisfaction, ultimately contributing to overall performance growth and increased staff retention.

Based on the context, it is quite comprehensible that effective 'people management activities' can influence company performance in several ways including increased productivity, enhanced innovation, reduced absenteeism as well as turnover, increased consumer satisfaction and stronger employer brand.

Recommendations

Recommendations	Specific	Measurable	Achievable	Relevant	Time-bound
To conduct an effective recruitment process	Conducting an effective recruitment process is	Setting a goal for the average time it takes to	The target can be achieved by using 'Applicant	The objective is relevant to be focused on filling the	3 months

within the next 3 months	important for a business to hire efficient candidates D'Silva (2020,	complete the recruitment process from initial application to	Tracking Systems (ATS)' to streamline	most critical positions which directly impact business	
	p.206). The objective is specific for TechInnovate to determine the key positions of the firm that need to be filled and outline the required skills and experience for each role	offer acceptance, can be measured.	the application process, pre-screening candidates and managing the recruitment data efficiently.	operations and productivity.	
To implement suitable onboarding and training strategies within 6 months	According to Bilderback (2024, p.736), conducting effective training and development programs for the workforce is vital to enhancing corporate performance. The goal is	It can be measured by seeking constant feedback from the workforce.	The goal can be attained by organising dedicated training and development programs by employing experienced professionals	It is relevant to mitigate the current challenges of the company related to the on boarding process and inefficiencies of the managers.	6 months
	specific for the firm to properly				

	train its staff and managers				
To promote diversity and inclusion to enable a positive corporate culture within 7 months	The objective is specific to enhance collaboration within the workplace and enable a sense of acknowledgment.	It can be measured by tracking the effectiveness of the company in establishing a shared vision, from an inclusion council and creating more opportunities for the workers.	Hiring employees from different cultural backgrounds and providing job opportunities to both experienced and freshers, the target can be achieved.	The goal is relevant to improve the corporate culture of the firm.	7 months
To incorporate a formal 'performance review process' within 5 months	Considering the current challenges of TechInnovate, the goal is specifically to improve the overall business performance of the firm.	It can be measured by introducing KPIs.	The goal can be achieved by providing frequent feedback to the employees and managers.	The objective is relevant to recognise the areas for improvement.	5 months

Conclusion

In conclusion, companies need to be focused on implementing effective approaches to improve 'people management' practices to accelerate overall performance and remain competitive. The addressed report has considered the case study of TechInnovate and has identified the required roles along with the professional skills of the managers, concerning the current HR-related challenges of the business. Here, it has incorporated effective

theories and frameworks related to 'people management' which helps to understand how the concepts can be applied in the institution to overcome the issues. Moreover, the study has shed light on the different activities, which ensure good 'people management' practices and has examined the influence of these approaches on corporate performance. Furthermore, concentrating on the issues, the analysis has provided strategic recommendations by following a 'SMART model'.

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Raport 2

Presentation

https://youtu.be/dehLw-wot_8?si=HcddrMoPZ8JZE5ig