

Programme Workbook

Managing people

Winter/Spring 2019

Introduction

This workbook serves as the notes for Trimester 1 of the Level 7 Manager Development on *Managing People*

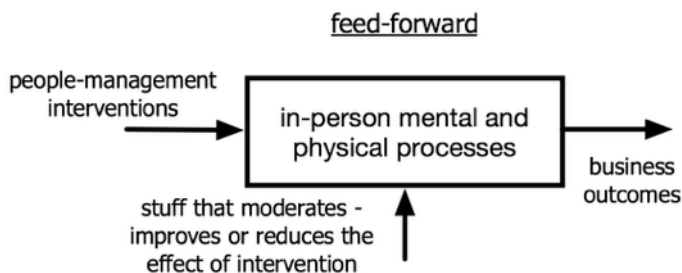
There are six webinars in the Trimester and a workbook page is devoted to each. A separate workbook is available for the face-to-face closing workshop. Space is provided on each page for your own notes. Further reading is given on each page.

- Webinar 1: Establishing the manager-employee relationship
- Webinar 2: Winning staff commitment and job-engagement
- Webinar 3: Fostering innovation and changing culture
- Webinar 4: Setting reward: practicalities of pay and benefits
- Webinar 5: Motivating and setting objectives to drive performance
- Webinar 6: Summarising - a concise model for managing day-to-day

Managing people

Managing people is not intuitive. It's to be learned. And it takes bravery!

People-management involves two central concepts: feed forward, to make change, and feed back, to make correction. These are shown diagrammatically below.



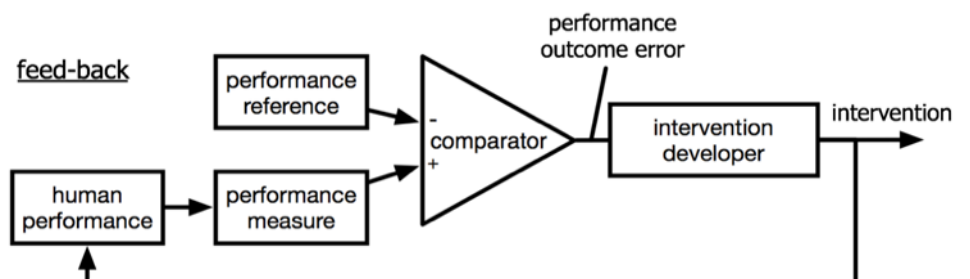
Your job as a manager is to dream up all sorts of people-management interventions in search of beneficial business outcomes.

But interventions are not guesses - they are based on sound science and many years of experience. You just need to learn what works for you and your organisation.



So your job is to continually sense performance of your people and dream up new interventions to correct particular performance issues.

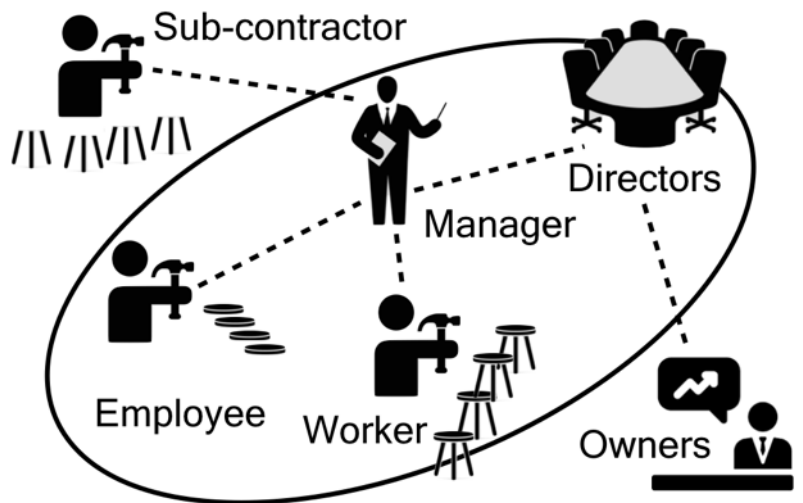
Don't forget or course that there's a difference between human performance and business outcomes - but more on that later.



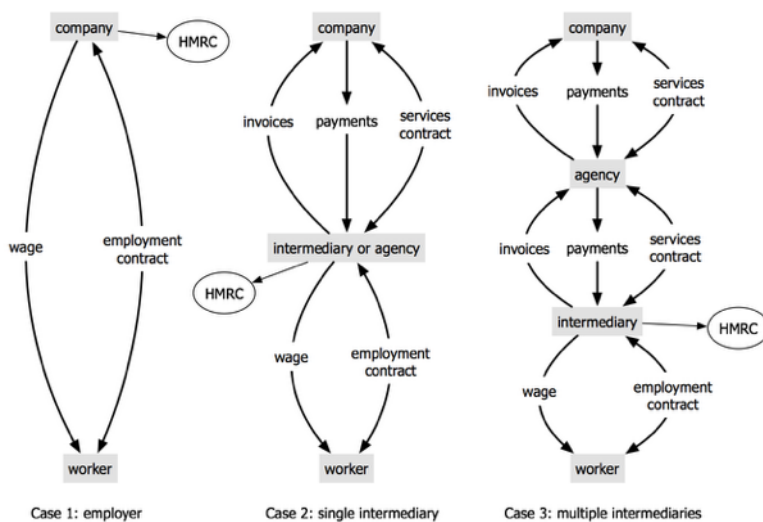
Webinar 1: Establishing the employer-employee relationship

Theory of the firm

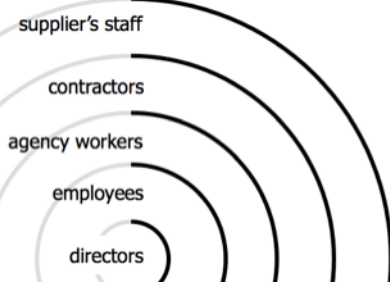
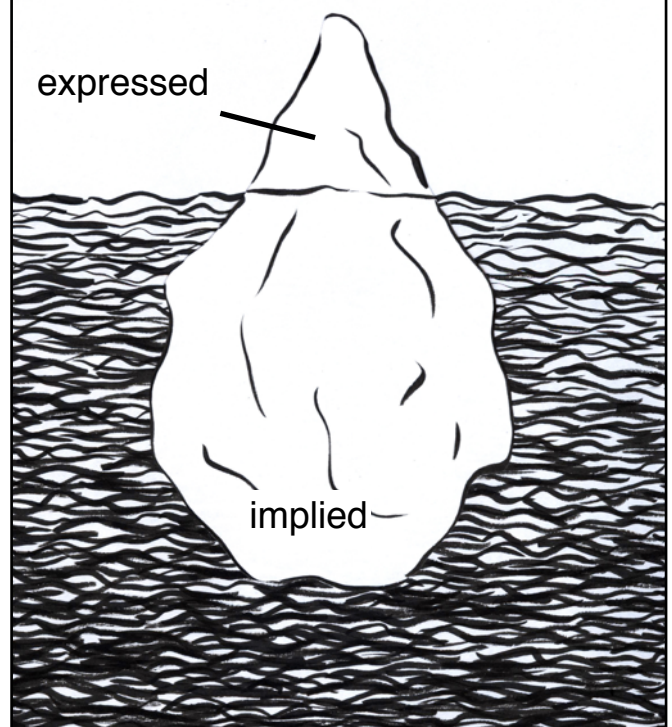
Entrepreneur makes
Contracts out some parts
Brings sub-contractors indoors
Appoints managers as agents
Forms a Board, separates owners
Off-shores some parts
Contracts become complex



Contractual arrangements in a firm



The psychological contract

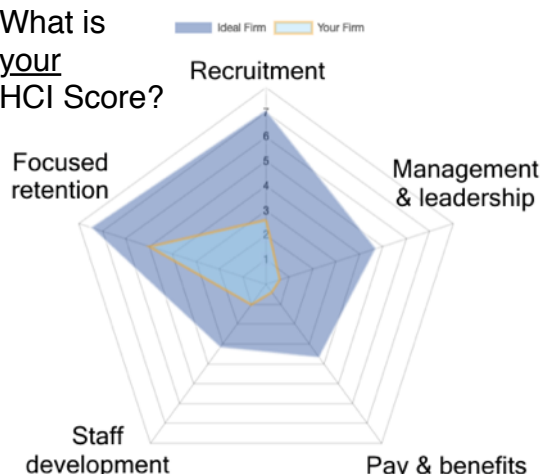


Further reading:

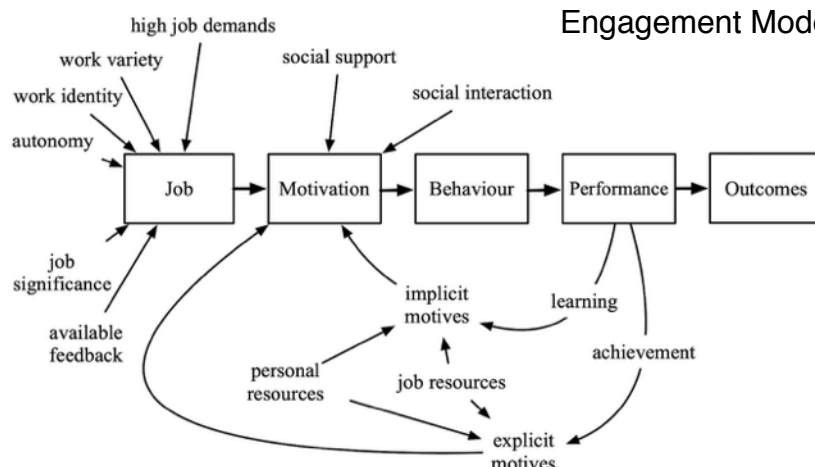
<https://timelesstime.co.uk/knowledgebase/employing-contractors-and-agency-workers>
<https://timelesstime.co.uk/knowledgebase/growth-without-employees>
<https://timelesstime.co.uk/knowledgebase/every-person-under-contract>
<https://timelesstime.co.uk/knowledgebase/winning-employee-commitment-by-granting-idiosyncratic-employment-deals>
<https://timelesstime.co.uk/knowledgebase/engagement-follows-commitment>

Webinar 2: Winning staff commitment and job-engagement

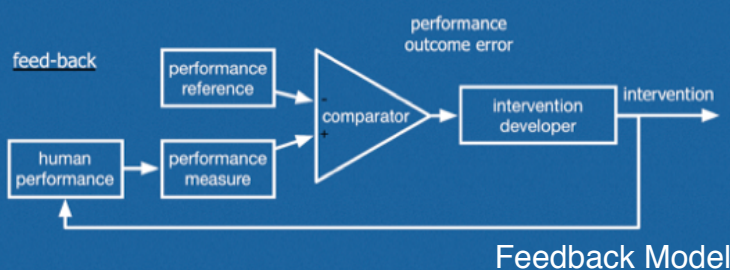
What is
your
HCI Score?



Engagement Model



feed-back



Feedback Model

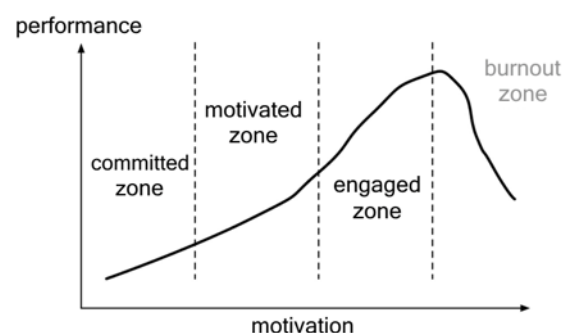
Commitment

- I want to stay working here
- I'm obligated to keep working here
- I need to continue working here

Antecedents and Outcomes of Employee Engagement



Complete model



Recruitment:

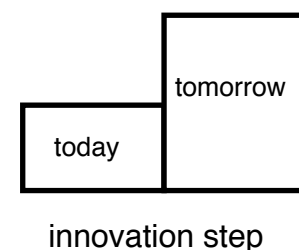
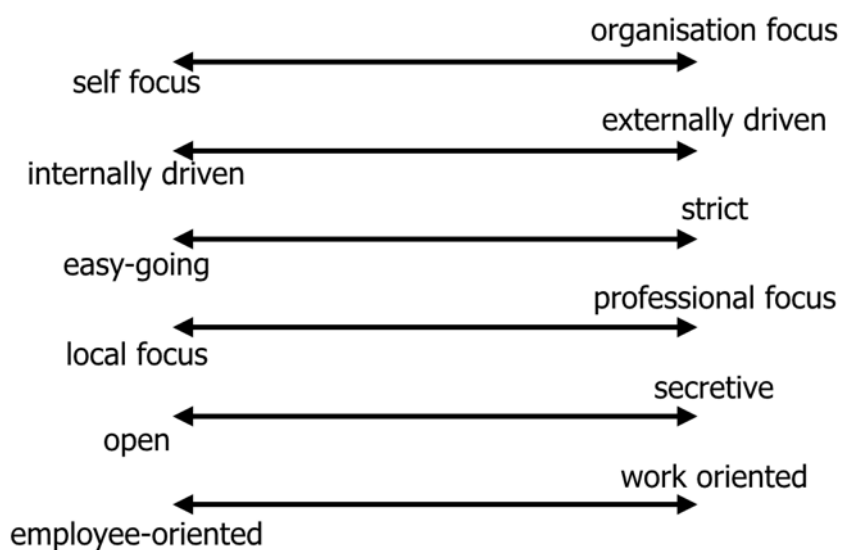
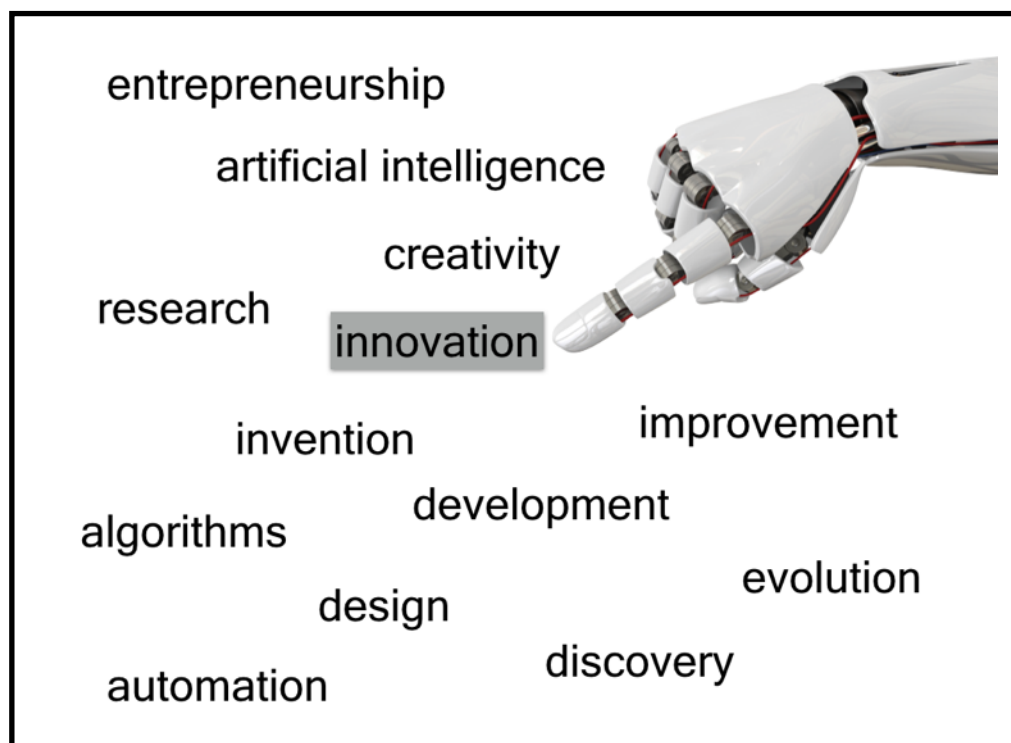
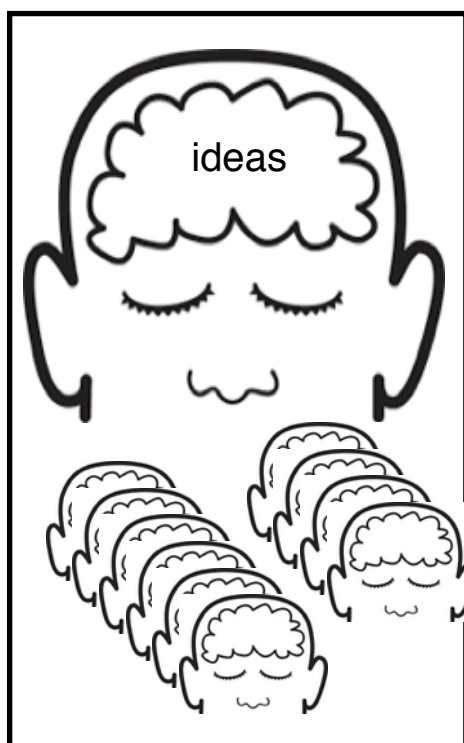
Get the right person into the right job

Personality, general mental ability, competencies, behaviours, preferences

Further Reading

<https://timelesstime.co.uk/knowledgebase/getting-commitment-from-generation-y>
<https://timelesstime.co.uk/knowledgebase/engagement-follows-commitment>
<https://timelesstime.co.uk/knowledgebase/importance-employee-commitment>
<https://timelesstime.co.uk/knowledgebase/employee-engagement>
<https://timelesstime.co.uk/knowledgebase/competitive-advantage-through-people>

Webinar 3: Fostering innovation and changing culture



Making innovation happen

risks
culture
need
ideas
groups
multi-discipline
evolution

Further reading:

<https://timelesstime.co.uk/knowledgebase/how-to-get-started-in-innovation>
<https://timelesstime.co.uk/knowledgebase/social-managers-enjoy-greater-success>
<https://timelesstime.co.uk/knowledgebase/strategic-hrm-people-culture-bottom-line>
<https://timelesstime.co.uk/knowledgebase/culture-matters-maximising-people-contribution>
<https://timelesstime.co.uk/knowledgebase/our-solutions-in-encouraging-innovation>

Webinar 4: Setting reward

Psychology of Pay - Marginal Utility and Motivation

The more someone is paid, the greater the pay rise they need to feel an increase in their pay utility. Some employees will be risk averse - to them money means less. Others may embrace risk - marginal utility is greater.

Needs Theory

nACH

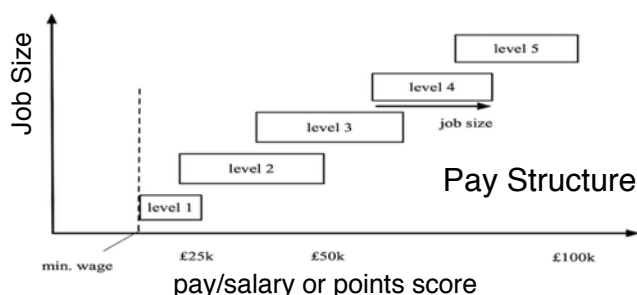
- Challenging
- Work alone or with other achiever
- Self motivated
- Like feedback to assess progress
- Perform better if money linked to achievements

nAFF

- Wants to be liked and accepted
- Form internal relationships
- Very co-operative
- Perform best in a team

nPOW

- Likes to control others
- Argumentative
- Ability to influence others
- Good in leadership roles



Job Evaluation

Job	Hourly Rate	Skill	Effort	Responsibility	Working Conditions
Admin. Asst.	£9.00 =	£4.50 +	£2.00 +	£2.00 +	£0.50
Secretary	£11.00 =	£5.50 +	£2.50 +	£2.50 +	£0.50
Supervisor	£15.00 =	£6.00 +	£3.50 +	£4.00 +	£1.50
Manager	£21.00 =	£9.00 +	£3.50 +	£7.00 +	£1.50

Reward and Benefits

Non-Financial

Benefits

Hols = 28 days
Pension = 3%

Earnings

Bonus = 3% O/T 5 hrs per week @ 1.5 for 40 weeks

Base

40 hrs per week @ 11.54 ph

£ 3,305

£ 4,182

£24,000

£31,487
base + 31%

Developing a Reward Strategy

Issues

No pay structure

No Job Evaluation

No Performance Appraisal

Step 1

Salary Benchmarking

Introduce Job Evaluation

Determine What to Measure

Step 2

Develop Pay Structure / Range

Review Content and Job Titles

Develop Appraisal System

Step 3

Implement and Audit

Modify and Operate Process

Individual Pay Linked to Performance

Further Reading

<https://timelesstime.co.uk/knowledgebase/on-remuneration-a-pay-model-for-smes>

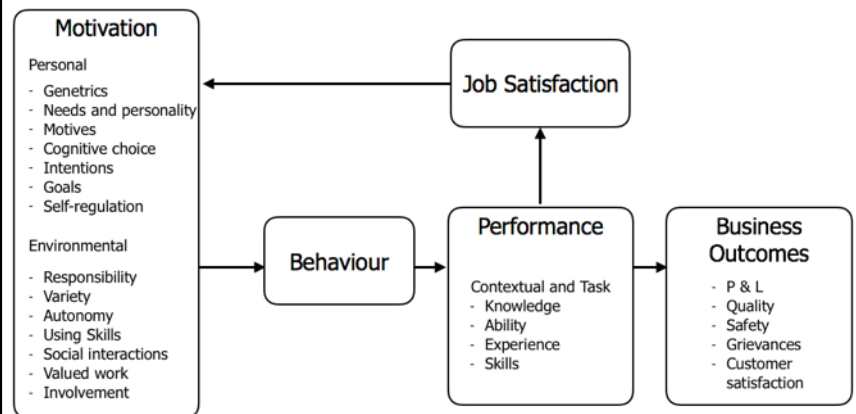
<https://timelesstime.co.uk/knowledgebase/calculating-total-reward>

Webinar 5: Motivating and setting objectives to drive performance

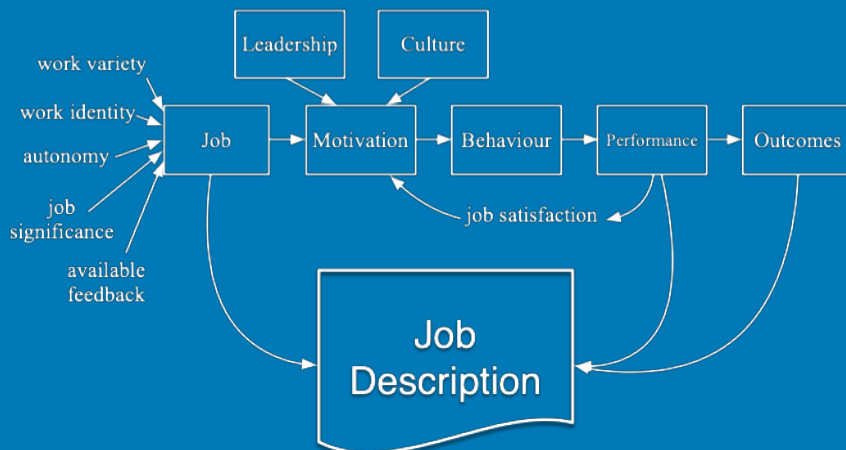
Measuring performance?



Model of Work Motivation

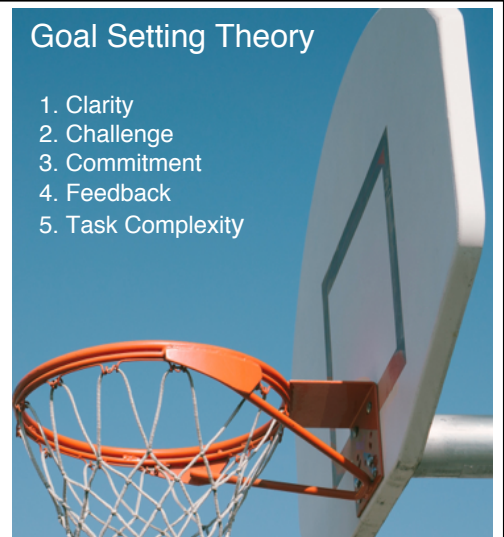


Performance / JD Link



Goal Setting Theory

1. Clarity
2. Challenge
3. Commitment
4. Feedback
5. Task Complexity



Further Reading

<https://timelesstime.co.uk/knowledgebase/performance-appraisal>

<https://timelesstime.co.uk/knowledgebase/objectives-and-appraisal>

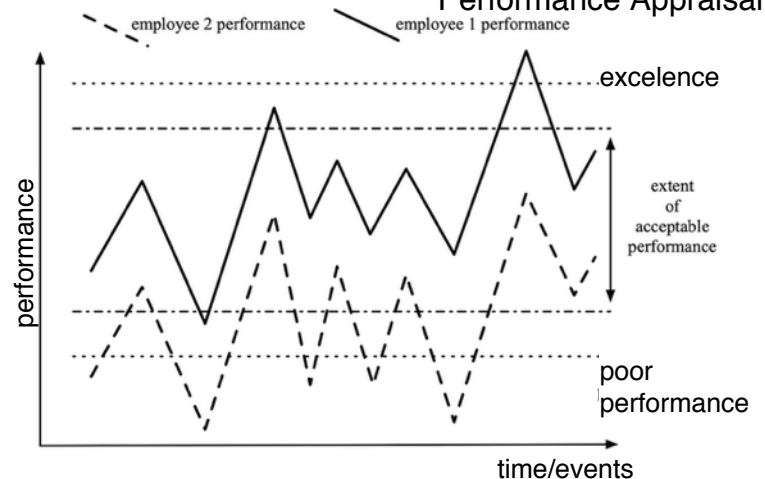
<https://timelesstime.co.uk/knowledgebase/knowledge-management-and-competence>

<https://timelesstime.co.uk/knowledgebase/why-job-descriptions-are-key-to-your-business>

<https://timelesstime.co.uk/knowledgebase/power-play-performance-appraisals>

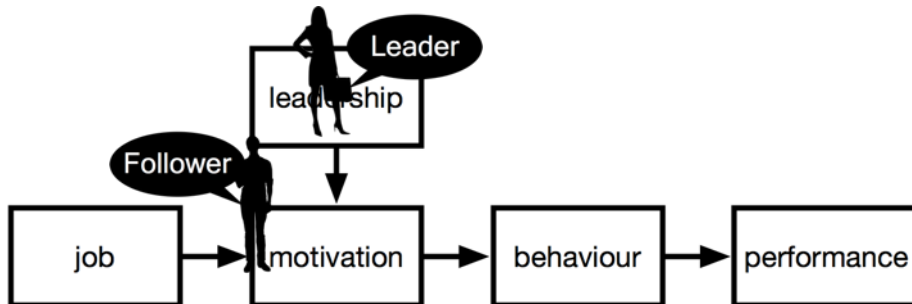
<https://timelesstime.co.uk/knowledgebase/on-competence>

Performance Appraisal



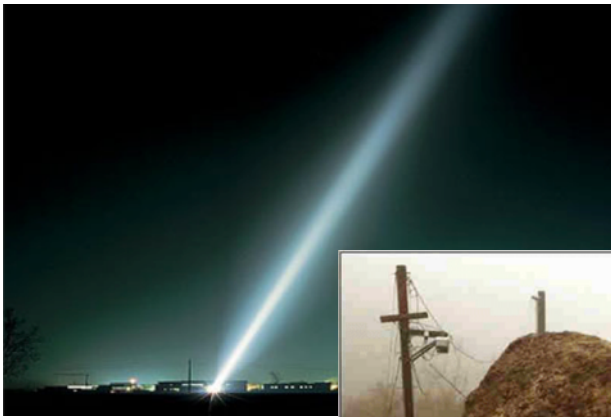
Webinar 6: Summarising - a concise model for managing day to day

Leadership - the political act of persuading a person to adopt your point of view. For there to be leadership, there must be one or more followers. Leadership is dyadic - one-on-one - leader influencing follower.



Motivation - the in-person processes that cause someone to start action; give direction, effort and persistence to action; and stop and change action.

Getting practical about leadership



goal
illumination



obstacle removal



leader-member
exchange

organisation goals
personal goals



Further reading:

<https://timelesstime.co.uk/knowledgebase/the-why-what-and-how-of-training-in-change-management>
<https://timelesstime.co.uk/landing/leading-the-firm>
<https://timelesstime.co.uk/knowledgebase/are-leaders-born-or-bred>
<https://timelesstime.co.uk/knowledgebase/so-now-youre-a-manager>

Because your people are important

Managing people is complex.

We know. We've managed firms and led teams for many years in organisations in the UK and worldwide.

We'll help managers hire their people - taking any or all aspects of the search, selection and on-boarding processes.

We'll help them manage their people day to day - taking on any aspect of organisational development and performance management.

And we'll help them develop their people - taking on mentoring, coaching and training as needed to ensure competency and behaviour growth.

Our aim is to optimise the contribution that people make to our clients' firms.



CIPD



About TimelessTime

TimelessTime is a management consulting firm specialising in strategy development, human resource management and organisational development.

We provide practical, detailed support to managers in every aspect of people-management.

We have possibly the best qualified and most experienced consultants of all. Check us out at <https://timelesstime.co.uk/about>.

TimelessTime works across the United Kingdom and abroad for UK organisations. We work too for foreign firms starting and running subsidiaries or branch offices in the UK.

Initial meetings are free of charge. No job is too small; no job too large. TimelessTime works with managers, taking on as much or as little of any job to help complete necessary tasks. TimelessTime consultants aim to transfer knowledge at every stage.



Website: timelesstime.co.uk
Forum: community.timelesstime.co.uk

TimelessTime Ltd
Kingfisher House
Hurstwood Grange
Hurstwood Lane
RH17 7QX
Haywards Heath
West Sussex
United Kingdom

+44 (0)1444 810454
+44 (0)203 700 3014

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