

UNIT 2
GETTING WORK DONE AND
ASSESSMENT AND
EVALUATION

□ Getting work done:

- Challenges of getting work done
- Significance of prioritization and assigning work to team members

□ Performance Management:

- Meaning
- Role of a manager in different stages of the performance management process
- Types of performance assessment
- Assessment and evaluation process
- Evaluation of tasks in the organisation
- Modern tools of assessment and evaluation of tasks and performance

*Challenges of getting
work done*



1. Insufficient Training

A lack of training leads to a number of workplace issues. The most obvious one is that employees aren't able to do their jobs as well as they would like, but it goes deeper than this.

Poor training is a leadership challenge in the workplace that can also lead to increased frustration because employees don't know what it takes to improve their performance or excel in their roles. If left unchecked, this can lead to employee burnout, which can be very damaging for the employee and the business. Eventually, this may turn into the biggest challenge at work.

2. Schedule Inflexibility

People lead complicated lives that don't always fit with the Monday to Friday, 9-5 work schedule. While some businesses need their employees to work a fixed schedule, there are many that don't. Scheduling inflexibility can lead to higher stress levels, and affect your workers' ability to do their best work.

3. Poor Work-Life Balance

If you have a work-life balance problem, it is the biggest challenge at work. We all know balancing work-life balance is tricky. From the CEO down to the new entry-level employee, we can all find it tricky to get this right.

As a business owner and manager, important thing to remember is that more time spent at work doesn't necessarily mean you get more work done, and it certainly doesn't guarantee quality. If you're expecting your employees to spend all their hours at work and rarely grant time off, then it's going to start to affect their health and their performance.

4. Lack of Motivation

Motivation isn't something you can just magic up. There will always be some days where your employees feel motivated and others where they don't.

What is a problem when there's a persistent lack of motivation across your entire workforce?

Motivation is a common workplace challenge, and thankfully there are lots of solutions to it.

5. Lack of Communication

A lack of communication is a common problem in the workplace. But without communication, it's difficult for employees to know what's expected of them. It also means that other problems go unreported, rather than getting fixed, they begin to stack up.

Poor communication will hurt productivity and lead to more errors, so it's important that businesses find ways to improve in this area.

6. Trust Issues

When it comes to workplace challenges and solutions, trust issues can be one of the most difficult to solve. This is because trust is generally eroded over a period of time, and it takes time to win it back.

If employees feel like their employers can't be trusted, or that they're not trusted to do their job, then it's a recipe for unhappiness.

7. Little Recognition

It's natural that people want to be recognized for the hard work they do. It's easy to get into the mindset that an employee's pay is their recognition, but often it's the small details that really matter. When someone does great work, it's an excellent opportunity to boost morale and build trust, so don't miss out on it.

8. Staff Conflict/ Bullying

Staff conflicts happen, it's a part of life, and it's a part of the business. People have different opinions, and that's a great thing, but it's how communication is handled that matters.

When differences of opinion spill over into outright conflict, and even bullying, it can be terrible for employee morale, performance, productivity, mood, and everything else.

9. No Potential Growth

Everybody has goals. As much as your employees might enjoy their jobs, they also want to progress their careers and take on new challenges in the workplace. If your business doesn't appear to offer these opportunities, then it's going to be a top issue in the workplace.

10. Lack of Technology

It can be endlessly frustrating when you don't have the right tools to do your job.

Choosing the right technology can be difficult, particularly for small business owners who have limited resources. However, there's some technology that pays for itself in the long run, and without it, you just can't keep up with the competition.

*Significance of
prioritization and
assigning work to team
members*

▪ Prioritization is easier said than done especially when you're trying to guide the priorities of your whole team.

▪ **Prioritization.**

▪ Through effective prioritization, you can make sure that you complete your most important tasks on time, on budget, and at a high level.

▪ But effective prioritization isn't easy to achieve.

▪ It takes a manager who has a clear understanding of how to arrange tasks, knows what each task entails, and communicates this effectively to their team.

*5 steps to effectively
prioritize
tasks*

1. Define clear objectives and goals

- Uncertainty is the enemy of productivity.
- If everyone is working without clear benchmarks and goals, they may all be working toward something different.
- Make sure that your team understands their goals and is crystal clear on what's expected from them in general and for each new project or task.
- This means discussing goals regularly.

2. Organize a task list for team members

- Beyond verbally communicating goals to your team members, it's helpful to set up a task list for every project so the entire team can access it at any time.
- This helps keep everyone aligned and accountable for their role.

3. Identify what's urgent and what's important.

- Sometimes it feels like everything is important.
- But, there's a difference between importance and urgency.
- Understanding what's urgent and what's not helps create a schedule that allows you to complete urgent tasks right away, but also make time for other important projects — ensuring urgent tasks gets done in a timely manner and important, less urgent, tasks don't fall off your radar.

① Do First

First focus on important tasks to be done the same day.

② Schedule

Important, but not-so-urgent stuff should be scheduled.

③ Delegate

What's urgent, but less important, delegate to others.

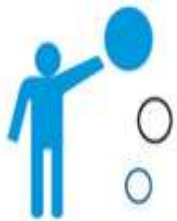
④ Don't Do

What's neither urgent nor important, don't do at all.

4. Differentiate tasks with similar priorities

- Even once you've identified your "do first" tasks, "delegate" tasks, and so on, competing priorities will inevitably pop-up throughout the day.
- Or, maybe you simply have too many "do-first" tasks.
- For instance, it might be high priority for your sales team to conduct outreach to your list of leads.
- But, with more than one list, it's important to differentiate them so high priority leads more likely to convert quickly are given priority over cold leads.

A



Choose **highest** priority tasks



Choose **medium** priority tasks

C



Choose **lowest** priority tasks



Delegate task to someone else

E



Eliminate task that don't matter

5. Be flexible and adaptable

Life is always going to throw unexpected curveballs at your team. Be realistic about what's achievable and what's not, and then be willing to adapt. You have to have contingency plans in place to hold onto your prioritization efforts even when things go awry.

The recent pandemic is a prime and extreme example of this.

The pandemic hit in early 2020, and just like that, it was no longer safe for unessential businesses to operate in person. Most companies were unprepared, and suddenly had to implement systems accessible for remote work. This caused priorities to be shifted.

Whether big or small, obstacles are inevitable. But, when you prioritize effectively and stay realistic, it'll be easier to adapt and stay on track to achieving your goals.

Performance Management

- Performance Management System (PMS) is the heart of any "people management" process in organizations.
- Organizations exist to perform.
- If people do not perform, then organizations does not survive.
- If people perform at their peak level, organizations can compete and create waves.
- Performance Management if properly designed and implemented can change the course of growth and face of impact of organizations.

▪What Is Performance Management?

- Performance management is a corporate management tool that helps managers monitor and evaluate employees' work.
- Performance management's goal is to create an environment where people can perform to the best of their abilities and produce the highest-quality work most efficiently and effectively.
- The aim of performance management is to view individuals in the context of the broader workplace system.
- Performance management focuses on accountability and transparency and fosters a clear understanding of expectations.

Performance Management is the tool that managers use to review employee productivity and the effectiveness of organization operations.

Performance management is defined as the process of continuous communication and feedback between a manager and employee towards the achievement of organizational objectives.

*Process/steps/procedures/cycle
of Performance Management*



1. Planning

This stage entails setting employees' goals and communicating these goals with them. While these goals should be disclosed in the job description to attract quality candidates, they should be communicated once again when the candidate becomes a new hire. Depending on the performance management process in your organization, you may want to assign a percentage to each of these goals to be able to evaluate their achievement.

2. Monitoring

In this phase, managers are required to monitor the employees performance on the goal. This is where continuous performance management comes into the picture. With the right performance management software, you can track your teams performance in real-time and modify and correct course whenever required.

3. Developing

This phase includes using the data obtained during the monitoring phase to improve the performance of employees. It may require suggesting refresher courses, providing an assignment that helps them improve their knowledge and performance on the job, or altering the course of employee development to enhance performance or sustain excellence.

4. Rating

Each employees performance must be rated periodically and then at the time of the performance appraisal. Ratings are essential to identify the state of employee performance and implement changes accordingly. Both peers and managers can provide these ratings for 360-degree feedback.

5. Rewarding

Recognizing and rewarding good performance is essential to the performance management process, as well as an important part of employee engagement. You can do this with a simple thank you, social recognition, or a full-scale employee rewards program that regularly recognizes and rewards excellent performance in the organization.

Role of a manager in different stages of the performance management process

1. Determining an appropriate schedule for performance conversations

A performance manager can assess and decide how often to meet with certain employees who may benefit the most. Some employees, such as those who are newer to the organisation or have moved into new roles, may need more regular meetings. Well-established employees whose job descriptions remained constant may need fewer meetings.

2. Providing regular constructive and positive feedback

A performance manager often gives feedback informally, without waiting for official meetings. They may commend employees in front of their peers to add extra validation to their praise. The key focus of a manager's feedback is to cultivate the positive aspects of an employee's work habits and not always to bring correction. When adjustments are necessary, the manager strives to make their feedback practical and specific. This usually includes action steps to help the employee apply the points discussed.

3. Communicating performance expectations

Communicating the organization's expectations and performance standards to employees is one of the manager's responsibilities to reduce misunderstandings between management and employees. For this purpose, the manager may seek to get feedback from multiple sources, such as other managers or peers, before formulating their observations. Communicating expectations clearly helps employees as they can work with confidence, knowing what's expected of them.

4. Rewarding and recognizing employee efforts

Recognizing an employee's efforts can help them stay motivated, build confidence in their abilities and establish healthy relationships between employees and management. Reward systems may work best when they apply across the entire organisation.

Rewards may include monetary compensation, company-wide recognition, a new project, leadership opportunities or time off. Performance managers may create in-house recognition initiatives, such as a weekly acknowledgement for excellent service or running an employee of the month scheme.

5. Supporting employees' professional career development

Supporting an employee's professional career goals is one of the best ways to help them excel in their work, as they feel validated and appreciated. A performance manager actively supports employees' professional aims by creating accountability in the following ways:

- **Discussing**
- **Strategizing**
- **Creating space**
- **Monitoring performance**

6. *Improving management*

A performance manager may strive to grow in their leadership and management skills by taking courses or attending leadership events. This may help them understand what motivates each employee and tailor their management style to get the best out of individuals. They may learn coaching skills, such as how to encourage team members to grow in their problem-solving skills or how to develop systems for collecting, analyzing and storing performance information. A performance manager's growth benefits their team.

- Aligning each employees' day-to-day actions with strategic business objectives.
- Providing and make clear accountability related to performance expectations.
- Document individual performance to support career planning decisions.
- Establishing focus for skill development and learning activity choices such as skills matrix.
- Creating documentation for legal purposes, to support decisions and conflict resolution.

Types of performance assessment

▪ Any performance management process involves an assessment or an analysis of *achievements* and *planning* which form the basis for an employee's career plan, potential development, and performance agreements.

▪ Performance assessment considers the observable tasks, behaviors, and attitudes that constitute "the right way to do the job."

▪ Once the performance is assessed, the employee and manager work together to create a plan for the individual to develop skills they may be lacking.

▪ Performance assessment is the process of measuring how well the employee is performing the skills required for the job.

▪ Performance assessment is the process in which a manager evaluates an employee's work performance, identifies strengths and weaknesses, offers feedback, and sets goals for future performance.

1. Self-assessment

Self-assessment is one of the main types of performance evaluation.

It is performed in two stages. First, the employee responds to a questionnaire with the purpose of reflecting on their own performance, identifying their strengths and weaknesses; then, their manager discusses with them about what can be done to improve their performance.

Through self-assessment, the evaluated professional can do an in-depth analysis about their behavior and the results they have achieved. When the individual recognizes the areas they can improve on, it becomes easier to encourage continued growth.

2. Team assessment

Evaluating individual professionals is important because everyone has their own peculiarities that define their potential. However, it is essential that you do an evaluation of the whole team as well, since the sum of all efforts is one of the main driving forces behind excellent results.

When evaluating group performance, you can make adjustments to align team members, improve workflow, improve employee relationships and communication, and thereby maximize the achievement of goals.

3. Graphic rating scale

Of all the employee performance evaluation examples , this may be the simplest and most traditional.

In the graphic rating scale method, you create a columned table organized as follows:

In the first column, place the variables that will be evaluated. For example: punctuality, assiduity, teamwork, creativity, etc.

In the next columns, place the values of each variable. For example: terrible, bad, regular, good or great. You can also assign scores from 0 to 5.

The main advantage of the graphic rating scale is that it is very easy to do. However, it is limited and does not allow for further evaluation.

For this reason, the graphic rating scale is generally used in conjunction with other methods, such as 360 degree rating.

4. 360 degree rating

360 degree rating is considered one of the most complete performance review examples. This is because everyone involved in an employee's work routine is invited to participate in the process.

Leaders, team members and even customers and suppliers participate in the evaluation. At the end of the process, a comparison is made between the considerations of the evaluators and the 'evaluated', generating valuable feedback.

5. Forced Choice

In a form, a list is made up of several strategic statements that can define the behavior of the contributor. For example:

usually delays deliveries;

does not get along with co-workers;

fulfills their duties well;

is a proactive professional.

Then, in front of each statement, the evaluator needs to put a "+" sign (matches the collaborator) or "-" (doesn't match the collaborator).

To avoid errors of interpretation and to obtain reliable data, the statements need to be clearly written.

6. Skill Evaluation

Competency assessment goes beyond performance. Within it there are three basic factors: KSA.

K - Knowledge: cognitive skills, "knowing something".

S - Skills: psychomotor domain, physical skills, "know-how".

A - Attitude: motivating factor, "wanting to do".

In this method of evaluation, the questionnaire should take into account the technical and behavioral skills of the collaborator.

At first, the employee responds to this questionnaire in a sort of self-assessment, pointing out what competencies he/she already has, which are in development and which ones still need to be developed. Then, the leader expounds his / her point of view on the collaborator's answers, and together they draw up a plan of action to improve what is needed.

7. Goals and Results

This method of performance evaluation has a quantitative approach. The results achieved by the employee in a given period are considered.

The objective is to identify if the employee being evaluated met the expectations of the company. Because this is based on numbers, this assessment is more secure and assertive.

Examples of factors to be evaluated:

Absenteeism

Sales conversions

Customer satisfaction

Customer retention

Evaluation by goals and results can also be applied to the team as a whole in order to find out who are the most and least productive employees.

8. Leader Assessment

The last item on our list of performance review examples is often overlooked by some companies. Like employees, leaders must also be evaluated.

Leaders are responsible for directing their teams towards success. When they perform poorly, generally, this is reflected in their employees as well.

Therefore, leaders also need to undergo evaluations and receive feedback on their performance. In this case, evaluations are based on their employees as well as their superiors, providing an overview of their performance.

Thus, leaders can better understand if they and their teams are on track and what aspects can be improved.

Assessment and evaluation process

Assessment is defined as a process of appraising something or someone, i.e. the act of gauging the quality, value or importance.

As against, **evaluation** focuses on making a judgment about values, numbers or performance of someone or something.

Assessment is made to identify the level of performance of an individual, whereas evaluation is performed to determine the degree to which goals are attained.

A job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization.

Job evaluation is a method for comparing jobs to provide a basis for grading and pay structure.

The basic difference between assessment and evaluation lies in the orientation, i.e. while the assessment is process oriented, evaluation is product oriented.

*Evaluation of tasks in the
organisation*

1. Set Goals, monitor goals, provide feedback, and document feedback and progress throughout the evaluation period
2. Review position description
3. Employee's Self Evaluation
4. Review goals
5. Rate overall performance
6. Acknowledge evaluation
7. Appeal evaluation

Step 1: Set goals, monitor goals, provide feedback, and document feedback and progress throughout the evaluation period

Goals should be set at the beginning of the review period and goals can be added or changed throughout the review period. Please note that all changes and additions must be made at least 30 days before the end of the rating period. While both employees and supervisors can establish goals on the employee's goal plan, ultimately, the supervisor is responsible for setting goals for an employee. It is recommended supervisors provide feedback to the employee and document the employees' progress toward goals, at a minimum, on a quarterly basis.

Step 2: Review Position Description

In addition to reviewing the employee's goals, and the progress and feedback provided throughout the year, the supervisor and employee should discuss, review, and update the employee's position description. Duties on the position description are basic job requirements and should accurately represent the duties actually performed and the level of responsibility. This review is important because meeting job requirements listed on the position description represents at least satisfactory performance for purposes of the evaluation.

Step 3: Employee's Self Evaluation

Employees will be given the opportunity to complete a Self-Evaluation. Supervisors must encourage employees to complete the self-evaluation. If the employee fails to complete the self-evaluation by the due date, the supervisor can request that Human Resource Management move the form forward, bypassing the Self-evaluation step.

Step 4: Review Goals

Supervisors are to complete the performance evaluation of the employee and evaluate the employee's performance in meeting the goals with one of the following ratings:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Unsatisfactory

Supervisors must provide comments when evaluating each goal. Comments should be used to document the employee's progress and performance toward meeting the goal.

Step 5: Rate Overall Performance

Supervisors should evaluate the employee's overall performance by considering input from the following:

The employee's Self-Evaluation

The employee's overall job performance for all evaluation factors, including any evaluative comments, and goal progress and performance in relation to the Competencies during the rating period.

Supervisory comments on the employee's overall performance are required and must be consistent with the overall ratings for evaluation factors and goal achievement. The employee may add remarks in the "Comments by Employee" section after receipt of the performance evaluation.

Step 6: Acknowledge Evaluation

The performance evaluation must be reviewed with and acknowledged by the employee (or witnessed if the employee declines to acknowledge) before the supervisor acknowledges the form and sends it to completion. If the employee declines to acknowledge the form, the supervisor can contact Human Resource Management and request that the evaluation be moved forward without the employee's electronic acknowledgement if the supervisor has reviewed the evaluation with the employee.

Step 7: Appeal Evaluation

A regular employee may appeal an evaluation rating of "Unsatisfactory", up to 7 calendar days after acknowledging the evaluation. If the employee wishes to appeal the evaluation rating, the employee must complete the Appeals Form and submit it to HRM for review.

*Modern tools of assessment and
evaluation of tasks and
performance*

Ranking Method

This job evaluation method works by ranking jobs according to their perceived value compared to other jobs. It does not take into account the jobs' market value. This method works for smaller organizations.

Larger organizations, generally, have more positions and may require the jobs to be grouped. For example, this method could be applied if all level 'A' staff were grouped into one section and the same was done for level 'B' staff, irrespective of what their jobs require them to carry out.

Grading/Classification Method

In this job evaluation method, jobs are grouped based on certain characteristics. The level of skill required to carry out the job is one aspect. The second aspect is an employee's responsibility while carrying out that job. This job evaluation method is relatively straightforward and does not take as much time to carry out as others on this list.

The auditor creates a set of job characteristics. He then groups the jobs into grades or classifications. While this seems relatively straightforward, some of the jobs in an organization may not match the predetermined criteria.

Point-Factor Method

This job evaluation method uses specific factors about the job to determine how much value they add to a job role. These factors are divided into different sectors, such as skills, responsibilities, and required effort.

These factors are then assigned a numerical weightage. Finally, the overall factors or points for a specific job are added up and compared against other jobs to understand the value of the jobs.

This method clarifies a job's internal value without considering market value.

Factor Comparison Method

This job evaluation method is similar to the point-factor method. However, instead of merely assigning a numerical weightage, a monetary value is assigned to each factor.

Many organizations don't employ this method as it can become very complex. It can also be challenging to communicate the job values assigned to employees as they tend to be subjective.

Competitive Market Analysis Method

This job evaluation method relies on external information about a job's value within an organization. This means that similar jobs in the market are considered, and the information could come via job postings. First, the job positions, roles, and duties involved are studied and compared to the job in question. Then the monetary value, in terms of compensation for those jobs, is researched, and the value of the specific position is determined.

This particular job evaluation method also raises the question, "Where does our company position itself in the job market?".

Thank
You

UNIT 1

**INTRODUCTION TO
PEOPLE MANAGEMENT**

□ Diversity in Organisation:

- Age
- Gender
- Ethnicity
- Race and ability

□ People Management:

- Meaning
- Features
- Significance of people management
- Difference between people management and human resources management
- Impact of individual and organisational factors on people management

Diversity

- Diversity has become something of a buzzword.
- Diverse organizations are inherently happier, more productive, and more competitive in their industries.
- Diversity is a term that refers to the variety of different perspectives represented on a team.
- The term represents a broad range of experiences, including gender, sex, socioeconomic background, upbringing, religion, education, sexual orientation, gender identity, ethnicity, neurodiversity, and life experience.
- Workplace diversity means respecting and valuing the skills and differences that each staff member brings into the workspace.
- A diverse workplace is an inclusive environment that provides equal rights and opportunities for all workers, regardless of gender, color, age, ethnicity, physical ability, sexual orientation, religious beliefs, and so on.

- Diversity in organizations is when differences in race, ethnicity, age, ability, language, nationality, socio-economic status, gender, religion or sexual orientation are represented within a community.
- The community can be a country, region, city, neighborhood, company or school.
- The group is culturally diverse if a wide variety of groups are represented.
- Diversity in Organizations refers to the extent to which the members of a unit, such as a group or organization, differ from one another.
- This includes a very wide range of individual characteristics, although the most attention has been given to gender, race/ethnicity and age differences. Variety in characteristics, such as nationality, culture, education, work, tenure, ability, sexual orientation, religion, values, personality, goals, and many others are attracting attention.

10 Benefits of Workplace Diversity!



□ **Increased Productivity:** – A diverse workplace allows for more ideas and processes. This diversity of talent means a broader range of skills among employees, as well as a diversity of experiences and perspectives which increases the potential for increased productivity

□ **Increased Creativity:** – As various cultures and backgrounds work together, the opportunity for increased creativity exists. This is because there are more people with differing perspectives and solutions to problems, allowing for a greater chance of a workable solution to a workplace problem.

□ **Improved Cultural Awareness:** – A diverse range of cultures within the workplace allows companies to deal with the different nuances within a global marketplace. If a company does business with China, for example, having an employee who can speak Mandarin is an asset and can lead to improved workplace relations.

❑ **A Positive Reputation:** – Companies that have a diverse workplace are often perceived as better employers. Potential employees want an employer who accepts and is tolerant of all backgrounds and who treats their employees fairly.

❑ **Increase in Marketing Opportunities:** – If potential employees or customers see that a company represents a diverse workplace, it makes them feel like they can relate to the company more. Using advertising that depicts mature-aged, differently-abled, or ethnically diverse people encourages applicants to apply, promotes a positive reputation, increases marketplace awareness, and generates a more diverse client-base

❑ **Variety of Different Perspectives:** – Diversity in Organization ensures a variety of different perspectives. Since it means that employees will have different characteristics and backgrounds, they are also more likely to have a variety of different skills and experiences. Consequently, employees in a company with higher workplace diversity will have access to a variety of different perspectives, which is highly beneficial when it comes to planning and executing a business strategy.

□ **Faster Problem-Solving**: – Companies with higher workplace diversity solve problems faster. Harvard Business Review found diverse teams are able to solve problems faster than cognitively similar people. Employees from diverse backgrounds have different experiences and views, which is why they are able to will bring diverse solutions to the table. Thus, the best solution can be chosen sooner, which leads to faster problem-solving.

□ **Reduced Employee Turnover**: – Workplace diversity is beneficial for employee retention. Companies with a diverse workforce are generally more inclusive of different individual characteristics and perspectives. Diversity and inclusion in the workplace cause all employees to feel accepted and valued. When employees feel accepted and valued, they are also happier in their workplace and stay longer with a company. As a result, companies with greater diversity in the workplace have lower turnover rates. By creating commitment to diversity and employees create a sense of belonging to the company and are less likely to leave.

TYPES OF DIVERSITY

- Internal diversity
- External diversity
- Organizational diversity
- World view diversity

□ **Internal diversity**: is related to what a person is born into. These demographics are something a person is born with, and are a part of one's inner concept of self.

Examples of internal diversity include race, ethnicity, age, nation of origin, gender identity, sexual orientation, or physical ability.

□ **External diversity**: they are characteristics a person is heavily influenced by. These are demographics that a person has the option to change through external action.

Examples of external diversity include education, personal experiences, socioeconomic status, spirituality, religion, citizenship, geographic location, or family status.

□ **Organizational diversity:** diversity and a diverse work environment positively impact the entire organization. These factors belong to the work we do or the organizations where we work.

Examples of organizational diversity include job function, management status, seniority, department, or union affiliation.

Organizational diversity is important to track, due to its impact on companies. Every job function and department is staffed with a variety of people from different demographics.

□ **World view diversity:** each of our world views is different and shaped by our past experiences. Events in our life affect our worldview diversity on a day-to-day basis.

Examples of world view diversity can come from cultural events, political beliefs, knowledge of history, and one's outlook on life.

As organizations increase their workplace diversity, they may find many employees will have different world views and experiences that may not feel relatable to their peers.



CREATIVE THINKING



PEOPLE
MANAGEMENT

CREATIVE THINKING



- People management is a core responsibility of HR professionals and involves recruiting, training, engaging and retaining employees to grow their talent and improve their productivity.
- People management strategies address people's needs, unique talents, and career objectives while supporting their alignment with company goals and values.
- People management, in reality, is about ensuring employees have the resources and workplace culture they need for their wellbeing and overall job satisfaction.

**People
management
is...**

**Training
and
development**

Organization

**Safety
and
wellness**

**Compensation
and benefits**

Recruitment

**Engagement
and
retention**

**Performance
management**

People management is the process of hiring, leading, and developing team members to support the organization's overall mission.

Features of people management

- ❑ **Goal-oriented process**
- ❑ **Pervasive**
- ❑ **Multidimensional**
 - *Work management*
 - *Management of people*
 - *Management of operations*
- ❑ **Continuous Process**
- ❑ **Group Activity**
- ❑ **Dynamic Function**
- ❑ **Intangible Force**

□ Goal-oriented process

An essential aspect of management is to combine individual efforts and direct them towards achieving organizational goals. These goals differ from organization to organization. For example, an organization can have a profit motive whereas a social work organization might have a goal of eradicating illiteracy among children. Management recognizes these goals and aims to fulfil them.

□ Pervasive

Management is a requirement and essential for the functioning of all kinds of organizations- social, economic or political. Without management, the processes of an organization would be chaotic and unordered. Further, it is equally essential for organizations across all countries. However, the only difference lies in the how management is implemented within an organisation.

□ Multidimensional

Management has three dimensions:

- *Work management:*

Every organisation exists for completion of some work. This work varies from producing clothes in clothing sector to treating patients in hospitals. Management looks at this work as goals to be achieved and works towards these goals. Further, this is done in terms of problems to be solved, decisions to be made, plans to be established, budgets to be prepared, responsibilities to be assigned and authority to be delegated.

■ *Management of people:*

Another dimension of management is concerned with getting work done from people, by assigning work to worthy employees who can work effectively towards the realization of organizational goals. This is achieved by ensuring that the strength is highlighted and the weakness is driven out of the equation. It further has two dimensions- a) dealing with people as individuals with diverse needs and behaviors and b) dealing with individuals perceiving them as a part of a wider group of people.

■ *Management of operations:*

As every organisation aims at the completion of work, they also have a particular product or service to provide with respect to their domain of operation. Note that this is met with the help of a production process. Management also looks after a production process of an organisation that transforms the input with the help of technology required into the output for consumption. Interestingly, this is linked to both management of work and people.

❑ Continuous Process

We now know that there are various functions of management. These are- planning, organizing, directing, staffing and controlling. As a matter of fact, a manager performs all these functions simultaneously. Although these functions are separate, management is concerned with performing all of them simultaneously all the time. Consequently, management is a dynamic and continuous process.

❑ Group Activity

An organisation consists of a large number of individuals having different reasons and purposes to join. Again these individual differ based on their needs and behaviors. However, it is important to realize that these diverse individuals work together towards the achievement of the organizational goals. Management diverts the individual efforts towards the right direction. Further, effective management enables all the individuals to grow and develop as their needs and opportunities change.

□ Dynamic Function

An organisation has to adapt to the environment in order to succeed. Thus management is dynamic in nature and adapts to the ever-changing social, economic and political conditions. A famous example of this is how McDonald's had to change its menu to serve and emerge as a major fast food giant in the Indian market.

□ Intangible Force

Management cannot be touched or it isn't tangible. However effective management can be easily felt. Evidently, if there is order instead of chaos within an organisation, the employees are happy and the organizational goals are being organized it can be easily said that there exists good management.

Significance of people management

□ Builds team spirit

Teams in today's globalized multinational environment are large, complex, and diverse with different competencies. Moreover, the diversity in terms of gender, caste, color and geographical space and time zones makes the task of the manager/leader even more difficult. It is important to ensure camaraderie between members of the team, an easy flow of communication and mutual understanding and cooperation. Given the diversity, it is evident that there will be several barriers including linguistic and cultural. People Understanding the Other 73 management is integral to building team spirit, to factor in variables and to create an environment wherein all work in tandem in the same direction.

□ Stimulates and Motivates

People management also entails stimulating the team and keeping its morale high. The manager/leader has to constantly strive to motivate the team towards the target goals. There are several ways in which to stimulate and motivate team members. The manager/leader must ensure that there is clarity in purpose, the vision and mission and goals of the project must be clearly stated to avoid confusion. The team must be led by example set by the leader who should encourage the team by negating negativity and by being optimistic and positive. The team need not be monitored at every step, it is neither conducive to the employee's growth and nor will it foster confidence. Stimulated and motivated employees are propelled by their own spirit and will be a huge asset to the organization and help meet organizational targets on time.

□ Nurtures Niche Competencies

While multitasking employees are desirable by any organization, there is a growing demand for those who are specialists in their fields. Niche competencies and specializations save time and effort and help both the organization and the individual grow faster. People management helps allocating the right task to the right individual which ensures efficiency and competency. If a person is allocated the work that he or she is trained for and enjoys the most, higher is the motivation and satisfaction and greater is the productivity. This also helps the individual in advanced training in his or her field and further nurtures their competencies. It helps them develop and augment and enhance their knowledge base. Ultimately, a satisfied employee who has the best suited learning and work environment makes for a content workforce who will evolve with the organization and help in its growth.

□Lowers Attrition Rate

Effective people management goes a long way in lowering the attrition rate of the organization. Attrition rate is the ‘employee turnover’ or the rate at which employees leave the organization for another competitive company or other reasons. Managing and nurturing employees proactively helps in not only attracting the right talent but also in retaining it. In a competitive work scenario where headhunters are on the look out to poach the best employees, who are also willing to jump ship when attracted by better offers in terms of pay structure and other stimulants, it is even more necessary to be able to create a conducive work environment where the employee is motivated to stay for the long run. Good people management lowers the attrition rate which helps retain talent and reduces the cost of training and development of new employees.

□ Enhances Work Productivity

People management is the key to employee satisfaction. A conducive work environment where they are content and motivated leads to enhanced productivity. Ultimately a satisfied workforce will lead to a satisfied management, hence every organization must invest in people management strategies and processes. People management also includes investing in the employee's skill enhancement and growth of knowledge base. Several organizations motivate their employees to pursue higher degrees or advance their skills. They are willing to even pay for it. This investment will reap manifold benefits and lead to greater productivity and profits.

□ Envision and Prepare for the Future

While the primary functions of people management are to search for the right talent and skill, allocate the right job, to nurture and motivate the employee, to be able to train and also retain him or her, to align individual goals and group targets, all of which enhances productivity, employee satisfaction and achievement of target goals, there is yet another benefit of effective people management. The manager/leader must also envision the skills needed in this fast-changing world of technology driven needs and ensure that the employee is future-ready and prepared to meet upcoming challenges. This ensures a smooth run and that there are no ripples in the transition. This involves an active engagement in the relevant field, to be able to understand and read past and present trends and to be able to gauge and predict the future requirements to prepare a task force for it. This helps an organization stay much ahead of competition.

**Difference between people
management and human
resources management**

BASIS OF DIFFERENCE	PEOPLE MANAGEMENT	HUMAN RESOURCE MANAGEMENT
SCOPE	It has a limited scope and is considered to be a part of HRM.	It is broader in scope and also incorporates the tasks of people management.
RESPECT FOR EMPLOYEES	It views employees as a labour and utilises them for the benefit of the organisation.	It views employees as important asset for the development of the organisation.
NATURE OF DUTIES	It includes administrative tasks that are both traditional and routine.	More strategic in nature and is responsible for managing workforce as one of the primary resources that contributes to the success of an organization.
ORGANIZATION FUNCTIONS	It is an independent function of an organisation.	It is taken as an integral part of the overall company function.

BASIS OF DIFFERENCE	PEOPLE MANAGEMENT	HUMAN RESOURCE MANAGEMENT
Management Role	The management style is transactional in nature which focuses on maintaining the normal flow of operations in an organisation. The employees are motivated by exchanging rewards for performance.	The management style is transformational in nature which consists of setting goals and incentives to take the organisation and employees to next level of performance and success.
Speed of decision	Decision making is slow under people management.	Quick decisions are taken under HRM.
Evolution	Existed before the concept of HRM evolved.	It is the recent concept which is latest in the evolution.

BASIS OF DIFFERENCE	PEOPLE MANAGEMENT	HUMAN RESOURCE MANAGEMENT
Key Relations	Manages the relationship with labour.	Manages the relationship with customers.
Conflict Handling	Conflicts within the organisation are managed by short term agreements to restore peace.	Managed by long term changes in the internal climate and culture.
Shared Interests	It focuses on the interests of the organisation.	It focuses on the mutual interests of the organization as well as employees.

**Impact of individual and
organisational factors on people
management**

□ Positive Culture

A key underlying quality of an effective organization is a positive work culture. This means that employees feel good about their employer, feel supported in their work by managers and peers and have a positive perspective on their work. As a manager, your attitude and level of respect greatly influence the company culture or your department's culture. If you show calm under pressure and use fun and humor to reduce stress, employees are more likely remain positive even during tough work challenges. Additionally, showing a respect for your employees as people and workers contributes to a positive culture.

□ Vision and Direction

A top manager normally has greater control over organizational vision and direction, but front-line managers can similarly guide their departments or staff. Vision is a key management trait that allows you to see the future of the company so you can guide it through the right work activities in the present. Organizing employees in optimal roles, delegating tasks and inspiring employees to share in a unified vision are ways that you influence an organization to move toward shared objectives.

❑ Employee Motivation

One of the primary responsibilities of any manager at any level of any company is to motivate his workforce. This is essentially what separates you as a manager from a regular worker in your charge. Motivation includes regular feedback, such as praise for strong performance and positive, but constructive criticism when training or improvement is needed. Regular communication, coaching and evaluations are among the tools used by managers to motivate.

❑ Tough Decisions

As companies move forward, tough decisions are often required at the top levels or in the trenches. Managers are typically the ones responsible to make the tough calls, for better or worse. You can positively impact your organization by making informed, knowledgeable, sound and sensible decisions that balance logic with a sense of urgency when applicable. Additionally, the way you make decisions -- whether in a state of panic or calm -- affects employees who watch you. Showing a steady hand under pressure helps instill confidence that you are the right person to make the tough decisions.