Dr. Lucia Gheorghiu

The art and science of managing people

Dr. Lucia Gheorghiu
The Science of...Management

Planning, Organizing, Staffing, Leading and Controlling the:

- Human resources
- Financial resources
- Physical resources
- Information

...to satisfy customers, accomplish goals, and maximize the Profit
The Science of... Management

- Human resources
  - Staffing
  - Motivation
  - Conflict management
  - Leadership
Efforts designed to attract, hire, train, develop, reward, and retain the people needed to accomplish an organization’s goals and promote job satisfaction.
The Staffing Process

1. Human resource planning
2. Recruiting
3. Selection
4. Orientation

5. Training and development
6. Performance appraisal
7. Compensation
8. Employment decisions
Example of a job description

I  Job Identification
   Position Title: Customer Service Representative
   Department: Policyholders' Service
   Effective Date:

II  Function
   To resolve policyholders’ questions and make corresponding adjustments to policies if necessary after the policy is issued

III  Scope
   (a) Internal (within department): Interacts with other members of the department in researching answers to problems
   (b) External (within company): Interacts with Policy Issue in regard to policy cancellations, Premium Accounting in regard to accounting procedures, and Accounting in regard to processing checks
   (c) External (outside company): Interacts with policyholders, to answer policy-related questions; client-company payroll departments, to resolve billing questions; and carriers, to modify policies

IV  Responsibilities
   The jobholder will be responsible for
   (a) Resolving policyholder inquiries about policies and coverage
   (b) Initiating changes in policies with carriers (at the request of the insured)
   (c) Adjusting in-house records as a result of approved changes
   (d) Corresponding with policyholders regarding changes requested
   (e) Reporting to the department manager any problems he or she is unable to resolve

V  Authority Relationships
   (a) Reporting relationships: Reports to the manager of Policyholders’ Service
   (b) Supervisory relationship: None

VI  Equipment, Materials, and Machines
   Personal computer, calculator, and video display terminal

VII  Physical Conditions or Hazards
   95 percent of the duties are performed sitting at either a desk or video display terminal

VIII  Other
   Other duties as assigned
Example of a job specification

I Job Identification

Position: File/Mail Clerk
Department: Policyholders’ Service
Effective Date:

II Education

Minimum: High school or equivalent

III Experience

Minimum: Six months of experience developing, monitoring, and maintaining a file system

IV Skills

Keyboarding skills: Must be able to set up own work and operate a computer. No minimum WPM.

V Special Requirements

(a) Must be flexible to the demands of the organization for overtime and change in work load
(b) Must be able to comply with previously established procedures
(c) Must be tolerant of work requiring detailed accuracy (the work of monitoring file signouts and filing files, for example)
(d) Must be able to apply systems knowledge (to anticipate the new procedures that a system change will require, for example)

VI Behavioral Characteristics

(a) Must have high level of initiative as demonstrated by the ability to recognize a problem, resolve it, and report it to the supervisor
(b) Must have interpersonal skills as demonstrated by the ability to work as a team member and cooperate with other departments
<table>
<thead>
<tr>
<th>Employment application forms and interviews: Potentially discriminatory inquiries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age?</td>
</tr>
<tr>
<td>Date of birth?</td>
</tr>
<tr>
<td>Arrests?</td>
</tr>
<tr>
<td>Convictions (other than traffic violations)?</td>
</tr>
<tr>
<td>Military record?</td>
</tr>
<tr>
<td>Available for Saturday or Sunday work?</td>
</tr>
<tr>
<td>Age and number of children?</td>
</tr>
<tr>
<td>Arrangements for child care?</td>
</tr>
<tr>
<td>Credit record?</td>
</tr>
<tr>
<td>Own a car?</td>
</tr>
<tr>
<td>Own a home?</td>
</tr>
<tr>
<td>Eyes?</td>
</tr>
<tr>
<td>Hair color?</td>
</tr>
<tr>
<td>Fidelity bond?</td>
</tr>
<tr>
<td>Friends or relatives?</td>
</tr>
<tr>
<td>Garnishment record?</td>
</tr>
<tr>
<td>Height?</td>
</tr>
<tr>
<td>Weight?</td>
</tr>
<tr>
<td>Maiden name?</td>
</tr>
<tr>
<td>Prior married name?</td>
</tr>
<tr>
<td>Widowed, divorced, separated?</td>
</tr>
<tr>
<td>Marital status?</td>
</tr>
<tr>
<td>Sex?</td>
</tr>
</tbody>
</table>

*NOTE: If certain information is needed for postemployment purposes, such as in the administration of affirmative action plans, the employer can obtain it after the applicant has been hired. Keep this data separate from data used in career advancement decisions.*
QUESTIONS?

Discussions!
**Challenge of Motivation**

- **Morale**
  - The attitude or feelings workers have about the organization and their total work life

- **Quality of Work Life (QWL)**
  - Factors in the work environment contributing positively or negatively to workers’ physical and emotional well-being and job satisfaction
    - Enhances workers’ dignity
    - Improves physical and emotional well-being
    - Enhances the satisfaction of individual achievement
# Herzberg’s Two-Factor Theory

<table>
<thead>
<tr>
<th>Hygiene Factors</th>
<th>Maintenance factors that do not relate directly to a person’s actual work activity, but when of low quality are the cause of unhappiness on the job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation Factors</td>
<td>The conditions, intrinsic to the job, that can lead to an individual’s job satisfaction</td>
</tr>
</tbody>
</table>

**Hygiene Factors**
- Salary
- Job security
- Working conditions
- Status
- Company policies
- Quality of technical supervision
- Quality of interpersonal relations

**Motivation Factors**
- Achievement
- Recognition
- Responsibility
- Advancement
- The work itself
- Possibility for personal development and growth
Managing for Motivation

- Treat people as individuals
- Create flexibility in work
- Promote intrapreneurship
- Redesign jobs
- Provide an effective reward system
- Offer support
- Recognize and value diversity
- Foster empowerment
Characteristics of an Effective Reward System

- Rewards must satisfy the basic needs of all employees
- Rewards must be comparable to those offered by competitive organizations in the same area
- Rewards must be equally available to people in the same positions and be distributed fairly and equitably
- The reward system must be multifaceted
Promoting Intrapreneurship

- Encourage action
- Use informal meetings whenever possible
- Tolerate failure and use it as a learning experience
- Be persistent
- Reward innovation for innovation’s sake
- Plan physical layout to encourage informal communication
- Reward and/or promote innovative personnel
- Encourage people to go around red tape
- Eliminate rigid procedures
- Organize people into small teams to pursue future-oriented projects

Motivation
QUESTIONS?

DISCUSSIONS!
### Conflict Management

**Positive and Negative Aspects of Conflict**

<table>
<thead>
<tr>
<th>Dysfunctional Conflict</th>
<th>Conflict that limits the organization’s ability to achieve its objectives</th>
</tr>
</thead>
</table>

| Functional Conflict | Conflict that supports the objectives of the organization |
Sources of Conflict

- Competition
- Breakdowns in communication
- Disagree about individual approaches
- Disagreement about work activities
- Differences in objectives
- Difference in values, attitudes, and perceptions
- Disagreement about role requirements
Conflict Management

Conflict Strategies

- Avoidance
- Smoothing
- Compromise
- Collaboration
- Confrontation
- Decision by a third party
- Appeals to superordinate objectives
Leadership Practices

- Guide
- Direct
- Persuade
- Coach
- Counsel
- Inspire others
Leadership must:
- be exerted throughout an organization
- be capable of responding rapidly
- make difficult decisions

How managers can become better leaders
- Make the effort to know oneself—values, needs, goals, ethics, strengths, and weaknesses
- Be adaptable and flexible; serve as a change agent
- Develop a servant-leader management philosophy that respects others, promotes self-improvement, and encourages others to do the same.
Tips for Team Leaders

- Don’t be afraid to admit ignorance
- Know when to intervene
- Learn to truly share power
- Worry about what you take on, not what you give up
- Get used to learning the job
## Effective leadership

<table>
<thead>
<tr>
<th>TRAITS</th>
<th>SKILLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptable</td>
<td>Cleverness (intelligence)</td>
</tr>
<tr>
<td>Alert to social environment</td>
<td>Conceptual ability</td>
</tr>
<tr>
<td>Ambitious and achievement-oriented</td>
<td>Creativity</td>
</tr>
<tr>
<td>Assertive</td>
<td>Diplomacy and tact</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Fluency in speaking</td>
</tr>
<tr>
<td>Decisive</td>
<td>Knowledge about the group task</td>
</tr>
<tr>
<td>Dependable</td>
<td>Organizational (administrative) ability</td>
</tr>
<tr>
<td>Dominant (desires to influence others)</td>
<td>Persuasiveness</td>
</tr>
<tr>
<td>Energetic (high activity level)</td>
<td>Social ability</td>
</tr>
<tr>
<td>Persistent</td>
<td></td>
</tr>
<tr>
<td>Self-confident</td>
<td></td>
</tr>
<tr>
<td>Tolerant of stress</td>
<td></td>
</tr>
<tr>
<td>Willing to assume responsibility</td>
<td></td>
</tr>
</tbody>
</table>

QUESTIONS?

DISCUSSIONS!
Art

- skill acquired by experience, study, or observation
- art implies a personal, unanalyzable creative power
Art of Managing People

- Skills
  - Learning skills
  - Interpersonal skills
  - Communication skills
  - Stress management skills
- Personality - Values
How We Think

Behave

Results
Learning Skills

- Commitment to learning.
- The ability to identify needs and sources of learning.
- Continually seek new knowledge and understanding.
Interpersonal Skills

- The ability to interact effectively with colleagues, peers, clients, superiors...
- The ability to work with others.
- Strive for tolerance and integrity.
- Be able to deal effectively with cultural and ethnic diversity.
- Motivate others to achieve.
- Delegate.
Communication Skills

- The ability to communicate effectively across language, cultural, and situational barriers.
- Know your audience.
- Use correct grammar, accurate spelling and expression.
- Write legibly.
- Listen actively.
- Maintain eye contact.
- Use non-verbal communication.
- Use communication technology effectively.
- Seek out and provide feedback for improving personal interaction.
The American Management Association International’s Ten Commandments of good communication

1. Clarify your ideas before communicating.
2. Examine the true purpose of each communication.
3. Consider the total physical and human setting whenever you communicate.
4. Consult with others, when appropriate.
5. Be mindful, while you communicate, of the overtones as well as the basic content of your message.
6. Take the opportunity, when it arises, to convey something of help or value to the receiver.
7. Follow up your communication.
8. Communicate for yesterday and tomorrow as well as today.
9. Be sure your actions support your communications.
10. Seek not only to be understood but to understand—be a good listener.

Stress Management Skills

- Identify sources of stress and develop effective coping behavior.
- Seek assistance as needed.
- Maintain balance between professional and personal life.
- Prioritize multiple commitments.
- Respond calmly in urgent situations.
- Be tolerant.
- Maintain professional demeanor in all situations.
QUESTIONS?

DISCUSSIONS!
Dr. Lucia Gheorghiu

**Personality**

- Individualistic
- Egalitarian
- Assertive
- Accurate
- Punctual
- Warm
- Optimal

**Values**

- Restrained
- Respectful
- Sensitive
- Tactful
- Patient
- "Cool"
- Practical

Nonjudgmental

Source: Cornelius Grove & Willa Hallowell – *The Seven Balancing Acts of Professional Behavior in the US*
INDIVIDUALISTIC - RESTRAINED

- Independence
- “Freedom”
- Initiative

- Social and business-related expectations of others
- Comply with locally prevailing norms of behavior
Egalitarian - Respectful

- Friendly
- Informal

- Respect of power – roles and responsibilities at different hierarchical levels
Assertive - Sensitive

- Directness
- Self-confidence
- Self-assurance
- Interrupting others
- Talking only about yourself

- Don’t be aggressive
- Don’t be arrogant, opinionated, dogmatic
- Be sensitive to others
- Listen
Accurate - Tactful

- Truthful
- Correct
- Precise
- Exact

- Without being harsh, embarrassing
- Be sensitive to the feelings and reputations of other
Punctual - Patient

- Everybody has a busy schedule
- Keep the deadlines
- Workloads and priorities
Warm — “Cool”

- Friendly
- Maintaining the appearance of positive regard towards others
- Caring

- Rational, objective, impersonal, free of emotional highs
- Agree to disagree
- Avoiding anger
- Take a break
Optimal - Practical

- Striving for perfection
- Self-improvement
- Value excellence
- Get things done in time and in budget
Nonjudgmental

- In this era when people from many countries, cultural backgrounds, and ethnic groups are working together, and often at a distance from each other (as virtual teams), being nonjudgmental is more important than ever.
- Be a diplomat.
- Fallow the Golden Rule!!!
QUESTIONS?

DISCUSSIONS!

DR. LUCIA GHEORGHIU
Thank You!