HRM

Still to come in next sessions:

- Equality, Diversity, Discrimination, and Inclusive Work Places.

- Workplace Disputes, Bullying, Conflict, and Harassment.

So yes, some very hard-hitting (but relevant) stuff.

I thought it would be best to end 2021 with something a bit more upbeat and cheerful instead!

Week 1:

HUMAN AND SOCIAL CAPITAL

RECRUITMENT

SELECTION

Week 2:

THE BUSINESS ENVIRONMENT

WORKFORCE FLEXIBILITY

TALENT MANAGEMENT

The seminar had advice about report writing too.

Week 3:

EMPLOYEE TURNOVER

EMPLOYEE RETENTION

EMPLOYEE ENGAGEMENT

This seminar had advice about finding business environment awareness research, and also how to structure paragraphs.
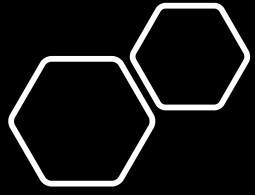
Week 4:

TYPES OF KNOWLEDGE (TACIT AND EXPLICIT)

GOVERNMENT INITIATIVES TO IMPROVE SKILLS/TRAINING

DIFFERENT THEORETICAL APPROACHES TO LEARNING (BEHAVIOURAL, COGNITIVE, EXPERIENTIAL, SITUATED)

LEARNING STYLE (VISUAL, AUDITORY, KINETIC)

Week 5:

IDENTIFYING TRAINING/LEARNING NEEDS

DESIGNING TRAINING (LEARNING ALIGNMENT)

IMPLEMENTING TRAINING (A FEW DIFFERENT METHODS)

EVALUATING TRAINING

Types of Training Need:

KNOWLEDGE
(for example, policies, procedures, standards, operating equipment

SKILLS
(for example, serving customers, report writing, problem solving, leadership)

ATTITUDES
(for example, towards work, the organization, customers, health and safety,

Week 6-7:

REWARD STRATEGIES

TOTAL REWARD

NEGOTIATION STYLES

REWARD BASED UPON COMPETITIVE STRATEGY

Week 8-9:

SOCIALISATION

PLANNING PERFORMANCE (KPIs, BALANCED APPROACHES, SMART)

PERFORMANCE APPRAISALS – ISSUES AND METHODS

The seminar had guidance for how to use academic journal articles in arguments (instead of just for definitions).

Week 10:

HARD HRM AND SOFT HRM

UNITARISM VS PLURALISM

PSYCHOLOGICAL CONTRACTS

TRADE UNIONS

The seminar had guidance for how to build arguments from thematically using multiple sources.

Week 11:

EMPLOYEE VOICE

EMPLOYEE SILENCE (AND LMX THEORY)

EMPLOYEE INVOLVEMENT AND PARTICIPATION

ORGANISATIONAL CULTURE

How about a few small bonus topics then?

Bonus Topic 1: Does work need to be fun?

Research

Employees perform better when work is fun

25 Feb 2021   By Jyoti Rambhai

Study reveals setting challenges and engaging in playful work boosts job performance

People Management

NEWS   VOICES   LONG READS   EXPERTS   CONTACT US   PM JOBS

Home   ·   Long reads   ·   Articles

Long reads

Skills HR will need in 2021: Bringing the fun back to work
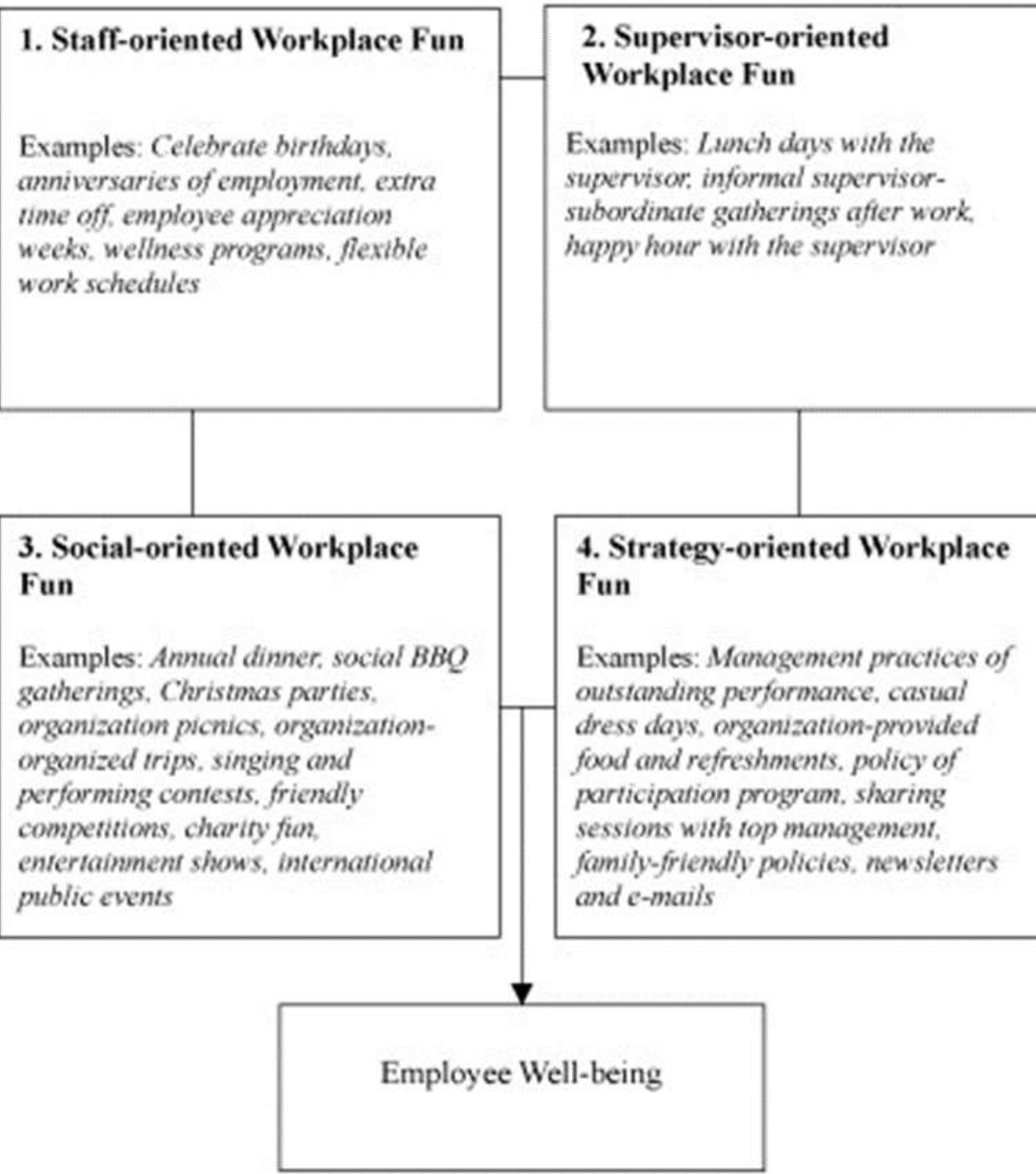
10 Dec 2020   By Peter Crush

We may be in the midst of a pandemic, but firms can keep staff motivated with video games, photo challenges... and horses

Let's define "Fun" and really take the erm, …something, out of this

- (1) *Staff*-oriented workplace fun,

- (2) *Supervisor*-oriented workplace fun,

- (3) *Social*-oriented workplace fun, and

- (4) *Strategy*-oriented workplace fun

(Chan, 2010)

1. Staff-oriented Workplace Fun

Examples: *Celebrate birthdays, anniversaries of employment, extra time off, employee appreciation weeks, wellness programs, flexible work schedules*

2. Supervisor-oriented Workplace Fun

Examples: *Lunch days with the supervisor, informal supervisor-subordinate gatherings after work, happy hour with the supervisor*

3. Social-oriented Workplace Fun

Examples: *Annual dinner, social BBQ gatherings, Christmas parties, organization picnics, organization-organized trips, singing and performing contests, friendly competitions, charity fun, entertainment shows, international public events*

4. Strategy-oriented Workplace Fun

Examples: *Management practices of outstanding performance, casual dress days, organization-provided food and refreshments, policy of participation program, sharing sessions with top management, family-friendly policies, newsletters and e-mails*

Employee Well-being

Alternatively, Celestine and Yeo (2021) categorize four types of play-at-work.

Their framework is based on two dimensions:

1) Who initiates it – the manager, or self/peers?

2) Is it embedded in the work, or is it a diversion from the work?

Celestine and Yeo (2021) in more detail:

MANAGER INITITIATED WORK-EMBEDDED PLAY:

Particularly used in gamifying learning and roleplay, and useful for helping teams to communicate

SELF/PEER INITIATED WORK-EMBEDDED PLAY:

Turning work into puzzles and sports

MANAGER INITIATED DIVERSIONARY PLAY:

Gift-giving, events, picnics – but they're not very effective if employees don't want them

SELF/PEER INITIATED DIVERSIONARY PLAY:

Joking practices

Does work actually need to be fun?

Karl et al (2005) – Perceptions of fun can improve trust between employees and leaders

Tews et al (2012) – Good for attracting applicants, but only really when there are fun informal interactions. Formal "Fun" doesn't do as much.

Tews et al (2014) – In hospitality, fun helps to reduce turnover. But it depends on the fun itself.

Does It Actually Work?

There's been a lot of debate over the last couple of years. But it can be affected by:

- Psychological Safety (how comfortable people are to engage) (Yang, 2020)

- Leader-Member Exchanges (from last week) (Zhang, 2021; Fang, 2021)

It's pretty hard to avoid the usual things which happen during virtual-attempts at chats!

Bonus Topic 2:
Does Emotional Intelligence Solve Everything?
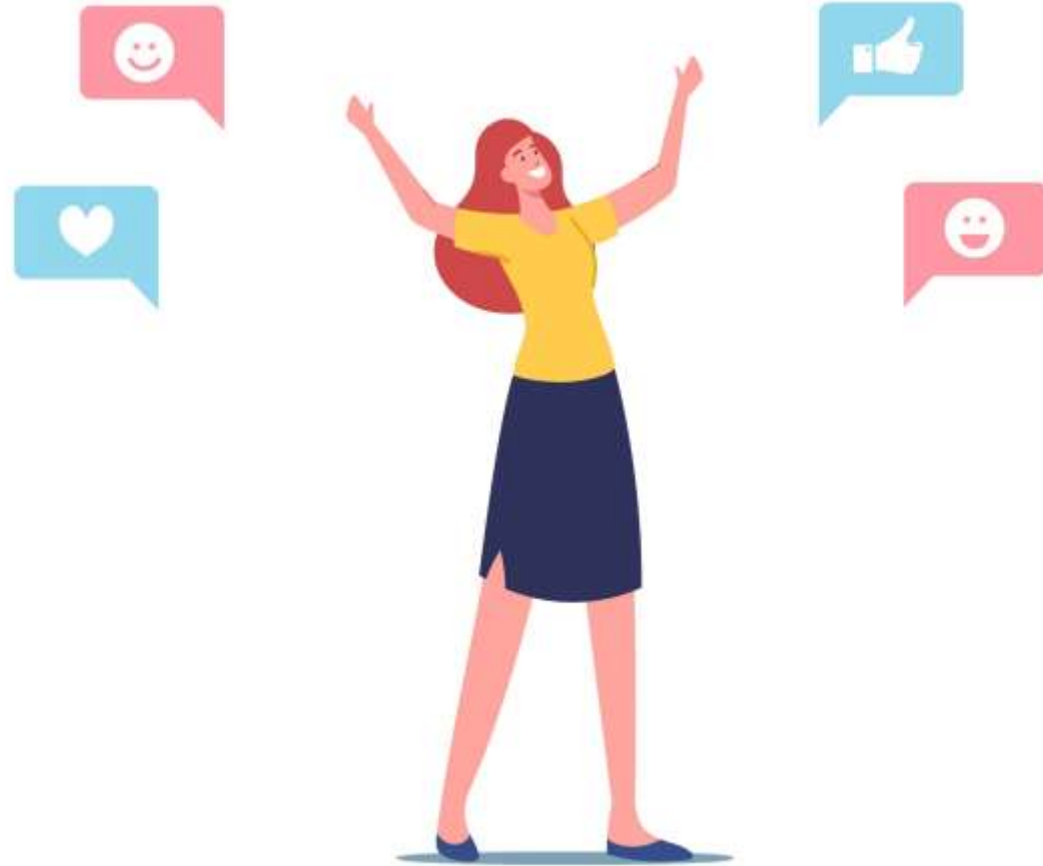
In the past, we've mentioned Emotional Labour and Emotional Intelligence.

But there are other emotional dynamics which take place in teams.

INTERESTED IN PSYCHODYNAMICS?

The Members of the Tavistock Clinic
Consulting to Institutions Workshop

Edited by Anton Obholzer
and Vega Zagier Roberts

the unconscious at work

INDIVIDUAL AND ORGANIZATIONAL STRESS IN THE HUMAN SERVICES
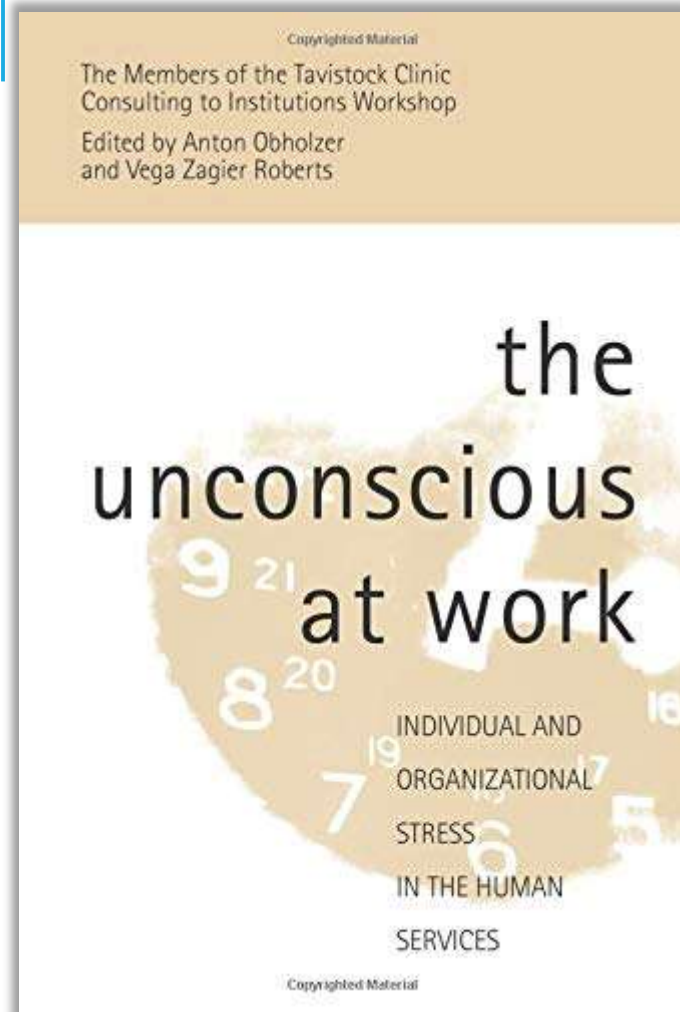
This eBook is an excellent introduction which also has real case studies.

It's available from Bath Spa Virtual Library.

But please be careful – don't analyse yourself/friends/family.

It's just one perspective.

EMOTIONS CHANGE THINGS, AND WE TRY TO REGULATE THAT.

This is why we typically see teams either overcome or ignore a challenge.

Anxiety can push them in one direction or another.

This is why Tuckman's model of teams doesn't seem to always work!

4. Struggle

3. Risk

5. Insight or Authority

2. Uncertainty

1. Anxiety

5. Willing Ignorance

2. Fight or Flight

4. Defensiveness or Resistance

3. Denial or Avoidance
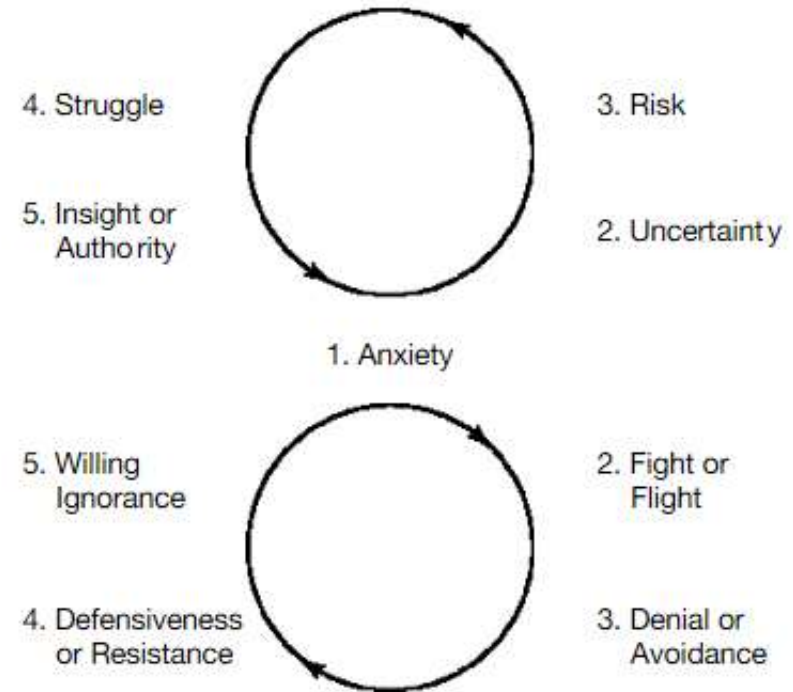
Figure 1

Source: Vince and Martin (1993)

BION'S (1961) BASIC ASSUMPTIONS

DEPENDENCY

Leaders are perceived as omnipotent because of anxiety (helplessness, inadequacy, uncertainty etc), and followers expect them to be a protective parent.

FIGHT OR FLIGHT

Contexts become polarised into either friends or enemies that must be defeated.

PAIRING

Strength in pairing with someone powerful. Groups get split into pairs (like co-parenting a safe new family). This one's rather Freudian.

PROJECTION (OBHOLZER, 1994)

Are emotions contagious?

When someone projects their feelings, we can sometimes develop those feelings ourselves. This is called Projective Identification.

When we experience someone's expressed feelings as our own this is called Countertransference.

It might explain why we become so similar to our colleagues.

WE DENY EMOTIONS IN THE WORKPLACE

Gagliardi, Strati and Gherardi have all both studied patterns of aesthetic judgments and suppression.

-Managers feel that they need to be seen as making logio-scientific judgments (Gagliardi)

-Aesthetics and emotions are "Muted" in organisations (Taylor)

-Nevertheless, some leverage them as sources of power (Taylor, Hancock).

Bonus Topic 3: Is Time Ever On Our Side?

Temporary Organisations Are On The Rise.

Originate from Miles (1964). Organisations which have:

1 A TIME LIMIT (TIME'S A FINITE RESOURCE)

2 DIVISION OF WORK INTO TASKS

3 TEMPORARY TEAMS (NO COMMUNITY)

4 STRONG EXTERNAL STAKEHOLDER PRESENCE

Unfortunately, according to Miles they also have:

1 – Energizing effects of time limitation

2 – Distorted perceptions of elapsed time

3 – Considerable effort going into pacing everything

We synchronize our timings to different influences. This is called "TEMPORAL ENTRAINMENT"

Some things influence our individual rhythms more than others (Ancona and Chong, 1996).

This might explain why the change to/away from lockdown has thrown your timing and your experience of time passing off balance!

Certain pacesetters (e.g. roommates, lectures, buses) were removed and new ones (lockdown rules, supermarket hours) were introduced.

Deadlines motivate us

Connie Gersick (1988) found that project teams had a "PUNCTUATED EQUILIBRIUM":

They'd start by achieving very little, and just talking a lot.

They would only really work quickly and accomplish things after they thought they'd reached the midpoint to the deadline.

Then they'd rush things too much so that they'd have a period of inertia immediately before the deadline.

We don't agree on what timings are best or worst.
It's contextually rooted.

Time flies, flows, and is owed

TIME FAMINE – the vicious cycle where "There is never enough time", so you are always playing catch up (Perlow, 1999).

People grow obsessed with faster and faster metaphors for their work. For example, news agencies working in nanoseconds and using racing metaphors (Czarniawska, 2013).

TIME FLOW – during engaging (not necessarily happy) activities, we lose our sense of time (Mainemelis, 2001).

So… put Time Famine and Time Flow together, and what happens?

And that's where we'll leave things for today.

I thought I'd add in a fewer smaller topics to remind you of the "Human" side of Human Resource Management.

We are emotional.

We want fun, but often attempts at it fail.

We underestimate timing, so it's up to us to create good rhythms and our own pace for doing things.

All of these lead to one thing: Know when to stop and enjoy a holiday!