

Human Resource Management

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Author Disclaimers

- None to Report

Objectives

- Organizational Behavior
- Team Leadership
- Human Resources & Legal Considerations

What is Organizational Behavior?

- Mindset
- Multi-disciplinary – involves psychology, sociology, anthropology
- Humanistic – people are important
- Results driven
- Scientific – studies human interactions & variables affecting interaction

Why Study Organizational Behavior?

- Behavior prediction
- Humanizes organizations
- Uses processes to overcome obstacles
- Utilizes common sense to create productivity

Intersection of Organizational Behavior & Human Resources

- Organizational Behavior shapes perception
- Perception impacts attitude
- Attitude drives actions
- Human Resources manage employee welfare

Intersection of Organizational Behavior & Human Resources

- Identifies areas of employee satisfaction and dissatisfaction
- Management methods directly effect job satisfaction
- Most entities fail to champion effective actions to engage employees

Managers & Organizational Behavior

- Staff fulfillment: best use of employees' talents and energies
- Competitive advantage
- Development of technical and interpersonal skills
- Personal success

Great leaders use organizational behavior to facilitate dynamic, productive teams.

What is a team?

Teams are groups where success depends on both individual results and collective work products.

Not All Groups Are Teams!!

Katzenbach & Smith, The Discipline of Teams, HBR, March 1993

Working Groups vs. Teams

Working Group	Teams
Strong, clearly focused leader	Shared leadership roles
Individual accountability	Individual & Mutual Accountability
Purpose is same as organization	Team developed purpose
Individual work products	Collective work products
Efficient meetings	Meetings promote open ended discussion / critical thinking
Measures effectiveness by influence on others	Measures effectiveness by work products
Discusses, decides, & delegates	Discusses, decides, & does real work together

Katzenbach & Smith, The Discipline of Teams, HBR, March 1993

Team Creation: Evaluating Needs

- Evaluate what defines success for your team
 - What qualities, skills, and experience does each team member have?
 - What interpersonal skills are needed to balance the team?
 - Are there any technical gaps that need to be narrowed?
- Involve current team members in the process

Team Creation: Recruitment

- Greatness can be built without executive power
- Focus on getting the right people on the bus
- People who are self-motivated AND self-disciplined
- Lack of resources is not excuse for lack of rigor
- Selectivity = Attractiveness
- Clear expectations about position & benefits
- **NUMBER ONE RESOURCE FOR A GREAT TEAM:**
Having enough of the right people committed to the mission

Jim Collins, Good To Great, 2001.

Team Management: Effective Leadership

- Person of Character
- Puts People First
- Skilled Communicator
- Compassionate Communicator
- Has Foresight
- Systems Thinker
- Leads with Moral Authority

Team Management: Effective Leadership

As leaders shift their focus to customers and quality, they realize that the old authoritarian leadership style does not work anymore. To achieve quality, service and rapid response, leaders must utilize all available talent. They must find ways to inspire, involve, and empower employees. They must create a work environment that encourages commitment, innovation, and cooperation. Instead of evaluating, leaders now coach. Instead of doing, they delegate. Instead of telling, they facilitate. No one is expected to boss anyone. Everyone is expected to participate.

Suzanne Willis Zoglio Ph.D.
The Participative Leader

The Best Boss I Ever Had...

- Fair Process
 - Engagement
 - Explanation
 - Expectation clarity
- Trust and Commitment
- Voluntary Cooperation
- Exceed Expectation

Kim & Mauborgne, Fair Process, HBR, July 1997.

Team Management: Motivation

"People do not care how much you know until they know how much you care."

John Maxwell

- Seek to understand and connect
- Ask what they need
- Focus on atmosphere

Be consistent and authentic & get to know your team

Team Management: Collaboration

- No Information Hoarding
- Knowledge is not power until it is used

S: Share information
T: Teach
A: Ask
L: Listen
L: Learn

DECIDE – stalled decisions equate to frustrated employees

Mackay, Sharing Knowledge Leads to Better Decisions, Atlanta Business Chronicle 5/30/2014

Team Management: Consensus Building

- State the issue, question, or problem and the kind of response needed
- Identify the different positions, points of view by asking each member to speak to the issue
- Identify the specific points of conflict and ensure all members understand where the difficulties in agreement exist
- Provide adequate opportunity for all members to speak without criticism, defensiveness, or anger. Ensure the discussion is not treated as a win or lose debate.
- Identify specific points that reach resolution.
- Repeat 3-5 until every point has a resolution.

Team Results: Setting Goals

- Know the organization (Mission, Strategic Plan, & Annual Goals)
- Align department goals with organizational goals
- Be realistic - THREE Is a Good Number
- Have team members determine individual goals

Team Results: Setting Goals

- Identify outcomes & measurements
- Implementation requires preparation
 - What are the obstacles?
 - What resources are needed?
 - Have you researched lessons learned?
 - Are you aware of the effect on others?
- Create practical tasks with deadlines

Team Results: Implementation

- WHAT KILLS? Task Saturation
 - Quitters
 - Channelizers
 - Compartmentalizers
- WHAT HEALS? Transparent Communication
 - Checklists
 - Cross Checks
 - Mutual Support

James D. Murphy, *Flawless Execution*, 2005.

Team Results: Review

- Set time & place to debrief
- Meet in neutral setting
- Determine if deliverables matched planned outcomes
- Discuss unforeseen challenges or opportunities
- Drill down to root cause of success / failure
- Document
- Share with stakeholders

Team Celebrations: Victories & Failures

- Creates positive energy
- Rewards individual & collective efforts
- Promotes relational connections & team bonding
- Builds momentum
- Acknowledges team growth
- Develops a winning mentality

Team Celebrations: Two Minute Memory

"Success is a journey, not a destination."

Ben Sweetland

- Failure & Success are temporary
- Dwelling on failure creates fear & depression
- Focus extensively on success can cause complacency
- Never spend too much time on either but move forward with a positive attitude

Molly Fletcher, *The Business of Being the Best*, 2012.

What happens if...

- Individual team members fail to participate?
- Collective work products are not optimal?
- Control becomes an issue?

If all else fails...

- Document, Document, Document
- Document events objectively
- Be honest
- Be specific
- Avoid sarcasm
- Support with facts and examples

Human Resources

- Human Resource staff members are your friends.
- Reach out early
- Know organization's human resource policies

Employment Law

- Title VII of the Civil Rights Act of 1964
- Age Discrimination in Employment Act
- Pregnancy Discrimination Act
- Americans with Disabilities Act
- Civil Rights Act of 1991
- Family and Medical Leave Act

Discrimination

- Noticing differences between things or people that are otherwise alike, and making decisions based on those differences.
- Illegal discrimination is unfavorable treatment of a person by category, class or group rather than objective treatment on the basis of merit.

Discrimination

- Federally protected
 - Sex/Gender
 - Age 40 and Over
 - Race and Color
 - National Origin
 - Religion
 - Citizenship
 - Veteran/Military Status
- Some states have their own anti-discriminatory laws that include marital status, pregnancy and sexual orientation.