



HOW TO BUILD AN EFFECTIVE TEAM

Human resource management, hiring and team dynamics



Objectives

In this presentation, we would learn about the following

- Things to consider when hiring a prospective employee
- How to create organizational structure and culture
- How to manage your team for success
- Motivating and rewarding employees
- Coaching and development/training
- Tackling performance appraisals
- How to build a winning team.



The hiring process

All businesses irrespective of their formation type needs to hire new people to fill available as well as new positions. The hiring process entails

- Preparing a clear and concise description of the job role while advertising it.
- Specifying the required qualifications and experience level needed from prospective applicants

However, there are some qualities that should be sort out for in the selection process. They are:

- The level and quality of experience possessed by the potential employee
- The skills possessed by the employee which distinguishes him/her from the other applicants.
- The enthusiasm about the business and cultural fit of the employee with respect to organization's culture.
- The attitude of the employee with respect to personal drive and grit.



How to create organizational structure and culture

In building and running a business, there is need for structure so as to ensure the smooth running of the business as well as culture which entails the core values of the business as it relates to the employers, employees and its customers.

Organizational structures are used to:

- Show management structure
- Show hierarchies as well as employee reference
- Plan and visualize company structure in case of the possibility of future reorganization
- Show the employee directory for future reference.

There are 4 kinds of organizational structure



Organizational structure contd.

- 1. Functional Structure:** This involves grouping employees with similar skillsets and specialization together with a manager to manage them. It is more like the traditional top-down organizational structure with the leadership starting from the very top (C.E.O, other C-level executives and down to the line managers and their respective subordinates.



Organizational structures contd.

2. Divisional organizational structure: In this structure, the employees are organized along product lines or specific geographies. This is utilized by very big companies with varied product lines requiring differing skillsets and specializations. It leads to some level of independence amongst teams but it has an accounting overhead and the problem of adequate information sharing amongst teams.

3. Matrix Organizational structure: It reflects a company where employees are divided and reorganized into teams by projects or product and are led by a project or project manager but they also have a functional manager to whom they report to. This kind of structure is flexible and can help facilitate better and more open communication thereby creating a dynamic work environment that can easily shift resources where they're needed. However, it can create confusion and frustration with dueling priorities and supervisors.



Organizational structure contd.

4. Flat organizational structure: This has few or no levels of management staff between executives and all other employees. The structure empowers self-management and greater decision making ability for every employee. It is mostly employed by smaller businesses.



Organizational culture

This encompasses the values and behaviors that contribute to the unique social and psychological environment of a business. The organizational culture influences the way people interact, the context within which knowledge is created and how they react and manage changes as well as how they share acquired knowledge. Things to consider in building a robust organizational structure are:

1. **Innovation and risk-taking:** The degree to which employees are encouraged to be innovative and take risks



Organizational structure contd.

2. Attention to detail: The degree to which employees are expected to exhibit precision, analysis and attention to detail.
3. Outcome orientation: The degree to which management focuses on results rather than on technique and process.
4. People orientation: the degree to which management decisions take into consideration the outcomes on people within the organization.
5. Team orientation: the degree to which work activities are organized around teams rather than on individuals.
6. Aggressiveness: the degree to which people are aggressive and competitive rather than easygoing
7. Stability: the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.



Uses of organizational structure

- It plays a boundary-defining role for employees
- It conveys a sense of identity for the organization's members.
- It facilitates the generation of commitment to something larger than one's individual interest.
- It enhances social system stability
- It serves as a control mechanism that guides and shapes the attitudes and behavior of employees.



How to manage your team for success

The process of recruiting, training and motivating staff is expensive so it is better that a business can keep the workers it has. Managing your team for success is important for both efficiency and profitability.

The ways to manage teams for success include:

1. Valuing the work employees do.
2. Promoting team members as regards evidence of growth in their productivity and service consistency.
3. Creating a conducive work environment for employees to thrive.
4. Providing extra training and development opportunities for team members to grow and become better and more productive in their everyday work.
5. Setting goals and targets to meet so as to create an atmosphere of direction and purpose.



Motivating and rewarding employees.

Businesses benefit the most from a motivated staff. Motivation means people working more effectively because they want to, sometimes linked to a reward. Different methods are utilized by businesses to motivate their staff. Motivation can be linked to the market in which the business operates, or services the employee provides or financial such as bonuses or profit-sharing and some can be non-financial such as praise and promotion or supporting staff in their training or education. The leadership style in the organization also affects how motivated employees would be.



Motivation theory

Maslow's hierarchy of needs perfectly describes how employees are motivated. Maslow says: if each worker meets a need, he naturally aims for the next higher level. These needs are:

1. Survival or basic needs
2. Security or safety
3. Social needs
4. Status and self-esteem
5. Self-actualization

However, these needs can be translated in business to mean a decent wage, job security, a pension, team working, a title (or symbol of status) and achievement of some final goal. Moreover, much motivation can be provided through praise and recognizing good work.



Coaching and development

Coaching employees so as to drive business growth involves:

1. Building relationships with employees by creating trust as well as establishing boundaries in achieving set objectives.
2. Providing a means of assessment: This involves helping employees gain self-awareness and insight into their performance.
3. Challenging established ways of thinking and assumptions: This involves asking open-ended questions, pushing for alternative solutions to problems and encouraging reasonable risk-taking.
4. Support and encouragement: as partners in learning, coaches should listen carefully and open themselves to perspectives of others allowing employees to vent emotions without judging them. This also involves encouraging employees to make progress towards their goals and recognize their successes
5. Driving results: it involves establishing key metrics that show that objectives have been met and goals achieved.



How to coach employees to bring about their development

1. Assess employee competencies and explore needs and interests of these employees. This involves asking the following questions
 - What job-related skills, knowledge, and abilities does the employee have – from the ones of strength to the areas of weakness
 - What does the employee need for future growth
 - What are the employee's interests for performance and in career development?
2. Clarify the organizational needs and competencies required
 - What are the challenges and needs of the business currently and in the future?
 - What is important in running the business from an organizational level
 - What direction is the business headed
3. Analyzing and prioritizing career issues and development needs of employees
4. Mutually construct a development plan to target the selected needs.
5. Following up with employees to review progress and support ongoing development efforts of the employee.



Tackling performance appraisals

Performance appraisal is the process that allows an employee to exchange views with his employer usually in a formal or semi-formal setting. Good performance appraisals can result in rewards for the employee or might as well lead to promotion. Appraisals help to:

1. Identify where progress has been made and where employees might need support.
2. Facilitate communication and trust between employees and their employer.
3. Ensure good goal setting and desired performance reinforcement.
4. Identifying the level to which goals have been achieved and possible adjustments needed.



How to carry out a performance appraisal

1. Let the employee talk
2. Focus on objectives and performance results.
3. Focus on critical incidents
4. Focus on competencies
5. Focus on points of agreement and disagreement
6. Focus on the overall rating of the employee
7. Focus on due raises



How to build an effective team

- Establish leadership: Develop the necessary leadership skills so as to enable employees to trust your judgment as a leader
- Establish relationships with each of your employees: try to learn about the skillsets of the team members, their personal likes and dislikes as it allows matching employee preferences and skillsets to specific and related problems.
- Build relationships between your employees: take steps to improve employee communication, cooperation and trust.
- Foster teamwork: encourage information sharing within themselves as well as with the larger organization as well as communicate effectively with the team.
- Set ground rules for the team: create team values and goals as well as evaluate team performance alongside individual performance.



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