

PERSONNEL MANAGER - BE THE OWNER OF CHECKS AND BALANCES

**PREETI S. GHATGE,
ACCENTURE SOLUTIONS PVT LTD,
MUMBAI , INDIA.**



ABSTRACT

- Personnel manager has a dual responsibility – align and achieve organizations goals and objectives and enable the team to achieve its goal to be successful. Key attributes that influences the team dynamics are transparency, respect, communication, timely feedback and motivation to name a few. These attributes need to be tuned to ensure maximum synergies with minimal disruption in ways of working. Management style needs to be customized to adapt to an individual's personality. ERG theory and SWOT analysis are some of the proven techniques used to manage the teams successfully. The manager needs to manage a diverse workforce and at the same time follow a balanced team management approach to be successful. This paper is an attempt to shed some light on customized techniques used as per the personality variations within team.

WHAT IS PERSONNEL MANAGEMENT?



Planning



Maintenance



Organizing



Developing



Directing



Utilizing

QUALITIES OF A PERSONNEL MANAGER

Time
Management
and Planning
Skills

Financial
Planning Skills

Communication
Skills

Organizational
Skills

Continued Self
Development
Skills

Transparency

Respect for
Individual

Timely
Feedback

Trust

Collaboration
and Motivation

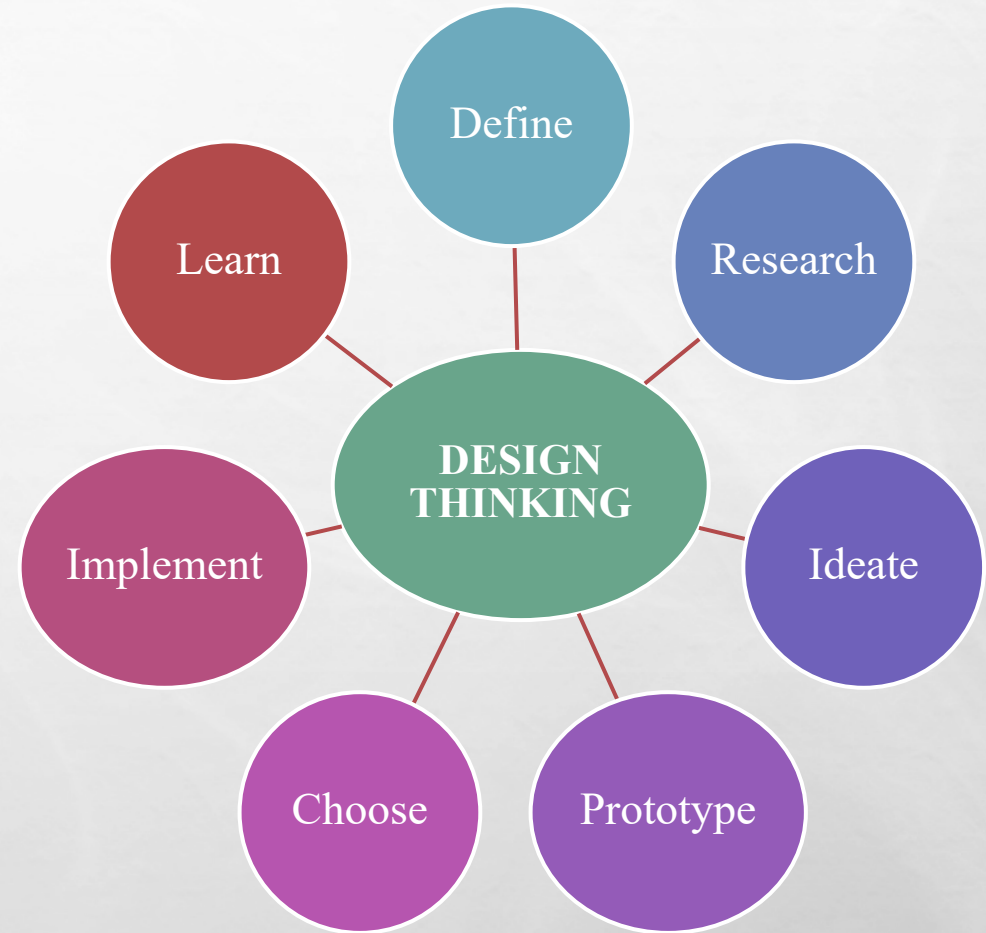
Unbiased
Decision Making

Emotional
Quotient

**PROBLEM
SOLVING**

PROBLEM SOLVING

- Situation Awareness Means Action technique
- Design Thinking



CASE STUDY 1:

- Sam is a new manager and he has ten team members reporting into him. David is one among them and has a family problem to address at home, but he is also working on a critical project for which due date is nearing. But David is not able to focus on his work and needs to take time off. Sam has a situation to manage.

How should Sam solve this problem?

- **Situation:** David needs leaves while on critical project.
- **Awareness:** Sam needs to first understand the current status of the project. What is completed and what is pending from David's assignments.
- **Means:** There are quite a few reports pending. Sam will have to check the resourcing first and find out if those can be reassigned. Talk with the client if the timelines can be negotiated.
- **Action:** Reassign it to Ralf who has just come back from his vacation and has nothing assigned, this will manage the timelines and he does not have to go back to client. He arranges a meeting for transition of work between David and Ralf and tells David to be available on call just in case if Ralf has any queries. Thus, in this way Sam manages to get the work done on time with quality and David can also have his time off with family and maintain his work life balance.

This is a great example of managing a team using problem solving technique, providing the team flexibility and at the same time achieving the clients trust to perform in any odds.



CHALLENGES FACED

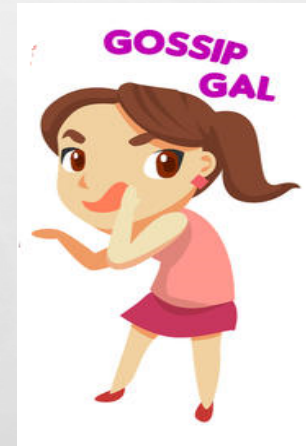
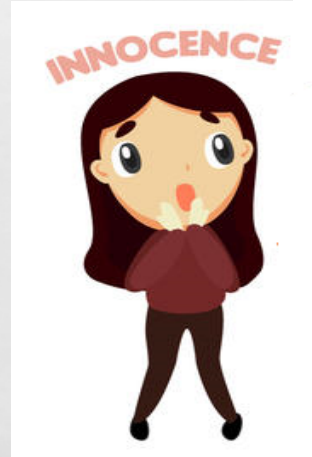
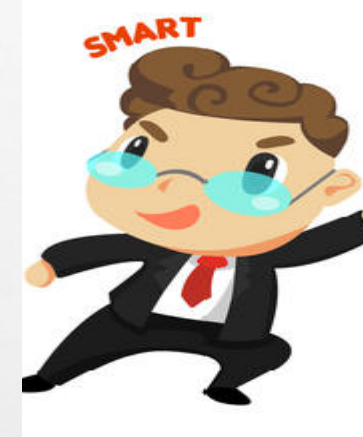
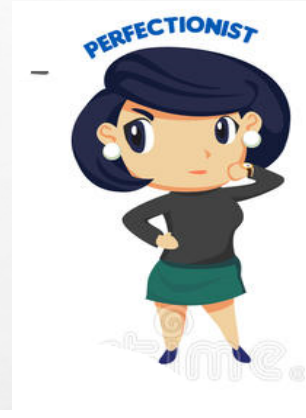
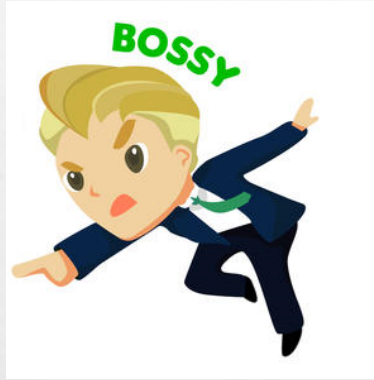
- **Effective communication** with your employees
- **Shifting** your **mindset** with your new role
- Shifting from **coworker** to **boss**
- **Managing** your **time**
- Setting **clear goals** and expectations/feedbacks
- Encouraging **productivity**
- **Recruiting** for your team
- **Training** and **development**
- Managing the **millennials**
- Asking for **help**

TECHNIQUES TO SOLVE THE CHALLENGES

Techniques to help in motivating the team:

- SMART - **S**pecific **M**easurable **A**chievable **R**ealistic **T**imely
- SWOT – **S**trengths **W**eakness **O**pportunities **T**hreats
- EGR – **E**xistence **G**rowth **R**elatedness

DIFFERENT PERSONALITIES IN THE TEAM



WAYS TO DEAL WITH THE DIFFERENT PERSONALITIES IN THE TEAM

THE DISINTERESTED LAZY —



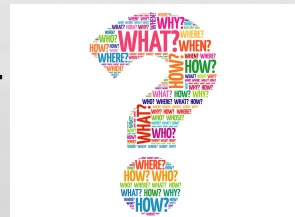
THE DUMPER—



THE COMPLAINER —



THE AGGRESSIVE ONE -

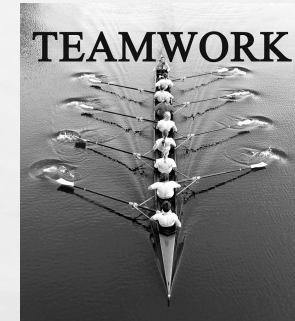


WAYS TO DEAL WITH THE DIFFERENT PERSONALITIES IN THE TEAM

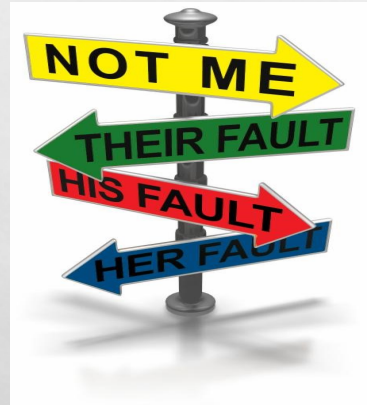


- THE CONTROL FREAK —

- THE NON-INCLUSIVE —



- THE BLAMER —





The image features a central graphic on a white background with a grey border. At the bottom, the word "Feedback" is written in a large, bold, blue sans-serif font. Above the text, there are five speech bubble icons: a teal bubble on the left containing a white hand icon pointing right; a green bubble above it with a white smiley face; a yellow bubble at the top center with a white neutral face; a pink bubble to the right with a white sad face; and a green bubble on the far right with a white thumbs-up icon. In the center of these bubbles are two blue curved arrows forming a circular loop. A red line graph is overlaid on the scene, starting from a red dot on the left, passing through the teal bubble, dipping below the word "Feedback", rising to a peak above the yellow bubble, dipping again, rising to a higher peak above the pink bubble, dipping, rising to a peak above the thumbs-up bubble, and ending at a red dot on the right. A large, thick red arrow points downwards from the top center towards the bottom center, passing through the word "Feedback".

Feedback

CASE STUDY 2:

Naina is a manager, she has been rolled on to a project where most of the team members are seniors in terms of their experience in the organization. However due to her caliber she has been promoted and now has to manage them. She has great communication skills and people connect, so she could easily gel with the team in a very short time.

However, there is an individual named Satish who is a tenured resource and is expecting his promotion. He has been an average performer and it has been observed that he does not take much interest in the team. He looks like a difficult person to manage. Naina must manage him as well as get the work done. What do you think Naina should do?

Naina first set up a 1-1 meeting with Satish to understand his discontent. He thinks that other team members are not to the par with him. She did explain him the criteria for promotion and gave him a feedback which was never provided to him. She used the SMART technique to set his goals which can be visited from time to time to check the progress.

Naina tried to give him a clear expectation at his level and seniority. Satish did understand his flaws and started working towards his goals. To build a relation with the team Naina also gave him an independent project with juniors where they can collaborate as a team.

This is an example of great communication, transparency, flexibility and leading the team by example.

CONCLUSION

As a manager we need to understand that all the activities cannot be completed by them individually, they need the teams support to accomplish the same. A manager should understand the teams strengths and learn:

- DELEGATION
- MOTIVATION
- DEVELOPMENT
- COMMUNICATION
- DISCIPLINE
- REWARDS AND RECOGNITION

Personnel management is an art which each manager must work on and keep changing as per their team members and scenario's that they encounter. It cannot be taught but it's a self-learning process, by implementing the various techniques available a personnel manager should keep improving the team as well as oneself.

THANK YOU