

LEADERSHIP AND TEAM BUILDING

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Article 8: How To Work With People And Increase Productivity

How To Work With People:

Knowing all the theories pertaining to motivation and incentives is one thing, but applying them and making them work is quite another. The true leader will be able to identify the achiever, the shirker, the bootlicker, the humble employee, the bully, the aspirer and be able to handle each person in a balanced way.

One has to be a "people's person" to really know people, to know how they behave and react and know how to bring out the best in them.

An effective leader must always remain human and relate to the level of his

subordinates. He must have respect for and empathy with his subordinates in order to understand their problems and help them to cope with stressful situations.

People As People:

People differ in respect of their needs, values, expectations, goals and so forth.

In addition to being complex, they are also continually changing as they build up experience, are exposed to environmental changes and mature.

Each individual is unique and management must deal with each one differently.

No two people are the same.

The differences between people are easily observed when it comes to age, sex, marital status, or number of dependants, but differences in emotional in-



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telligence (EI), intellectual capacity, personality, learning experiences, perceptions, values, attitudes, motivation, and so forth are far more difficult to observe. Managers cannot do their jobs properly if they do not have a sound knowledge of the complex nature of people.

A manager is a **psychologist**; the manager must know how different people learn, what motivates them, why their personalities differ, how they perceive things, and how they make decisions, to mention but a few aspects.

As a **sociologist**, the manager must know how people function in groups and in teams. A manager is an **anthropologist**, the manager must know how the values, attitudes, and behaviour of the role of power in the organisation.

People As Resources:

A manager must have an understanding of human resources.

An organisation cannot exist without people. People are the life hood of an organisation; this is the resource that gets other resources mobilised.

People are the most complex of all resources. They are also the only resource with personal goals – they strive for higher

status and have preferences and dislikes, they come from different backgrounds and have different levels and types of experience and they often insist on training and development.

People As A Social System:

An organisation comes into being when two more people come together to realise an objective that is too complex for one person alone to attain. An organisation cannot exist without people. If managers wish to understand the organisations in which they work, they must have knowledge of how people function as individuals, in groups and in teams.

Values and Attitudes:

Values play a decisive role in decisions taken in an organization. Values are basic beliefs that a certain way of doing things is preferable to another. Thus a moral principle lays the foundation for an individual's values and determines his or her views on what is right and wrong. Value systems refer to the arrangement of values in order of priority for an individual. Every employee in an organization therefore has his or her own value system. What is important to an individual - values and value systems - influences his or her attitude, level of motivation, perception and individual behavior, among other things.

An individual's values are fairly stable. This stability can be attributed to the way in which values are acquired.

Management should realize that employees have different values. Decision that accords with management's values might conflict with the

values of certain employees, with the result that those employees might not throw their weight behind the decision.

It is sometimes said that employees have to change their attitudes towards their jobs before they can become productive. If attitude can influence productivity, it stands to reason that managers should have knowledge of the concept of attitude.

Job satisfaction refers to an individual's general attitude towards the job.

Job involvement indicates the degree to which an individual identifies psychologically with his or her job.

Organizational commitment is the degree to which an individual identifies with his or her employer organization with its goals, culture, and so on.

Changing an employee's negative attitude towards the organization can improve job satisfaction, which in turn can generate higher productivity, a lower staff turnover, and less absenteeism.

Personality:

People with certain personality traits are better suited to certain jobs than others. A quiet, reserved person will probably experience more job satisfaction doing something on his or her own than in, say, selling products to customers where interaction is critical.

Some employees are less

open to influence and feel that their own hard work will lead to promotion. Some employees easily accept responsibility whereas others "pass the monkey" by passing on the job and blaming others. The fact that some workers are better at some jobs than at others can be ascribed to differences in personality, among other things. An individual's personality largely determines how he or she perceives, evaluates and reacts to the environment.

Focus of control refers to the extent to which a person believes that his or her behavior directly influences the consequences of his or her actions. Certain individuals believe that they can control whatever they do. Such workers, who have an **internal focus of control**, believe that if they work hard they will be promoted. Others again believe that whatever happens is the result of fate or pure luck. Such people have an **external focus of control**. It is important for a manager to know that employees with an internal focus of control have better control over their work activities and are more eager to learn about their job than their co-workers with an external focus of control.

Authoritarianism refers to the extent to which an employee believes that there should be power and status differences in an organization. The more a person stresses these differences, the more au-

thoritarian the person is.

A manager will therefore give an order to a power-conscious subordinate without expecting much opposition. A manager should also adapt his or her leadership style in such a way that he or she gives clear direction to such a subordinate.

Self-monitoring is a relatively new concept. It refers to the extent to which employees are able to mould their behavior according to that of their

co-workers. People who monitor themselves frequently will, for example, check to see how a manager handles a certain situation, such as negotiating the purchase of new components for machines and then act in the same way when in the same situation. People who seldom monitor themselves follow their own ways, paying scant attention to the way others act in certain situations.

Individual Abilities:

The competent leader who is always in control of every situation, who is himself

hard-working, bright and enthusiastic, will probably have a team who strive to follow the example set by him. On the other hand, a slow lazy and

unenthusiastic leader will elicit very little enthusiasm from his team.

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Israeli army demolishes 12 West Bank homes, strikes on Gaza

RAMALLAH / GAZA, — The Israeli army Wednesday demolished 12 Palestinian houses and a school in a village near the northern West Bank city of Nablus, residents and security sources said.

The residents said that the Israeli army bulldozers demolished 12 Palestinian-owned houses in the village of Kherbet Tana, allegedly saying the constructions were illegally built.

The residents said that the demolition on Wednesday is the third of its kind, where around 45 houses were demolished in the village this year. Tana, with a population of 180, is a small village in Nablus area.

Meanwhile, Palestinian security sources said that the Israeli army arrested overnight nine Palestinian activists in the West Bank cities of Nablus, Tulkarem and



Palestinians inspect the rubble of a house demolished by Israeli army in the West Bank village of Kherbet Tana, near Nablus, Dec. 8, 2010. The Israeli army demolished on Wednesday 12 Palestinian houses and a school in a village near the northern West Bank city of Nablus, residents and security sources said.

Hebron, saying they are wanted by the Israeli security forces.

In the Hamas-ruled Gaza Strip, Palestinian witnesses said Israeli warplanes struck

at predawn on Wednesday two targets in the strip in response to earlier homemade rockets

attacks carried out by Gaza militants.

They said that the Israeli F16 warplanes struck a poultry farm near the southern Gaza Strip town of Khan Younis, injuring one Palestinian civilian and causing severe damages.

The warplanes also struck a tunnel used for smuggling under the borderline between

southern Gaza Strip and Egypt, the witnesses said, adding that the tunnel was destroyed, but no injuries were reported.

Israel radio quoted an Israeli army spokesman as saying that Israeli war jets struck a weapons' depot and a smuggling tunnel in response to earlier mortar shells fired by Gaza militants at southern Israel. (Xinhua)

