19. MANAGING PRODUCTION

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19.3 People matters

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Why people should work effectively on a project

Achieve personal sense of achievement and accomplishment

Develop and hone useful technical, social and other skills

Get selected to work on more exciting and absorbing projects

Achieve promotion, better pay and more generous benefits

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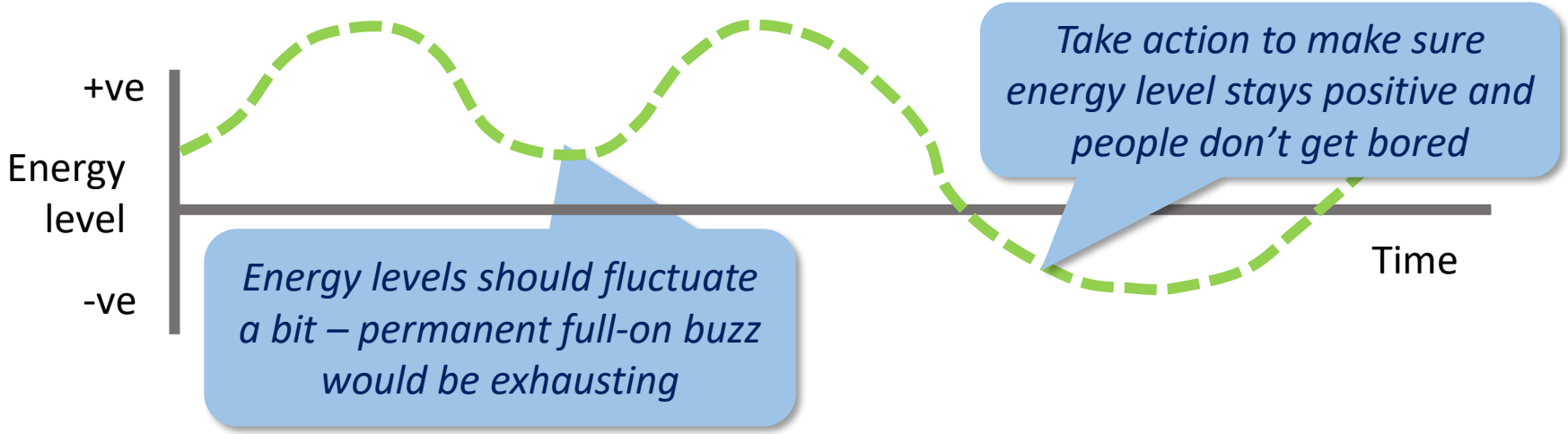
Keeping up the energy

Physical – group engagement

Emotional – individuals' feelings

Intellectual – momentum of questions and ideas



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Feedback

Regular feedback helps people know they are on the right track, and can reveal early signs of where an intervention might be needed.

Plan what to convey and how to convey it

Explain the logic of the feedback

Keep feedback timely

Do not make it personal

Always be courteous and polite

Listen to the recipient's point of view

Any criticism should be constructive

Welcome 180 degree feedback

Agree what to do in light of the feedback

Document all interactions

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Managing creatives

Encourage intelligent questioning of accepted norms as a defence against hubris.

Intellectual incentives (chance to work on a ground-breaking new concept) may work better than conventional ones (team bonus or even promotion).

Insist on basic project disciplines like booking time properly and timely expense claims.

Keep creatives connected with the rest of the team.

Watch out for burn-out – creativity will plummet and illness may follow.

Be alert to conflict, especially between creatives with opposing views.

Do not tolerate *prima donna* behaviour.

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Dealing with bad behaviour

Bullying – an abuse of power that humiliates or intimidates the victim

Harassment – unwanted attention focusing on the sex, gender, race, religion or culture of the victim

Offensiveness – deliberately behaving in a way that upsets or disgusts the victim

The employment contract and any engagement contract set out the rules within the law:

- Gross misconduct – immediate dismissal
- Unacceptable behaviour – formal warnings with dismissal if no improvement

Have a clear, well-advertised policy and follows the steps precisely.

Encourage victims of bad behaviour to report in confidence.

Keep complete, objective records of all complaints, conversations and actions.

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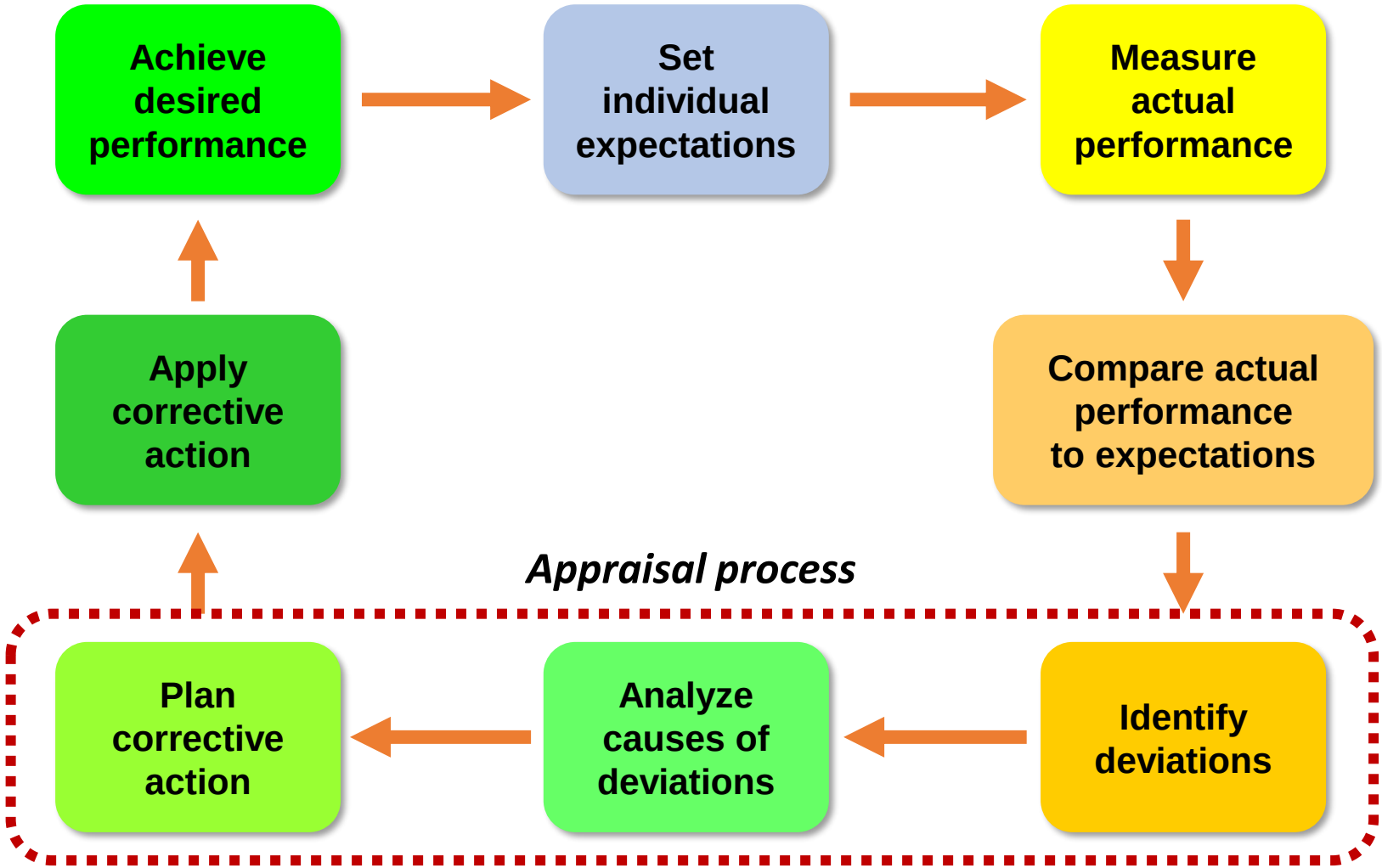
Getting the best work from people



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Appraisals

	Manager	Appraisee
What's at stake?	Limited re-grades Salary and bonus budget Promotion gaps	Pay and benefits Grade Promotion
Before the appraisal	**Be well-prepared, talk to colleagues** **Work with Personnel**	**Reflect on best and worst experiences during appraisal period**
During the appraisal	Get appraisee to reflect on their performance Praise good work Point out deficient areas Be specific about reasons for rating, pay, bonus and grade Discuss development options Set out motivating goals for next period	Be honest and not defensive Tell a positive and candid story Don't blame problems on others Recognise areas for development Accept objectives which are reasonable Specifically ask what is expected to be able to progress to next grade
After the appraisal	**Complete documentation** **Compose feedback with care** **Send to appraisee**	**Review feedback and grading** **Appeal if the ratings seems unfair**

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Team or individual appraisal?

- Being judged on team performance increases motivation
- **Avoids individuals prioritising their performance over the teams**
- Reduces competition between individuals

BUT…

- **Poor performers can take credit for others' efforts**
- An exceptional person can be stuck on a poorly performing team

Overall performance appraisal

50% team performance

50% personal performance

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Why people underperform

1 They can't do the job.

The job content changes and they cannot or will not adapt.

2 They are untrained.

They haven't been given the necessary skills.

3 They are distracted.

Outside pressures affect their work.

4 They are unfocused.

Poor management makes them ineffective.

5 They wear a mask.

They are recruited appearing as one type, and perform as another.

6 They are cynical.

The organisation's culture has created a mind-set of low expectations.

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Difficult conversations

Circumstances may arise when a manager has to confront a situation by talking directly with a colleague.

- Poor performance
- **Unacceptable behaviour**
- Comment from the client
- **Need to move from current role**
- Premature release from the project

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Difficult conversations

- Do not allow a bad situation to fester
- **Collect the facts – plan the encounter**
- Keep it confidential
- **Think about different ways it might go**
- Consult Personnel to avoid legal pitfalls

- **Explain what behaviour is troublesome…**
- …or why person must leave the project
- **Be clear, firm but friendly – not patronising**
- Listen to the other person's point of view
- **Stay clam – adjourn if things get heated**
- Keep focused on the problem, not the person

- **Be supportive – look for a positive outcome**
- Seek a mutually acceptable way forward
- **Agree a schedule of follow up sessions if necessary**
- Inaction may harm reputations

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Releasing people from the project

Acknowledge their great contribution

Liaise with their home department

Provide input to their appraisal process

Give references

Send them a note of thanks

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Dealing with unhappy stakeholders

- Listen carefully to their complaint.
- **Understand what things look like from their point of view.**
- Let them get everything off their chest before responding.
- **Apologise for what happened but do not automatically accept responsibility (it may invalidate the project insurance).**
- Ask questions to find out exactly what went wrong.

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Dealing with unhappy stakeholders

- **Only promise what you can actually deliver.**
- If necessary take the complaint away for consideration and promise a timely response.
- **Thank them for taking the trouble to bring the problem to your attention.**
- Recognise that complaints can expose issues which might otherwise be hidden.
- **They give an opportunity to demonstrate a serious, responsive, stakeholder-focused attitude.**

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