

Understanding People  
or

**HERDING CATS**



**Managing people**

- Create high-performing teams
- Delegate effectively
- Coach / train / develop / mentor people

## Effective teams

- Clear objectives
- Plan together
- Coaching
- Good administration

## The art of delegation

Why do it?

- Sharing work across the team
- Give people freedom to make decisions

Why we don't do it?

- Easier/quicker to do it myself
- I can do it better

## Developing people

“Our people are our greatest asset”

## People as investors

- Intellectual capital
- Emotional capital
- Social capital
- Spiritual capital

## Personal development

- Individual needs and aspirations
- The needs of the current role
- The organisation's future needs

## Useful mechanisms

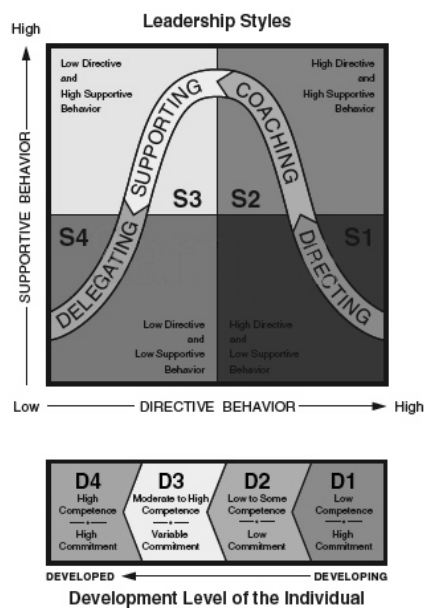
- Regular supervision / “one-to-ones”
- Annual appraisal / performance management

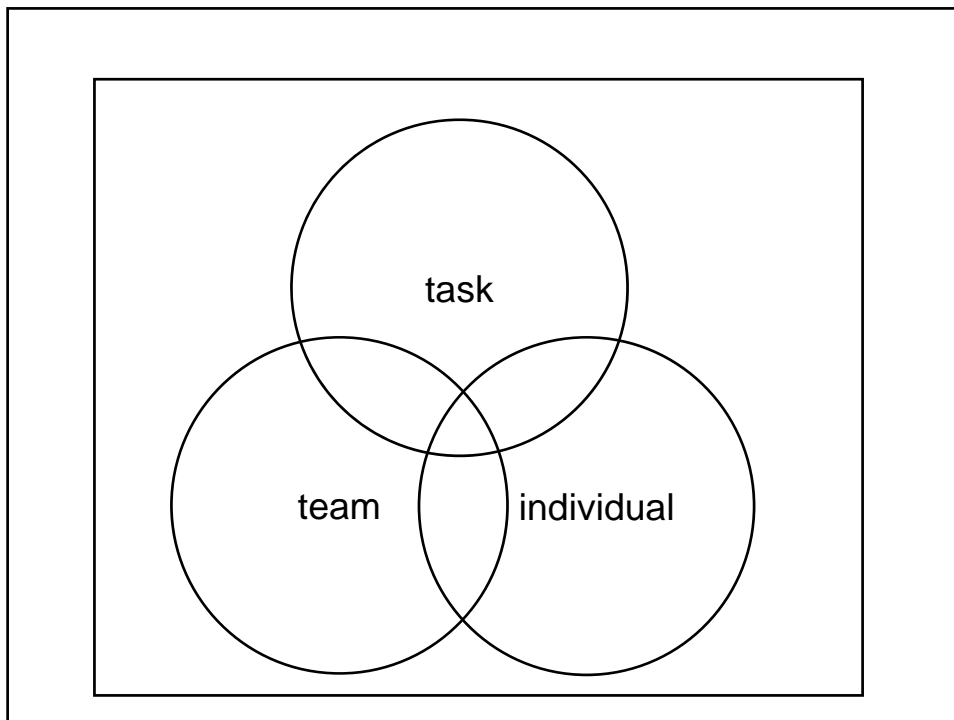
It is important not let poor performance go unaddressed

# Situational leadership

Key principle – a leader must adapt their style to suit the needs of the person being led or managed

Ken Blanchard's model of situational leadership





## Two Factor theory (Frederick Herzberg)

### Motivators

#### **Satisfiers (intrinsic)**

- Recognition
- Responsibility
- Challenging work
- Sense of achievement
- Opportunities for advancement
- Personal growth

### Hygiene

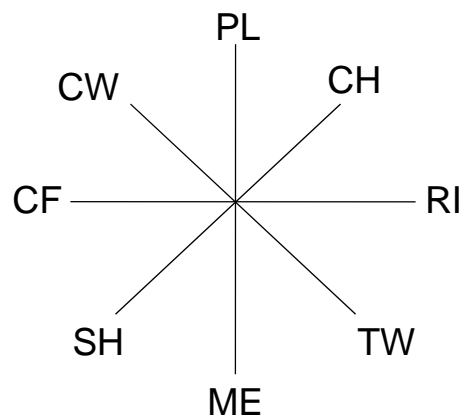
#### **Dissatisfiers (extrinsic)**

- Status
- Job security
- Salary and benefits
- Supervisory practices
- Relationships with colleagues
- Working environment

## High-performing teams

Meredith Belbin

- high performing teams have 8 (or 9) roles filled within them
- These roles are complementary but sometimes in apparent opposition



## Essay marking guidelines

- 30% summarising classroom content and discussion
- 30% further material from other sources
- 30% biblical / theological reflection, personal application and/or critique
- 10% clarity of communication (layout, spelling, grammar, etc)