INF 151: People Management

Week 7: Thursday

Today's Agenda

Announcements:

- Strike is happening, end of quarter plans may change

Today:

- People Management/Resource Management...cont'd.
- Group Activity

Hello everyone, we are team 10GIC!

We are trying to redesign WebReg and would really appreciate knowing people's opinions and experiences with the aforementioned software. There are 8 questions which should take 5-15 minutes to fill out.

To fill out the survey, you have to be signed in with your UCI email. "

Motivation

Intrinsic motivation = people do things for their own enjoyment

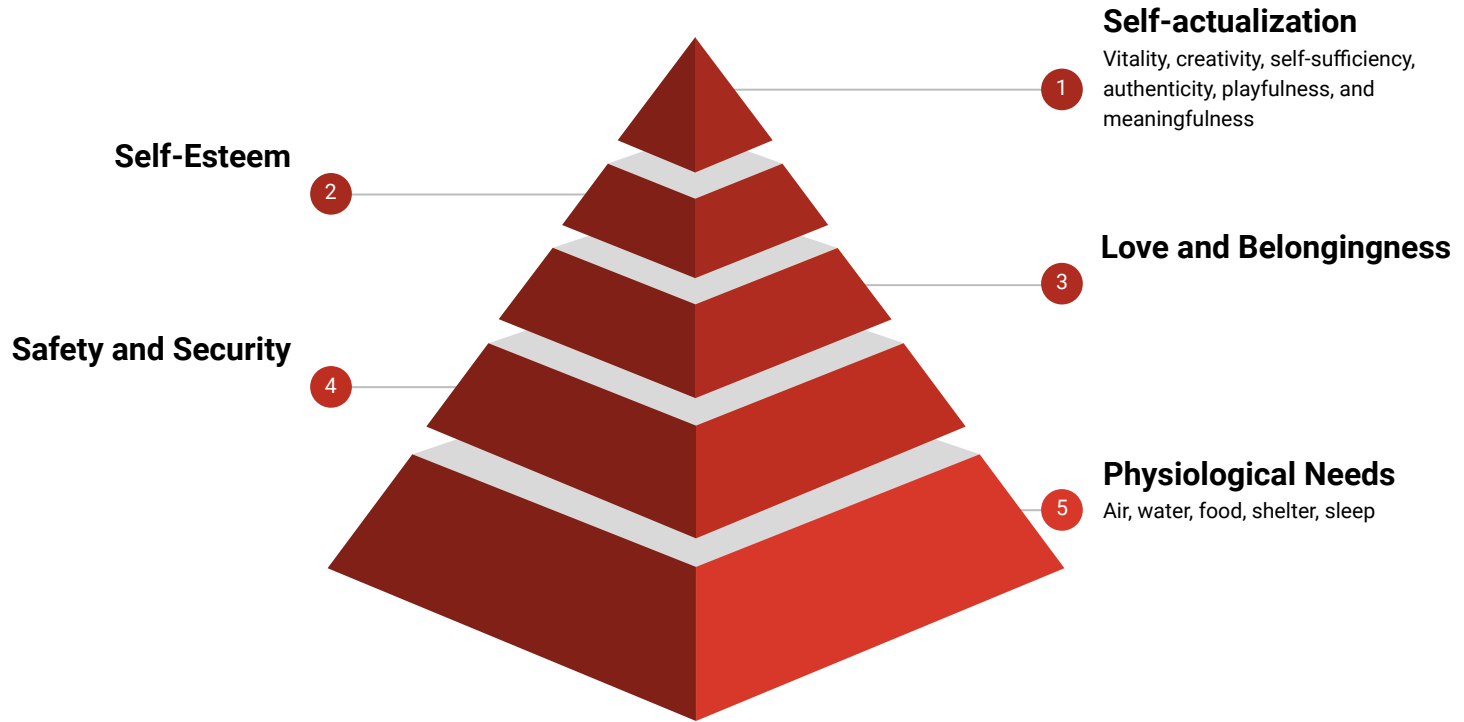**Extrinsic** motivation = people do things to avoid a penalty or for reward

As a manager, what can you do to motivate people?
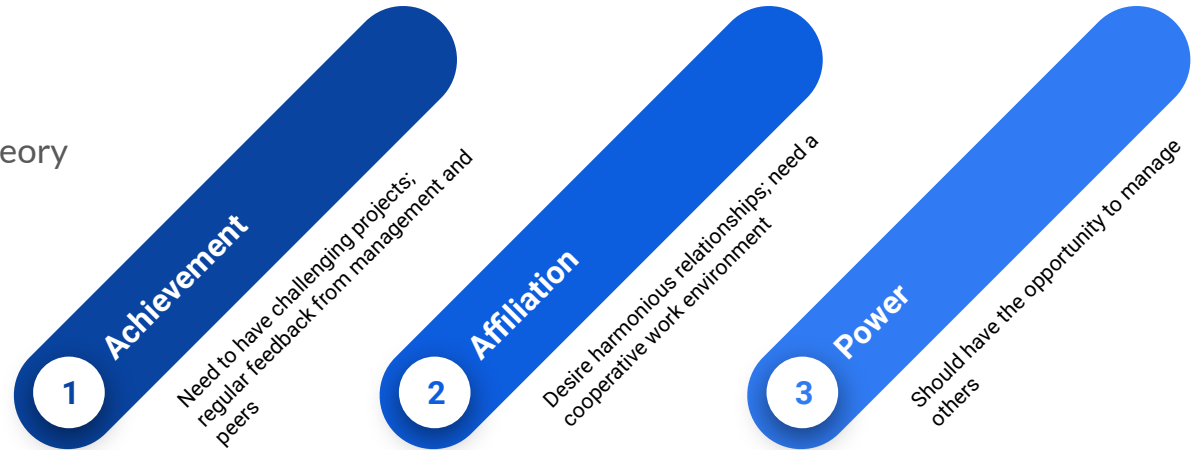
There ARE some theories...

Self-actualization
Vitality, creativity, self-sufficiency,
authenticity, playfulness, and
meaningfulness

1

Self-Esteem

2

Love and Belongingness

3

Safety and Security

4

Physiological Needs
Air, water, food, shelter, sleep

5

Maslow's Hierarchy of Needs

Motivation

McClelland's Acquired Needs Theory

1 **Achievement** — Need to have challenging projects; regular feedback from management and peers

2 **Affiliation** — Desire harmonious relationships; need a cooperative work environment

3 **Power** — Should have the opportunity to manage others

Motivation

McGregor's Theory X and Theory Y

Theory X

- Assumes workers dislike work
- Requires coercion, threats, and control

Theory Y

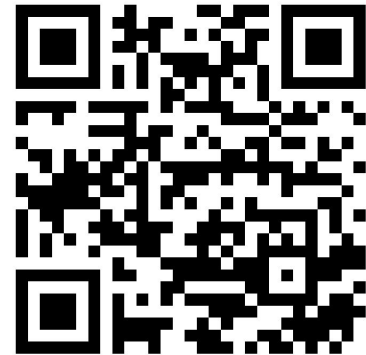- Assumes workers consider work natural
- Self-esteem and self-actualization

Theory Z

- Emphasizes trust, quality, collective decision making and cultural values

Motivation

Thamhain and Wilemon's 9 influences

https://api.socrative.com/rc/**tsEjN7**

Motivation

Generally...data consistently showed...

Projects are more likely to fail if project managers rely on **authority**, **money**, or **penalty**

Whereas

Projects were more likely to succeed if project managers relied on work **challenges** and **expertise**

Resource Management

Some Techniques

- Observe and communicate (listen)
- Performance appraisals
- Conflict management
- Issue logs
- Develop strong interpersonal skills

Diversity in Teams

Diversity in Teams

What is Diversity?

Individual differences between individuals on any attributes that may lead to the perception that another person is different from self.

Can be demographic characteristics, religious, sexual orientation, mental and physical health and abilities, but also can be personality traits or personal values.

Roberge, Marie-Élène, and Rolf Van Dick. "Recognizing the benefits of diversity: When and how does diversity increase group performance?." *Human Resource management review* 20.4 (2010): 295-308.

Diversity in Teams

Diverse Teams are Smarter?

Why?

From your readings:

Diverse teams tend to lead to positive outcomes

Diverse teams have been shown to result in higher revenue, more customers, and greater profits

Diverse teams are more likely to introduce radical innovations and new products

Diversity in Teams

What makes diverse teams more successful?

Diverse Teams are Smarter?
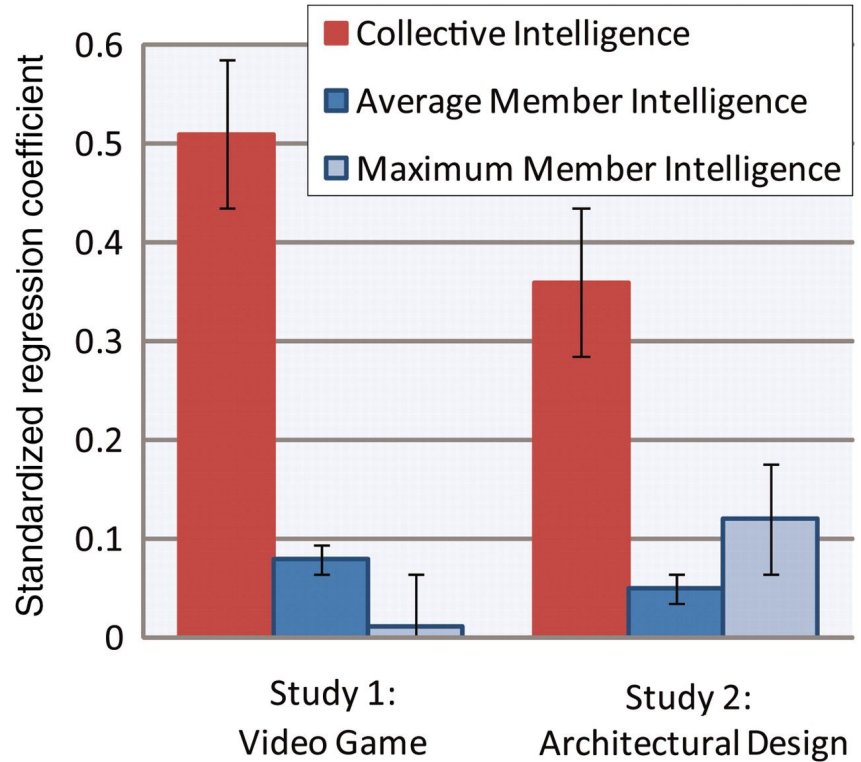
Diversity in Teams

Diverse Teams are Smarter?

➔ Increased talent pool
➔ Wider, diverse set of ideas
➔ Attention to diversity increases employee engagement
➔ Improved customer orientation due to heterogeneous customer base
➔ Greater employee satisfaction
➔ Better decision-making and innovation
➔ Challenging homogeneous assumptions forces people out of their comfort zones
➔ Break our implicit biases

Diversity in Teams

Diverse Teams are Smarter?

Some evidence from research....

Woolley, Anita Williams, et al. "Evidence for a collective intelligence factor in the performance of human groups." science 330.6004 (2010): 686-688.

Diversity in Teams

Diverse Teams are Smarter?

Some evidence from research....

➔ Evidence for a collective intelligence factor in teams
➔ **Not** related:
  ◆ Group cohesion
  ◆ Motivation
  ◆ Satisfaction
➔ Teams who performed the best...
  ◆ **Not** related to individual intelligence
  ◆ Higher social sensitivity
  ◆ Demonstrated balanced conversational turn-taking
  ◆ CI positively correlated with the proportion of females in the group

Woolley, Anita Williams, et al. "Evidence for a collective intelligence factor in the performance of human groups." science 330.6004 (2010): 686-688.

Diversity in Teams

Diverse Teams are Smarter?

So diversity is good, but there are still some factors to consider…

Heterogeneity in teams **has been** shown to reduce **cohesiveness, lead to conflicts** and misunderstandings…

Resulting in lower employee **satisfaction**, **othering** behavior and turnover.

These outcomes can be avoided when group **leaders** are prepared.

Diversity in Teams

Diverse Teams are Smarter?

So diversity is good, but there are still some factors to consider…

Diverse teams/groups work best when **values** are **shared**

➔ Some evidence to suggest that differing values lead to greater conflict compared to differing ideas
➔ Ignoring differences to increase harmony may not produce the desired result

Respect and inclusion lead to the best performing teams

➔ Attend to different viewpoints
➔ Attend to your biases and recognize when they are influencing team behavior

Diversity in Teams

Let's return to the question of diversity…

Individual differences between individuals on any attributes that may lead to the perception that another person is different from self.

Can be demographic characteristics, religious, sexual orientation, mental and physical health and **abilities**, but also can be personality traits or personal values.

Diversity in Teams

Think back to last Thursday…do you recall any issues or concerns when I played this video?

Diversity in Teams

How about the use of this meme graphic a few slides back?

Diversity in Teams

I HAVE PEOPLE SKILLS!
I'M GOOD AT DEALING WITH PEOPLE!

Missing descriptive text

Missing captions

Diversity in Teams

Disability is too frequently overlooked by project teams

Disabilities are not always visible or permanent

Disabilities do affect the way we interact with and use technologies

By not considering disability, project teams risk isolating or creating unnecessary barriers to portion of society

Team diversity should include people with disability

Group Activity

Group Activity

In your group, reflect on the product you are building and identify areas in which you may risk marginalizing people with disability OR may benefit from a team member with a disability

~ 10 Minutes to discuss

Some questions to consider:

- Will your product create barriers for others?
- Have you considered disability-related access to your product? If not, how might you?
- What insights might the disability community bring to your project?

Next Class

Tuesday 11/15

- Readings will be posted to the course website on Friday. Please read!

More Resource Management!

Group Time