

People Issues: Where do they start and stop?

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Forethought is your Friend

- The Structure
- The Selection
- The Solution

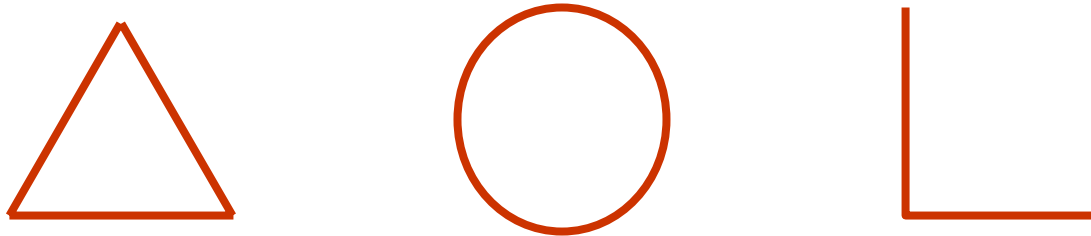
Structure: The Functional Framework

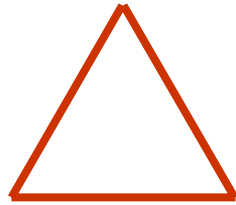
What is it?

- Something arranged in a definite pattern of organization

Structure: The Framework (continued)

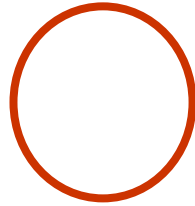
What does it look like?





Traditional Team

- △ Philosophy: Everyone needs a leader.
- △ Pro: Structure offers stability.
- △ Con: Failure to lead means failure.



Self – Directed Team

- Philosophy: Everyone is a motivated, peak performer.
- Pro: Structure offers autonomy and creativity.
- Con: The quest for power equals power struggle.



Matrix Team

- └ Philosophy: Two bosses are better than one.
- └ Pro: Structure offers organizational flexibility.
- └ Con: L is for lost in confusion.

The Selection: The Most Suitable Candidate

Where do I start? HR of Course

- Job Descriptions
- Compensation Structures
- Performance Expectations

The Selection: The Most Suitable Candidate

How do I build a team?

One person at a time and remember it is the most suitable candidate, not the most available.

The Selection: The Most Suitable Candidate

Where do I find this person?

- Internal Recruiting
- External Recruiting
- Third Party Recruiting

The Selection: The Ideal Leader

Character Qualities

- Approachable
- Attentive
- Action - oriented

The Selection: The Ideal Team Member

Character Qualities

- Competent
- Capable
- Cohesive

The Selection: Beware of Character Flaws

The Leader

- The Dictator
- The Conflict Avoider
- The Micro Manager
- The People Pleaser

The Team Member

- The Talker
- The Complainer
- The Slacker
- The Genius

If you can't get rid of the skeleton in your closet, you'd best teach it to dance." - George Bernard Shaw

The Solution: Identify

Who is doing what to whom?

- Stop
- Look
- Listen

The Solution: Rectify

What do you mean?

Webster's Dictionary defines rectify as to set right or remedy.

The Solution: Rectify

What are the steps?

- Talk
- Teach
- Terminate

The Solution: Understand the Human Factor

“Not everything that can be counted counts, and not everything that counts can be counted.” - Albert Einstein

"Knowledge speaks, but wisdom listens." - Jimi Hendrix