



Lisbon School
of Economics
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Management and Organizational Strategy

Managing Human Resources and Managing Groups and Teams

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The key question in HRM

Is HRM any good? Does it add value?

**Industrial Revolution
(1700-1850)**

**Taylorism/Fordism
(1900-1920)**

**HR function develops
(1930-1980)**

**Contributions from
Economics, Management,
and other *hard* sciences**

***Brutal working
systems***

15 hours/day

***Physical
punishments***

Welfare officers

Humanism

***Personnel
management
emerges***

Economics paradigm

Vs

Humanist paradigm

***Personnel
Administration***

***(1970s-1980s: payroll, record
keeping, union relations)***

Human Relations

***(1980s-1990s: T&D,
motivation theories,
performance reviews)***

**Social and labour
reforms (1800's)**

**Human Relations School
(1920-1930)**

**Contributions from
Psychology, Sociology, and
other social sciences**

2000->

Harvard School of Thought:
Soft HRM (e.g., Beer et al., 1984)



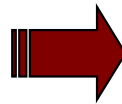
Michigan School of Thought:
Hard HRM (e.g., Fombrun, Tichy & Devanna, 1984)



Organisations: social entity (*made* of people) operating in a coordinated manner, to achieve objectives.

People are not really important... Their competencies are!

Competencies transform organisational inputs into value-added outputs

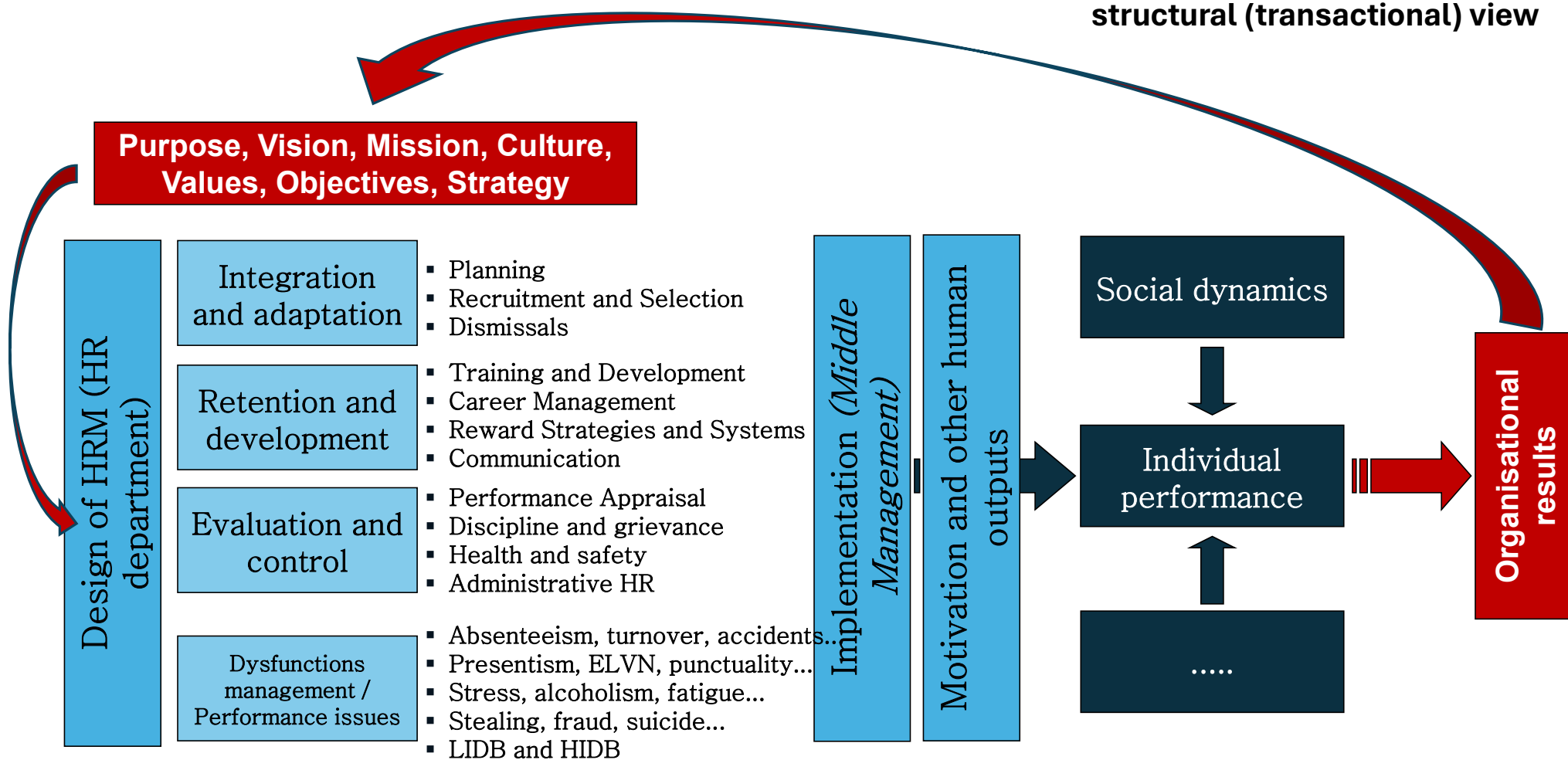


- To search and select people
- To develop them and expand their competencies
- To retain them, and lead them to achieve better performance levels
- To control and evaluate them
- To remove them when no development/change is possible/wanted
- To align them with the organisation

Human Resource Management



Organisation of the HRM function: a structural (transactional) view

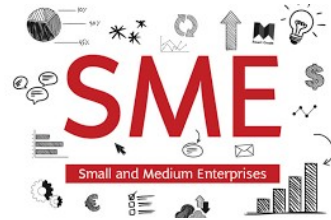




The HRM does need to be a large department. In fact, oftentimes, especially in SMEs, HR does not look like how the previous slides depict the HR function.

In groups, discuss what the HR function is likely to look like in SMEs.

Also in groups, discuss what HR would look like in the future. What are the major trends?



The HR function in SMEs

- One person is responsible for many HRM tasks and activities, oftentimes with other responsibilities – **staff versatility**
- Processes emerge with needs, mistakes, and copying others' practices. Disfunctions are managed case-by-case. There are no "templates" or practices – **unstructured or ill-structured HR**
- Some complex HR processes do not exist (e.g., development, HR analytics) – **emergent HR**
- Knowledge of employees as whole human beings, more than as professional beings – **strong proximity**
- HRM is quite informal, especially in small places (e.g., recruitment of family members in small villages) – **informality**
- HRM budget is non-existent – **HRM as a second-order activity**
- Focused on the short-term and on business/job needs more than on the long-term and on people needs – **tactical HRM**
- Legislation and compliance are two drivers of HRM-related decisions (e.g., training done according to the legislation) – **administrative HRM**

Job involvement
Job satisfaction
Job socialisation
Work motivation
OCBs

Person-Job Relationship

Job & Work

Workers

Person-Person Relationship

Leadership and management
Teamwork
Group socialisation
Negotiation and conflict
Interpersonal relationships

Society

Person-Society Relationship

Ethics and moral development
Volunteer and social work
Work-family balance
Contribution to the community
Culture and values

**Trust, Purpose,
Happiness**

Organisation of the HRM function: a
relational view

Person-Organisation Relationship

**The
Organisation**

Organisational commitment
Organisational socialisation
Psychological contract
Organisation reputation
Organisation identity

Planet

Green behaviours
Higher-order values
Previous and future generations
Sustainability behaviours
SDG

Person-Planet Relationship

Global changes and challenges

- Pressure to be financially efficient
- Globalisation
- Faster product and service life cycles
- Mergers, acquisitions, etc.
- New IC&N technologies
- Demographic trends
- People are more knowledgeable and complex
- *Big Brother is watching you*
- Client and results orientation
- Crises and slowdowns
- Welfare State collapsing
- Is there work for everybody?



A changing HRM

- Able to create value
- Measurability
- Decentralised
- Aligned with the organisation
- Capable of managing cultural and generational differences
- Digital and AI
- Humanised
- Individualised
- Management of temporariness
- Impact on happiness
- Impact on sustainability

Group case: Needs analysis



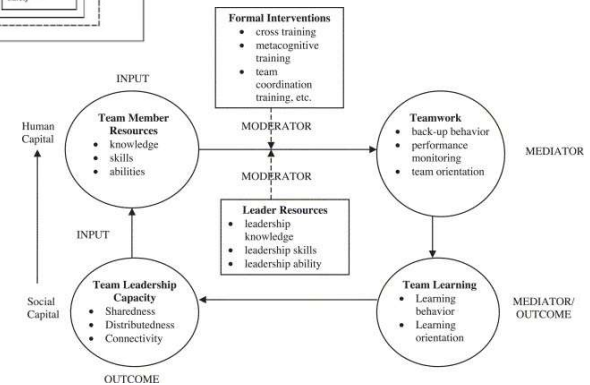
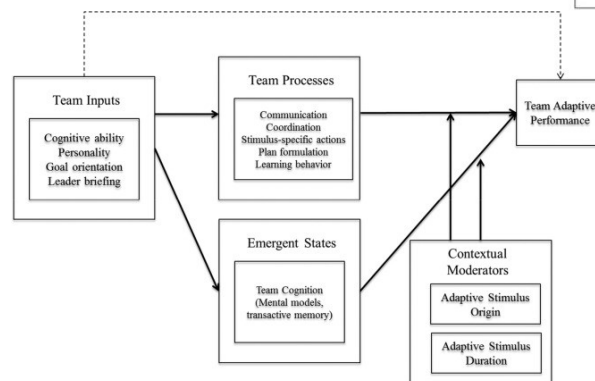
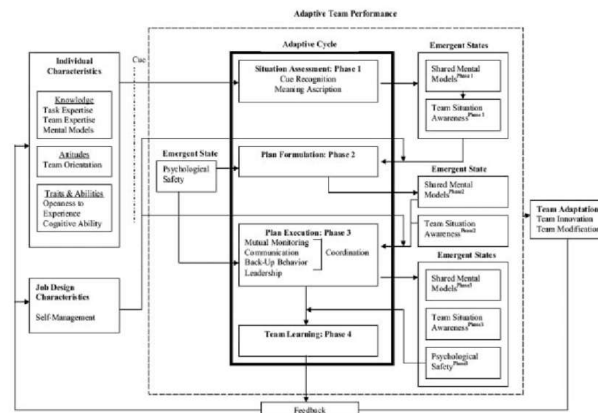
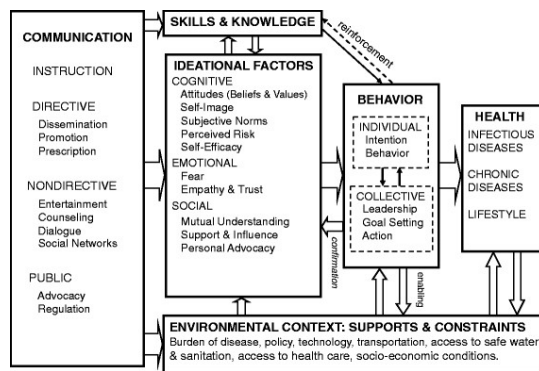
1. In groups, you have 7 minutes to identify the competencies that leaders in the digital world (“digital leaders”) need to develop. There is no need to elaborate too much on your list; simply outline the competencies that your group considers important for digital leadership.
2. Next, use ChatGPT or your favourite AI generator (AIG) to respond to the following question: “What competencies should digital leaders develop?” (1 minute)
3. After the AI tool generates an answer, compare your group’s list with the list created by the AI. How similar are the two lists? (3 minutes)

Text: “The discipline of teams”

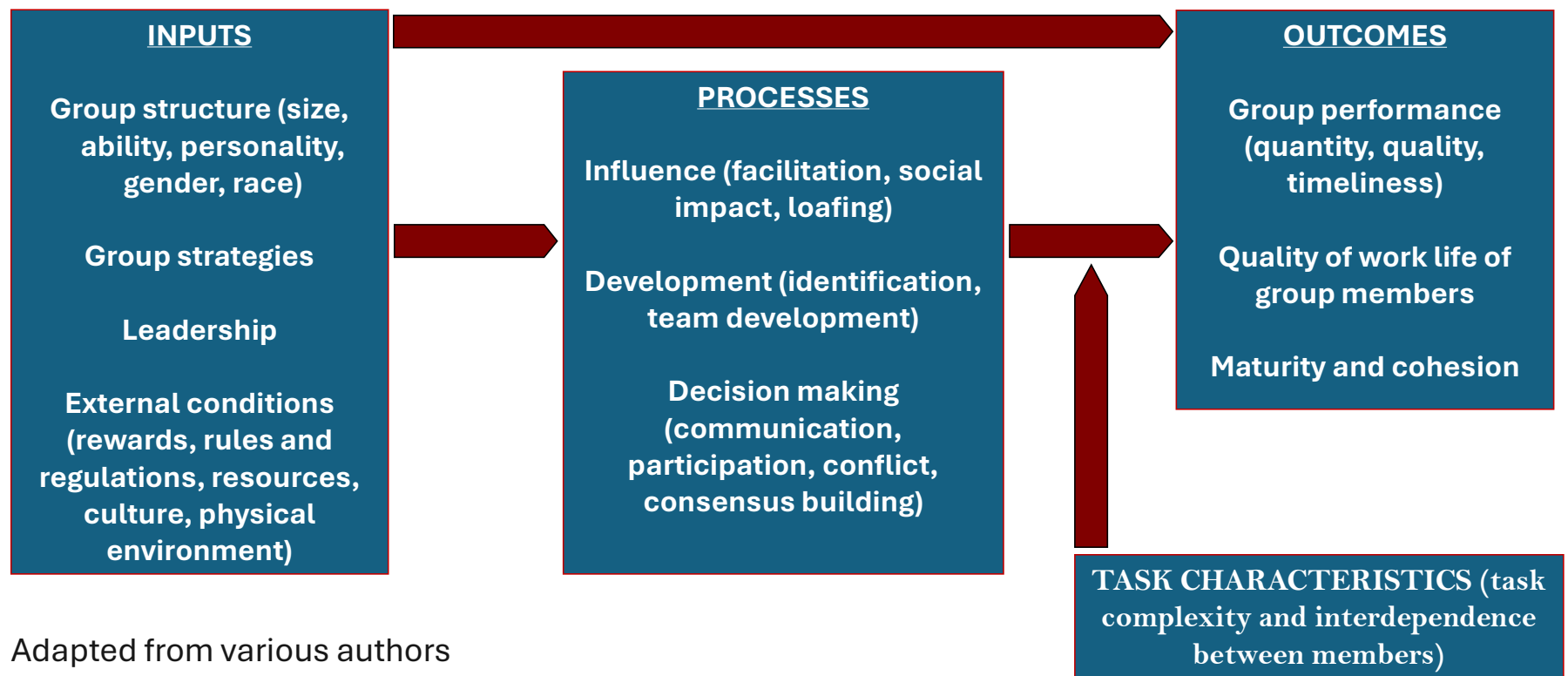
1. What does the author mean by purpose, right in the beginning of the text?
2. Commitment is also used here as a concept. What is the difference to organisational commitment?
3. #5 reads "trust and commitment cannot be coerced". What does this mean?
4. The "building team performance" box is quite a good one. Amongst the many that deserve our attention is the "pay special attention to first meetings and actions". Why is this one important?
5. On page 7 the author states that teams have to have three attributes: technical skills, decision-making skills, and interpersonal skills. Can you relate this to anything already delivered in this course?
6. You have worked in many teams and groups. What are the key problems that can happen in groups and teams, according to your experience?
7. How can groups be managed in a remote-based working environment?



Models of small group performance



A model of small group performance



High performance work teams (HPWT)

- Watch the following clip (Human Towers in Tarragona, Catalonia, Spain): <https://www.youtube.com/watch?v=SQM4qbwyxCM>
- 1) What is required to build such towers?
- 2) When asked why is he a Casteller de Vilafranca, Michael Entecott answers “you can’t explain it, it’s impossible to explain. You have to feel it. If you feel it, you understand it”. What does he mean?
- (Follow-up note: early November 2023 the Castellers de Vilafranca broke the world record when they built a 9-tier human tower, with a “pinya” – the base – composed of 500 people; 800 people in total)



Human Towers in Tarragona, Catalonia, Spain

A short text on 10 attributes of a HPWT (How would you put these attributes in practice?)

https://www.goiam.org/images/articles/headquarters/departments/hpwo-partnerships/ten_characteristics_hpwteam.pdf

High performance work teams (HPWT)

Common features of HPWT:

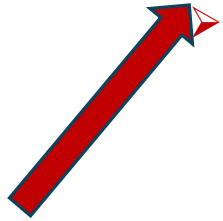
- Composed of people with special skills
- Members commit to a common purpose
- Team establishes SMART goals
- They possess leadership and structure to provide focus and direction
- Members are accountable at both the individual and team levels
- Conflict plays a crucial role. It is even stimulated and nurtured
- High mutual trust among members
- Some HPWT teams follow the GROW strategy!!!

	G Goal	What do you want to achieve? • Definition of goal: How will you know you achieved this goal? • Make sure that the goal is SMART: Specific, Measurable, Attainable, Realistic, and Time-bound.
	R Reality	Where are you now? • What is happening now - what, who, when and how often? • Fully consider the starting point. What resources do you have to help you?
	O Options	What could you do? • What are potential obstacles in the way? • Which options could bridge the gap from reality to goal? • Which obstacles are stopping you from getting where you want to be?
	W Will	What is the plan... what next? • Commit to specific actions in order to move towards the goal (action plan). • Decide on a date when you review the progress in order to provide some accountability.

Stages of group development: Classic model

Most groups pass through a standard sequence of phases:

- **Stage 1, Forming:** Uncertainty about team structure, purpose, and leadership, with “testing the waters”
- **Stage 2, Storming:** Intragroup conflict, including over goals and leadership of team
- **Stage 3, Norming:** Improved relationships, increased cohesiveness, and common expectations
- **Stage 4, Performing:** The team comes together, the structure is functional and accepted, and significant task accomplishment achieved
- **Stage 5, Adjourning:** The group prepares for disbanding, and focuses on wrapping up, rather than on task achievement



It's when the group actually starts working towards goals

Stages of group development: Classic model

