Contents

A brief introduction

Dear Readers

or we should say rather

Dear Future Industrial Master Craftsmen and Craftswomen

In this tutorial we are going to encounter different managerial methods and tools needed to solve operational tasks and problems. Why do problems occur? That's simple: Whenever grass starts to grow over something, a camel comes and eats it up. We are going to speak about how one can motivate employees, involve them in the decision making process and try to find a balance between the objectives and plans of the company and those of its employees. Performance reviews, also known as appraisal interviews or annual reviews, play an important role hereby. Talks with one's boss can vary. First the boss speaks and the employee listens. Then the employee remains silent and the boss speaks. Do you know why feedback is important? Wait and you will find out in the following pages.

Are you involved at your company in a continuous improvement process? We are going to talk about how employees can be motivated and how not to let their suggestions be shunted off to the bottom of the pile, but rather to involve them actively in company's concerns. Not all improvement suggestions are useful but employees gain more self-confidence by getting involved.

There are fine distinctions to be made between work groups and project groups. There are also teams which we will be discussing in the third chapter. In addition, you will be made familiar with moderating and be able to choose the most suitable creativity techniques on offer for the members of your own staff. Towards the end of the tutorial we will solve a few conflicts and then, aside from some harmless exercises and tasks, you will have completed the tutorial.

Okay, let's get started!

1. USE OF MANAGERIAL METHODS AND TOOLS TO DEAL WITH OPERATIONAL TASKS AND TO SOLVE PROBLEMS AND CONFLICTS

Objectives

You will learn to take into consideration the commitment of employees and the credibility of the managerial staff when making and implementing decisions. You will learn to decide which style of management best suits which situation. Within the framework of process improvement, you will learn to make use of the problem solving skills of your employees. Conflicts are the results of contradictions between the interests, expectations and values of employees and managers. They need to be analyzed and evaluated. The aim is to avoid them. You will learn something about evaluating employees on hand from forms, appraisal interviews, acknowledgement and criticism talks. In addition, managers should recognize their managerial weak points and try to improve them.

1.1 Managerial methods and tools

Today, managing employees effectively is important and it will remain particularly so in the future. Not just technical problems but also managerial problems can endanger the future of an enterprise. Managing personnel effectively is not only important when the economy is thriving and it is necessary to attract qualified employees, retain them in the company and deploy them in the most suitable positions. It is also especially important when the times are bad because more work has to be done by fewer people. This is only possible with satisfied employees.

Optimal management means influencing an employee to work towards a common goal while taking into consideration the given parameters of the company. Furthermore, it means establishing and maintaining cooperation and cohesion within the group and guiding the group on the path towards its objectives.

1.1.1 Polarity in management

Management takes place in a polarized field. Different factors which stand to a greater or lesser degree in contradiction to one another have to be channeled into moving in the same direction.

- The managers themselves are included in these factors, his/her personality, experience, managerial characteristics, management style etc.
- The management situations are controlled by criterion within the company and from outside the company. Internal criteria are the role of the manager or the particularities of the given personnel. The employment market and social security legislation, among other things, play a role externally.
- Objectives deal with the common operational objectives, but also possibly with objective conflicts and personal objectives.

- Groups are different in size, in terms of age structure, norms, and traditions. Internal conflicts can arise. There is a certain group discipline or also group moral.
- The employees themselves influence managerial success dependent on their age, experience, expectations, technical knowledge and know-how and their attitude towards work.

It is clearly evident that management success does not depend exclusively on the manager, but that situational elements also play a decisive role. There are no ready-made recipes for managing employees.
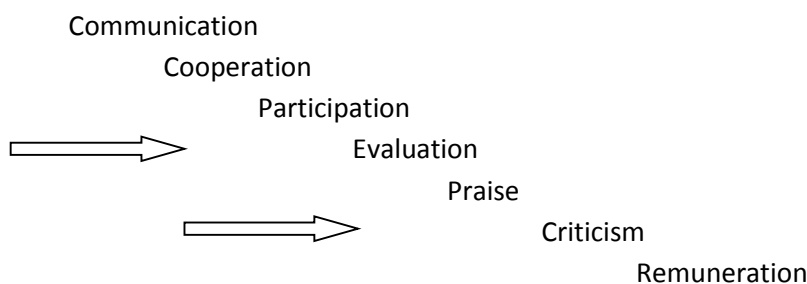
Every manager has to individually tailor the theoretical knowledge he/she acquired about what constitutes good management to fit the practice. Without a doubt, success in a department depends on the commitment of the staff, the credibility of the manager and the complexity of the changes which have to be processed by the employees.

An atmosphere conducive to learning and development, for example, can be created by means of job enlargement in which certain work elements are combined. Job rotation is also effective because it confronts employees with different work tasks and challenges their flexibility. With the third possibility, job enrichment, employees are given more scope and strategic room in which they have more responsibilities and more decision making powers.

1.1.2 Management tools

Management tools are instruments that are used by managers to successfully guide their employees.

Information
        Communication
                Cooperation
                        Participation
                                Evaluation
                                        Praise
                                                Criticism
                                                        Remuneration

A very important tool is *information*. It is not individual performances which lead to the success of a company, but rather meaningful cooperation. A good information system can foster such cooperation. The right information has a positive impact on work performance, the working atmosphere, the willingness to perform, understanding for the working environment etc. Many bosses forget that informing their employees is one of their tasks as managers. They keep their employees in the dark about what is being planned and implemented and then wonder why the employees are not willing to react positively to changes.

Another management tool is *communication* which serves, naturally, to pass on information. Communication can take the form of talks, discussions, but also conferences.

Employees are actively involved by means of *cooperation*. The focus is on managers and employees working together.

Through *participation* employees take part in the decision making process. They are assigned responsibilities.

Evaluation as a management tool should also not be underestimated. Employees are evaluated on hand from certain criteria and the results are then discussed with them. We will be going into this matter in greater detail in a later chapter.

Criticism is also a management tool. Don't forget positive criticism, namely *praise*. Your employees will be grateful!

Remuneration is the last matter to be mentioned. Incentives can be created in the form of bonus payments or piece-rate pay.
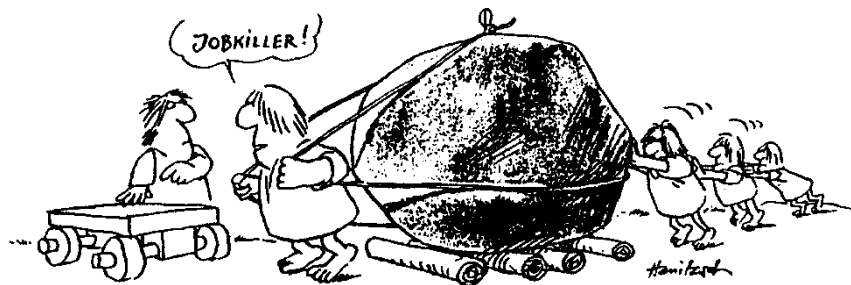
"What is the attitude of the management and colleagues to changes?"

1.1.3 Management techniques

Regarding management techniques, we would like concentrate here on just five techniques. One of the most popular methods is:

Management with jelly beans: Place a jar full of jelly beans on your office desk and invite everyone who visits you to help themselves. You will be amazed at how quickly you receive at lot more visits than in pre-jelly bean times.

Management by exception: Employees act within a given framework and can make their decisions within this framework. The manager only intervenes in exceptional cases.

Management by delegation: Competences as well as the responsibility for action are transferred to the employees. Typical managerial functions cannot be delegated. Remember tutorial Human Resources 1. There we dealt with this question.

Management by objectives: Employees are given objectives; resp. the manager and employee reach an agreement on the objectives. Actions are developed based on these objectives.

Management by systems: Management is achieved by means of system control. Control loops or tracks represent the operational processes. The manager serves as the controller along the track which represents the problem to be solved.

Jelly beans
Exception

Management by   Delegating
Objectives
Systems
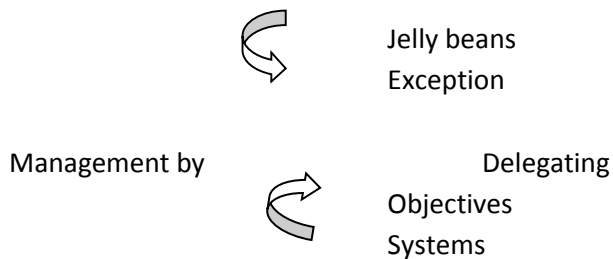
1.1.4 The decision making process

Management methods and management tools can be effectively deployed to help form and implement decisions. Forming a decision is the first step in every decision making process. A problem is identified, the initial conditions analyzed and the task is formulated. The next step is to look for alternative solutions. Finally, the decision is made as to which is the best solution. The second part of the decision making process is implementing the decision in which the chosen solution is put into practice. The people involved in the process are managed through communication – remember about communication being a management tool? – and through the manager's instructions. A decision making process should always be kept under observation since adjustment measures have to be taken immediately when divergences occur.

> Forming a decision + Implementing a decision = Decision making process

At this point, you might want to repeat out loud everything you remember about what we have learned so far as a way to review the material covered.

1.1.5 Management style in sync with the situation

A management style in sync with the situation is not easy to implement. There are employees who know exactly what is to be done and any boss who tries to interfere better watch out. There are also employees, though, who have to have every single step explained to them and need a reminder every quarter of an hour to get them to do anything. Between these two extremes, there are thousands of different kinds of employees. Try to find the right management style for all of them! As you probably have already noticed, there is no such thing as the one and only *right* management style. One always has to react to the given situation. Sometimes a tough management style of issuing orders and expecting obedience is the right style, sometimes managing on par as a colleague is the right choice of management style. As a manager, you always have to think about your behavior and its impact on the tasks that have to be performed and your relationship to your employees. With some employees and in some situations, an authoritarian style of management might very well be appro-

priate. Should you prefer a more cooperative style of management, you need to have the right kind of employees. A cooperative style of management offers the advantage of fostering self-initiative and an identification of the employees with the objectives of the enterprise. It is only by these means that intellectual independence, motivation, openness, critical thinking and responsibility can be ensured in the long-term.

1.1.6 Let's talk about motivation

Motivation factors also contribute towards influencing employees to internalize business objectives. On the one hand, there is extrinsic motivation by means of behavior incentives, for example, financial incentives, better working conditions or management techniques. On the other hand, there is intrinsic motivation if the work performed is felt to be worthwhile. Associated factors are the diversity of the challenges, autonomy and also the opportunity to learn new things. There is also positive and negative motivation. Positive motivation means an employee works because a "reward" has been promised to him.

That could mean a raise in wages, a word of praise or simply the feeling of success. Positive motivation leads to a greater degree of satisfaction in one's work since as long as these needs are fulfilled the rewarded behavior, i.e. good performance, will be repeated. Negative motivation means that workers are active because if they don't do their work they can receive a "punishment". This might mean criticism or they could be threatened with a job transfer. For some people a bad conscience is enough to get them to act.

Extrinsic motivation
Intrinsic motivation
Positive motivation
Negative motivation
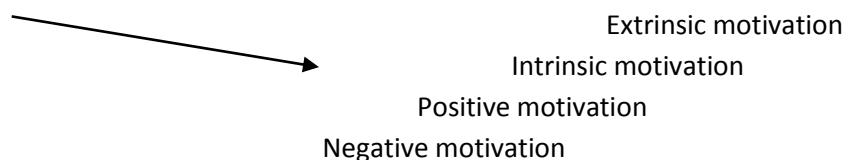
1.1.7 Working atmosphere

Let's now turn our attention to working atmosphere. The working atmosphere expresses how the employees view and experience the company. The working atmosphere is made up of all the factors having to do with the social structure of a company such as the organization, the management style, the relationship between managers and employees and, of course, how the employees treat each other. Briefly, these are all the factors which influence whether a person feels comfortable and satisfied working someplace. Think about what impact the working atmosphere could have on different individual points. Here are some suggestions:

- Attitude of the employees towards the company
- Identification of the employees with their work
- Behavior of the employees with regard to the managers
- Work ethic
- Turnover
- Absentees

- Punctuality
- Carefulness
- Willingness to commitment oneself to the company
- Willingness to make improvement suggestions

You can also think about which negative situations in a company might be the cause for a bad working atmosphere. Here a few tips:

- Decreasing quality of products
- High turnover
- Internal stagnation
- Aggressive behavior of the employees
- Poor EBIT (earnings before interest and taxes)
- Low tolerance threshold

What options do you have as a manager to avoid such negative developments?

- Create good relationships with your employees
- Acknowledge the achievements of your employees
- Praise your employees
- Challenge your employees personally as well as technically
- Make sure that the information you pass on is clear, correct and complete
- Use a cooperative style of management as far as possible
- Find and deploy the right people for the right jobs
- Be willing to listen to the concerns of your employees
- Don't avoid difficult situations
- Set up effective work groups

Can you think of anything else?

1.1.8   Participation

We have already dealt with participation as a management tool. Do you remember what it means? That's right: the participation of employees in the decision making process, e.g. through a suggestion improvement scheme or quality circles. Employees can certainly be motivated if they are allowed to have a say in workplace related matters. The ideal boss tries to involve his employees in all of the decision making processes that affect them. He/she is willing to consult with them, to listen, to set matters straight and to inform the employees. He/she takes their suggestions seriously and encourages them to act independently. Participatory management behavior is only possible if there is a relationship of trust between the managers and employees, if all employees are treated fairly, if the manner of dealing with employees is polite and courteous, if contact is kept up with employees etc. Employees are motivated to work if they are given the corresponding freedom to act independently.
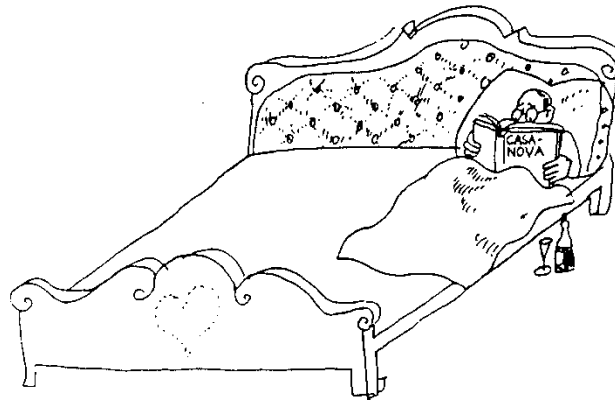
"A person always has a chance. He should never give up."

We'd like to say a few final words to conclude this chapter. Within the framework of process improvement, employees can cooperate in helping to solve problems. It is possible, for example, to set cost goals (minimizing production costs, minimizing warehouse costs) and time goals (minimizing through-put times, minimizing transport times). Employees can then contribute their ideas and suggestions. This can best be organized by means of a company suggestion scheme.

1.1.9   Remarks

The following are three management guiding principle:

1. The rapid changes in the technical, economic and social fields require managers to continually further educate themselves.

2. The personal motivation of each and every employee should be taken into consideration by their boss. The superior has to strive to bring the motivation of the individual employee into balance with the business objectives of the company.

3. Work objectives should be discussed with employees, interrelationships made visible and reasons for decisions given.

Summary

Employee management is increasingly developing into one of the most important tasks of a superior. Every company is only as good as its employees. The leader has to steer all the influence factors to flow in the same direction.

Job enlargement, job rotation and job enrichment are, among other things, possibilities for challenging employees. Managers have different management tools at their disposal which they can deploy depending on the situation. The use of certain management techniques – e.g. management with jelly beans – is dependent on the attitude of the employees and the company philosophy. The situation oriented style of management cannot be learned by rote but rather requires a great deal of experience, good instincts and tact. Every employee, including the boss, can work better if they are motivated. A broad range of motivation methods are available.

The working atmosphere consists of all the factors which determine the social structure of a company. Employees, among other things, can participate in the decision making process through the company suggestion scheme or quality circles and thus become more motivated.

1.2 Conflict management

What is a conflict? The following definition is offered as a suggestion: A conflict is characterized by a tense situation in which two or more persons, resp., parties are involved. These persons are independent of each other and each is vehemently attempting to implement a plan of action which stands in contradiction to the plans of the counterparty. Both parties are aware of the opposition. Conflicts can also be seen as an expression of the differences and contradictions between the interests, goals, expectations, needs and values of employees and managers. It is a matter of doubt, however, whether an employee is independent of his/her superior.

A good manager has to be able to recognize, analyze and evaluate conflicts. Furthermore, measures for avoiding and consciously dealing with conflicts are to be taken. Scientific studies indicate that conflicts are part of human nature. Living with others without conflict is not possible.

Managers are automatically assigned the task of analyzing and solving conflicts. Conflicts can occur, for example, due to a shortage of supplies. Controversial decisions can also be a cause. A sense of personal inadequacy can come about due to technical developments and possibly develop into a conflict. Concrete working conditions can also incur conflicts.

1.2.1 Conflict management

With the help of conflict management, a manager makes sure that conflicts don't escalate and that peaceful solutions are found. A few principles should be kept in mind:

- Maintain emotional control, don't let yourself be provoked, remain calm
- Establish trust, admit mistakes, be open for solutions to problems
- Be open to communication, make yourself accessible for talks
- Solve the conflict, reach personal agreements, strive to achieve agreement

A conflict can be considered solved when the persons involved can live and work with the agreed upon arrangements.
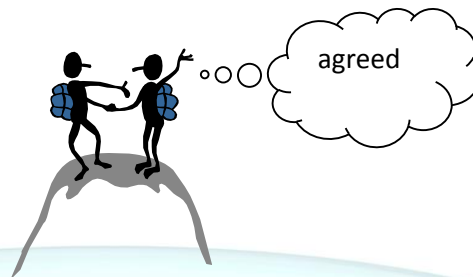
Conflicts can be avoided to a large extent if one correctly applies the management methods and management tools from chapter 1.1. In this connection, let's have a closer look at a few causes for conflicts. Inadequate communication, mutual dependence or the feeling of being treated unfairly can cause conflicts. A lack of clarity regarding responsibilities and a paucity of praise and acknowledgement can lead to conflicts. What should you do as a good manager then? You should promote communication, trust your employees with tasks and responsibilities, try to treat all your employees as fairly as possible, provide thorough and detailed information and praise your staff when and where you can. And why can conflicts still not be avoided? The reason is simple: Bosses are only human. Some managers live according to the motto: "Nobody is perfect. My name is Nobody." In such cases, you should start looking around for another job as quickly as possible.

1.2.2   Solving conflicts

Nonetheless, should a conflict arise there are basically four ways to deal with it:

Ignore/repress the conflict	💣☠
Have chance or the boss decide	💣☠
Compromise and concessions	💣☠
Cooperative conflict resolution talks	☺☺☺☺

1. Ignoring or repressing the conflict: At first glance, this might not seem to be a way to solve a conflict. When dealing with minor everyday conflicts, however, this strategy can sometimes be successful. Sometimes conflicts can also be resolved without the intervention of one's superior. If this is a manager's default strategy, however, irresolvable problems can develop over time in work groups. Repressed conflicts can suddenly rear their ugly heads when least expected.

2. Letting chance or the boss decide: The advantage of such decisions is that they can resolve matters very quickly. This might very well make sense if one is dealing with small conflicts of interests. This is only the case, however, if both conflict parties accept the solution. If that is not the case the manager can create enemies for life with such a strategy.

3. Compromise and concessions: Sometimes they can lead to success. On the other hand, there are limits to such an approach if the compromises are "shabby". The conflict will continue to fester and by the next best opportunity break out ever more vehemently. This is why the time-consuming and sometimes nerve-racking method of cooperative conflict solving is often the only alternative.

4. Cooperative conflict resolution talks: Without a doubt this is the most challenging way to solve conflicts. One should, therefore, keep in mind the following: There is no mode of discussion which can guarantee that conflicts can be completely resolved. There are only some recommendations on how to approach such talks so that they are more likely to lead to a resolution of the conflict. The prerequisite for a cooperative form of conflict resolution is that both conflict parties are willing to discuss matters openly. It is assumed that the parties are both willing if they request the support of their manager in helping to resolve the conflict. Witnesses to a conflict between co-workers who try to mediate, though, shouldn't be surprised if the two conflict parties don't end up turning on them. What do we conclude from this? If the business of the company requires that an agreement be reached by means of mediation, the manager has to be able to explain precisely this necessity. A manager who simply has the feeling that something is not quite right though cannot, just on the basis of this feeling, expect the conflict parties to accept this a reason for needing to talk to each other. With this in mind, let's turn our attention to some rules for mediating conflict resolution talks:

- The mediator is a referee who is only responsible for making sure the rules are adhered to.
- One should proceed step-wise.
- Structure the talk in advance
- Refrain from expressing your own opinion
- The conflict parties should try to find a solution together, if possible.

Resolving conflicts by means of mediation is time consuming and requires a great deal of patience. The mediator/manager has to be able to listen very carefully. His/her role is not to pass judgement or to give advice. There is a great danger of this occurring, however, because that is exactly what the conflict parties expect of a superior. However, should the advice not prop up the one party's arguments and strengthen his/her position – and this is bound to be the case for at least one, if not both parties – the one or both parties will boycott the superior. On the contrary, the manager's task in conflict resolution talks is to mediate between the parties. But this can only happen if the parties themselves disclose how they view the matter and become aware of what needs to be done in order to arrive at a satisfying resolution of the conflict. It is usually good if the conflict resolution can take place in the course of a number of talks. One should not use the strategy: "We are going to sit here until you two get along with each other again". This easily leads to pseudo solutions. It often makes sense to first have an individual talk with each of the participants, in turn, in order to get to know the opposing standpoints more precisely. This can then be the basis for planning the mediation talk with both of the parties. A possible procedure for a round of mediation talks would be as follows:

First talk: Exchange about the respective expectations regarding the conflict resolution

Second talk: Exchange about the respective suggestions for overcoming the conflict

Third talk: Attempt to find a cooperative solution

Fourth talk: Checking if the common solution has proved feasible in the practice
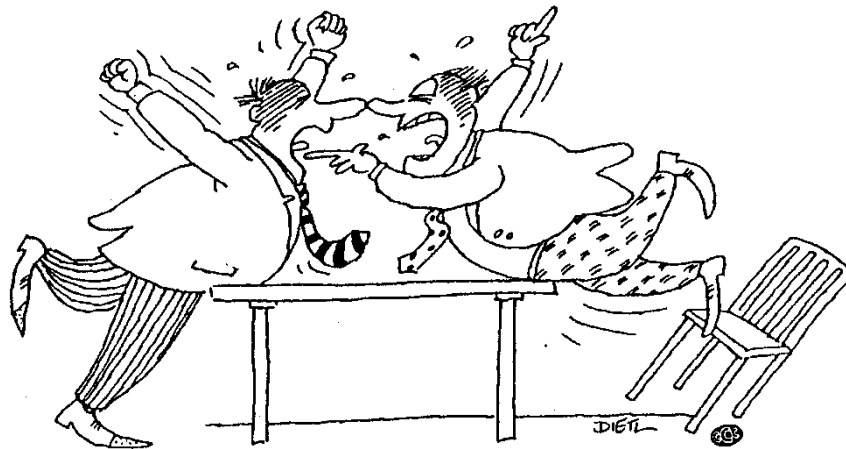
Sign of bad interaction;

"Explosion is not energy – Being stubborn is not being consistent – Rudeness is not being resolute."

Summary

A conflict is a tense situation between two or more persons, whereby each party attempts to enforce their wishes. A good manager should recognize in time when situations have become conflictual and implement appropriate measures to avoid clashes. A conflict is then resolved when the conflict parties both agree to a solution. Basically, there are four types of conflict solutions – good and bad ones. In order to be successful conflict resolution talks have to adhere to certain rules.

1.3 Annual appraisal reviews

Every talk can basically be broken down into five phases:

1. Problem definition
    2. Formulating objectives
        3. Analysis of causes
            4. Collecting and evaluating solution suggestions
                5. Reaching a decision, action plan

In order to be able to lead effective discussions you should always keep this check list in mind.

1.3.1 Appraisal as a management tool

The appraisal of employees counts, as we have already heard, as a management tool. The appraisal is closely associated with monitoring. Appraisal is over a longer period of time, however, while monitoring is always individual observations. Appraisal means evaluating the performance of an employee in connection with the execution of his/her overall operational task field and to rate the performance on hand from relevant benchmarks. The appraisal consists of accumulated individual evaluations which are determined on the basis of a number of individual monitorings, appraisal interviews, observations and performance benchmarks.

What is the objective of employee appraisals? Some suggestions:

- Determination of performance related and relevant wages and salaries
- Targeted employee support
- Determination of the necessity and success of further training and education measures
- Creation of an informative reference of the employee for future potential employers

1.3.2 Principle of appraisal

The following principles should be kept in mind by managers regarding employee appraisals:

- The appraisal system should be made known to the employee in advance
- The appraisal is to be implemented by the responsible manager
- The appraisal should only deal with job related tasks
- The appraisal has to be based on one's own observations and the secured findings of the superior
- The appraisal is to be documented in writing, if possible on hand from an appraisal form
- The appraisal is to be discussed with the employee.

1.3.3 Appraisal procedure

The following steps are recommending when conducting an appraisal:

1. Analysis of the work requirements on hand from position descriptions and requirement profiles
2. Conscious observation of the performance and behavior of the employee
3. Collecting and documenting the observations made
4. Comparison of the observations with the requirements, resp. the expectations
5. Appraisal on hand from clearly differentiated appraisal criteria and clear evaluation measures in the form of defined assessment levels
6. An extensive and open discussion of the appraisal with the employee

1.3.4 Appraisal forms

A valuable instrument in support of the six steps above is the company appraisal form. It should contain a number of criteria in order to be considered informative and relevant.

- Completeness, i.e. nothing important should be missing
- Clarity, i.e. the statements have to be clear and understandable and should not be open to interpretation
- Holistic, i.e., as far as possible the whole performance personality of the employee should be given consideration
- Simplicity, .i.e. being able to understand and deal with the appraisal form should not be especially difficult
- Efficiency, i.e. the time and energy spent on the appraisal should be appropriate in relation to its utilization

Completeness	Clarity	Holistic	Simplicity	Efficiency

The performance appraisal must be based on clear appraisal criteria. On the other hand, there should not be too many characteristics. A rule of thumb is: No more than 15 characteristics. Let's have a look at some possible appraisal criteria:

- Work style: Among others, this could include quality and speed of the work, concentration, resilience, initiative, orderliness, punctuality, etc.
- Specialist know-how: This could include technical knowledge and skills
- Mental skills: Can the employee work independently? Is he/she articulate, well-organized, creative, a good negotiator?
- Cooperation: Examples would be friendliness, manners, behavior towards co-workers and superiors
- Management qualities: This includes the ability to delegate, a sense of fairness, personal integrity, a professional appearance and a sense of responsibility. Self-control would also not be bad.

Work style	Specialist know-how	Mental skills	Cooperation	Management skills

Let's now look at an example of an employee appraisal form.

Employee appraisal form				
Name:			First name:	
Department:				
Personal characteristics (check if relevant):				

I. Work behavior

1. Resilence, concentration	Very resilient, very concentrated	Resilient, able to deal with temporary heavier workload, concentrated	Able to deal with and adjust to normal work situations	No resilience, resigns easily, unfocused	Collapses under pressure, easily distracted
2. Willingness to work, energy	Takes the initiative, hardworking and eager	Active and willing to strive, hardworking, interested	Acceptable interest, cooperates	Has to be pushed, lack of drive	Uninterested and indifferent
3. Work planning and carefulness	Absolutely planned, sets own clear goals, model of carefulness	Works in a planned and reliable manner	Works with adequate planning, strives to perform tasks correctly	Needs to be monitored, not very planned, often very superficial	Works without plan, careless and sloppy
4. Work speed	Exceptionally quick at successfully completing the work	Quick working speed with good results	Moderate or variable work speed	Quite slow, resp. overly hasty	Dissatisfying, inadequate in every sense

II. Mental skills

5. Ability to grasp concepts	Able to quickly grasp new concepts, always gets the picture	Good grasp of concepts, skillful	Adequate grasp of concepts	Always needs longer to understand something	Difficulty in understanding matters, obtuse
6. Ability to think and judge	Sharp thinker, resourceful, convincing	Able to distinguish between important and unimportant, own opinion	Needs thinking aids but arrives at own judgment	Insecure in thinking and judging, easily influenced	Can't think sensibly, without judgment
7. Memory	Exceptionally good memory	Remembers well even over longer periods	Adequate memory	Forgets things, short memory span	Very forgetful, can't remember anything

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International

III. Personal characteristics

8. Trust-worthi-ness	Absolutely trustworthy and discreet	Can be taken into confi-dence	Nothing neg-ative known	Sometimes disappointing, tends to be indiscreet	Not trustwor-thy
9. Friendli-ness, team ability	Always active-ly contributes to group effort	Good relation-ship with co-workers and superior	Even-tempered, gets along with others	Withdrawing, unfriendly (possibly pushy)	Can't get along with others, no empathy

Development tendency	□ Making progress □ Remains the same □ Deteriorating

Special remarks:

Conclusions:	a) very suitable for current position b) corresponds to the requirements c) not suitable for current position

Signature of the appraising superior:

I have been informed as to the content of this appraisal

Date   Signature of the appraised employee

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		Employee appraisal for tariff employees

Company
Name: _____   Department: _____
Date of birth:
_____   Tariff category:_____
Funktionsbezeichnung: _____

Appraisal criteria	Appraisal levels					Reason
	1	2	3	4	5	
1. Work volume						
2. Work quality						
3. Independence/Initiative						
4. Cooperation						

Development suggestions: _____ Total:
_____

	regular appraisal	re-grouping	transfer	Other
Reason for the appraisal	☐	☐	☐	_____

Appraisal interview   Agreement of the appraised employee
conducted on:_____   Yes   no

☐   ☐   _____
                                    Signature/date

Superior appraiser   Higher level superior

_____   _____
Signature/date   Signature/date

Human Resources   Workers' Council

_____   _____
Signature/date   Signature/date

Another example of an appraisal form can be found in "Betriebliche PersonalWirtschaft" (=Company Human Resources) from ALBERT, Kiehl Verlag 1996.

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Still another example is offered by STOPP in "Betriebliche PersonalWirtschaft" (=Company Human Resources) from Expert Publishers.

Appraisal of employees	
Name/first name: *Wanni, Joe* Date of birth: *15th June 1960* Personnel number: *5790* Position: Payroll accountant Salary level …………………… *K IV* Department …………………. *HR* First date of employment *1st April 1989*	Reason for the appraisal: Promotion Appraisal period:…………………… *2011/2012* From 1st April to 31st March Appraiser:………………………………*Serafin Diddl* Superior of employee since: *1st April 1999* Appraisal due:…………………………… *15th March*

A) Job title and description of duties
1. Job title (position held since when):   *Payroll accountant since 1st April 1989*
2. Brief description of the main duties: *Collect information and calculate the salaries for 300 office employees. Evaluation of the time cards. Producing relevant work certificates and earning statements.*

B) Personal characteristics (relevant values should be noted)				
Does not fulfill the requirements of the performance characteristics ❶	Barely fulfills the requirements of this performance characteristic, The majority of the employees assigned with similar tasks are better at fulfilling the requirements. ❶❸	Generally fulfills the requirements of this performance characteristic on a comparable level with other employees performing similar tasks. ❹❺❻	Fulfills the requirements of this performance characteristic to a higher degree in comparison to other employees performing similar tasks. ❼❽	Fulfills the requirements of this performance characteristic to an outstanding degree in comparison to other employees performing similar tasks. ❾

1. Specialist skills	
Technical know-how: ❽	*On the basis of his proven, tried and tested know-how, Mr Wanni is able to accomplish all the tasks assigned to him on his own. He only occasionally has questions in especially complex cases.*

2. Mental skills	
Ability to grasp concepts. ❽	*Mr Wanni is able to quickly grasp essentials and on the basis of his experience and powers of deduction is also able to deal competently with new and complicated problems.*
Articulateness ❻	*Mr Wanni can generally express himself adequately and is able to use the terms used in common parlance.*
Self-organization ❽	*Mr Wanni works systematically, plans his work efficiently and works with clear and well thought-out concepts.*
Flexibility ❽,	*Mr Wanni is flexible and can readily adapt to new situations and tasks.*
Creativity ❺	*Mr Wanni shows interest in proposed improvements to work processes and on occasion contributes useful suggestions.*
Time management ❽	*Mr Wanni has a good feeling for time management. He plans his work in a sensible and accurate manner.*

DIMI
Deutscher Industriemeister International

Independence ❽	*Mr Wanni is able to perform his tasks independently without any special instructions or supervision.*
Negotiation skills ❺	*Mr Wanni has proven himself adequately articulate in conducting verbal negotiations.*
3. Work style	
Quality of work ❼	*Only rarely is there anything to criticize about the quality of his work. Mistakes that occur are recognized and corrected. Supervision is only required as the exception to the rule.*
Work planning ❽	*Mr Wanni plans his work carefully, taking into consideration all the required factors.*
Work speed ❺	*Mr Wanni works at a steady pace with perseverance and manages, in terms of quantity, the amount of work that one can expect on the average.*
Resilience ❺	*Mr Wanni is able to deal with a normal workload*
Ability to deal with stress ❻	*Mr Wanni's ability to deal with stress is compatible with the requirements of his job. He has enough reserves to be able to competently cope with temporary peaks in workloads.*
Commitment ❼	*Mr Wanni is active and willing to make an extra effort.*
Initiative ❼	*Mr Wanni is energetic and hardworking and often has good ideas.*
Behavior towards others ❾	*Mr Wanni is always very friendly and cooperative in his dealings with others without appearing to be pushy*
4. Cooperation	
Self-assurance ❽	*Self-assured, courteous and polite*
Instruction of new colleagues ❼	*Mr Wanni is open and forthcoming with new colleagues.*
Group dynamics ❽	*Mr Wanni works in harmony together with his colleagues, is a good team player.*
Forthcoming ❽	*Mr Wanni is very forthcoming in passing on necessary information to superiors and required information to colleagues.*
Outgoingness ❽	*Mr Wanni is always open and outgoing with colleagues and superiors.*
Behavior towards colleagues ❽	*Mr Wanni works cooperatively with his co-workers. He is willing to listen to their problems and help them with his experience and know-how.*
Behavior towards superiors ❽	*Mr Wanni respects his superiors without kowtowing. He keeps them informed about essential matters in an appropriate manner.*

5. Summary of the appraisal

1	2	3	4	5	6	7	8	9	Technical know-how
1	2	3	4	5	6	7	8	9	Mental skills
1	2	3	4	5	6	7	8	9	Work style
1	2	3	4	5	6	7	8	9	Cooperation

6.Development ability (mark relevant point with x

	The employee is at the limit of his performance ability.
	The employee is a specialist in his field but capable of further development.
	The employee is suitable for the next higher position.
	The employee is capable of advancing to more important and diverse fields of responsibility.

7. Conclusive statement with proposals

Mr Wanni is above-average in meeting all of the evaluation critieria, whereby his technical know-how and sense of cooperation are of particular note. A promotion to a higher position at this point would seem premature, however, because Mr Wanni demonstrates some weakness regarding some typical requirements of a higher manager position such as creativity, negotiation skills and articulation. Such weaknesses should be remedied within the framework of relevant further training measures.

8. Comments of the employee's superior

Since Mr Wanni is certainly eligible, the opportunity will be given him shortly to improve certain evaluation criteria within the framework of an external course. After the completion of this course and a success monitoring, a decision will be made again concerning Mr Wanni's promotion.

9. Appraisal interview

The appraisal made was discussed in detail on the 15th of April with the employee.

Wanni

…………   .(employee's signature)

Date/Signature:
Munich, 13th April 2012

Dr. Nullus…………………………………………   *…..Diddl*
(Head of the department)   (appraiser)

Based on these suggestions you can now create an appraisal form for evaluating employees at your company.

1.3.5 Appraisal interviews

As we have already mentioned, appraisal interviews are part of the evaluation process. Let's now focus on them. Acknowledgement and criticism are forms of appraisal. In appraisal interviews positive, as well as negative, judgments concerning performance and behavior are conveyed. The appraisal is seen as a special situation in the working world in which a superior officially tells an employee how he judges his/her performance and behavior. Due to its official character and the corresponding consequences, employees generally experience appraisal interviews as an important benchmark in their working lives.

Absolutely necessary prerequisites for the appraisal are openness and transparency. In order to guarantee these two criteria, the appraiser has to discuss the results with the employee. Let's collect a few ideas about the intent and purpose of appraisal interviews:

- Employees are informed about the results of the appraisal
- Performance and behavior are discussed with the help of appraisal criteria.
- Good performances are emphasized.
- Poor performance is criticized and possible causes investigated. Criticism has to be objective and constructive.
- The employee is motivated to keep up his/her good performance and to get rid of his/her weaknesses.
- The appraisal interview can also be an objective setting interview in which future tasks and work objectives are determined.

Ask your classmates what else comes to mind when considering appraisal interviews.

"That we so often misjudge others is not always due to our poor sense of judgment. Very often the reason is that we don't stop at the characteristics we have actually discovered. Often we make further assumptions that we think are necessarily associated or not consistent with the initial characteristics."

Winning is not everything, it is the only thing. Vince Lombardi

An appraisal interview can be divided into six phases:

Phases	Guidelines	Source of mistakes
1. Initiating the interview	Greet and explain reason for the interview, create a relaxed atmosphere ("We want to especially thank you for your work on ..")	Starting the interview with a critical remark. There are some bosses who make everything they say sound like criticism.
2. Discussion of the positive criteria	The employee is motivated. Improvements especially should be mentioned. The person is praised. (You did a great job when ….")	Improvement in performance since the last appraisal is ignored. The employee wonders why he/she even bothered to make the effort if nobody notices.
3. Discussion of the negative criteria	Even weaknesses can be discussed in a positive manner. One should always criticize the	The person is criticized. The appraiser criticizes without giving reasons for the criti-

		thing, not the person. ("That wasn't as ideal" rather than "that was a miserable performance")	cisms.
4.	Feedback from the employee	The employee must always have the possibility of being able to object to the negative appraisal. It is recommended that the objections be put in writing.	The superior holds a monologue, acts condescendingly, does not let the employee say anything. The objections of the employee are not noted in writing.
5.	Mutually agreeing on ways and means to overcome the weaknesses.	The employee does not feel stranded. He/she is given support. Tips about further training measures and recommendations are made. ("There is a new internal English language course …")	The superior violates the private sphere of the employee.
6.	Positive conclusion to the interview	The employee is given the feeling that his objections are taken seriously. Should they prove correct, the appraisal will be changed and a further appraisal interview arranged. The basis for constructive cooperation has been created. ("Keep up the good work.")	The superior is not willing to change his/her opinion. The interview ends in tension and conflict.

We often hear or read the statement that: "All employees have to be treated the same for the sake of fairness. "Exactly the opposite is the case. Treating all employees the same leads to unfairness: if lazy workers are paid the same as hardworking ones, if an employee who is bubbling over with ideas receives the same amount of money as someone who has never made an improvement suggestion, if a newbie gets the same salary as someone who has been loyal to the company for over 20 years, then the working atmosphere at such a company is bound to be problematic. There are differences in the way to manage different employees. A group of trainees has to be managed quite differently from a partly autonomous assembly work group. The same holds true for older or foreign born employees.

As a manager you have to develop a feeling of how to best lead your employees in fulfilling company objectives.

1.3.6 Recognition and criticism talks, feedback

Aside from appraisal interviews, recognition and criticism talks are also very important. Why does one always have to take feedback into consideration when dealing with such talks? Employees and superiors are both only human and misunderstandings can occur when talking to each other. This can be detected and corrected with positive or negative feedback. Your communication partner knows that his/her message has been conveyed and understood.

We have already discussed acknowledgment and criticism as management tools. Let's now have a closer look at acknowledgement. Employees expect their manager to "notice" their work and achievements. They want to receive positive feedback for good performance, the right attitude towards their work and their cooperativeness.

What can be achieved with such acknowledgement? The following are some suggestions:

- Increases the self-confidence of employees
- Maintains or improves motivation and the willingness to perform
- Helps to settle in new employees
- Conveys a sense of success which results in reinforcing positive behavioral patterns and a good working atmosphere
- Reinforces a sense of identification with one's job and the company

One more thing should not be forgotten in connection with conveying acknowledgement. While acknowledgement can very well take place in front of the group, it should not lead to playing favorites or having other employees taking back place. The person as well as the performance can be praised but one should not overdo it but remain objective. Acknowledgement should not be tied up with criticism about another matter. The right timing is important: it shouldn't be made in passing or three years after the event. Exaggerated praise for every little thing leads to a loss of credibility.

Let's now focus – as unpleasant as it might be – on criticism as a management tool. Managers often find it more difficult to criticize than to praise. The potential for conflict associated with criticism often leads to managers avoiding such talks. They should consider, however, that clear and objective criticism can rectify incorrect behavior and improve performance, resp. behavior. Mistakes can be avoided in the future and the working atmosphere also improves.

When criticizing one must take care that it takes face to face in private. Under no circumstances should criticism be made publically. It should be conveyed in a factual manner without aggravation. One should refrain from exaggerating. It is very important that the criticism is appropriate. Constructive criticism is called for which is not hurtful or punitive, but rather helpful and gentle. Employees should feel encouraged and not discouraged.

A critical talk might proceed as follows:

1. Phase	**Greetings and a few personal words**
	The manager has to control his aggravation and create a positive atmosphere
2. Phase	**Describe the situation**
	The manager describes the points of criticism and explains in a factual manner what was done wrong. While doing this, he/she should be careful not to criticize the person but the performance
3. Phase	**The employee states his viewpoint**
	The employee has the opportunity to express his personal opinion and explain or give reasons for his behavior.
4. Phase	**Explication of consequences**
	The manager explains to the employee the negative consequences of his/her behavior and tries to get him/her to reflect and see reason without, however, threatening him/her.
5. Phase	**Agreements are reached**
	Together with the employee, the manager tries to find ways to avoid making the mistake in the future. The manager agrees to communicate and have more contact with the employee and offers his/her help.
6. Phase	**Demonstration of trust**
	The manager demonstrates that there is still a basis of trust for working together and that he/she believes that the employee can improve his/her performance.
7. Phase	**Positive conclusion to the talk**
	The manager has to make it clear that the matter has now been resolved for him and that he/she has no resentments.

" The one-way street is a dead-end street – people need positive feedback."

1.3.7   Further contributions

An article from a business weekly (Wirtschaftswoche Nr. 43 from 21st Oct. 1999) dealing with dreaded manager types fits in with our current topic "managerial deficits". Measures to improve such deficits might be self-reflection and also experience. The problem is that the very managers who would profit most from self-awareness are the very ones who are least apt to apply it. That is the dilemma. Let's have a look at some "dreaded" manager types.

1.   The controllers. Motto: Trust is good, control is better.

Type: Such managers react with panic to surprises or loss of control. That is why they try to be in charge of everything so that things can not get out of hand. They are neither willing nor able to delegate but are naturally drowning in work. They plan everything down to the smallest detail so as not to oversee any traps. Controllers are often uncommunicative and close themselves off to employees. Excuses: We have not yet examined all possible consequences." Or "This study proves something different."
Style of management: Ranges from conscientious and correct to obsessive-pedantic Employees have to regularly report for duty. Interim reports, control forms and copies are an absolute must. They camouflage their being control freaks by insisting on a high level of quality. As a consequence, they do not tolerate either mistakes or disobedience. Employees usually perceive such managers as being petty and distant. If their bad conscience catches up with them, they like to fraternize with colleagues over a beer and try to win back their favor.

2.   The Dazzlers. Motto: Razzle and dazzle them

Type: Superficially, they seem to have everything under control. They claim to be able to do everything but never bother to get their hands dirty. Short-term successes with which they can dazzle others are what counts. In fact, though, there is usually not much substance to their decisions, and even less vision.
Excuse: "No problem." "I told you that right from the start."
Style of management: Extreme mood swings and opinions, "Much ado about nothing". Their image as "Mr/Ms Do-it-All" is their greatest protective guard. Whoever dares to call this into question is asking for trouble. On the hand, such managers usually mill with the crowd, keeping a backdoor open just in case. When dealing with the emotions of other people, they are helpless.

3.   The over-challenged. Motto: The second one is the first loser.

Type: Always nervous and hectic. They know their limits but do not accept them. Rivalry determines all their actions, whereby they always fear they are losing. If they are not successful at work they try to gain a sense of success elsewhere. If that does not work, they try to alleviate their frustration with alcohol, cigarettes or drugs.
Excuse: "Today's just not my day". "If I wasn't …"
Style of management: Ranges from understanding to laissez-faire. They tend to pal around with their employees because they need the feeling of being accepted. By trying to please everyone, their style of work is often uncoordinated and inconsistent. This undermines their being accepted. The vicious circle begins.

4. The deniers. Motto: What can't be, can't be.

Type: Fear is a sign of weakness and managers aren't weak. They wear anxiety symptoms and heart attacks like badges across their chests. Their ideal is an ice cold, tough as nails manager. They like to perceive themselves, though, as martyrs to success.
Excuse: "The others are all weak or incompetent." "Who's the boss here?!"
Style of management: Ranges from authoritarian to aggressive. While they themselves, per definition, aren't allowed to have any weaknesses, they have an eagle eye for the weaknesses of others. Their credo is "Attack is the best defense". They consciously build up hierarchies in order to keep employees at a distance. They complain constantly about their employees lacking backbone but, in fact, don't want them any other way. Their greatest worries are the loss of power and potential putsches.

5. The cowards. Motto: Whoever doesn't take risks can't lose.

Type: Risky maneuvers immediately trigger the impulse to run away. They avoid experiments on principle. In order not to give themselves away, the cowards try to find cover by others – their superiors, their employees, company agreements.
Excuse: "I didn't want that either but the board insisted". "We discussed the matter a number of times at team meetings and the facts spoke for themselves at that time".
Style of management: Officially cooperative. Behind one's back, though, the cowards tend to kowtow to their superiors and push down their employees. The cowards try to camouflage their lack of decisiveness with frequent meetings, team discussions and workshops. In some cases, the avoidance tactics escalate into obvious obsessive behavior patterns. The others are always to blame. Instead of arguments, cowards resort to quoting principles, manuals or guidelines to explain matters.

Overlappings occur, naturally, with some managers combining various characteristics of the different types.

1.3.8 Overcoming resistance to changes

In the last point of this chapter, we will be dealing with the possibilities for overcoming resistance to changes. The following cartoon illustrates the problem.
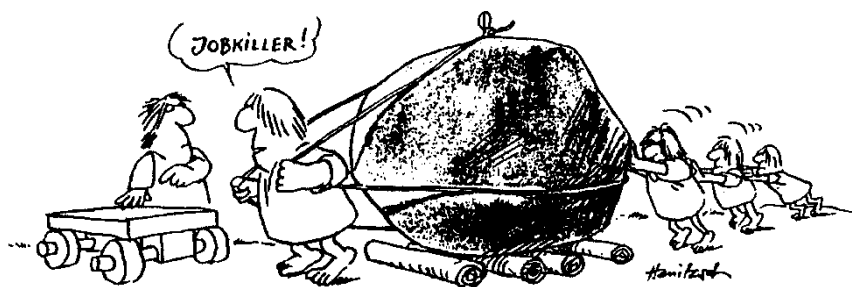
"What is the attitude of managers and colleagues towards changes?"

In principle the best consultants are one's own employees. They know what is up in the company, they know its weak points and they have ideas about how matters can be improved. One has to give employees the opportunity to develop themselves. One has to bring up problems and also let them come to grips with the problems. The dormant potential just has to be awakened.

Changes can also be ordered or issued from above. Another possibility is the manipulation of your employees. The question, though, is how long the changes will last and how great their impact will be. What else can one do to make changes appealing for employees? Right: One could give them a stake in the company; have them share in the success, pay bonuses. Employees don't always just want more money. It is said that there are some people who would rather forego extra pay in exchange for a pleasant working atmosphere. There are some relatively simple methods to get employees more involved in company matters, for example, with a company newsletter or a wall newspaper. The wall newspaper is nothing more than a bulletin board with messages, information, changes, suggestions, jokes, drawings, wedding announcement, descriptions of new computer systems, vacation reports etc. Everyone is allowed to contribute, to develop ideas and to implement the ideas. The company newspaper functions along the same lines except that everyone can take it home with them. Many enterprises have such newspapers but they are edited by people who aren't in contact with the employees. Such newspapers are not lively but simply a checklist, a chronicle of company events. There are many tools to better serve his/her purpose that a manager can use with the support of his employees. If employees are informed about all the things you can do with key data, they can help in creating documents. For example, they could take on the role of a customer and analyze the processing steps in the service area. As a future manager you should think over these matters.

Profit sharing	Pay bonuses	Company newspaper
Wall newspapers	Having a stake in the company (e.g. as shareholders)	

Summary

Appraising employees is necessary in order, for example, to determine a performance related salary level and to be able to effectively support employees. Every appraisal should adhere to some set principles and certain methods of approach. Appraisal forms are a useful tool. The appraisal interview, which usually consists of six phases, should follow the appraisal. Acknowledgement and criticism are two areas of management that should not be underestimated by managers. Employees should be allowed their say and give feedback. Every company is subject to changes. The better employees are informed about and involved in changes, the easier it is to implement them.

# 2. INVOLVING EMPLOYEES IN THE CONTINUOUS IMPROVEMENT PROCESS

Objectives

You should involve employees in the decision making process. New company values should play a role in this connection. Employees become participants. They deal with possibilities for evaluating improvement suggestions, also those whose utilization cannot be calculated.

2.1 Continuous improvement

2.1.1 Partnership-based company structure

A partnership-based company structure means that an enterprise can be successfully managed when the ideas of its employees are incorporated into a continuous striving towards improvement. If you don't keep pace with the times you will be overrun by competitors. A partner-based company structure is kept viable by mutually shared principles, comprehensive information and open forms of communication. The process for setting objectives and the management is cooperative and participative. The forms of production and work are open to participation (team and group work). Employees are stakeholders, either in the form of profit-sharing or as shareholders. They are friendly and willing to learn and open to change. The enterprise structure, visions and values are part of company policy. Every innovation leads to a new standard. New innovations are made on the basis of these standards which, in turn, cause higher standards. The enterprise is involved in a continuous process of further development and improvement. One can envision the whole matter as a set of stairs.
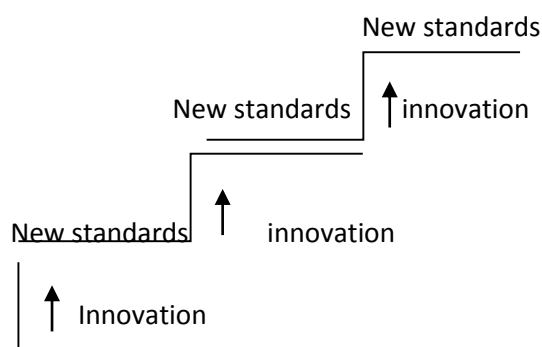
Globalization and internationalization are forcing many enterprises to rethink how changing processes can be put into gear in order to maintain their market position, resp. to give an edge to their competitiveness. Methods that can be deployed for this purpose are the company suggestion scheme which we will talk about in greater detail in the next chapter, the value analysis and the quality circle. Quality circles meet regularly and, with the help of a moderator, try to discover weak points and come up with solutions. The objective is to achieve continuous improvement in all areas. Often the term "Kaizen" is used. This means the continuous effort to maintain a continuous improvement process (kai = change, zen = good). As many employees as possible should be involved in the system of forming a decision. In order to be able to permanently increase the value of an enterprise by means of the continuous improvement process, however, it is not enough to simply involve employees in

the decision making process. At the same time, it is also necessary to build up new enterprise values such as the willingness to communicates, life-long learning, a new management concept and new managerial behavior patterns.

The ability to deal in a positive fashion with the changes has to be developed. The performance of the enterprise has to be seen as a value-added chain which generates benefits for customers.

However, employees will only be willing to be involved in the continuous improvement process on a permanent basis if their involvement leads to a change for the better in their personal work situation and/or an increase in monetary rewards.

2.1.2   Running CIP (Continuous Improvement Process)

What approach is recommended for the continuous improvement process?

First step	Problem finding	Determining the problem area Selection of problems and Analysis of problems
Second step	Finding solutions	Collecting solution ideas Selecting solutions Planning a solution
Third step	Authorization	☺
Fourth step	Implementation	Assigning tasks Evaluating the solution Removing the cause of the problem

According to DEMING this approach can be summarized into four phases:

1. Phase: plan
2. Phase: do
3. Phase: check
4. Phase: action

One often uses the acronym PDCA. Employees are asked to question everything that has been done until now, to get rid of all waste in their own work area, to make suggestions without being prompted, to be open to the suggestions of their colleagues etc.

Here are some other ideas for motivating employees to submit suggestions for improvement and to think about operational processes: One can choose a suggestion of the month and distribute small prizes. The manager could personally hand over a small certificate. It would also be possible to distribute flyers or brochures to the employees. If people don't know about something, they can't participate which brings us back to the need for communication.

Basically, we can distinguish between three possibilities for involving employees in the success of an enterprise:

1. Monetary incentives: This could take the form of piece-work or bonuses. A positive appraisal of performance could lead to a raise or even advancement to a higher salary level. Company bene-fits can also act as incentives, for example, company pensions or the company restaurant which is subsidized (monetary benefit).

2. Non-monetary incentives: In what way can employees have an influence on what happens in the company. This is possible through the German Co-determination Act and the Workers' Councils Act. The work task itself and its associated status and privileges can also be a strong motivation factor.

3. Development opportunities: Career opportunities at the company are pointed out to the em-ployee. Planning a career can be very motivating if the time frame is not overlong.

Money	Career	Status
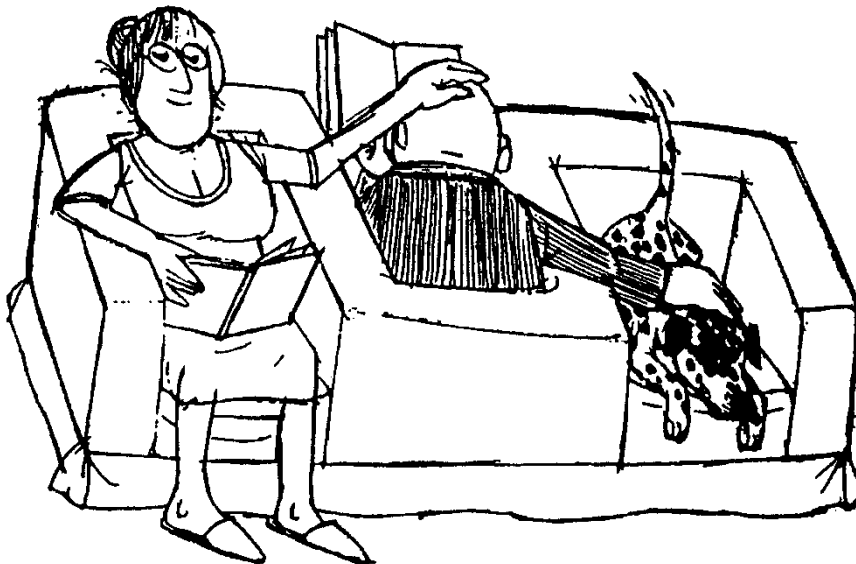
People need to be encouraged and challenged: "When did I last celebrate a success with my employ-ees?"

Summary

An enterprise can set itself a new standard by means of the continuous improvement process and constant innovation. This can only function, though, if employees are involved in the decision making process and participate in the success of the enterprise. This is necessary in order to remain competi-tive in our increasingly globalized world.

2.2 Evaluation of improvement suggestions

Improvement suggestions are contributions that employees make on a voluntary basis and which result in the further development of existing conditions in an enterprise. Improvement suggestions are ideas which deal with the monitoring of operational processes in order to help facilitate work methods and procedures which are involved the design of products and which save material and work time. Employees are given the opportunity to involve themselves in the workings of the company. At the same time, the company suggestion scheme is a valuable management tool.

2.2.1 Participation in company suggestion scheme

What or who is involved in the company suggestion scheme and what has to be taken into consideration?

1. Normal staff members, but temporary workers, interns and trainees as well can submit improvement suggestions. One should also consider whether outsiders such as deliverers and maintenance workers shouldn't also be included in the bonus scheme because outsiders often see things that employees don't because they are unbiased.

2. A person has to be put in charge of the company suggestion scheme whom people can contact and who manages the appraisal and evaluation process. The person in charge has to take the initiative, giving impulses and generally promoting the scheme.

3. Appraisers are specialists from different fields. However, one usually has to take into consideration not just whether it is technically possible to implement an idea, but also whether the idea is feasible in terms of organization, safety and efficiency. That is why it is a good idea to set up appraisal teams. Smaller companies can have recourse to external specialists.

4. The evaluation commission consists of a group of objective specialists. This is a voluntary job that can, under circumstances, mean a considerable amount of extra work. The evaluation of the suggestions should be made in a favorable light taking the economic interests of the company into consideration.

5. Every company should develop their own evaluation procedure when it comes to awarding bonuses. There are evaluation methods for judging suggestions that save calculable amounts of money and suggestions whose value can not be expressed in monetary terms. Typical evaluation criteria are, for example, originality which reflects the degree of creativity, feasibility which has to do with the implementation of the suggestion and maturity which indicates how far along the path towards implementation that the idea has been developed.

The one who has the idea
The one who has the work
The ones who have to deal with the content
The ones who have to convert the idea

2.2.2 Suggestions whose benefit is not calculable

Suggestions whose benefit is not calculable have to do with the so-called immaterial areas of application. This could be occupational safety, operating safety, advertising, cooperation or social measures and facilities. The size of the bonus can be determined on the basis of a point system. The following is an example:

1. Position of the suggester:	Points
■ Unskilled worker, trainee	3
■ Skilled workers and office workers	2
■ Managers	1
2. Area of activity	
■ Unrelated	6
■ Related	3
■ Own	1
3. Usefulness*	
■ Exceptional	31-100
■ Considerable	11-30
■ Average	up to 10
■ Little	4
■ Pointing out defects (fault source, accident source)	1
4. Implementation stage	
■ Ready for immediate use	2
■ Not yet ready for use	1
■ Further adjustments required	0,5

B = P x A x (U x 10€/point) x I
B = Bonus   P = Position   A = Area   U = Usefulness I = Implementation

* Usefulness the most important post. One point corresponds to €10. Usefulness is determined, above all, on the basis of the annual material benefits. If material benefits cannot be determined because the benefits are of a non-material nature, the usefulness of the suggestions is to be estimated.

Point evaluation plan for suggestions without calculable usefulness
(from brochure "Mitarbeiten – Mitdenken!" (=Working and thinking together!) – Bavarian State Ministry for Labor and Social Security.

Employee recognition awards can also be paid to employees who have submitted a number of suggestions even though their net usefulness for the company is negligible or non-existent. If an improvement suggestion needs a longer period of time to be implemented, an advance on the bonus can be paid. Have you yourself ever submitted one or even a number of improvement suggestions? Were they accepted and implemented? Did you receive a bonus? Without question you as a manager should give your full support to promoting the company suggestion scheme

Summary

Improvement suggestions are made by employees for the sake of recognition – either in material or non-material form. A person must be named who is responsible for the company suggestion scheme, possibly someone from outside the company. Furthermore, guidelines must be developed for the evaluation of the suggestions. One should make sure that suggestions whose usefulness cannot be calculated also receive recognition.

3. SETTING UP, MODERATING AND CONTROLLING WORK AND PROJECT GROUPS

Objectives

You will get to know work groups as the ideal form of working together in a company. What criteria need to be considered for successful group work? Aside from work groups, project groups can also be established, as well as teams. You will learn how to support and evaluate such groups. The next step is the facilitation of work and project groups. Moderating is an important factor in monitoring groups. Creative techniques and methods for finding new ideas can contribute to the success of group work. In the last chapter we will deal with the monitoring of work and project groups. You will learn to recognize factors that can have a negative impact on group processes and methods for solving conflicts.

3.1 Effectiveness of work groups, project groups and teams

Group work can benefit the organization and the individual. First, let's consider the organizational usefulness of group work:

- Solves tasks that an individual would not be able to manage alone
- The skills and talents of the group members are combined to solve complex problems.
- New employees are better integrated.
- Decisions are made collectively.

For the individual group work can be useful due to the following:

- The individual gains experience
- New skills can be learned easier with the help of other group members.
- The need for social contact is fulfilled.

Don't forget to add any points you might also come up with.

Organizational	individual	usefulness

"Everything, literally everything around here I have to do myself."

"Think about your attitude towards life and lifestyle!"

Every group basically experiences four stages:

Forming	The definition of the problem and the formulation of objectives are clarified.
Storming	Group cohesion begins to develop. An atmosphere of mutual trust and security is created.
Norming	The group creates a structure and organizes itself.
Performing	Self-regulation of the group functions

3.1.1   Composition of work groups

When forming work groups it depends on whether they will be deployed in production, in production segments, in production islands, in maintenance, in the assembly etc. There are some general recommendations that can be made, however, concerning the composition and management of work groups. A well-thought-out and conscious composition of a group is the prerequisite for its effectiveness. A group is much more likely to function effectively if the following guidelines are taken into consideration when setting up and later managing the group:

1. The group should include people with complementary skills and know-how
2. The group should consist of people who are on the same wavelength
3. Work groups, as far as possible, should be formed on a voluntary basis

4. Take the wishes of employees into consideration when forming the group
5. Take existing informal contacts and cliques into consideration when forming the groups
6. Officially assign managing functions to influential employees (informal group leaders) to avoid power clashes
7. Keep the groups small and manageable (5 to 8 persons)
8. Clearly delineate tasks and competences within the work group
9. Don't spilt up a well-integrated group unless it's absolutely necessary
10. Let a well-coordinated group work independently; limit yourself to setting objectives and controlling results
11. Support the group in acting on their own initiative as far as possible (for example, improvement suggestions, their own work methods etc.)
12. Make use of suitable management tools in the case of personal conflicts or tension between members of the work group (talking to the employees, transferring or moving individual employees)

3.1.2 Leading groups, target agreements

When leading groups managers are often caught in the middle. They have to deal with success motivated and monetary motivated employees, with productive and unproductive workers, with those who are primarily interested in their own personal benefit and those who are also interested in the good of the company. They have to prevent informal processes from disturbing the formal ones. Aside from organizing, improvisation is often also called for.

What are the core elements and value criteria that characterize group work? The effectiveness of a group depends on numerous factors. Let's start with the target of the group work. It has to be precise and ambitious. This means that the target content, the target dimensions and the time-frame have to be precisely defined. Do you remember? We have already discussed this matter. Performance enhancing conditions have to prevail. In this connection, we would like to point out the above listed recommendations for forming a work group. Other performance enhancing factors are information systems, the communication structure and incentives.

Adequate material resources must be available. The size of the group and the type of task play a role. Are you dealing with a complex task that requires creativity or does a certain order have to be completed by a specific deadline? The closer, spatially, the group members work together, the easier they can communicate with each other. This increases the effectiveness of their work. The group takes on full responsibility for their own work system. Experience and know-how can be exchanged within the group. The "zero-error-principle" is the goal, along with the implementation of cost-targets. Should problems crop up, the group sits down together and tries to find a common solution. Another objective is to make the continuous improvement process the default mode of operation. Occupational safety is another important point which should not be ignored.

Target	
Performance enhancing conditions	material resources
	group size
Task	occupational safety

Let's now turn to target agreements. Why are they so important? The following are some arguments:

- Targets offer a form of orientation and act, at the same time, as benchmarks
- Targets are the result of the work that the group strives to achieve
- A target embodies the purpose of the work and provides a framework for its implementation
- Targets promote creativity
- Targets are the prerequisite for motivation
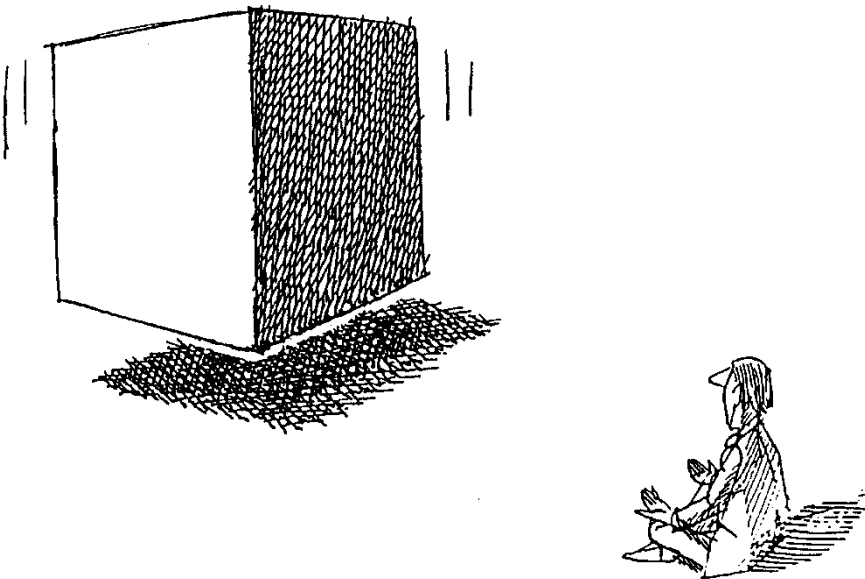
Whoever reads faster, reads more concentrated.
"Concentration is the ability to do just one thing and not 50 others."

3.1.3   Project groups

The following is a small overview to better understand the structure of work groups and project group:

Project management

↕

Project team

↕

| Core team | ←→ | work group 1 | work group 2 | work group 3 |
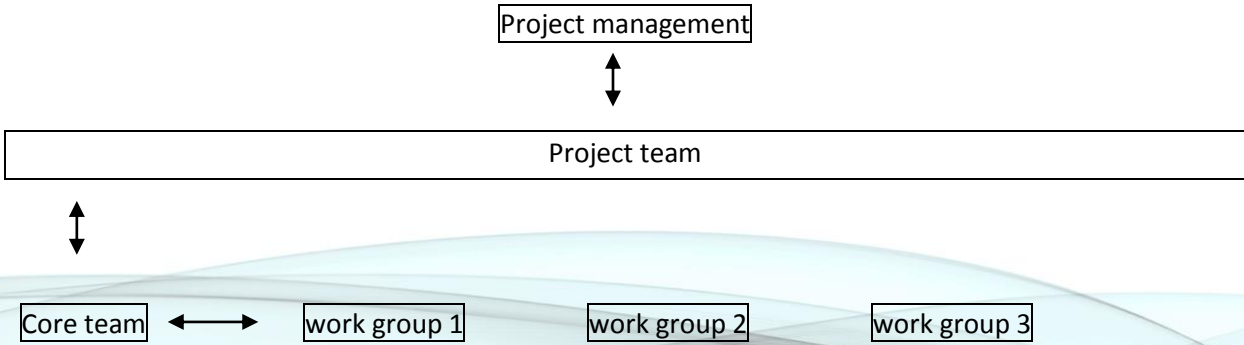
In a project group a certain number of people are working full time on finding the solution to a problem. Since every project has a time-frame, the existence of a project group is also limited to a certain period of time. How you plan a project group depends on the task and its complexity. Different departments are usually involved in project work. In addition, one needs to ask what know-how and experience are required. Let's have a look together at the advantages and disadvantages of project groups. Among the advantages is the shared responsibility for the project. The coordination of a project group is also relatively easy. Specialists are deployed and different areas of expertise and hierarchies are involved in the work.

Among the disadvantages is that the communication in larger groups is difficult. In addition, project work can become bureaucratized and it is often difficult to reach a consensus. The participation of different departments makes job-related conflicts almost unavoidable.

3.1.4   The team

We would like to finish off this chapter by dealing with a special form of work groups, namely teams. Team work is a special form of group work. Group processes are consciously intensified in an effort to increase performance in comparison to group work or other work forms.

According to KATZENBACH/SMITH (1993) teams can be differentiated from work groups as follows:

Work groups	Authentic teams
Strong management figure with clearly defined objectives	Management tasks are shared
Individual responsibility	Individual and shared responsibilities
Congruence between the aims of the group and the operational purposes	Specific team goals are defined within the team
Individual work products	Collective work products
Discussions are usually brief and disciplined	Open-end discussions and constructive problem solving meetings
Indirect evaluation of the effectiveness (e.g. financial success of the company)	Direct appraisal of the performance through the evaluation of the collective work product
Discuss, decide and delegate	Discuss, decide and together achieve "real" work

What are the essential characteristics of teams? Another way of putting it is: Teams are small work groups with structured functions. Everyone can communicate with everyone else and fulfills his/her special function. There is a shared goal or target. A team is a group who works together in a purposeful manner and who identify with this shared goal. Intensive social relationships prevail. The work-related or purely personal relationships are stronger in a team than in other groups. There is a spirit of cooperation (team spirit). Members of the team have a positive attitude towards the work of the group and are very willing to work in close cooperation. There is a strong feeling of group cohesion because of the need of the individuals to remain a member of the group.

What is the cause for the performance advantages?

- The different levels of knowledge and information, as well as the diverse skills and experience of the individual members, can have a positive impact on the ability to fulfill the required tasks and form decisions.
- If there is a problem which affects several areas of an organization, forming a team can help to ensure that multiple interests are taken into consideration and that decisions find wider acceptance (resentments are avoided).
- Team work can lead to a more thorough, well-thought-out approach. Problems are seen more objectively (more thorough problem analysis).
- The shorter communication paths in teams can lead to a more exact transfer of information and a reduction in time needed for communication (communication advantage).
- In a team additional tasks within the framework of the overall project can be shared among the individual members so that no one individual is unduly burdened with work (shared work).

What is the impact of team work on the members of the team? Some positive effects of team work are as follows:

- Motivation effect
- Incentive effect
- Additional opportunities to grow and develop (learning effect of discussion for the younger members of the team)
- Inhibitions of individual members can be reduced and self-assurance built up
- At a general level, teams are able to fulfill some basic human needs such as the need for contact, closeness, security, acknowledgement and appreciation which, in turn, have a positive impact on the working atmosphere and the achievement of the team's goals.

What impact does team work have on an organization? Aside from the concrete, objective advantages, team work creates a fertile field for a good working atmosphere. Team work promotes the willingness and ability to cooperate and has a positive pedagogical impact since it demands discipline and promotes positive social behavior such as tolerance, courtesy, respecting the opinions of others etc.

Summary

Group work has a positive impact on the organization as well as the individual. Every group experiences four stages: Forming, storming, norming and performing. Depending on the job of a work group – whether it has to deal with development or maintenance – different criteria have to be taken into consideration with regard to its composition. The group targets have to clearly defined and achievable. A number of work groups can form a core team which, in turn, works under a project team. A project group only remains in place for the duration of a project. Team work is a special form of group work.

3.2 Moderating work and project groups

Moderating is a skill and a form of art for improving human communication.
Moderating is a method and a way to improve individuals in the work and decision making process.
A moderator is a role model for the participants, either positively or negatively, and is, therefore, especially responsible for the atmosphere in the group and its effectiveness.

The quality of the moderation and the result is dependent to a large extent on the moderator and the attitude and behavior of the group members.

Moderating is successfully and interactively working in and with a group.

Quite a bit is expressed in the sentences above. Moderating is understood as a method for active participation and the corresponding goal orientation. Moderating methods are used in quality circles, for worker groups, also known as CIP work, as well as for the implementation of workshops, project group meetings and discussions.

3.2.1 Preparation as a moderator

The success of moderation depends on preparation. The moderator has to be prepared in terms of content, methods, organization and his/her person.

Content	Methods
Organization	Personal

1. Preparation of content

Moderators guide the moderation. They don't express their opinion but they have to ask questions and you can only ask questions if you know what you are talking about. Moderators also have to familiarize themselves with the content and topics of the group meeting. The main topic of the moderation has to be determined and some minor topics might also be formulated in advance. "Whoever doesn't know where they are going needn't wonder why they end up someplace else". Moderators have to prepare themselves for the participants as well. They have to know the composition of the group, who is taking part, why the individual people are participating, what attitudes they have towards the topic, what conflicts might come up, which information has to be provided in advance. How much time the moderator has to plan for the introduction or whether he/she can jump right in depend on this.

2. Preparation of methods

While moderators cannot predict what will happen in a group, they can plan every moderation step as carefully as possible in order to achieve their goals. They can think about which tools they want to deploy and estimate how much time they will need. They can set up a moderation plan which might look something like the following:

Step	Goal	Method	Tool	Time
1. Introduction	Opening, create good atmosphere, introduce topic	Question cards	Prepared poster, back-up pin boards	30 min.
2. Collect ideas	Aspects which need to be discussed	Question cards	Prepared poster	20 min.
3. Selection				
4. Processing				
5. Planning				
6. Conclusion	Conclusion of the group work	Benchmarking	Prepared poster for benchmarking, visualized questions	30 min-

3. Organizational preparation

Moderators have to ask themselves pertinent questions pertaining to time, resp., time-frame: When should the meeting take place? How long should it take? How many breaks will be needed? They have to plan the venue: Where should the meeting take place? How many rooms will be required? How big do the rooms have to be? Is catering taken care of?

The seating arrangement has to be determined. A half-circle without tables is the typical seating arrangement. Everyone can see everyone else and can actively participate. In addition, any group member can easily come forward and do any required tasks.

The question of media also has to be clarified. Will pin boards and flipcharts be needed? Is packing paper available? Are moderating cards and pens in the room? Will one need one or several laptops and beamers? Can the room be darkened? One should also consider back-up material.

For a moderation to even take place at all, the participants have to be invited, ideally as early as possible so that they will be able to have time to prepare themselves. They have to be informed as to time, place, topic, other participants, the moderator and the inviter.

4. Personal preparation

Moderators must be able to marshal their full mental and physical potential at the required point in time. Light meals and no alcohol help one's concentration. In addition, adequate breaks have to be planned in. In the breaks moderators should withdraw from the other participants in order to give themselves time to reflect. Furthermore, moderators should familiarize themselves with the venue in advance so they know their way around. The equipment should be tested and it should be made sure that everything is functioning properly.

3.2.2 Moderating alone or in a team

Will you moderating alone or with a partner? The work of moderating is so many-sided and diverse, the things that one has to keep an eye out for so multi-faceted, that a single moderator can have problems handling everything. Studies have shown that moderating by a two-person team appears livelier to the group. The group management is optimal since the moderators complement each other with their different modes of presentation. It is, of course, important that the moderating team thoroughly prepare for the event and discuss procedures in detail. Moderating in teams makes it possible to share the tasks of the moderator, for example, leading discussions and visualizing participants' contributions. Challenging situations such as the moderating of large groups, moderating discussions of topics with a high potential for conflict or lean meetings should, in any event, be handled by a team.

### 3.2.3 The ability of groups to make decisions

How can the ability of groups to make decisions be analyzed and evaluated? It depends on the individual members of the group and the group leader. The group leaders input certain personal factors such as their qualifications, intelligence or ability to make decisions. Members of the group evince the ability and willingness to perform. The group itself plays a role, e.g. with regard to its size and composition. In addition, the group situation has to be taken into consideration, that is to say, the work situation and the general environment. Depending on how strong the impact of negative or positive factors is, the ability to make decisions can be blocked or supported.

3.2.4 Creativity techniques

Let's now turn our attention to creativity techniques and methods for generating ideas. We will be dealing here with just a choice selection of possible techniques. For those who are interested in finding out more, we recommend buying a book about the topic or researching it online.

1. The pareto analysis

The pareto analysis is a graphical structured illustration that automatically points to the most essential items. The general rule is that 20% of the mistakes cause 80% of the problems. That's why the method is called the 20/80 analysis. Countermeasures thus concentrate on these 20% of the mistakes and leave the others to the side. With the help of this analysis effective measures can be implemented. The information is structured so that one's attention is directed towards the facts that one would otherwise oversee. The pareto analysis suggests possible decisions but is, in itself, not a problem solving tool. The situation is discussed and the objectives determined when creating a pareto analysis. One agrees on a period of time for collecting the data for the analysis. A data collection sheet is designed and prepared. After that, the data is collected, evaluated and depicted in the form of a pareto diagram.

Number of malfunctions

Number of places where malfunctions occurred
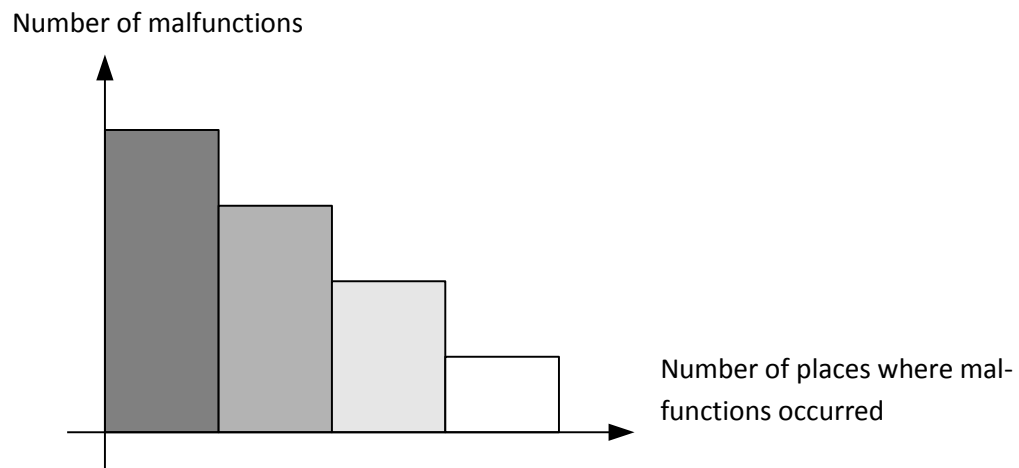
The highest column is always on the left, i.e. the most important factors are noted first. The level of the columns then drop as one moves right, i.e. the number of places where malfunctions occur, decline as one moves towards the right.

2. Information-oriented technique

The pin board-card technique is one of the most common methods for group work. It is simple to organize and can be used for multiple purposes. Every member of the group can participate. No special training is required. To use this method all you need are simple materials: cards, stickers, pins, packing paper, a pin board and felt-tip pens. Depending on the size of the group, a number of pin boards might be recommendable. Cards come in different forms which can be used for different purposes, for example rectangular cards can be use for main topics, large round cards for highlighting statements and clouds for sub-topics. You need the stickers for evaluating the suggestions.

The participants write their ideas or arguments with felt pens on the cards which are then pinned up on the board. The cards are then sorted into a given order with headings. With the help of the stickers the members of the group can indicate their priorities. In this way, a certain sequence of priority is established and the group can start in on finding a solution to the problem.

3. Brainstorming

Brainstorming can be regarded as a kind of storm or hurricane of ideas or thoughts. The purpose of a brainstorming session is to generate a large amount of ideas which can later serve to solve problems. The task of coming up with ideas takes place in the group, i.e. a group tries to find a solution to a problems by suggesting what occurs to them at the spur of the moment. The logic behind brainstorming is that the sum of the collected ideas of the team is greater than those of just one of its members. This method is a collection of "flashes of genius" which challenges the creativity of each member of the team. The following rules should be adhered to during brainstorming sessions:

a) Criticism: All forms of criticism are initially not allowed. Judging and evaluating suggested ideas is not the idea of a brainstorming session. Negative criticism is especially destructive, existing ideas are belittled and not accepted.

b) Thoughts are given free rein: Any kind of idea, no matter how crazy or unrealistic it might seem, should be allowed free expression. There is always a good chance that such ideas can inspire other members of the group to come up with related but more realistic possibilities.

c) Quantity or quality: As an exception to the general rule, here participants should be conscious about the quantity and not the quality of the ideas. The more ideas that are generated, the more likely that one will be a winner.

d) Combination and improvement: Every member of the group should be able, aside from his/her own ideas, to take up the ideas of the others and to elaborate on them. The underlying concept here is to develop new ideas which build up on the previously mentioned proposals.

4. Brainstorming method 635

The intuitive method is another variation of brainstorming. Here a group, under the supervision of a coordinator, also tries to come up with new ideas but, in contrast to brainstorming, the ideas are presented in written form. Each member of a team consisting of six participants with different skill sets or competences is assigned the job of writing down on a piece of paper three suggestions for solving a given problem. Each member then hands on his/her piece of paper to the next person who augments the list with three new ideas which ideally are related or inspired by the three original ideas. The pieces of paper are handed around in a set sequence until everyone has had an opportunity of adding his/her ideas to every member's original list. As in brainstorming, this method utilizes the synergy effect and an improvement in the effectiveness of the group.

3.2.5 Follow-up work of a moderator

Let's turn back to moderating. After successfully implementing a workshop, meeting etc, a moderator has follow-up work to do which is both personal as well as organizational in nature.

1. Personal follow-up

Either alone or together with a co-moderator, a moderator should reflect on how the work in the group went. In retrospect questions such as the following can be posed: Did I/we reach our objectives? Am I/are we satisfied with the results? Am I/are we satisfied with how things ran? Was I/were we adequately prepared?

It is possible that moderators take over the job of writing up the minutes or possibly other such tasks which have to do with the organization. This means that they have to plan in this work.

The last point that needs to be considered has to do with further development. Usually the work of a group does not end when the meeting closes. The next steps have to be considered and preparations for the next moderating job begun.

2. Organizational follow-up

Nothing drastic is meant here. The room has to be put back in order, equipment returned to their proper places, the minutes printed out and distributed – jobs which no one much likes but which have to be done.

Summary

Moderating is an activity that calls for comprehensive knowledge and practice. Moderators prompt people to communicate and try to steer them to a common goal. Good moderators prepare themselves personally and with regard to content, methods, and organization. Different creativity techniques are available for solving problems and finding new ideas. The most suitable ones, dependent on the number of persons involved and the composition of the group, should be chosen. After the completion of a moderating job comes the personal and organizational follow-up.

3.3　　　Controlling work and project groups

When discussing phases in the process control of groups, one differentiates between the factual phases and the emotional phases.

The factual phases are: Introduction, collection, selection, processing, planning, and conclusion, as we discussed earlier.

The emotional phases are divided into orientation phase, work phase and concluding phase.

1. Orientation phase: In every (new) group each person is at first unsure about how matters will proceed. Everyone wants to know what they can expect. At this point, a "pecking order" is established in the group. As moderator you should try to clarify all the formalities and create a positive working atmosphere.

2. Work phase: The members of the group now know the score and have found their role in the group. The given problems can now be solved. As group leader or moderator you can provide support for facilitating communication and interaction.

3. Concluding phase: When the participants notice that the end of the group is in sight, a certain *Auld Lang Syne* mood develops. No open questions should remain. One doubts whether everything will work in practice and wonders what the others are going to do afterwards. The participants should leave the meeting in a positive mood and with the firm resolution to put the agreed upon measures into practice. As moderator you should make sure that in terms of content nothing is left hanging. You should reflect with the group about the process, thank them for participating and take leave in the positive mood.

3.3.1 Disturbances of the group process

You should recognize and react accordingly when disturbances of the group process occur. What kind of disturbances can occur? Let's answer this question with a short list:

- Personal prejudices
- Dislike
- Role conflicts
- Communication problems
- Disputes about matters of competence
- Tension between different interest groups
- Problems adapting to given systems and values
- Conflicts of interest between the individual and the group goals
- Authority problems
- Rivalry

3.3.2 People and conflict

Conflicts and their causes are the next point on the agenda. As soon as people get together in a group conflicts can arise. Everyone has their own interests and values which do not necessarily coincide with those of other people. Clashes of interests can occur in work-related situations due to a paucity of resources or controversial decisions. Conflicts can be triggered by hierarchal structures, advantages in terms of information or the delegation of tasks, competences and responsibilities, as discussed in chapter 1.2.

3.3.3 Conflict levels

First, let's differentiate between conflict levels. On the individual level there is the intrapersonal conflict. You are, so to speak, in conflict with yourself. On the group level there are interpersonal conflicts which require at least two people. Within the group this is termed an intra-group conflict. Part of the group would like to solve the problem in a certain way and another part of the group has other ideas.
On the organizational level there are inter-group or organizational conflicts. As the term implies, this means there are conflicts between groups, departments or fields.

On the environmental or company level there are political, economic, social and cultural conflicts. Employers and unions do not agree or a company is in competition with a rival company.

Individual level

       Organizational level

             Company level

3.3.4 Task related conflicts

Let's return to our work and project groups. Concrete task-related conflicts could be:

a) Conflicts of evaluation: There is no agreement about goals and achievability. Can waste, for example, be reduced by paying bonuses?

b) Conflicts of judgement: Two employees argue about which way a given goal can be achieved. The one employee says: Waste can be reduced by paying bonuses. The other claims that the tools are simply too old and new ones have to be purchased.

c) Conflicts of distribution: Financial or technical resources have to be distributed among several groups. Each group naturally wants to have the biggest piece of the pie. In the extreme case, the one group gets nothing at all.

3.3.5 Behavior of superiors

When members of a group behave in a certain fashion, the group leader has to behave accordingly, i.e. has to be consistent.

Group member	Behavior
Newbie, outsider	Integrate in the group by offering help
Shirkers, slackers	Stimulate by activating performance reserves, provide clearly defined goals
Strong performers	Support by transferring competences and responsibilities
Ring leaders, complainers	Call a halt by remaining strict and in charge
Reserved, shy	Encourage by showing interest and a positive attitude
Sunshine natures	Show appreciation by acknowledging their group contribution

3.3.6 Solving conflicts

Let's have a look at the methods and results of solving conflicts – again in the form of a table.

Solve solution by	Advantage	Disadvantage
Running away	Way of least resistance, safe	Pseudo solution, conflict
Fighting		
Delegating		
Compromising		
Consensus		

3.3.7   Some useful tips to help solve conflicts

1. If you want to constructively solve conflicts you have to become proactive. The earlier a conflict is recognized, the better one can initiate countermeasures.

2. Take your time – you're dealing with a learning process.

3. Try to awake the willingness of the concerned parties in working together to find a common solution.

Summary

Process control in groups can be divided into factual phases and emotional phases. Managers have to recognized disturbances in group processes and their causes and try to solve the ensuing conflicts. Conflicts can occur at different levels, ranging from the individual level to the environmental or company level. Managers have to adapt their behavior to the behavior patterns of the group in order to be able to counteract conflicts. There are a number of different methods for solving conflicts, each with their advantages and disadvantages.

EXERCISES

Please note that not all the exercise questions can be answered with the aid of this tutorial and that you might want to consult other sources of information.

4.1   Why does an appraisal interview absolutely have to be part of an appraisal?

4.2   Think of some suggestions to improve occupational safety and cooperation among employees.

4.3   Which criteria should a manager consider when setting up work groups?

4.4   Think of three examples for the possible negative impact of increasing automation on
a) employees' general well-being
b) cooperation and social relationships between employees

4.5   What recourse do you have if there are no quantitative performance standards for certain goals?

4.6   What is the interrelationship between task, competence and responsibility when delegating?

4.7   Explain why money alone does not completely satisfy employees.

4.8   What could be possible causes for job dissatisfaction?

4.9   What are the most important measures for structuring work?

4.10   What are the advantages of group work and partly autonomous work groups?

4.11   What are the benchmarks for standardized appraisal procedures?

4.12   What requirements do appraisal procedures have to fulfill?

4.13   What are the most important requirements of the selected appraisal criteria?

4.14   What steps are involved in an ideal appraisal?

4.15   What purposes does an appraisal interview fulfill?

4.16   As manager what do you have to take into consideration for the professional preparation of an appraisal interview?

4.17   What are the framework conditions on which a modern managerial style is oriented?

4.18   What are the benefits of successful management?

4.19   Which factors indicate the maturity of an employee?

4.20   What are the advantages and disadvantages of using management by delegation?

4.21   How can you as manager express appreciation for your employees?

4.22   Name some possible dangers associated with group work.

4.23   What would be the consequences if every new suggestion in an idea finding discussion were criticized?

4.24   Name three requirements for the coordinator of a brainstorming session.

4.25   As a good moderator how do you deal with objections raised by a participant?

4.26   What development trends can be seen in connection with the increasing demands on the social competence of managers?

4.27   Explain what is meant by the terms employee appraisal and work place evaluation.

4.28   Which criteria play a role in connection with the increasing importance of personnel management?

4.29   What possibilities does a manager have for intervening when a work group is overstaffed?

4.30   Is the time an employee appraisal takes place important? Give reasons.

4.31   Have you ever felt that you were unfairly judged? How can such mistaken judgments be avoided?

4.32   There are certain jobs which you approach full of energy and enthusiasm because they are fun. Why is that so?

KEY TO THE EXERCISES

4.1 Without appraisal interviews, employees don't find out what they can improve or whether there was anything positive to be said about their work or person. Goals can be agreed upon and developments planned. In addition, employees must be given the chance to state their own point of view since managers can also sometimes misjudge situations.

4.2 For example, protective clothing, warn systems in the area of occupational safety, user-friendlier software, creation of communication "islands" in open plan offices for more cooperation.

4.3 The needs of the company and the wishes of the employees

4.4

a) increased pressure to perform due to increasing requirements in terms of vocational qualifications, mental demands and responsibility
negative influence on the quality of life due to more shift and night work
feeling of being under observation due to the ubiquitous use of computers for checking behavior and performance
frustration due to the loss of prestige or status of some employees (e.g. employees formerly considered to be qualified skilled workers)
mental stress due to fears concerning losing one's job

b) increased difficulty in communicating and interacting while working
increased difficulty in establishing informal groups
less feeling of cohesion in already existing informal groups
breaking apart of older work groups

4.5 The expected results can be described verbally (qualitatively). Improvement goals can be agreed upon and the attempt made to establish suitable benchmarks.

4.6 Task, competence and responsibility have to match.

4.7 Money is an important means but is generally not an end in itself. Once elementary needs (basic physical needs, security needs) are met, satisfaction with one's job does not automatically increase with more money. Much more important are the "higher needs" such as status and recognition, self-fulfillment and meaningfulness. Job satisfaction is primarily derived from the work itself: self-confirmation through success and recognition, interesting tasks, freedom of action and responsibility.

4.8 For example, bad working conditions, poor management style, bad management

4.9 Job enlargement, i.e. the content of a job is expanded with work of the same level of quality
Job enrichment, i.e. the work content is enriched by work of a higher level of quality (e.g. directive or testing activities)
Job rotation, i.e. enrichment of the work content by means of different activities at different times at different work places

4.10 In group work in partly autonomous work groups the work task is performed wholly by a number of workers in cooperation with each other on their own responsibility. Sub-tasks can thereby be distributed in accordance with the skills and desires of the individual employees. Cooperation and social contacts are improved. The employees' higher degree of job satisfaction and the improved working atmosphere normally leads to fewer and shorter downtimes, better use of capacities, higher productivity and better quality.

4.11 Reason for the appraisal is given, the names of the appraiser and the person to be appraised
Description of the norm performance as benchmark
Appraisal criteria and its weighting
Appraisal benchmarks
Appraisal process
Appraisal forms etc.

4.12 Objectivity, reliability, validity, flexibility, simplicity, consistency, clarity

4.13 They should pertain to observable behavior and be relevant for the performance of the job. They have to be able to be described precisely so that different appraisers can interpret them in the same way. In addition, they should be distinguishable from each other to avoid double evaluation.

4.14 Determining the criteria and performance standards
Establishing an observation plan, collecting observation data
Evaluating the observation data
Appraisal of the work results, discussion of the appraisal results
Implementation of the agreed-upon consequences

4.15 Employees are informed about their performance level from the viewpoint of the manager
Strengths and weaknesses are recognized
Possibilities are shown on how behavior can be improved
Agreements are made regarding measures that the manager should take to support the employee
Establishing, resp. strengthening of a relationship of trust between managers and employees

4.16 Conscientious implementation of the whole appraisal procedure
Planning in adequate time
Making sure there are no interruptions
Development of a dialogue guide

4.17   Social structures, value and norms of society, economic situation, level of education, expectations

        4.18 The goals of the company overlap with a sense of satisfaction on the part of the individual employees. Cohesion in the group is cemented.

4.19   Motivation to perform, able and willing to take on responsibility, job-related training, experience

4.20   Advantages: manager has less work, quick and informed decisions, employees are challenged
        Disadvantages: Hierarchy is cemented, high degree of task orientation with less flexibility, often uninteresting routine tasks are delegated, problems with cross-divisional coordination

4.21   Frequency of personal contact, praise, the way and methods they use to control, when and how much information they impart, allowing participation in making decisions and determining goals, authorizing further education measures etc.

4.22   The group puts pressure on the individual.
        More time is needed to make decisions.
        One person dominates the group.
        Risky decisions might be made.

4.23   Thinking processes are blocked.
        The atmosphere is not relaxed.
        The participants are not moved to come up with new ideas.

4.24.1 They have to have an acknowledged position in the company, they have to know the team rules and have a stabilizing effect on the group. At the same time, they have to be the communicator and motor of the group while holding back with their own opinions and thoughts.

4.25   You pass the objections on to the group and see what they say.

4.26   Employees are more self-assured.
        Employees are better educated.
        Managers have less recourse to sanctions in the exercise of their authority
        Stress factors in the working world are increasing in volume and degree
        Increasing specialization
        Changing attitudes of employees towards performance with regard to the balance between work and free time

4.27   Work place evaluation deals with a position and its requirements. The wage and salary level of employees can be determined with its help. The personal performance of an individual employee is the focus of an employee appraisal. It is used, for example, to determine performance bonuses. It is also useful for determining whether an employee is up to the demands of a job.

4.28   technical progress, laws (social security laws and tariff law), increasing value awareness of employees, economic situation

4.29   transfer members of the group to other jobs, retire members of the group, cut hours, fire workers

4.30   Since everyone is subject to a certain biological rhythm and has their ups and downs over the course of the day, observation at the same time is not objective.

4.31   A work study, also called a work analysis, is an element of the REFA system, a traditional form of work structuring. With the help of the work study, the work methods and work processes of a work place are examined. The term work process refers to the sequence of the individual tasks which are supposed to be optimized.

4.32   Prejudices or nepotism could be the reason or the appraiser simply didn't like you. In order to avoid unfair appraisals, appraisal criteria and characteristics have to be determined. In addition, methodically valid and consistent appraisal benchmarks are necessary. Subjective influences should be kept to a minimum. In addition, appraisers can be sent to workshops.

4.33   We hope that working with this tutorial was worthwhile and fun for you. If this was the case, it was probably due to fact that the topics we dealt with were in keeping with your needs and expectations. By solving the exercises you will be able to achieve your goals. That is why you are motivated.