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Paper - Talent Management.

Qno 2 r- By citing HBR article "one more time How you motivate employees" of Frederick Herzberger, Describe "Hygiene vs motivators" theory in detail.

Answer Herzberg (April 18, 1923 - January 19, 2000) was an American psychologist who became one of the most influential names in business management. He asked these people to describe two important incidents at their jobs:

- ① when did you particularly good about your job.
- ② when did you feel exceptionally about your job.

Herzberg labelled the job satisfiers motivators and he called job dissatisfiers hygiene or maintenance factors.

Frederick Herzberg's Two Factor Theory.

Job Satisfaction



Motivation Factors

Achievement
Recognition
Responsibility
Work itself
Advancement
Personal Growth

Job dissatisfaction.



Hygiene Factors

working conditions
Coworkers relations
Policies & rules
Supervisor quality
Base wage & salary
Status.

Hygiene Factors

① Company policies:

These should be fair and clear to every employee. They must also be equivalent to those of competitors.

② Supervision - Supervision must be fair & appropriate. The employee should be given as much autonomy as is reasonable.

③ Relationships - There should be no tolerance for bullying or cliques. A healthy, amiable and appropriate relation should exist between peers, superiors and subordinates.

④ Work conditions - Equipment and the working environment should be safe, fit for purpose and hygienic.

⑤ Salary - The pay structure should be fair and reasonable. It should also be competitive with other organizations in the same industry.

⑥ Status - The organization should maintain the status of all employees within the organization. Performing meaningful work can provide a sense of status.

⑦ Security - It is important that employees feel that their job is secure and they are not under the constant threat of being laid-off.

Motivating Factors

① Achievement - A job must ~~be~~ give employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile.

- ② Recognition - A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers.
- ③ The work itself - The job must be interesting, varied, and provide enough of a challenge to keep employees motivated.
- ④ Responsibility - Employee should "own" their work. They should ~~themselves~~ themselves responsible for the completion and not feel as though they are being micromanaged.
- ⑤ Advancement - Promotion opportunities should exist for the employee.
- ⑥ Growth - The job should give employees the opportunity to learn new skills, this can happen either on the job or through more formal training.

In a general sense there are four states an organization or team can find themselves in when it comes to two factor theory.

- ① High Hygiene and high motivation - This is the ideal situation and the one which every manager should strive for. Here all employees are motivated and have very few grievances.
- ② High Hygiene and low motivation - In this situation, employees have few grievances ^{but} they are not highly motivated. Employees are simply there to collect their salary. An example of this situation is where pay and working conditions are competitive but the work is not very interesting.

- ③ Low Hygiene & High motivation - In this situation, employees are highly motivated but they have a lot of grievances. A typical example of this situation is where the work is exciting and really interesting but the pay and conditions are behind competitors in the same industry.
- ④ Low Hygiene and Low motivation - This is obviously a bad situation for an organization or team to find itself in. Here employees are not motivated and the hygiene factors are not adequate.

Conclusion of Herzberg two factor theory.

- ① It implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction.
- ② The job enrichment so far as to motivate the employees.
- ③ The job must utilize the employee's skills and competencies to the maximum.
- ④ Focusing on the motivational factors can improve work quality.
- ⑤ The manager must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder & better.

End of question 2.

Q₄

Main Points of the Article "The Performance Management".

Ans - In their Harvard Business Review Article, Cappelli and Tavis discuss three business imperatives that are inspiring organizations to drop performance rating.

① Developing people - In a tight labour market developing and retaining talent is more important than ever. Appraisal can sometimes overshadow this process though. Conversation can quickly become more about the nuances of a rating rather than about what it takes to grow. Because of this many companies are rolling out systems that promote meaningful, frequent and informal feedback.

② Staying agile - The new approach to performance management is also less cumbersome than ways of the past. Many of these hours each year on performance management. Many of these hours revolved around the rating process. In response there is an emphasis on simplification to remove waste.

③ Promoting framework - The traditional management is inherently focused on individual accountability

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with the rise in teams, a move away from this approach helps promote team level performance. One of the key outcomes seen in organization moving away from ratings is increased in collaborations because it is not about comparison amongst peers, but instead about growing as a team.

⇒ It is important to recognize what a large undertaking such changes require - Companies doing this most effectively are creating extensive pilot programs, for example. It can be helpful to start by testing out the new system in a low risk group such as HR, collecting feedback and then slowly expanding as the system evolves.

⇒ Engagement and buy in, particularly from senior leadership, should also not be underestimated.

⇒ Organizations are also still grappling with how a "no rating" system aligns with their ability to reward performance, differentiate high and low performers, and avoid a legal troubles and to name a few, further without skilled and motivated managers, this process is unlikely to work.

⇒ Without ratings many traditional familiar process are upended and

and change can naturally come with resistance. Given these realities, some organizations are finding an innovative and innovative middle ground in which they retain, yet de-emphasize, ratings in exchange for a process that offers a more simplified, conversational-based approach to performance management.

End of Question (4).

Question No 1 :-
Characteristics of performance management processes that are intended to achieve mentioned objectives.

Answer — To achieve the objectives like, Drive results, Build capability and cause up consequences. The characteristics are as follows.

- ① Measure outputs of delivered performance.
- ② Concerned with input & values.
- ③ Continuous and flexible process.
- ④ Based on the principle of management by contract & agreement.

5) Focuses on future performance and improvement.

6) The system should be congruent with the units and organization's strategy. In other words, individual goals must be aligned with unit and organizational goals.

For the Drive result => it is in accountability.

When your people are accountable for their own decisions, work and result the effectiveness of your organization greatly increases - Holding others accountable is an essential practice for leaders who expect to drive results.

→ Decision making & Drive results also require making well thought out decisions when your decision align with your values and your team is included in the decision making process, achieving results becomes a shared goal.

→ A strong performance management process is designed to achieve one (or more)

of three basic objectives -

→ taking a critical look at performance management become begin with the most fundamental question what is purpose.

→ Strategies for Performance Management process -

- ① Define and communicate company Goals and performance objects.
 - ② Utilize performance management software -
 - ③ Use peer reviews -
 - ④ performance feedback.
 - ⑤ Management and Recognition.
 - ⑥ Set regular meetings to discuss outcomes and results.
 - ⑦ Setting objectives for an employees.
 - ⑧ Analysing and rating employee performance -
 - ⑨ Offering employee development opportunities
 - ⑩ Linking pay and rewards to employee performance.
- End of question ①

Q3r - Leadership Coaching

It is a powerful management training tool to help business leaders at levels leverage the leadership skills within themselves to maximize performance.

You will sharpen your inherent leadership skills to better motivate teams and deliver specific personal, professional and organizational goals.

The coaching process -

Enrolling the individual client \Rightarrow Building relationships \Rightarrow Fact Finding \Rightarrow Development Planning

\Rightarrow Coaching to the development plan \Rightarrow Closure evolution \Rightarrow Planning next steps.

The coaching process can give a leader a new perspective and focus, and keeping them focused on attaining their personal and professional goals.

Key elements of coaching.

- ① Context x- ^{provide} The meaningful support by understanding the issue with in the context.
- ② Clarity x- The leader are able to clarify objectives, expectation for change - and know how the coaching will be conducted.
- ③ Commitment x- The organization is committed to supporting the leader and the leader is committed to work for change.
- ④ Confidentiality x- A "must" of trust-building.
- ⑤ Chemistry x- ~~A~~ secure the relationship and compatibility characterize interaction.
- ⑥ Courses of action x- The coach and the leader established a development plan and clearly stated objectives and realistic strategies to help the leader become more effective.

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The reason for it is are as follow.

Utilizing coaching within a leadership role allows top managers to be more effective in motivating their team and connecting with them on a deeper level. It helps the leader to develop trust among team members and create an emotionally connected work environment.

- Learn how to be an effective leader
- Improve self confidence and human effectiveness
- Learn to trust your team
- work purposefully towards a promotion.
- Jobs are more complex.
- Leadership challenges are more complex.
- people are more open to outside help.

