

INSTITUTION OF FIRE ENGINEERS



YOUNG PROFESSIONALS NETWORK

LEADERSHIP AND MANAGEMENT

Glenys Southworth, DMA, FCIPD, BA (Hons), MIFireE, MBA

This booklet has been prepared for candidates undertaking the syllabus for the Graduate examination papers in Human Resource Management (Paper 4) and Leadership and Management (Paper 6).

CONTENTS

PURPOSE OF AN ORGANISATION

VISION

CORPORATE PLAN

PERFORMANCE MANAGEMENT

QUALITY TOOLS

THE HUMAN FACTOR

MOTIVATION

LEADERSHIP

CULTURE

IDENTIFYING WHAT NUMBERS AND TYPES OF STAFF ARE NEEDED

SELECTING STAFF

STAFF APPRAISAL

TRAINING AND DEVELOPMENT OF STAFF

PROBLEMS WHICH CAN OCCUR WITH STAFF

ENCOURAGING CREATIVITY

WORKING IN PARTNERSHIP

CONTINUOUS PROFESSIONAL DEVELOPMENT

EXAM QUESTIONS HINTS ON ANSWERING

BIBLIOGRAPHY.

THE IMPORTANCE OF LEADERSHIP AND MANAGEMENT IN THE FIRE SERVICE

Whilst The Fire Authority has developed a clear strategic vision of what it is trying to achieve, this being 'to reduce the incidence and consequence of fires, road traffic collisions, other emergencies and to provide a professional response to those we serve' the fire corporate aims (priorities) are not clearly linked to this vision or consistently linked throughout the Fire Authority's plans. It is therefore not clear how action plans support the achievement of the vision and staff will not be clear how they contribute to its achievement.

In addition where lack of effective links between plans is compounded by weak prioritisation. Action plans have been developed to drive forward improvement they have not been prioritised or effectively resourced.

The above is an extract from a Comprehensive Performance Assessment Report of a UK Fire Service and is an example of what can happen when good management arrangements are not in place.

PURPOSE

Every organisation has a purpose.

The purpose is derived from the needs and preferences of customers and other stakeholders whether internal or external.

With a public service, expectations may come from local or national politicians and will often be laid down in major policy documents such as the National Framework 2008-2011.

VISION/MISSION

The purpose is often set out in more detail in a Vision or Mission Statement. Set out below are examples of two Vision/Mission Statements:

VISION STATEMENT OF LANCASHIRE FIRE AND RESCUE SERVICE MAKE LANCASHIRE A SAFER COMMUNITY

Strategic Objectives:

- Reduce life loss and injury arising out of fires and other emergency incidents
- Reduce the number of fires and other emergency incidents
- Reduce the commercial, economic and social consequences of fire and other emergency incidents
- Protect the environment and the Lancashire heritage
- Provide a safe, healthy, competent and representative workforce
- Support the wider agenda of community cohesion
- Provide a better value for money services

Key Priorities:

- More prevention
- Better protection
- Effective emergency response
- Greater value for money

AUDIT COMMISSION UK (GOVERNMENT WATCHDOG)**MISSION**

Our mission is to be a driving force in the improvement of public services; we will promote proper stewardship and governance and we will help those responsible for public services to achieve better outcomes for citizens, with a focus on those people who need public services most.

VALUES

Good corporate governance arrangements are critical for achieving the Commission's organisational objectives.

Three essential values lie at the heart of all of the work of the Audit Commission: to be an independent voice in the public interest; to maximise the Commission's impact on the improvement of public services and to ensure that public funds are protected and well spent.

STRATEGIES

The Vision is then developed into Strategies.

Strategies are declarations of intent. They define the direction in which the organisation is going in order to achieve its mission. At corporate level they are means of expressing the vision of top management about where they want to be in the longer term and, broadly how they want to get there.

CORPORATE PLAN

The Vision/Mission and Strategies are then developed into an overall Corporate Plan for the organisation. For the UK Fire Services their Integrated Risk Management Plans are a major part of their Corporate Plan.

Plans for different parties of the organisation sometimes in the form of Business Plans are often then drawn up. These usually identify:

- The services provided
- The market environment

- Customers and stakeholders
- How Departments will achieve three year strategic plan targets
- Links with the strategic plan and corporate themes
- What quality means to the Department
- how performance is measured

First line managers are often responsible for implementing a specific part of the Corporate Plan

PERFORMANCE MANAGEMENT

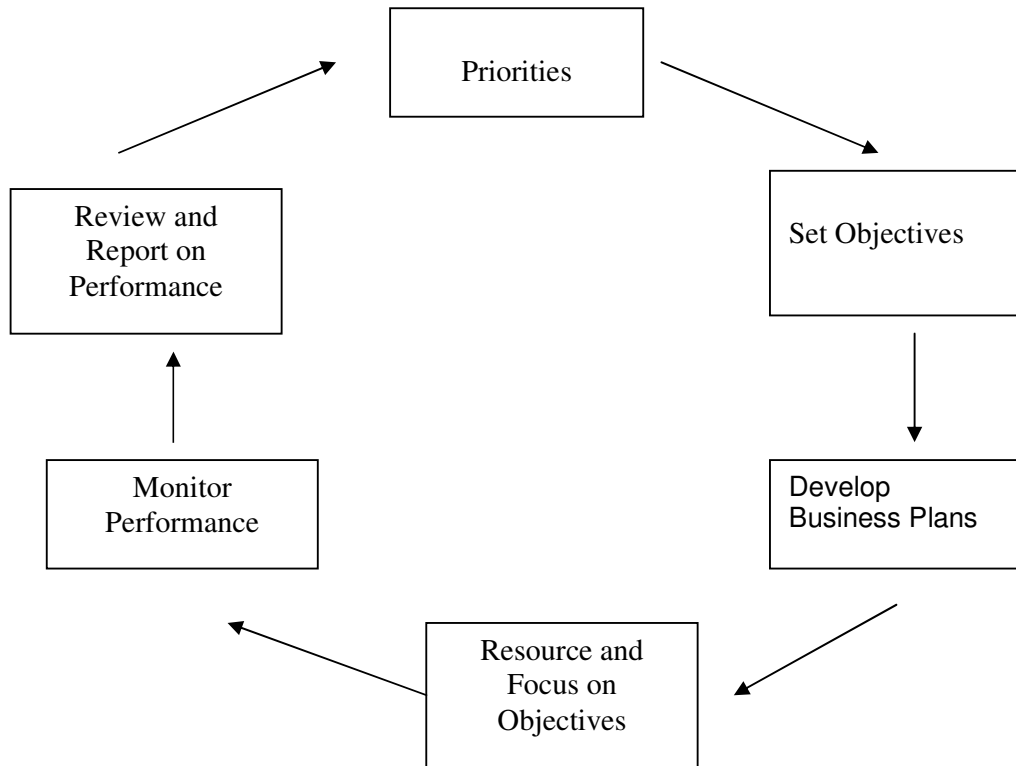
Moving forward the Corporate Plan needs a Performance Management framework so that the organisation as a whole knows what has to be achieved, Departments/Sections know their role and individual employees know their role.

Performance management is a means of getting better results from the organisation, teams and individuals by managing performance within an agreed framework of goals and standards.

- Knowing what priorities you should be focusing on
- Having clear targets and expectations that focus on priorities
- Measuring actual performance against agreed targets
- Identifying performance problems and remedying them

The process is identified in the diagram below:

Performance Management Framework



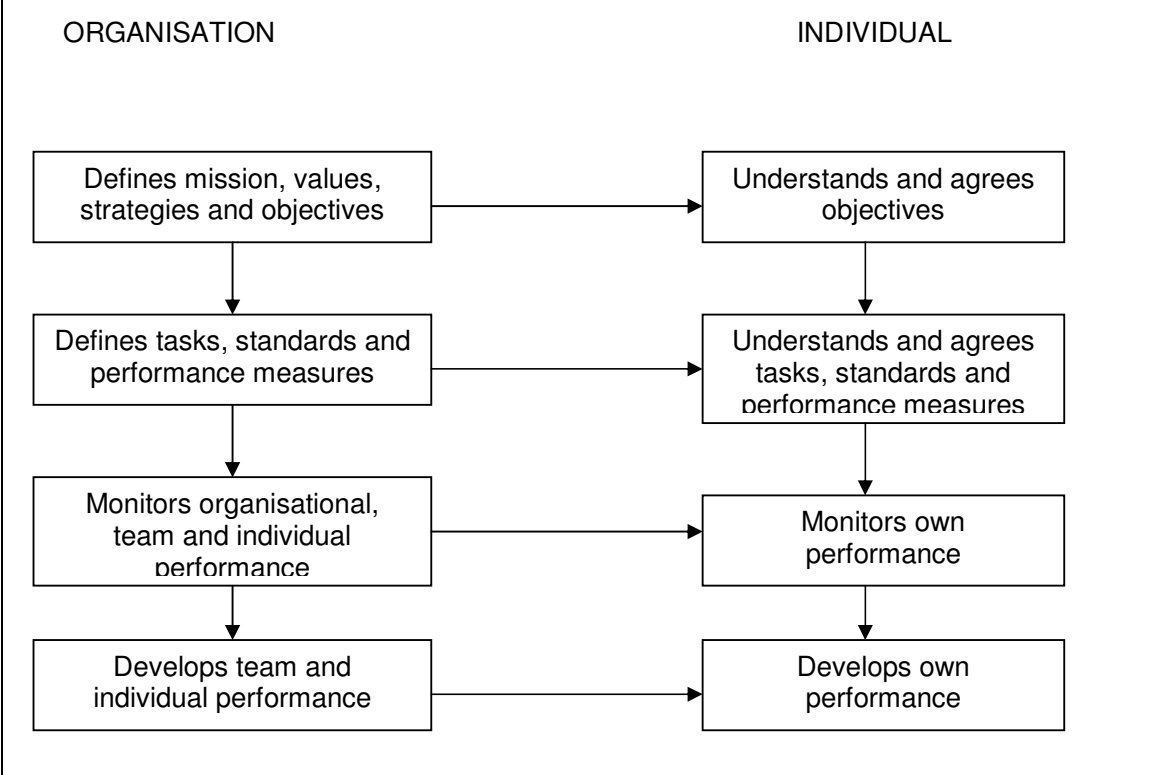
Performance Management enables everyone to understand about what is to be achieved and one of the roles of a first line manager it to explain to their team what is expected of them both as a team member and as an individual.

- The basis of performance management is an agreement between the manager and the individual on expectations. Performance management is largely about managing expectations.
- In a good organisational climate, management places emphasis on improving performance.
- Managers set challenging but realistic goals, give regular feedback and make sure that performance measures are adequate and clear. Individual employees are given plenty of opportunity to take in the foal-setting and planning process.
- Performance management is a process and not just a system of forms and procedures. It is about the actions which people take to achieve the day-to-day delivery of results.
- Performance management is an approach to managing and developing people and is focused on three things. First, how managers and team leaders work effectively with those around them. Second, how individuals work with their managers and with their teams, and third, how individuals can be developed to improve their knowledge, skills and expertise (their attributes) and their levels of competence and performance.

AIMS OF PERFORMANCE MANAGEMENT

- Achieve sustainable improvements
- Act as a lever for change
- Increase the motivation and commitment of employees
- Enable individuals to develop their abilities, increase their job satisfaction and achieve their full potential to their own benefit and that of the organisations as a whole.
- Focus attention on the Competence's required to perform effectively and on what should be done to develop them.
- To enable individuals with their managers to agree improvement plans and methods of implementing them and jointly to review training and development needs and agree how they should be satisfied.
- Assist in empowering people – giving people more scope to take responsibility for and exercise control over their work and the opportunity to contribute to the development of team plans.

Performance Management. Links between the overall plan and the individual employee



TARGET/PERFORMANCE MEASURES

To ensure that Plans are kept on track a set of targets are need to be developed which should be:

Demanding

Manageable in terms of numbers

Both long (typically 3-5 years) and short-term (the year ahead)

Financial and non-financial

A mix of input, output and outcome measures

Under continuous review, not set in stone

The targets need to be 'owned' by specific senior managers so they don't get overlooked and cascaded, so that the whole organisation understands the links between targets, and where responsibility lies for improvement.

First line managers are often responsible for ensuring the achievement of a number of targets.

Targets need to be SMART i.e.:

- | | |
|----------------------------|--|
| Specific | - not vague |
| Measurable | - capable of being subject to some form of analysis – usually Numerical calculations |
| Achievable | - not over ambitious |
| Realistic | - taking into account factors related to the objective and not 'pie in the sky' |
| Time bound achieved | - identifying a set period of time in which the target will be achieved |

They also need to be:

- **Relevant** to what the organisation is aiming to achieve.
- Able to **Avoid perverse incentives** – not encourage unwanted or wasteful activity.
- **Well-defined** – easy to understand, so that data will be collected consistently.
- **Comparable** – with either past periods or similar programmes elsewhere; and
- **Verifiable** – with clear documentation behind it, so that the processes which produce the measure can be validated.
- **Focused** – on the priorities of the organisation – its core objectives and service areas in need of improvement.

OUTCOMES OF PERFORMANCE MANAGEMENT

The whole reason for using performance management is to ensure that an organisation fulfils its purpose and vision.

In the manufacturing industry it is to produce goods which meet the needs of customers be they cars or felt tip pens. This is achieved by the use of product specifications.

With manufactured goods, quality is based on physical and tangible features e.g. shape, design, ease of use, reliable after sales service.

If an organisation is providing services e.g. hotels, restaurants, banking, insurance then other factors have to be taken into account.

Research has shown that in relation to services, quality is related to reliability, responsiveness, competence, access, courtesy, communication, credibility, security,

understanding and tangibles. In the main these qualities are intangible and very much related to how the customer/user feels.

The differences between the characteristics of a quality product and a quality service are rooted in the following factors:

- ◇ A service doesn't exist as a physical thing, it can't be stored away.
- ◇ A service, unlike a product, can't be measured by physical, chemical or engineering tests.
- ◇ Production, delivery and consumption of services are often simultaneous i.e. the extinguishing of a fire by a crew using equipment, water and skills.
- ◇ A service which doesn't meet requirements may be impossible to replace. A fire which is not properly extinguished may recur and cause further damage, but the poor initial service cannot be replaced.
- ◇ Whoever delivers the service exerts a greater influence on the quality than even the most sophisticated quality control system. A service is therefore heavily dependent on the people.
- ◇ Customers/users may well evaluate the service as much on the way it is delivered as upon anything else.

With public services such as a Fire and Rescue Service additional factors are relevant.

- Many public services are provided free and are paid for out of public funds. The immediate consequence of this is that the choice that the individual makes in purchasing a service is replaced by a broader community interest.
- Governments will often set out what they expect from public services. Examples being the National Framework 2008-11, the Equality and Diversity Strategy and Audit Commission Assessment processes.
- Public Services often have to work in partnership with other organisations to achieve broader community outcomes.
- The quality of a public service must depend largely on the extent to which it meets community needs as well as the requirements of particular users.
- Public services have many users who may have very different and conflicting demands.
- Public services, in implementing legislation, often have to deal with unco-operative 'customers'.

- Emergency Services are often provided at the time of great distress or misfortune.
- Public services are delivered in a complex social, economic and political environment with shifting priorities and often conflicting expectations.

Discuss the information required by Managers before important strategic decisions are made.

The strategy of an organisation is a high level vision, what methods can an organisation use to turn the strategy into a work plan which achieves result and enables all employees to contribute?

QUALITY ASSURANCE SYSTEMS

The achievement of corporate plans often includes the use of Total Quality Management or Quality Assurance Systems geared to ensuring the quality of goods and services being provided by the organisation.

The purpose of quality systems is to ensure that customer requirements are met and that the organisation has ways of identifying these and has systems in place to ensure that these are met. Properly introduced they:

- Removing activities which don't have value
- Reduce waste by doing things right first time
- Reduce the knock on effect of problems across the organisation
- Examine critical processes on a regular basis
- Remove potential tensions between staff which could impact on the end product
- Improve staff morale by giving a sense of pride and removing frustrations
- Improve the image of the organisation – this is very important for a public sector organisation which is dependent on public funds
- Maintaining good working relationships with staff in other organisations.

First line managers have an important role in encouraging their team members to come up with improvement ideas or identify new ways of doing things. It is also important to see other colleagues as customers who need some form of help and also as suppliers who need to know what they can do to support the work of other colleagues. Nowadays people from other organisations need to be seen as customers and suppliers, particularly in work related to community safety.

Identify your organisation's internal and external customers and describe how various quality systems can aid customer satisfaction.

THE IMPORTANCE OF EFFECTIVE LEADERSHIP AND MANAGEMENT.

For the majority of organisations the main resource involved in achieving the purpose of the organisation and providing quality goods and services are its people.

Even with a robotic production line a human hand is 'pushing the buttons'.

Effective staff management and leadership are therefore an important aspect of all organisations and the way in which staff are lead, managed and motivated will be a major influence on how successful an organisation is. They are important parts of the role of a first line manager.

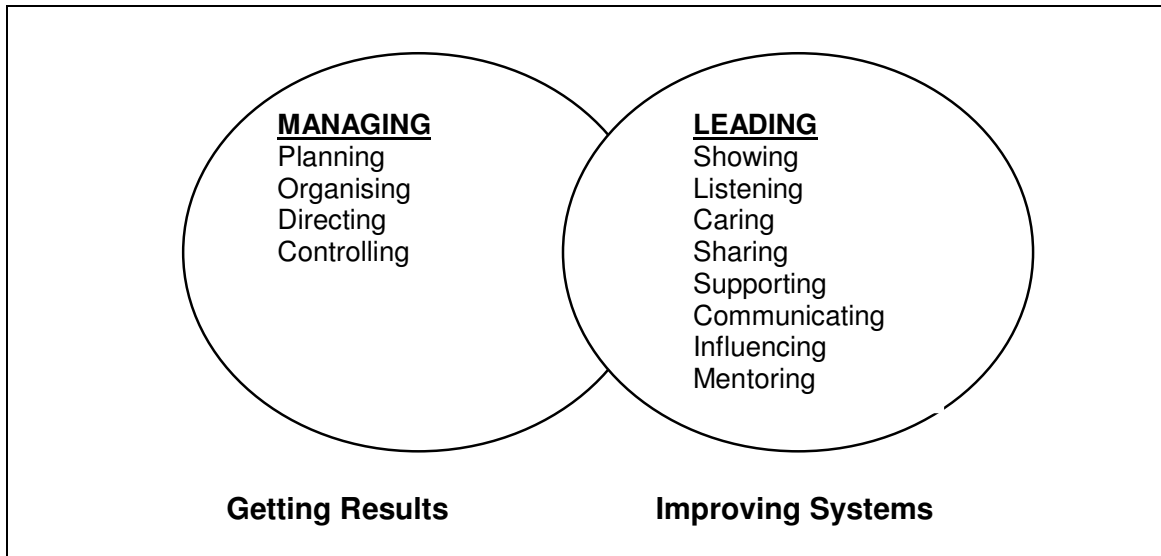
LEADERSHIP/MANAGEMENT

"It is immoral to misuse people, under use them and abuse them but it is highly moral to call forth and make use of the talents that are in people."
 Quote by: St Thomas Aquinas

Originally leadership was seen in the light of Planning, Organising, Directing and Consulting with the chart below showing the different styles.

Leadership Style →	Tells	Sells	Explains	Offers	Consults	Shares	Delegates
Leadership Approach →	Makes decision, informs staff	Makes decision, sells to staff	Makes decision, explains, responds to ideas	Makes tentative decisions, accepts improved ideas	Discusses problem, considers ideas, makes decision	Gives info, defines limits, staff decide	Decisions by staff, with org'n limits

Over time the definition of Leadership has broadened as the diagram below shows



Nowadays planning, organising, directing and controlling are seen as what constitutes the Managerial role. With Showing, Listening, Caring, Sharing, Supporting, Communicating, Influencing and Mentoring being seen as constituting the Leadership role. However both are an important part of the role of a first line manager.

Many writers have attempted to define what makes a good leader.

Kouzes and Posner's have identified the characteristics of what they call Transformational Leadership. These are set out below:

Transformational Leaders:

- Encourage staff to come up with new ideas
- New ways of working
- Encourage experimentation/innovation
- Are prepared to take judicious risks
- Create Vision about the future which staff can 'buy into'
- Realise that they cannot achieve the vision on their own so enlist the support and involvement of others.

- Encourage collaboration, co-operation; team building and delegate decision making.
- Ensure that planning and review processes are in place
- Gain the respect and trust of others.
- Demonstrate integrity so that people believe what they say.
- Realise that achieving the vision is exhausting and at times frustrating.
- Maintain morale by recognising and celebrating others' achievement
- Demonstrate that they believe in and value their staff.
- Praise loudly and shout softly

Other writers have also identified the factors below as being important:

Team building

- Helping people understand they are greater collectively than individually
- Understanding that collaboration means better decisions
- Encouraging staff to appreciate each other
- Recognising the different skills which people have
- Providing clear goals
- Providing a shared sense of achievement
- Understanding that building effective teams takes and time and effort
- Getting the right balance between the task (getting the job done) and the team (giving a sense of satisfaction)
- Valuing diversity.

Showing Genuine Concern

- Sensitivity to individuals' needs and aspirations
- Using an understanding of what motivates individuals, to achieve goals
- Sustaining individuals' efforts by demonstrating a genuine interest in them and what they do
- A recognition of the importance of maintaining staff morale

- The communication of positive expectations of what individuals can achieve
- Achieving a fair balance between caring for staff and meeting the needs of the department/organisation.
- Encouraging genuine praise for individuals' achievements.
- Displaying a strong sense of loyalty and commitment to staff

Enabling

- Empowering individuals, by trusting them to take decisions/initiatives on important matters.
- Empowering individuals, by encouraging them to use discretion in how they perform their job.
- Encouraging individuals to take on leadership responsibilities whenever the situation allows.
- Encouraging individuals to develop by taking on increased responsibilities,
- Encouraging the involvement of individuals in the process of setting their objectives.

Being Accessible

- The approachability of staff at all levels, rather than an emphasis on status.
- Making staff feel able to discuss problems with their line manager
- Promoting face to face, rather than indirect communication.
- The accessibility to staff of managers at all levels.

Encouraging Change

- A climate in which individuals are encouraged to think about how they can improve the organisation/department, and/or the service provided.
- A climate of encouraging individuals to think of wholly new approaches/solutions to problems they encounter.
- Encouraging staff to think strategically rather than in the short term.
- Encouraging individuals to question traditional ways of doing their jobs.
- Flexibility, rather than rigid and rule-bound behaviour.

- Encouraging staff to question the way in which the organisation operates.

Part of role of leaders and managers is to ensure that all aspects of an organisation work together to enable strategies to be achieved and to ensure that the culture of the organisation is right. The information below sets out the common factors found in all organisations. These need to work effectively together if an organisation is going to be successful. Some will be the remit of more senior managers, however first line managers also have a role to play in helping all the different aspects to work together.

- **Structure:** How the organisation divides up its various activities into departments, functions, units and jobs. The organisational structure is the skeleton of the organisation and identifies:
 - ◇ The number of different departments/units
 - ◇ Type of work performed in each reporting arrangements in terms of who reports to who
 - ◇ Number of levels of management
 - ◇ Span of control of managers – how many
 - ◇ Departments/staff they are responsible for
 - ◇ Where different types of decisions are made

Think about the structure of your organisation and the levels at which different types of decisions are made.

- **Style:** How staff behave towards each other and how people are managed e.g. informal or formal. Use official names, single status.
- **Systems:** All the various processes, methods and procedures for getting work done – including corporate information and monitoring systems. For example in a Fire and Rescue Service there will need to be a system for recording fires and incidents, community safety activities and staff development.
- **Staff:** The size and composition of the workforce. Making sure there are enough staff to cope with the workload. Many Fire and Rescue Services now have a much wider variety of staff than say 10 years ago. Due in part to much greater emphasis on Community Safety and Performance Management
- **Skills:** The existing stock of skill and know-how within the workforce, and what skills will be needed in the future.

Ensuring that the organisation has the right skills mix involves:

- ◇ Using job description and employee specification to recruit the right people
- ◇ Developing the skills of staff by:

- Training and development based on the needs of the organisation and provided through the most effective methods.
- Job rotation – so that staff gain the experience of a range of jobs
- Job enlargement which develops people by increasing the range of their responsibilities.
- Job enlargement which widens knowledge by adding related tasks
- Encouraging Continuous Professional Development

There are five common forms of organisational structure. Describe each in detail.

Explain what a Job Description is, how it is drawn up, and the ways it can be used within an organisation.

What factors would you take into account in developing a training programme for a group of staff?

CULTURE

The structure, style, systems, staff and skills together make the culture of the organisation. Culture is sometimes described as 'the way we do things round here'.

One of the roles of Leaders and Managers is to develop a culture which meets the needs of the organisation and which values diversity and equality and fairness.

A positive culture depends on people having a sense of direction; enthusiasm for change; a feeling of autonomy and personal responsibility for the results of their work; commitment to the organisation and team; and a feeling of being challenged, recognised, valued and rewarded. All of these aspects of a positive climate can be developed by first line managers.

Given below are examples of two descriptions of cultures. One which needed to change, the other which meets the needs of the organisation.

CO-OPERATIVE INSURANCE SOCIETY

The culture was male dominated, hierarchical and status conscious - "Men had to wear their jackets when they moved between floors, and sometimes had to ask for permission to remove them in meetings. Female staff couldn't wear high heels in the boardroom as they might damage the carpet. And instead of using first names, everyone referred to each other as 'Mr' – or, very occasionally, 'Mrs'. Chairs with arms, different-coloured furniture, metal bins, the quality of floor covering and the

number of windows in an office all denoted status, and executives had their own suite and dining facilities in the rarefied atmosphere of the 23rd floor. The prevailing leadership style was described as bullying, coercive and dominated by the cult of personality.

W L GORE - CORPORATE CULTURE

W L Gore who are the manufacturers of Gortex have a corporate culture which is very different to that found in many other organisations. They encourage hands-on innovation, involving those closest to a project in decision making. This means that teams organise around opportunities and leaders emerge.

The founder, Bill Gore created a flat lattice organisation. As a result there are neither chains of command nor pre-determined channels of communication. Staff communicate directly with each other and are accountable to fellow members of the multi-disciplined teams.

Associates (not employees) are hired for general work areas. With the guidance of their sponsors (not bosses) and a growing understanding of opportunities and team within the organisation combines freedom with co-operation and autonomy with synergy.

Everyone has the opportunity to earn the credibility to define and drive projects. Sponsors help associates chart a course in the organisation that will offer personal fulfilment whilst maximising their contribution to the enterprise. Leaders may be appointed, but are defined by 'followership.' Leaders often emerge naturally by demonstrating special knowledge, skill, or experience that advances a business objective.

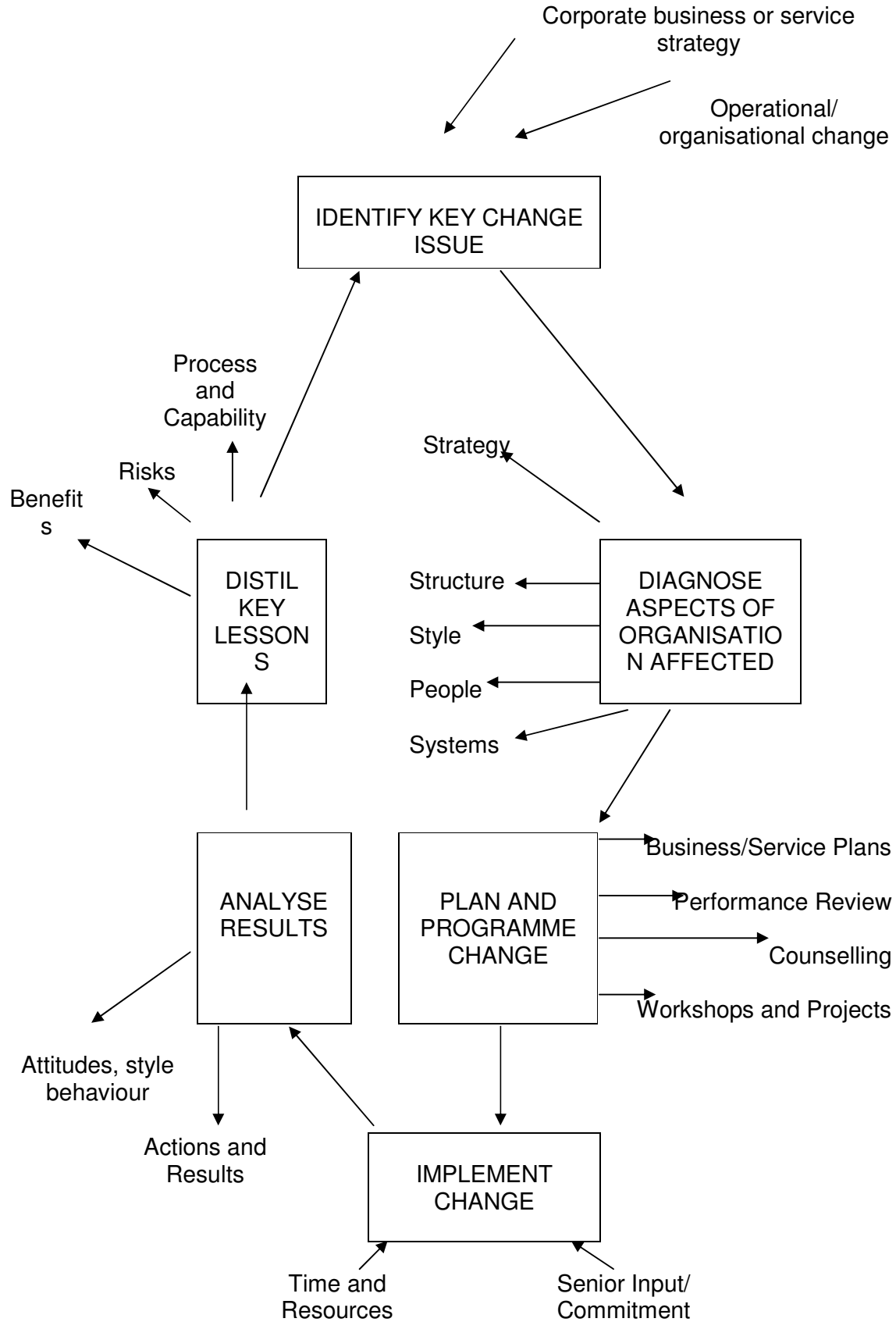
The Associates follow four basic guiding principles articulated by Bill Gore:

- *Fairness to each other and everyone with whom they come in contact*
- *Freedom to encourage, help, and allow other associates to grow in knowledge, skill, and scope of responsibility*
- *The ability to make one's own commitments and keep them*
- *Consultation with other associates before undertaking actions that could impact the reputation of the company*

CHANGE MANAGEMENT

One role of leaders is to ensure that the organisation changes to 'keep up with the times' and meet customer expectations. The diagram below illustrates the Change Process:

THE CHANGE PROCESS



First line managers often find themselves being responsible for implementing specific parts of major organisational changes.

Describe how leadership skills can be used to introduce changes within an organisation.

MOTIVATING PEOPLE

- People Management in one form or another has been around for a long time.
 - ◇ Around 1100 BC, the Chinese practised four management functions – planning, organising and staffing, leading, and controlling.
 - ◇ Between 350 and 400 BC, the Greeks recognised management as a separate art and advocated a scientific approach to work.
 - ◇ The Romans decentralised the management of their vast empire both before and after the birth of Christ.
 - ◇ During medieval times, the Venetians standardised production through the use of an assembly line, building warehouses and using an inventory system to monitor the contents.

Since the late 19th century a number of ideas about the management and motivation of staff have developed.

MANAGEMENT THEORIES

- **Systematic Management** – attempted to use procedures and processes to achieve co-ordinated efforts. The idea was to get over the problems which managers faced in the 19th century with increased demands, large number of workers, customers, inventories, cost control, keeping records and accounts.

The following rule is an example of a systematic management.

‘No smoking or spirituous liquors shall be allowed in the factory under any pretence whatsoever. It is also forbidden to carry into the factory, nuts, fruits, etc., books or papers during the hours of work...’

- **Scientific Management** (Taylor, Garth, Frank and Lillian Gilbreth)
Taylor identified 4 principles of scientific management:
 - 1 Management should develop a scientific approach for each element of an individual’s work to replace rule-of-thumb guidelines.
 - 2 Management should scientifically select, train, teach and develop each worker so that the right person has the right job.
 - 3 Management should co-operate with workers to ensure that the job matches plans and principles.

- 4 Management should ensure an equal division of work and responsibility between managers and workers.

Scientific management is associated with:

Time and Motion studies
Identifying one 'best method'
Standardisation of tools
Identifying a 'standard' worker in terms of size, strength, staying power
Performance related pay

Scientific management did dramatically improve production and efficiency in manufacturing, but ignores human factors.

- **Administrative Management** (Henry Fayol, Chester Barnard, Mary Parker-Follet)
Fayol a French mining engineer and executive identified 5 functions and 14 principles of management.

Five functions:

Planning
Organising
Commanding
Co-ordinating
Controlling

14 Principles:

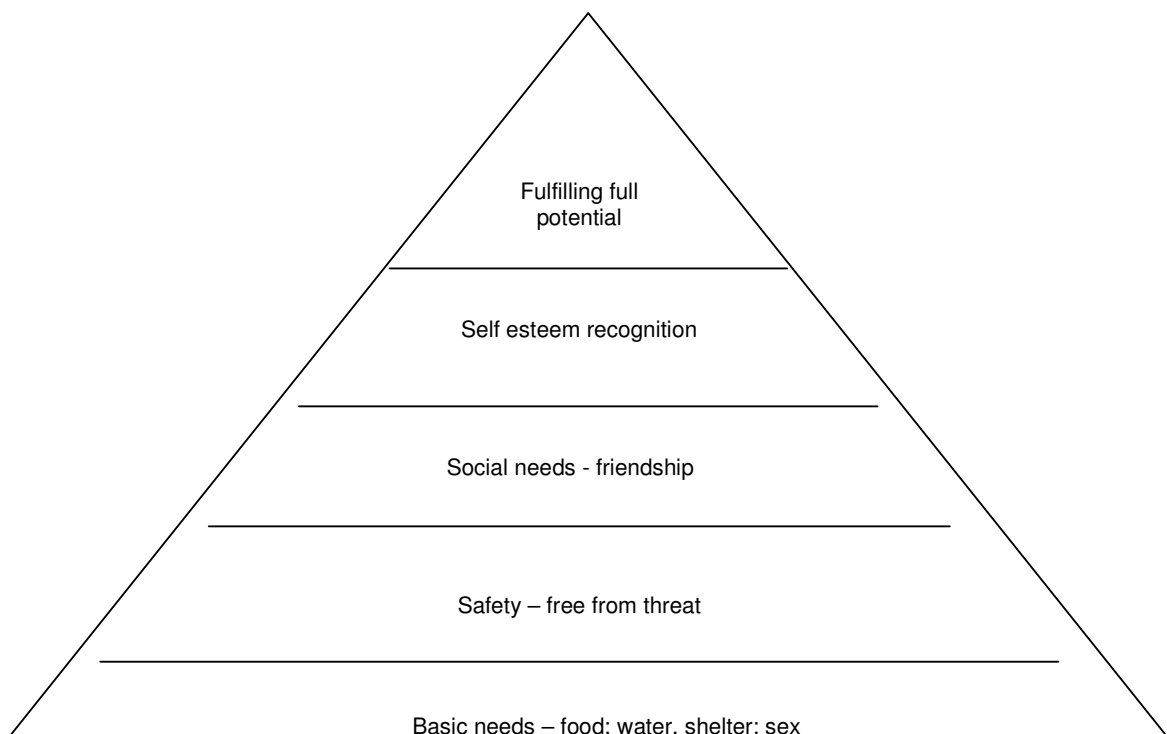
- 1 *Division of work* – divide work into specialised tasks and assign responsibilities to specific individuals.
- 2 *Authority* – delegate authority along with responsibility.
- 3 *Discipline* – make expectations clear.
- 4 *Unity of command* – each employee should be assigned to only one supervisor.
- 5 *Unity of direction* – employees' efforts focused on achieving organisational objectives.
- 6 *Subordination of individual interest to the general interest* – the general interest must predominate.
- 7 *Remuneration* – reward efforts that support the organisation's direction.
- 8 *Centralisation* – determine the relative importance of superior and subordinate roles.
- 9 *Scalar chain* – keep communications within the chain of command.
- 10 *Order* – order jobs and material so they support the organisation's direction.
- 11 *Equity* – fairness and order enhance employee commitment.
- 12 *Stability and tenure of personnel* - promote employee loyalty and longevity.
- 13 *Initiative* – encourage employees to act on their own in support of the organisation's direction.
- 14 *Esprit de corps* – promote a unity of interests between employees and management.

- **Human Relations (Mayo/Maslow)**

Main thrust is how psychological and social processes interact with the work situation to influence performance. Very influenced by the results of the Hawthorne studies.

In 1943 Maslow wrote a paper entitled 'A Theory of Human Motivation', within which he put forward what has become the most widely accepted theory on the subject. He maintained the process of satisfying human needs is continuous: as soon as one need is satisfied another one takes its place. This implies that needs from a hierarchy of importance and when one need is satisfied it no longer acts as a sustained, effective motivator.

Maslow subdivided needs into the following groups which are in ascending order of importance, commencing at the lowest level:



The above is known as a Hierarchy of Needs.

Very simply this theory says that a happy worker is a productive worker and stressed employee welfare, motivation and communication.

THE HAWTHORNE STUDIES – ELLEN MAYO

In 1924 the Western Electric Company near Chicago decided to call in Elton Mayo, a professor at Harvard University, to study human behaviour. The company had already installed the systems of Taylor and Gilbreth, but the results were below expectations. Apparently productivity depended upon other factors that remained unknown.

The investigation was designed to test the effect of various factors on productivity by altering working conditions. Two equal-sized groups (A and B) of female operatives were formed and studied by Elton Mayo and his colleagues over a number of years. Lighting intensity was increased with group A and, as expected, output increased in sympathy. For no apparent reason, group B also increased its output, although the lighting was unchanged. The lighting was returned to its original intensity in group A and output increased further instead of falling back in sympathy.

In view of this unusual result, a whole series of experiments were conducted over a period of five years. Two voluntary female groups were formed and observed by the research workers who worked closely with the operations. All changes, which were made regularly every few weeks, were communicated to the operatives who had the opportunity of commenting, asking for additional information, seeking advice, and airing any grievances.

This particular series of investigations was carried out in the relay assembly test room at the Hawthorne plant. Communication was ideal as information was allowed to flow freely in both directions. The supervisor had frequent conferences with the women, their views were requested and in some cases they were allowed to veto a proposal. The women had complete freedom to voice their thoughts and to decide their own working conditions.

A happy working group developed. The women worked freely and confidently with very little anxiety. A supervisory relationship was established which allowed them to feel a new sense of responsibility for their work. On the social side they seemed glad to be together in outside activities and enjoyed themselves through a sense of group solidarity which reflected itself in both the social and work environment.

The studies provided evidence to prove that factors other than pay and working conditions have a significant effect on output. This was the first major study of people at work or in human relations raised important questions and many lessons were learned.

Organisational behaviour (McGregor, Argyris, Likert)

Organisational behaviour emphasised the development of the organisation's human resources to achieve individual and organisational goals.

- Douglas McGregor's Theory X and Theory Y. According to McGregor, Theory X managers assume workers are lazy and irresponsible and require constant supervision and external motivation to achieve organisational goals. Theory Y managers assume employees want to work and can direct and control

themselves. McGregor advocated a Theory Y perspective suggesting that managers who encourage participation and allow opportunities for individual challenge and initiative would achieve superior performance.

- Chris Argyris recommended greater autonomy and enriched jobs for workers.

HOW TO MOTIVATE STAFF

Staff motivation is an important part of the role of any manager and various writers have identified important factors in motivating employees. Some of these are set out below

Be motivated yourself:

- Genuine enthusiasm and commitment is contagious. When you're having difficulty motivating other people, check that the real problem is not your own lack of motivation. If you don't want to do something, why should anyone else?

Each to their own:

- People are motivated by different things. Interestingly, money is rarely the sole motivator. In fact, giving people money that they haven't earned is the quickest possible way of making them think they have some fundamental right to more money. It then becomes almost impossible to motivate them.

Give them a challenge:

- People are motivated by a challenge – first for the struggle, and second for the achievement. It is important that a challenge has both elements. No-one wants all struggle and no achievement – or vice versa. In business, this means setting targets that are steep but attainable through real commitment.

Treat them with respect:

- A human being's fundamental emotional requirements are love, attention and respect. Demonstrating to people that you like them, are interested in them and value their time, thinking and efforts is the bedrock of motivation. Once you have established these, you can motivate people to do almost anything.

Listen to them:

- In the office, the shortcut to giving people love, attention and respect is to listen to them. There is no point in always having your door open if your mouth is always open too. Shut up and listen to what other people have to say. Listening is a faster way of getting people to do something than telling them to do it.

Help them learn:

- People like learning to do new things and will generally volunteer for new experiences if they think there is something valuable to be learnt. Creating an environment where people can learn as much as they can handle is hugely motivating. Conversely, boredom is a real and dangerous enemy to a motivated workforce.

Welcome difficulty:

- More people want an interesting life rather than an easy one. Solving complex and difficult problems is intensely stimulating for many people. That doesn't mean you have to make your business deliberately complex and difficult, but it does mean you should acknowledge difficulties and encourage people to view them as a chance to do things differently and learn something new in the process.

Encourage teamwork:

- People need to be loyal to the organisation and proud to belong to it. In most roles, they need to be able to cooperate with others in order to get the job done. Managers should make sure they resolve conflicts quickly and foster co-operation between individuals.

Be clear:

- People rarely give their best when they are not sure what they are expected to do. It is important to make sure that employees know exactly what is expected of them and how they can contribute to the organisation's goals. Policies, procedures and lines of authority should also be clear.

Provide job satisfaction by:

- Having well designed jobs
 - ◇ Form a coherent whole
 - ◇ Make a significant contribution to the completion of the product or service
 - ◇ Provide variety of pace, method, location and skills
 - ◇ provide feedback of an employee's performance
 - ◇ Allow for some control in the timing, sequence and pace of work efforts
 - ◇ Include some responsibility of outcomes
 - ◇ Provide opportunities for learning and problem solving (within the individual's competence)
 - ◇ Be seen as leading towards some sort of desirable future
- Using job enrichment and job rotation

Recognition:

- The most important part of reward and recognition is the recognition. A very public thank you is worth more in motivational terms than a very private cheque. Similarly, not thanking someone for their contribution can do more damage than action criticism. Sharing credit is the fastest way to build credit.

Raise the bar:

- Work, like life, is one thing after another. The trick to both is to make sure you're not doing the same thing over and over again. Demonstrating to people that they are constantly learning and developing is a great way of keeping them engaged and also of keeping them in the business. This requires setting new, more interesting and more difficult challenges. Fortunately, there's no shortage of these in any organisation.

GETTING IT WRONG

LOW STAFF MOTIVATION IS OFTEN FOUND WHERE ONE OR MORE OF THE FOLLOWING ARE FOUND:

Low Productivity

Low productivity can be the result of one or more of the following:

- Believing other employees in other departments have an easier life.
- Decisions seeming wrong or unnecessary.
- Lack of standards, or standards which don't suit the situation
- Little opportunity for personal development
- Lack of opportunity to make decisions affecting work
- Too many Chiefs and not enough Indians
- Unnecessary paperwork

Poor organisational design:

- Staff are not sure who their boss is and vice versa
- Managers cherry-pick what work they want to do
- There is no logic to the structure
- Poor or non-existent liaison arrangements between different parts of the organisation

Poor Delegation:

- Managers either don't delegate or delegate the wrong things
- Staff are poorly briefed about what is expected so often 'get it wrong'
- Staff are not given sufficient time or resources
- There is no feedback or any word of thanks

Poor Communication

- Essential information always seems to be missing in emergencies
- Conflicting reports arrive from various parts of the organisation
- There is an overactive and unreliable grapevine
- Information received is often incomplete and inaccurate

Excessive Conflict

- Employees behave in an aggressive manner beyond normal expectations
- There are conflicting goals that are not aligned with objectives
- Back stabbing and blame and accepted way to deal with situation
- Managers are seen to be working *against* each other

Poor Co-ordination

- There is a lack of teamwork
- Individuals are working in isolation or out of step with each other
- No opportunities for staff to meet and discuss problems
- Managers reluctant to discuss problems
- The organisation seems to operate like a 'headless chicken'

Weak Control

- No clearly defined work programmes and directives
- Everyone is at cross-purposes – there are no well-defined priorities

Poor Delegation

- Managers and supervisors suffering from work overload
- There seems to be no time for solving problems and analysing the causes

Why is job satisfaction important and how can it be maintained and developed?

Discuss the importance of teamwork to the smooth running of an organisation?

DEALING WITH DIFFICULT PEOPLE

Despite all the theories about leadership, management and motivation it's important to remember that:

- People cannot be controlled or treated like physical elements (chemicals, etc)
- Individual variations are extensive
- Behaviour differs according to the internal and external environment

Problem Employees

- Blame other people and things for their mistakes
- Back-stab, ridicule and gossip
- Are whiny and moody
- Won't take responsibility
- Get angry quickly
- Do as little as possible to get by
- Get defensive when you offer a suggestion
- Continually bicker with each other
- Break the rules
- Verbally attack when pushed into a corner
- Ring in sick, arrive late, wander in long after their lunch break is over
- Slam doors, roll their eyes and kick waste-paper baskets

During Work there are some things which supervisors can do to retain their sanity:

- Demonstrate that you do not feel intimidated by their behaviour
- To avoid angry scenes, always stand back from any situation and deliberately pause before speaking. Direct confrontations never seem to succeed

- Do not be enticed into arguments that serve no purpose. In other words, do not allow others to induce stressful situations.

Conflict Management.

As well as dealing with difficult people, managers and team leaders can also find themselves having to deal with conflict. Conflict is defined as any workplace disagreement that disrupts the flow of work.

Given the multitude of personality types present in any workplace, and the range of internal and external pressures that exist, it is no surprise that conflict exists.

When conflict isn't dealt with it festers, it creates bad feelings, it escalates, it gets blown out of proportion, it creates gossip and rumour. When conflict isn't dealt with it takes on a life of its own. The way it is handled by Managers and Team Leaders can have an important effect. If it is handled well then the problem is solved. If it is handled badly, then it can have a negative effect on working relationships for a long time.

Signs of conflict

- Negativity and Arguing.
- Incessant Gossiping and Backstabbing
- Direct Personality Clashes.
- Workplace Disputes & Interpersonal Conflicts.
- Bullying and harassment.
- Disrespect for the team and for customers and service users
- Misunderstandings and miscommunication
- Lack of professionalism
- Lack of accountability
- Unaccountable and Excessive Absenteeism.
- Racism, Bias and Prejudice.
- Reduced Motivation.
- Fewer people volunteer to take on new tasks
- Poor employee input at team meetings or briefings
- People start to making derogatory remarks towards each other
- Reduction in productivity.
- Sickness absence increases

Causes of Conflict

- Personality clashes/warring egos
- Stress
- Heavy workloads/inadequate resources
- Poor leadership
- Lack of honesty and openness
- Poor line management
- Lack of role clarity
- Lack of clarity about accountability
- Clash of values

- Poor selection/pairing of teams
- Poor performance management
- Bullying/harassment
- Perceived discrimination

Poorly managed conflicts have a cost attached to them:

- Potential for losing customers and good employees.
- Valuable time having to be spent resolving issues instead of ensuring that goals and targets are met.
- Conflict kills creativity and innovation.
- Having to work in a toxic atmosphere can lead to demotivation and stress
- Not surprisingly, conflict reduces team effort

What can managers do to address conflict at work?

- Don't ignore the signs; the more quickly it is dealt with the more quickly it is resolved.
- If helpful, use policies and procedures such as the grievance procedure.
- Clearly set out expected standards of behaviour and be a role model
- Never involve yourself in Whining or Gossiping.
- Make sure that you communicate with staff on regular basis. As a manager you are more likely to be able to interpret the behaviour of your employees if you have regular channels for open communication and consultation.
- By listening to the views of your employees at an early stage – before issues become potential problems – you can gauge future reaction to proposed changes.
- Try to create a climate of openness and trust .If an employee feels able to approach you at an early stage, then problems can often be nipped in the bud before they become formal grievances.
- Always explain the relative importance of organisational priorities.
- Share your thinking and rationale with your teams at every opportunity
- Provide a strong model of being a good internal partner.
- Be aware the 'crunch points' around which heated feelings gather in their teams and organisations

- Sometimes a problem may be split into several small problems that are easier to solve.
- Try to improve time management techniques so that staff feel less stressed.
- Analyse obvious stressful events and attempt to rearrange, reduce or eliminate the causes
- Remember the priorities and so avoid crises
- Accept the inevitable parts of the job that cannot be changed, but change those parts that are flexible and may be causing problems.
- Areas of uncertainty tend to increase stress, so concentrate on investigating these areas to avoid or reduce them.
- Try to be optimistic and confident; try. These attitudes lower stress and people appreciate them.
- Recognise that one size does not fit all. Different circumstances warrant different approaches
- Remember that every conflict presents an opportunity for positive change

ENCOURAGING CREATIVITY AND NEW IDEAS

One way in which organisations can be prepared for what the future holds is to develop a workplace in which staff can come forward with ideas to improve.

Everybody is capable of having a good idea, and first line managers have an important role in encouraging their time members to put forward suggestions

Organisations which are good at encouraging employees tend to be those where there is.

- An acceptance and embracing of change.
- A commitment to continuous improvement.
- A trained workforce which has responsibility for making decisions.
- Time for staff to think about their work and discusses new ideas with staff.
- Has a no blame culture.

In organisations which are poor at encouraging new ideas, some of the phrases below are likely to be used whenever someone comes up with a new idea.

- ❖ We tried that before.
- ❖ Sounds like it will cost too much.
 - ❖ We are too busy to do that.
 - ❖ We don't have the time.
 - ❖ It's too radical a change.
- ❖ It's against the rules/policies/procedures
 - ❖ The union will object
 - ❖ Its not realistic
 - ❖ That's not our problem.
 - ❖ I don't like the idea.
- ❖ I'm not saying you're wrong but...
- ❖ You're two years ahead of your time.
 - ❖ Now's not the right time.
 - ❖ Doesn't sound very practical
 - ❖ It needs more thought
 - ❖ Not that again.
- ❖ Where'd you dig that one up?
- ❖ We did alright without it before.
 - ❖ It's never been tried.
- ❖ Let's put that one on the back burner for now.
 - ❖ Can't teach an old dog new tricks.
 - ❖ It won't work here
 - ❖ I don't see the connection.
 - ❖ Let's all sleep on it.
 - ❖ It can't be done.
 - ❖ It's too much trouble to change.
 - ❖ It won't pay for itself.
 - ❖ It's impossible.
 - ❖ We've always done it this way.

WORKING IN PARTNERSHIP

To be successful Fire and Rescue Services have to ensure that staff from different parts of the organisation can work effectively together in internal partnerships and that where needed, staff can work effectively with staff from other organisations—much Community Safety work involves different types of public sector organisation working together to tackle common problems. Major civil emergencies also require good cooperation between different agencies.

If successful, partnerships, be they internal or external partnerships can;

Respond to complex situations which require the skills and resources of more than one organisation e.g., major disasters

Can help Fire and Rescue Services, work to tackle difficult social issues.

Build on the strengths of organisations allowing them to pool resources, avoid duplication, and maximise impact.

Help to save money.
Fill service gaps and increase access to services for under-served groups.
Provide opportunities to look at problems in different ways.
Help meet Government targets.
Attract new resources and use them efficiently.

What are the Barriers to Effective Partnership Working?

Research has shown that there are a number of reasons why some partnerships have not been successful, they include:

Previous failed attempts.
Different organisational cultures.
Varying expectations of partners.
Lack of senior commitment.
Poor information exchange within and outside the partnership.

Creating a Successful Partnership

The steps involved in setting up a partnership are similar to those involved at the beginning of any new project or activity. Unfortunately many partnerships in their hurry for impact and results ignore the importance of establishing the right environment for the partners to work well together.

This process involves regular communication, creating a culture of trust and respect, and encouraging the active participation of all the partners. In the early stages it is usually better to start with some smaller achievable tasks until the partnership matures.

:

Quick Start Up Checklist

The following list of points should be considered when setting up a partnership

Agree a shared, clear vision that defines the purpose of the partnership.
Create opportunities for partners to get to know each other.
Define the roles and responsibilities of each partner.
Set up a structure for communication within and outside the partnership.
Obtain the appropriate level of support and commitment from each partner.
Establish a clear decision making structure
Determine what resources each partner has available for the partnership.
Define some clear tasks which have tangible outcomes.
Design a monitoring plan.

CONTINUOUS PROFESSIONAL DEVELOPMENT

Being a Manager or Team Leaders is an important role, which needs knowledge skills and abilities. It is therefore important to remember that the concept of continuous professional development, which is part and parcel of being a professional.

- Professionals understand and accept the need for a lifetime of learning
- CIPD process involves identifying present knowledge, skill and abilities and strengths and weaknesses
- Being a professional carries a responsibilities for being up to date, and a capability for sound judgement
- Having accepted responsibility of learning, the next step is to manage that responsibility
- Individuals first need to do some analysis, thinking about what they want to achieve. They need to determine whether they are undertaking CPD for advancement, or to keep themselves up to date. They need to consider the needs of their employers, or prospective employers, and identify any know developments with which they need to be familiar.
- The best development will be derived from a properly structured personal development plan, designed for the individual.
- Plan could include:
 - ◇ Courses leading to formal qualifications, including distance learning
 - ◇ The Integrated Personal Development System
 - ◇ Preparing articles on relevant subjects for publication
 - ◇ Attending relevant seminars or conferences, including those organised by local branches of the Institution.
 - ◇ Lecturing
 - ◇ Reading professional journals and books
 - ◇ Attending meetings of technical committees or working party meetings of a professional nature, i.e. National Standards, Governmental advisory work, or representing a relevant institution.
 - ◇ Organised visits to sites or buildings which demonstrate or illustrate fire engineering processes or protection systems.

- ◇ Observation and analysis of events in the course of work and reflection on their significance (although it is difficult to ascribe a time to such activity)

EXAM QUESTIONS – HINTS ON ANSWERING

EXPLAIN WHAT A JOB DESCRIPTION IS, HOW IT IS DRAWN UP, AND THE WAYS IT CAN BE USED WITHIN AN ORGANISATION.

- What a job description is
- How a job description is drawn up
- Ways of job description can be used

THERE ARE FIVE COMMON FORMS OF ORGANISATION STRUCTURE DESCRIBE EACH IN DETAIL

- Geographically based structure
- Produce based structure
- Functional based structure
- Divisional structure
- Matrix structure

WHAT FACTORS WOULD YOU TAKE INTO ACCOUNT IN DEVELOPING A TRAINING PROGRAMME FOR A GROUP OF STAFF?

- Why training is important for all types of staff in an organisation
- In developing an actual training programme the factors that should be taken into account and why

WHY IS JOB SATISFACTION IMPORTANT AND HOW CAN IT BE MAINTAINED AND DEVELOPED?

- Define what job satisfaction is i.e. perception of the job by the job holder
- Why job satisfaction is important
- Maintaining and developing job satisfaction

DESCRIBE HOW LEADERSHIP SKILLS CAN BE USED TO INTRODUCE CHANGES WITHIN AN ORGANISATION

- Why change is necessary
- Causes to resistance
- Leadership skills an effective leader seriously affects the ability of the organisation to perform and can use skills to make change less threatening and therefore weaken resistance.

DISCUSS THE INFORMATION REQUIRED BY MANAGERS BEFORE IMPORTANT STRATEGIC DECISIONS ARE MADE

- Strategic Planning involves making decisions about an organisations long term future, its goals and actions
- If a manager is in a position in which there is no strategic plan in place then one of the first tasks will be to identify.
- If the above analysis has already been done then strategic decisions can be made against the background of a strategic plan. The strategic plan will have defined where the organisation is going, the resources it needs to get there and the levels of performance required to achieve business goals and the manager will take into account that:

DISCUSS THE IMPORTANCE OF TEAMWORK TO THE SMOOTH RUNNING OF AN ORGANISATION.

- Organisation management is largely about making the best use of people.
- The quality of teamwork has an important influence on the smooth running of an organisation.
- The tendency for organisations to become flatter as layers of management or supervision are stripped out creates the need for better teamwork.
- The main resource of many organisations is its people and being part of an effective team can increase job satisfaction resulting in greater motivation and a better contribution to the operation of the organisation.
- The joint efforts of a team can be greater than the combined efforts of individual employees (synergy – the whole being greater than the sum of the parts).

THE STRATEGY OF AN ORGANISATION IS A HIGH LEVEL VISION, WHAT METHODS CAN AN ORGANISATION USE TO TURN THE STRATEGY INTO A WORK PLAN WHICH ACHIEVES RESULT AND ENABLES ALL EMPLOYEES TO CONTRIBUTE?

- The strategy of an organisation can be used as the basis for developing a business plan for the organisation.
- Business plans can be used to identify the objectives of each Department.
- Departmental Plans are used to develop Unit Plans.
- What Departmental and Unit level plans will also identify
- The successful implementation of plans is very dependent on the quality of leadership.

IDENTIFY YOUR ORGANISATION'S INTERNAL AND EXTERNAL CUSTOMERS AND DESCRIBE HOW VARIOUS QUALITY SYSTEMS CAN AID CUSTOMER SATISFACTION

- Every organisation has both internal and external customers.
- Effect of colleagues on final service to customers.
- External customer needs to continue to be met and an organisation can stay in business.
- The purpose of quality systems is to ensure that customer requirements are met.
- How quality systems ensure above.
- A clear definition of quality enables an organisation to:
 - ◇ Reduce operation costs and price to customers.
 - ◇ Improve its Public Image
 - ◇ Satisfy Customers

BIBLIOGRAPHY

A Handbook of Human Resource Management Practice Particularly the Sections on; Organisational Behaviour Performance Management Human Resource Development Involvement and Participation Communication Health and Safety	Michael Armstrong Published by Kogan Pope
The John Adair Handbook of Management and Leadership	Published by Thorogood 2005
Fire and Rescue Service National Strategy 2008-2011 (Grad Paper 6)	Published by the Department of Communities and Local Government
Fire and Rescue Service Equality and Diversity Strategy 2008-2018 (Grad Paper 6)	Published by the Department of Communities and Local Government
Fire Risk Management	Published by the FPA
IFE Website, particularly the information on CPD	
Delivering Safer Communities. A Guide to Effective Partnership Working (Grad Paper 6)	Published by the Department of Communities and Local Government
Fire and Rescue Service, Partnership Working Toolkit for Local Area Agreements.(Grad Paper 6)	Published by the Department of Communities and Local Government
Equal Opportunities	Margaret Penton Published by IFE
An Introduction to Total Quality Management	Glenys Southworth Published by IFE
Other books which give more information are:	
Images of Organisations	Gareth Morgan Pushed by Sage 1997
Managing the Non Profit Organisation	Peter Drucker <i>Published by Butterworth 1990</i>
Guide to the Management Gurus	Carol Kennedy <i>Published by Century Books 1998</i>

Inside Organisations	Charles Handy <i>Published by Penguin 1999</i>
Understanding Organisations	Charles Handy <i>Published by Penguin 1999</i>
Managers Book of Checklists	Derek Rowntree <i>Published by Prentice Hall 2000</i>
Gurus for Government	Alan Fowler <i>Published by ICOSA Publishing Ltd 1997</i>