

HR Frame Notes

Do you believe that the Libraries most important asses is the people?
Or do you believe that the Library chews people up and spits them out?

Whatever you believe (#1 or #2) - will affect everything that you do at work.

The understanding of people and their symbiotic relationship with organizations;
Institutions need people's talent, effort and energy and people need intrinsic and extrinsic rewards. IF the fit is poor—both suffer. People need organizations and organizations need people

According to Wegmans:

"We set our goals to be the very best at serving the needs of our customers; Every action we take should be made with this in mind. We also believe that we can achieve our goal only if we fulfill the needs of our own people."

Michael Scott Clip:

The Office depicts the everyday lives of office employees in the [Scranton, Pennsylvania](#) branch of the fictional [Dunder Mifflin](#) Paper Company. Michael is almost inexplicably lacking in any skills, management or otherwise. The Co-manager once made a color graph of how Michael spends his time: 80% "distracting others," 19% "procrastination," and 1% "critical thinking", and added that he inflated the "critical thinking" percentage so people could actually see it on the graph. His laid-back approach more often results in lower than expected workplace productivity, particularly when Michael places his personal interests as a priority over work (such as his birthday, someone else's birthday, or his various seminars). To avoid being disciplined for his foolish actions, Michael often resorts to [scapegoating](#) employees to cover himself. Although his actions often lead to more problems for his employees, Michael believes that Scranton is "the cool, fun branch", and is genuinely upset when the top salesman from the Utica office trashes his team. Although his position as Regional Manager gives him broad decision-making authority on branch operations, he often places those responsibilities secondary to his desire to be friends with his employees. On the other hand, he also oversteps his authority by hosting events that Corporate disapproves of such as "[The Dundies](#)", and a "[Booze Cruise](#)"

Modern Times was written by Charlie Chaplin in 1936

Modern Times portrays Chaplin as a factory worker employed on an [assembly line](#). After being subjected to such indignities as being force-fed by a "modern" feeding machine and an accelerating assembly line where Chaplin screws nuts at an ever-increasing rate onto pieces of machinery, he suffers a mental breakdown that causes him to run amok, throwing the factory into chaos. Chaplin is sent to a hospital.

In 1799 there was a factory owner by the name of Robert Owen who treated his workers with a small amount of dignity and everyone though that he was completely nuts. Evolved from Mary

Parker Follet (1918) and Elton Mayo (30s & 40s) – questioned the century old deeply held assumption that workers had no rights beyond a paycheck; their duty was to work hard and to follow orders – They proved that this assumption was unfair and bad psychology

Needs? Quite controversial- it's difficult to identify what you need to have at any given time

Maslow's **hierarchy of needs** is a theory in [psychology](#), proposed by [Abraham Maslow](#) in his 1943 paper *A Theory of Human Motivation*

Bottom- literal requirements for human survival: food, sleep, water, ability to breathe

With their physical needs relatively satisfied, the individual's safety needs take precedence and dominate behavior.

Safety- security of body, employment, resources, morality, the family, health, property

Social needs- involve feelings of [belongingness](#). Friendship, intimacy, family. Humans need to feel a sense of belonging and acceptance, whether it comes from a large social group, such as clubs, office culture, religious groups, or small social connections (family members, close colleagues, confidants). They need to love and be loved by others

All humans have a need to be respected and to have [self-esteem](#) and self-respect.

Self Actualization- this desire as the desire to become more and more what one is, to become everything that one is capable of becoming

Not without a great deal of criticism for being ethnocentric, individualistic, human needs are non-hierarchical, and are [ontologically](#) universal

FIT

Is a function of 3 different things:

1. How well organizations respond to individual desires for useful work
2. How well a job enables employees to express their skills and sense of self
3. How well work fulfills an individual's financial and life style needs

Communication

People should believe that administrators and leaders are telling the truth. Administrators always have the big picture in mind because we have access to a lot more information

People get a message that you don't care or that it is not important

Empowerment

Provide workers with the resources and the space that they need to make the best of their talent and energy. Provide **RESOURCES** is anything you need to work successfully:

- Relevant information
- Money

- Training
- Staff support
- Organizational clearance

Finding a way to the goal line while ensuring that they know the rules

You can't leave people on their own. ROLES must be clear. EXPECTATIONS must be unambiguous; and the rewards must be appropriate.

TEAMWORK

Some organizations like Whole foods rely heavily on teams—lots of training

Support/Coaching –

Work to identify the skills and capabilities that other bring and enable them to develop and use those capacities to the best of their ability—REACH out spend time with them and understand their needs.

HIRING

1. Know what you want
2. Make sure you have a strong candidate pool
3. Assess the candidates very well
4. Get the right people, keep them, invest in them, empower them, promote diversity
5. Be aggressive and systematic about learning

Redesigning work

People need to see work as meaningful and worthwhile

People need to be able to use discretion and judgment so they can feel personally accountable for results

People need to receive feedback about their effort so that they can improve

Why is it difficult to have the needs of individuals and organizations aligned?

Globalization and the growth in size and power of modern institutions.