Managing People & Performance

Managing in context

Competitive advantage *(1)*

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Competitive advantage

Pfeffer, J (2005)

- Once achieved
  - enduring
  - difficult to duplicate
- takes time to achieve
  - lessen through
    - family ownership
    - employee ownership
- Promotion from within (includes the other points)
  - incentive to perform
  - sense of fairness & justice
  - people know business
- Wage Compression
  - can improve teamwork
  - higher overall performance
  - build less calculative nature
  - improve basis of satisfaction
- Symbolic Egalitarianism
  - Equality
  - work toward common goal
  - approachable
- Cross Utilization & Training
  - variety of jobs
  - work process transparent
    - easy to learn
  - see things to improve
  - multiple skills
    - people can do more
    - maintaining employment level
- Training & Skill development
  - let people deploy the skills
- Overarching Philosophy
  - coherent "whole"
  - It's hard to get somewhere if you don't know where you are going
- 1 Employment Security
  - enhances involvement
  - contributes to training
  - earn a return on the time
- 2 Selectivity in Recruiting
  - symbolic aspect
    - high expectations
    - joining "elite"
- 3 High wages
  - people work more diligently
  - raise overall profit
    - enhanced service
    - skill
    - innovation
  - lower staff turnover
- 4 Incentive pay
  - incude also quality etc.
  - identify with whole company
  - give people sense to perform
- 5 Employee ownership
  - 1. less conflict capital / labour
    - employees become shareholders
  - 2. put stocks in their hands
    - positive effetc on performance
- 6 Information sharing
  - people need to know whats going on
  - "the only people who're in the dark are the own employees" --> Robert Beck BA
- 7 Participation & Empowerment
  - satisfaction
  - productivity
  - Low level people involved to enhance performance
- 8 Self-Managed Teams
  - peer monitoring
  - expectations of coworkers
  - works sometimes too well
    - people push them too hard
- Measurement
  - 1. Feedback
  - 2. what is measured will be noticed