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ESSAY

MANAGING PEOPLE

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INTRODUCTION

A manager's most important, and most difficult, job is to manage people. You must lead, motivate, inspire, and encourage them. Sometimes you will have to hire, fire, discipline or evaluate employees. These articles and links will help you find the best ways to handle these people management issues.

One way or another, business is all about Managing People. True, leadership is another part of it, but one way or another, you're going to have to be great with people in your business or organisation to be a success.

1 MANAGING PEOPLE

The effective management of people in an organization requires an understanding of motivation, job design, reward systems, and group influence.¹

Behavior Modification

Operant conditioning is the learning that takes place when the learner recognizes the connection between a behavior and its consequences.

- Positive reinforcement vs. punishment: rewarding desired behavior vs. punishing undesired behavior.
- Negative reinforcement: removing negative consequences from workers who perform the desired behavior.
- Extinction: removing whatever is currently reinforcing the undesirable behavior.
- Reinforcement schedules: variable, erratic reinforcement schemes are more effective than steady reinforcement schedules.
- Classical conditioning: if one gets sick after eating tacos, from that point forward one may get sick from the smell of tacos. People are genetically hard-wired to make certain associations. For example, sickness is associated with food.

The expectancy theory of motivation models motivational force as the product of three factors perceived by the individual. There is research evidence to support the theory, and it has become relatively widely accepted.²

Cognitive dissonance is the state of conflict that one faces when one's attitudes are contradicted by the situation that one is experiencing. In this situation, people often rationalize anything that is inconsistent in their minds. For example, one may come to love the things for

¹ <http://www.staufen.ag/pl/news/rekomendowana-literatura.html>

² Vocational Business: Training, Developing and Motivating People by Richard Barrett - Business & Economics - 2003. - Page 51

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