Chapter 12

Communications And Presentations

Guidance Note For Students

The activities that follow are designed to be used with *An Introduction to HRM: An Integrated Approach*. Read chapter twelve, which provides both the answers in easy to follow sections and guidance on other areas of the book that can help you with your studies.

Learning Outcomes

After reading and completing the activities in this chapter you should be able to:

1. **Understand the role of the human resources specialist has in marketing HR initiatives within organisations.**
2. **Write effective business communications.**
3. **Organise and manage more productive meetings.**
4. **Apply the REACT system to facilitating meetings.**
5. **Conduct an effective business presentation. (individual or group activity)**
6. **Recognise the importance of interpersonal communications in organisational performance.**
7. **Design an effective HR presentation.**
8. **Critically reflect upon your interpersonal skills in managing and working with in teams.**

Can You Tell Me All The Answers Please?

In common with the vast majority of students, you want to do really well in your study programme. There are grades to attain and employers to impress…

You may like to believe that there are perfect answers that can give you perfect grades. Indeed, if this were an elementary mathematics handbook you would be correct. However, with people simple sums do not always produce neat solutions.

So, can I reassure you that I do not have all the answers to everything, and neither does anyone else! What I would encourage you to do is engage in discussions with your fellow students, read different writers ideas and listen to your lecturers. Your lecturers have invested many hours, years in doing what you are setting out to do so they are excellent guides to help you succeed. Learn to think for yourself and integrate ideas across disciplines and subject areas. Think outside the boxes.

Guidance Note For Students

Expect the unexpected in this activity! Try to make notes about how different people play the game. For example some may focus on negotiating, whilst others may be more competitive. It is very interesting to review how people react to this activity. The negotiation slots can provide value opportunities to understand the other teams' strategies. Enjoy!

Group Activity: **Working Together**

The aim of the game is simple. Your team should achieve a positive score. At least two teams are required and a chairperson to collate the scores. There

are ten rounds to the game and time is provided for the team's to consider their actions and responses. Teams can consist of two or more people.

Scoring

If both teams deploy a red or green they will achieve two points each, but if one deploys a red and the other a green then neither team score any points. The team, which uses a blue, causes the other team to lose two points, but does not score any points.

During the final three stages (8,9, 10) of the game the teams can deploy a yellow, which can gain both teams ten points, providing both teams deploy a yellow at the same time. If one team deploys a yellow and the other deploys any other colour then the team, which deployed the yellow, loses five points.

Red, Red = 2 points each team

Green, Green = 2 points each team

Green, Red = 0 points each team

Blue, Red = Red –2 points

Blue, Green = Green –2 points

Yellow, Yellow = 10 points each team (Yellow can only be deployed in rounds 8, 9, 10.)

Yellow, Green = Yellow – 5 points

Yellow, Red = Yellow – 5 points

Yellow, Blue = Yellow – 5 points

Meetings

Either team can request a meeting with a representative or all members of the other team after stages 3, 6 and 8. Teams may accept or decline an invitation to discussions.

Scorecard

Green Team   **Red Team**

1.

2.

3.

Possible team meetings

1.

2.

3.

Possible team meetings

1.

2.

Possible team meetings

1.

2.

Results discussion: please refer to the notes below _after_ the exercise has been completed.

<u>Discussion plan</u>

Win Win

In a win, win relationship both teams have achieved a positive score. The members have successfully worked with both their own colleagues and gained the trust and cooperation of the other team. This can be likened to an organisation where different groups of people are able to co-operate for the common success of all. Given that resources can be limited, competing ambitions and human nature, this is by no means a foregone conclusion. The teams should discuss what led them to make the decisions at each stage and how and why they felt able to trust each other.

Win Lose

In this outcome one team has gained more points than the other. The two groups should therefore discuss why they think this came about including matters such as trust, cooperation, and the issues, which might arise when members are involved in future projects. Although one team has achieved the

objective of a positive score the other team has failed. To place this in an organisational context it would be rather like the finance section meeting its targets by cutting the training and development budget: the organisation's short term outgoings have been reduced but future performance has been put in jeopardy. Hence 'win, lose'.

Lose Lose

In this scenario both teams have not been able to attain a positive score. It is therefore worth reflecting upon what happened during team discussions and how a successful outcome might have been achieved. Placed into an organisational context this would be true of situations where problems in employee relations hinder performance, for example arguments between management and employee representatives or team members.

Did you/ your team work on the basis of you, we, I, or did you/ the team place self before others? (for guidance re-read the You we 1 sections of chapter 12).

Guidance Note For Students

If you feel nervous about participating in presentations re-read the presentation preparation sections in chapter 12. It really can help you to present more effectively and thereby build your confidence.

(The information in presentation design is in this accompanying chapter 12.)

Practicing HRM: Prepare A Presentation

You/ your team are invited to design a twenty-minute presentation, including a short question and answer session. The topics can be selected from the following questions, which are based on the chapters in this book. Select a topic you/ your team are interested in and re-read the relevant chapter/chapters for guidance.

1. Can integrated HR be described as a paradigm shift in HR, or is it more an evolution of pervious models?

2. Why is the organisational context important to HR planning?

3. Why do teams work? How do teams fail?

4. Why do psychological contracts matter?

5. Can Life and work be balanced in modern organisations? Discuss.

6. Does the right person always get the job? Discuss linking selection to AKS.

7. Appraisals. Evaluate how they can be made more motivational

8. Can investing in employee development make a difference to organisational performance? Discuss.

9. Different people have different requirements. How can HR help to address the opportunities/ challenges of a diversified workforce?

10. Rewards: Is it just about money? Discuss.

11. Evaluate the value of doing HR research before attempting to offer changes in policies and practices in either a for-profit or not-for-profit organisation.

12. Why is the ability to market the HR function particularly relevant to modern integrated HR approaches?

13. Should organisational ethics is be part of the HR portfolio? Discuss.

14. If HR is situation specific, how does this influence the design of policy for international organisations?

Exercise: Assessing Presentations: Grading Framework

Evaluate your own team/ seminar groups' presentation using the table below.

GROUP NAMES:	0%	20%	30%	40%	50%	60%	70%	80%	100%	total
PRESENTATIONAL QUALITY **Appropriate professional delivery. Management of allocated time available. Verbal and visual effectiveness. Effective use of video/ voice/ music recording, exhibition and display/ supporting materials**										**50 %**
STRUCTURE/ CONTENT **Clarity of objectives and structure, quality, sourcing, accuracy. Content. Appropriate methodological rigour.**										**30 %**
INTERACTIVE QUALITY **Role-plays. Dramatised performances. Leading question and answer sessions.**										**20 %**
Totals:										

EXAMINER OBSERVATIONS

First Marker: **Second Marker:**

Chapter Summary

The modern HR professional should be able to present the HR function effectively in both written HR reports and presentations. Within a competitive resources environment HR people need to be able to communicate proposed strategies to management colleagues. You should now also be able to organise and manage more productive meetings. Remember, it is more helpful to your personal development to practice newly acquired knowledge and skills within the safety of the seminar room,

rather than the board room where your reputation and that of the HR team could be at stake. It is therefore helpful to be more effective in management meetings by practicing the REACT model and placing the needs of other people high on your planning aims.

By designing and presenting a response to an HR question you should also have gained confidence, knowledge and skills in presenting HR issues to other people. The activities in this chapter are designed to encourage team participation and also to provide you will an opportunity to reflect upon your interpersonal skills in managing and working with others. Try to enjoy presenting, it can relax you and the people you are working with.

Guidance Note For Students

The references are a useful guide to seek out other sources for background reading and ideas for your course work. Universities and colleges expect you to read more than just the set text. Although HRM An Integrated Approach provides a complete course for you, it is important to recognise that there are many other opinions, ideas on HR and management in general. In your assignments and activities you will be expected to refer to a range of literature. Go to you Learning Resources Centre and read/ view academic literature and expand your knowledge of HR and Management.

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Personal Notes On Chapter 12

Notes for seminars

Notes for revision/ reminders