People in Information Systems

Maslow

Physiological
Security
Belonging
Esteem
Actualise
Self
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Principles for staffing
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1. The principle of TOP TALENT

- Use better and fewer people.
- The bulk of productivity comes from a relatively small number of participants. Top 20% produce about 50% of output.
- Smaller group means improved communication, fewer meetings and less reviews.
The principle of JOB MATCHING

Fit staff skills to the tasks to be performed (authoring, screen design, graphics, tests, etc.).

Be aware of the Peter Principle - In a hierarchy everyone tends to rise to their own level of incompetence.

- Staff “advancing” into management positions don’t automatically achieve as well as they did at the lower level.
3 The principle of CAREER PROGRESSION (i)

ν An organisation does best in the long run by helping its staff to self actualise.
4 The principle of CAREER PROGRESSION (ii)

- a) The inverse of the Peter Principle
  - People rise to an organisational position in which they become irreplaceable and get stuck there forever.

- b) The Paul Principle
  - People rise to organisational positions in which their technical skills become obsolete within five years.
5 The principle of TEAM BALANCE

- Select staff who will complement and harmonise with each other.
  - ie, never confine a team to one specialist in of a specific skill, eg pilot, navigator, bomber
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6 The principle of PHASEOUT

✓ Keeping a misfit in a team benefits nobody.

✓ Check out
  – the first five principles
  – general motivation
  – training needs
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Games team members play

- “Alcoholic”
  - destructive behaviour but rescued by the manager.

- “Gotcha”
  - Overreacts to others mistakes to divert from their own shortcomings. (The best means of defence is attack & jealous of others skills)
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Games team members play

- “See what you made me do”
  - Interrupts criticism

- “Harried”
  - Unable to say no, takes on too many assignments and own work becomes inferior.
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Games team members play

- “Look how hard I tried” the martyr.

- “Yes but” continuously trying to undermine the project in hand.
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Games team members play

- "Yes but" strategy
  - lay low & rely on inertia and critical mass
  - exploit the teams lack of specialist knowledge

- "Yes but" countermeasure
  - ensure contract for change exists
  - seek out resistance and confront it
  - co-opt users early