

# MANAGING PEOPLE

## (Coaching New Employees)

### OVERVIEW

- **Reading:**  
*Teamwork and Success*
- **Language Work:**  
*Article (A/An)*
- **Skills:**  
*Socializing and Managing Employees*
- **Applied Writing:**  
*Six Concerns for Employees*



## Getting Ready

Before reading, discuss these questions.

1. What are the advantages of having routine employee training?

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2. Do companies which train and coach their employees perform better than those which don't? Why?

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3. What should company do before officially accepting the employees?

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## Word Power

Look at these short texts about “Personnel Training and Development”. Based on the description, decide what each statement is talking about. Choose the answers from the terms provided below.

*Action Learning*

*Modern Apprenticeship*

*Assertiveness Training*

*Carousel Learning*

*Online Learning*

*In-Tray Learning*

*Adventure Training*

*Team-Building*

*Experiential Learning*

*Off-the-Job Training*

- a. Our employees have to deal with a lot of difficult situations, and they often come in contact with people who can be difficult to work with and do business with. We train them to have more confidence in themselves so that they can deal effectively with any problems and difficulties they encounter.

## Assertiveness Training

- b. We believe that the best way of learning a skill is through practice. We don't waste time on courses and workshops. We show the employee his duties, give him an outline of how the company operates, and then we just say 'Get on with it, and good luck'. It's a remarkably effective method.
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- c. It's very important that our employees develop skills in leadership, problem solving, decision-making and interpersonal communication. The best way to achieve this is to get them involved in group games and physically demanding outdoor activities like sailing and climbing. These also help to build team spirit.
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- d. When we promote somebody to a management position, the first thing we do is to give them a lot of typical management paperwork and tell them to deal with it. We set them a time limit for this, and monitor them carefully to see how they get on. We then review their performance and show them where they went right or wrong.
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- e. Our company understands how important it is that our employees work well together in order for the company to be effective. Our training sessions are designed to instil co-operation and solidarity in a group of employees who have to work together.
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- f. It is our company policy to make sure that our employees know how all the jobs in the company work, not just their own. We find the best way of doing this is to move them from job to job and department to department. They meet colleagues who they might not normally meet, and learn about their jobs and how they operate.
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- g. I've been interested in photography since I was very young, so when I finished school I started learning how to be a photographer. I spend my week working with a professional, who teaches me about all the different aspects of photography. At the same time, I receive training in areas such as numeracy, problem-solving and interpersonal skills.
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- h. My company can't hold training workshops in the office because we don't have enough space, and of course while we are learning, we aren't actually making

money, so the company feels it wouldn't be making the best use of its employees. Instead, they send us to a college in the evening where we develop our skills and knowledge.

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i. We are a very forward-looking company and we use the most up-to-date methods, so of course all our training is delivered over the Internet or through our company intranet. This means that our trainees and employees can learn during their breaks, at home and even when they are on holiday.

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j. Our company trains its management staff by giving them a series of problem-solving activities. The managers from our office work together with those from other departments around the country to solve real or imaginary problems, and their findings are then applied to the overall successful running of the company.

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## Reading Passage

Get as much information as possible from the text.

### Text 1

## Teamwork and Success

*By: George Cole*



Norwich Union is one of the UK's leading financial services companies, dealing with life assurance, pensions, investments and insurance. When customers call Norwich Union Direct, their call may be handled by any one of four call centres. Each centre has 300 agents or, as Norwich Union Direct prefers to call them, tele-executives, and the business handles 20,000 calls a day.

Each call centre is similar in design, with open-plan offices senior

management do not have separate offices. The tele-executives work in small teams of around 8 to 12 people. Between each desk is a low screen, which provides some privacy, but without making employees feel isolated.

A team coach sits next to the employee during the first stages. 'There is a lot of hand-holding,' says Jackie Connolly, the company's customer services director. 'We try to encourage a mind-set which says that you're not just dealing with 60 accident claims a day, but with 60 different customers.'

There are regular meetings with team coaches and the team leader, and team games are organised to promote healthy competition. 'We're more interested in quality than quantity,'" says Mrs Connolly. 'We carry out a lot of customer research to ensure that we are servicing their needs.'

*Taken from: The Financial Times – Market Leader*

**A. What do these numbers from the article refer to?**

- a) 4
- b) 300
- c) 20,000
- d) 8 to 12
- e) 60

**B. Which of these statements is T for TRUE, F for FALSE according to the text?**

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|--|----------|----------|
| 1. If you have privacy, you cannot be seen and heard by other people.  | <b>T</b> | <b>F</b> |
| 2. If you feel isolated, you feel lonely, with no contact with other people.   | <b>T</b> | <b>F</b> |
| 3. There is a lot of hand-holding of new employees at Norwich Union Direct. This means that coaches and employees literally hold each other's hands. | <b>T</b> | <b>F</b> |
| 4. If you have a particular mind-set, you have a particular way of thinking about something.   | <b>T</b> | <b>F</b> |
| 5. If there is healthy competition between people, it damages them and makes them feel bad.  | <b>T</b> | <b>F</b> |
| 6. If customer needs are serviced, their needs are satisfied.  | <b>T</b> | <b>F</b> |

**C. How are new employees helped in your organizations? If you are studying, how are new students helped?**

## Text 2

# Disciplining Employees

*By: Martin Seidenfeld, Ph.D.*



A necessary task that managers usually dislike, but is an essential managerial function, has to do with disciplining an employee who violates company rules or policies.

The essential legal issues here have to do with making sure that the employee was well informed about the organization's rules and policies and was given fair warning about the negative consequences for unacceptable behavior.

You can make sure that employees understand and accept company rules by having every employee, when being hired, be given a copy of the company's rules and associated disciplinary policy for violation of those rules. He should then be made to sign a statement indicating that he read, understood, and accepted those rules.

To avoid complaints of wrongful termination, your company's discipline policy must be strictly adhered to. Most companies, nowadays, have a progressive discipline plan in operation. That plan should be fully stated in the company's Employee Manual. Such a program would involve several sequential, increasingly strong steps that would probably include an informal counseling meeting, an oral warning, a written warning, a period of suspension, a last-chance contract, and termination.

Of course, for specific, very serious breaches of rules, such as physical assault of another employee, or theft of company property, the sequence may be modified. The key is to make sure that the employee's rights are respected. That means that they know what behavior is acceptable and what is not, and they know the consequences that follow for acting

unacceptably. Following your progressive discipline procedures also gives the employee ample opportunity to change his behavior—so that you can avoid losing a potentially valuable employee.

The three areas of work involving possible legal problems have only been touched on here. It behooves you, as a manager, to study the legal ramifications of problems related to those areas carefully and thoroughly.

Of course, there are other areas that involve legal issues of which managers must also be aware, such as OSHA regulations regarding safe working conditions and the Americans with Disabilities Act (ADA), covering how people with various disabilities must be accommodated. But if you carefully follow all the rules regarding interviewing/hiring and disciplining properly, you'll go a long way toward avoiding the nightmare of your organization facing a devastating lawsuit.

*Taken from: alnmag.com*

**D. According to the text and your own understanding, answer these questions. Try to not copy the sentences in the text.**

1. Why disciplining employees is considered important for a manager?

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2. Besides explanation, what other ways can be used to inform employees about company rules?

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3. How many steps are mentioned related to ways of warning the employees? Please mention.

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4. Is it necessary to give employees chance to change their wrong behavior? Why?

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5. According to you, is it necessary to have *flexible rules*?

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**E. Find the synonyms of the words used in the text.**

1. Essential :
2. Avoid :
3. Consequence :
4. Opportunity :
5. Legal :

**Language Use**

## ARTICLES (A/AN)

Article "A/An" is called as *indefinite article*. It means that it shows a thing in general and unspecified.

1. A and *an* have exactly the same meaning. We use **a** in front of consonant sounds (e.g. A man, A year) and **an** in front of vowel sounds (e.g. An umbrella, An hour).
2. The plural of *a/an* is zero (Ø) when we refer to 'things in general'  
**A cat is a domestic animal → Ø Cats are Ø domestic animals**
3. The plural of *a/an* is **some** or **any** when we refer to quantity.  
**There's a sandwich – There are some sandwiches**
4. We use some words as adjectives or nouns when we want to describe people. When we use them as countable nouns, we always put *a/an* in front of them.
  - ◆ Nationality : **She's American** (Adj.) – **She's an American** (noun)
  - ◆ Religion : **She's Anglican** (Adj.) – **She's an Anglican** (noun)
5. We put *a/an* in front of *countable nouns*.  
**He's a doctor** (NOT *he's doctor*) – **It's a tree** (NOT *it's tree*)  
We can also use Adjective + Noun: **She's a good girl.**



**A. Write sentences using *He's ...*, *She's ...*, *It's ...* + noun for each of the following.**

1. What does he do? He *drives a taxi*.

*He's a taxi driver*

2. What's her religion? She's *a Catholic*.

\_\_\_\_\_

3. Where does he come from? He comes from *England*.

\_\_\_\_\_

4. What's that? (ant).

\_\_\_\_\_

5. What's that? (kind of insect)

\_\_\_\_\_

6. What political party does she belong to? She's *socialist*.

\_\_\_\_\_

7. What does he do? She *teaches* children.

\_\_\_\_\_

8. What does she do? (*architect*).

\_\_\_\_\_

9. What is it? (*sonnet by Shakespeare*).

\_\_\_\_\_

10. What is it? (*painting by Picasso*).

\_\_\_\_\_

**B. Put in *a*, *some*, *any*, or  $\emptyset$ .**

**AT YOUR SERVICE, SIR!**



*Longman English Grammar*

... $\emptyset$ ... robots are common in industry and perhaps they will soon be common in the home. \_\_\_\_\_ robot working in the home must be able to behave

like \_\_\_\_\_ human. You could ask it to make breakfast for you. "I'd like \_\_\_\_\_ pot of coffee, please and \_\_\_\_\_ boiled eggs." "How many, sir?" "Two please." You wouldn't have to worry about bringing friends home to dinner. "I've brought \_\_\_\_\_ friends for dinner," you would say, "Please prepare \_\_\_\_\_ meal for six." Your robot would be \_\_\_\_\_ cook, \_\_\_\_\_ servant and \_\_\_\_\_ cleaner, and perhaps it could even do the shopping. "We haven't got \_\_\_\_\_ tomatoes," you would say. "Be \_\_\_\_\_ good robot and get some from the supermarket." \_\_\_\_\_ robots would never need to sleep, and would never complain. But I wouldn't want them wandering round the house at night!

We use *a/an* to introduce a person or thing for the first time. This shows that the listener or reader does not know what we are referring to. After this first sentence, we use *the*. Understand the example below:

*I watched a car as it came up our road. The car stopped outside our house and a man got out. The man was carrying a case in his hand. With the case in his hand, the man looked like a salesman.*

**C. Supply *a/an* or *the* in the following text.**

During our journey we came to ...*a*... bridge. As we were crossing \_\_\_\_\_ bridge, we met \_\_\_\_\_ old man and spoke to him. \_\_\_\_\_ man refused to answer us at first. He could tell at a glance that we had escaped from \_\_\_\_\_ prisoner-of-war camp and he was afraid of getting into trouble. We weren't \_\_\_\_\_ first prisoners of war to have escaped from \_\_\_\_\_ camp. As soon as Jim produced \_\_\_\_\_ revolver, \_\_\_\_\_ man proved very willing to answer our questions. He told us exactly where we were and directed us to \_\_\_\_\_ farm where we might find food.

**D. Put in *a*, *the*, or *one* only where necessary.**

**HERE'S HEALTH!**

"I think that's all, Mrs. Grant," Dr. Grey said as she handed her ...*a*... list of prescriptions. \_\_\_\_\_ list was very long and Mrs. Grant almost fainted as she tried

to read it. She had \_\_\_\_\_ headache and \_\_\_\_\_ cold and felt as if she was getting \_\_\_\_\_ flu. On top of this, one of her children was in bed with \_\_\_\_\_ mumps. "I've prescribed some pills for \_\_\_\_\_ high blood pressure as well," Dr. Grey said. "How many do I have to take \_\_\_\_\_ pill \_\_\_\_\_ day?" "No. one pill with each meal. Three pills \_\_\_\_\_ day." Mrs. Grant thanked \_\_\_\_\_ doctor and walked out of her surgery with some difficulty. She staggered into the local chemist's and handed \_\_\_\_\_ long prescription list to Mr. Burt, \_\_\_\_\_ chemist. Mr. Burt greeted her cheerfully. "Good morning, Mrs. Grant," he said, glancing at \_\_\_\_\_ list. "What a list! I trust you're keeping well!"

**Speak Up!**

**SOCIALIZING & MANAGING EMPLOYEES**

**A. Socializing is an important part of good management among employees. When socializing for business in Indonesia, how important are the following?**

- 1. Being on time  
\_\_\_\_\_
- 2. The way people dress  
\_\_\_\_\_
- 3. What people are interested in, e.g. fashion, football, etc.  
\_\_\_\_\_
- 4. How you address people (first names or family names?)  
\_\_\_\_\_
- 5. Giving gifts  
\_\_\_\_\_
- 6. Shaking hands/hugging/bowing  
\_\_\_\_\_

## B. QUIZ

**How good are you at managing conflict? Answer the questions in this quiz. After answering all questions, find out your score and compare with a friend.**

- 1** You are in a meeting. People cannot agree with each other. Do you:
- a) do nothing?
  - b) intervene and propose something new?
  - c) take sides with those you like?
  - d) suggest a 10-minute break?
- 2** Your 2 closest friends have an argument and stop speaking to each other. Do you:
- a) behave as though nothing has happened?
  - b) bring them together to discuss the problem?
  - c) take the side of one and stop speaking to the other?
  - d) talk to each one separately about the situation?
- 3** You see 2 strangers. One begins to hit the other. Do you:
- a) pretend to be an off-duty police officer and ask them what is going on?
  - b) call the police?
  - c) shout at them to stop?
  - d) walk away quickly?
- 4** Your neighbors are playing very loud music late at night. Do you:
- a) ask them to turn it down?
  - b) do nothing?
  - c) call the police?
  - d) play your own music as loudly as possible?
- 5** You are in the check-in queue at an airport. Somebody pushes in. Do you:
- a) ask them to go to the back of the queue?
  - b) say nothing?
  - c) complain loudly to everyone about people jumping queues?
  - d) report them to an airport official?
- 6** A colleague criticizes your work. Do you:
- a) consider carefully what they say?
  - b) ignore them?
  - c) get angry and criticize them?
  - d) smile, but wait for an opportunity to take revenge?

### Give yourself these marks.

- |   |      |      |      |      |
|---|------|------|------|------|
| 1 | a) 2 | b) 3 | c) 1 | d) 4 |
| 2 | a) 2 | b) 3 | c) 1 | d) 4 |
| 3 | a) 3 | b) 4 | c) 2 | d) 1 |
| 4 | a) 4 | b) 2 | c) 3 | d) 1 |
| 5 | a) 4 | b) 2 | c) 1 | d) 3 |
| 6 | a) 4 | b) 3 | c) 1 | d) 2 |

### Add up your score.

- 6–11 You need to improve your conflict-management skills.
- 12–17 You are quite good at conflict management in certain situations.
- 18–22 You are good at conflict management in most situations.
- 23–24 You are excellent at conflict management. You should be working for the United Nations.

**C. You already knew your score, didn't you? Does it match with what you think about yourself? Explain your answer.**

### SIX CONCERNS FOR EMPLOYEES

Reviewing to the previous section (Speaking) in Part A, you uttered the opinion about the importance of six concerns; **a)** being on time, **b)** the way people dress, **c)** people's interest, **d)** addressing people, **e)** giving gifts, and **f)** shaking hands/hugging/bowing. Before constructing paragraphs regarding those six, answer the following tasks.

**A. Why are the concerns considered crucial related to socialization?**

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**B. List the way to apply these concerns.**

1. How to be punctual (on time).
  - *Set the fixed time schedule for weekdays so that we can prepare in advance. Being in a hurry is not good.*
  - \_\_\_\_\_
2. How to wear a proper dress to work.  
\_\_\_\_\_  
\_\_\_\_\_
3. How to mingle with colleagues' interest.  
\_\_\_\_\_  
\_\_\_\_\_
4. How to address work colleagues.  
\_\_\_\_\_  
\_\_\_\_\_
5. How to greet work colleagues (either shaking hands, hugging, or bowing).  
\_\_\_\_\_  
\_\_\_\_\_

**C. Start to write your paragraph containing the information from A and B.**

\_\_\_\_\_ [Title]

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