

Hayek Global College

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Submitted on: 04 May 2021

Course: People Factor

This is a summary of HR related topics which can supposedly be applied to the electric vehicle manufacturer Lucid Motors, which is a company based in California, USA.

Key company competencies of Lucid Motors: innovative, luxurious, latest technologies, sharp

Individual competencies of employees who work at Lucid Motors:

- good technical skills and knowledge
- good customer service skills
- well networked and connected
- having knowledge of the market and being good salesmen
- convincing and persuasive
- having strategic thinking and being creative
- loving to create something new and being able to work in a team
- critical thinking and attention to details

Proposed generic selection techniques applied by Lucid Motors during hiring:

- Pre-job tests to grasp skills and knowledge
- In-person interview
- Tests to verify situational awareness and working in teams
- Open days and have group exercises to test teamwork
- Partnerships and dual study-programs with leading tech universities, but also with management universities and MBAs
- Role-playing exercises

Critical aspects within Lucid Motors and different teams working there that could impact performance, well-being and quality of life

It is important that employees feel comfortable at their workplace. They should have a feeling of accomplishment; therefore their work should be recognized and supported. It is also beneficial if they have a good work-life balance which allows them to recover and boost their well-being as well as level of energy. While working in teams, it is important that the

responsibilities are well defined and that there is support available in case anyone is stuck, confused or needs a hand. It goes without saying that bullying, either verbal or emotional, is a negative factor. The management of Lucid Motors should have a structure in place to regularly check on the well-being of their employees, and give them a chance to report bullying or harassment at work. Basically it is critical to create frameworks and open doors for the employees to make use of, in case they need external help to cope with stress or other emotional factors which might have an impact on their work.

Evaluation of individual and organizational needs of Lucid Motor's employees that are related to the critical aspects

On an individual level, each employee needs to be assured that he has some sort of support from HR or any other way available for him/her in case they need it. It is a good practice of the company goes an extra mile and reminds the employees about such frameworks, so this is known by everybody. It can be support from specialized associations and service providers on mental health, sports, alcoholism, depression, anxiety, fatigue etc. It can be also tips and good practices which can be marketed inside the company in various ways (information campaigns, self-study programs, e-learnings, workshops, a dedicated phone line etc).

On an organizational level, the companies will profit if their employees are well and fit, so they can perform their jobs and deliver results. Organizations are not interested in having absenteeism and therefore they should take care of preventing and avoiding a negative atmosphere at the workplace. It is pretty much in the hands of the companies to create a good work environment and establish rules for a good work-life balance, starting for establishing adequate working hours/shifts, maximum overtime regulations, sick leave regulations, access to HR for reporting inadequate unwelcomed behavior etc. It should also be one of the values in the company to have a positive working environment, so people would go to work with a light heart and without feeling depressed.

Proposed best practices at Lucid Motors in order to maintain performance, well-being and quality of life, considering individual and organizational needs

1. Do not encourage overtime work as accumulated fatigue will in the end have a negative effect on the performance on a long run.
2. Encourage taking small breaks from the computer, drinking water, having breaks to have lunch and eat.
3. Encourage exercising and maybe have a deal with some sport centers to give employees membership access.
4. Acknowledge and recognize the work of employees, this will motivate them.
5. Ask for feedback and have an open door so that employees can come to have a chat shall they need to.

6. Establish flat hierarchies where possible, so that employees won't be overwhelmed in their daily routines.
7. Empower your employees and give them responsibilities, this way they will feel positive about their work and will be motivated.
8. Establish clear boundaries in order to discourage bullying and harassment at work, with clear penalties and legal actions against it. Employees should be aware of the laws on this topic.
9. Give employees plenty of resources to take advantage of should they need help with mental health. There are plenty of initiatives from governments here and usually there is an association for every little problem one must have. Management should take care to provide information to their employees about such resources.
10. Check on the well-being of the employees by periodically asking if they are doing ok and offer support should they need to have it.
11. To discourage absenteeism establish clear rules about payment in case one is absent from work.
12. For working moms allow flexible working timings to help them take care of the little children in case they need to drive them to the kindergarten/school and then pick them up. Offer also 80% or 75% employment contracts to allow them to have a better work-life balance.
13. Allow dads to get parental leave.
14. Offer e-learning and personal development courses.

Critical aspects within Lucid Motors teams that could impact performance (i.e. sources of conflict, performance climates) ...

The key aspects which impact the performance in teams are related to a few core principles which are usually to be taken into consideration by the management, starting with their business plan and then implemented as the company grows. These are:

- Having a good enough **vision & mission** to attract like-minded personnel
- Create an **identity** which will make people want to come for you
- Establish and choose **values** which will bring the best talent
- Set priorities and make it clear what kind of **results** are expected so that this can guide performance
- Design **effective** procedures so employees can feel good about their everyday work and feel their empowerment and ability to achieve those results. This comes pretty much with having clear processes.
- Offer the opportunity to have **fun**. At the end of the day we are all human.
- Communication is key, so in order for everyone to be **aligned**, be on the same page, there should be clarity at every stage on the way to achieving those results. If one is stuck, there should be a process designed in place to help that person get going.
- High-performance teams usually have **trust** in each other and can rely on each other. Think about and design processes which can strengthen trust.

The VIVRE FAT principles go very much in line with how to maintain high performance teams. Sources of conflicts are often coming up when some of these elements mentioned above are poorly defined, if they do not exist at all or if there is no climate for them to develop.

Actually, companies should have a team designing a performance climate, with performance programs and personal development plans which shall all contribute to creating high-performance teams. But it is very important that these things happen as naturally as possible and that these heavy HR tools do not ponder too much on the shoulders of employees and that they feel comfortable to cooperate on such plans, understand their benefits and not be scared away by them.

Proposed best practices to develop teams at Lucid Motors, considering communication and conflict management

- Recognize big and small wins
- Thank you goes a long way
- Do not ignore underperformance but have a mechanism in place to help underperforming employees deliver better results. Establish a mentorship scheme where people can help each other or identify where someone is having a difficulty and propose ways to ease their burden
- Encourage open communication, where everyone should feel comfortable to express their likes and dislikes about their routine, progress, results, procedures. Instead of having one yearly personal evaluation, do it more frequently and implement changes, if these shall help performance
- Establish a recognition scheme to celebrate success, it can be cash, time off, flex time, preferred perks etc
- Offer a good work-life balance so employees enjoy themselves and get enough energy from their off-work time in order to have a healthy approach to their work and have motivation to perform better
- Encourage team work, where recognition is given to teams, not only to individuals, so peers would be interested to help their colleagues – can be voucher for team dinner, team events, team games, theater, cinema etc
- Offer the chance to get training and continuous learning, attend webinars and conferences, so employees grow their know-how
- And the most important, have a competitive salary compensation for their work, as money is often the biggest driver of retention, subsequently of motivating the team to perform at their best

Critical aspects within Lucid Motors related to acknowledgment, career development and retention of talents

Critical aspects related to acknowledgment:

Having a mechanism in place to assess performance and have a clear understanding who is bringing the profitable contribution and who needs help to catch up with the set goals. This

can be done by setting clear goals and agreeing or getting the team/individual consent that they can deliver this. The teams/individuals should be aware about the goals and should have an idea if they can deliver or not. Once one can measure performance, acknowledgment needs to follow – both for success and for underperformance. It is maybe a bad habit to ignore acknowledgment of underperformance, because nobody wants to be scolding. But this can be done in a more humane way and present a few tools to help the person or team deliver as expected.

Critical aspects related to career development:

The HR department needs to invest time and energy / creativity in designing proper development plans for the employees. The employees need to be aware about the progression or what are their choices and options should they perform well / or the opposite. The plan would probably need to be motivating enough to make the employees want to perform better, because they would know that they are getting something in return for their efforts. Be it in a few years or at the end of the month (higher position or instant monetary compensation).

Critical aspects related to retention of talents:

- The company needs to offer a competitive package so that employees do not escape to the competitors.
- The working environment and ambiance could also be a trade off for the employees to choose staying and progressing with you
- Transparency, trust and empowerment would built stronger teams and HR could foster such relationships by different ways (activities to bring down silos, availability company etiquette and guidance to mediate conflicts, open two way feedback etc.)
- Offering training, flextime and acknowledging success would make the employee feel valuable and impactful, which is definitely very important for the Millenials and Generation Z.

Critical behaviors that may hinder Lucid Motors' success and may be used as criteria for discharge

When an employee is:

- overly negative and creating drama
- Not collaborating and accepting company strategic changes but creating a bad atmosphere and discouraging others too, despite the fact that it is known that the company is going into a specific direction which is disliked by him/her
- Not delivering or systematically underperforming whereas his/her colleagues are managing to deliver having the same type of tools and support
- Rude, abusive, intimidating or displaying all sorts of undesirable behavior which is discriminatory, sexist, racist, violent etc. – basically a nono !!

Strategies to guarantee retention, acknowledgment, and career development of talents at Lucid Motors

- Start with creating clear goals and establishing transparency between the colleagues, teams, between management and hierarchical structures
- Address both success and underperformance and do not ignore none of them
- Do the market research and see what other companies in the similar field are offering so you can offer a little bit better and retain employees. It can be a better contract in terms of remuneration, flexible time, carrier growth, training, good location, paid holidays, parental leave, day off during menstrual periods (yes, this exists and if you offer this that employee will stay with you, this is guaranteed, small things like this go a long way), meal vouchers or varied onsite canteen (actually cooking takes a lot of time and offering employees the chance to free their time and have some food on the premises can be a good perk), team building activities, opportunity to come forward with ideas (very important for creative minds) and have an open two way communication to provide feedback. Actually companies should seek feedback regularly on anything they do, from new strategic implementations to everything they offer to their employees.