

EDABS 102 - Managing and Organizing (OS)

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Module Contents

1. The idea of management and its evolution to the current form – **5%**
2. The idea of organization, its forms, structures, and politics – **20%**
3. Personalities, teams, and emotions in organizations -**20%**
4. Leadership roles in motivating and transforming– **20%**
5. Managing culture, knowledge, and innovations – **10%**
6. Managing strategy and globalization – **10%**
7. Use of cases in applying management and organizational knowledge – **15%**

The Evolution of Management Thinking

Definition of Management

- The attainment of **organizational goals** in an **effective** and **efficient** manner through
- Four functions
 - **planning**,
 - **organizing**,
 - **leading**, and
 - **controlling** organizational resources.

Managers use a multitude of skills to perform functions

Making a Difference Today

Requires integrating...

– Tried and true management skills

+

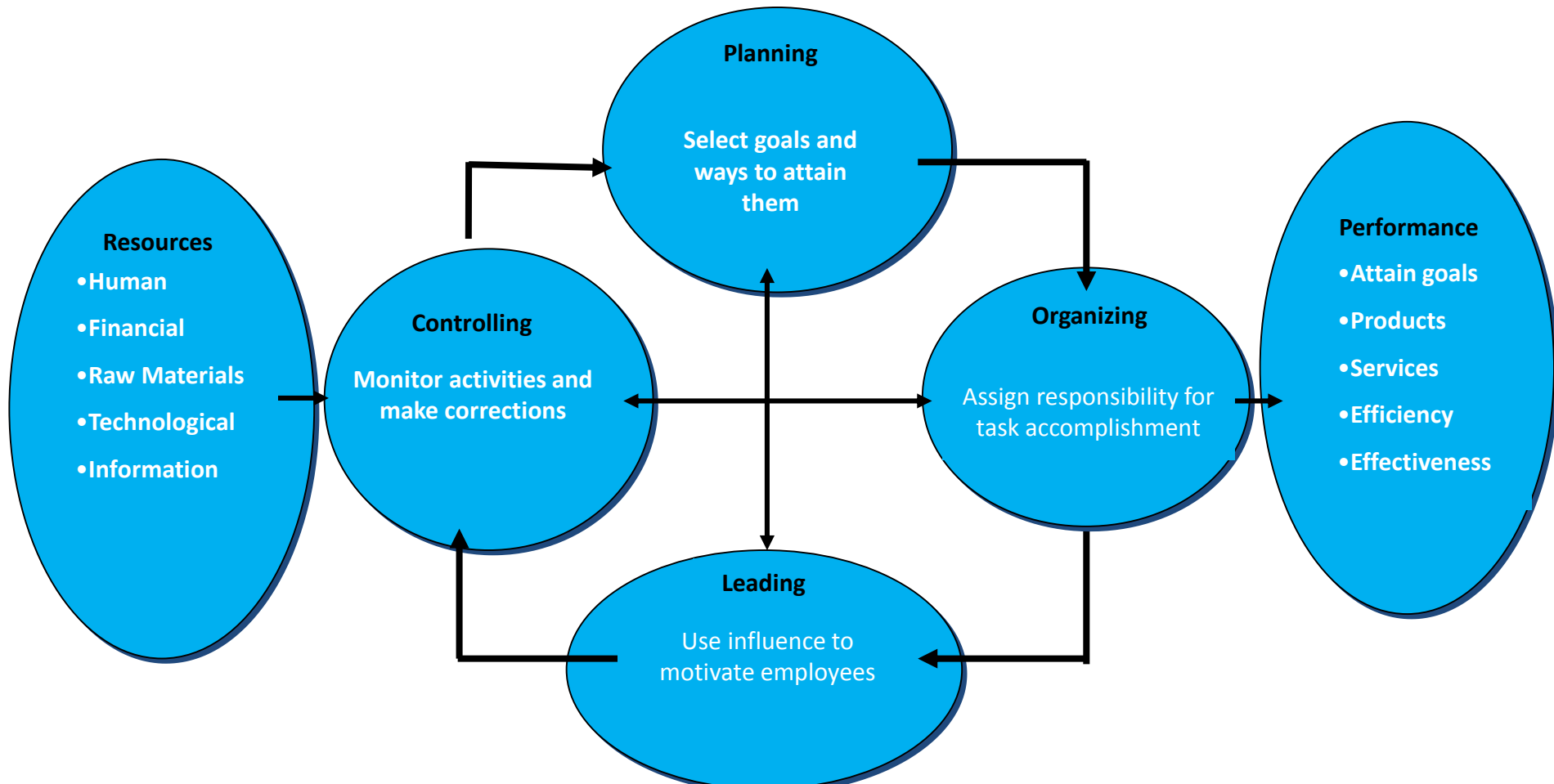
– New approaches that emphasize

- Human touch
- Enhance flexibility
- Involve employees' hearts, minds, and bodies

Successful organizations don't just happen...

they are managed to be that way!

The Process of Management



New Approach to Management

Success accrues to those who learn how

- To be leaders
- To Initiate change
- To participate in and create organizations
 - with fewer managers
 - With less hierarchy that can change quickly

Management and Organization

- Management philosophies and organization forms change over time to meet new needs
- Some ideas and practices from the past are still relevant and applicable to management today

A Borderless World

- Business is becoming a unified, global field
- Companies that think globally have a competitive edge
- Domestic markets are saturated for many companies
- Consumers can no longer tell from which country they are buying

4 Stages of Globalization

	1. Domestic	2. International	3. Multinational	4. Global
Strategic Orientation	Domestically Oriented	Export- Oriented multi-domestic	Multinational	Global
Stage of Development	Initial foreign involvement	Competitive positioning	Explosion of international operations	Global
Cultural Sensitivity	Of little importance	Very important	Somewhat important	Critically important
Manager Assumptions	“One best way”	“Many good ways”	“The least-cost way”	“Many good ways”

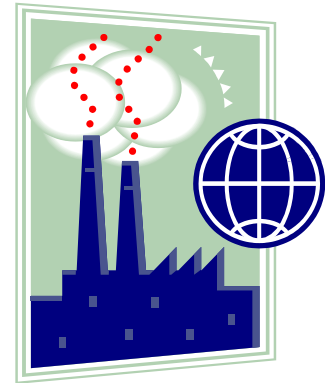
Ethics and Social Responsibility

Ethics

The code of moral principles and values that govern the behaviors of a person or group with respect to what is right or wrong.

Social Responsibility

- Organization's obligation to make choices and take actions that will contribute to the welfare and interests of society and organization
- Being a good corporate citizen
- Difficulty in understanding – issues can be ambiguous with respect to right and wrong



Organizational Stakeholders

- Any group within or outside the organization that has a stake in the organization's performance
- Each stakeholder
 - Has a different criterion of responsiveness
 - Has a different interest in the company

The Ethical Organization

- **Ethical individuals** = Honest, have integrity, strive for a high level of moral development
- **Ethical leadership** = Provides the necessary actions, committed to ethical values and helps others to embody those values
- **Organizational structure** = Embodies a code of ethics, and methods to implement ethical behavior

Ethics and the New Workplace

- Telecommuting, virtual work, and flexible hours - Success of new programs depends on mutual trust
- IT provides opportunities for monitoring

Companies that make an unwavering commitment to maintaining high standards of ethics and social responsibility will lead the way toward a brighter future for both business and society

The idea of organization, its forms, structures, and politics

Organization

- Organization is the deployment of resources to achieve strategic goals.
- It is reflected in
 - Division of labor into specific departments & jobs
 - Formal lines of authority
 - Mechanisms for coordinating diverse organizational tasks

Organization Structure

Defines how tasks are divided, resources are deployed, and departments are coordinated

- Set of formal tasks assigned
- Formal reporting relationships
- The design of systems to ensure effective coordination of employees across department

The Organization Chart

Visual representation

Set of formal tasks

Framework for vertical control

Formal reporting relationships



Work Specialization

- Tasks are subdivided into individual jobs
- Employees perform only the tasks relevant to their specialized function
- Jobs tend to be small, but they can be performed efficiently

Chain of Command

Unbroken line of authority that links all persons in an organization
Shows who reports to whom

Associated with two underlying principles

- ① Unity of Command
- ② Scalar Principle

Authority

Formal and legitimate right of a manager to make decisions and issue orders

Allocate resources to achieve organizationally desired outcomes

Authority is distinguished by three characteristics

- ① Authority is vested in organizational positions, not people
- ② Authority is accepted by subordinates
- ③ Authority flows down the vertical hierarchy

Responsibility

- The duty to perform the task or activity an employee has been assigned
- Managers are assigned authority commensurate with responsibility

Accountability

- Mechanism through which authority and responsibility are brought into alignment
- People are subject to reporting and justifying task outcomes to those above them in the chain of command
- Can be built into the organization structure

Delegation

- Process managers use to transfer authority and responsibility
- Organizations encourage managers to delegate authority to lowest possible level

Delegation

Give thorough instructions

Maintain feedback

Evaluate and reward performance



Techniques for Delegation



Delegate the whole task

Ensure that authority equals responsibility

Select the right person

Span of Management/ Span of Control

- Number of employees who report to a supervisor
 - Traditional view = seven subordinates per manager
 - Lean organizations today = 30+ subordinates
- Supervisor Involvement
 - must be closely involved with subordinates, the span should be small
 - need little involvement with subordinates, it can be large

Tall versus Flat Structure

- Span of Control used in an organization determines whether the structure is tall or flat
- Tall structure has a narrow span and more hierarchical levels
- Flat structure has a wide span, is horizontally dispersed and fewer hierarchical levels

Centralization versus Decentralization

- Greater change and uncertainty in the environment are usually associated with decentralization
- The amount of centralization or decentralization should fit the firm's strategy
- In times of crisis or risk of company failure, authority may be centralized at the top

Departmentalization

The basis on which individuals are grouped into departments

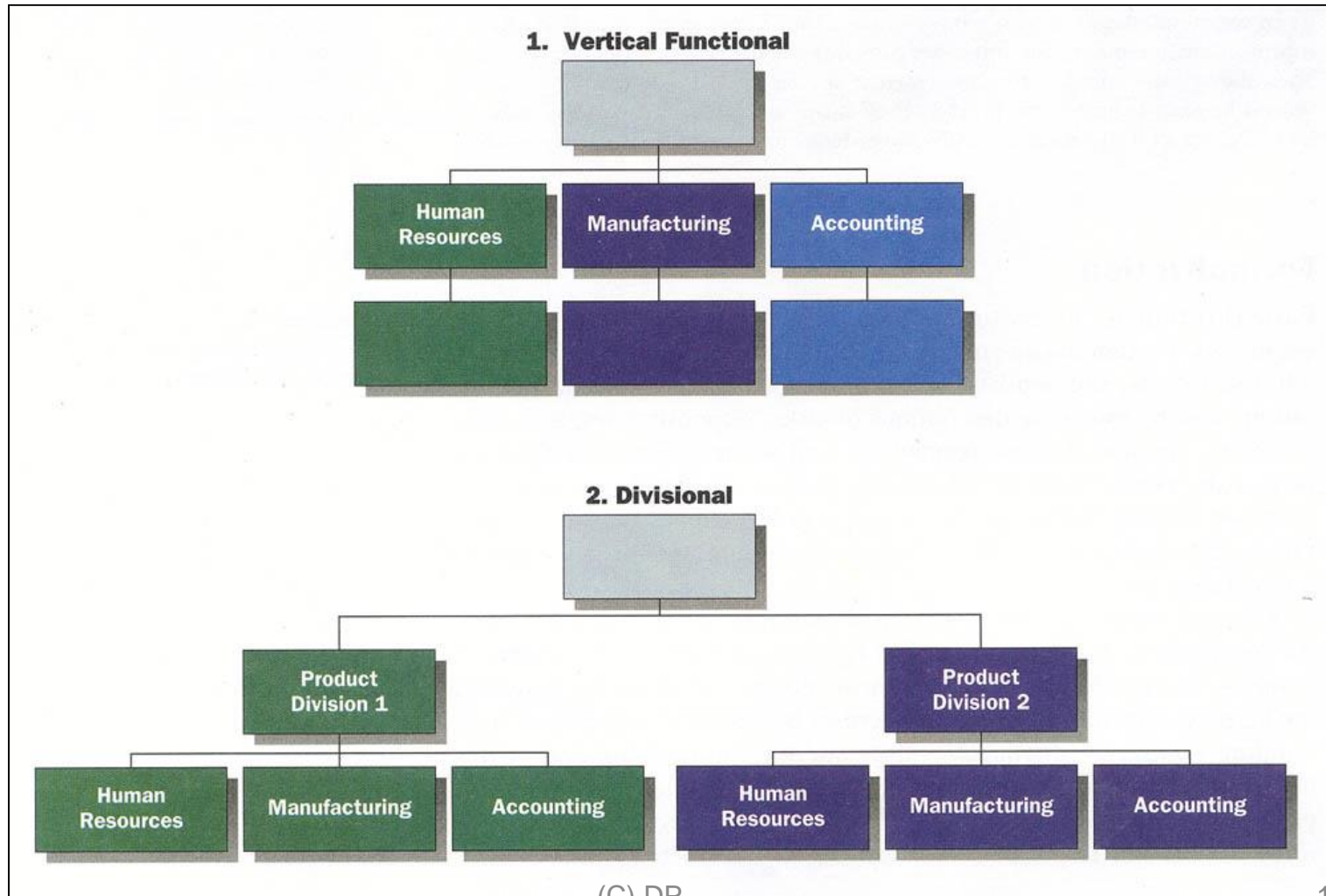
- ① **Vertical functional approach.** People are grouped together in departments by common skills.
- ② **Divisional approach.** Grouped together based on a common product, program, or geographical region.
- ③ **Horizontal matrix approach.** Functional and divisional chains of command. Some employees report to two bosses
- ④ **Team-based approach.** Created to accomplish specific tasks

Departmentalization

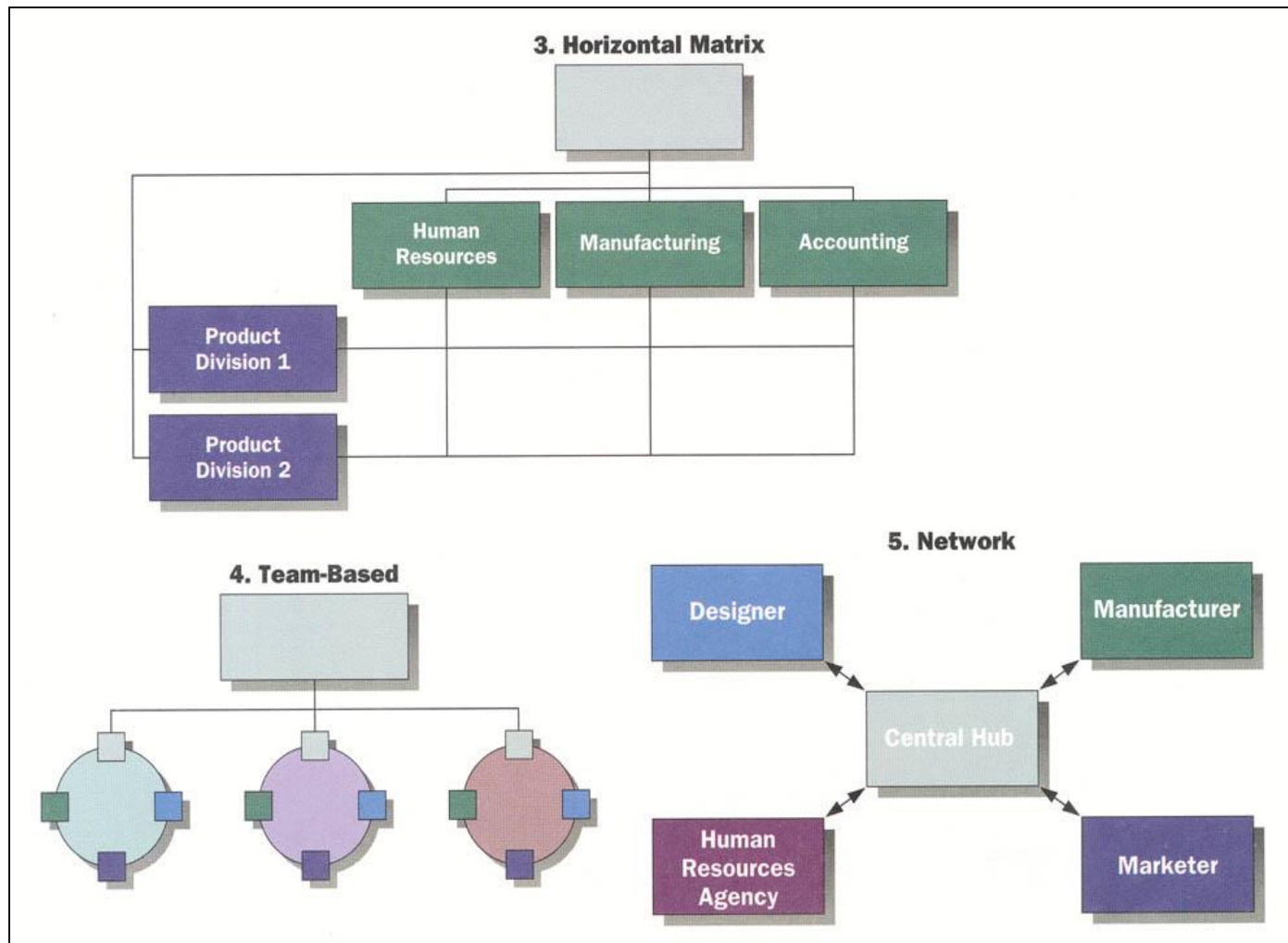
The basis on which individuals are grouped into departments

- ⑤ **Network approach.** Small, central hub electronically connected to their other organizations that perform vital functions. Departments are independent, and can be located anywhere.
- ⑥ **Virtual approach.** Brings people together temporarily to exploit specific opportunities then disbands

Five Approaches to Structural Design



Five Approaches to Structural Design



Vertical Functional Approach

Grouping of positions into departments based on similar skills, expertise, and resource use

- Information flows up and down
- Chain of command converges at the top
- Managers and employees are compatible because of similar training and expertise
- Rules and procedures governing duties and responsibilities

Divisional Structure Advantages

- Efficient use of resources
- Skill specialization development
- Top management control
- Excellent coordination
- Quality technical problem solving

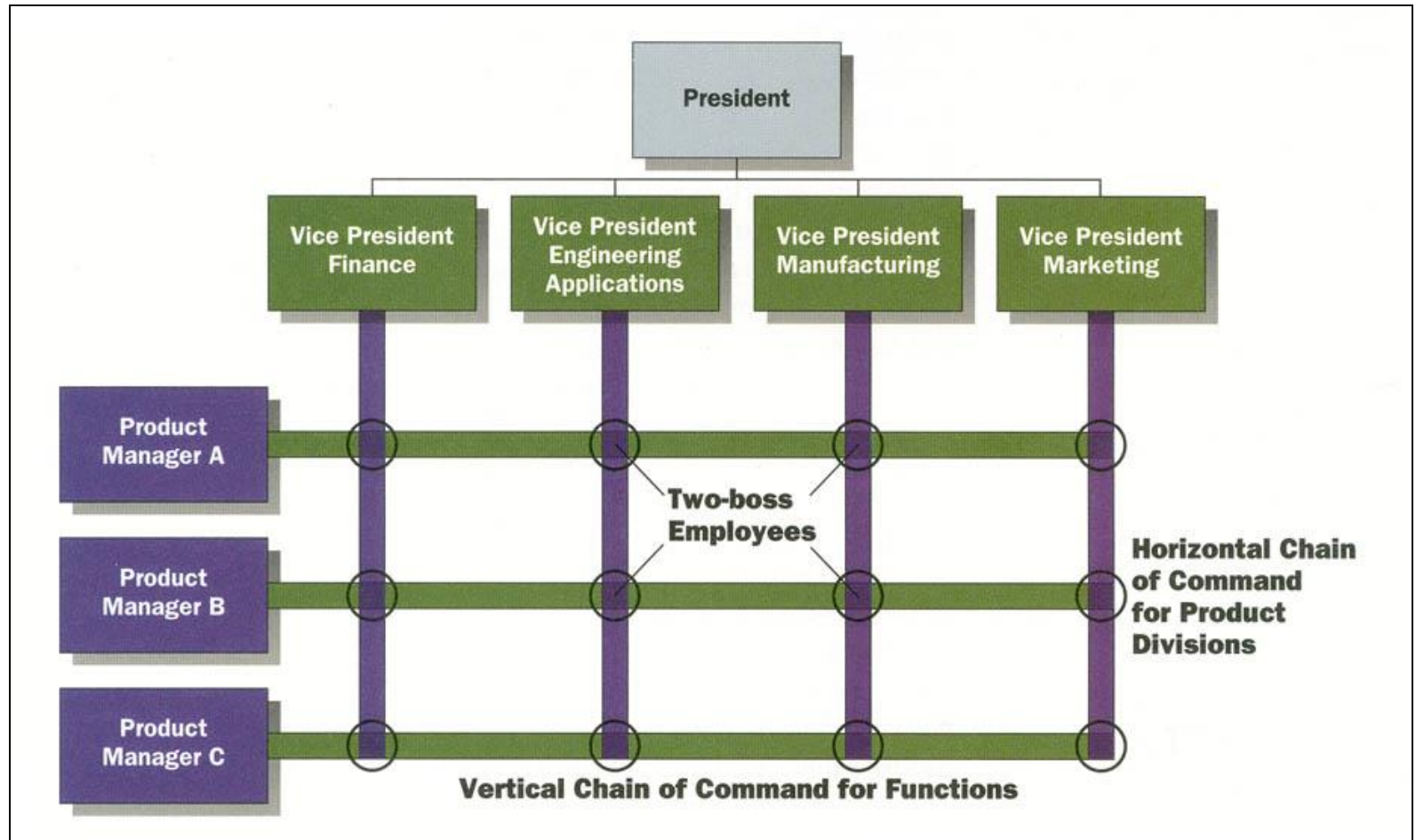
Divisional Structure Disadvantages

- Poor communications
- Slow response to external changes
- Decisions concentrated at top
- Pin pointing responsibility is difficult
- Limited view of organizational goals by employees

Horizontal Matrix Advantages

- More efficient use of resources than single hierarchy
- Adaptable to changing environment
- Development of both general and specialists management skills
- Expertise available to all divisions
- Enlarged tasks for employees

Dual Authority Structure in a Matrix Organization



Horizontal Matrix Disadvantages

- Dual chain of command
- High conflict between two sides of matrix
- Many meetings to coordinate activities
- Need for human relations training
- Power domination by one side of matrix

Team Advantages

- Same advantages as functional structure
- Reduced barriers among departments
- Quicker response time
- Better morale
- Reduced administrative overhead

Team Disadvantages

- Dual loyalties and conflict
- Time and resources spent on meetings
- Unplanned decentralization

Network Approach Advantages

- Global competitiveness
- Work force flexibility
- Reduced administrative overhead

Network Approach Disadvantages

- No hands-on control
- Loss of part of the organization severely impacts remainder of organization
- Employee loyalty weakened

Factors Shaping Structure

Structure

- Follows Strategy
- Reflects the Environment
- Fits the Technology
 - Service Technology
 - Digital Technology

Organizational Politics

- Is the process of using an informal network to gain power and accomplish tasks to meet a person's wants or needs.
- **Organizational politics** may be a positive practice when the greater good of the company is affected. However, it can also be negative when people promote self-interests.

Managing Change and Innovation

Turbulent Times

The Changing Work Place

Today's organizations need to continuously adapt to new situations if they are to survive and prosper

One of the most dramatic elements is the **shift to a technology- driven workplace**

Ideas, information, and relationships are becoming critically important

Organizational Change

The adoption of a new idea of behavior by an organization

New trends require profound changes in the organization

E-business

Supply chain integration

Knowledge management

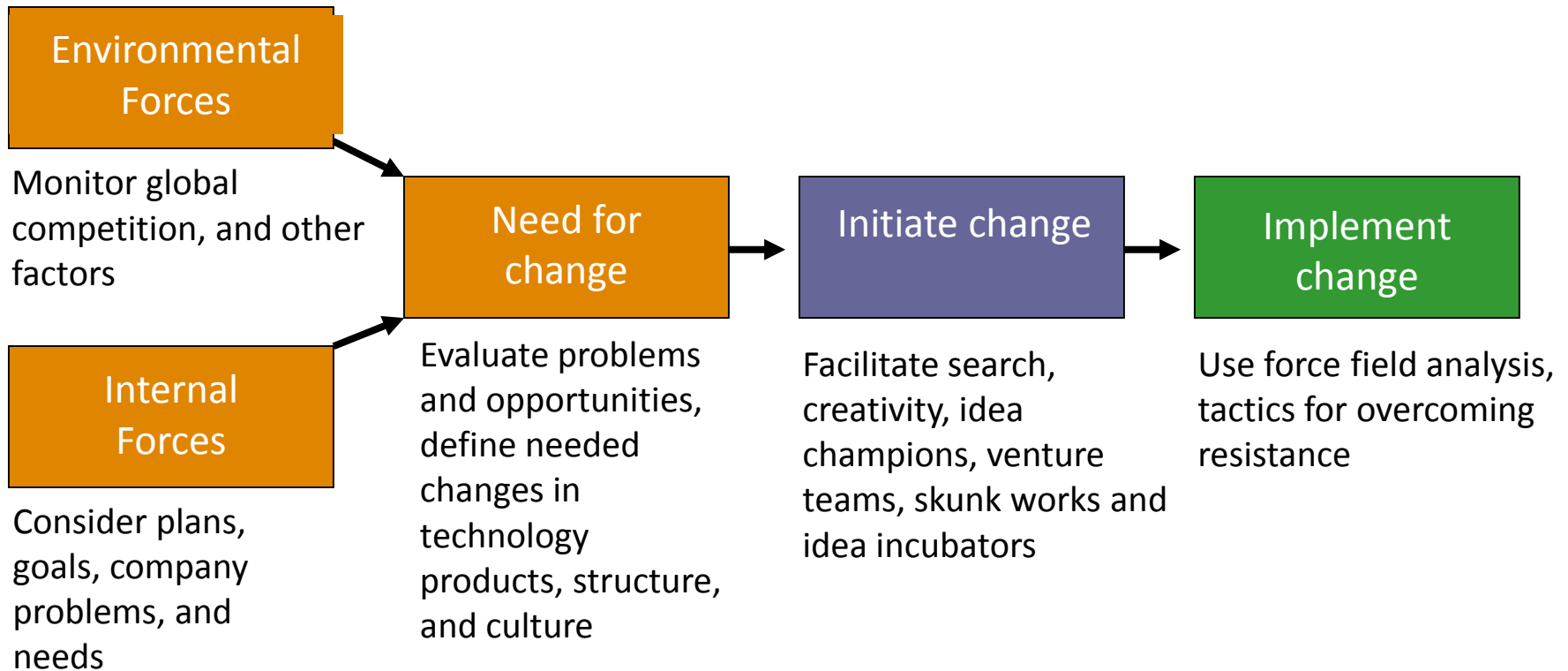
Organizational Change

Today's successful organizations simultaneously embrace two types of **planned change**

- **Incremental change** = efforts to gradually improve basic operational and work processes in different parts of the company
- **Transformational change** = redesigning and renewing the entire organization

Model of Change

Sequence of Events



Forces for Change

- Environmental Forces
 - Customers
 - Competitors
 - Technology
 - Economic
 - International arena
- Internal Forces – activities and decisions

Need for Change

- ✓ Based on external or internal forces

Performance gap = disparity between existing and desired performance levels.

- Current procedures are not up to standard
- New idea or technology could improve current performance

Initiating Change

Critical phase of change management

- Stage where the ideas that solve perceived needs are developed
- **Search** = process of learning about current developments inside or outside the organization that can be used to meet the perceived need for change
- **Creativity** = generation of novel ideas that might meet perceived needs or offer opportunities for the organization

Characteristics of Creative People

- 1 Conceptual fluency
Open-minded
- 2 Originality
- 3 Less authority
Independence Self-confidence
- 4 Playfulness
Undisciplined exploration
Curiosity
- 5 Persistence
Commitment - Focused approach

Open Innovation

- Extending the search for and commercialization of new ideas beyond the boundaries of the organization
- The boundaries between an organization and its environment are becoming porous so that ideas flow back and forth among different companies that engage in partnerships, joint ventures, licensing agreements, and other alliances

Resistance to Change

- **Self-Interest:** fear of personal loss is perhaps the biggest obstacle to organizational change
- **Lack of Understanding and Trust:** do not understand the intended purpose of a change or distrust the intentions
- **Uncertainty:** lack of information about future events
- **Different Assessments and Goals:** people who will be affected by innovation may assess the situation differently.

Organizational Change

- ① **Technology:** General rule = change is bottom up
- ② **New product:**
 - Horizontal linkage model emphasizes shared development of innovations among several departments
 - Time-based competition is based on the ability to deliver products and services faster than competitors
- ③ **Structure:** Successful change = through a top-down approach
- ④ **Culture/people:**
 - Training is the most frequently used tool for changing the organization's mind-set

Leadership

Leadership

There is probably no topic more important to business success today than leadership

- ◆ leadership occurs among people
- ◆ involves the use of influence
- ◆ is used to attain goals

Different leaders behave in different ways – style, need, situation

Definitions of leadership

- Leadership is organizing a group of people to achieve a common goal
- Leadership is about influencing, motivating and enabling others to contribute towards the effectiveness and success of the organizations of which they are members

House, Javidan, Dorfman (2001)

Nature of Leadership

- The ability to influence people toward the attainment of organizational goals.
- Leadership is reciprocal, occurring among people.
- Leadership is a “people” activity, distinct from administrative paper shuffling or problem-solving activities.
- Leadership is dynamic and involves the use of power.

Leadership Vs. Management

- Management **comforts** – Leadership **inspires**
- Management is **goals** – Leadership is **vision**
- Management is about coping with **complexities** -Leadership is about coping with **change** (Kotter 1990)
- Managers do **things right** - Leaders do the **right things**

Smart organizations value both and work hard to make them part of the team

(Kotter 1990 – What Leaders Really Do, HBR)

Is A Position Which Holds Responsibility

Managers are about numbers, targets and achieving deadlines.

Planning, Organising & Controlling

Managers get things done BY people. They use systems and measures to ensure everything is kept on track.

Focuses On The Task Until It Is Done

Once a process has been agreed, the Manager will follow the progress and know where the expectations are at any given point.

Measured By Efficiency

The measure will be about being on time, in budget and at the right quality.

Manager

More Fixed

Substantially focused on the task and schedule - ticking the boxes and applying pressure to complete the task.

Is A Perception Which Holds Accountability

Leaders are rarely appointed, they are go-to people to ease relationships and get the best out of people.

Influencing, Inspiring & Empowering

Leaders get things done THROUGH people. They use encouragement, support and relationships to get people to WANT to do their best.

Focuses On Objectives & People

The Leader will keep more focus on the overall objectives and the performance and well-being of the individuals/team involved.

Measured By Satisfaction Of The Group

The well-lead group or individuals will be happy with their efforts - they may have faced dramas, difficulties and challenges, but they will have come through them.

Leader

More Flexible

Keeps the pressure in check, ensures that the task is in the right direction to achieve the overall objectives.

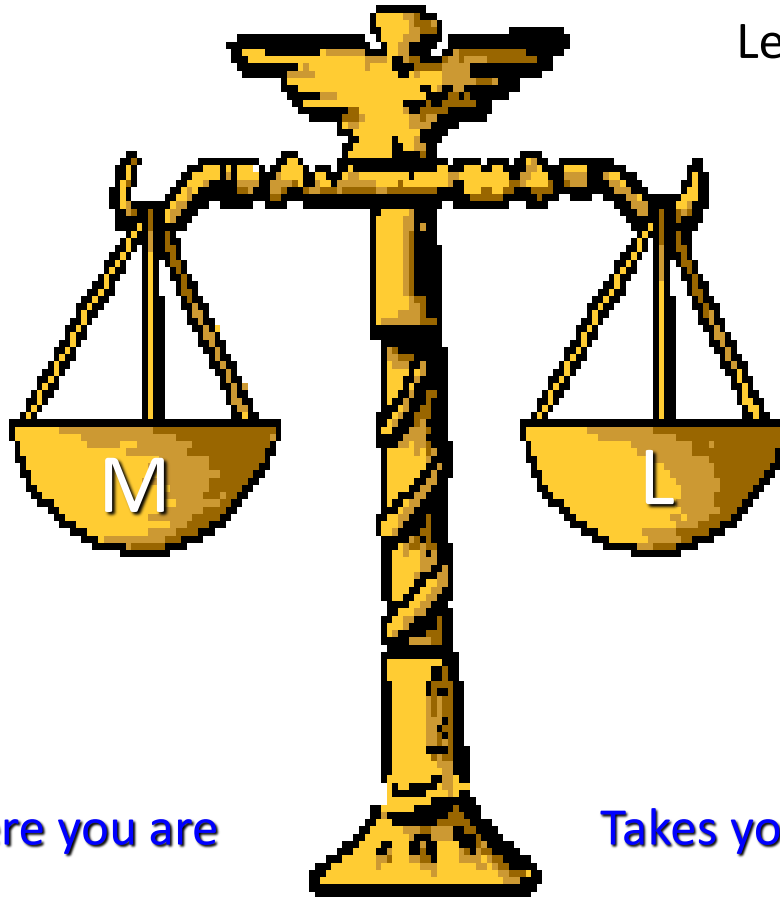
Not Every Leader Is A Manager But Every Manager Has To Show Leadership

Leadership versus Management

Management

Promotes stability, order and problem solving within existing organizational structure and systems

Takes care of where you are



Leadership

Promotes vision, creativity, and change

Takes you to a new place

Leader versus Manager Qualities

SOUL

Visionary

Passionate

Creative

Flexible

Inspiring

Innovative

Courageous

Imaginative

Experimental

Initiates change

Personal power

MIND

Rational

Consulting

Persistent

Problem solving

Tough-minded

Analytical

Structured

Deliberate

Authoritative

Stabilizing

Position power

Source: Genevieve Capowski, "Anatomy of a Leader: Where Are the Leaders of Tomorrow?" Management Review, March 1994, 12

Leader Vs. Boss

The Difference Between...

A BOSS



- Pushes people**
- Demands respect**
- Says 'I'**
- Inspires fear**
- Places blame**
- Uses people**
- Takes credit**
- Says 'Go'**
- Commands people**
- Requires solutions**

A LEADER



- Inspires people**
- Earns respect**
- Says 'We'**
- Inspires enthusiasm**
- Shoulders blame**
- Develops people**
- Gives credit**
- Says 'Let's go'**
- Asks people**
- Finds solutions**

Personal Characteristics of Leaders

Physical Characteristics

Energy

Physical stamina

Social Background

Education

Mobility

Intelligence and Ability

Judgment, decisiveness

Knowledge

Intelligence, cognitive ability

Personality

Self-confidence

Honesty & integrity

Enthusiasm

Desire to lead

Independence

Work-related Characteristics

Achievement drive

Drive to excel

Conscientiousness in pursuit of goals

Persistence against obstacles, tenacity

Social Characteristics

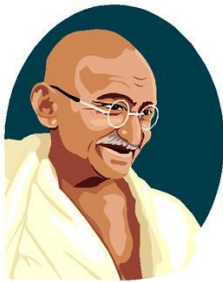
Sociability, interpersonal skills

Cooperativeness

Ability to enlist cooperation

Tact, diplomacy

Are Leaders born or made?



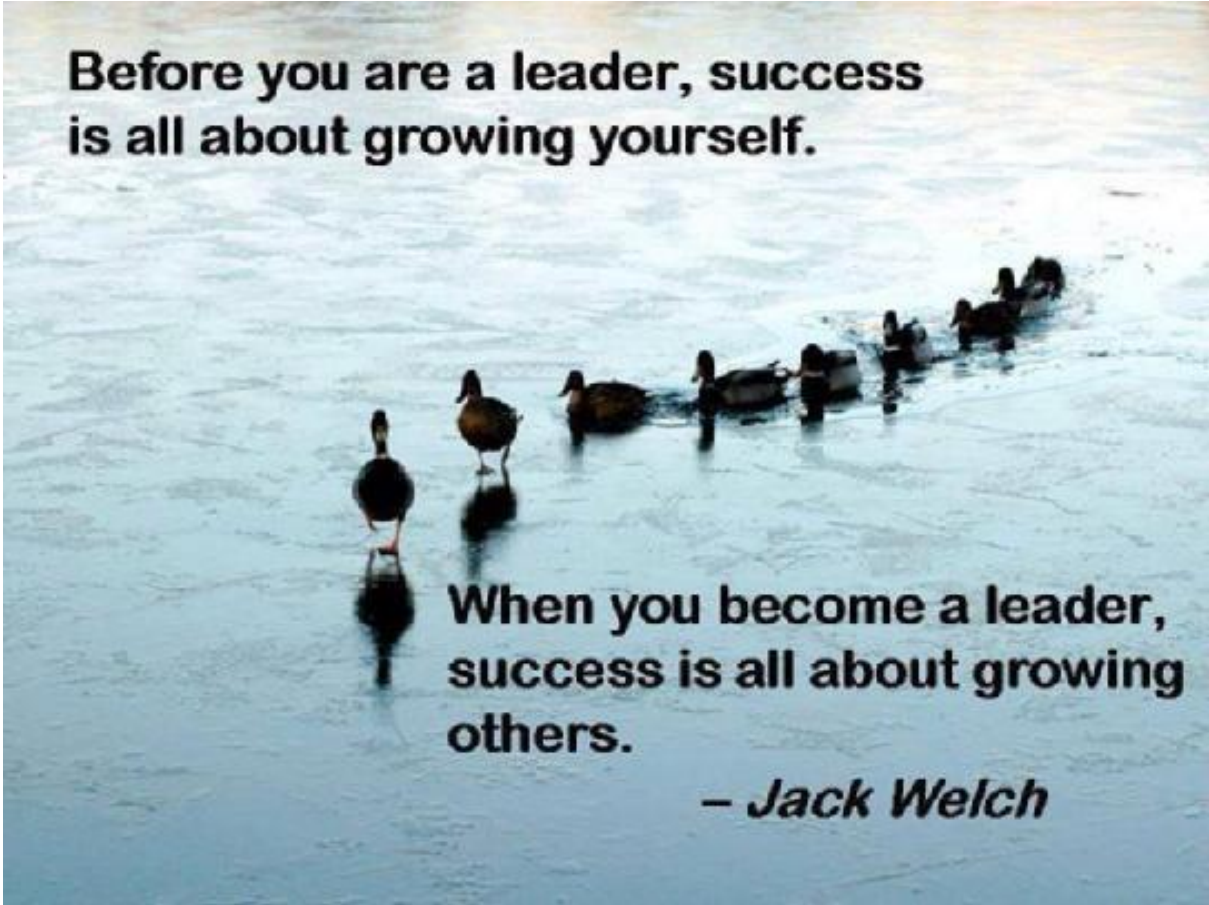
Mandela



Napoleon



Leader....



**Before you are a leader, success
is all about growing yourself.**

**When you become a leader,
success is all about growing
others.**

– Jack Welch

Basic Theories

- **Trait** (*who the leader is*)
 - Charismatic leadership
 - The big 5 model of personality

- **Behavioural approach** (*what the leader does*)
 - Managerial Grid (*Blake and Mouton 1975*)
 - Leadership styles (*Job centered - Employee centered*)

- **Situational/Contingency approach** (*when and how*)
 - Leadership continuum (*Tannebaum & Schmidt 1958*)
 - Path – Goal theory (*House 1996*)
 - The Least - Preferred Coworker (*Fiedler 1967*)

- **Transformational leadership** (*Why? Change agents*)
 - Bass (*1985*)

- **Recent leadership approaches**
 - The Behavioral Complexity Model (*Denison et al. 1995*)
 - Malik Standard Model of Managerial Effectiveness
 - Emotional Intelligent Leadership

Trait/ Competency approach

Limitations

1. It assumes that all effective leaders have the **same personal characteristics** that are important in all situations. Leadership is too complex to have a universal list of traits that apply to every condition
2. Alternative **combinations of competencies** may be equally successful
3. This perspective views leadership as something **within a person**, whereas critics point out that leadership is **relational**
4. The competency perspective does not imply that leaders are born, not developed. On the contrary, competencies only indicate **leadership potential**, not leadership performance

(McShane & Van Glinow 2009)

The Five - Factor model of personality- “Big Five”

The Big 5

Conscientiousness – (efficient/organized vs. easy-going/careless). A tendency to show self-discipline, act dutifully, and aim for achievement; planned rather than spontaneous behavior.

Agreeableness – (friendly/compassionate vs. cold/unkind). A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others.

Neuroticism – (sensitive/nervous vs. secure/confident). A tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, or vulnerability.

Openness to experience – (inventive/curious vs. consistent/cautious). Appreciation for art, emotion, adventure, unusual ideas, curiosity, and variety of experience.

Extraversion – (outgoing/energetic vs. solitary/reserved). Energy, positive emotions, surgency, and the tendency to seek stimulation in the company of others.



C onscientiousness

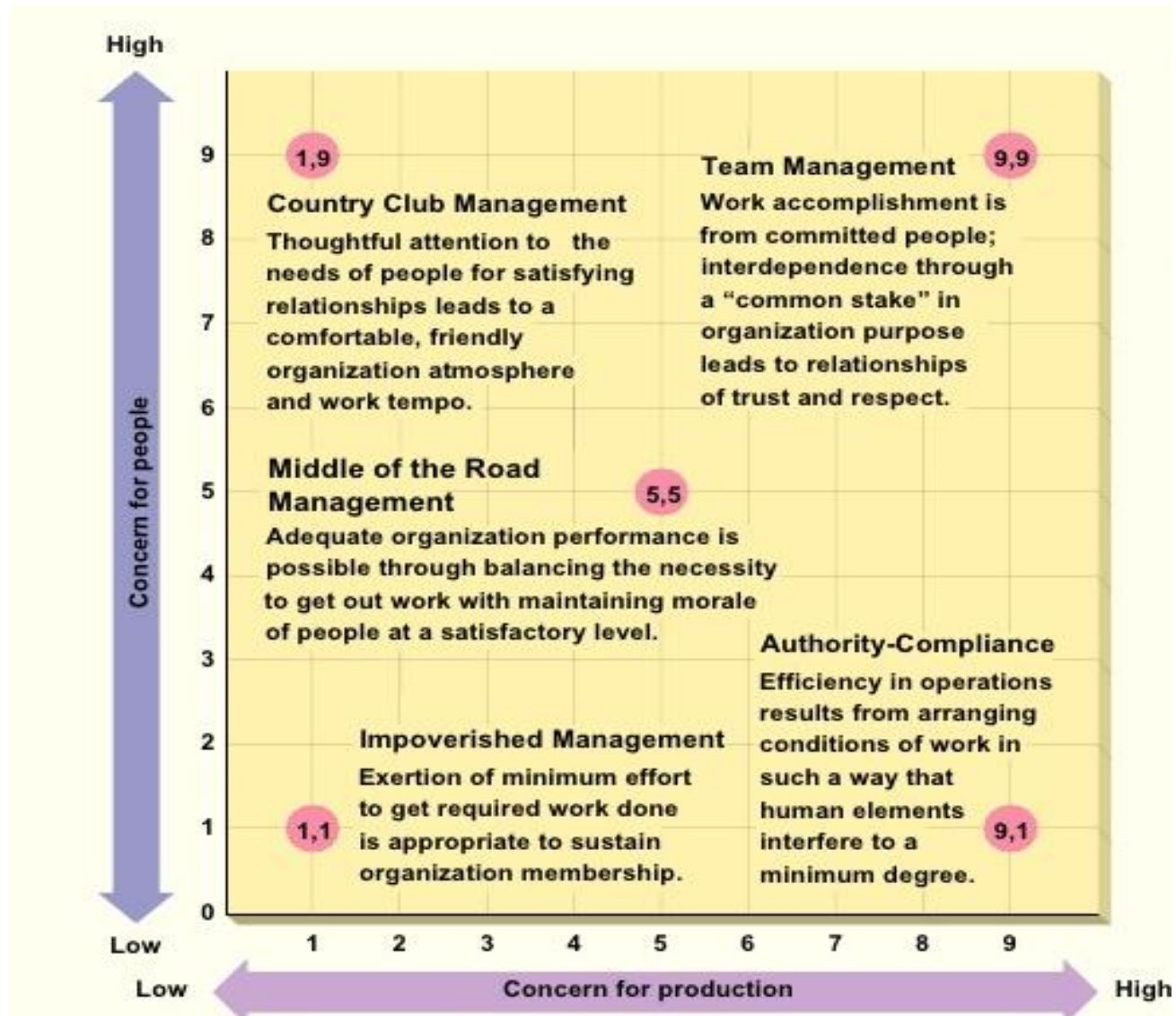
A greeableness

N euroticism

O penness to experience

E xtroversion

Managerial Grid (Blake & Mutton 1975)



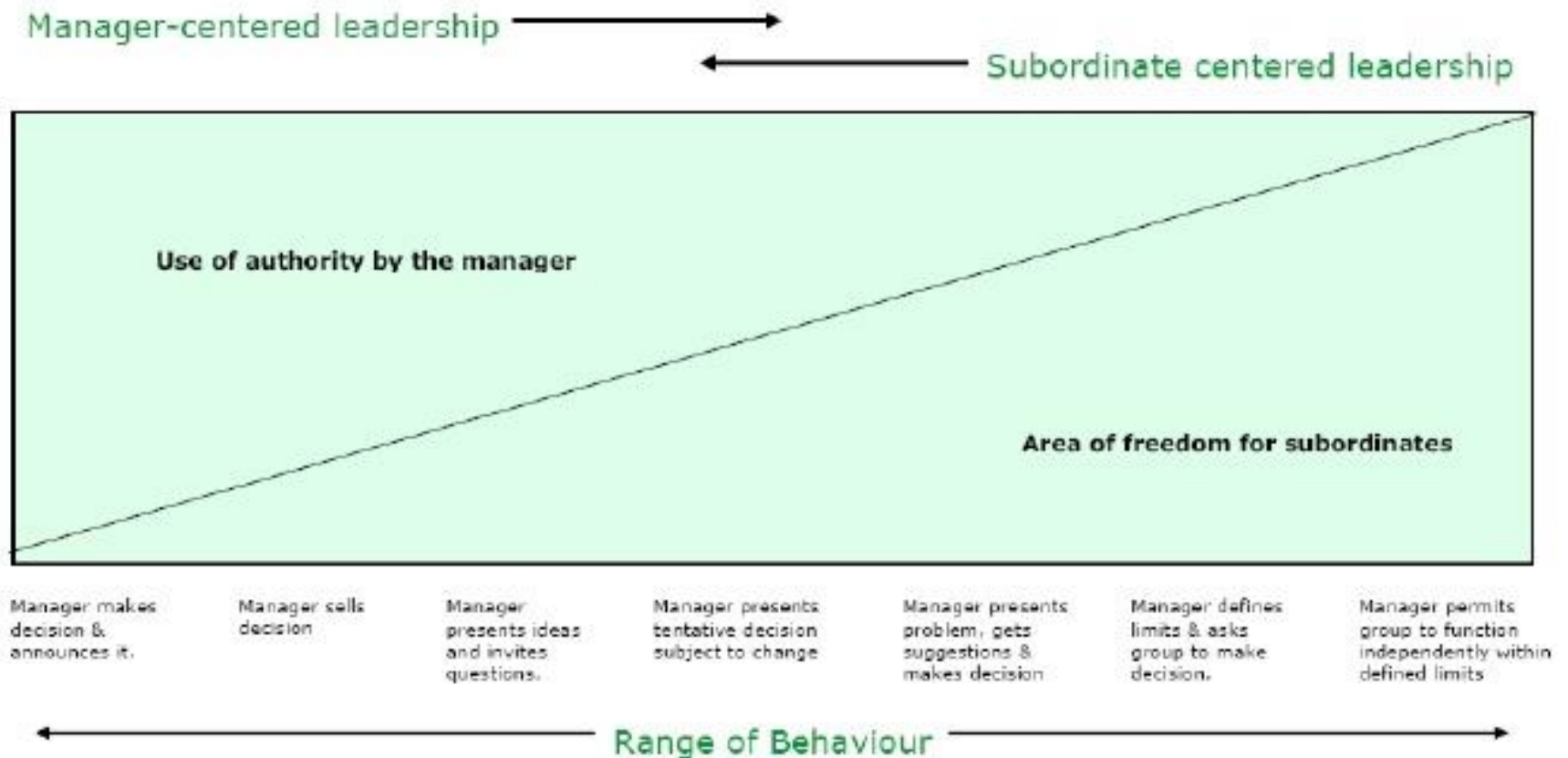
Situational/Contingency perspective

- It is based on the idea that the most appropriate leadership style depends on the situation.

Tannenbaum and Schmidt Leadership Continuum

The Tannenbaum and Schmidt Continuum

Source, Luthans, F (1995) Organisation Behaviour, 7th edition, McGraw Hill, New York

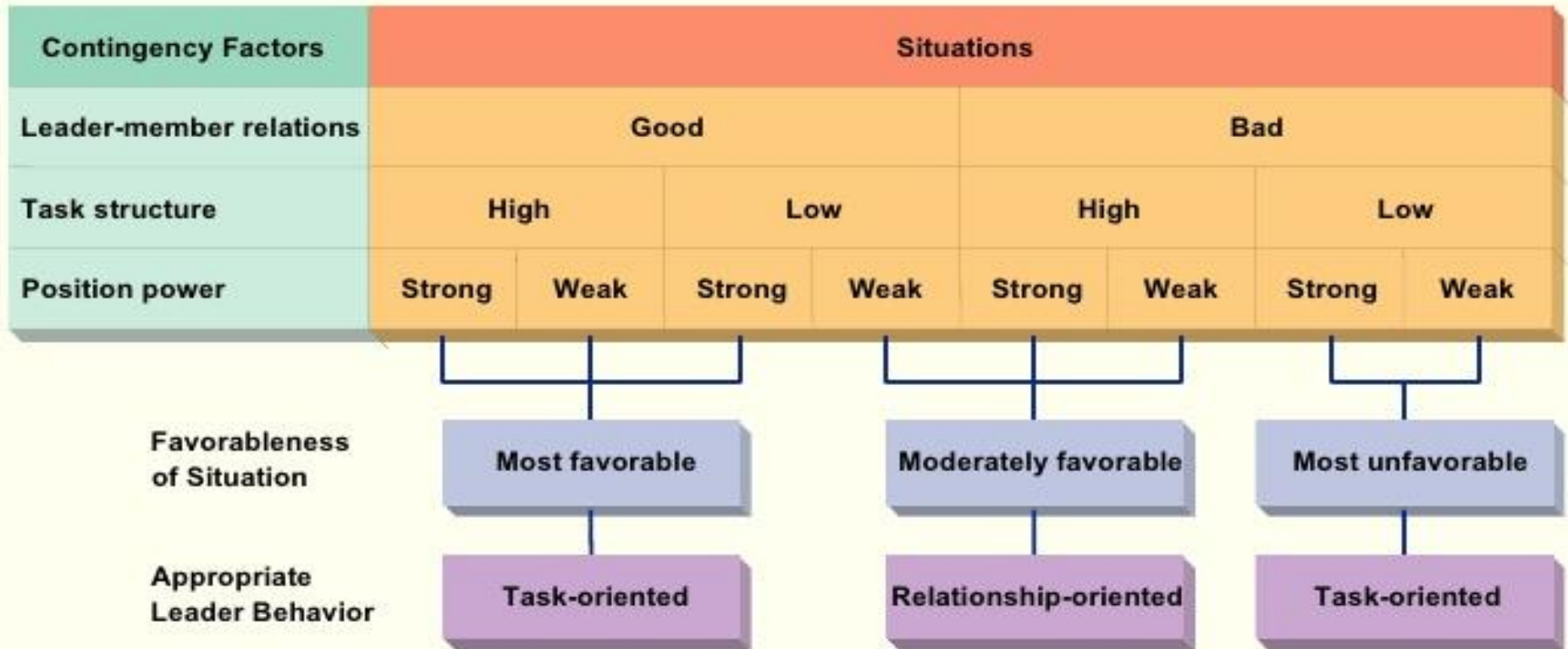


Path-Goal theory (House 1996)

Effective leaders strengthen the performance to outcome expectancy by providing the information, support and other resources to help employees complete their tasks.



- The Least-Preferred Coworker Theory of Leadership (Fiedler 1967)



Limitations of the behavioural approach

- The two categories are broad generalizations that mask specific behaviours within each category which have different effects on employee well-being and performance.
- This approach assumes that high levels of both styles are best in all situations whereas research suggests that the situation determines the most appropriate leadership style.

Transformational leadership

Transformational leaders are change agents who energize and direct employees to a new set of corporate values and behaviours

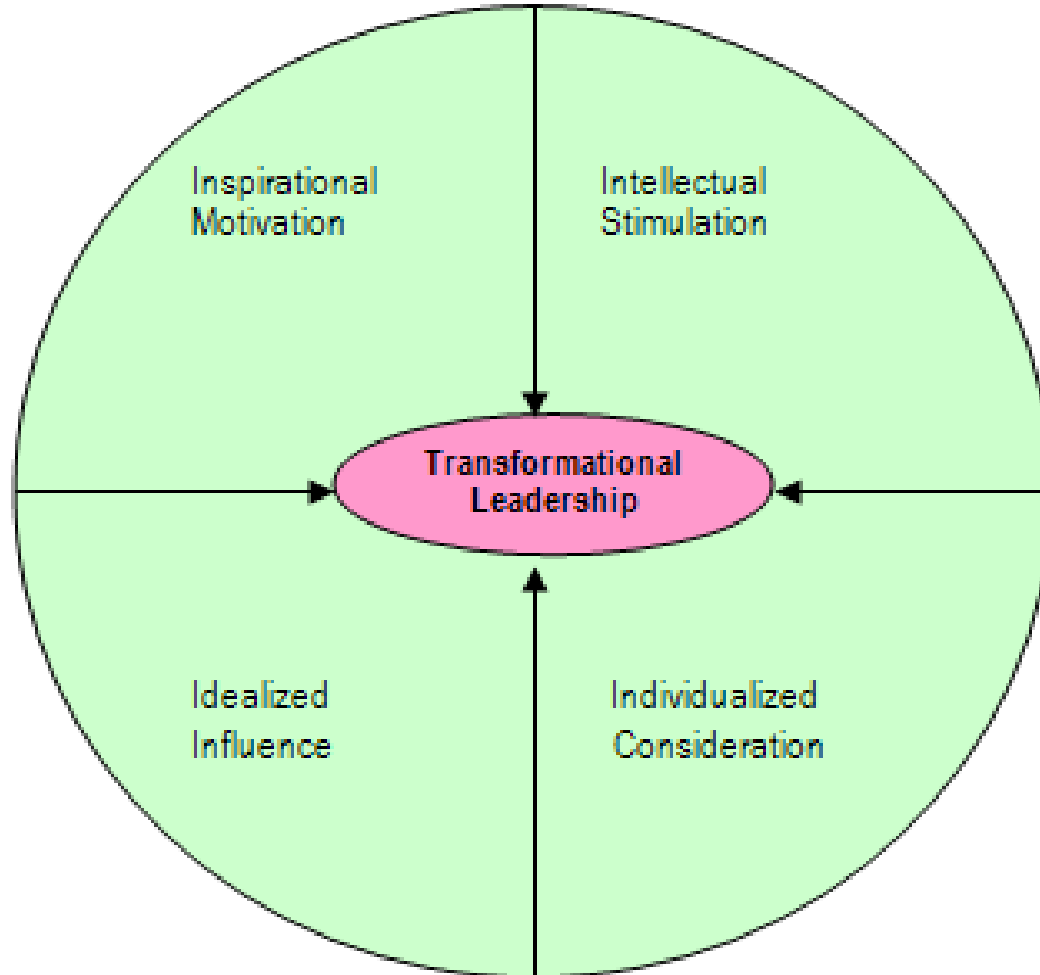
4 elements of TL:

- Creating a Strategic Vision
- Communicating the Vision
- Modeling the Vision
- Building Commitment towards the Vision



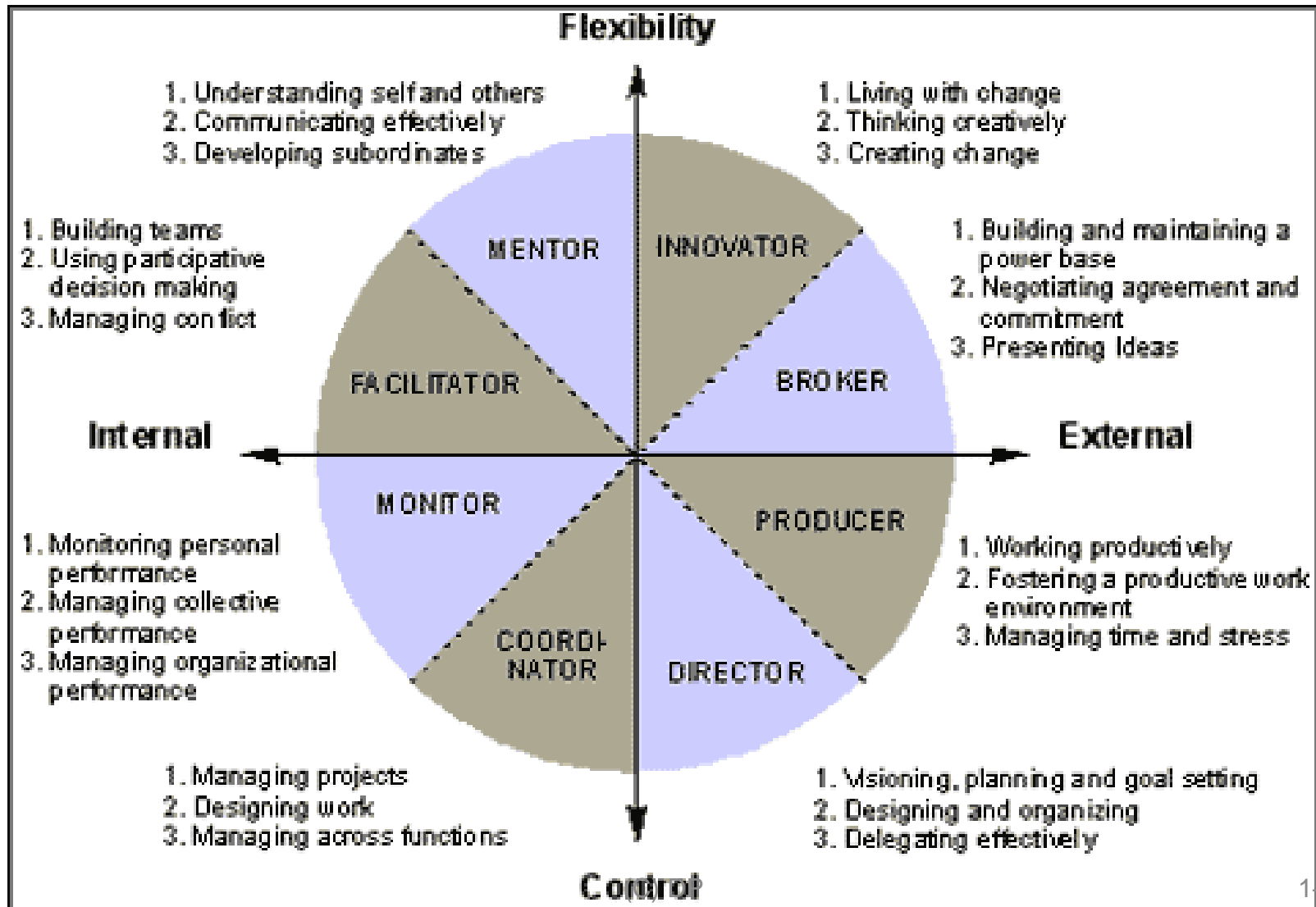
Transformational leadership model

(Bass 1985)

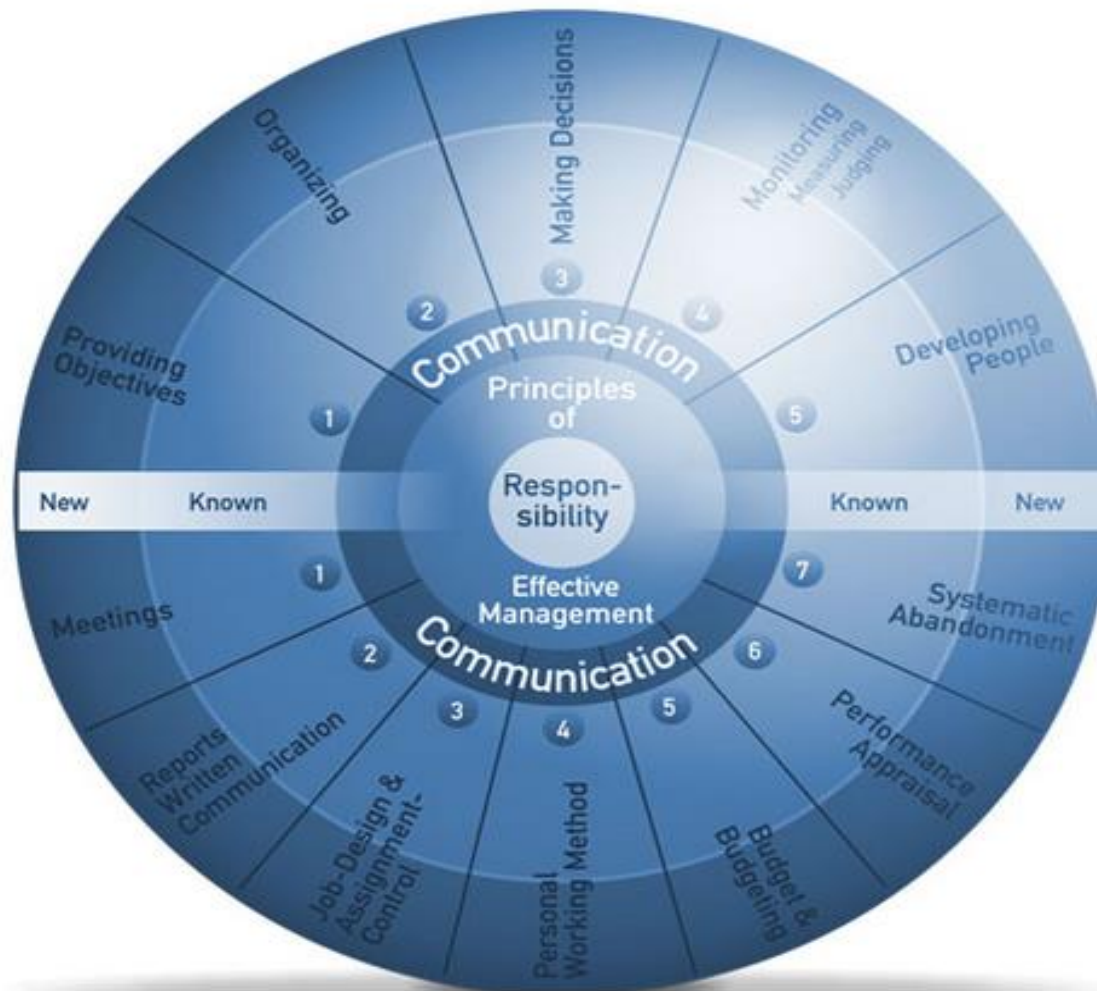


Behavioural Complexity Model

(Denison, Hooljberg & Quinn 1995)



The Malik Standard Model of Managerial Effectiveness



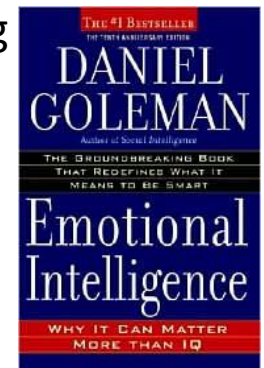
Emotional Intelligence and leadership



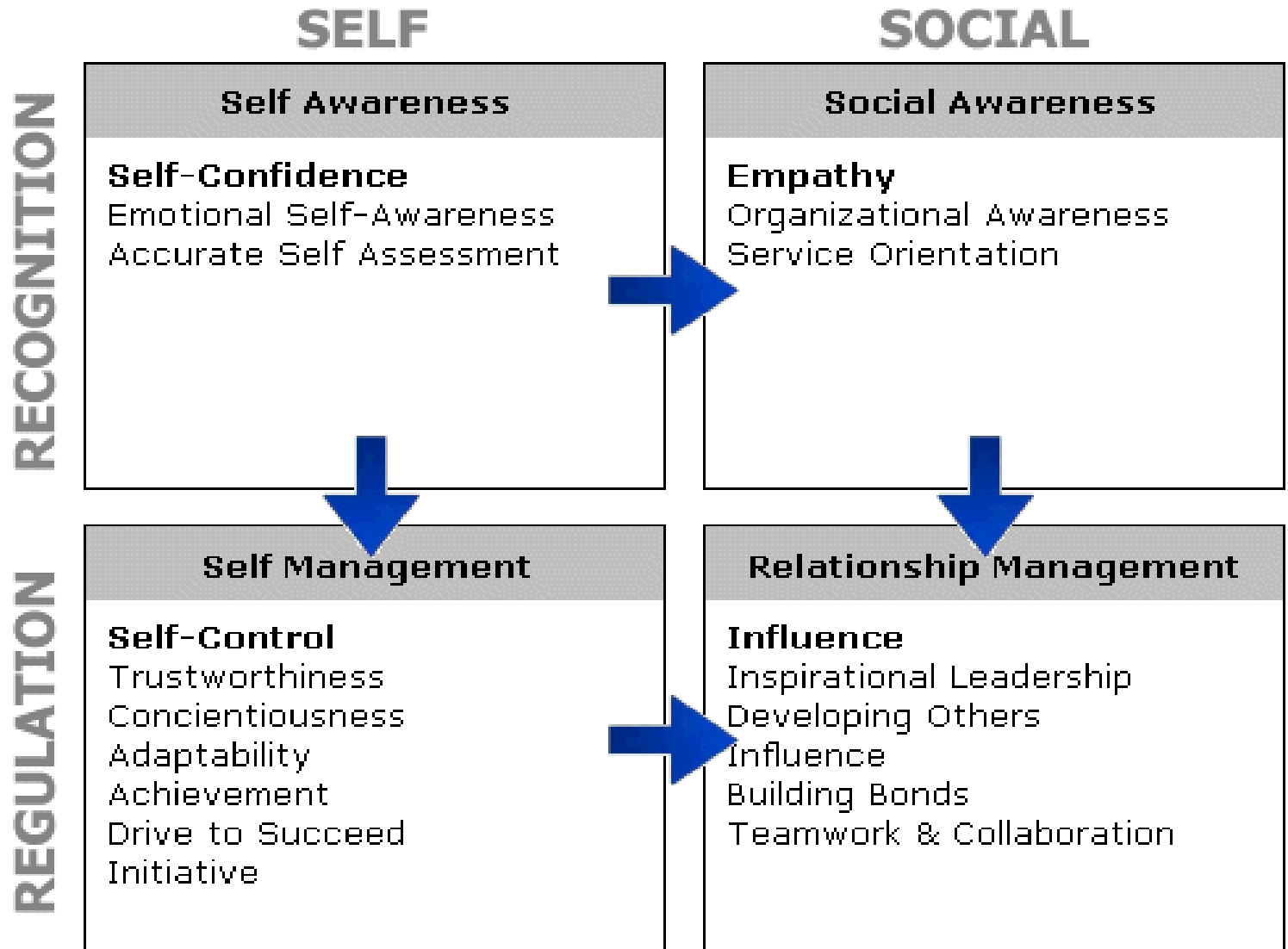
I have found, however, that the most effective leaders are alike in one crucial way: They all have a high degree of what has come to be known as *emotional intelligence*.

It's not that IQ and technical skills are irrelevant. They do matter, but mainly as “threshold capabilities”; that is, they are the entry-level requirements for executive positions.

But my research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a **great leader**.



Emotional Intelligence Model



Six Leadership Styles (Goleman, Boyatzis, McKee 2004)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Leading Change

Transactional Leaders

- ◆ Clarify the role and task requirements of subordinates
- ◆ Initiate structure
- ◆ Provide appropriate rewards
- ◆ Display consideration for subordinates
- ◆ Meet the social needs of subordinates

Leading Change

Charismatic Leaders

- ◆ The ability to inspire
- ◆ Motivate people to do more than they would normally do
- ◆ Tend to be less predictable than transactional leaders
- ◆ Create an atmosphere of change
- ◆ May be obsessed by visionary ideas

Leading Change

Transformational Leader

- ◆ Similar to charismatic leaders
- ◆ Distinguished by their special ability to bring about innovation and change by
 - ◆ Recognizing followers' needs and concerns
 - ◆ Helping them look at old problems in new ways
 - ◆ Encouraging them to question the status quo

Sources of Power

- ◆ **Legitimate Power:** power coming from a formal management position.
- ◆ **Reward Power:** stems from the authority to bestow rewards on other people.
- ◆ **Coercive Power:** the authority to punish or recommend punishment.
- ◆ **Expert Power:** leader's special knowledge or skill regarding the tasks performed by followers.
- ◆ **Referent Power:** personality characteristics that command subordinates' identification, respect, and admiration so they wish to emulate the leader

Leadership in Turbulent Times

The concept and practice of leadership continues to grow and change

- Post-heroic approach
- Servant leadership
- Level 5 leadership
- Interactive leadership
- E-leadership
- Moral leadership

Very Important.....

**INDIVIDUALS
DON'T WIN;
TEAMS DO.**

—SAM WALTON

Walmart  World

New Leaders Take Note

- **General Advice**
 - Take advantage of the transition period
 - Get advice and counsel
 - Learn leadership
- **Challenges**
 - Need knowledge quickly
 - Establish new relationships
 - Expectations
 - Personal equilibrium

New Leader Traps

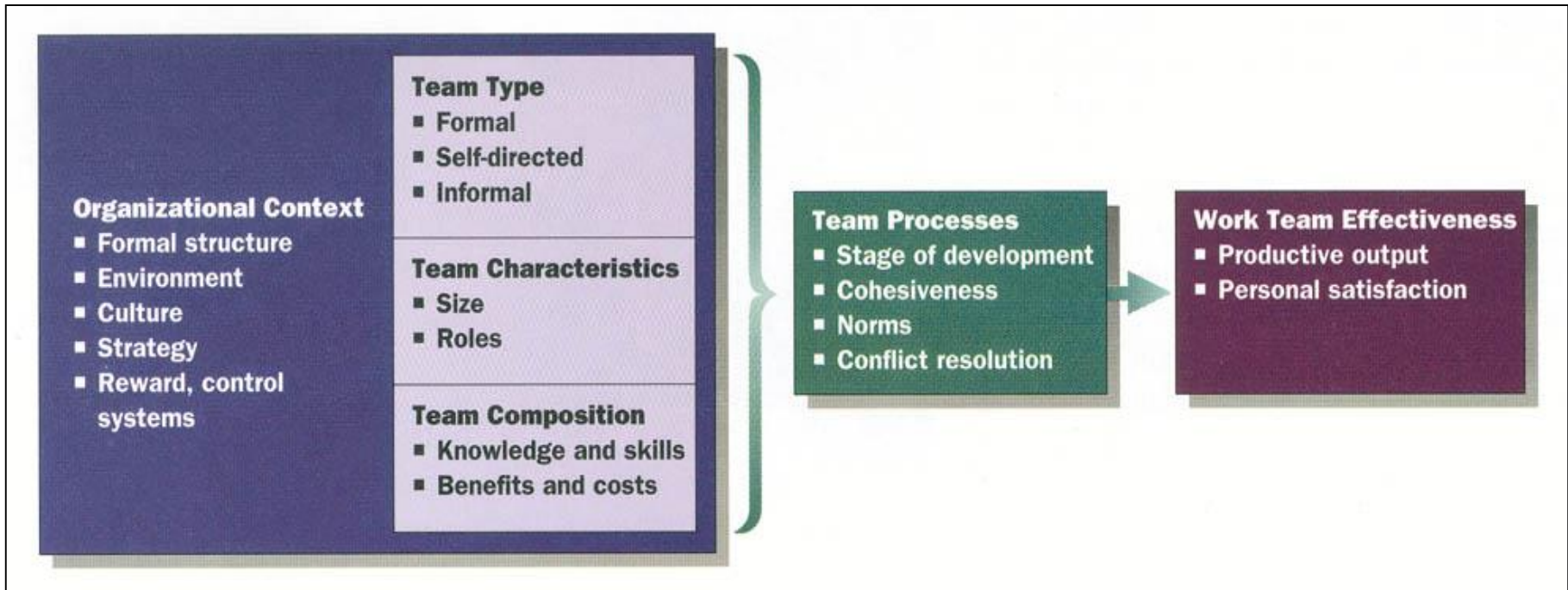
- **Not learning quickly**
- **Isolation**
- **Know-it-all**
- **Keeping existing team**
- **Taking on too much**
- **Captured by wrong people**
- **Successor syndrome**

Teamwork

What is a Team?

- ① Unit of 2 or more people
- ② Interact or coordinate their work
- ③ To accomplish a specific goal

Work Team Effectiveness Model



Formal Teams

Vertical - composed of a manager and subordinates, sometimes called functional or command teams.

Horizontal - composed of employees from the same hierarchical level but from different areas of expertise.

Special-Purpose - created outside the formal organization for special projects and disband once project is completed.

Teams in the New Workplace

- **Virtual teams-** consist of geographically or organizationally dispersed members linked via technology
- **Global teams-** cross-border teams made up of members from different nationalities
 - intercultural
 - virtual

Challenges of Virtual Teams

- Select the right team members
- Manage socialization
- Foster trust
- Effectively manage communications

Characteristics of Teams

① Size--

- ◆ Ideal size is thought to be 7
- ◆ Variations of from 5 to 12 typically are associated with good team performance
- ◆ Small teams (2-4 members) show more agreement, ask more questions
- ◆ Large teams (12 or more) tend to have more disagreements; subgroups form, conflicts among them occur

Characteristics of Teams

② Diversity

- ◆ Produce more innovative solutions to problems
- ◆ Source of creativity
- ◆ Contribute to a healthy level of conflict that leads to decision making
- ◆ Work team performance –racial, national, ethnic
 - ◆ Short term = difficulty learning to work together
 - ◆ Leadership helps problems fade over time

Characteristics of Teams

③ Member Roles-

Task specialist role spend time and energy helping the team reach its goal



- ◆ Initiate ideas
- ◆ Give opinions
- ◆ Seek information
- ◆ Summarize
- ◆ Energize

Socio-emotional role support team members' emotional needs

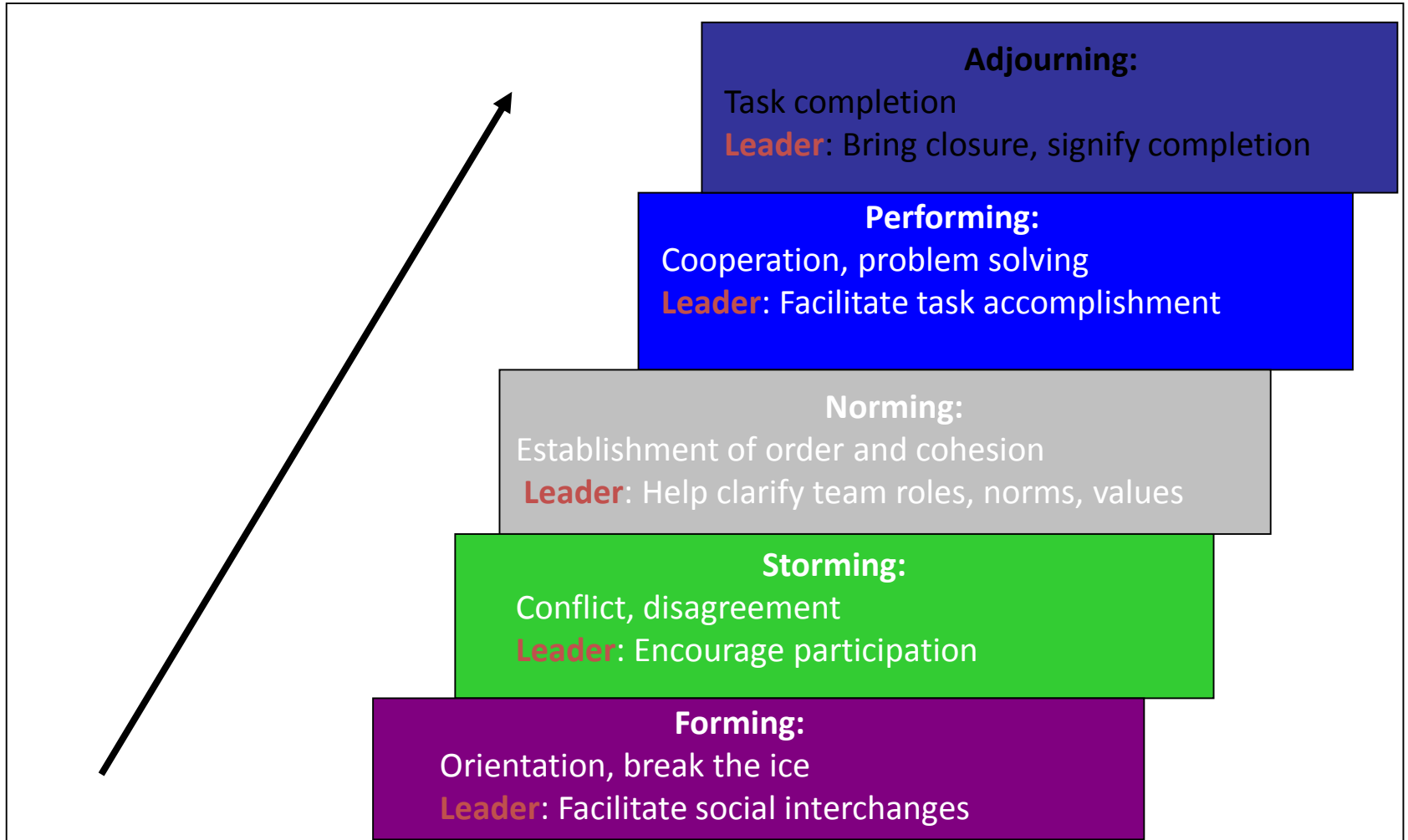


- ◆ Encourage
- ◆ Harmonize
- ◆ Reduce tension
- ◆ Follow
- ◆ Compromise

Team Member Roles

Member Task Behavior	High	Task Specialist Role <ul style="list-style-type: none"> · Focuses on task accomplishment over human needs. · Important role, but if adopted by everyone, team's social needs won't be met. 	Dual Role <ul style="list-style-type: none"> · Focuses on task and people. · May be a team leader. · Important role, but not essential if members adopt task specialist and socioemotional roles. 	
	Low	Nonparticipator Role <ul style="list-style-type: none"> · Contributes little to either task or people needs of team. · Not an important role-if adopted by too many members, team will disband. 	Socioemotional Role <ul style="list-style-type: none"> · Focuses on people needs of team over task. · Important role, but if adopted by everyone, team's tasks won't be accomplished. 	
		Low	Member Social Behavior	High

Stages of Team Development



Team Cohesiveness

- ◆ Extent to which team members are attracted to the team and motivated to remain in it
- ◆ Determinants
 - ☑ Team structure
 - ☑ Context

Determinants of Team Cohesiveness

Team structure and context influence cohesiveness

Team Structure

- ① **Team interaction** - the more time spent together, the more cohesive the team
- ② **Shared goals** - members agree on goals, they will be more cohesive
- ③ **Personal attraction to the team** - similar attitudes and values and enjoy being together

Determinants of Team Cohesiveness

Team Context

- ① Moderate competition with other teams – cohesiveness increases as it strives to win
- ② Team success & favorable evaluation of the team by outsiders – add to cohesiveness

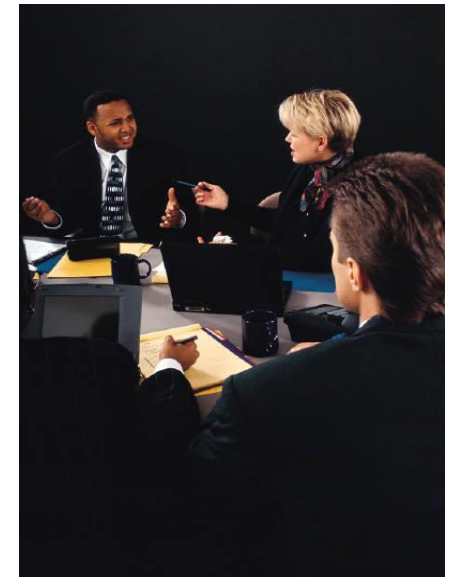
Consequences of Team Cohesiveness

High morale – mixed team performance

- **Morale** – higher in cohesive teams
 - Increased communication among members
 - Friendly team climate
 - Maintenance of membership
- **Team Performance** – mixed
 - Cohesive Team members' productivity tends to be uniform
 - Non-cohesive teams have wider variation in member productivity

Team Norms

Standard of conduct that is shared by team members and guides their behavior

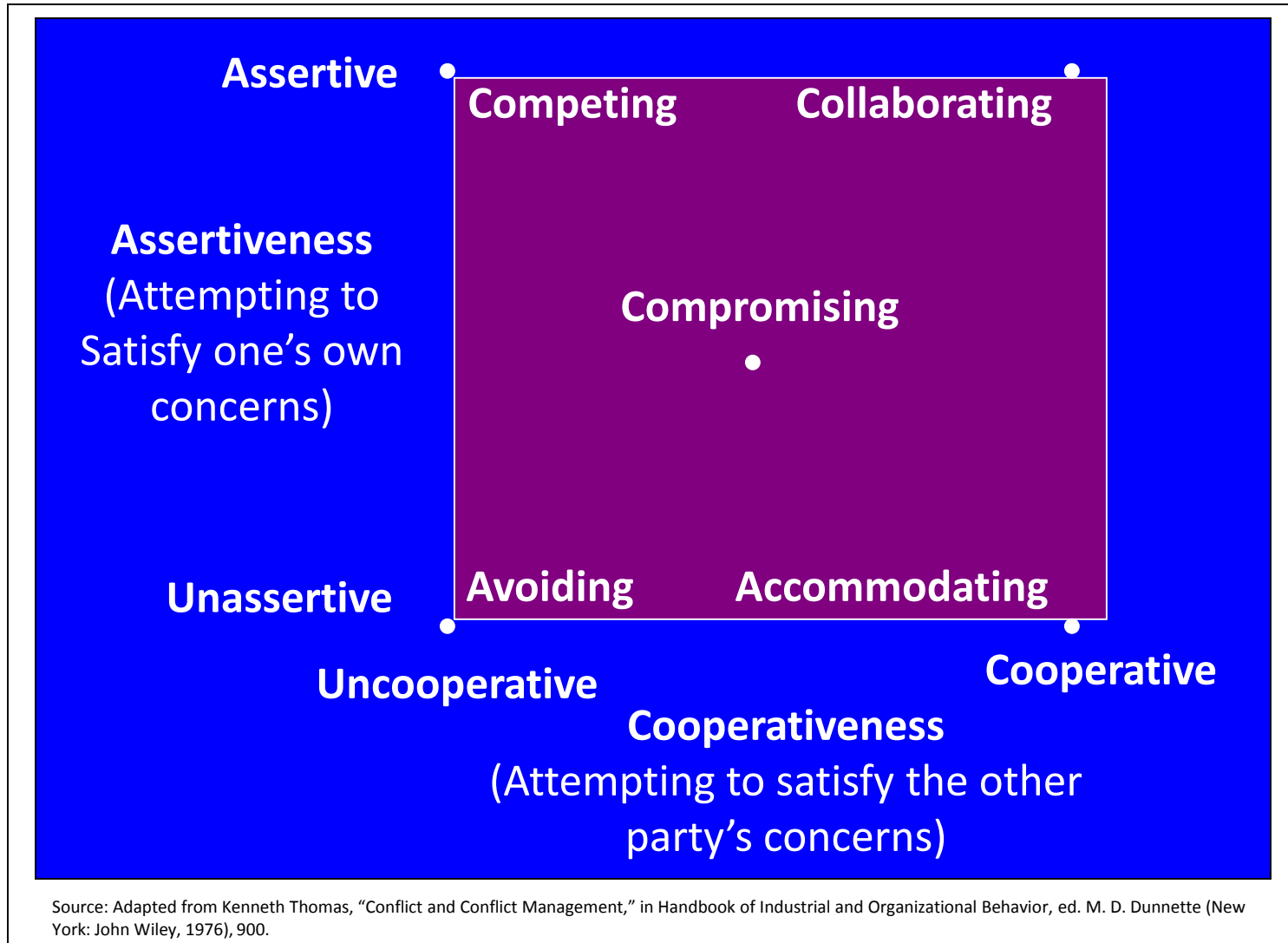


- ◆ Valuable – define boundaries of acceptable behavior
- ◆ Not written down

Causes of Team Conflict

- **Scarce Resources:** include money, information, and supplies.
- **Jurisdictional Ambiguities:** conflicts emerge when job boundaries and responsibilities are unclear.
- **Communication Breakdown:** poor communications result in misperceptions and misunderstandings of other people and teams.
- **Personality Clashes:** personality clashes are caused by basic differences in personality, values, and attitudes.
- **Power and Status Differences:** occur when one party has disputable influence over another.
- **Goal Differences:** conflict often occurs simply because people are pursuing conflicting goals.

Model of Styles to Handle Conflict



Balancing Conflict and Cooperation

- **Superordinate Goals** = goal that cannot be reached by a single party
- **Bargaining/Negotiation** = parties engage one another in an attempt to systematically reach a solution
- **Mediation** = process of using a third party to settle a dispute

Guidelines for Helping Managers Facilitate Communication

Focus on substantive issues vs. interpersonal conflicts

- ① Focus on facts
- ② Develop multiple alternatives
- ③ Maintain a balance of power
- ④ Never force a consensus

Potential Benefits of Teams

Enhance individual productivity through

- Increased member effort
- Team members' personal satisfaction
- Integration of diverse abilities and skills
- Increased organizational flexibility

Potential Cost of Teams

When teams do not work well it is usually because of

- Power realignment
- Free riding
- Coordination costs
- Revising systems

Teamwork

Over the past two decades, the use of teams has increased dramatically in response to

- new competitive pressures,
- the need for greater flexibility and speed, &
- a desire to give people more opportunities for involvement

Thank You!