

Managing Individuals and Groups

Organizations

Organizations don't exist → They are ideas; Where are Ideas → In human minds

- Systematic grouping of people brought together to accomplish some specific purpose
- What is a Group? Group: Focus on a subject Grouping: Happens in people's minds
- Anthropomorphize: Attribute human characteristics or behavior to (a god, animal, or object)

Organizational Behavior

The connection between what people do (behavior) and the organization's results

“Every organization is aligned to get what they are getting” - Stephen Covey

Individual Psychology

What is Reality: Differences between 'Reality' and 'reality' (Perception is key)

Attitudes

Is it your job to make your employees happy? Your job is to make money...

- Attitude: Filter - Everything going in and out
- What can we change to adjust attitudes
- Do attitudes predict behavior? It depends on
 - How important
 - How frequently do you express it
 - How personal is it
- Free Agency vs Moral Agency
- Cognitive Dissonance: Psychological discomfort experienced when holding contradictory beliefs, attitudes, or values simultaneously
- Outcomes of Job Satisfaction: Job Performance, Customer Satisfaction, and Absenteeism

Major Job Attitudes

- Job satisfaction: Enjoying your job
- Psychological empowerment: Having control over how and what gets done
- Organizational commitment: Loyalty to the organization and its goals
- Perceived organizational support: The company cares about you
- Engagement: Actively involved in the success of the organization

Emotions and Moods

Need to know: People have them - Judgement & Communication

Emotional Intelligence (EI)

- A person's ability to
 - Be self-aware
 - Detect emotions in others
 - Manage emotional cues and information
- EI plays an important role in job performance

Emotional Dissonance

- Employees have to project one emotion while simultaneously feeling another
- Can be very damaging and lead to burnout

Personality

“Enduring characteristics that describe an individual's behavior”

Classification Risks

- Narrow self-exploration
- Stereotype others
- Self-fulfilling prophecy

Personality Tests

- Measures your ability to take the test
- Big 5: Measures 9% of people's behavior

Social Psychology

Groups

No Involvement = No Commitment

Disadvantages

- Time-consuming
- Minority Domination
- Pressure to Conform
- Ambiguous Responsibility
- Social Loafing
- “Group Think”

Advantages

- Leader: Not needed if the team is high-functioning followers
- There are scraps of information to get things done
- Generate more alternatives
- Increases solution acceptance
- Increases legitimacy

Conformity

- The act of matching your attitudes, beliefs, and behaviors to those of a group or social norm
- Can cause the development **Good** or **Bad** Habits
- Is it driven by how we are “Programmed”
- How do rules get in your brain? - Socialization
- What happens when you give a role without instructions?
- How does the company culture impact people's behavior?
- The hardest thing to do was to fix a broken culture

Norms

- What people feel is correct
- Acceptable standards that are shared by the group members
- Desired Norm: What people want the norm to be

Cohesiveness

- Degree to which members are attracted to each other and are motivated to stay in the group
- Factors: Group Size, Level of Interaction, External Threats

Motivation

Hygiene Factors

Satisfaction is not the opposite of dissatisfaction

- The opposite of Satisfaction is less Satisfaction
- The opposite of Dissatisfaction is less Dissatisfaction

Intrinsic Motivators

- Achievement
- Recognition
- Work Itself
- Responsibility
- Advancement
- Growth

Ways of Seeing People

Theory X

- Employees dislike/avoid work
- Must be coerced and controlled
- Avoid responsibility
- Place security above all

Theory Y

- Employees view work as a natural state
- Exercise self-control and direction
- Accept and seek responsibility
- Have the ability to make good decisions

Expectancy Theory

- Individual Effort
 1. Effort-Performance Relationship
- Individual Performance
 2. Performance-Reward Relationship
- Organizational Rewards
 3. Rewards-Personal Goals Relationship
- Personal Goals

Politics

- Using Social Influence rather than business structure to get things done
- Focused on getting ahead
- Influencing the distribution of advantages
- Going outside of the normal strategic path or organization
- Emotional Bank Account
 - Make a deposit in advance by helping someone out
 - Making a withdrawal from that account (resolving the debt the other person has)

Playing Politics

Before you consider political options, evaluate the situation

- Your Organizational Culture
- The Power of Others
- Your Own Power

Power

Ability to influence others' behavior

Types of Power

- Reward: Ability to Give Favors
- Coercive: Ability to Inspire Fear
- Legitimate: Organizational Position
- Expert: Possessing Knowledge/Skill
- Referent: Likability

Social Heuristics

Simple decision-making strategies that guide people's behavior and decisions in the social environment

- Reciprocity: People should be more willing to comply with a request from someone who has previously provided a favor
- Authority: One should be more willing to follow the suggestions of someone who is a legitimate authority
- Friendship/Liking: One should be willing to comply with the requests of friends or other liked individuals
- Consistency: After committing oneself to a position, one should be more willing to comply with requests for behaviors that are consistent with that position
- Social Validation: One should be more willing to comply with a request for behavior if it is consistent with what similar others are thinking or doing
- Scarcity: The principle that items are perceived as more valuable when they are perceived as limited or difficult to obtain, prompting a faster decision to acquire them

Negotiation

Effective Negotiation

- Try to understand the other person first (Help me to understand)
- Separate the people from the problem (Us vs the Problem)
- Focus on **interests**, not **positions**
- Invent options for mutual gain
- Insist on using objective criteria
- Understand your next best alternative

Deal Types

- No Deal
- Win-Lose
- Lose-Win
- Win-Win

Leadership

A process whereby an individual influences [others] to achieve a common goal

Leadership is not in the leader, it's what a group achieved together

Key Activities

- Creating and communicating a vision
- Setting strategies
- Seeking commitment
- Holding others accountable
- Building teams
- Motivating
- Meeting needs (Removing obstacles)

Key Characteristics

- Idealized goal
- Ability to help others understand the goal
- Strong convictions about their goal
- Behavior that is unconventional
- Assertive and self-confident
- High self-monitoring
- Appearance as a change agent

Building Trust

- Show consistency
- Fulfill your promises
- Maintain confidences
- Demonstrate confidence
- Practice openness
- Be fair
- Speak your feelings
- Tell the truth

How do Leaders Happen?

- Trait Theory – Leaders are born
- Skills Theory – Leaders learned

Responsibility Categories: People or Tasks