

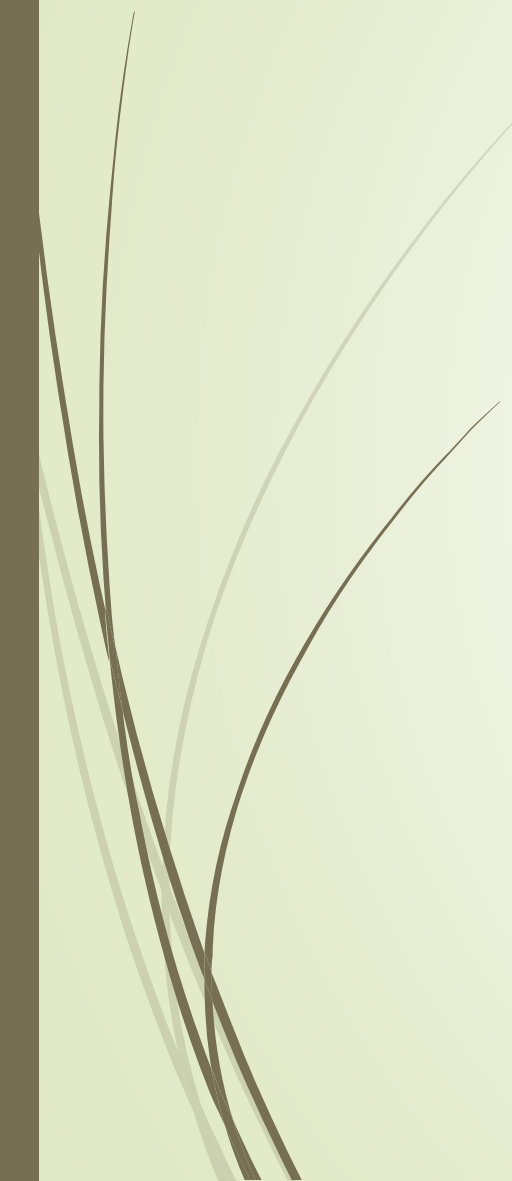



# MGMT 6500 – Managing Individuals and Groups

Jared Chapman

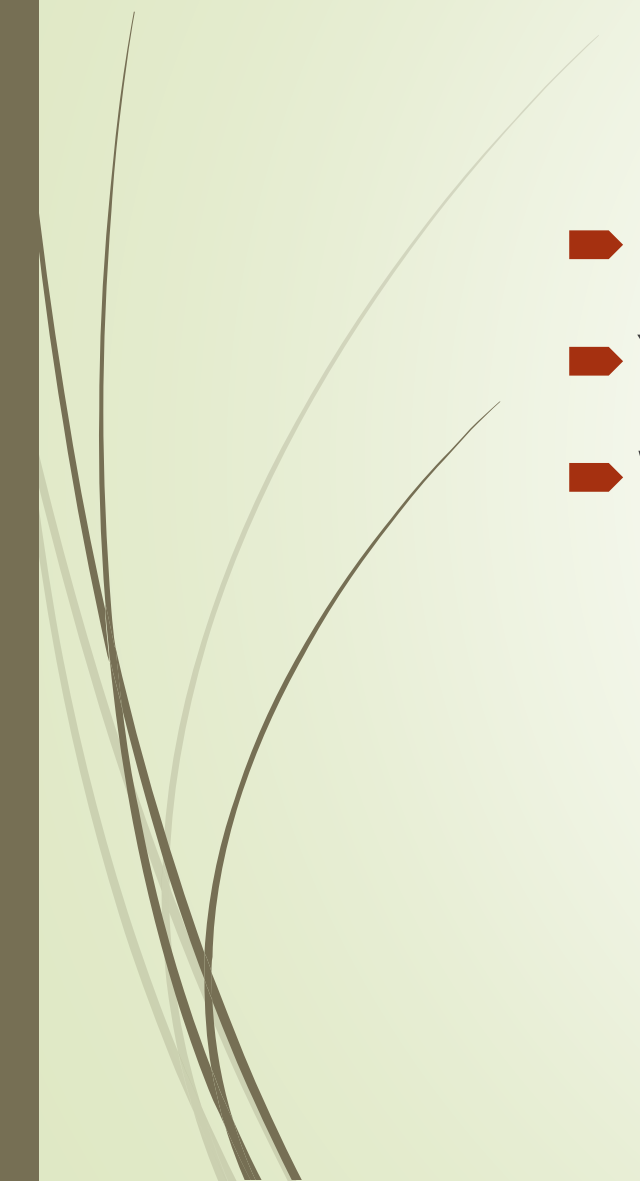


# Today's Agenda

- Introduce me
  - Review Syllabus
  - Review Case Analysis
  - General Introduction to OB
- 



# About you – Pairs activity

- Name
  - Your career destination
  - What you hope to get from this class? Why?
- 



# Syllabus

- **NO CLASS ON JULY 23<sup>rd</sup>**
  - Work on End of Semester assignments
- Delphinium vs Modules
- Before Class
  - Readings, videos, assessments
  - Quizzes (x6)
  - Case study questions (x5)
- After class
  - Discussions (x7)
  - Individual Reflection
    - x3 – 2-3 page papers (Personality, Motivation, Decisions)
  - Leadership Self-Evaluation
- Final Exam



# Cases

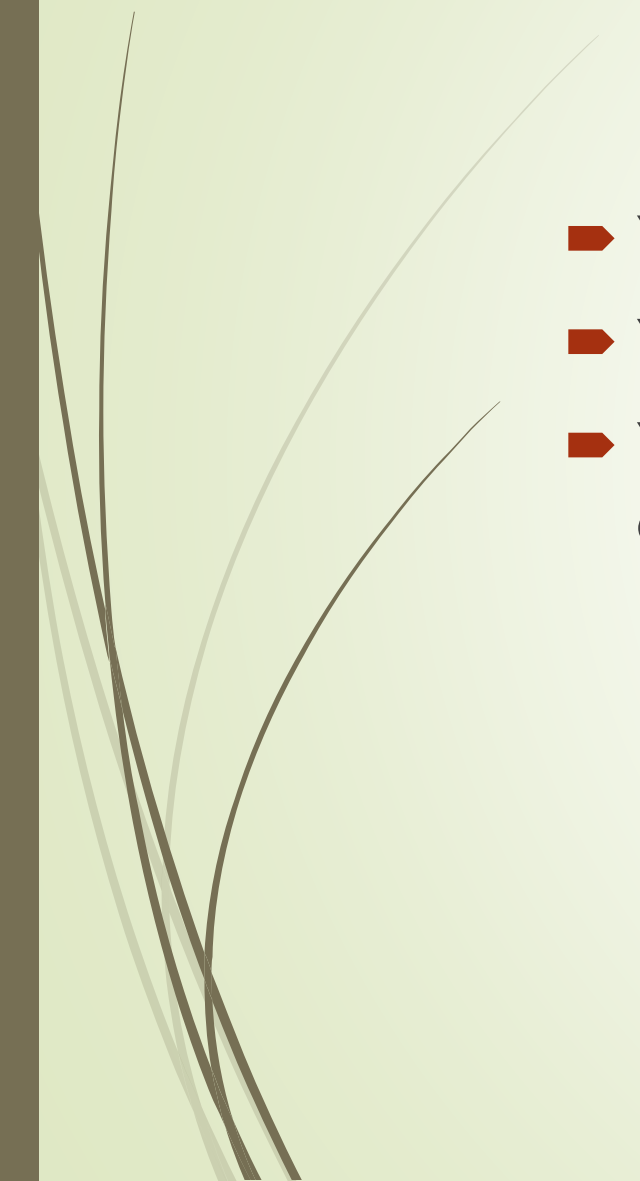
- ▶ Purpose
  - ▶ Apply class theory to 'real world' practice
  - ▶ Develop analytical and problem-solving skills
- ▶ The 'trick'
  - ▶ Figure out the 'key' issues, ignore the rest
  - ▶ Use what we are learning for context (causes and drivers)
  - ▶ Support recommendations with principles we are learning
- ▶ Tips
  - ▶ Read the discussion questions before you start
  - ▶ Be prepared to look for principles we are discussing before you start
  - ▶ Skim first for headers and key ideas
  - ▶ Reread for exhibits and data
  - ▶ Reread again for details, take notes, make connections to principles we are discussing
  - ▶ Consider multiple solution options
  - ▶ Create solutions and recommendations from case facts and class principles

# Case Rubric

<b>TRAIT</b>	<b>Unacceptable</b>	<b>Acceptable</b>	<b>Exemplary</b>	<b>Score</b>
<b>Issues</b>	Does not recognize a problem or mentions problems that are not based on facts of the case	Recognizes one or more key problems in the case.	Recognizes multiple problems in the case. Indicates some issues are more important than others and explains why	
<b>Perspectives</b>	Does not recognize the perspectives of any characters in the case	Considers the perspectives of individuals who are related to the problems	Clearly describes the unique perspectives of multiple key characters.	
<b>Knowledge</b>	Simply repeats facts listed in case and does not discuss the relevance of these facts	Considers facts from the case and cites related knowledge from theoretical or empirical research	Discusses facts of the case in relation to empirical and theoretical research and add knowledge from personal experience	
<b>Actions</b>	No action proposed or proposes infeasible action(s)	More than one reasonable action proposed.	Proposed actions seem to deal with the most important issues	
<b>Consequences</b>	No positive and negative consequences are identified	Positive and negative consequences for each action are discussed	Consequences are tied to the issues deemed most important.	

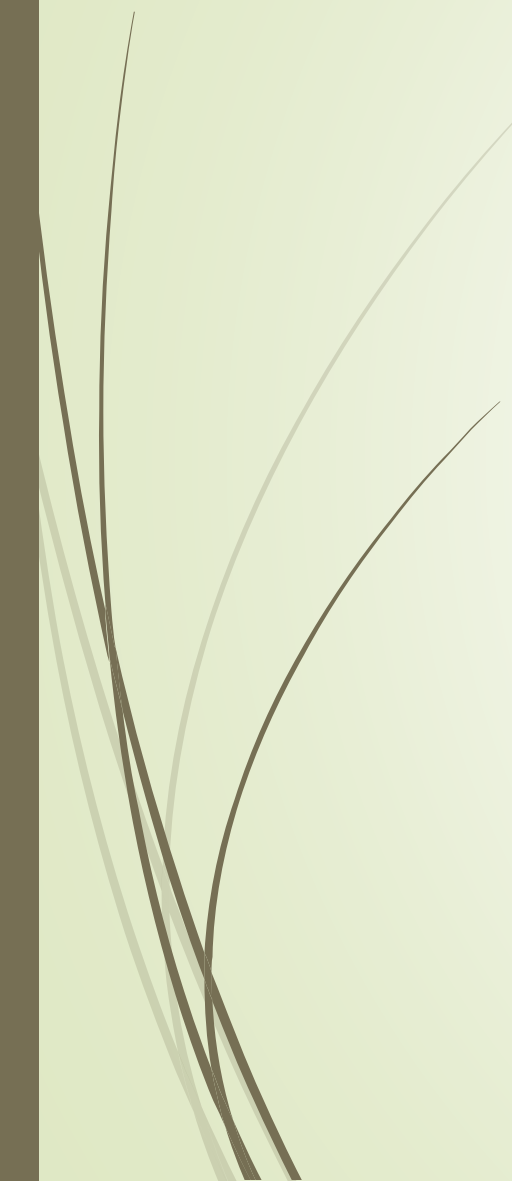


# My expectations

- ▶ You will be here in class
  - ▶ You will come prepared to discuss readings and cases
  - ▶ You will actively participate in the course, including in class discussions
- 




# Content Areas

- Individual Differences
  - Groups and Teams
  - Motivation & Success
  - Interpersonal Influence
  - Leadership
  - Decision Making
  - Giving and Receiving Feedback
- 



# What is an Organization?

- ▶ A consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals.
- 

# What is an organization?

A systematic grouping of people brought together to accomplish some specific purpose.



Organization

≠



Organization

=



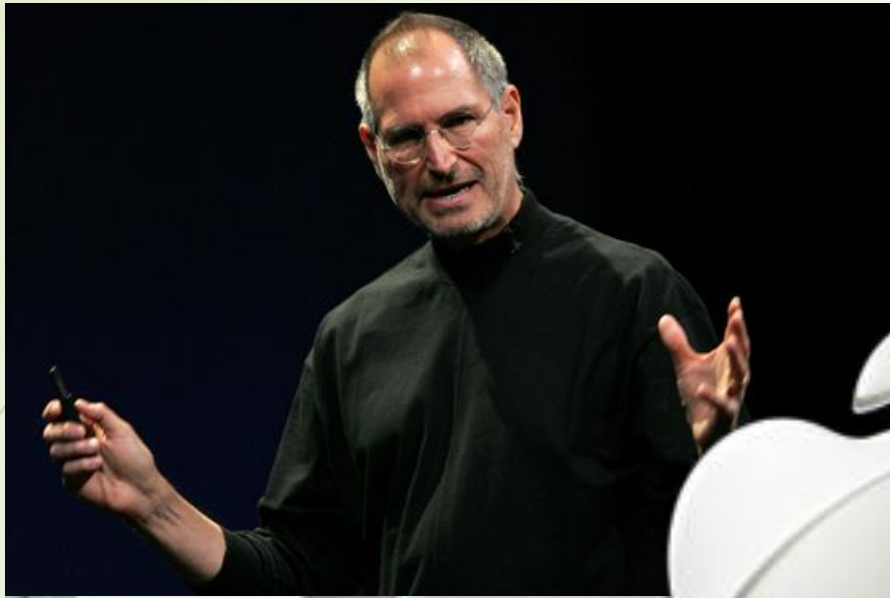
# Liberty



# Organization

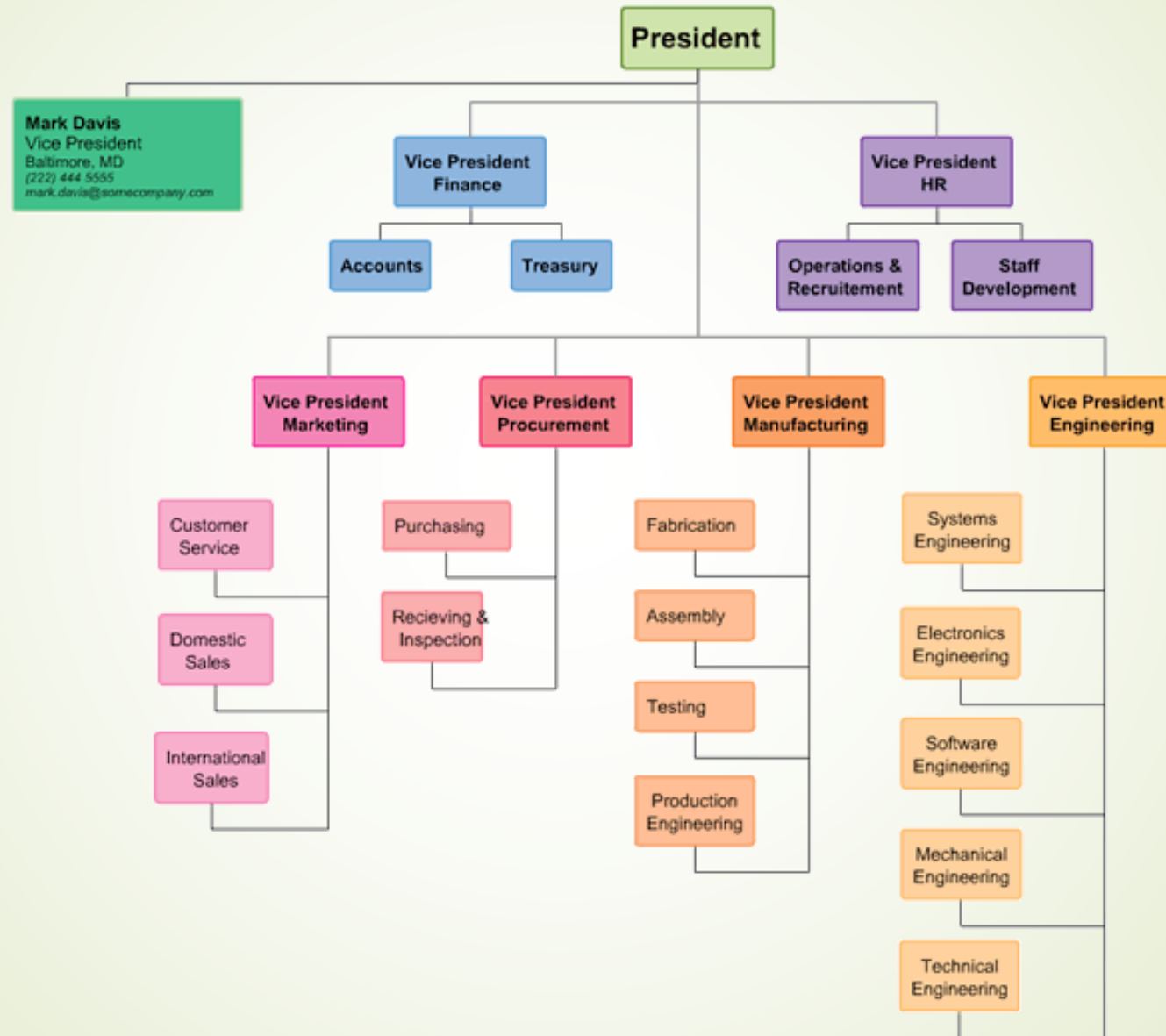








People successfully fulfilling roles aligned with results = successful organization





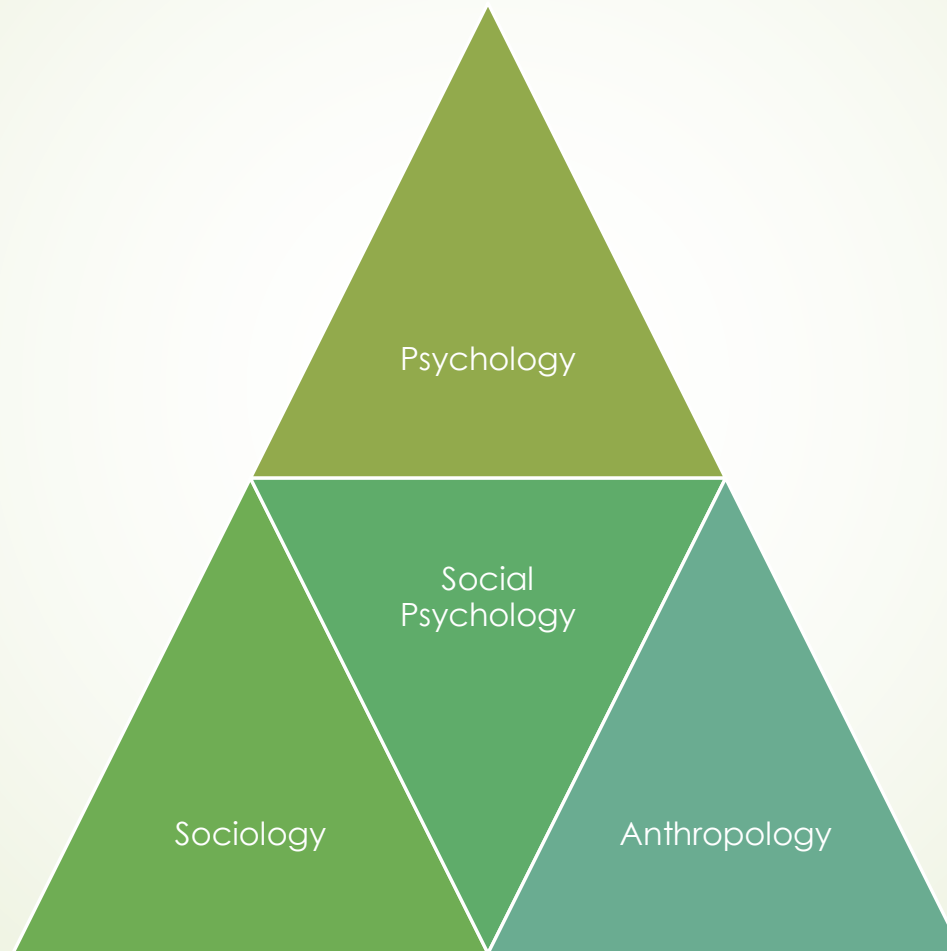
# What is Organizational Behavior Study?

- ▶ The connection between what people do (behavior)

And

- ▶ The organization's results

# Contributing Disciplines

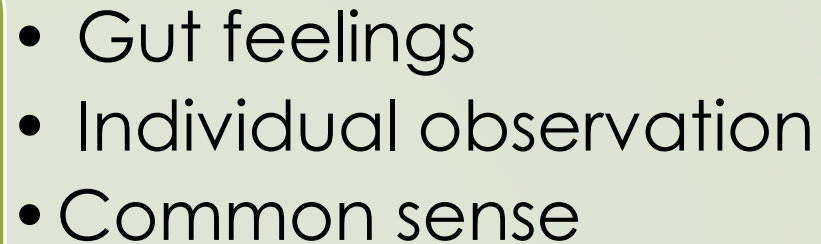




# Intuition and Systematic Study

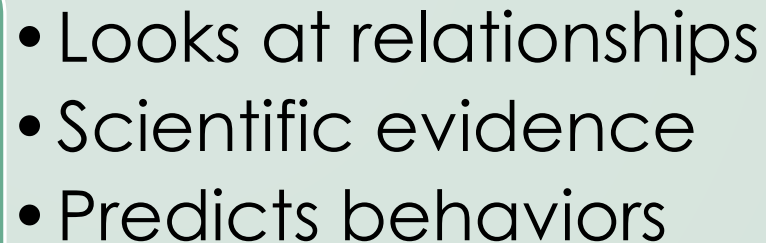


## Intuition

- Gut feelings
  - Individual observation
  - Common sense
- 



## Systematic Study

- Looks at relationships
  - Scientific evidence
  - Predicts behaviors
- 

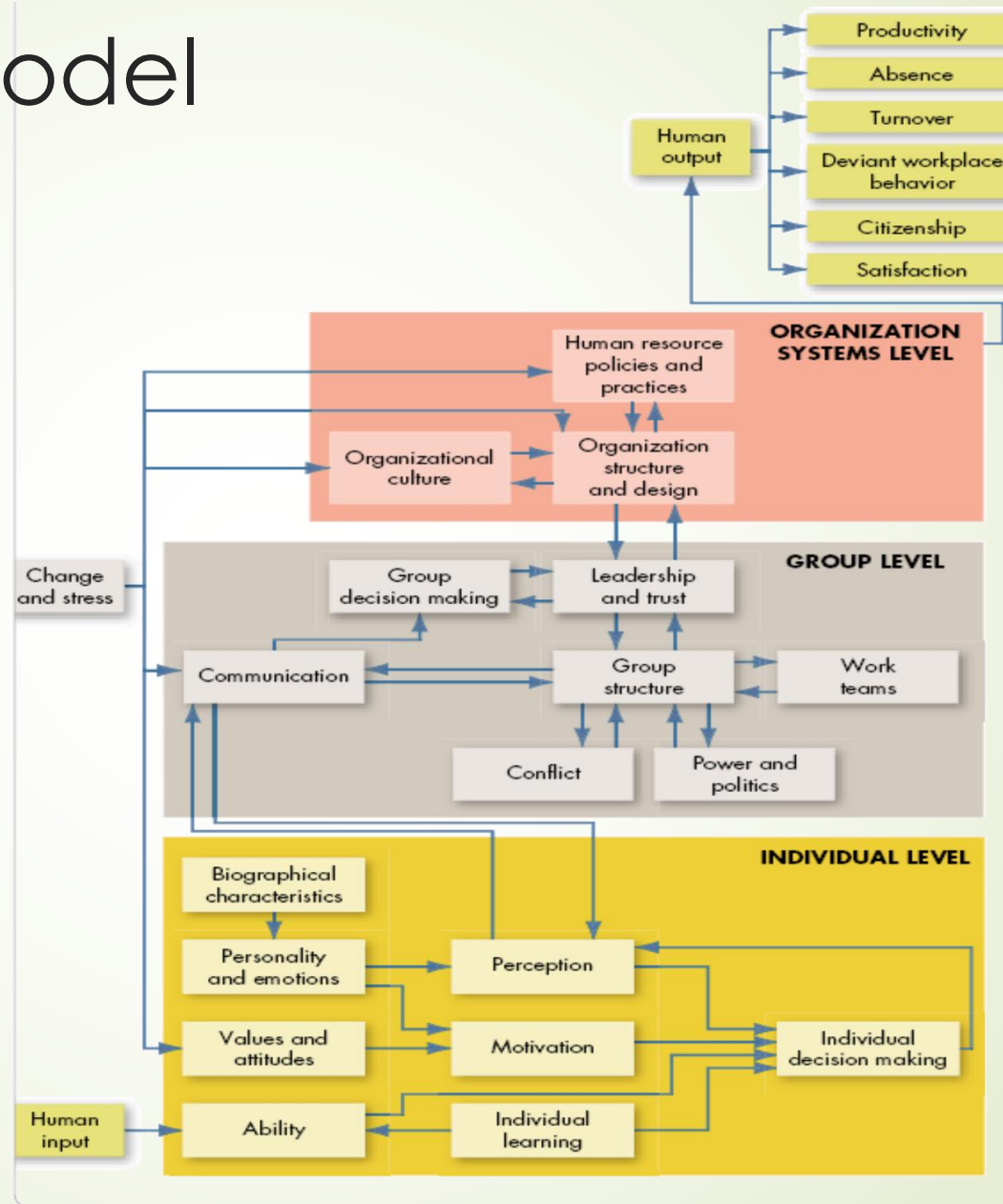
*The two are complementary means of predicting behavior.*



# Myth or Science?

- Leaders are born.
- A high score on an IQ test is the best predictor of future success for an applicant.
- Highly cohesive groups are more productive than non-cohesive groups.
- Offering more money is the best way to motivate employees to produce more.
- The most effective groups are devoid of conflict.
- Everyone wants a challenging job.
- People are more productive when their boss is friendly, outgoing and approachable

# The OB Model





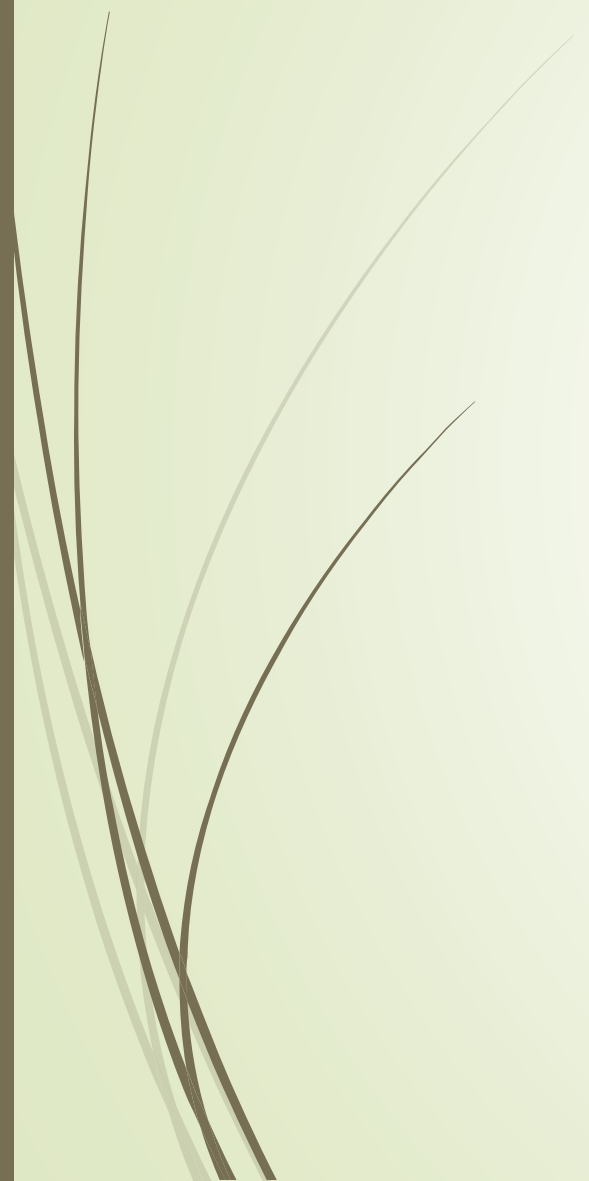
# Follow me here...

- Organizations don't exist
  - They are ideas
- Where are ideas?
  - In human minds
- So..., understanding the human mind is where we need to start to understand organizations



# Has anyone in this room EVER experienced reality?

- ▶ How do you know?
- ▶ Hands
- ▶ <https://www.youtube.com/watch?v=iL8Hw2-Lm7k>
- ▶ <https://www.youtube.com/watch?v=DdvN4WqJh6g>



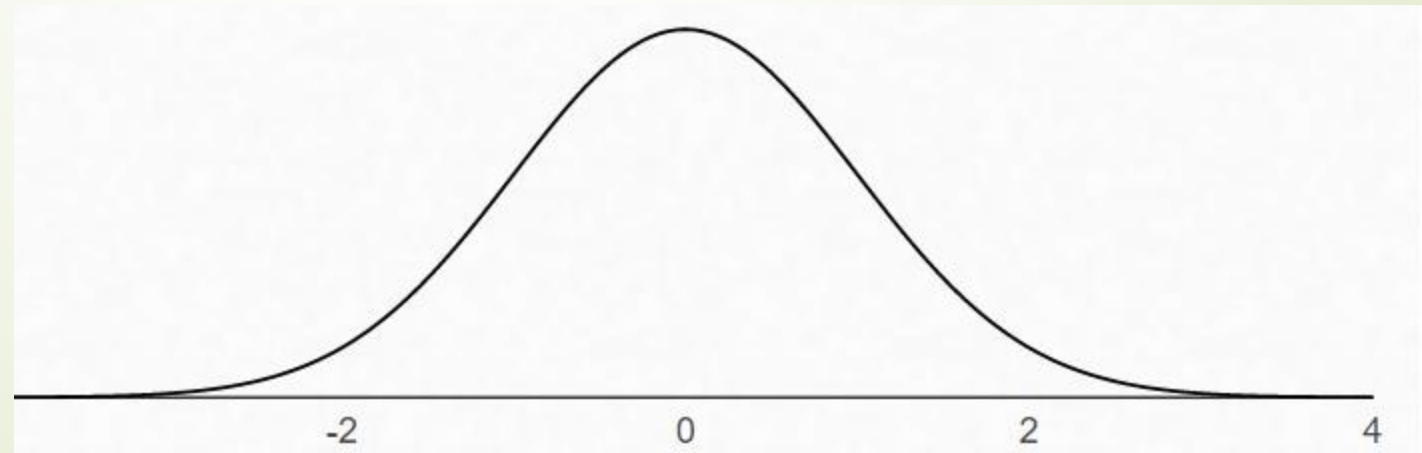



# You are living in a literal hologram

- ▶ What assurance is there that we share the same hologram?
  - ▶ Or even a similar one?
  - ▶ Whose hologram is right?
- ▶ We share the same machinery

# What's my point

- ▶ The long tails
  - ▶ Why is normal normal?
  - ▶ What if normal shifted and you weren't normal any more?
  - ▶ I suggest tolerance is your best play





# How do we all work together when our reality is dissimilar? - Normal curve

- ▶ How to get at reality? Stats
- ▶ Standard normal curve
- ▶ Empirical rule
- ▶ Most of us are in the middle
- ▶ What do we call people on the edges, odd or brilliant, depends on if they are productive.
- ▶ What if we shift the curve, would we suddenly become odd?
- ▶ How do we shift the curve? Join a different social group or culture
- ▶ This is an argument for tolerance



# Individual Differences

Jared Chapman



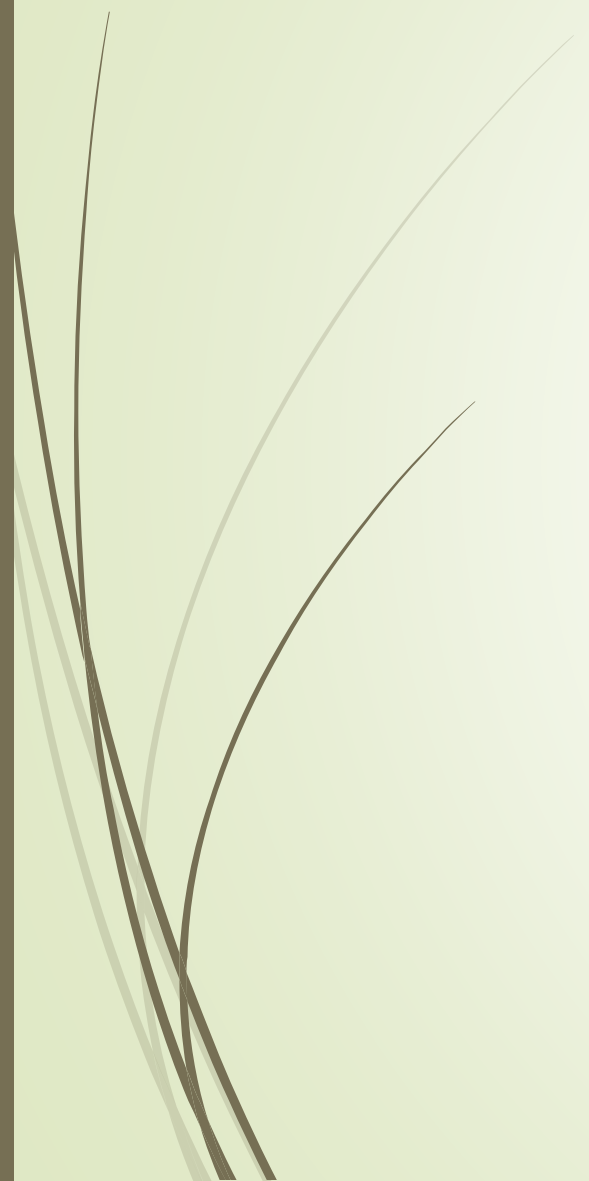
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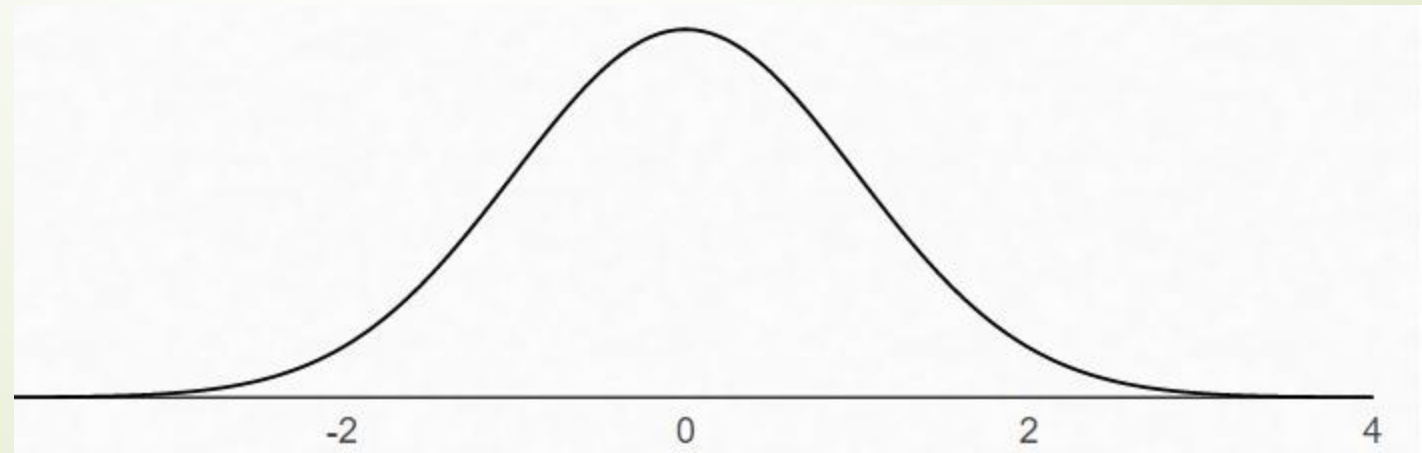


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# What's my point

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  - ▶ Why is normal normal?
  - ▶ What if normal shifted and you weren't normal any more?
  - ▶ I suggest tolerance is your best play



# What is an attitude?



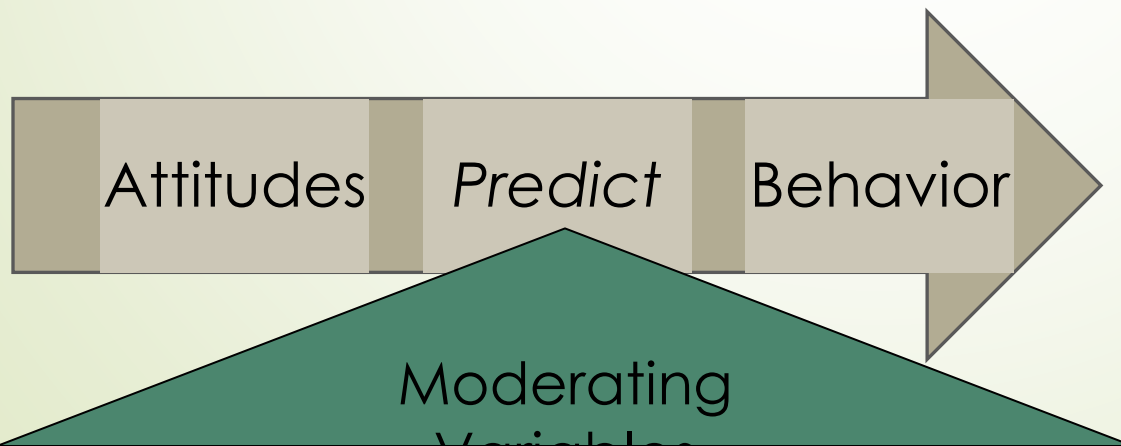
# Surfer Girl Attitude

➔ [Video](#)



# Do attitudes predict behavior?

- ▶ Some times yes, sometimes no
  - ▶ It depends on
    - ▶ How important (recycle)
    - ▶ How frequent you express it (testimony)
    - ▶ How personal it is (brother)
  - ▶ Social pressure weakens attitude's connection to behavior





# What is dissonance?

- ▶ <https://www.youtube.com/watch?v=hpwaD8Ho9Co>
- ▶ <https://www.youtube.com/watch?v=tRcPA7Fzebw>

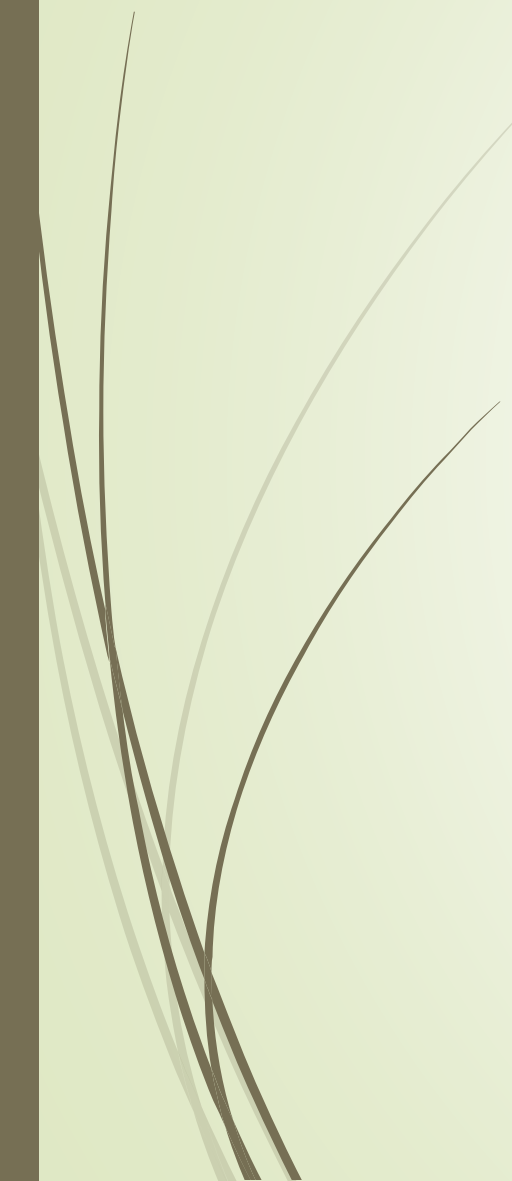
# Cognitive Dissonance

- ▶ Leon Festinger – End of the world
- ▶ Tedious Task
- ▶ What is happening here?





# Can you teach an Attitude?

- ▶ MSc
  - ▶ Where did your attitudes come from?
  - ▶ Marketing, lawyers, politics, coaching, etc.
- 

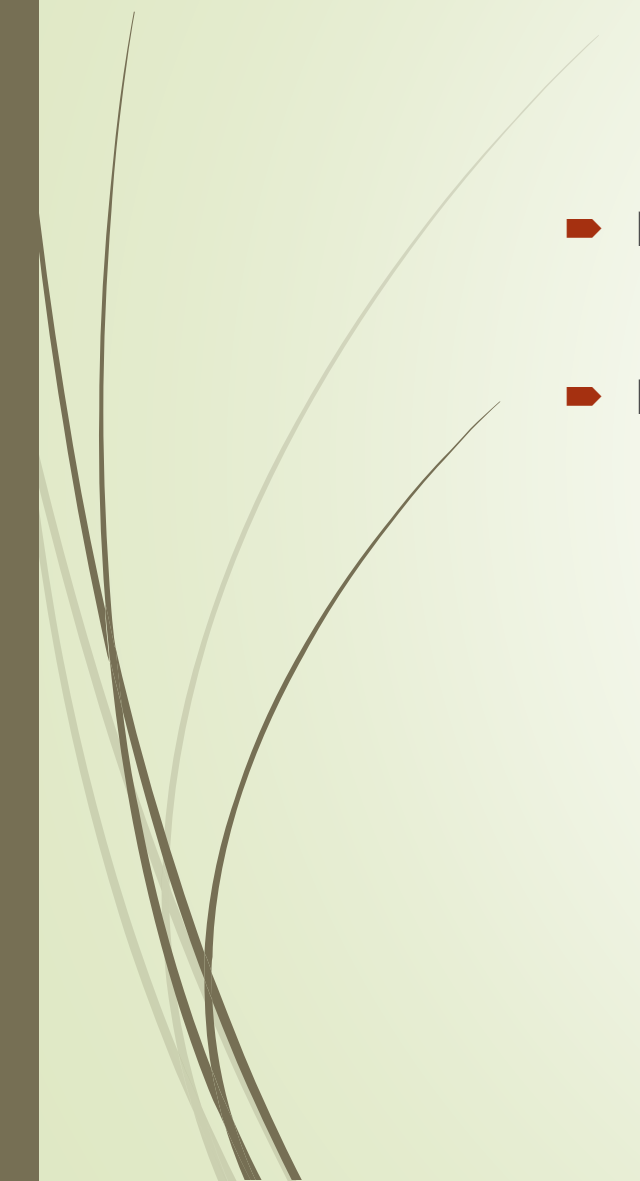



# What are the Major Job Attitudes?

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

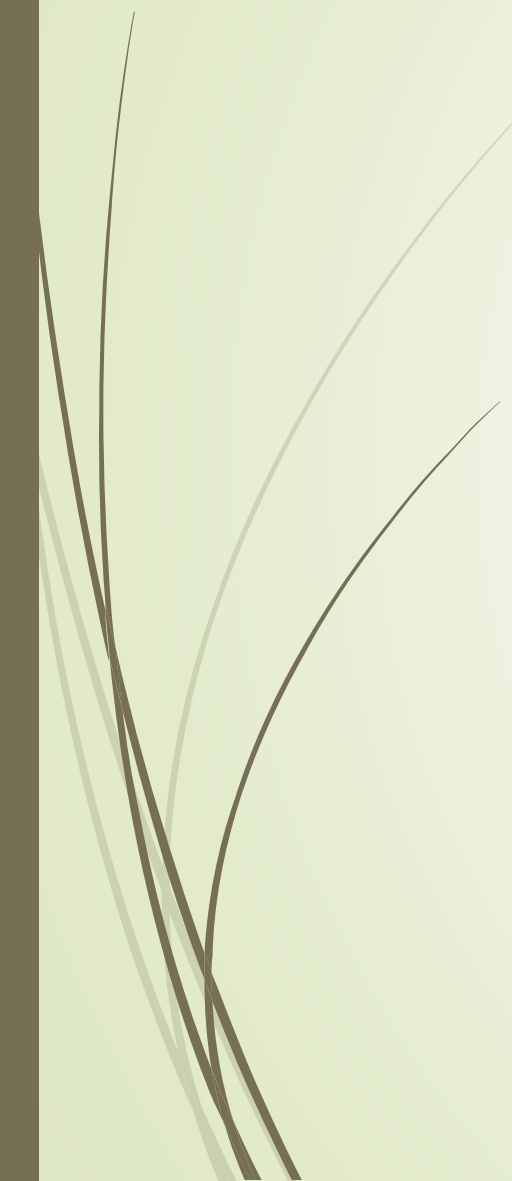


# Are These Job Attitudes Distinct?

- ▶ Not really, these attitudes are related
  - ▶ Factor analysis
- 



# Why do we care about job satisfaction?

- ▶ Is it your job to make sure people are happy at work?
  - ▶ What should you optimize for?
- 

# Outcomes of Job Satisfaction

- ▶ Job Performance
  - ▶ Satisfied workers are more productive
- ▶ Customer Satisfaction
  - ▶ Satisfied frontline employees increase customer satisfaction and loyalty
- ▶ Absenteeism
  - ▶ Satisfied employees are less likely to miss work
- ▶ Turnover
  - ▶ Satisfied employees are less likely to quit
- ▶ Workplace Deviance
  - ▶ Dissatisfied workers are more likely to unionize, abuse substances, steal, be tardy, and withdraw
- ▶ Despite the impact of job satisfaction on the bottom line, most managers are either unconcerned about or overestimate worker satisfaction





# Emotions and Moods

Chapter 3

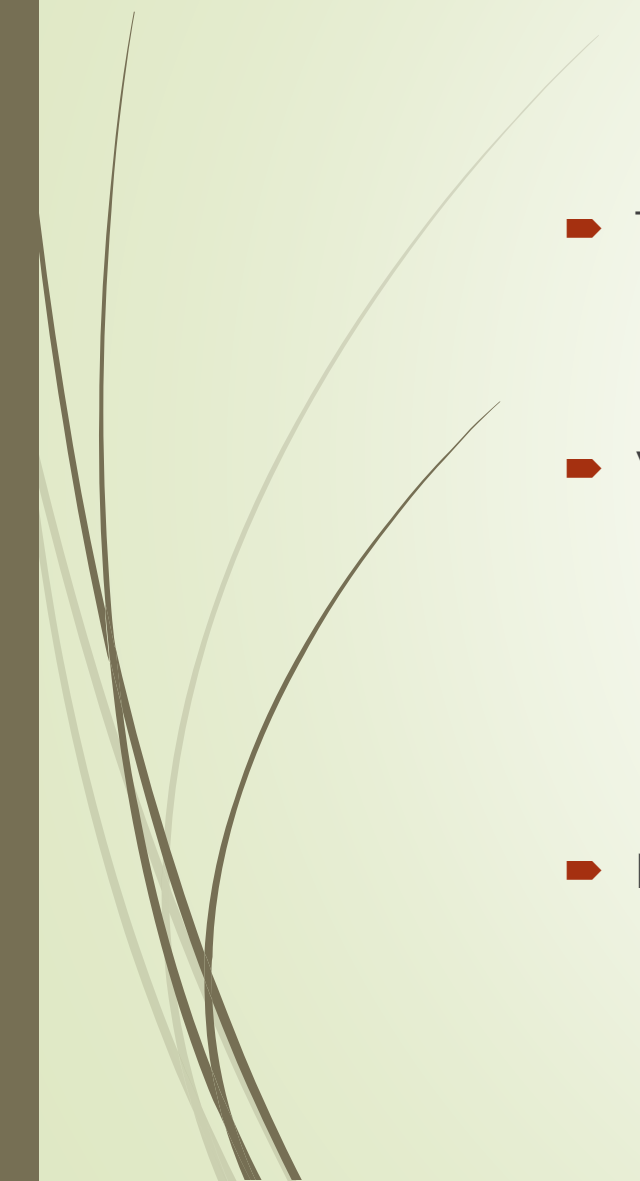


# What do we need to know about emotions and moods?

- ▶ People have them
  - ▶ They impact
    - ▶ Judgment
    - ▶ Communication
- 



# Why Were Emotions Ignored in OB?

- The “Myth of Rationality”
    - Emotions were seen as irrational
    - Managers worked to make emotion-free environments
  - View of Emotionality
    - Emotions were believed to be disruptive
    - Emotions interfered with productivity
    - Only negative emotions were observed
  - Now we know emotions can't be separated from the workplace
- 

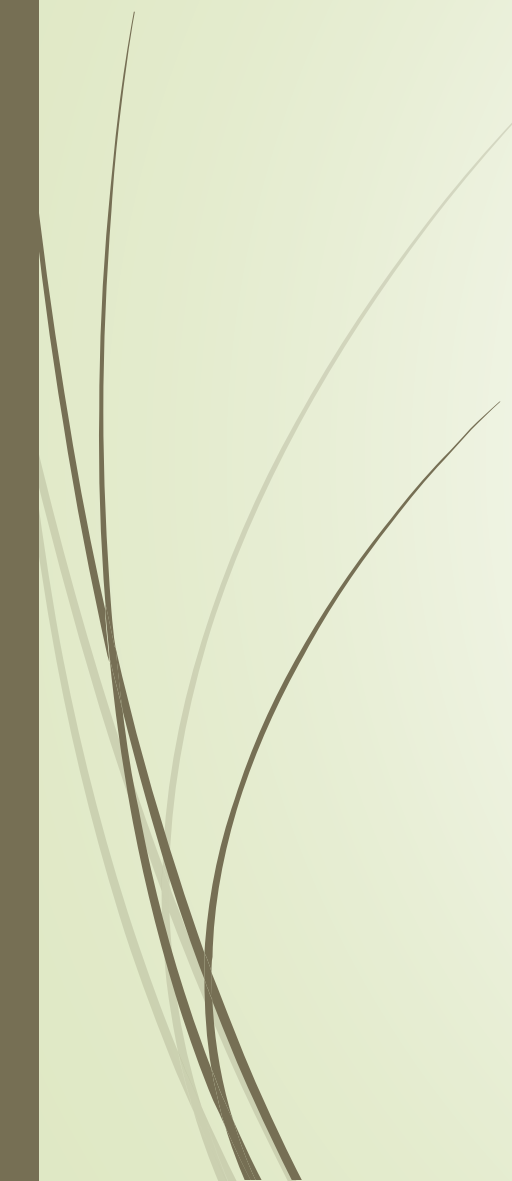


# Emotional Labor

- ▶ It takes work to only display the “right” emotions
  - ▶ Felt vs displayed emotions
    - ▶ Surface Acting: displaying appropriately but not feeling those emotions internally
    - ▶ Deep Acting: changing internal feelings to match display rules - very stressful
- ▶ Emotional Dissonance:
  - ▶ Employees have to project one emotion while simultaneously feeling another
  - ▶ Can be very damaging and lead to burnout




# Emotional Intelligence (EI)

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



# OB Applications of Emotions and Moods

- ▶ Selection
  - ▶ EI should be a hiring factor, especially for social jobs
- ▶ Decision Making
  - ▶ Positive emotions can lead to better decisions
- ▶ Creativity
  - ▶ Positive mood increases flexibility, openness, and creativity
- ▶ Motivation
  - ▶ Positive mood affects expectations of success; feedback amplifies this effect
- ▶ Leadership
  - ▶ Emotions are important to acceptance of messages from organizational leaders



# More OB Applications of Emotions and Moods

- ▶ Negotiation
  - ▶ Emotions, skillfully displayed, can affect negotiations
- ▶ Customer Services
  - ▶ Emotions affect service quality delivered to customers which, in turn, affects customer relationships
  - ▶ Emotional Contagion: “catching” emotions from others
- ▶ Job Attitudes
  - ▶ Can carry over to home, but dissipate overnight
- ▶ Deviant Workplace Behaviors
  - ▶ Negative emotions lead to employee deviance (actions that violate norms and threaten the organization)
- ▶ Manager’s Influence
  - ▶ Leaders who are in a good mood, use humor, and praise employees increase positive moods in the workplace.



# Personality and Values

Chapter 4



# What is Personality?

- ▶ Enduring characteristics that describe an individual's behavior
- ▶ Have you ever taken a personality test? What do you think?
- ▶ When is a personality test useful?
  - ▶ Google, MBPT, Slife




# Is it bad to classify personalities?

- Risks
  - Narrow exploration of self
  - Stereotype others
  - Self fulfilling prophesy



# What are personality tests good for?

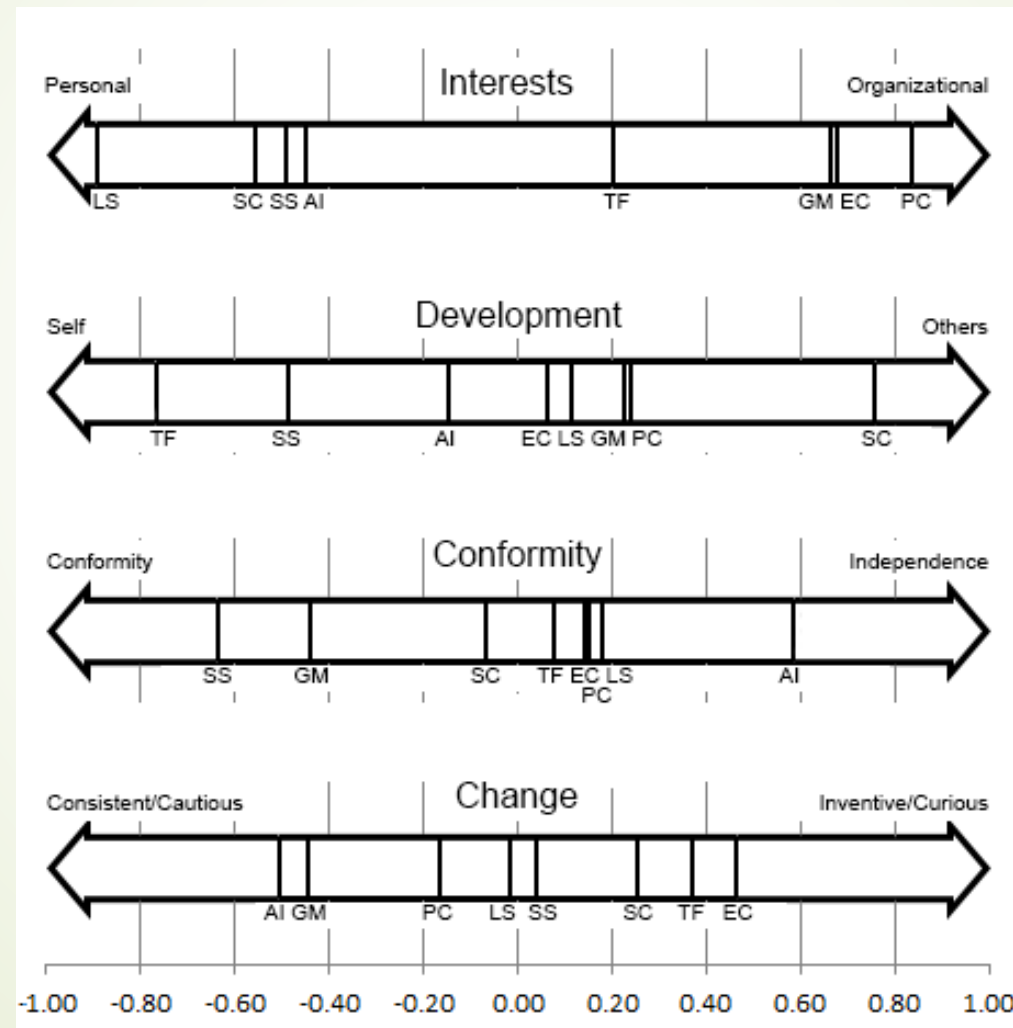
- ▶ Self exploration
  - ▶ Starting a conversation
  - ▶ Providing a vocabulary
  - ▶ The risks out weigh the gains unless great care is taken
- ▶ Identifying trends in large populations
  - ▶ This is still risky if we apply the trends to individuals



# Why will personality tests never be good for understanding individuals?

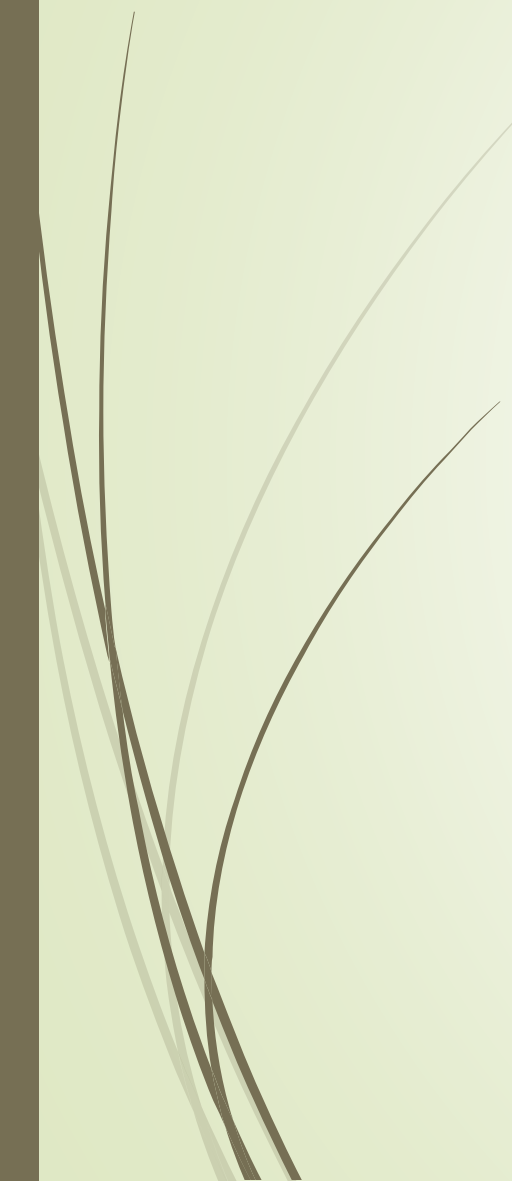
- ▶ The math won't allow it!
  - ▶ Personality types are defined using factor analysis
    - ▶ Sample participants respond to a lot of questions
    - ▶ Factor analysis is used to find patterns in how people respond
    - ▶ If 2 or more questions always travel together in a correlation, we only need one of the questions, the others don't provide new information
    - ▶ Under all of the questions are latent factors that are driving the responses to questions

# From the factors we create profiles





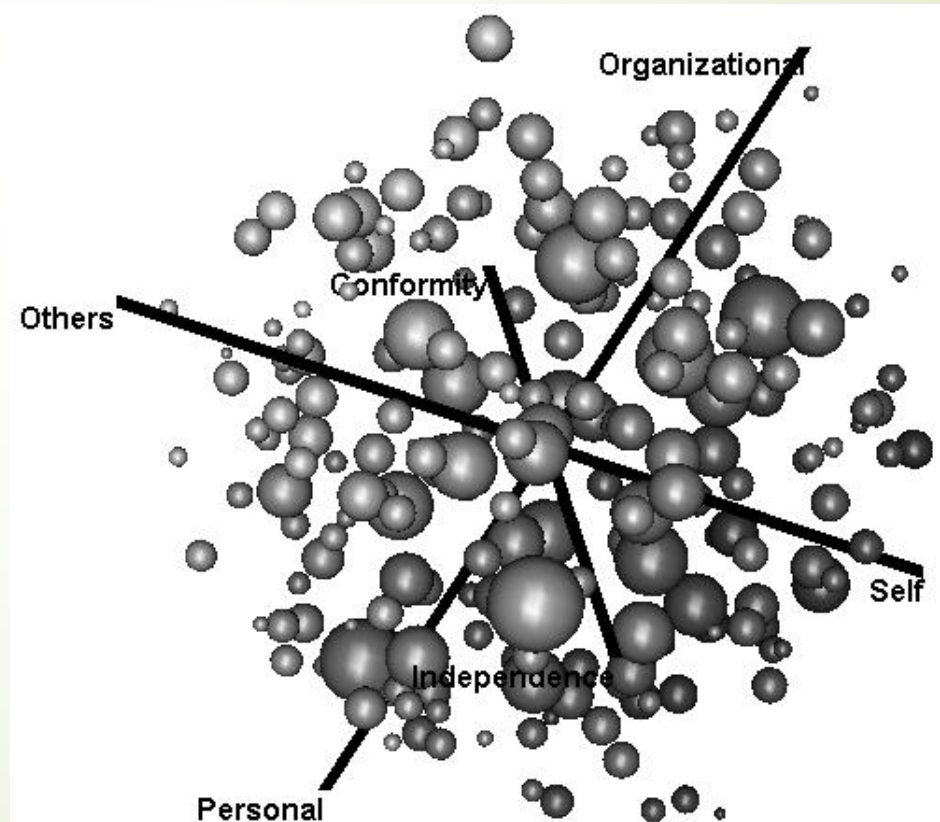
# BUT...!

- ▶ That factor structure describes the population, NOT individuals
  - ▶ It is tempting to map individuals to the profiles, but you have to throw away a lot of data to do it
  - ▶ If you are barely on one side of a pole, you are described with that characteristic, even though you also identify with the opposite pole
- 

# The reality is most people map to a variety of characterizes

- Simplifying a human to a color or profile does a HUGE disservice, and has almost NO correlation to performance
- So why do it?
- Wouldn't be better
  - To just get to know
  - Your employees?

2603 participants clustered by similarity of career anchor preference into 222 clusters



# What are Values?





# What are Values?

- ▶ How can you know what they are?
  - ▶ Laddering
  - ▶ Where you spend your...
- ▶ Ben Franklin
  - ▶ 13 Values
  - ▶ Minus 1



# Activity



- ▶ Think about what you spend your time and money doing
- ▶ Think about what you aspire to be
- ▶ Brainstorm a list of values
- ▶ Define them
- ▶ Order them



# Example



- ▶ Family - My most genuine accomplishments and satisfaction come from my interactions with my family
- ▶ Peace - The sum of all my activities results in calm satisfaction
- ▶ Development - to become more is the purpose of life
- ▶ Service - peace and development is best accomplished in the service of others
- ▶ Order - A predictable lifestyle produces greater productivity, peace and development
- ▶ Balance - All things should be done in wisdom & order. Do not run faster or labor more than you have strength and means provided to enable you, but be diligent unto the end

# Generational Values

	Silent Generation "Traditionalists"	Baby Boomers "Boomers"	Generation X "Slackers"	Millennials "Generation Y"	Generation Z "iGeneration"
<b>Birth Years</b>	1925 - 1946	1947 - 1964	1965 - 1979	1980 - 1997	1998 - 2016
<b>Life Motto</b>	"Never give up"	"Always work hard"	"Work hard, play hard"	"I need it now"	"I'll find it somewhere else"
<b>Values</b>	Communication, teamwork, collaboration	Competition, discipline, teamwork	Creativity, maintaining a work/life balance	Inclusivity, flexibility, collaboration	Flexibility, technology
<b>Work Ethic</b>	Determined to get the job done	Will continue working to save for retirement	Work smarter, not harder	Will work hard as long as needs are met	Will work hard as long as they can do it from home
<b>Technology</b>	No experience	Moderate	Proficient	Excellent	Master
<b>View of Authority</b>	Respect them	Endure them	Ignore them	Choose them	Distrust them
<b>Communication</b>	In-person	In-person	Email	Email	Online Chat
<b>Percentage of Workforce</b>	2% (Declining)	29% (Declining)	34% (Declining)	34% (Growing)	2% (Growing)



# Generations



➤ <https://www.youtube.com/watch?v=TtlojDWOsgg>

➤ <https://www.youtube.com/watch?v=owwM6FpWWoQ>

## Greatest Strengths

### Key themes:

- **Drive and Initiative:** Aggressive, entrepreneurial self-starter who makes things happen and delivers results
- **Learning Agility:** Rapidly mastered cosmetics market knowledge despite minimal background
- **Results Orientation:** Launches products on time/budget, ensures team visibility, tireless work ethic
- **Problem-Solving:** Asks hard questions, thinks strategically, makes quick decisions
- **Team Contributions:** Gives credit to others, shows generosity, willing to mentor peers

## Areas Needing Development

### Leadership and People Management:

- **Delegation Issues:** Acts as "lone ranger," micromanages every detail, doesn't trust others
- **Recognition:** Rarely praises others, lack of positive feedback demotivates team

### Interpersonal Skills:

- **Arrogance:** Perceived as entitled and "better than everyone else"
- **Communication Style:** Too blunt in assessments, doesn't respect diverse approaches
- **Patience:** Reacts too quickly, doesn't give others time to catch up

### Work Style Challenges:

- **Work-Life Balance:** Expects extreme hours including holidays/vacations from team
- **Virtual Team Leadership:** Needs better people skills for global team management
- **System Disruption:** Continually ruffles relationships, requires time to restore equilibrium
- **Self-Awareness:** Narcissistic tendencies, bad temper, inflexibility

**Bottom line:** High-performing individual contributor with strong technical and strategic capabilities who needs significant development in leadership, emotional intelligence, and people management skills to progress into senior roles.

The feedback reveals a hierarchy of impact: supervisors see potential, peers see disruption, and direct reports bear the brunt of Alex's demanding style. This suggests Alex manages up better than down—a common pattern for high achievers who struggle with leadership transition.

# Chapter 11

## DEVELOPING GROUPS



# Advantages of Group Decisions

- Provides more complete information
- Generates more alternatives
- Increases solution acceptance
- Increases legitimacy

# Space Survival Exercise

- Get into groups of 3-5
- Read scenario
- Rank items in order of importance
  - Individually
  - As a group
  - 3-5 min each



# Scoresheet Lunar Survival

Items	<u>Step 1</u> Indiv Ranking	<u>Step 2</u> Team Ranking	<u>Step 3</u> Expert Ranking	<u>Step 4</u> Difference Ranking [1-3]	<u>Step 5</u> Difference Ranking [2-3]
Compass					
First Aid					
Flares					
FM receiver					
Food concentrate					
Heat					
Map					
Matches					
Milk					
Oxygen					
Parachute					
Pistols					
Raft					
Rope					
Water					
Total the absolute differences of Steps 4 and 5 -----> (the lower the score the better)				Your Score	Team Score

# Space Survival Exercise

In the following situation, your "life" and "death" depends upon how well you can prioritize items for survival in a relatively unfamiliar environment. This problem is fictional, although the ranking to which you will compare your results was done by a number of space experts.

## **The Situation**

You are a member of a lunar exploration crew originally scheduled to rendezvous with a mother ship on the lighted surface of the moon. Due to mechanical difficulties however, your ship was forced to land at a spot some 320 kilometers (200 miles) from the rendezvous point. During the re-entry and landing, much of the equipment aboard was damaged, and, since survival depends on reaching the mother ship, the most critical items available must be chosen for the 320 km trip.

## **Your Task**

On the next page are listed the 15 items left intact and undamaged after landing. Your task is to rank these items according to their importance in aiding you to reach the mother ship, starting with "1" the more important, to "15" the least important. You should assume that your crew is your class, you have agreed to stick together, and all 15 items are in good condition.

# Scoresheet Lunar Survival

Items	<u>Step 1</u> Indiv Ranking	<u>Step 2</u> Team Ranking	<u>Step 3</u> Expert Ranking	<u>Step 4</u> Difference Ranking [1-3]	<u>Step 5</u> Difference Ranking [2-3]
Compass	1	5	3	-2	2
First Aid	9	5	7	2	-2
Flares					
FM receiver					
Food concentrate					
Heat					
Map					
Matches					
Milk					
Oxygen					
Parachute					
Pistols					
Raft					
Rope					
Water					
Total the absolute differences of Steps 4 and 5 -----> (the lower the score the better)				4 Your Score	4 Team Score

# Space Survival

## Ranking of Items by Experts

- Oxygen 1 Fills respiration requirements
- Water 2 Replenishes loss by sweating, etc
- Map 3 One of principal means of finding directions
- Food 4 Supply daily food required
- FM receiver 5 Distress signal transmitter, possible communication
- Rope 6 Useful in tying injured together, help in climbing
- First aid kit 7 Oral pills or injection medicine available
- Parachute 8 Shelter against sun's rays
- Raft 9 CO bottles for self propulsion across chasms, etc.,
- Flares 10 Distress call when line of sight possible
- Pistols 11 Self propulsion devices could be made from them
- Milk 12 Food mixed with water for drinking
- Heating unit 13 Useful only if party landed on dark side
- Compass 14 Probably no magnetized poles, therefore useless
- Matches 15 Little or no use on moon

# Disadvantages of Group Decision-making

- Time-consuming
- Minority domination
- Pressure to conform
- Ambiguous responsibility

# Diversity

- What is the business case for diversity?
  - Better ideas, more innovation, better decisions



# You remember heuristics...

- Inborn brain patterns that process most information
- We covered heuristics in decisions
- Now let's talk heuristics in groups

# I want to talk a little about what happens

- When humans are with other humans



# Norms

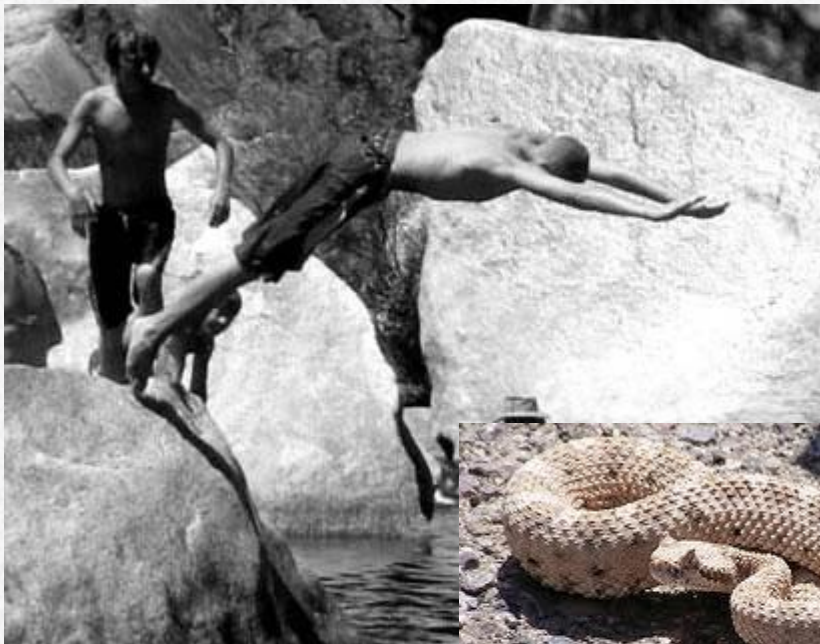
- Acceptable standards that are shared by the group's members
- Norms dictate things such as:
  - Output levels
  - Absenteeism rates
  - Promptness or tardiness
  - Amount of socializing allowed on the job
  - Dress
  - Effort and performance
  - Loyalty

# Cohesiveness

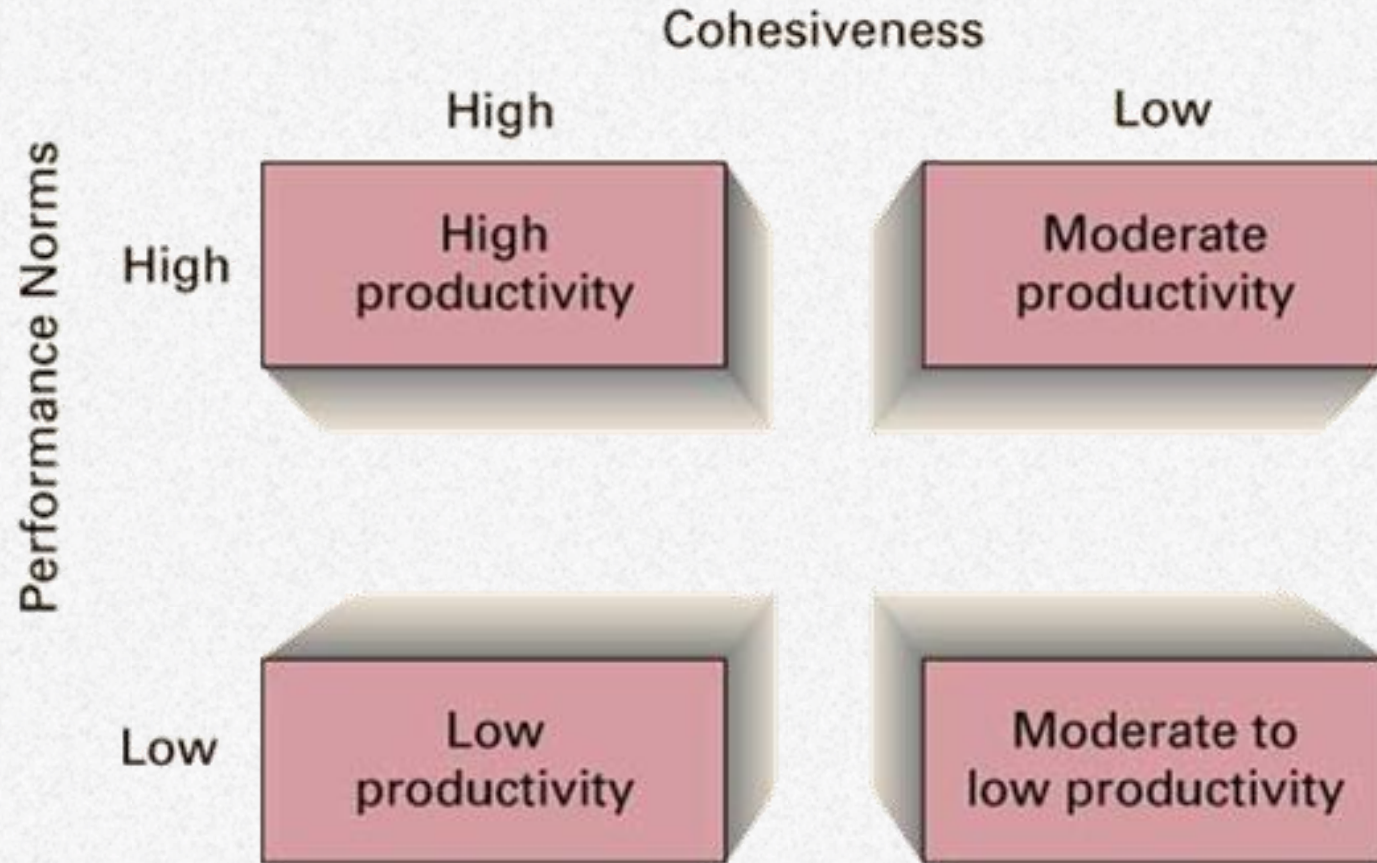
- Degree to which members are attracted to each other and are motivated to stay in the group.
- Contingency factors:
  - Time spent together
  - Group size
  - Level of interaction
  - Number of external threats
  - History of previous success

# Robber's Cave

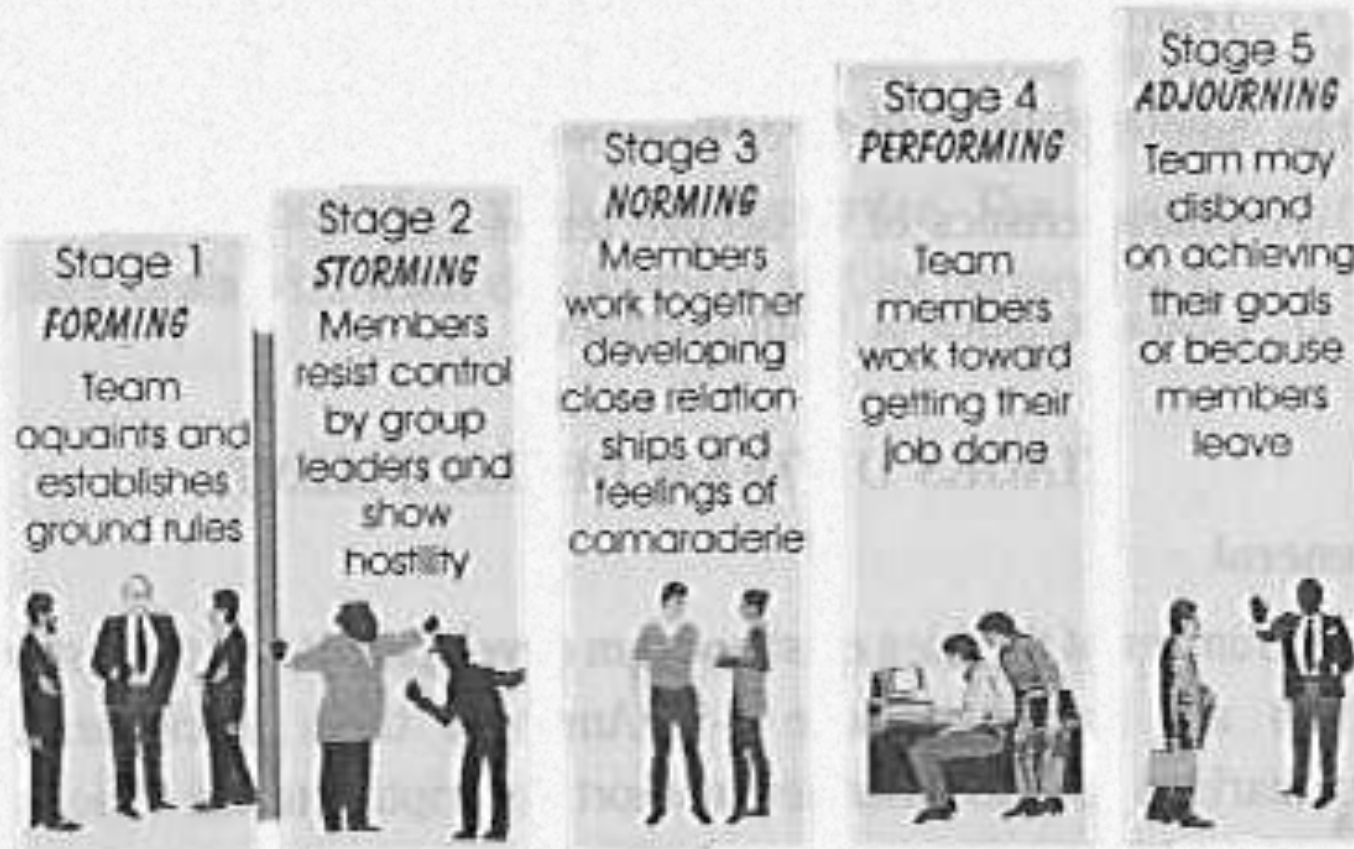
- In-group formation – 22 boys, 2 groups, don't know of each other
- Friction Phase – Name calling, competition, pranks, violence
- Integration Phase – Group activities, water shortage, stuck truck, common enemy



# Group Cohesiveness, Performance Norms, and Productivity



# Five-stages of Group Development



# Building Effective Teams

- Small size
- Complementary skills
- Common purpose
- Specific goals
- Common approach
- Mutual accountability

# Obstacles in Creating Effective Teams

- A weak sense of direction
- Infighting
- Shirking of responsibilities
- Lack of trust
- Critical skill gaps
- Lack of external support

# How can we apply the case to our content?

- Everyone by themselves is high functioning
- Cultural norms + individual differences
- We never really agreed... - did not set up expectations in the beginning
- Onyealisi shrugged his shoulder - it doesn't matter either way
- Some group members are not prepared
- The level of commitment is different
- Storming is happening
- Norms not clarified up front

**Current Model + Bonus**

	Quota	Bonus	Base	Rate	Commission	Total Comp	
Tier 0	\$ 65,000	\$ 100	\$ 45,000	10.0%	\$ 6,500	<b>\$ 51,500</b>	65K break even for your pay
Tier 1	\$ 165,000	\$ 1,000	\$ 45,000	10.0%	\$ 16,500	<b>\$ 62,600</b>	165K break even for your portion of expenses
Tier 2	\$ 250,000	\$ 10,000	\$ 45,000	10.0%	\$ 25,000	<b>\$ 81,100</b>	250K profitable - 50K for growth
Tier 3	\$ 370,000	\$ 20,000	\$ 45,000	10.0%	\$ 37,000	<b>\$ 113,100</b>	370K for your portion of BHAG
Tier 4	\$ 600,000	\$ -	\$ 45,000	10.0%	\$ 60,000	<b>\$ 136,100</b>	600K Marshall's ideal 60 deals a year
Tier 5	\$ 800,000	\$ -	\$ 45,000	10.0%	\$ 80,000	<b>\$ 156,100</b>	800K Marshall's super star 80 deals a year
Tier 6	\$1,000,000	\$ 30,000	\$ 45,000	10.0%	\$ 100,000	<b>\$ 206,100</b>	1M big game hunter
Tier 7	\$1,200,000	\$ -	\$ 45,000	10.0%	\$ 120,000	<b>\$ 226,100</b>	1.2M A big deal

Carribbean cruise for 2

Conference budget from performance?

???

???

No cap, blue skies

Bonus tracking starts over at tier 0 on Jan 1 and starts growing again with sales until Dec 31

Team goal: \$5,000 additional bonus if whole team hits Tier 3 by Dec 31

# Win Win Agreements with Employees

- Our win – Job descriptions, goals, strategies, etc.
- Their win – ???
- Why would people work if it wasn't a win/win?

# What is Motivation?



What can we learn from a pig?



What kind of motivation styles  
do you see?



# Ways of seeing people

## Theory X

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

## Theory Y

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

# Motivation- Met expecations



The new world economic order has changed the work environment for employees over the past decade. Companies have restructured jobs and processes, resulting in thousands of workers being laid off. For the luckier ones who remain employed, pay levels have either held constant for several years (no raises given), or worse, pay has been cut. What effect has this had on employee motivation?

One researcher explored that question. The study viewed the practices of three plants of a large Midwest manufacturing organization. Not unlike many manufacturing companies, this organization was struggling to survive. In an effort to do so, the company decided, among other things, to implement pay cuts for all its employees.

No one expected workers to be happy about making less money. However, it was the supervisors' perception that a pay cut would cause less harm than eliminating several jobs altogether. In fact, by reducing pay levels, layoffs could be prevented. What happened next was clearly not the reaction anyone expected. Employees did change their behaviors and attitudes toward the company. Sure, they were disgruntled, but they did more than complain. Employees began stealing from the company. Anything and everything that they could take was looted. In fact, in two of the three plants, theft skyrocketed to unprecedented levels.

1. Describe the behaviors (stealing) by these employees in terms of (a) their needs, (b) the organizations effect on them, (c) equating their inputs and outcomes, and (d) what employees expect from their employer.

2. What do you believe supervisors could have done differently to avert this "potential" problem?

# Case Break Down

- Company chooses to lower everyone's pay rather than lay people off
- Instead of making people happy, they start stealing



# What Motivates?

	As Manager		As Individual	
	You	Group	You	Group
1. Promotion in the Company	_____	_____	_____	_____
2. Tactful Discipline	_____	_____	_____	_____
3. Job Security	_____	_____	_____	_____
4. Help with Personal Problems	_____	_____	_____	_____
5. Personal Loyalty of Supervisor	_____	_____	_____	_____
6. High Wages	_____	_____	_____	_____
7. Full Appreciation of Work Done	_____	_____	_____	_____
8. Good Working Conditions	_____	_____	_____	_____
9. Feeling of Being In on Things	_____	_____	_____	_____
10. Interesting Work	_____	_____	_____	_____

# What Motivates?

## Supervisor top 3

1. High Wages
2. Job Security
3. Promotion in the Company

## Employee top 3

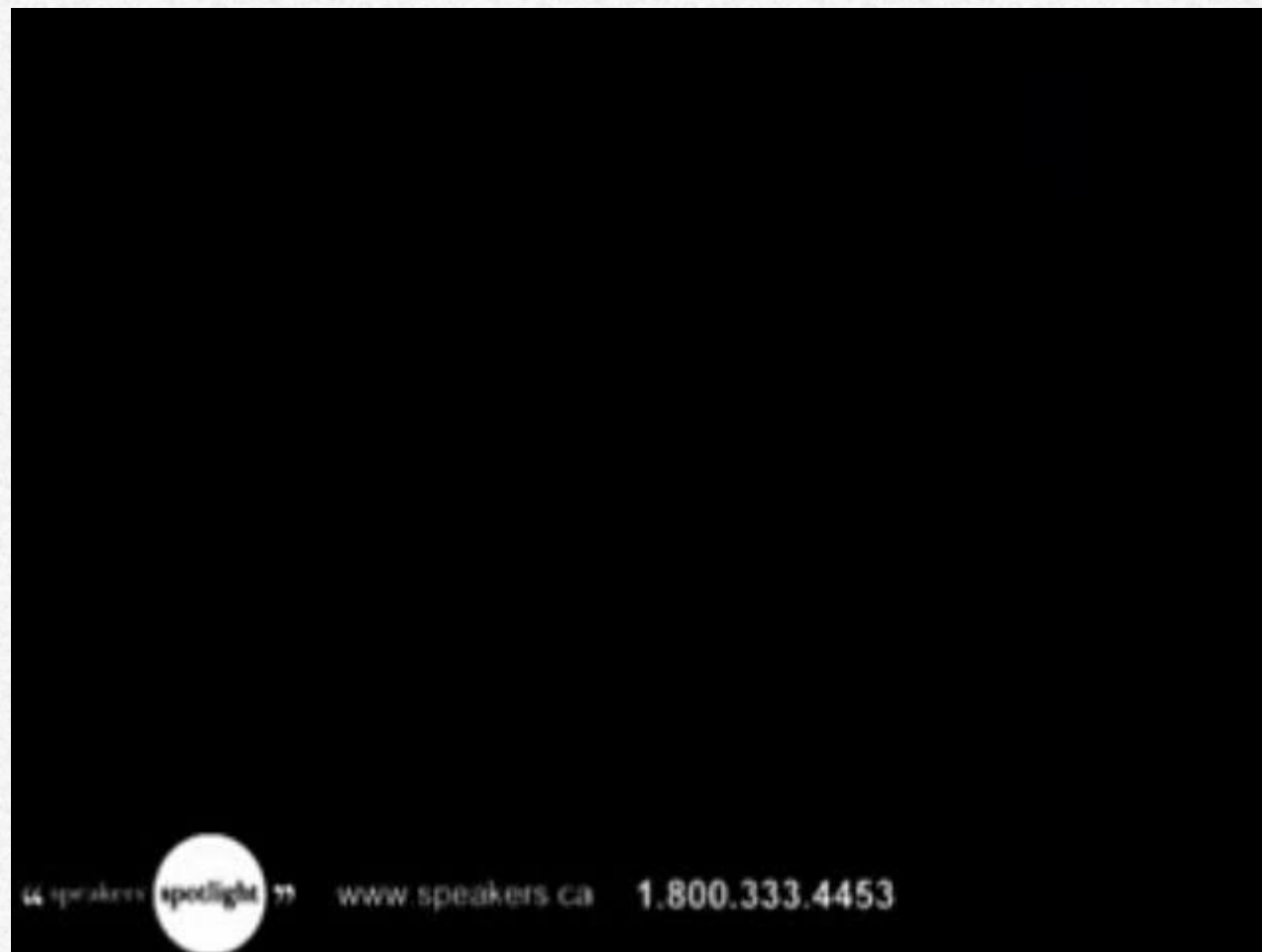
1. Full Appreciation of Work Being Done
2. Feeling of Being In On Things
3. Help on Personal Problems

## Satisfaction is not the opposite of dissatisfaction



Figure 1 - % Occurrence of factors leading to extreme job satisfaction or dissatisfaction. Redrawn from Reference 1.

# The Carrot Principle



# Creating a Motivating Atmosphere at Work

- Recognize individual differences.
- Match people to jobs.
- Set challenging goals.
- Encourage participation.
- Individualize rewards.
- Link rewards to performance.
- Check for equity.
- Don't ignore money.

# SAS – Part 1



# Politics

- Influencing the distribution of advantages
- Why? Same as conflict.
  - Different points of view
  - Different goals
  - Limited resources

Is politicking good?



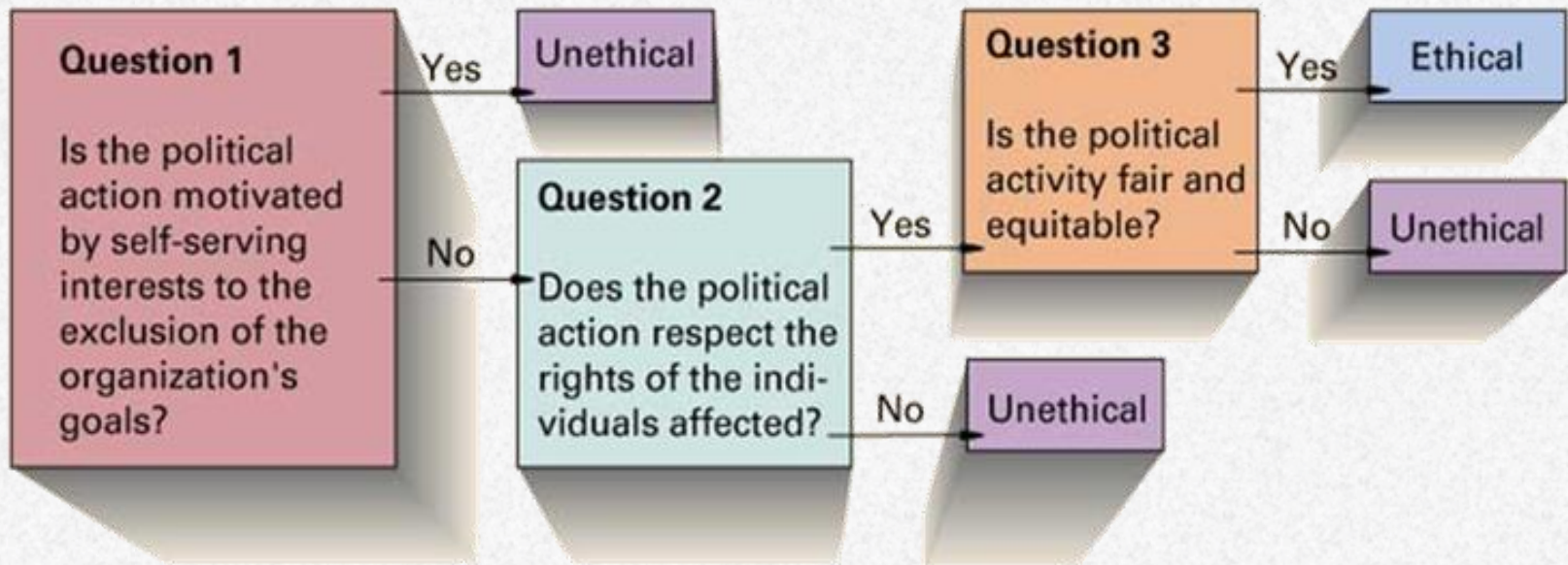
# Is It Politics or Effective Supervision?

## POLITICAL LABEL

## EFFECTIVE SUPERVISION LABEL

- |                       |    |                                   |
|-----------------------|----|-----------------------------------|
| 1. Blaming others     | or | Fixing responsibility             |
| 2. Kissing up         | or | Developing working relationships  |
| 3. Apple polishing    | or | Demonstrating loyalty             |
| 4. Passing the buck   | or | Delegating authority              |
| 5. Covering your rear | or | Documenting decisions             |
| 6. Creating conflict  | or | Encouraging change and innovation |
| 7. Forming coalitions | or | Facilitating teamwork             |
| 8. Whistle-blowing    | or | Improving efficiency              |
| 9. Nitpicking         | or | Meticulous attention to detail    |
| 10. Scheming          | or | Planning ahead                    |

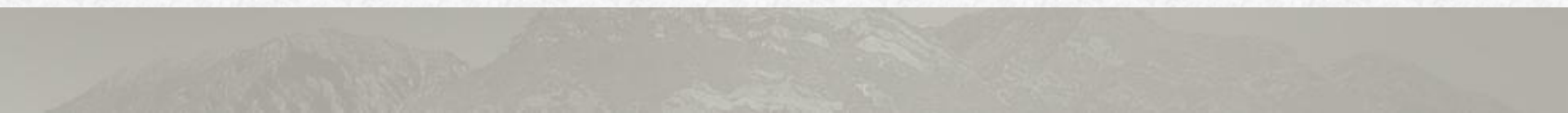
# Is a political action ethical?



# Playing Politics

- Before you consider political options remember to evaluate the situation
  - Your organizational culture
  - The power of others
  - Your own power

Let's talk power

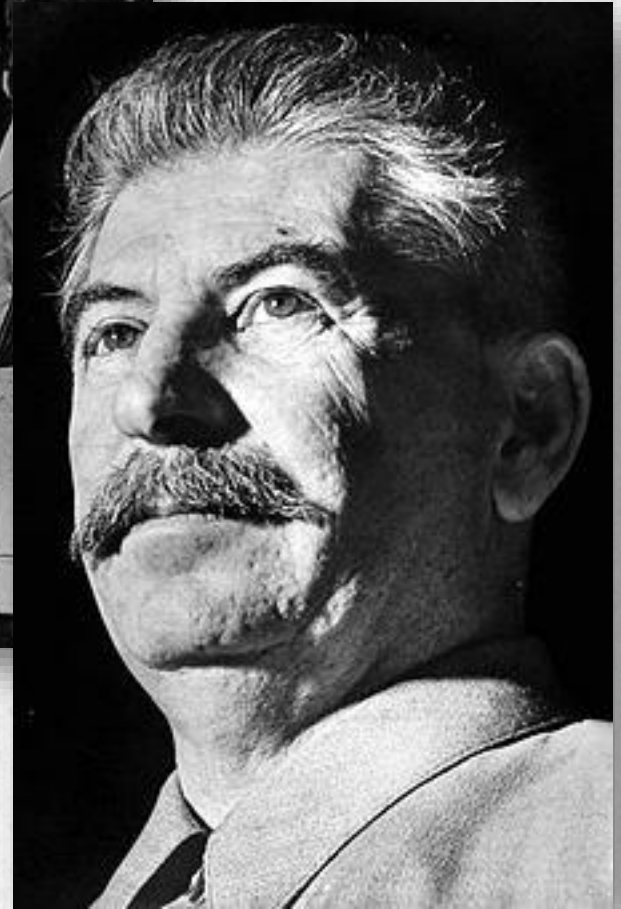


# Niccolò Machiavelli

- An Italian philosopher born in 1469
- Wrote a book called “The Prince”
  - The end justifies the means
  - Rule by force, not by law
  - Eliminate dissenters
  - Always be prepared for war
  - Rely only on yourself for power
  - Back the policies that lead to the most power
  - Appear to be merciful, faithful, humane, frank, and religious, but do what it takes to keep and build power
  - It is safer to be feared than loved
  - Only keep your word when it serves your purpose
  - Avoid being hated



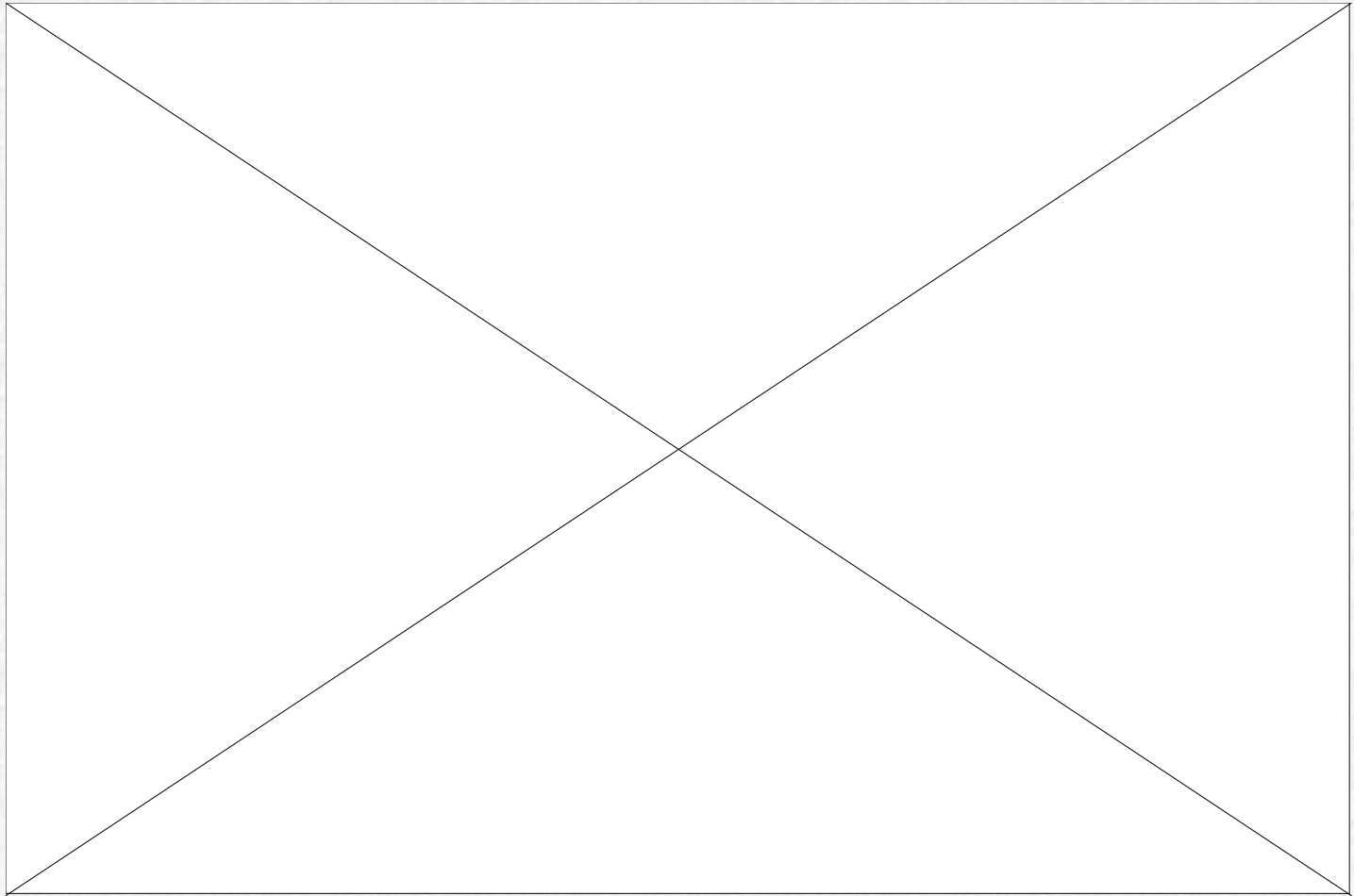
# Influence of “The Prince”



# What is my preferred type of power?

- Reward – ability to give favors
- Coercive – ability to inspire fear
- Legitimate – organizational position
- Expert – possessing knowledge or skill
- Referent – likability

# What is my preferred type of power?



# Social Heuristics

Authority

Scarcity

Reciprocity

Friendship/Liking

Consistency

Social Validation

# Reciprocity

People should be more willing to comply with a request from someone who has previously provided a favor

- a. Give an unsolicited gift followed by a request for a opportunity to share a sales message
- b. Door-in-the-face – Make an extreme request the customer will reject, people feel more obligated to comply with follow-up moderate request
- c. That's-not-all – Before a person can reject the first offer, the offer is “sweetened,” people feel obligated to comply with the “improved” offer

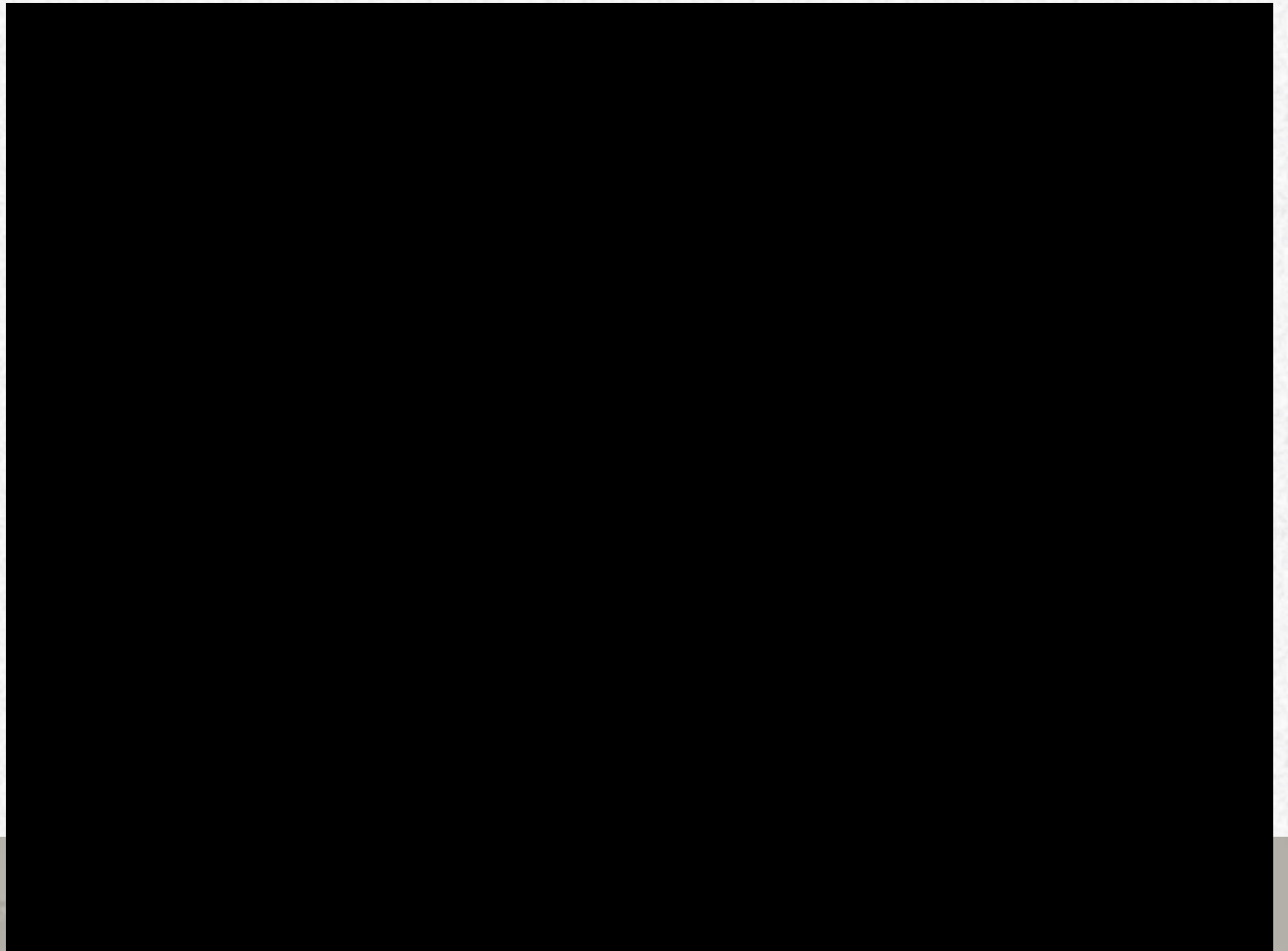
# Authority

One should be more willing to follow the suggestions of someone who is a legitimate authority

- a. Authorities in the specific situation (a doctor recommending medication)
- b. Authorities in general (someone in a uniform or sharp suit) – Bank examiner, “go give your money to that security guard”

# Authority

- How far would you go to obey someone in authority



# Friendship/Liking

One should be willing to comply with the requests of friends or other liked individuals

- a. Requester tries to get target to like them through physical attractiveness, similarity (behavior, dress), compliments, and cooperation

# Consistency

After committing oneself to a position, one should be more willing to comply with requests for behaviors that are consistent to that position

- a. Foot-in-the-door – After complying with a very small request, people are more likely to comply with a larger related request (e.g., wear this pin for the charity, will you donate? I see myself as supporting the charity because I accepted the pin, so I must be willing to donate)
- b. Bait and switch – I agree to a behavior with the promise of a large reward, when the reward is swapped for a smaller reward, I go through with the behavior

# Consistency

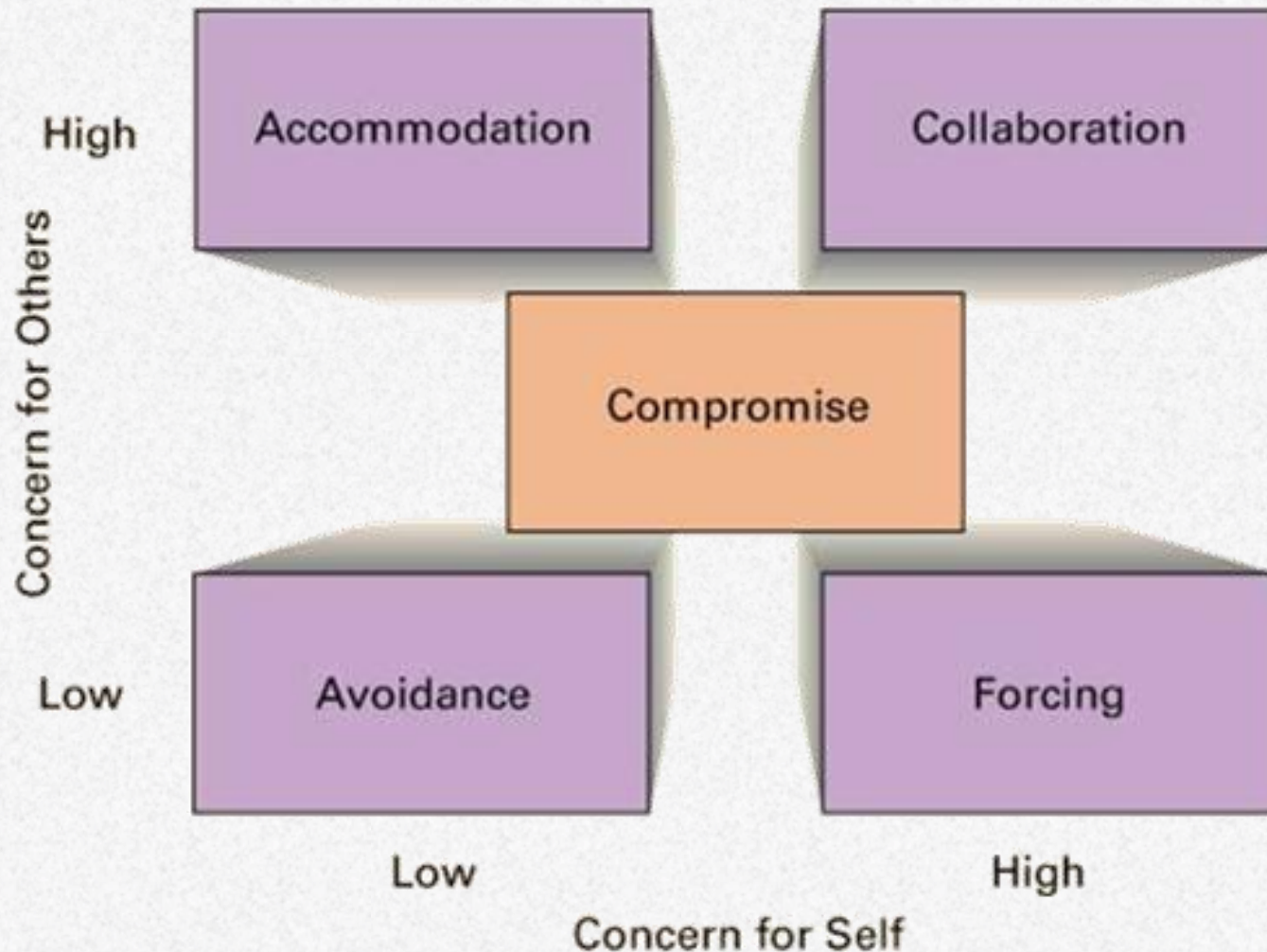
- c. Low-ball – I agree to a behavior when the costs are low and continue to agree when the cost is raised
- d. Add on to existing commitments – “You paid a lot for this house, you should get insurance”
- e. Even-a-penny-would-help – People see themselves as helpful, the threshold for help is so small they could not see themselves as helpful if they said no, so they help
- f. “How are you feeling” – If I am OK, then I should be willing to help

# Social Validation

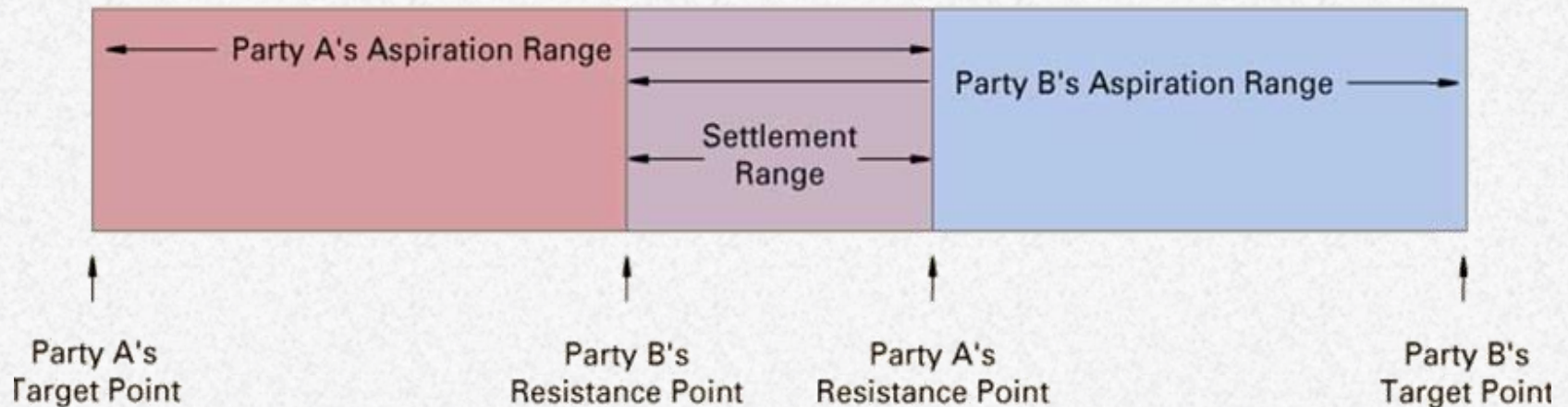
One should be more willing to comply with a request for behavior if it is consistent with what similar others are thinking or doing

- a. Seeding – putting money in a tip jar or having fake donors come forward
- b. List technique – Putting fake people's name on a sign-up list gets more people to sign up

# Basic Techniques for Resolving Conflicts



# Staking Out the Bargaining Zone



# Win - Lose



# The Essence of Effective Negotiation

- Separate the people from the problem
- Focus on interests, not positions
- Invent options for mutual gain
- Insist on using objective criteria
- Understand your next best alternative

# Role Play

- Ostrich eggs



# **Chapter 11**

## **LEADING FOLLOWERS**



# Activity

- Think of three good leaders
  - Friends, relatives, public figures, bosses, etc.
- Think of three words for each person that describes what makes them a good leader
  - Inborn vs Learned
  - People vs Tasks

# Leadership defined...

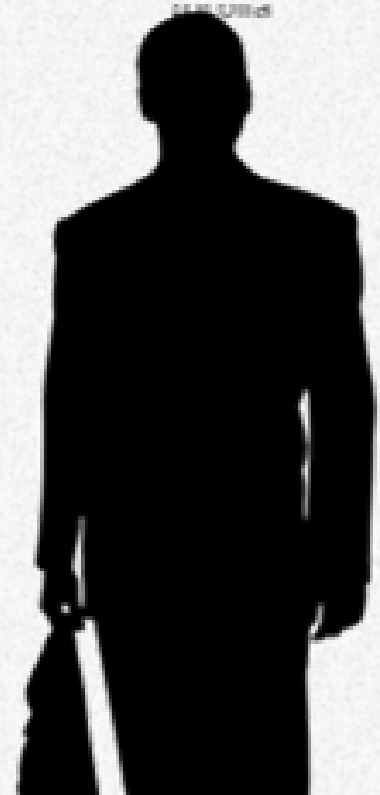
The ability an individual demonstrates to influence others to act in a particular way through direction, encouragement, sensitivity, consideration and support.

**CRASH**

Leader



Follower



Influence

Direction  
Encouragement  
Sensitivity  
Consideration  
Support

# Leadership poorly defined...

The ability an individual demonstrates to influence others to act in a particular way through direction, encouragement, sensitivity, consideration and support.

## Missing...

Results and accountability

# Leadership better defined...

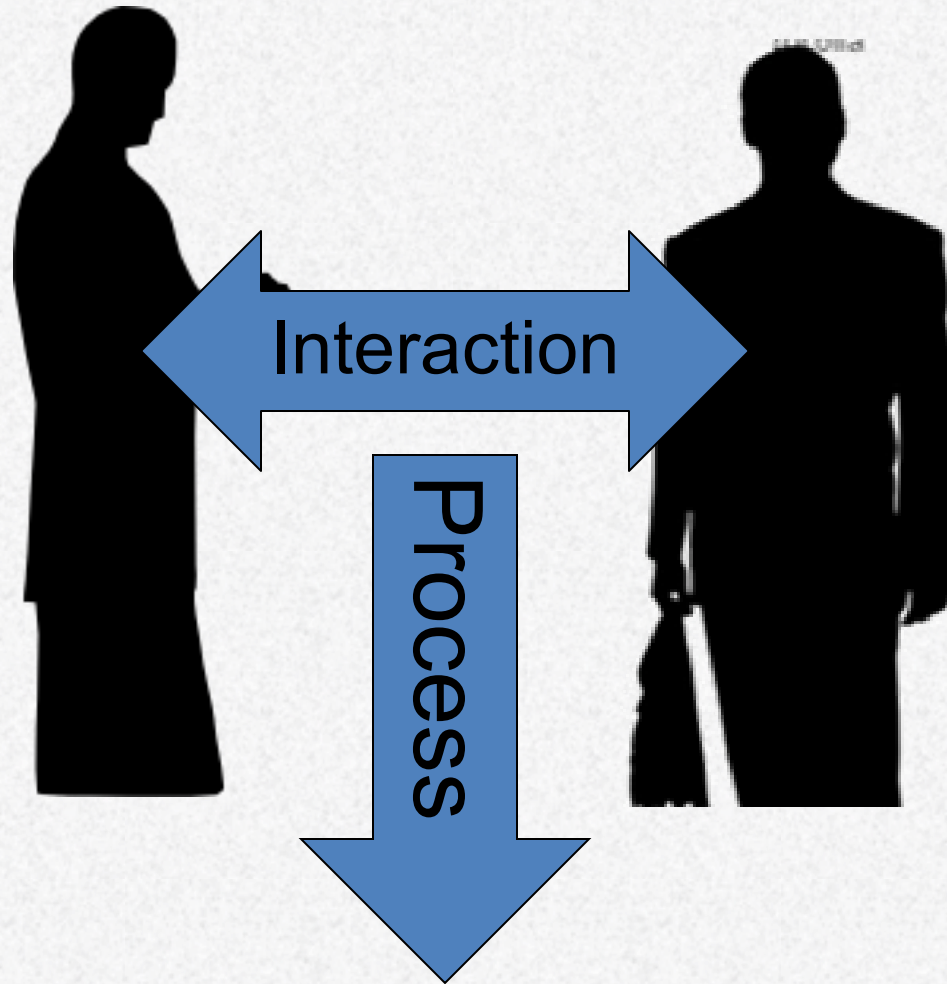
A process whereby an individual influences [others] to achieve a common goal

Dr. Peter G Northouse

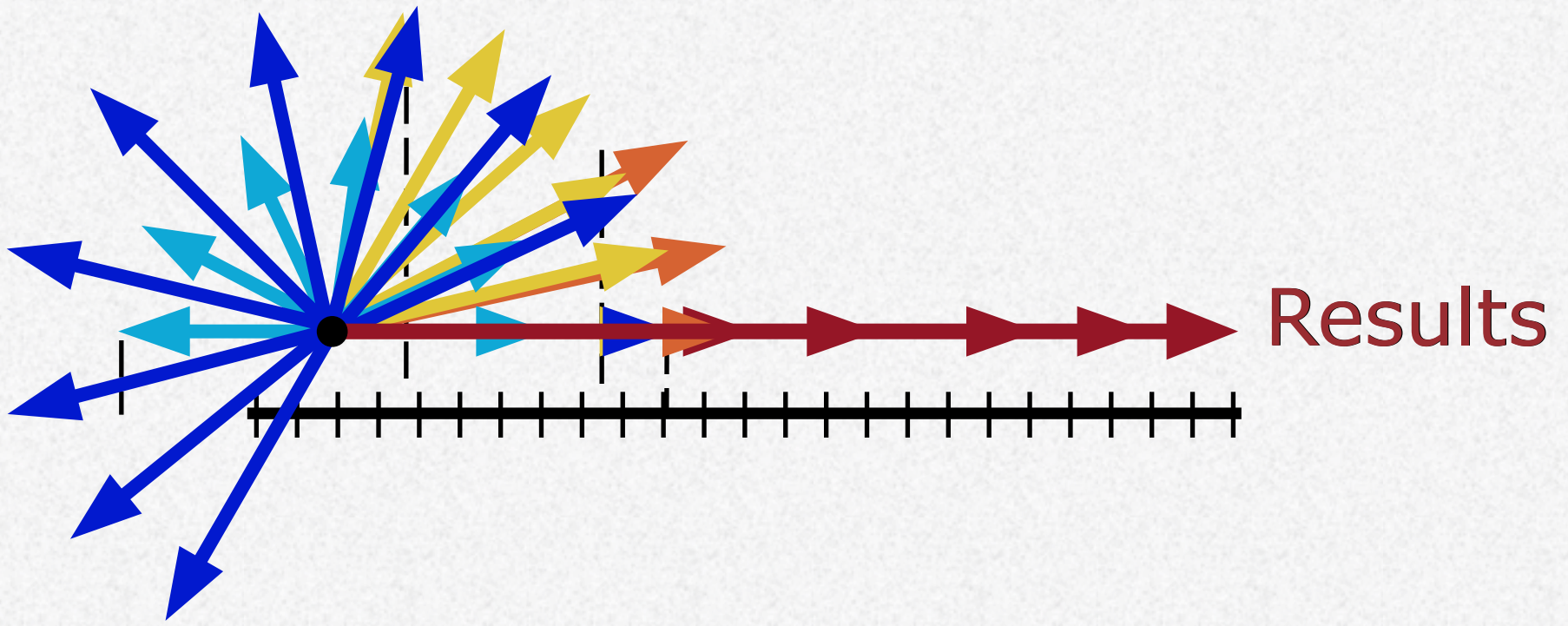


Leader

Follower



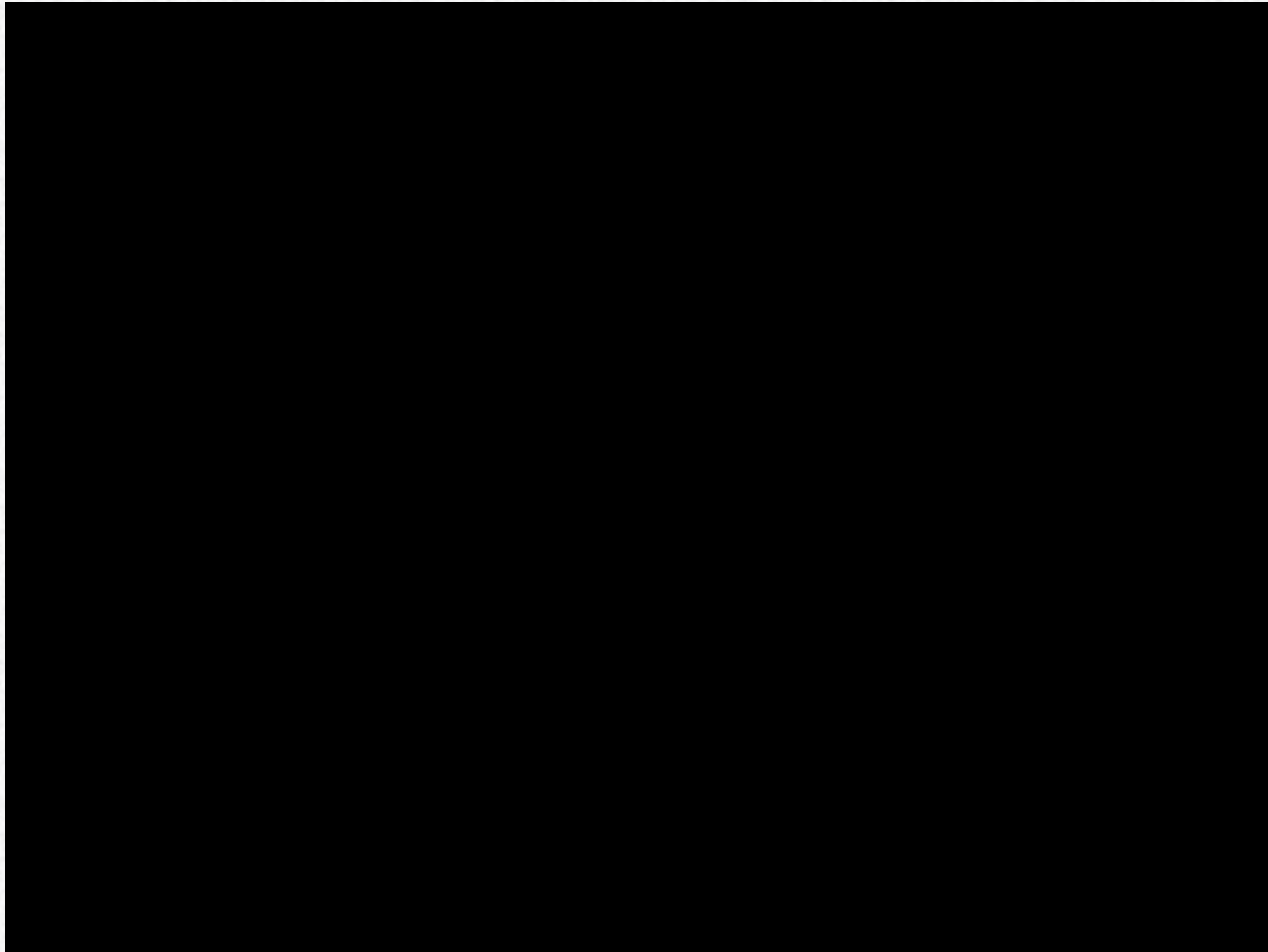
**Results**



# The Key Activities of a Leader

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

# Creating a Vision



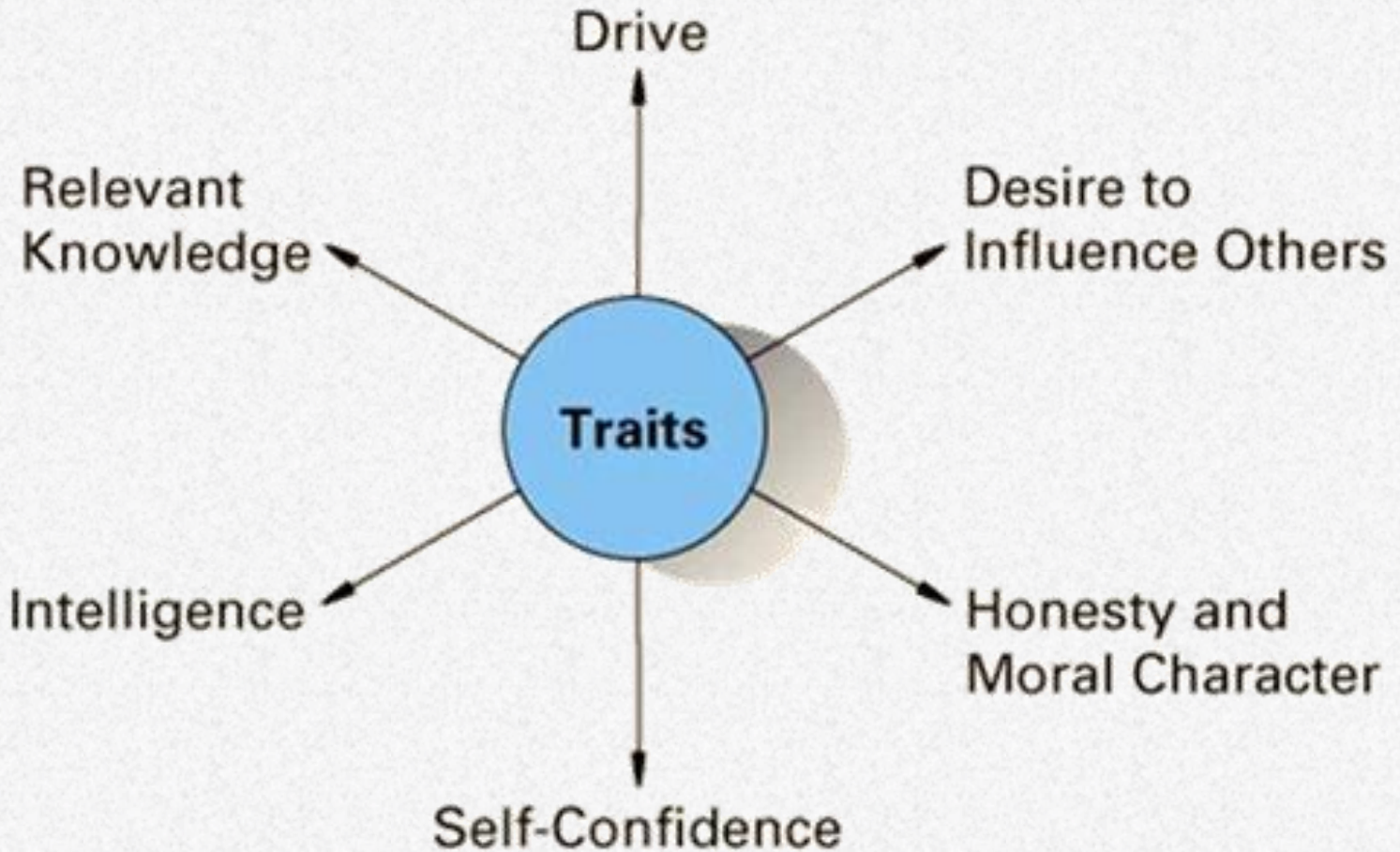
# Creating a Vision: MLK



# How do leaders happen?

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

# Trait Theory



# Leadership skills

- Technical skills
- Conceptual skills
- Networking skills
- Human relation skills

# Key characteristics of charismatic leaders

- 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

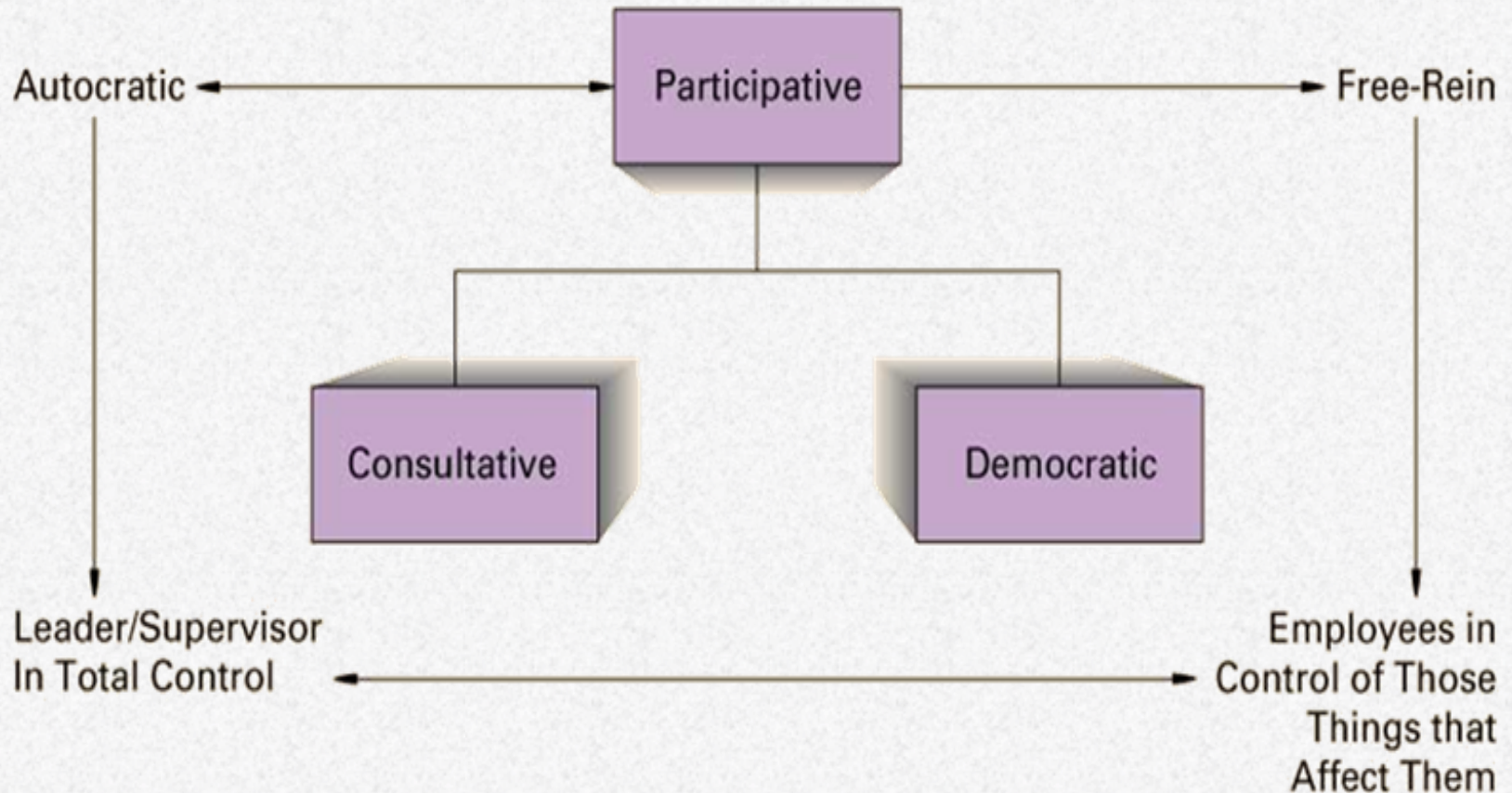
# Charisma

Charisma (meaning "gift," "of/from/favored by God/the divine") is a trait found in individuals whose personalities are characterized by a powerful charm and magnetism (attractiveness), along with innate and markedly sophisticated abilities of interpersonal communication and persuasion. One who is charismatic is said to be capable of using their personal being, rather than just speech or logic alone, to interface with other human beings in a personal and direct manner

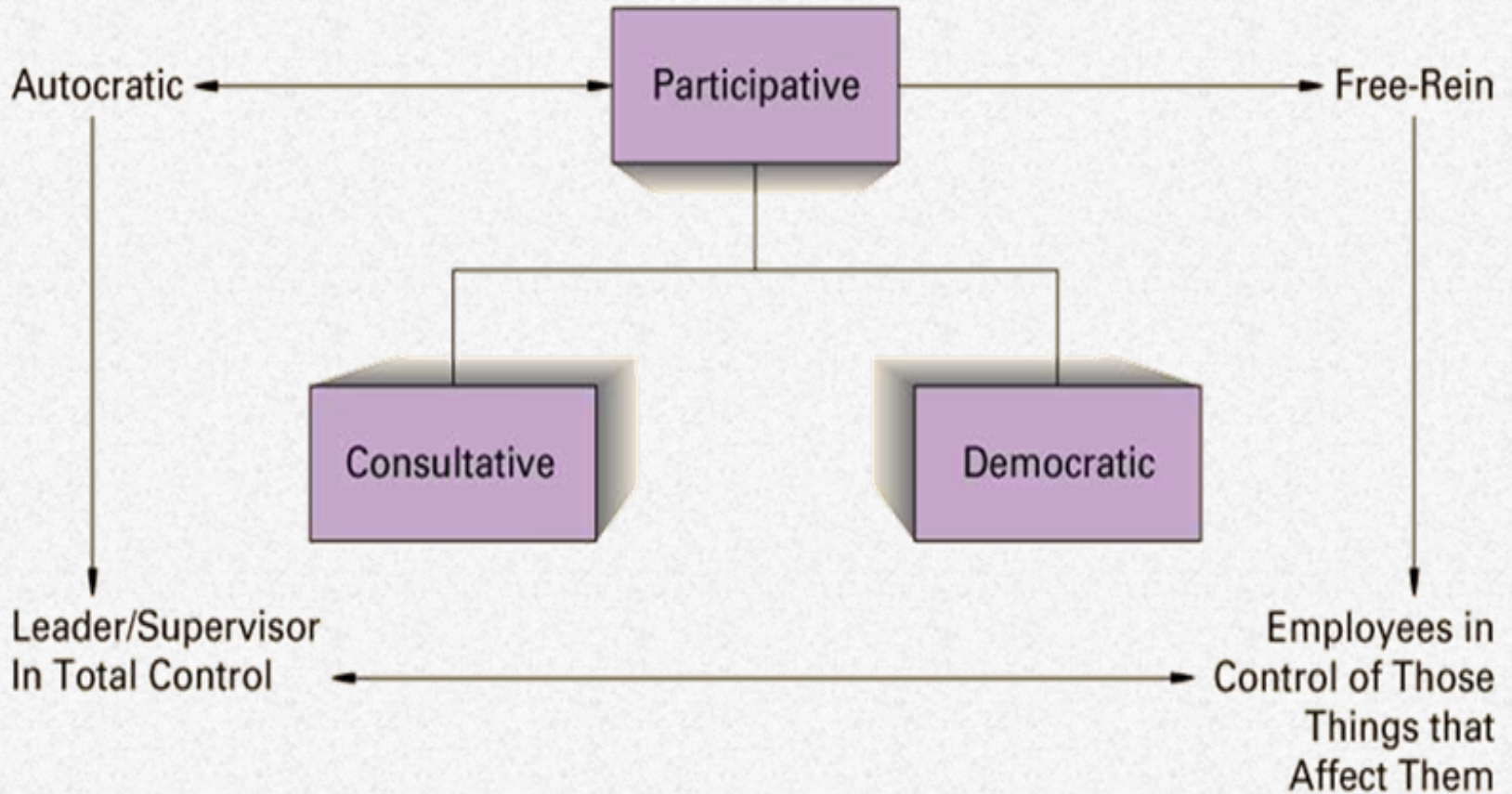
# Key characteristics of transformational leaders

- 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

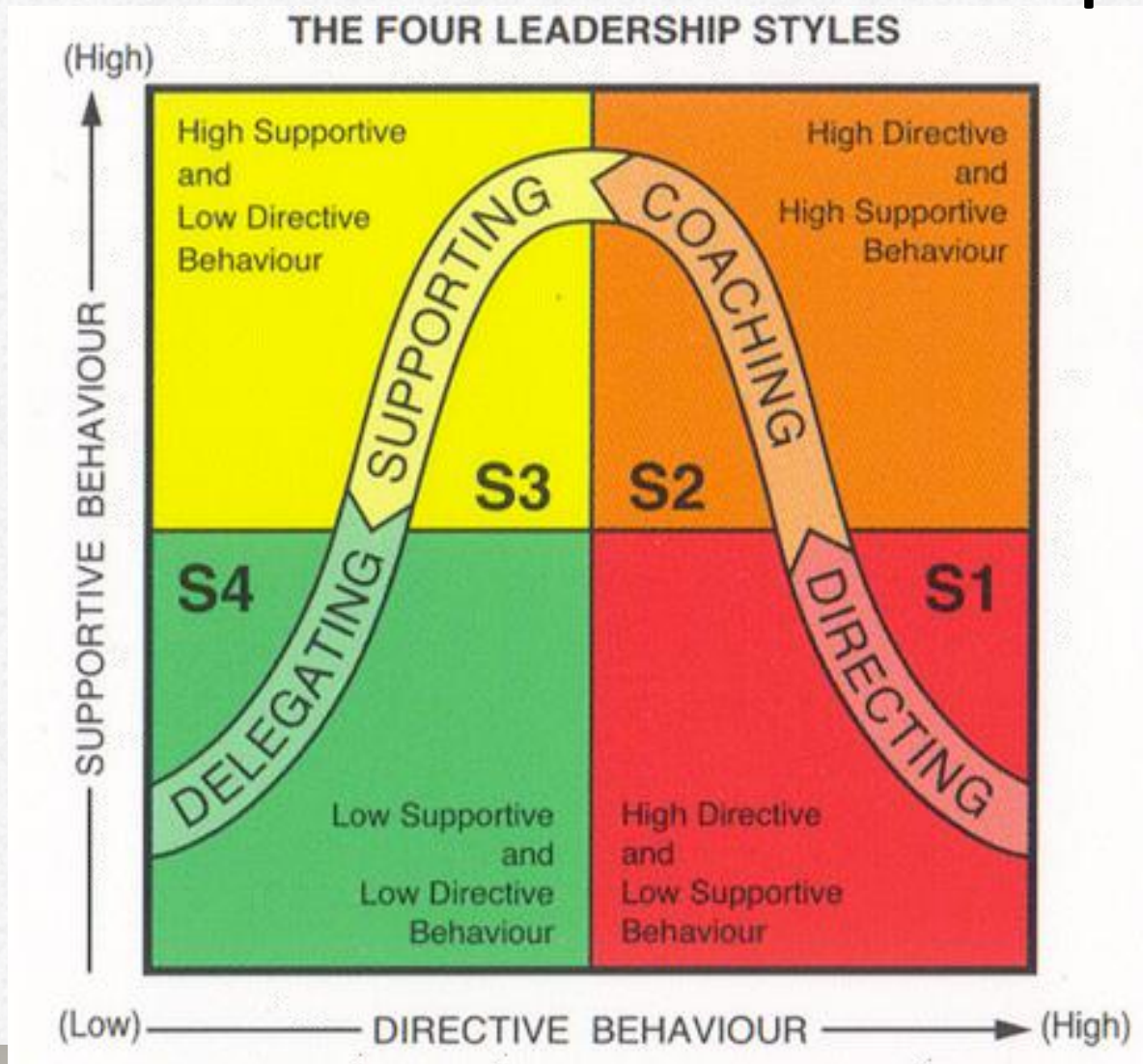
# Supervisory Leadership Styles



# Empowerment



# Situational Leadership



# Building trust

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