NAMA KURSUS : GELAGAT ORGANISASI SASI
KOD KURSUS : MGM 3113
JAM KREDIT : 3 JAM (3+0)

FORMAT: 20 soalan OBJEKTIIF; 5 soalan SUBJ EKTIIF (10 markah/satu)

TOPIK: Kumpulan; Komunikasi; Kuasa; Konflik; Kepimpinan; Budaya Organisasi dan Perubahan Organisasi

ARAHAN: Sila baca topik yang sama di dalam Modul dan juga Nota Powerpoint yang telah di letakkan di dalam kelas maya. Soalan hanya akan merangkumi topik-topik yang tersebut sahaja walaupun topik di dalam Modul adalah lebih banyak..
Team Dynamics

Chapter Seven
What are Teams?

- Groups of two or more people
- Exist to fulfill a purpose
- Interdependent -- interact and influence each other
- Mutually accountable for achieving common goals
- Perceive themselves as a social entity
Groups versus Teams

- All teams are groups
- Some groups are just people assembled together
- Teams have task interdependence whereas some groups do not (e.g., group of employees enjoying lunch together)
Many Types of Teams

- Departmental teams
- Production/service/leadership teams
- Self-directed teams
- Advisory teams
- Skunkworks
- Task force (project) teams
- Virtual teams
- Communities of practice
Why Informal Groups Exist

1. Innate drive to bond
2. Social identity
   - We define ourselves by group memberships
3. Goal accomplishment
4. Emotional support
Team Effectiveness Model

- **Team Design**
  - Task characteristics
  - Team size
  - Team composition

- **Organizational and Team Environment**

- **Team Processes**
  - Team development
  - Team norms
  - Team cohesiveness
  - Team trust

- **Team Effectiveness**
  - Achieve organizational goals
  - Satisfy member needs
  - Maintain team survival
Team’s Task and Size

- **Task characteristics**
  - Better when tasks are clear, easy to implement
  - Share common inputs, processes, or outcomes
  - Task interdependence

- **Team size**
  - Smaller teams are better
  - But large enough to accomplish task
Levels of Task Interdependence

High

Reciprocal

Sequential

Low

Pooled

Resource
Team Development

Team development involves:

- Interpersonal knowledge and trust
- Understand and agree on roles
- Discover appropriate behaviors
- Learn to coordinate with each other
- Develop team mental models
Stages of Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

Existing teams might regress back to an earlier stage of development.
Team Norms

- Informal rules and shared expectations team establishes to regulate member behaviors

- Norms develop through:
  - Initial team experiences
  - Critical events in team’s history
  - Experience/values members bring to the team
Team Cohesion

- The degree of attraction people feel toward the team and their motivation to remain members
  - Calculative -- members believe the team will fulfill goals and needs
  - Emotional -- team is part of person’s social identity
Influences on Team Cohesion

**Member similarity**
- Similarity-attraction effect
- Some forms of diversity have less effect

**Team size**
- Smaller teams more cohesive

**Member interaction**
- Regular interaction increases cohesion
- Calls for tasks with high interdependence
Influences on Team Cohesion (con’t)

Somewhat difficult entry
- Team eliteness increases cohesion
- But lower cohesion with severe initiation

Team success
- Successful teams fulfill member needs
- Success increases social identity with team

External challenges
- Challenges increase cohesion when not overwhelming
Constructive Conflict

- Occurs when team members debate their different perceptions about an issue in a way that keeps the conflict focused on the task rather than people.

- Problem: constructive conflict easily slides into personal attacks
Communication Defined

- The process by which information is transmitted and understood between two or more people.

- Transmitting the sender’s intended meaning (not just symbols) is the essence of good communication.
Importance of Communication

- Coordinating work activities
- Organizational learning
- Decision making
- Employee well-being
  - Fulfills the drive to bond
  - Self-concept through social identity
Communication Process Model

Sender
- Form message
- Encode message
- Decode feedback
- Receive feedback

Receive encoded message

Transmit Feedback

Receiver
- Decode message
- Encode feedback
- Form feedback

Transmit Message

Noise
Problems with Email

- Communicates emotions poorly
- Reduces politeness and respect
  - Sending messages before emotions subside (flaming)
- Inefficient for ambiguous, complex, novel situations
- Increases information overload
Nonverbal Communication

- Actions, facial gestures, voice intonation, silence, etc.
- Transmits most info in face-to-face meetings
- Influences meaning of verbal and written symbols
- Less rule bound than verbal communication
- Important part of emotional labor
- Automatic and unconscious
Hierarchy of Media Richness

- **Rich**
  - Face-to-face
  - Video conference
  - Telephone
  - Instant messaging
  - E-mail
  - Weblogs
  - Newsletters
  - Financial statements

- **Overloaded Zone**

- **Lean**
  - Routine/clear

- **Situations**
  - Routine/clear
  - Nonroutine/Ambiguous

- **Media Richness**
  - Oversimplified Zone

Oversimplified Media Richness is associated with situations that are nonroutine and ambiguous.
Communication Barriers

- Perceptions
  - Selective attention
  - Difficulty empathizing with receiver

- Filtering

- Language
  - Jargon
  - Ambiguity

- Information Overload
Cross-Cultural Communication

- **Verbal differences**
  - Language

- **Nonverbal differences**
  - Voice intonation
  - Interpreting nonverbal meaning
  - Importance of verbal versus nonverbal
  - Silence and conversational overlaps

©Mark M. Lawrence/Corbis
Gender Communication Differences

**Men**
- Report talk
- Gives advice quickly and directly
- Conversations are negotiations of status
- Less sensitive to nonverbal cues

**Women**
- Rapport talk
- Gives advice indirectly and reluctantly
- Conversations are bonding events
- More sensitive to nonverbal cues
Active Listening Process & Strategies

**Sensing**
- Postpone evaluation
- Avoid interruptions
- Maintain interest

**Responding**
- Show interest
- Clarify the message

**Evaluation**
- Empathize
- Organize information
The Meaning of Power

- Power is the capacity of a person, team, or organization to influence others.
  - Potential, not practice
  - People have power they don’t use -- may not know they possess
  - Power requires one person’s perception of dependence on another person
Power and Dependence

Person A

Person B

Person B’s countervailing power over Person A

Person A’s control of resource valued by person B

Resource desired by person B

Person A’s power over Person B
Model of Power in Organizations

Sources of Power
- Legitimate
- Reward
- Coercive
- Expert
- Referent

Contingencies of Power

Power over others
Contingencies of Power

Sources of Power

Contingencies of Power

Substitutability
Centrality
Discretion
Visibility

Power over others
Increasing Nonsubstitutability

- Increase control over the resource
  - Medicine -- exclusive right to perform medical procedures
  - Labor unions -- control over skilled labor
  - Specialists -- exclusive knowledge how to operate or repair equipment

- Differentiate resource from others
  - Services provided by consulting firms
Centrality

- Degree and nature of interdependence between powerholder and others

- Centrality is a function of:
  - How many others are affected by you
  - How quickly others are affected by you
Discretion and Visibility

**Discretion**
- The freedom to exercise judgment
- Rules limit discretion, limit power
- Also a perception managers with internal locus of control act like they have discretion

**Visibility**
- Symbols communicate your power source(s)
  - Educational diplomas
  - Clothing etc (stethoscope around neck)
- Salience
  - Location where others are more aware of your presence
Influencing Others

Influence is any behavior that attempts to alter someone’s attitudes or behavior

- Applies one or more power bases
- Process through which people achieve organizational objectives
- Operates up, down, and across the organizational hierarchy
Types of Influence

**Silent Authority**
- Following requests without overt influence
- Based on legitimate power, role modeling
- Common in high power distance cultures

**Assertiveness**
- Actively applying legitimate and coercive power ("vocal authority")
- Reminding, confronting, checking, threatening

more
Types of Influence (con’t)

**Information Control**
- Manipulating others’ access to information
- Withholding, filtering, re-arranging information

**Coalition Formation**
- Group forms to gain more power than individuals alone
  1. Pools resources/power
  2. Legitimizes the issue
  3. Power through social identity
Types of Influence (con’t)

**Upward Appeal**
- Appealing to higher authority
- Includes appealing to firm’s goals
- Alliance or perceived alliance with higher status person

**Ingratiation/Impress. Mgt.**
- Ingratiation
- Impression Management

more
Types of Influence (con’t)

**Persuasion**
- Logic, facts, emotional appeals
- Depends on persuader, message content, message medium, audience

**Exchange**
- Promising or reminding of past benefits in exchange for compliance
- Includes negotiation and networking
Consequences of Influence Tactics

Hard Influence Tactics
- Silent authority
- Upward appeal
- Coalition formation
- Information control
- Assertiveness

Soft Influence Tactics
- Persuasion
- Ingratiation & impression mgt
- Exchange

Resistance | Compliance | Commitment
Organizational Politics

Behaviors that others perceive as self-serving tactics for personal gain at the expense of other people and possibly the organization.
Conditions for Organizational Politics

- Tolerance of Politics
- Scarce Resources
- Organizational Change
- Complex and Ambiguous Decisions
Conflict Defined

The process in which one party perceives that its interests are being opposed or negatively affected by another party
Two types of conflict

Constructive (task) conflict
- Conflict is aimed at issue, not parties
- Produces benefits of conflict
- Upper limit to any conflict, including constructive

Relationship (socioemotional) conflict
- Aims conflict at the person (e.g. their competence), not the task or issue
- Introduces perceptual biases
- Distorts information processing
Differentiation

- Different values/beliefs
- Explains cross-cultural and generational conflict

Interdependence

- Conflict increases with interdependence
- Higher risk that parties interfere with each other

Incompatible Goals

- One party’s goals perceived to interfere with other’s goals

Structural Sources of Conflict
## Sources of Conflict (con’t)

<table>
<thead>
<tr>
<th>Scarce Resources</th>
<th>• Motivates competition for the resource</th>
</tr>
</thead>
</table>
| **Ambiguous Rules** | • Creates uncertainty, threatens goals  
|                   | • Without rules, people rely on politics |
| **Communication Problems** | • Increases stereotyping  
|                   | • Reduces motivation to communicate  
|                   | • Escalates conflict when arrogant |
Interpersonal Conflict Handling Styles

- Assertiveness
- Cooperativeness

High
- Forcing
- Problem-solving

Low
- Avoiding
- Compromising
- Yielding

High
Leadership Defined

Leadership is the ability to influence, motivate, and enable others to contribute toward the effectiveness of the organizations of which they are members.
### Seven Leadership Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emotional Intelligence</strong></td>
<td>• Perceiving, assimilating, understanding, and regulating emotions</td>
</tr>
</tbody>
</table>
| **Integrity**          | • Truthfulness  
• Translates words into deeds                                                                                                        |
| **Drive**              | • Inner motivation to pursue goals  
• Need for achievement, quest to learn                                                                                                  |
| **Leadership Motivation** | • High need for socialized power to accomplish team’s or firm’s goals                                                                   |
Seven Leadership Competencies (con’t)

- **Self-Confidence**: Strong belief in one’s ability to lead others
- **Intelligence**: Above average cognitive ability, Can analyze problems/opportunities
- **Knowledge of the Business**: Familiar with business environment, Aids intuitive decision making
Leader Behavior Perspective

- **People-oriented behaviors**
  - Showing mutual trust and respect
  - Concern for employee needs
  - Looks out for employee well-being

- **Task-oriented behaviors**
  - Assign specific tasks
  - Ensure employees follow rules
  - Set “stretch goals” to achieve performance capacity
Path-Goal Leadership Styles

- **Directive**
  - Task-oriented behaviors

- **Supportive**
  - People-oriented behaviors

- **Participative**
  - Encouraging employee involvement

- **Achievement-oriented**
  - Using goal setting and positive self-fulfilling prophecy
Path-Goal Leadership Model

**Leader Behaviors**
- Directive
- Supportive
- Participative
- Achievement-oriented

**Employee Contingencies**

**Environmental Contingencies**

**Leader Effectiveness**
- Employee motivation
- Employee satisfaction
- Acceptance of leader

**Employee Contingencies**
# Path-Goal Contingencies

<table>
<thead>
<tr>
<th>Employee Contingencies</th>
<th>Directive</th>
<th>Supportive</th>
<th>Participative</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill/Experience</td>
<td>low</td>
<td>low</td>
<td>high</td>
<td>high</td>
</tr>
<tr>
<td>Locus of Control</td>
<td>external</td>
<td>external</td>
<td>internal</td>
<td>internal</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental Contingencies</th>
<th>Directive</th>
<th>Supportive</th>
<th>Participative</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Structure</td>
<td>nonroutine</td>
<td>routine</td>
<td>nonroutine</td>
<td>?</td>
</tr>
<tr>
<td>Team Dynamics</td>
<td>–ve norms</td>
<td>low cohesion</td>
<td>+ve norms</td>
<td>?</td>
</tr>
</tbody>
</table>
Leadership Substitutes

- Contingencies that limit a leader’s influence or make a particular leadership style unnecessary.

- Examples:
  - Training and experience replace task-oriented leadership
  - Cohesive team replaces supportive leadership
  - Self-leadership replaces achievement-oriented leadership

- Research evidence: substitutes help, but don’t completely substitute for real leadership
Transformational v. Transactional Leaders

- **Transformational leaders**
  - Leading -- changing the organization to fit environment
  - Change agents

- **Transactional leaders**
  - Managing -- linking job performance to rewards
  - Ensure employees have necessary resources
  - Apply contingency leadership
Transformational v. Charismatic Leaders

- Is charismatic leadership essential for transformational leadership?

- Some experts say yes, but emerging view is that:
  - Charisma is distinct from transformational leadership
  - A personal trait that might help transform, or might just help the leader
  - Charismatic leadership might have opposite effect -- creates dependence, not empowerment
Transformational Leadership Elements

1. Create a strategic vision
   - Vision
     - Depiction of company’s (or work units) attractive future
     - motivates and bonds employees
   - May originate from others, but leader becomes a champion of the vision

2. Communicate the vision
   - Frame message around a grand purpose
   - Create a shared mental model of the future
   - Use symbols, metaphors, symbols
3. Model the vision
   - Walk the talk
   - Symbolize and demonstrate the vision through their own behavior
   - Builds employee trust in the leader

4. Build commitment to the vision
   - Increased through communicating and modeling the vision
   - Increased through employee involvement in shaping the shared vision
Organizational Culture Defined

The basic pattern of shared values and assumptions governing the way employees within an organization think about and act on problems and opportunities.
Elements of Organizational Culture

**Visible**

**Artifacts**
- Stories/legends
- Rituals/ceremonies
- Organizational language
- Physical structures/décor

**Shared values**
- Conscious beliefs
- Evaluate what is good or bad, right or wrong

**Shared assumptions**
- Unconscious, taken-for-grANTED perceptions or beliefs
- Mental models of ideals

**Invisible**
(below the surface)
Strengthening Organizational Culture

- Actions of founders and leaders
- Culturally consistent rewards
- Selecting and socializing employees
- Aligning artifacts
Organizational Socialization Defined

The process by which individuals learn the values, expected behaviors, and social knowledge necessary to assume their roles in the organization.
Stages of Socialization

Pre-Employment Stage
- Outsider
- Gathering information
- Forming psychological contract

Encounter Stage
- Newcomer
- Testing expectations

Role Management Stage
- Insider
- Changing roles and behavior
- Resolving conflicts
FBI Overcomes Resistance to Change

FBI staff resisted changing from a reactive law enforcement agency to a proactive domestic intelligence agency.

Change is now occurring at the FBI through extensive communication, training, and realignment of systems and structures.
Lewin’s Force Field Analysis Model

- A systems perspective of change developed by social psychologist Kurt Lewin

- Unfreezing and refreezing
  - Occur by altering driving and restraining forces
  - Generate urgency to change
  - Address sources of resistance
  - New systems/structures refreeze desired conditions
**Force Field Analysis Model**

- **Desired Conditions**
  - Before Change
  - During Change
  - After Change

- **Current Conditions**
  - Before Change
  - During Change
  - After Change

**Driving Forces**

**Restraining Forces**
Sources of Resistance to Change

- **Direct costs**
  - Losing something of value due to change
  - FBI’s new intelligence mandate would reduce status in law enforcement

- **Saving face**
  - Accepting change acknowledges own imperfection, past wrongdoing
  - New FBI mandate acknowledges value of CIA work (source of past turf wars)
Sources of Resistance to Change (con’t)

- Fear of the unknown
  - Risk of personal loss
  - Concern about being unable to adjust

- Breaking routines
  - Organizational unlearning is part of change process
  - But past practices/habits are valued by employees due to comfort, low cognitive effort
Sources of Resistance to Change (con’t)

- Incongruent organizational systems
  - Systems/structures reinforce status quo
  - FBI career, reward, power, communication systems supported law enforcement, not intelligence

- Incongruent team dynamics
  - Norms contrary to desired change
Minimizing Resistance to Change

Communication

- Highest priority and first strategy for change
- Improves urgency to change
- Reduces uncertainty (fear of unknown)
- Problems -- time consuming and costly
Minimizing Resistance to Change

- Communication
  - Provides new knowledge and skills
  - Includes coaching and action learning
  - Helps break old routines and adopt new roles
  - Problems -- potentially time consuming and costly

- Learning
Minimizing Resistance to Change

- Communication
  - Increases ownership of change
  - Helps saving face and reducing fear of unknown
  - Includes task forces, future search events
  - Problems -- time-consuming, potential conflict

- Learning

- Employee Involvement
Minimizing Resistance to Change

- When communication, training, and involvement do not resolve stress

- Potential benefits
  - More motivation to change
  - Less fear of unknown
  - Fewer direct costs

- Problems -- time-consuming, expensive, doesn’t help everyone
Minimizing Resistance to Change

- When people clearly lose something and won’t otherwise support change
- Influence by exchange-- reduces direct costs
- Problems
  - Expensive
  - Gains compliance, not commitment
Minimizing Resistance to Change

Communication

Learning

Employee Involvement

Stress Management

Negotiation

Coercion

- When all else fails
- Assertive influence
- Firing people -- radical form of “unlearning”
- Problems
  - Reduces trust
  - May create more subtle resistance