

# *Organisations and behaviour*



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Lesson 8



# *ORGANISATIONS AND BEHAVIOUR*

**LO 3: Understand the ways of using motivational theories in organisations**

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# The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approaches to management and leadership
- Understand ways of using motivational theories in organisations
- - Understand mechanisms for developing effective teamwork in organisations

# LEARNING OBJECTIVES



- At the end of the class, students should be able to:
- Evaluate the usefulness of a motivation theory for managers

# OVERVIEW



- Leaders and managers continually make efforts to accomplish successful and significant change -- it's inherent in their jobs. Some are very good at this effort (probably more than we realize), while others continually struggle and fail. That's often the difference between people who thrive in their roles and those that get shuttled around from job to job, ultimately settling into a role where they're frustrated and ineffective. There are many schools with educational programs about organizations, business leadership and

# Pluralistic



- Pluralistic organizations An organization that has a relatively diverse employee population and makes an effort to involve employees from different gender, racial, or cultural backgrounds. have a more diverse employee population and take steps to involve persons from different gender, racial, or cultural backgrounds. These organizations use an affirmative action approach to managing diversity: they actively try to hire and train a diverse workforce and to ensure against any discrimination against minority group members. They typically have much more integration than do monolithic organizations, but like monolithic organizations, they often have minority group members clustered at certain levels or in particular functions within the organization.

# pluralistic



- Because of greater cultural integration, affirmative action programs, and training programs, the pluralistic organization has some acceptance of minority group members into the informal network, much less discrimination, and less prejudice. Improved employment opportunities create greater identification with the organization among minority group members. Often the resentment of majority group members, coupled with the increased number of women and minorities, creates more conflict than exists in the monolithic organization.

# Transformational



- There are four factors to transformational leadership, (also known as the “four I’s”): idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Each factor will be discussed to help managers use this approach in the workplace.
- Idealized influence describes managers who are exemplary role models for associates. Managers with idealized influence can be trusted and respected by associates to make good decisions for the organization.
- Inspirational motivation describes managers who motivate associates to commit to the vision of the organization. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization.
- Intellectual Stimulation describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group. Managers with intellectual stimulation promote critical thinking and problem solving to make the organization better.

# transformational



- Individual consideration describes managers who act as coaches and advisors to the associates. Managers with individual consideration encourage associates to reach goals that help both the associates and the organization.
- Effective transformational leadership results in performances that exceed organizational expectations. Figure 1 illustrates the “additive” effect of transformational leadership because managers must pull together the components to reach “performance beyond expectations” (Northouse, 2001)

# Additive effect of transformational leadership.



Idealized Influence

+

Individualized Consideration

+

Inspirational Motivation

+

Intellectual Stimulation

=

Performance Beyond Expectations

# communications



- Communication is sharing information between two or more individuals, the act of conveying information. Because communication has so many components, failing to effectively communicate in the workplace is commonplace. There are five components to any communication and a sixth that is the overall environment of the workplace in which the communication takes place. The components of communication are:

# The components of communication are:



- -The **individual sending the message.** The sender must present the message clearly and with enough detail so that the receiver shares meaning with the sender.
- -The **context for the message.** The context is how the message is delivered by the sender of the message. Context involves nonverbal communication such as gestures, body language, facial expressions, and elements such as tone of voice.

# The components of communication

are:



- -The **person receiving the message.** The receiver must listen carefully and intently, ask questions for clarity, and paraphrase to ascertain that the receiver shares meaning with the sender.
- -The **delivery method chosen.** The delivery method should be selected based on the medium most effective to convey the meaning of the message

The components of communication are:



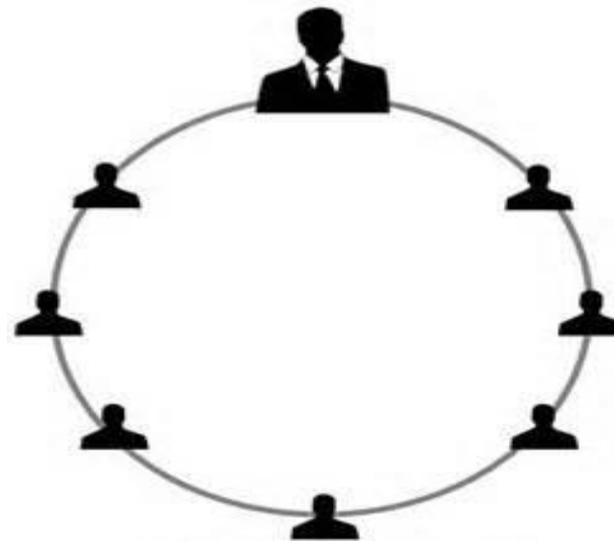
- **The content of the message.** The content of the message should be clear and presented and described in enough detail to obtain understanding from the receiver.

# Communication Patterns

- Leavitt, in a series of experiments, examined the effectiveness of four communication networks for written communication between members of a small group.

# Communication Patterns

- (a) **The circle.** Each member of the group could communicate with only two others in the group, as shown.



A. Circle pattern

# Communication Patterns

- Similar to the circle, **except that A and E** cannot communicate with each other and are therefore at both ends of a communication chain.

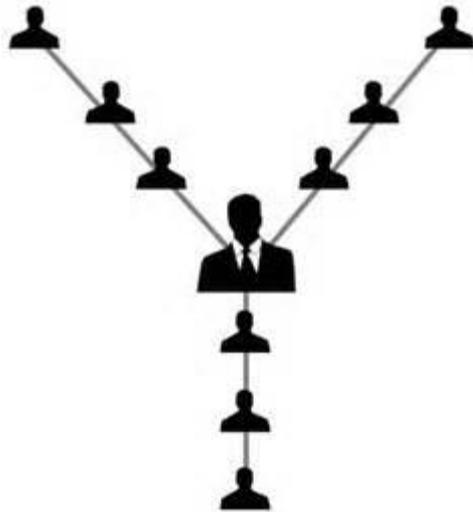


**B. Chain pattern**

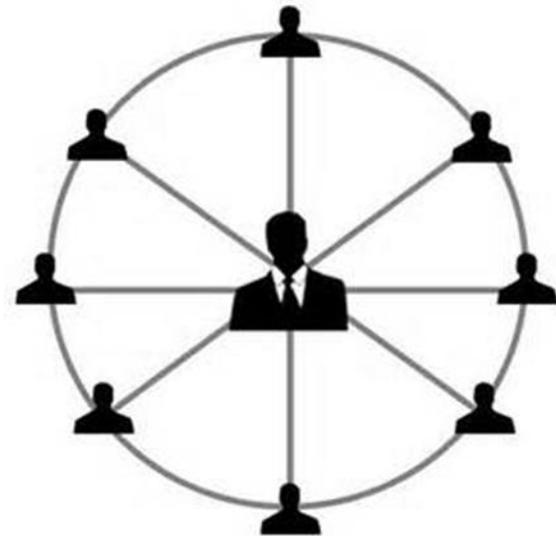
# Communication Patterns

- In both the 'Y' and the 'wheel' patterns, C occupies a more central position in the network.
- In Leavitt's experiment, each member of a group of five people had to solve a problem and each had an essential piece of information. Only written communication, channelled according to one of the four patterns described above, was allowed. The findings of the experiment are tabulated below. A direct tradeoff between speed and job-satisfaction is evident

# Communication Patterns



C. "Y" pattern



D. Wheel pattern

# conflict



- Conflict in the workplace is inevitable, but it doesn't have to bring down morale or effect productivity. Here are eight things you can do to handle conflict and restore the peace. Conflict in the workplace is a painful reality and a key reason for poor productivity and frustration. Certain types of workplace conflict are readily identified. Other forms of conflict may not be so easily detected. Small, irritating events such as negative attitudes occur repeatedly over time and can cause people to strike out at each other. In many cases, conflict occurs at the senior level of the organization. In these situations some kind of intervention is needed

# conflict



- What type of workplace conflict requires intervention? Anything that disrupts the office, impacts on productivity or poses a threat to other employees needs addressing. The degree to which you tolerate a situation before intervention may vary. A manager may not feel it necessary to intervene when a minor exchange of words occurs between employees--unless such an incident becomes a daily occurrence and expands beyond the employees initially involved. However, a situation where one employee threatens another requires immediate action..

# conflict



- **1. Define Acceptable Behavior:** You know what they say about assuming...Just having a definition for what constitutes acceptable behavior is a positive step in avoiding conflict
- **2. Hit Conflict Head-on:** While you can't always prevent conflicts, it has been my experience that the secret to conflict resolution is in fact conflict prevention where possible.

# conflict



- **3. Understanding the WIIFM Factor:** Understanding the other professionals WIIFM (What's In It For Me) position is critical. It is absolutely essential to understand other's motivations prior to weighing in.
- **4. The Importance Factor:** Pick your battles and avoid conflict for the sake of conflict. However if the issue is important enough to create a conflict then it is surely important enough to resolve.

# conflict



- **5. View Conflict as Opportunity:**  
Hidden within virtually every conflict is the potential for a tremendous teaching/learning opportunity. Where there is disagreement there is an inherent potential for growth and development

# REVIEW QUESTIONS



- 1. Is the statement below true or false?
- 'A clearly expressed verbal message will always be understood.'
  
- 2. Communication between two members of a project team from different functions, but the same level of authority, is:
- A Upward      C Lateral
- B Downward   D Diagonal
  
- 3. Is the statement below true or false?
- 'Informal communication does not fill a gap created by an ineffective formal communication system, but co-exists with it.'

# REVIEW QUESTIONS



- 3. Is the statement below true or false?
- 'Informal communication does not fill a gap created by an ineffective formal communication system, but co-exists with it.'
  
- 4. Which of the following is NOT usually a barrier to effective communication?
- A Distortion      C Rapport
- B Noise            D Jargon

# REVIEW QUESTIONS



- 5. Which pattern of communication is the quickest way to send a message?
  - A The circle
  - B The chain
  - C The Y
  - D The wheel
- 6. Poor quality lateral communication will result in which of the following?
  - A Lack of direction
  - B Lack of coordination
  - C Lack of delegation
  - D Lack of control

# REVIEW QUESTIONS



- 7. All managers have to communicate information to others in meetings and to their subordinates. Understanding the nature and importance of communication is therefore an important part of a manager's role.
- Required:
- (a) Explain the importance of good communication.
- (b) Describe five major barriers to good communication.

# REVIEW QUESTIONS



- 8. Conflict in the workplace is a common feature of organisational and business life.
- Required:
- (a) Under what circumstances can a conflict be constructive?
- (b) Under what circumstances can a conflict be destructive?

## FURTHER READING



- ACCA BPP –F1
- ACCA GLOBAL
- Organizational Change and Development (Managing Change and Change Management) - Carter McNamara MBA, PhD
- “Diversity Assumptions and Their Implications for Management” by Nancy J. Adler, Handbook of Organization, 1996. Reprinted courtesy of Marcel Dekker Inc., New York

# FURTHER READING



- Transformational Leadership: The Transformation of Managers and Associates - John Hall, Shannon Johnson, Allen Wysocki, and Karl Kepner
- Communication in the Workplace - Susan M. Heathfield
- Conflict Resolution: 8 Strategies to
- Manage Workplace Conflict - Gregory P. Smith
- 5 Keys of Dealing with Workplace Conflict - Mike Myatt
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