

Organizational behavior

Lecture 1: Introduction and motivation

The Barbara Norris case

What are the main GSU's problems? Understaffed – lack of motivation- low morale – sense of exclusion – lack of collaboration – turnover rate – lack of mentorship – transparency – lack of motivation – lack of resources (staff) – feedback – intergroup conflict – administration – funds and frozen hiring – communication – award not performance based – resistance to change from one experienced employees

Four drives theory:

- **Drive to acquire:** need to seek and acquire objects and experiences they value. Given scarcity of desired objects and experiences, they drive draws humans into competition
- **Drive to bond:** emotional need to seek and develop mutual social commitments. This drive draws humans into collaboration with one another
- **Drive to comprehend:** need to understand our environment, ourselves. emotional need to develop understandings of their environment and themselves. This drive draws humans into collecting information, building new knowledge, exploring new possibilities, and finding meaning in their activities and life.
- **Drive to defend:** drive to defend our accomplishments in fulfilling our other three drives. When such accomplishments are threatened, humans experience fear or anger and respond by fight or flight.

Employee motivation is found at the center of

- A good reward system (Acquire)
- Culture (Bond)
- Performance management and resources (defend)
- Job design (comprehend)

Creating motivation: the job itself (how is the job designed > motivators (intrinsic, extrinsic) > outcomes (job attitudes, job behaviors)

How well has Barbara Norris done in her first month as a nurse manager of GSU? Was she good for the position? First one to take a step the previous managers didn't, she showed compassionate, she was realistic and didn't make empty promises, she has patience

A negative point would be the fact that she is novel in the manager sector, that she didn't receive guidance nor help and that she was asked to resolve a very demanding problem in a too short time scale (this could be an example of the glass cliff effect: a real-world phenomenon in which women are more likely to be appointed to precarious leadership positions in poorly performing organizations, while men are more likely to be appointed to stable leadership positions in successful organizations)

Propose an action plan: identify issues – talk to people in higher positions – task allocation – performance management

Top skills employers look for: The top emerging skills identified in the World Economic Forum's Future of Jobs, report suggest that many professionals should look to developing their soft skills to enhance existing expertise.

- Analytical thinking and innovation / Active learning and learning strategies / Creativity, originality, and initiative / Technology design and programming / Critical thinking and analysis / Complex problem solving / Leadership and social influence / Emotional intelligence / Reasoning and problem-solving / Systems analysis and evaluation

Organization behavior Lecture 6

Everest simulation reflection

Task conflict: good to have on some level, each person has his own goal

Common information effect

Information held by more members before team discussion has more influence on team judgments than information held by fewer members, independent of the validity of the information

Groups tend to spend too little time discussing unshared (unique, uncommon) information

Why the discussion bias?

- Probability
- Mutual enhancement
 - o Discussing shared information feels good
 - o Members are judged as more task competent and credible after discussing shared instead of unshared information
 - o Shared information is judged as more important, accurate, and decision-relevant than unshared information
- Bias for Preference-consistent Information:
 - o Members prefer to discuss information that is consistent with their preferences (an example of the confirmation bias)
- Some Groups Miss Optimal Solutions:
 - o Use of only shared information supports a less optimal decision alternative whereas tapping into unshared information supports the best option.
 - o Failure to discuss unshared info thus harms group decision quality

Common information effect

- What does not work: More discussion, separate view and decision, bigger team, more information (but same distribution), accountability for decision, pre-discussion polling
- What does work: team leader is information manager, suspend initial judgement, frame as an information-sharing problem, rather than a judgment to be made, minimize status differences

Psychological safety

Definition: 'Being able to show and employ one's self without fear of negative consequences of self-image, status or career' (Kahn, 1990)

- Creating vs claiming value approach (people try to avoid losses)
- Remember that everyone on your team is human just like you
- Avoid blame, be curious instead: 'I imagine there are multiple factors at play. Perhaps we could uncover what they are together?'
- Ask for feedback on delivery: 'What worked and didn't work in my delivery? How did it feel to hear this message? How could I have been more effective?'
- Help teammates communicate with an enquiry style: instead of 'I don't like that idea; it's not going to work' try 'Can you say more about your plan. How will it work?'

Google found that psychological safety was the number one characteristic of their highest performing teams
Critical to reduce employee errors and enhance safety
Increases team and individual learning across multiple organisations.

- Guarding against misuse: recognize what is offered to you for what it is and not what it is represented to be

3- Consistency: the need to maintain a consistent private and public image

- Common use: retailers giving out prizes to obtain customer testimonial, once a customer has declared publicly what their favorite product is they feel obligated to buy it again in the future
- Effective use: getting others to commit a certain attitude or behavior in an active, public and voluntary way. For example: encouraging staff members to write down their goal and share it with others in the team
- Guarding against misuse: do not publicly to commit to insignificant request you feel unsure about

4- Authority: a feeling of obligation to the authority

- Common use: using “expert” testimony that is irrelevant to the situation or which is not based on fact
- Effective use: referring to your background and experience in a subtle way during business conversation, or sharing an anecdote about solving a problem
- Guarding against misuse: ask yourself whether the authority is really an expert or what the expert may gain from your compliance

5- Scarcity: the instinct to pursue scarce resources

- Common use: stating that they’re only limited number of products available for sale. Insinuating that there are multiple bidders on an item, creating a sense of competition and urgency
- Effective use: informing individuals of limited windows of opportunity
- Guarding against misuse: stay calm and look at the situation with perspective. Remind yourself that something is not more valuable simply because of its limited availability

Different influencing tactics have different outcomes (from least effective to most effective)

Resistance (no desire to change) < compliance (desired change in behavior) < commitment (desired change in behaviors and in attitudes)

Effectiveness of influencing tactics

The success of an influence of dent is determined by the following factors

- The tactic that was used
- the objective of the influence attempt
- The position of power of the parties involved
- The relationship between the parties involved
- the skill with which power is exerted
- the perception and attitudes the parties have about what is being requested

Effectiveness of single tactics

vs

Effectiveness of combined influencing tactics

Tactic	Commitment	Compliance	Resistance
Inspirational appeal	High	Low	Low
Consultation	High	Moderate	Low
Rational persuasion	Moderate	Moderate	Moderate
Ingratiation	Moderate	Moderate	Moderate
Personal appeals	Moderate	Moderate	Moderate
Exchange	Moderate	Moderate	Moderate
Legitimizing	Low	High	Moderate
Coalition	Low	High	High
Pressure	Low	High	High

1 st = SOFT + SOFT	5 th = RATIONAL + HARD
2 nd = SOFT + RATIONAL	6 th = RATIONAL
3 rd = SOFT	7 th = HARD
4 th = SOFT + HARD	8 th = HARD + HARD