

****Week 2: Teams & Leadership**

4 benefits of teamwork:

1. Work in a more “natural” form of organisation 人是群居的
2. Improve productivity 在自己自然环境工作 (on yourself)
3. Improve your quality of work life (on yourself)
4. Improve the problem solving ability & efficiency of an organisation (on organisation)

****Definitions in Group dynamics**

- ❖ **Group:** When 2 or more people work interdependently to achieve a common objective
 - Strength of bond in a group depends on:
 1. **Nature** of the common objective 性质 (important?)
 2. **Context** of the group 环境 (group in army? Or just on fb?)
 3. **Social skills** of the group members 人

2 types of groups:

1. **Teams:** Formal groups created intentionally to achieve an objective set by the organisation
 2. **Informal groups:** Groups created spontaneously AND reflect the common interests of the members → WE all love floor hockey & place friends in first place
- ❖ Sometimes, informal social structures do not align with formal organisational structures → can lead to serious problems

The mutual influence of groups:

1. People who we interact with can affect our **sense of identity**: 近朱者赤
 - Through social interactions, we acquire values, attitudes, behaviors, belief
 2. Groups also create a social setting where we can influence the others 你也影响别人
- ❖ **Discipline**纪律 = Conduct行为 + Values价值观 + Identity + Influence
团队的影响太大，必须层层递进去局限你

2 types of activity focuses in group:

1. **Task activity**干活: Where the team focuses on the task at hand
2. **Maintenance activity**内部调整: Where the team focuses on its internal processes → Assign leadership roles + Setting group norms

**Dynamics多变性 of team development

- ❖ Teams are dynamic social settings (Change quickly)
 - People form and disband, and members come from diverse backgrounds
 - Therefore, important to establish team rules & norms as soon as the team is formed to **hold the team together AND regulate our behavior**

5 stages in Tuckman's group development model:

1. **Forming** → Members get to know each other
 - a. Discover what is acceptable & Decide how we should to behave
 - b. Discover resources & Develop common objectives
2. **Storming** → Reveal true self
 - a. Compete for team roles
 - b. Experience interpersonal **conflicts**
3. **Norming** → Establish team rules & norms, and shift from maintenance activity to task activity
 - a. Members work together
 - b. Maintain team cohesion AND discipline
4. **Performing** → Members focus on working interdependently to achieve the common objective
 - a. Build high level of cooperation & trust
 - b. Resolve conflicts within a short duration
5. **Adjourning** (Disband)

Gersick's Punctuated equilibrium model of team development 很快找到平衡点

- ❖ **Punctuated equilibrium model:** Group development model for short-term groups
- ❖ 3 stages in punctuated equilibrium model:
 1. **Inertia不活动:** Get to know each other + discover resources + develop objectives
 2. **Transition point:** Identify potential solutions + Assess their workability
 3. **Redirection:** Implement the solutions

4 elements in a team:

1. Team size
2. Team diversity
3. Team roles & norms
4. Team cohesion

Week 7: Change

- Analyse change → Ask 4 questions + Silent killers + Solutions

Why study change? 改变

- ❖ Organisations operate in a dynamic environment 环境不断改变
 - MUST interpret AND respond to forces that trigger AND resist change 坐言起行(pos & neg)

Organisational change model - Change plan 改变过程

4 dimensions in organisational change model that plans a change:

1. **WHY** do we change? - Forces that trigger change 还没改变之前, 我们为什么要改变
 - **4 External forces** STEP (step into industry)
 - i. **Socio-cultural factors:** Shift in market preferences, change in basic needs
 - ii. **Technological factors:** Rise of new technology that improves efficiency and productivity, and may achieve economies of scale and competitive adv
 - iii. **Economic factors:** Inflation, Income levels, change in entry barriers, entry of new competitors 经济: 卖之前, 卖之后
 - iv. **Political AND legal factors:** Deregulation, change in market policy, change in law
 - **4 Internal forces** PINN (Pinned within organisation) - 2 bad, 2 good
 - i. **Poor performance outcomes:** Low profits, High absenteeism
 - ii. **Inefficient internal processes**
 - iii. **New management philosophy:** New culture & vision 新哲学 - 不会改变工作方式
 - iv. **New strategies & structures** 新策略 - 会改变工作方式
2. **WHO** leads the change? 改变世界的人
Change agent must have:
 1. Right **knowledge** 有知识
 2. Right **skills** 有才华
 3. Right **attitude** 有正确态度
 - ❖ **Internal** → High knowledge in operation BUT lack objectivity to detect the roots of problems
 - ❖ **External** → Professional knowledge and skills BUT lack of knowledge in operation and internal network to disseminate change plan throughout organisation

3. **WHAT** change do we need? + **WHAT type of intervention** do we need?

2 types of change:

1. **Evolutionary change:** Maintain old stability 小变化
 - Change individual departments
 - Can be planned OR unplanned
 - **Planned evolutionary change** → Adaptive change 可慢慢adapt
 - **Unplanned evolutionary change** → Transitory change 马上transit
 - **Aim:** To improve the existing management & structure
 - Improve existing production technology
 - Improve existing products
2. **Revolutionary change:** Seek new equilibrium 大改革
 - Change entire organisation
 - Can be planned OR unplanned
 - **Planned revolutionary change** → Systemic change 跟着system跑
 - **Unplanned revolutionary change** → Chaotic change 混乱
 - **Aim:** To adopt new management & structure
 - Develop new production technology
 - Develop new products

4 types of intervention:

- ❖ Communication, Culture, Power, Strategy & structure

4. HOW to implement change

Lewin's 3-step model

1. **Unfreeze:** Unfreeze the status quo AND Overcome resistance to change
 - a. Communication 先让他们知道
 - b. Involvement AND Participation 再让他们加入
 - c. Support AND Stress management 加入后, 支持他们
 - d. Negotiation 不愿意加入, 谈判
2. **Implement change**
3. **Refreeze:** Enforce permanent change by using system, policy & procedures **RET**
 - a. **Reward system:** Recognise change effort
 - b. **Effective transmission of new information:** Reduce fear & uncertainty
 - c. **Transformational leadership:** Leader works with employees to implement change

Managing organisational change

- ❖ **Silent killers:** 6 Factors that hinder change implementation and lead to low employee readiness
- ❖ **Organisational fitness profiling(OFP):** Solutions to remove silent killers

6 Silent killers of change implementation: MUIPPI → From top to bottom

1. **Management style is either too top-down OR laissez-faire**
 - **Top-down:** Decisions are made by top management
 - **Laissez-faire:** Decisions are made by employees themselves
 - **OFP Solution** → Create partnership between top management & lower level 合作=恰到好处
2. **Unclear strategy AND Conflicting priorities**
 - **OFP Solution** → Redevelop a common business direction
3. **Ineffective senior management team** 请人去干活
 - Due to Refusal to collaborate → Fear of losing power & 合作 = 没有了威严和权力
 - **OFP Solution** → Involve top management in the change implementation process, to prompt them to realise the difficulty to improve the situation AND necessity to collaborate 才知道必须合作
4. **Poor vertical communication** 上梁不正, 下梁歪
 - Leads to fear of lower level to reveal true problems to top management
 - **OFP Solution** → Listen to feedback from lower level 真心聆听, 解除害怕
5. **Poor horizontal coordination between departments** 部门之间产生问题
 - Leads to low productivity
 - **OFP Solution** → Redefine roles, responsibilities & accountabilities
6. **Inadequate skills at the lower level** 底部不够才能
 - Leads to incapability at lower-level to lead change → Change cannot be merely implemented by top management, it requires an organisation-wide coordination
 - **OFP Solution** → Develop employee skills by providing training

Change - Automakers (HIGH)

1. **WHY** did Automakers change? → Forces that trigger change:

a. **3 External forces:**

- **Socio-cultural factor** = Increasing consumer concern about environment → increased demand for fuel-efficient cars
- **Technological factor** = Rise of fuel-efficient cars
- **Economic factors** = Appreciation of AUS dollars + More expensive exports & its lower demand + Cheaper imports & its higher demand

b. **3 Internal forces:**

- **Poor performance outcomes** = Steadily losing market share + Decline in operating profits & sales
- **Inefficient internal process** = Poor production methods
- **New management philosophy** = To initiate change in management style to improve quality and productivity, by changing culture from power to participation, competition to cooperation, and action to contemplation

2. **WHO** should lead the change?

- a. **External change agents** = 5 consultants who help to implement Quality of Working Life(QWL) program
- b. Because the consultants are experts who have right knowledge, skills, and attitude to implement the necessary change:
 - **Professional knowledge in management**
 - **Professional consultation skills AND approach**
 - **Professional attitude** to help Automakers to solve problems AND Achieve goals

3. **WHAT** change do they need? + **WHAT** type of intervention?

- a. Planned Revolutionary change = Systemic change
 - Seek new equilibrium under Culture change = Changes the entire organisation
- b. **Aim:** To create a new structure and management style → To find innovative ways to cut costs and improve quality, by rewarding those who asked too many questions, communicated problems or accepted blame
 - **New structure** → Design new multi-level committee structure to communicate the change in management style
 - Consists of Level 1 top managers, Level 2 superintendents and supervisors, and Level 3 foremen and lower-level members
 - **New management style** → FROM a tough management style that embodies high expectations of performance + punishes failure + rewards competition TO participative management program that requires withdrawal of involvement in the operation + eliminates direct control + less screaming and yelling and more listening

4. Recommendations - HOW to implement the culture change?

Lewin's 3 step model:

1. Unfreeze: Unfreeze the status quo + Overcome resistance to change

- **Communication** → Penalise managers who use verbal abuse using a payment box
- **Involvement AND Participation** → Involve all levels of management to participate in the culture change by bringing them together in frequent meetings
- **Support AND Stress management**
 - Provide training to Level 2 and 3 managers on how to interpret data, how to find out data, how to prioritize things in terms of the data they have
 - Provide resource and financial support to help managers to learn the new system
 - Create formal groups under Tuckman's group therapy setting → help employees to Make individual adjustment AND Adapt new culture
- **Negotiation**
 - Adopt integrative bargaining strategy to negotiate with 2x4 managers who resist change, due to their desire of "excitement and subterfuge" in old culture
 - Integrative bargaining strategy = When parties collaborate with each other to enlarge benefits for everyone

2. Implement the change:

- Level 1 managers delegate power down the line + Level 2 managers carry out socio-technical analysis to identify problems in production process + Level 3 participants resolve the functional problems

3. Refreeze: Enforce permanent change using systems, policies and procedures

- **Reward system** = Reward a family holiday trip to those who ask questions, communicate problems and accept blame
- **Efficient transmission of new information** = Provide access to information system to Level 2 managers → Can collect system-wide info to identify source and location of quality problems AND eliminate information gap
- **Transformational leadership** → Consultants AND plant managers should work together with Level 1, 2, and 3 participants to implement the culture change

Silent killers MUIPPI	Case evidence (pg 6-8)	OFPs
1 Management style is too top-down or too laissez faire	Before culture change, Level 1 managers are out there dictating everything with their radios, and suddenly they just turned it completely over	Create a <u>partnership</u> between Level 1 managers and Level 2 managers
2 Unclear strategy and conflicting priorities	After culture change, Level 1 managers cancel traditional morning meeting in which they outline the day's problems and priorities → Leads to unclear strategy	Redevelop a <u>common</u> AND widely promoted business direction
3 Ineffective senior management team	Sudden abdication of Level 1 leave Level 2 managers with information gap	Withdrawal of authority should be done gradually under <u>supervision and guidance</u>
4 Poor vertical communication	L3 participants have a lack of exposure to consultants → Low awareness of change plan + failure to obtain resources to support change effort	More face-to-face meetings between consultants & L3 participants + Ask for feedback
5 Poor horizontal coordination between each department	Communication barrier between each function prevents people to come together	Redefine roles, responsibility and accountability
6 Inadequate skills at lower levels	People in the Level 2 and 3 didn't know how to interpret the data, how to find out the data, or how to prioritize things in terms of the data they had	Training + Feedback

Change - Apple

Silent killers MUIPPI	Case evidence	OFPs
1 Management style is too top-down or too laissez faire	Before Sculley joins = Decentralised structure + unique culture with informal interaction BUT After Sculley joins = Centralised divisions + Strict financial control, formal reporting..	Create a <u>partnership</u> between Sculley and Jobs
2 Unclear strategy and conflicting priorities	Sculley & Jobs each advocates different strategies → Sculley = 'How quickly to bring down inventories and control expenses' VS. Jobs = "Want the original orientation to continue	Redevelop a <u>common</u> business direction
3 Ineffective senior management team	Sour relationship between Jobs Sculley + Sculley is sandwiched between Jobs' 2 positions as VP & Chair → Can no longer work effectively	Adopt integrative bargaining strategy to negotiate with Jobs
4 Poor vertical communication	Sculley <u>did not</u> communicate reason of Job's resignation AND his new aims throughout organisation	Use effective emails AND whole-of-staff presentation
5 Poor horizontal coordination	Rivalry between Apple II and Mac personnel that saps morale	Redefine roles, responsibilities & accountabilities
6 Inadequate skills at lower levels	Limited communication capabilities	Training