Managing People

Unit Six

Course Unit Structure

▶ Managing People Course Structure

    ▶ Unit 1: Individual Behavior

    ▶ Unit 2: Motivation

    ▶ Unit 3: Business Communication

    ▶ Unit 4: Managing Human Capital

    ▶ Unit 5: Leadership

    ▶ **Unit 6: Managing Groups and Teams**

    ▶ Unit 7: Create a Winning Organizational Culture

    ▶ Unit 8: Power, Politics and Change

Unit Learning Objectives

▶ explain the importance of authentic leadership on group dynamics and task cohesion

▶ explain why diversity is important to team and organizational success and the effect of discriminatory practices

▶ analyze practical and theoretical methods of managing and resolving conflicts in organizations and among team members

▶ explain how teamwork is impacted by individual-level values and behavior, group behavior, and the characteristics of group development

▶ evaluate team effectiveness using insight into individual behavior and theories of motivation

▶ explain the effects of individual behavior on the behaviors of team members in the workplace

Unit Vocabulary

- administrative orbiting
- affective conflict
- cognitive conflict
- direct communication
- heroic leadership
- inclusive leadership
- interdependent or collaborative leadership
- "like me" bias
- non-action
- stereotypes

Overview: Unit Six Topics

- Teamwork and group structures

- Management of teams

- Creation of group cohesion

- Diversity and inclusion in teams

- Conflict and managing conflict

- Effective teamwork

6a Authentic Leadership and Relational Cohesion

▶ Authentic leadership

　　▶ Honesty

　　▶ Self-awareness

　　▶ Self-regulation

▶ Relational cohesion

　　▶ Perception that relationships with coworkers and team is collaborative and close

6b Diversity and Team Leadership

▶ Companies with diverse teams do better financially…global mindset

▶ Inclusive leaders

   ▶ A leader that breaks down barriers for people at risk of being excluded

▶ Requires:

   ▶ Commitment

   ▶ Courage

   ▶ Cognizance of bias

   ▶ Curiosity

   ▶ Cultural intelligence

   ▶ Collaborative

6b Barriers to Inclusive Leadership

- "Like me" bias
  - Affinity for things "like us"
- Stereotypes
  - A generalization about a group of people
- Perceived threat of loss
  - "status threat" to one's own career
- Ethnocentrism
  - Evaluation of another culture based on your own culture

6c Managing Conflict
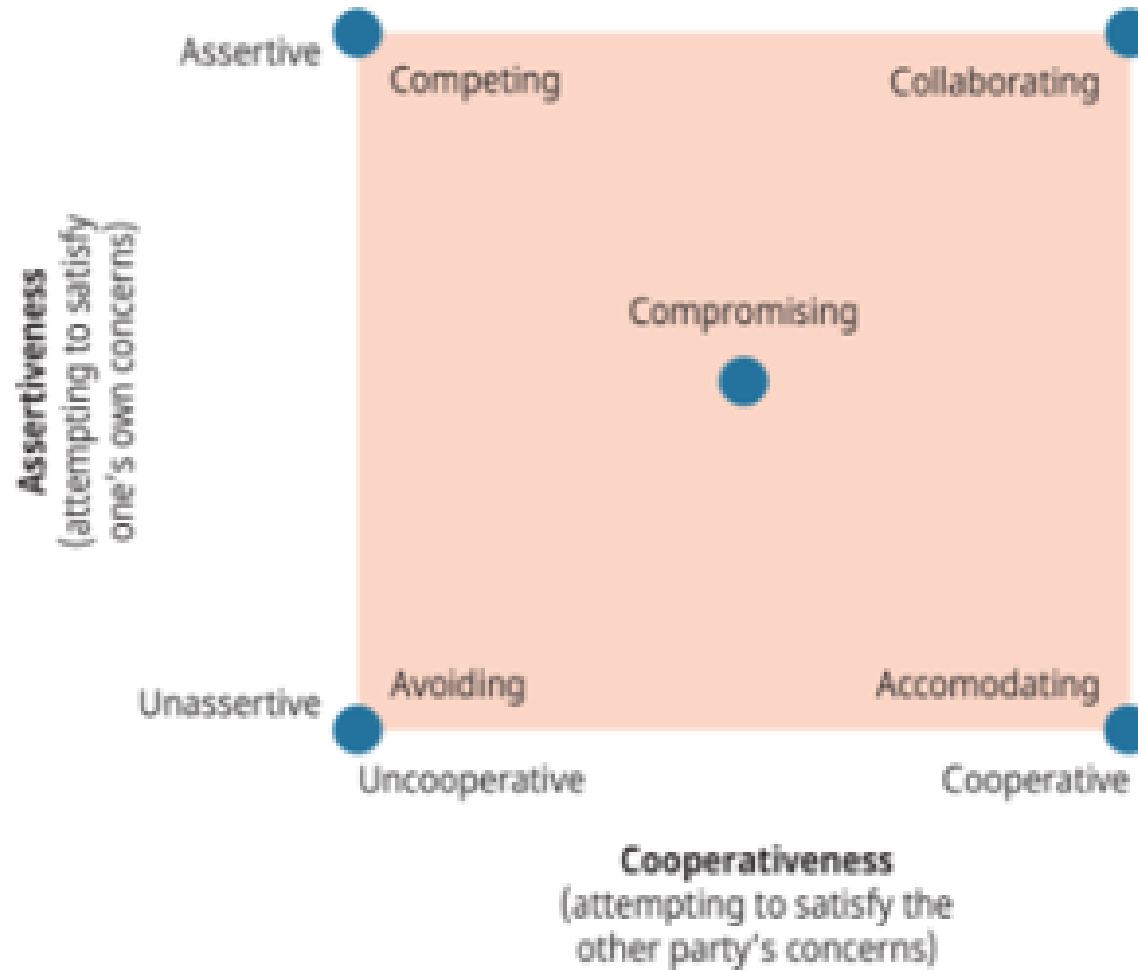
▶ Conflict isn't always bad!

▶ Types of conflict

   ▶ **cognitive conflict** that occurs when one individual or group holds ideas or opinions that are inconsistent with those of others

   ▶ **affective conflict** that occurs when two people just do not get along with each other

   ▶ **behavioral conflict** happens when one person or group does something that is unacceptable to others

6c Reasons for Conflict

▶ **task interdependencies**

   ▶ the greater the task interdependence to accomplish a goal, the more likely a group will experience conflict

▶ **status inconsistencies**

   ▶ unfair treatment among the different "status" of employees can cause conflict

▶ **jurisdictional ambiguities**

   ▶ where the responsibility for a task is ambiguous

▶ **communication problems and individual differences**

▶ **dependence on common resource pool**

   ▶ where conflicts occur over limited resources

▶ **lack of common performance standards**

6c Conflict Styles

Assertive

Competing — Collaborating

Assertiveness
(attempting to satisfy one's own concerns)

Compromising

Unassertive — Avoiding — Accomodating

Uncooperative — Cooperative

Cooperativeness
(attempting to satisfy the other party's concerns)

6c Conflict Strategies to Avoid

▶ Nonaction

▶ Administrative orbiting

▶ Secrecy

6d Cultural Differences on a Team

- ▶ Direct vs indirect communication

- ▶ Language differences

  - ▶ Accents, fluency

- ▶ Status and hierarchy perspectives

- ▶ Decision-making norms

6e Team Assessments

- Individual assessments
  - Self-evaluations, self monitoring, self-regulating
- Peer evaluations
  - Confidential and objective

6e How to Measure Team Performance

▶ generate clear and understandable team goals,

▶ identify examples of quality work and successful standards,

▶ use team discussion and reflection to compare team performance to goals

▶ identify strategies needed to close performance gaps.

6e Benefits of Measuring Team Performance

▶ Goal attainment

▶ Enrichment of relationships

▶ Strengthen team commitment

6f Team Leaders

- Heroic Leader and Interdependent leader differences
  - Heroic leaders set goals that can be independently delivered
  - Independent leaders set high goals that are impossible to achieve with one person
  - Interdependent leaders announce goals before making a plan to reach the goals, while heroic leaders announce goals only when a plan is in place to achieve the goal
    - Advantage of interdependent is employee involvement

Conclusion

▶ Here's what you learned:

  ▶ explain the importance of authentic leadership on group dynamics and task cohesion

  ▶ explain why diversity is important to team and organizational success and the effect of discriminatory practices

  ▶ analyze practical and theoretical methods of managing and resolving conflicts in organizations and among team members

  ▶ explain how teamwork is impacted by individual-level values and behavior, group behavior, and the characteristics of group development

  ▶ evaluate team effectiveness using insight into individual behavior and theories of motivation

  ▶ explain the effects of individual behavior on the behaviors of team members in the workplace

What's Next?

▶ To prepare you for the practice exam, consider one more review of the study guide and course materials.

▶ Good luck on the practice exam!