

assignment

by Samuel Hill

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motivation Management and Team-Working

By Runa Bibi & Samuel Hill

Mc

Individual & Organisation Behaviour



s Motivation?

What come from external and internal places which drive and interest into individuals to stay dedicated to try to accomplish a goal [1].

It will often give an individual's actions purpose and [2]

What is

- Factors that encourage to a job or
- Motivation direction |

Characteristics of a motivated employee

- Confident
- Self-esteem
- Belief of their own abilities [3]
- Take risks
- Want to learn more
- Overcome adversity [4]

Character employment

- Optimistic
- Good self
- Self-aware
- Open to t
- Always w
- Rise abov

ic vs Extrinsic Motivation

Intrinsic

by internal rewards

ed out to satisfy the
e individual [6]
om the relationship
e individual and the
uation [6]
tisfaction [7]

Extrinsic

- Driven by external rewards [8]
- Work carried out even though the individual may not enjoy what they are doing [8]
- E.g. monetary rewards and being recognised for their accomplishments [7]

Intrins

Ir

- Compelled [5]
- Work carried out to meet the needs of the organization
- Derived from the relationship between the individual and the specific situation
- E.g. job satisfaction

Herzberg's Two-Factor Theory

According to Herzberg, there are two factors which affect job and job performance known as “satisfiers or motivators” and “dissatisfiers or hygiene factors” [9]

Motivators	Hygiene Factors
• Intrinsic factors • Provided by employee [9] • Examples of this are recognition and the opportunity for growth in the workplace [10]	• Extrinsic factors • Can cause displeasure in the employee if not handled efficiently [9] • Examples of this are pay and benefits, interpersonal relationships and job security [10]

Herzbe

- According
fulfilment
motivator

Maslow's Hierarchy of Needs

aid that individuals are motivated to attain certain
d some needs take priority over some others [11]



Maslow

- Maslow's needs an

Each level means

Physiological needs – shelter, air, sustenance, rest and warmth

Security needs – security, law, resources and employment

Belonging needs – companionship, trust, feeling part of and affection

Esteem needs – independence and want for respect from their

Self-actualisation needs – seeking personal growth [11]

What e

- Physiolog
- Safety ne
- Love and of a group
- Esteem n peers
- Self-actua

Maslow's Hierarchy applies to the place



**How M
workp|**

Employee Engagement

Employee engagement is an organisation that aims to have its members to commit to the organisation's values and goals, while being aware of their welfare and staying motivated to the organisation's success by reaching the right conditions for them [13]

Emplo

- A method fully comr self-aware organisat to do so [

s Equity Theory 1963

n that equity and fairness are vital in keeping an motivated [14] This meaning that if an employee ever , are being treated unfairly they will become ted [15]. This is based on the theory that employees are their level of treatment to their co-workers i.e. if their colleagues are receiving more rewards from nent they may increase their effort to match theirs [15].

Adam's

- The notion of an individual feeling they are unmotivated will complicate what they see as a manager's role.

ition Case Study

implement Maslow's hierarchy of needs for motivation
iological by offering "competitive salaries" [15], social
h group "huddles" allowing employees to share ideas
erns [16]

re also implemented several motivating factors as part
rg's Two Factor Theory such as a 'Fit for Life'
ne with free health checks etc. [16] and options for
and home working and job sharing [16]

Motiva

- Kellogg's e.g. physical needs with and control
- They have Herzberg's program part-time

s leadership?

y of an individual/group of individuals to give direction
o of people [17] in order for them to achieve a goal [18]

What is

- The ability to a group

How successful leaders do?

...a vision and motivate others to partake in that vision
...chasing them to be more effective in accomplishing it

...their team feel able to share their opinions [20]
...based on what the company requires while being attuned
...to their strengths and the strengths of others [21]
...to “call the shots” when necessary [21]

What c

- Produce a while coal [19]
- Make the
- Stay focused to their own
- Are able to

s the trait theory of leadership?

idea that people are born leaders and have traits that matched to leadership [22].

- of these traits have been identified over time as being successful leadership e.g. self-confidence, intuition and intelligence [23]. Although this theory has been disputed as not all individuals that possess these qualities are leaders.

What is

- An early i are well-n
- A number linked to s determin have been disp become l

s transactional and participative ship?

onal leaders hold positions of authority and manage as individual performance as well as group nce [24]

mployees follow tasks as they have been done y [25]

ive leaders encourage employee involvement during ons involving the company [26]

votes on decisions so employees will be more in the actions taken [27]

What is leadership?

- Transactional leadership focuses on employee performance and rewards.
- Ensure employees are motivated and previously successful.
- Participative leadership involves all decisions and encourages input.
- The team is responsible for the results invested in.

Transformational and Transactional leadership?

Transformational leadership focuses on the employees and motivates them to lead themselves [28]

Transformational leaders will be encouraging, establish clear goals, support, inspire their team to reach beyond their capabilities and recognise a job well done [29]

Transactional leadership will change their leadership style to match the needs of the team they are going to lead [30]

Transactional leadership style may frequently change in order to “meet the needs” of their employees e.g. different levels of supervision and different reward systems [31]

What is a situational leader?

- Stays focused on the team's goals and objectives, even when the team becomes less motivated
- Transforms the team's goals, objectives, and vision into their own goals and objectives
- A situational leader is someone who can adapt to the level of the team's motivation and ability
- Their leadership style is based on the needs of the team and the needs of the organization

Goleman's 6 Leadership Styles

re
ry
re
ratic
rg
tting [32]
information on handout

David

1. Coerciv
2. Visional
3. Affiliativ
4. Democr
5. Coachir
6. Paceser

Find more

s Emotional Intelligence?

y to recognise and control our emotions and help the emotions of others [33]

said that producing effective teamwork and leading is part of Emotional Intelligence (EI) and it is for employees to take training in EI so they can show that organisations want [34]

ording to Goleman there are 5 vital elements to it which regulation, self-awareness, motivation, empathy and lls” [35]

What is

- The ability to influence
- Goleman your team important emotions
- Also account for: “self-social skill

ilness

That is mindful is one that creates a leadership by encouraging precision, creativity, focus and attention in the service of employees [36]

ys that leaders can implement mindfulness is n, yoga, breathing exercises and walks [37]

y mindfulness has proved to be effective in improving p skills by increasing production, the capacity of making, listening skills and reducing their stress levels

Mindfu

- A leader t
presence
considera
- Some wa
meditatio
- Practicing
leadership
decision-m
[37]

Frederick Taylor's Classical Management Theory

Based on the idea that employees only have financial needs and does not account for their social needs [38]

Goal of this theory is to increase efficiency in workers by providing them only the tools they require but this has been said to be an atmosphere that is repetitive where employees only do menial jobs [39]

Carried out several time and motion studies which is a method that includes a complicated task being split up into small steps, keeping track of what actions the employee takes and the time taken for each step so any wasteful steps can be got rid of and a standard time taken for every correct step that is carried out [40]

Frederick Taylor

- This is based on the idea that work is a physical task and physical efficiency is the key to job fulfillment.
- The goal of management is to give the worker the best possible conditions to create an efficient system and avoid tedious work.
- Taylor called this system the "scientific management" because it was based on smaller steps and during the process the time is taken into account.

1 Relations Management Theory

y is based on the notion that workers wish to be part of a
that allows for advancements and growth [41]

loyees get attention and encouragement to take part they
work is more valued and therefore will perform better and
work that is a high quality [41]

y was developed after the Hawthorne experiments where
s at Hawthorne factory had different lighting and the results
at the group with better lighting had higher productivity [42]

usion was that the physical conditions were not why the
nproved but it was due to the fact they were working in a
ing [43]

Human

- This theory suggests that loyal team members are more likely to produce high-quality work.
- So, if employees feel their voice is heard, they will produce better work.
- This theory suggests that two groups of workers showed that the group with the most voice produced the best work.
- The conclusion is that workers in a group setting should be encouraged to voice their opinions.

ns Thinking Management

nethod of business thinking where you analyse
ns between components in the system to find patterns
·mine if the pattern is good or bad [44]
help organisations to find specific problems in their
nd where the problem is that needs to be fixed [45]

System

- A newer r
interaction
and deter
- This can l
system ai

s Management?

direction and organisation of the actions of a workplace
to accomplish its objectives [46]

Peterson defines management as activities which
use the right resources to pursue “one or more goals”

What is

- The coor to accom|
- Fleet and effectively [47]

Signs of Good Management

1. **Efficient use of resources** – Employees who do not receive the necessary tools to carry out their work can often lack motivation, a good management will also train their employees and invest in the latest equipment to help their business grow.

2. **Empowering and decision making skills** – Good management delegates tasks to employees and takes their suggestions and even encourages them when making decisions [48]

3. **Multitasking and maintaining focus** – Manage multiple tasks at the same time to ensure they get done on time [49]

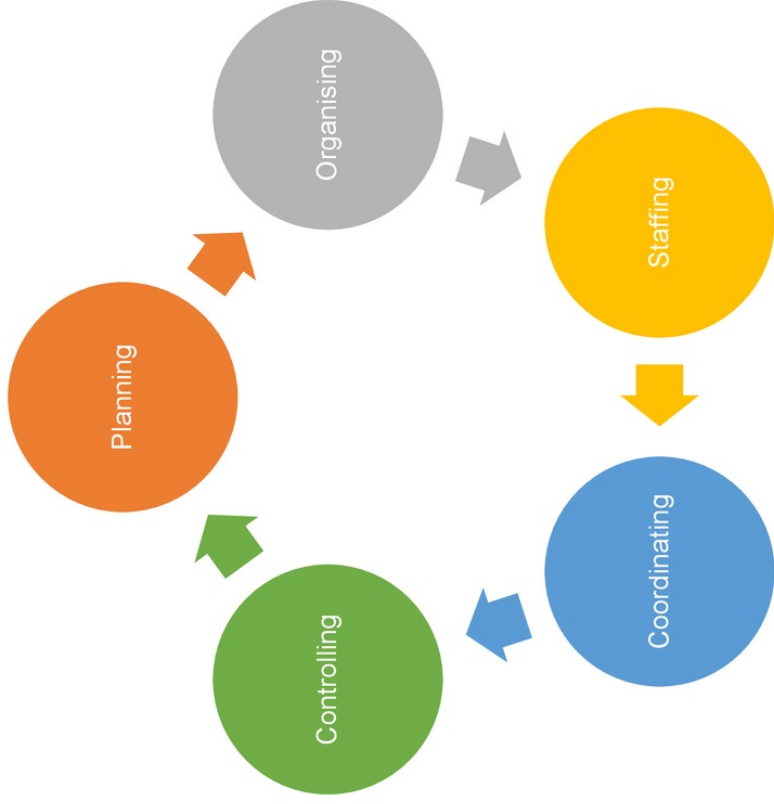
Qualiti

- Offer req necessary motivation in the use [48]
- Good list will listen complaint
- Able to m the same

Management Functions

Part of management determines what the company is going to fulfil and plan to achieve its goal while corresponding with all relevant departments [50]
The planning function of management takes into account the complete structure of the organisation and decides on tasks to be allocated to employees

Organising is hiring the right employees for the job, and also taking charge of training, supervision, and promotions etc. [50]
The coordinating function of management involves the arrangement of employees' actions to achieve a goal [51]
Controlling is to make sure all other functions are working properly and that the organisation is meeting its standards [52]



Management

Planning – This process involves determining what goals the organization wants to achieve, how to reach them, and the resources needed. It also involves developing a strategy and a budget.

Organising – This process involves arranging the organization's resources in a way that enables it to achieve its goals. It involves determining the tasks that need to be done, who will do them, and how they will be coordinated.

Controlling – This process involves monitoring the organization's performance and comparing it to the goals and standards set in the planning stage. If there are any deviations, corrective action is taken.

Staffing – This process involves recruiting, selecting, and placing the right people in the right jobs. It involves determining the organization's needs, identifying potential candidates, and evaluating their qualifications.

Coordinating – This process involves ensuring that all the organization's activities are working together towards the same goal. It involves communicating with all the organization's departments and ensuring they are all on the same page.

Differences between leaders and managers

Leaders	Managers
vision and help employees to vision and make them feel part of it rather than themselves [53]	Managers make goals and focus on accomplishing them [53]
more personal style to lead and more unique [53]	Managers tend to copy behaviour they have learnt and assume their management style rather than designing their own [53]
question authority to change and ensure the best decisions are made [54]	Managers stick to the plan and tend not to make changes [54]
encourage staff to perform their best	Managers work to gain authority over employees and rely upon control to achieve the best for the company [54]

Difference management



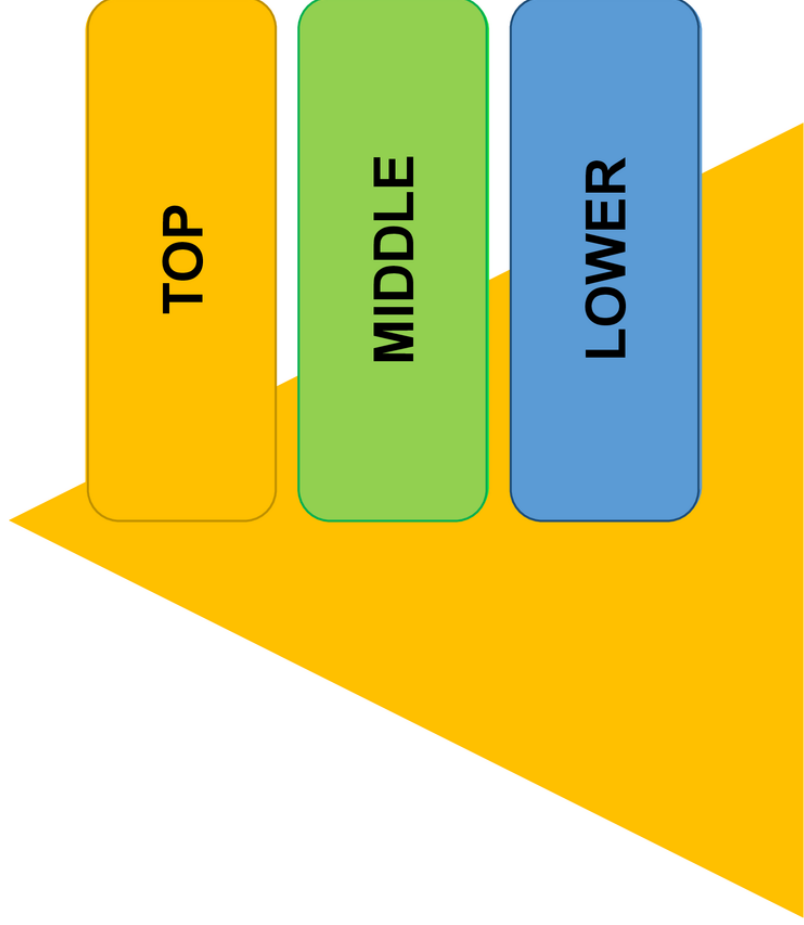
Leaders form a vision and carry out that vision. They are responsible for something big.

Leaders use a lot of resources and work to be successful.

Leaders may make quick decisions to encourage the team to move forward for the team.

Leaders encourage the team to work hard [54]

of Management



Levels

of Management

managers take charge of all activities and take little to no employees [58]

tive for quick decision making [59]

tic managers will keep their employees interest at heart

s should trust their leader knows what's best for them [61]

ic managers allow employees to play an active part in making and highly encourage creativity [62]

ire managers build a strong team and then leave them to devices [63]

s decide how to carry out work [64]

Types

- Autocratic input from
- Only effec
- Paternalis [60]
- Employee
- Democrati decision n
- Laissez-fa their own c
- Employee

/ X and Theory Y

makes the assumption that employees do not like

they need constant rewards and supervision in order to
their goals [66]

gives employees more responsibilities and believes
they work [67]

also encouraged to grow their skills and make
[68]

Theory

- Theory X work [65]
- Believe that they can achieve their goals
- Theory Y they enjoy their work
- They are self-motivated and make their own decisions

ities in Leadership & ement

ive leadership and democratic management are Theory Y as they both encourage employee ent including decision making onal leadership and autocratic management relate to as they are centred on the manager who makes most isions and they follow the system that has been set

Similar Manag

- Participat similar to involveme
- Transaction Theory X of the dec prior

Leadership Management Style & Motivation

can be related to Maslow's Hierarchy of Needs in that works to create the best relationship between the boss and managers which is similar to self-actualisation

Leader Motiva

- Theory Y
Theory Y
employee
and estee

ision

findings I can conclude that in order to be a successful you need to find a style that works best for your business ; out the best in your employees and you need to be a er

der to maintain a happy workplace it is important to use actors and motivate employees e.g. monetary rewards and ind also work hard to meet employee's needs such as employee days out and team-building exercises

nsure staff will perform their tasks to their optimum ability lete the goals set by the manager as they feel they are part ing and will want to do well

Team-
working

Conclu

- From my f
manager, and brings
good leader
- Also, in or
extrinsic fa
bonuses a
arranging
- This will ei
and compl
of somethi

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Individual & Team-Working



ation Culture

; and behaviours that contribute to the unique social and ical environment of a certain organization. [1] les an organization's expectations, experiences, philosophy, ne values that holds it together, and is expressed in its self-er workings, interactions with the outside world, and ectations. It's based on shared attitudes, beliefs, customs, n and also the unwritten rules that have been developed and are normally considered valid. Also called corporate s shown in the ways the organization conducts its business, :employees, their customers, and the wider community

Organis

- The values
psychologi
This includ
and also th
image, inn
future exp
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over time
culture, it'
treats its e

is like personality. In a person, the personality is made up of values, beliefs, underlying assumptions, their interests, as, upbringing, and also habits that create a behaviour.

made up of the values, beliefs, underlying assumptions, and behaviour's that's shared by a group of people. Culture is a behaviour that results when a group arrives at a set of generally accepted and unwritten rules for working together.

Organizational culture is made up of all of the life experiences that each person brings to the workplace.

- [1] Culture of all the values, experiences, and person's behavior
- Culture is the attitudes, beliefs, and is the behavior that is unspoken
- The norm is the employee

ogies for team working

roup and private chat platform. Its most interesting feature is its team inbox which ications from other channels, for example Twitter, Asana and customer support tools.

[2]

an online video conferencing software that allows users to schedule meetings and share of the most popular video tools with millions of users worldwide.

ilar and well-crafted platform offering instant messaging, file transfers and message got many features and loads of integrations with other tools such as Trello and ime a few.

provides personalized video meeting rooms where the users can to host and join ple can use WebEx for team collaboration, webinars, training and also customer

Technol

- 1. *Flowdock* [2]
- Flow dock is a great app that aggregates notifications from various services.
- 2. *GoToMeeting*
- GoToMeeting is a popular online meeting platform. It's one of the most widely used.
- 3. *Slack* [2]
- Slack is a popular team collaboration tool. It has a lot of features for team communication.
- 4. *WebEx* [2]
- Cisco's WebEx is a well-known online meeting platform. It offers a wide range of features for online meetings. People often use it for business meetings.

Engagement Tool: Glint

of Glint are that unlike once-yearly surveys, Glint keeps track ment through a continuous cycle of feedback between s and managers. Because Glint's data analysis is ongoing, it fy opportunities, predict the risks and recommend action to trition and support employee satisfaction.

owever are that Glint may be better for larger ons rather than smaller ones, this is because it works by data from thousands of employee comments to show id identify issues to managers

- **Employee**

- The pros o
of engager
employees
can identif
prevent at
- The cons h
organizatio
compiling
themes an

that affect individual & team working

on goals

is driven by a goal. In order to have an effective team, that goal needs to be known in advance and understood by the team. When a team focuses on the goal, then it is more likely they will

on if the company is a formal or informal, they're going to state with the employees at some point. The leader will have to be also respectful to the group of people that he's in charge of. [4] ve proper guidance and support to the group and support the ts in not only achieving the organizational goals but also group's ill as the individual goals within the group. This will lead to a ip of employees which is good for the morale of the company

factors +

- The focus of
- [3] A team common goal members.) get it

Leadership

- Depending on communication patient and He must give group effort goals as we happy group

ion

ng this, I have learned that there are many different ways of
ation with your co-workers and your boss. I also learned
ure in a workplace and how it is perceived in a normal
on.

der to maintain a good working environment, you'll have to
mployees happy and content from a manager or a
s point of view. I also found that in order to bring success to
ny, each person in the organisation will have to keep on
ard and don't slack off and focus on what the common goal

Conclusions and
recommendations

Conclus

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- Also, in or
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ctionary,"Organisational Culture", [Online]. Available:
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visions and Recommendations

Business to be successful, a manager needs to keep the employees happy by adopting a suitable management style and ensure they are motivated to do their tasks

Manager should build a strong team environment using technology and communicate with each other

By having a strong team, a positive work culture will be created which will enable goals to be met

Conclu

- For a bus employee keep their
- They sho to commu
- By buildin maintaine

assignment

GRADEMARK REPORT

FINAL GRADE

49/100

GENERAL COMMENTS

Instructor

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13
PAGE 14
PAGE 15
PAGE 16
PAGE 17
PAGE 18
PAGE 19
PAGE 20
PAGE 21
PAGE 22
PAGE 23
PAGE 24
PAGE 25
PAGE 26
PAGE 27
PAGE 28
PAGE 29
PAGE 30
PAGE 31

PAGE 32
PAGE 33
PAGE 34
PAGE 35
PAGE 36
PAGE 37
PAGE 38
PAGE 39
PAGE 40
PAGE 41
PAGE 42
PAGE 43
PAGE 44
PAGE 45
PAGE 46
PAGE 47
PAGE 48
PAGE 49
PAGE 50

GRADING FORM: UWTSD GRADING FORM

SAMUEL HILL

49

1. RESEARCH LITERATURE

Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.



Citations //// – could be extended. Reference list. Well formatted – could be extended to include additional sources. - Information from research sources needs to be either paraphrased or direct quotations used.

3

2. KNOWLEDGE AND UNDERSTANDING

Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.



Culture core concepts. // Team-working
Technologies. Employee Engagement. Leadership.

13

3. ANALYSIS

Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence.



Culture // Related Technologies. EE Technology.
Leadership and Team-working. Conclusion. + Team
conclusion. – could be enhanced by mentioned
related concepts and good case practice.

15

4. PRACTICAL APPLICATION

Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.



No case studies. Practical implementation guidelines.

6

5. PROFESSIONAL PRACTICE

Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.



- No introduction. Good vocal delivery of slides. Good eye contact with audience. Conclusion. Overall slide format is clear and quite good. Good text size. - Slide format could be more consistent e.g. slide headings. Some visual illustrations could be used to enhance engagement.

12