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Group name – Improvement Group Tesla
Organisation's name – Tesla
Project Team name – Vision for the future
Module Lecturer's Name – Gregory Cowan
Module Title – Introducing the Modern Workplace

Group members' names

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Assignment Title – Background of Tesla / Outline of the Group project

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Assignment Title – Tesla Goals and Objectives

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Assignment Title – Tesla Group and Team Behaviours

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Introduction

Setting up own business and operating it successfully both in terms of financials and brand value is not something that can happen overnight. It involves a lot of planning and execution and there is no cent percent guarantee that all the strategies might work in favour. Especially for organisations like Tesla, which is considered as a pioneer in introducing the commercial electric vehicles and is operating worldwide, business operations are complex.

The automotive industry has an approved position in the market and new entrants have no chance. However, Tesla Motors proved that statement is wrong. The company overcome many barriers and started up with minimum capital. In our days is a leading company in the Electric Vehicle (EV) Industry.

Of all the things done before setting up a business, the goals and objectives are to be defined properly before even registering the business legally. In order to know whether the organisation has been successful, it needs to know whether it has moved and reached the place, it is necessary to define the destination through the goals and objectives.

As stated by Banks Plant and Stanton (2018), enhancing the organisational abilities and building great team, group and team behaviour in the organisation is very important. In the current business scenario, team and group are being considered as the popular tactics that help in building the abilities of the companies for improving performance.

Below, Vision for The Future Team discuss and describe the background, goals and objectives as well as group and team behaviours of Tesla. The project outlined different aspects and theories, and links them to an evidenced conception. It concludes based on findings and recommendations for better future of the company.

Background

Tesla Motors (2003 – 2017), now Tesla Inc., is a recent company that has been in the market for less than 20 years.

According to “The competitive strategy” developed by Porter in 1980, the focus of a company must be on completing certain market spaces (Zucchella et al., 2016). Tesla Motors was incorporated in 2003 by two entrepreneurs Martin Eberhard and Marc Tarpenning. At that time, Eberhard strongly believes that there is a niche for his innovation. His idea is to invent a 100 % EV the sport car. A car, that would be a good looking and fun to drive, and also to create a notable automotive company. The idea for the name came from the Serbian American inventor Nikola Tesla, who is a pioneer in electricity (Adén et al., 2008).

In 2004, \$6.35 million were invested by Elon Musk in the company. Not long after that he joined the company and became Tesla Motors Chairman. At that time, Eberhard was a (CEO) Chief Executive Officer and Tarpenning was a (CFO) Chief Financial Officer (Gregersen et al., 2018).

In 2005 Tesla Motors invited Lotus, British car brand, to become a design partner for the first sports electric car. Next year, Musk shared his “secret” plan. He wanted to build an expensive electric sports car and going forward by using the profit to build more and more affordable electric cars. His other dream was to supply zero-emission electric power generation options. In the beginning of 2008, Musk took over as a CEO after both co-founders Eberhard and Tarpenning left the company. The same year Tesla first electric car - Roadster was launched. The first production line was introduced. The following years are difficult for Tesla Motors. At the end of 2008 Musk started inviting many investors as the company nearly went into bankruptcy due to the financial crisis. The following Great Recession almost killed the electric car maker. Tesla took a loan from the US Department of Energy worth \$465 million. Not long after that Tesla went public. Toyota Motors invest 50 million dollars in Tesla and became a joint venture. The same year, 2010, Tesla moved its factory in Fremont, California. In 2012 – 2013 the company introduced 2 new models Model S and X. In early 2013 Musk made a deal with Google to purchase the company for 6 billion dollars. Slowly the company started increasing the sale of Model S and Musk was able to withdraw Google’s offer. In late 2013 the company made its first profit of 11 million and started to climb the stairs in the EV Industry (Greiner et al., 2019).

Outline of the project and related organisation

Since the first produced car in 2008, Tesla faced many challenges. As can be seen, for that period the company showed and proved its primary position in inventing and selling luxury electric vehicles. However, there were difficult times and obstacles.

For example, the first 100 % EV sports car Roadster took years to be developed. It was faster than Ferrari. However, with one charge of 12 hours can go only 350 kilometres. That was not a benefit for the company, especially that it used domestic electricity (Adén et al., 2008).

Following Musk’s dream for zero-emission supply electric power, the company took steps forward. Some years later, in September 2014 Tesla Motors worked towards free chargers. First, the chargers were introduced in California and they were free for Tesla owners. The same year Tesla opened its first Gigafactory¹ in Nevada after selling 2 million in bonds to fund its project. This is the beginning of Tesla solar business. Another company ambition is to supply power for domestic use. In 2015 the company discovered Powerwall home and Powerpack industrial battery packs. The packs work with converted solar energy saved for later use.

Musk was also a Chairman and investor in SolarCity, a company started by Musk’s cousin for producing solar energy. Later Tesla bought that company for 2.6 billion dollars. An agreement with the US Government took place and Tesla took over the American Samoan island of Ta’u. The company converted the island to a microgrid. Musk wanted to test the company’s ability to provide 100% renewable energy (Greiner et al., 2019).

In 2017, Tesla Motors changed its name to Tesla Inc., to show that they no longer produce only cars but also the business was extended as by producing green energy. (Gregersen et al., 2018).

Tesla Inc. shows its vision for the future and certainly works towards it by discussing the following goals, objectives and team behaviours below.

Goals and Objectives

Goals of Tesla

Goals of an organisation are generic statements of what the organisation would like to achieve and would be directly connected to the mission of the organisation that would also translate the core value of it. The mission of Tesla is to enable transition of the people globally into sustainable energy and hence its goal is introducing commercial electric vehicles that can enable sustainable transport. As with the goal of Tesla, the goals of the organisation should be realistic and achievable goals and should also be relevant to their mission. Usually, in order to achieve the mission, the organisations develop two or three goals, which have their own series of objectives.

Objectives of Tesla

Objectives, on the other hand, are specific action items to be achieved in order to achieve the goal of the organisation. They are very specific and more importantly time bounded. In Tesla, the objectives are classified into three types: primary, secondary and overarching objectives. The primary objective of Tesla is to increase the demand for electric car, raise brand awareness through customer loyalty and referrals. The secondary objective of Tesla is to increase the market share and to double the number of cars sold. The overarching objective of Tesla is to educate the people, inspire and empower with knowledge on sustainability and 100% green energy consumption.

Difference between goals & objectives

Though both the goals and objectives of the organisation are specific terms used to define what the organisation wanted to achieve, there are specific differences that the organisation should know while defining them. The most important being that the goal of the organisation is more in a broad perspective, while the objective is very narrow in application. The goals are mostly intangible in nature that it cannot be measured objectively, but the objectives are very specific, tangible aspects that can be measures, evaluated and compared. For example, in Tesla, the goal is enable sustainable transportation, which is very abstract and cannot be measured.

Whereas, the secondary objective of Tesla was to double the number of electric cars sold, which has a specific measurement to be done, evaluated and can also be compared. Thus, it can be mentioned that the goals are defined considered the long term aspects of the organisation, whereas the objectives are defined for a short term.

Benefits of goals & objectives

It is necessary to understand that the goals and organisations in an organisation like Tesla are defined for certain benefits. According to Barney and Griffin, it is believed that the goals and objectives might serve basically for four functions of the organisation: they help the leaders and employees within Tesla to give guidance and a direction to achieve them; they support in various strategic planning activities of Tesla; they are very helpful in increasing the morale of the employees within Tesla to keep them motivated and inspired and finally, the organisation is able to constantly monitor and evaluate its performance against the defined goals and objectives. In case there are any deviations in the performance against the defined goals and objectives, Tesla would ensure to revisit and reevaluate its strategy. With respect to the employees, the goals and objectives are the methods to inform the employees about where the organisation wants to go and how. When they are difficult situations implying decision making, the goals and objectives can be considered as a major aspects based on which the employees can take decisions.

Goals affect individual performance

Apart from the overall organisational performance, the goals are also helpful in promoting the individual performance of employees in organisations like Tesla. According to Locke and Latham, the goals are very helpful for employees in Tesla in four major aspects: they encourage employees to focus on goal-related activities; energises and challenges the employees to perform more; impacts persistence to take more efforts and finally, use or acquire knowledge needed for achieving the goal.

SMART principles

One of the important principles used while defining objectives of the organisation is the SMART principles. They stand for Specific, Measurable, Attainable or Achievable, Realistic and Time Bound. This acronym was first used by Peter Drucker, while referring to the Management by Objective concept. By being Specific, Tesla must ensure what exactly it is planning to achieve, why that is necessary to be achieved, who are the stakeholders involved and what are the resources involved. By having Measurable goals, it is possible to address questions related how much or many and how to know if it is accomplished. By having Achievable goals, it is possible to address questions as to how it can be achieved. By being Relevant, it is possible to see if the goal is aligned with the mission of the Tesla, is it the right time, is the effort worth it, etc. Finally, by being Time Bound, we set a target as to when we plan to achieve the objective. An example of SMART objective is, "To increase the market share of Tesla from 10% to 15% in another 6 months".

Group and Team Behaviours

Group and team behaviour in the organisation get influenced by the workplace culture. In the words of Long et al. (2019), in order to promote uniform culture in the workplace, shaping the behavioural characteristics of individuals, the company centralises the managerial control over the organisational decision making process. By supporting this Pengyue et al. (2016) stated that ambitious innovation and lack of bureaucracy have helped Tesla to become the global giant in the market. Improving the human resource competencies, the company has developed organisational values.

Significance of group and team behaviour in Tesla growth

Group and team behaviour are equally responsible for promoting the success in the organisation. According to Tenhundfeld et al. (2020), in order to test the organisational behaviour, the opportunities those are being provided to the employees are being analysed. Team work is not limited to measure the organisational behaviour aspects, but also it helps to reduce the workload as well as internal complexity. Through the team behaviour, employees' skill can be strengthening in the workplace. Analysing the team behaviour in Tesla, it has been identified that innovative problem solving approach is being followed by the company. In order to shape the internal behaviour, Tesla uniform ensuring human engagement in welcoming new ideas. The disruptive culture in Tesla has brought revolution in the automobile industry. By representing the values and customers, the organisational decisions as well as workers' behaviour in Tesla can be analysed. The unitary form of organisational structure is being followed in Tesla that influences its sales and service process.

Motivational approach followed by Tesla

Motivation can be defined as the important strategy followed by Tesla that influences the group and team behaviour in the company (Panmore.com 2020). Rather than motivating through money, stock options are being provided to the employees. As per the CEO of the company, the materialistic motivational approach cannot bring long term impact in the organisation. Compared to other companies, the work load is quite high in Tesla (Peakon.com 2020). The standard wages structure followed by Tesla is sufficient for satisfying the needs of them. Tesla believes in developing the long term loyalty among the employees, which drives the company towards avoiding the materialistic motivational approach.



(Tesla Owners UK - Official Owners Group, 2020)

Team behaviour in Tesla and its challenges

Pengyue et al. (2016) stated the sense of innovation can be defined as the important organisational culture that influences the team behaviour. Rather than feeding money or incentives, Tesla develops the cooperative behaviour among the employees by feeding them pride. In order to drive the innovation ways in the workplace, Tesla contributes in driving the employee engagement towards organisational goals. In order to reinforce the success, Tesla focuses on developing engaging work behaviour, which has helped the company to increase its productivity 30% (Peakon.com 2020).

However, in the current situation, it has become quite challenging for Tesla to maintain long term loyalty. In case of Tesla, the company focuses on improving the employee engagement and satisfaction through the personal development. In order to inspire the group behaviour, the company has developed its core values based on innovation and sustainability. The interactive approach has been adopted by the company for improving the internal communication. Based on the independent development approach, Tesla has introduced efficiency in the workplace. In order to set the group behaviour, the company has introduced supportive culture and improved the workplace productivity (Lashley 2017). By continuing this, it can be said that the innovation based problem solving approach has helped Tesla to construct the cooperative team behaviour, which has helped the company to increase its sustainability in the competitive business environment.

As stated by Banks Plant and Stanton (2018), although the company has shared its commitment towards global sustainability, but in the current scenario, poor workplace culture has impacted on the work-life balance of the companies, which has created dissatisfaction among the employees. In that case, the CEO of the

company has ensured restructuring the management structure in the company (Peakon.com 2020). Improving the combination and combining the organisational function, Tesla has adopted the sensible approach for motivating the cooperative behaviour among the employees.

Critical analysis

Analysing the above discussion, it can be said that lack of transparency between the employees and management is the major challenge faced by Tesla. As its impact, promoting the supporting behaviour towards the group and the team members becomes quite challenging. It is true that strong and clear mission has been shared by the company; however, it is also true that static company culture is the biggest behavioural challenge faced by the organisation (Panmore.com 2020). It is true that in order to improve the situation depending on the situational needs, culture needs to be changed in the workplace. The employee feedbacks need to be assessed by the company in terms of bringing the improvement as well as supportive behaviour among the employees (Panmore.com 2020). The employee engagement system needs to be improvised by bringing the progressive approach towards career development.

Conclusion

In the above project, it can be concluded that, Tesla Inc. has a strong relationship with the market and its clients. It is noted that the business goals and objectives of organisation can come in different forms and shapes. No two organisations can have the same goals and objectives, in spite of belonging to the same industry and they are subjected. Innovation based behavioural approach is being followed by the company. Rather than using the materialistic motivational tactic, the company ensures the long term loyalty through feeling the individual's pride. By critically analysing the group and team behaviour followed by Tesla, it can be said that avoiding the static organisational culture, if the company will adopt initiative towards bringing change based on situational need, it can be able to successfully implement the collaborative approach in the workplace.

Through promoting effective behaviour in Tesla, the company is following its mission of developing luxury sports cars. As can be seen last few years brings very positive atmosphere for the company also in some different aspects as generating 100% renewable energy.

Appendix – Group Presentation

GROUP NAME – IMPROVEMENT GROUP TESLA
ORGANISATION'S NAME – TESLA
PROJECT TEAM NAME – VISION FOR THE FUTURE
MODULE LECTURER'S NAME – GREGORY COWAN
MODULE TITLE – INTRODUCING THE MODERN WORKPLACE

GROUP MEMBERS' NAMES

STUDENT'S NAME – MARINA PASKALEVA
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ASSIGNMENT TITLE – BACKGROUND OF TESLA

STUDENT'S NAME – TONI KOLEVA
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ASSIGNMENT TITLE – TESLA GOALS AND OBJECTIVES

STUDENT'S NAME – VLADA POPOV
STUDENT'S NUMBER – 1907614
ASSIGNMENT TITLE – TESLA GROUP AND TEAM BEHAVIOURS



BACKGROUND OF TESLA



GUOHA, 2020

TESLA MOTORS WAS INCORPORATED IN 2003
BY TWO ENTREPRENEURS
MARC TARPENNING AND MARTIN EBERHARD

(ADÉN ET AL., 2006)

IN 2004,
ELON MUSK INVESTED \$6.35 MILLION IN THE COMPANY.
NOT LONG AFTER THAT HE JOINED THE COMPANY AND BECAME TESLA MOTORS
CHAIRMAN

(GREGERSEN ET AL., 2018)



CNN BUSINESS, 2020

2008 FIRST SPORTS ELECTRIC CAR
ROADSTER WAS LAUNCHED



AUTOBLOG, 2020



100% RENEWABLE ENERGY
VISION FOR THE FUTURE



TESLA, 2020



HEATHGAS, 2020



WHERE THE GOALS, OBJECTIVES AND TEAM WORK BRING TESLA

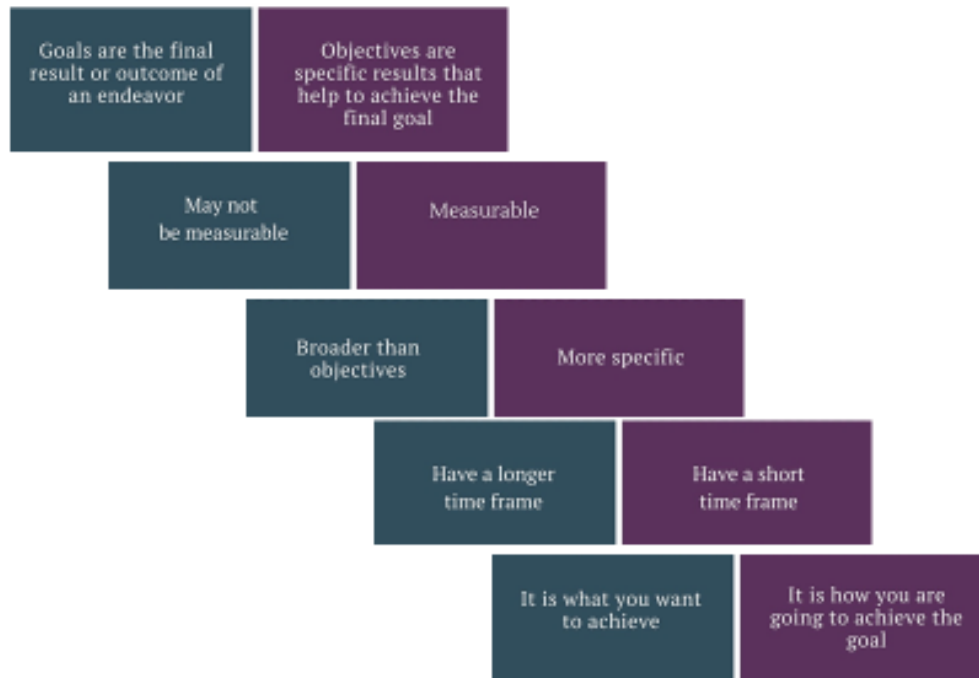


GOALS & OBJECTIVES

Strategic Plan Hierarchy



GOALS & OBJECTIVES



GOALS & OBJECTIVES



GOALS & OBJECTIVES OF TESLA



SMART PRINCIPLES

S	M	A	R	T
Specific	Measurable	Attainable	Realistic	Time-bound
Do: Set real numbers with real deadlines. Don't: Say, "I want more visitors."	Do: Make sure your goal is trackable. Don't: Hide behind buzzwords like, "brand engagement," or, "social influence."	Do: Work towards a goal that is challenging, but possible. Don't: Try to take over the world in one night.	Do: Be honest with yourself- you know what you and your team are capable of. Don't: Forget any hurdles you may have to overcome.	Do: Give yourself a deadline. Don't: Keep pushing towards a goal you might hit, "some day."

GROUP AND TEAM BEHAVIOUR

- Group and team behaviour are the most popular tactics in the organisation. This tactics help Tesla to become the global giant business in the market.
- In the words of Long et al. (2019) , some of the tactics are to shape the characteristics of the employees, promote them, managerial control other them, uniform culture in the workplace and improving employees resources to develop organisational values.

TEAM WORK AND COLLABORATION AT GIGAFACTORY 1



UNDERSTANDING GROUP AND TEAM BEHAVIOR IN TESLA GROWTH

- In order to promote the success, the ideas and proposals are listened to by the employees. Employees have their strength skills which can be useful to promote or the organisation (Tenhundfeld et al. 2020)
- The unitary organisational structure of Tesla, strength rules and competent employees influence the sales and service process. This structure can give a long (Tenhundfeld et al. 2020)
- Motivation is a strategy of Tesla to influence the team behavior (Panmore.com 2020)

ELON MUSK MOTIVATES THE TEAM



(How Elon Musk motivates the team at Tesla [Video], 2020)



THANK YOU FOR YOUR ATTENTION

ANY QUESTIONS



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