



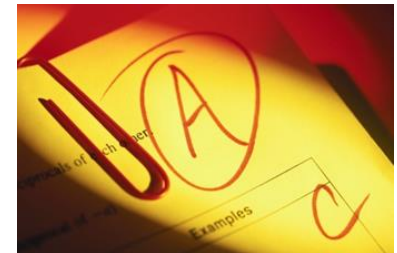
Principles of Managing Organisations

Lecture 19:

Assignment 2:

Key Theories/

Advice briefing 2



Feedback

- Assignment 1 feedback given yesterday
- Marks available on turnitin
- Individual feedback also

- A2 Presentation 1 marks and feedback on turnitin
- Attached to whoever uploaded it, so please review carefully!

Assignment 2 breakdown

due:

- Organisational Audit (50%) 4 May
- Contribution Audit (20%) 4 May
- Initial presentation (10%) - DONE!
- Final presentation (20%) 14 & 15 May

2 reports required:

- Organisational Audit (1a)
- Contribution Audit (1b)

Put them together in one document

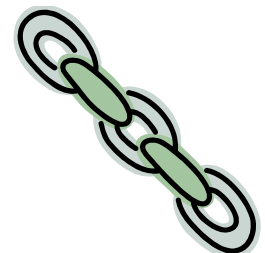
Question 1a Sections

- 1: Organisational structure, culture, goals; key objectives
- 2: Recent changes/new initiatives, reasons for, impact
- 3: Key organisational stakeholders – internal and external
- 4: Approach to sustainability and the green agenda

Tips for theories



- Relevant theories for each section in 1a
- Specific theories for 1b
- Don't try to apply them all – be selective
- Which best help to explain the section?
- Review lecture material on Moodle carefully
- Use a textbook like Mullins– no wacky websites!!!
- Be aware that subjects have linkages – don't view them in isolation



Possible theories for 1a

1. Structure/culture/goals/
key objectives

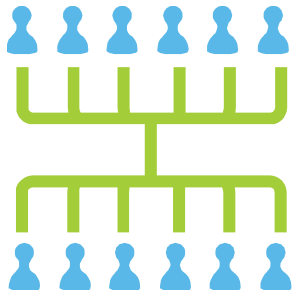
What is organisational structure?

‘The structure of an organisation can be defined simply as the sum total of the ways in which it divides labour into distinct tasks and then achieves co-ordination between them.’

Mintzberg (1979)

‘Structure is a means of attaining the objectives and goals of an organisation.’

Peter Drucker (1993)



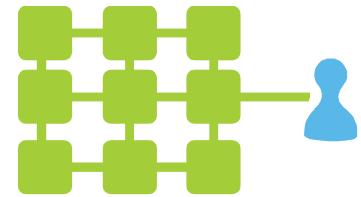
Organisation Structure



- Pattern of relationships between levels and members of the organisation
- Allows management to take place
- Creates a framework of order and command
- Activities can be planned, organised, directed and controlled



Objectives of structure

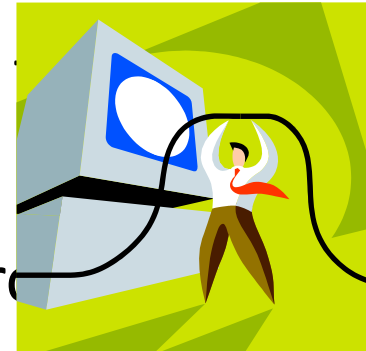


- The economic and efficient performance of the organisation
- Monitoring the activities of the organisation
- Accountability for areas of work undertaken by groups and individuals
- Co-ordination of different parts of the organisation
- Flexibility in order to respond to future demands and adapt to changing environmental influences
- The social satisfaction of members working in the organisation

Knight (1977)

Factors influencing organisational design

- **Scale** – bigger = more complex
 - more people, more rules
- **Technology**
 - what converts inputs
- **Environment** – micro
- **Strategy**
 - must reflect goals & vision



5 key structural design issues (Child)



- Extent jobs will be **specialised** or broken down into narrow job descriptions (also known as differentiation)
- Number of **hierarchical levels** and the span of control (who reports to whom);
- **Departmentalisation** - how to group jobs together;
- **Co-ordinating** mechanisms ensuring people in the organisation work together towards common goals (also known as integration);
- The extent of management **control** (centralisation or decentralisation).

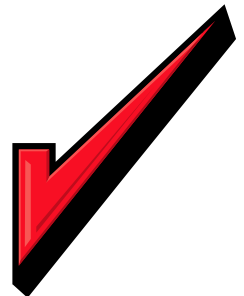
The importance of good structure

‘Good organisational structure does not by itself produce good performance.

But a poor organisational structure makes good performance impossible, no matter how good the individual managers may be.

To improve organisation structure... will therefore always improve performance.’

Drucker



Basic considerations in the design of organisation structure

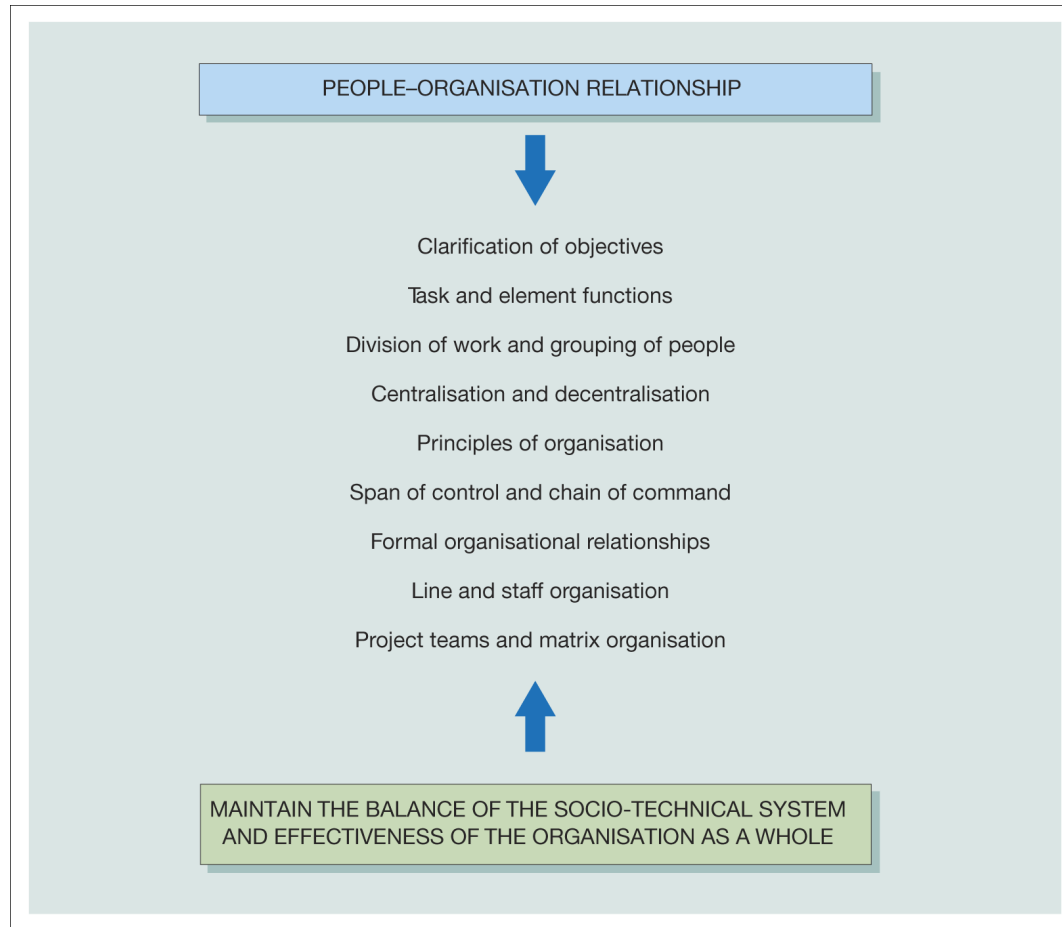


Figure 15.2 Basic considerations in the design of organisation structure

Division of work by function

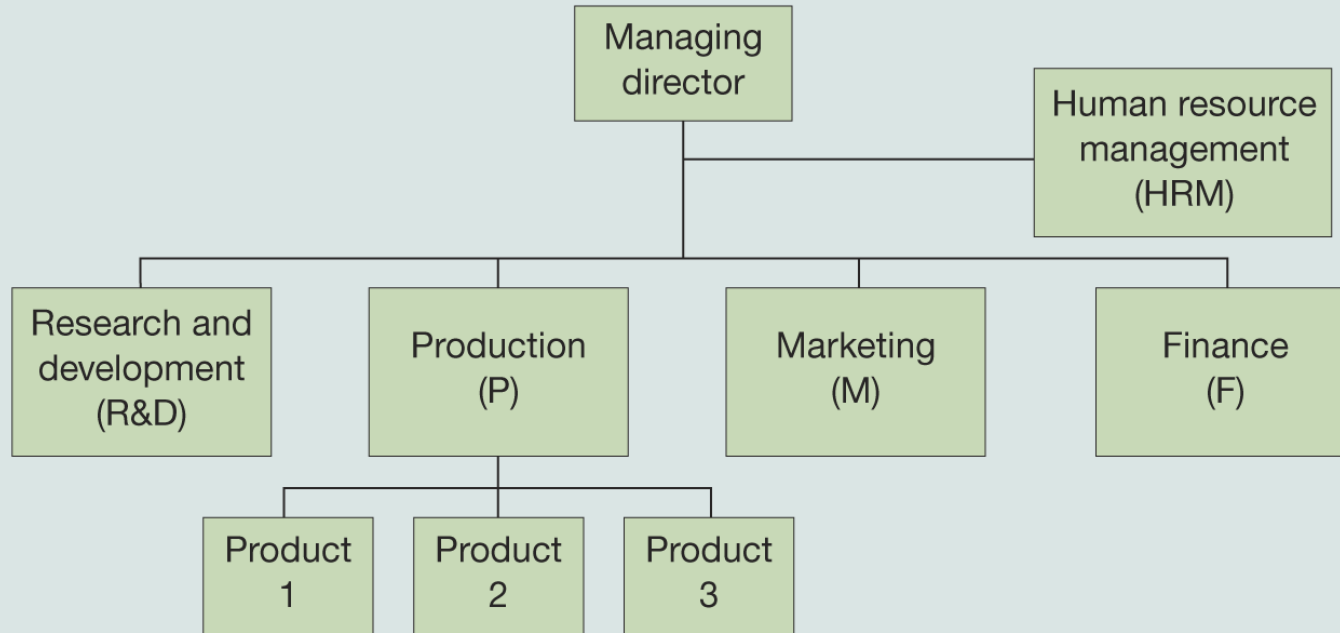
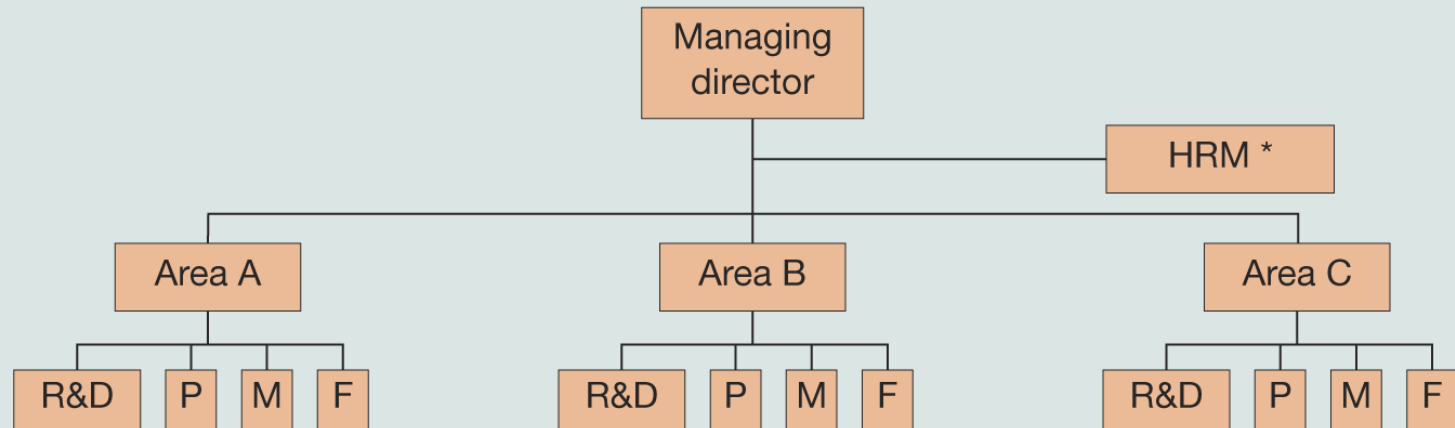


Figure 15.3 Division of work by major purpose or function

Division of work by location



*In the case of division of work by product or service, or by geographical location, it is possible that certain aspects of support services, such as human resource management, may also be assigned to individual units of the organisation. However, the main responsibility of the HRM manager, as a separate entity, is to provide a specialist advisory service to all unit managers and to ensure implementation of HRM policy throughout the organisation as a whole. Responsibility for the main aspects of the HRM function is likely to remain, therefore, in a direct line of authority from top management.

Figure 15.5 Division of work by location

Control and decision-making

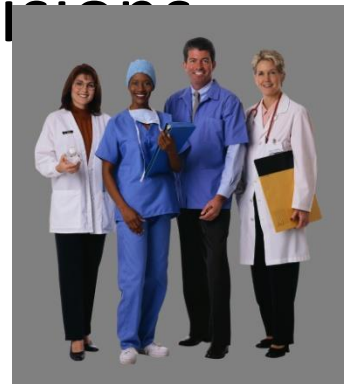
Centralisation:

The concentration of authority for making most decisions at the top levels of the organisation



Decentralisation:

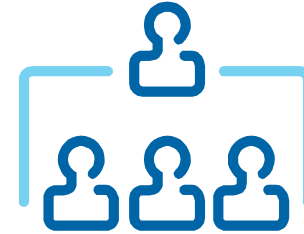
The dispersion of authority to make decisions throughout all levels of the organisation



Two specific design principles

- The **span of control**

- The number of subordinates who report directly to a given manager or superior.



- The **chain of command**

- The number of different levels in the structure of the organisation, or 'scalar chain'.



Consequences of badly designed structure

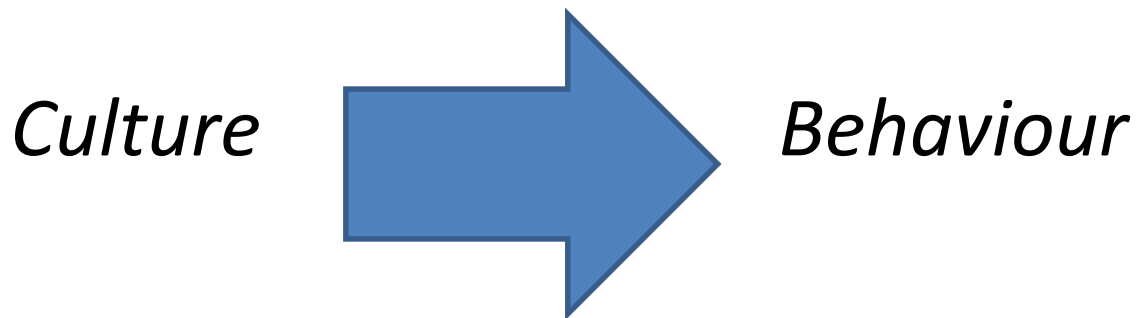


- Low motivation and morale
- Late and inappropriate decisions
- Conflict and lack of co-ordination
- Poor response to new opportunities and external change
- Rising costs

Child

My favourite:
the organisation's 'personality'

'That's the way we do things around here.'
(Handy, 1987)



Positive aspects of culture



When accepted by employees culture increases the **authority of management** because:

- Employees identify with the organisation
- They internalise the organisation's values
- They are motivated to achieve organisational objectives

Cartwright (1999)



Types of organisational culture: Handy

- **Power** culture
 - Centralised control
- **Role** culture
 - Bureaucratic control
- **Task** culture
 - Project and team orientation
- **Person** culture
 - Individual focus

Zeus



Apollo

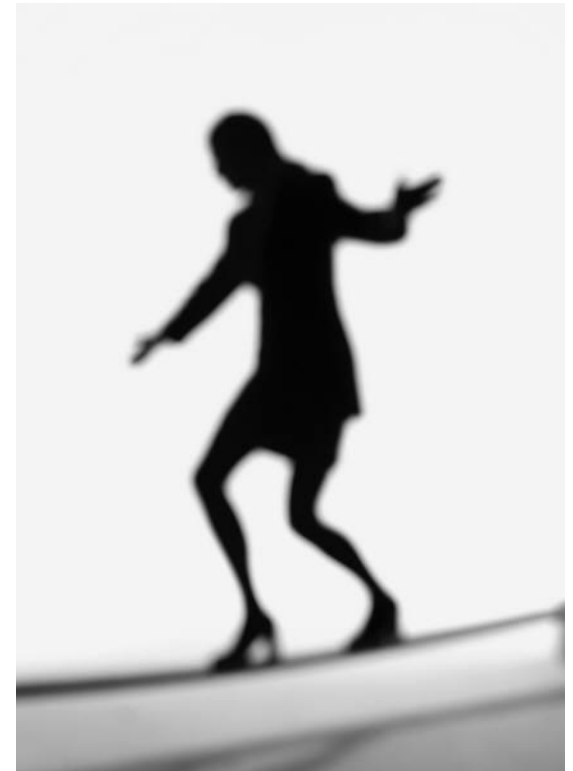


Athena

Dionysus

Types of culture: Deal and Kennedy

- **Tough-guy, macho** culture
 - High risk, quick feedback
- **Work-hard / play-hard** culture
 - Low risk, quick feedback
- **Bet-your-company** culture
 - High risk, slow feedback
- **Process** culture
 - Low risk, slow feedback



Managerial tools



- To be suitable, a culture must be:
 - Strategically relevant
 - Strong enough for people to care
 - Able to adapt to changing circumstances
- Managerial tools to develop culture include:
 - Recruitment and selection
 - Social tools and training
 - Reward systems

<http://youtu.be/j8hsCx7FFNk>

Ways of classifying organisations

- By legal status/ownership:
Public/Private/Not-for-Profit
- Formal/Informal
- Product/Service
- By major purpose
- By prime beneficiary
- By primary activity

2: Recent changes/new initiatives, why they're happening, their business rationale and impact

Wider reading needed here – what's been going on in your organisation recently and why?

Evaluate / be critical

A Definition of Organisational Change

A process in which an organisation shifts from being in one state to being in another state

(Ford and Ford 1995)

http://youtu.be/Dg8KNE_NVJM

The nature of organisational change

- Change is a pervasive influence. It is an inescapable part of both social and organisational life.
- Organisational change can be:
 - Deliberately initiated by management
 - Evolve slowly over time
 - Imposed by changes in policy
 - Result from environmental pressures

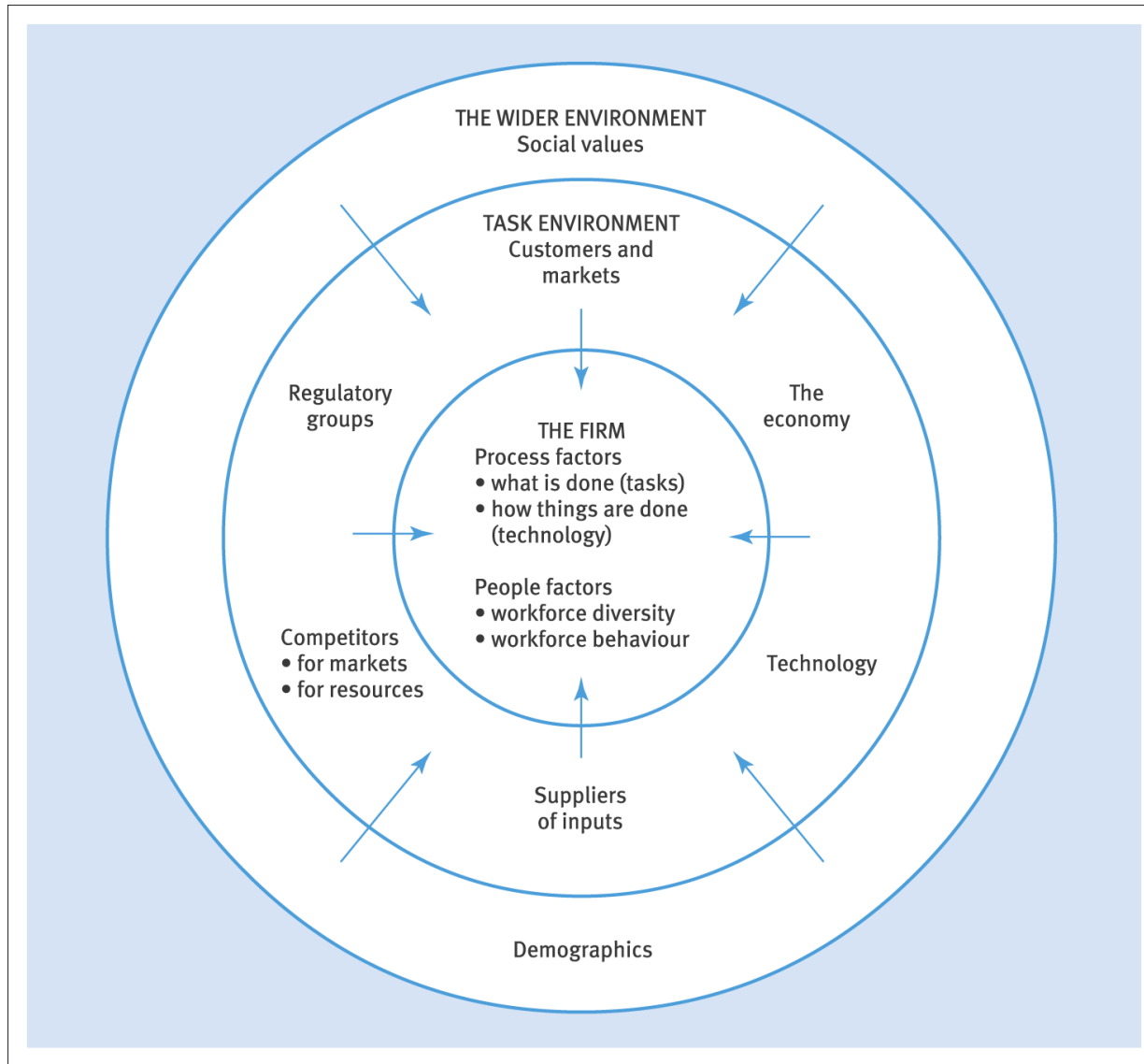


Figure 21.2 Triggers to change in organisations

		SCOPE OF CHANGE	
		Incremental	Strategic
TIMING OF CHANGE	Reactive	ADAPTATION Small, gradual changes, usually in response to changes in the organisation's environment and mostly involving only changes to selected organisational parts Example: adding a customer service department after realising that customers require after-sales service	RE-CREATION Usually involves a complete re-think of the organisation's strategy, in order for it to become a different type of organisation, and can affect all of its parts Example: a building society that becomes a public company in order to transform itself into a high street bank
	Anticipatory	FINE-TUNING Small changes, usually at the operational level of an organisation, in anticipation of future environmental changes Example: retailer of flat-pack, self-assembly furniture realises that customers are losing interest in DIY and offers an assembly service	RE-ORIENTATION A change in direction for an organisation that is in anticipation of changes elsewhere and can involve widespread internal changes Example: high street bank that moves from branch services into telephone and internet banking because of anticipated growth in internet shopping

Figure 21.1 A typology of organisational change (adapted from Nadler and Tushman 1986)

Forces of change

- Uncertain economic conditions
- Globalisation
- Government intervention
- Political interests
- Scarcity of natural resources
- Technological development
- Increased demand for high quality goods, services and customer satisfaction
- Flexibility in organisational structure
- Changing nature of the workforce
- Internal organisational conflict

Planned organisational change

- Underlying objectives of organisational change programmes can be seen as:
 - Modifying the behavioural patterns of members of the organisation
 - Improving the ability of the organisation to cope with changes in its environment

Planned organisational change (Continued)

- ACAS sees change initiatives as potentially arising from:
 - A sense that the organisation could do better
 - The need to improve flexibility or quality
 - A sense that skills are under-utilised
 - Technological or work practice changes
 - Over-control of workers or boring work
 - Ineffective communication
 - Fractious relationships between managers and managed

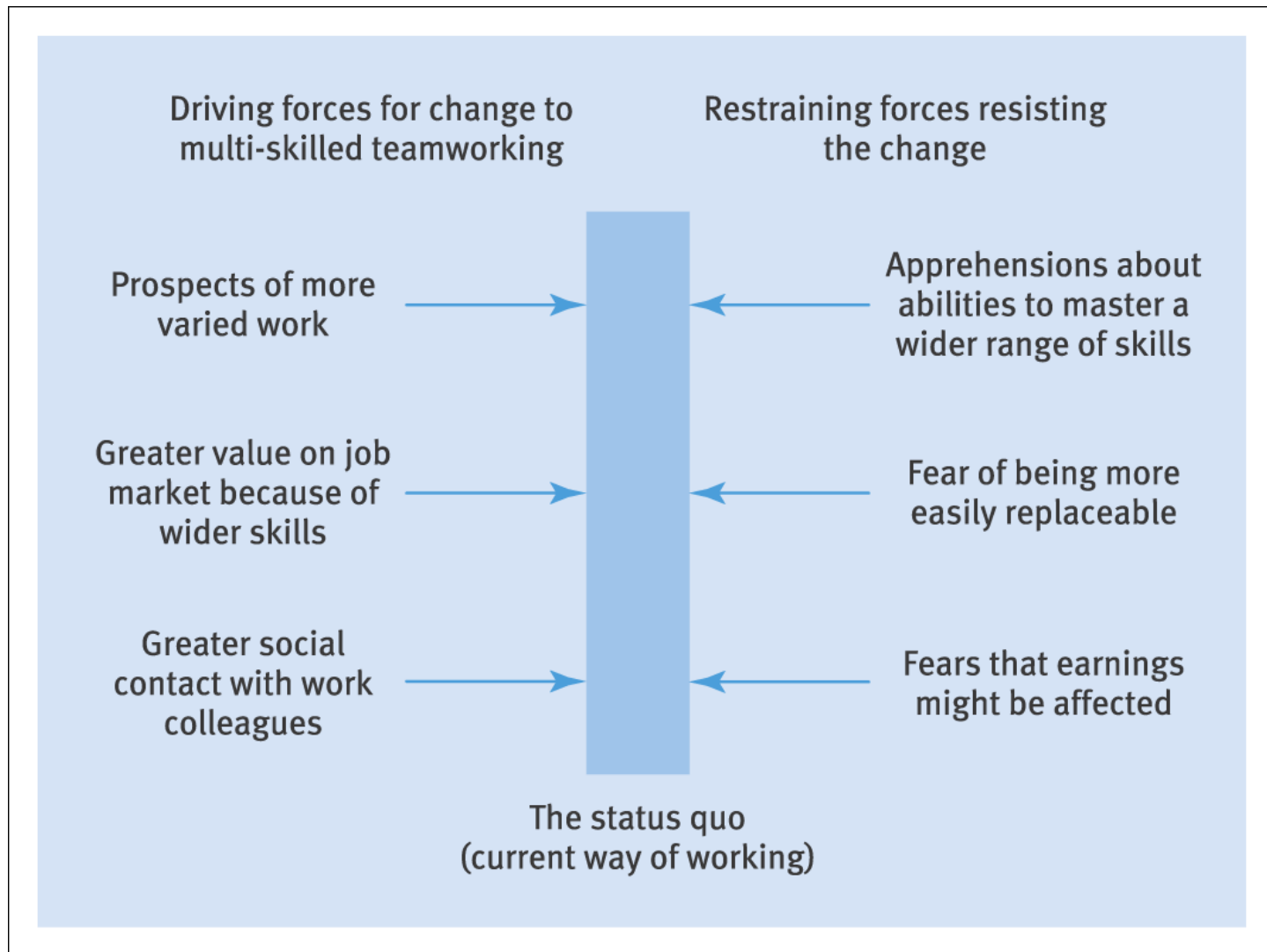


Figure 21.6 An example of Lewin's force field analysis

The Lewin's (three stage) Change Process

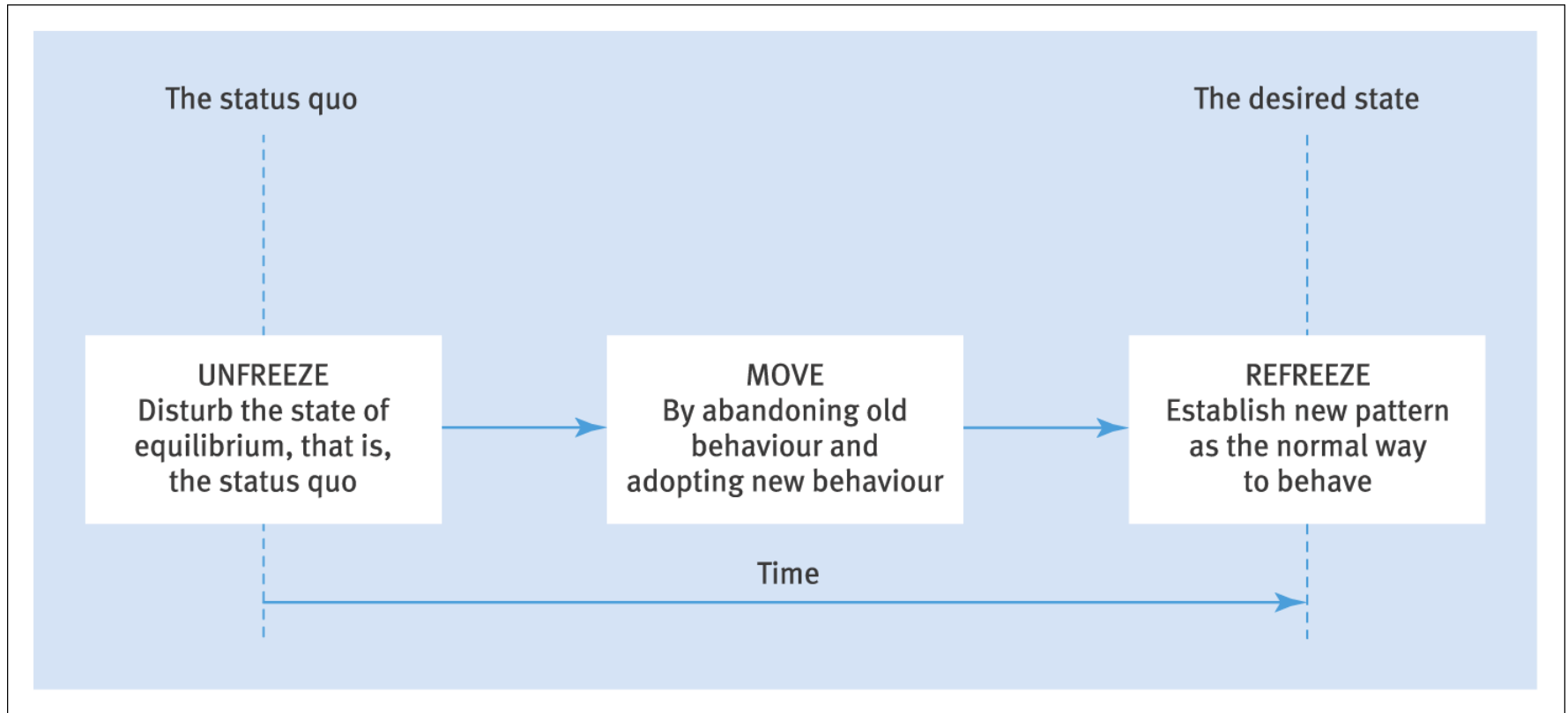


Figure 21.7 Lewin's three-step change process

Behaviour modification: Lewin

Lewin identifies a three-phase process of behaviour modification to achieve organisational change:

- Unfreezing
- Movement
- Refreezing

Stages in a planned-change effort

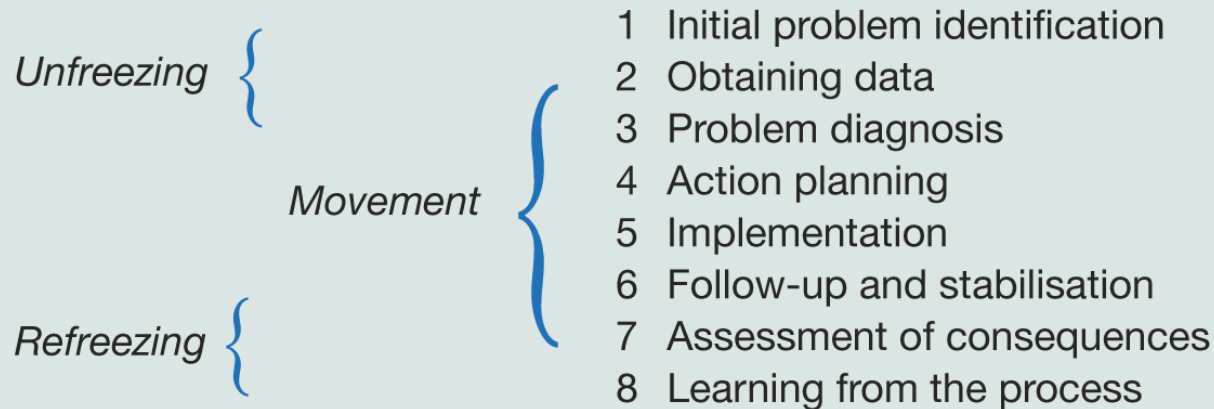


Figure 19.3 Stages in a planned-change effort

Source: Adapted from French, W. L., Kast, F. E. and Rosenweig, J. E., *Understanding Human Behaviour in organisations*, Harper and Row (1985), p. 9. Reproduced with permission from Pearson Education, Inc.

Resistance to change: individual

Individual resistance can arise from:

- Selective perception
- Habit
- Inconvenience or loss of freedom
- Economic implications
- Security in the past
- Fear of the unknown
- <http://youtu.be/T2VwDEXZgZU>

Actions to secure effective change

1. Create a sense of urgency among relevant people
2. Build a guiding team which has credibility
3. Create visions that are sensible, clear and uplifting
4. Communicate the vision and strategy to induce understanding and commitment
5. Empower action and remove obstacles
6. Produce short term wins
7. Do not let up but maintain momentum
8. Make change stick by nurturing a new culture

Kotter and Cohen

3: Key organisational stakeholders – internal and external

Who are the stakeholders?

Stakeholders are those individuals or groups who depend on an organisation to fulfil their own goals and on whom, in turn, the organisation depends.



Organisational stakeholders

- Stakeholders can be considered under six main headings:
 - Employees
 - Providers of finance
 - Consumers
 - Community and environment
 - Government
 - Other organisations and groups



Stakeholders

Stakeholders are any individuals or groups who can affect or will be affected by the outcome of a change.

Can be **INTERNAL** or **EXTERNAL** to the organisation



Influences on strategic purpose

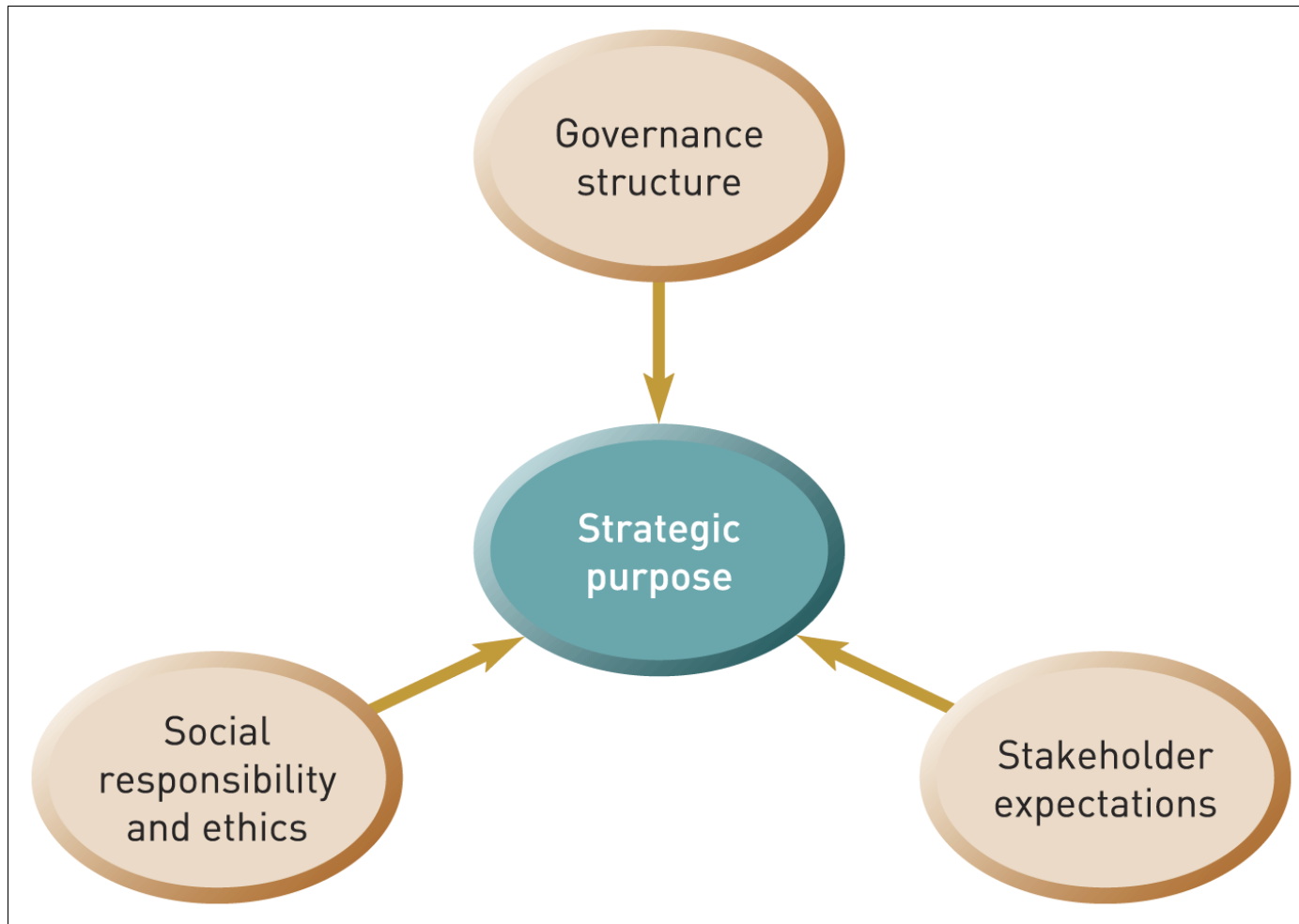


Figure 4.1 Influences on strategic purpose



Should managers take account of all or only selected groups of stakeholders?

Which stakeholders are most important?

➤ *Normative theories.*

- According to normative or ethics-based theories of stakeholder management the interests of all stakeholders have intrinsic value and should be taken into account when planning and implementing change.

➤ *Instrumental theories.*

- managers will only attend to the interests of stakeholders to the extent that those stakeholders can affect their interests.
- Managers are selective in who they attend to and are not motivated by a concern for the welfare of stakeholders in general.



Jawahare and McLaughlin's stakeholder theory

- At any given life cycle stage certain stakeholders become more important than others because of their potential to satisfy critical organisational needs,
- It is possible to identify which stakeholders are likely to be more or less important at each stage of the life cycle.
- The strategy that will be used to deal with each stakeholder will depend on the importance of that stakeholder relative to other stakeholders.



So therefore.....

- **Managers** pay most attention to those stakeholder groups who control resources critical to the organisation's survival.
- It is possible to identify four ways of attending to stakeholders:

- Proactive



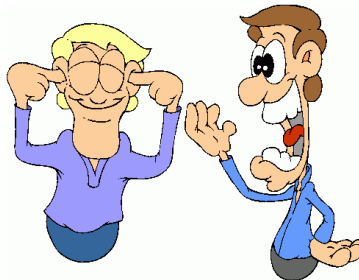
- Accommodating



- Defending



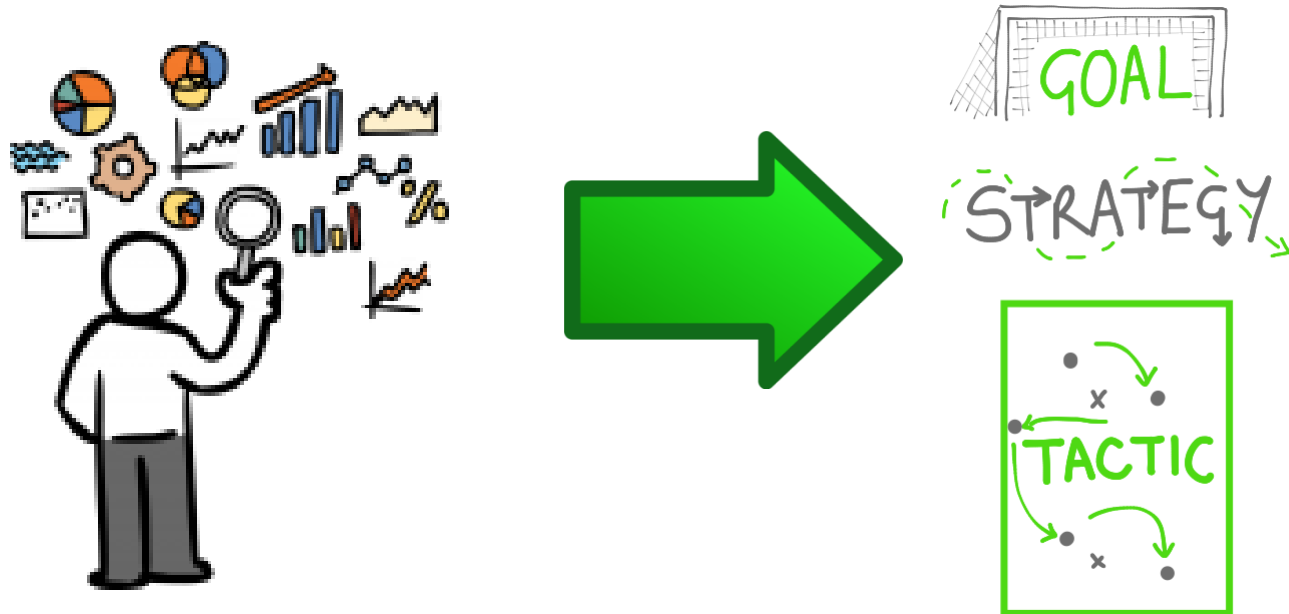
- Ignoring



Managing stakeholders

Key steps are:

- a stakeholder analysis to identify important stakeholders
- the development of a strategy for persuading influential stakeholders to support the change.



Stakeholder mapping



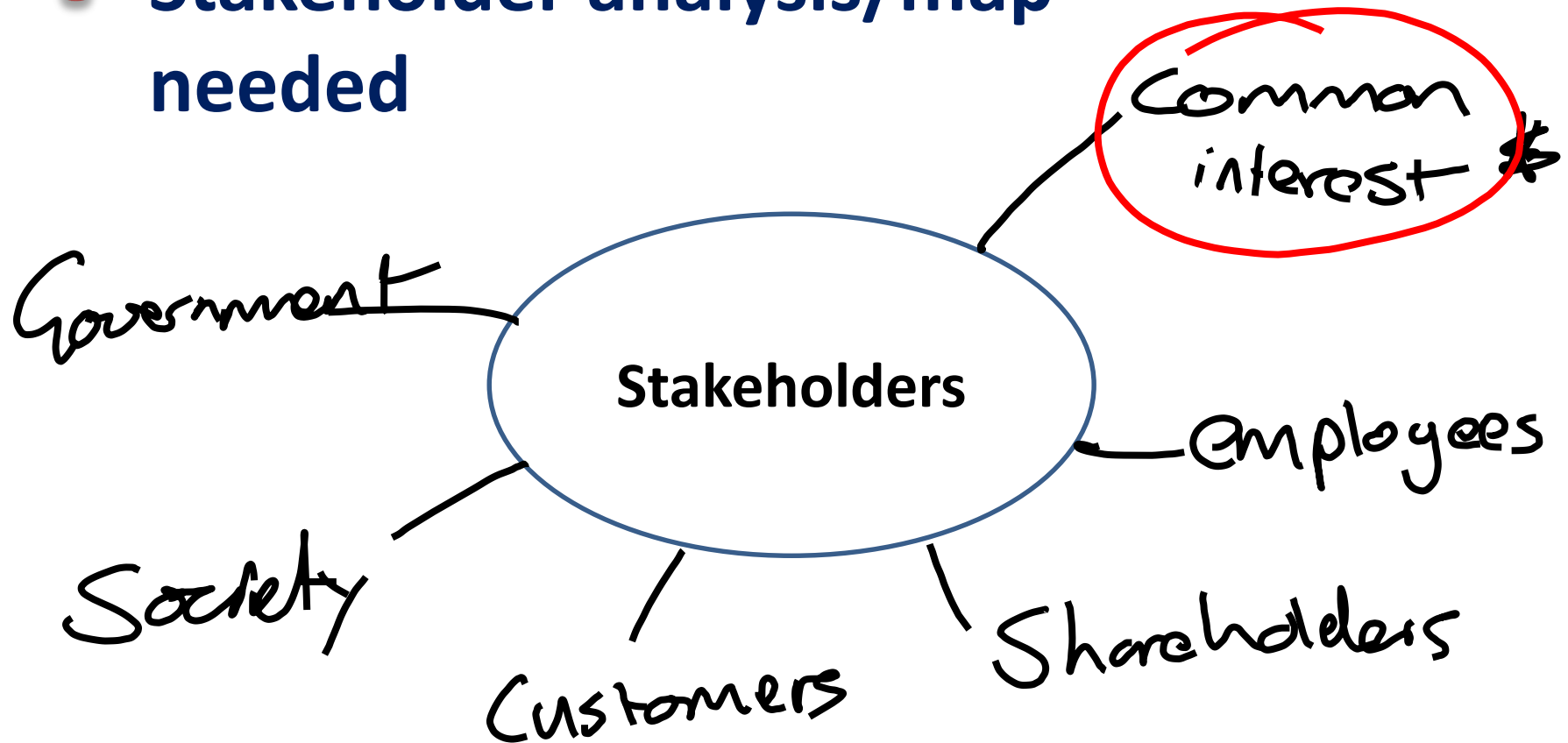
Stakeholder mapping identifies stakeholder expectations and power and helps in understanding political priorities.



Organisational Audit:

Stakeholder analysis/map
needed

5



Stakeholders of a large organisation



Figure 4.3 Stakeholders of a large organisation

Source: Adapted from R.E. Freeman, *Strategic Management: A Stakeholder Approach*, Pitman, 1984. Copyright 1984 by R. Edward Freeman.

Exercise

Identifying the Sources of Power

Consider the following questions

1. Who are the most powerful people/units in your chosen organisation?
2. Why what is the basis of their power?
3. Do they all want the same thing from the organisation?

Notes

Stakeholder mapping: the power/interest matrix

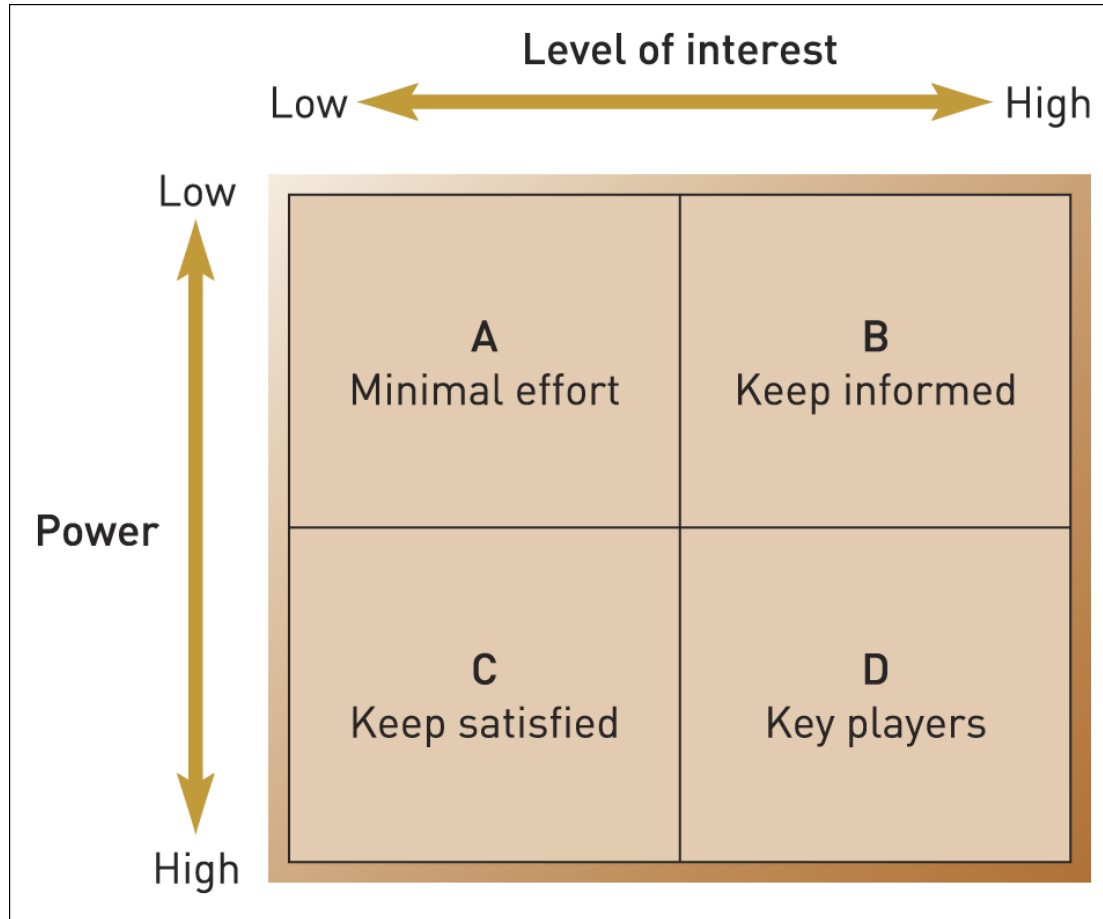


Figure 4.4 Stakeholder mapping: the power/interest matrix

Source: Adapted from A. Mendelow, *Proceedings of the Second International Conference on Information Systems*, Cambridge, MA, 1986

Stakeholder mapping issues

- Determining purpose and strategy – whose expectations need to be prioritised?
- Do the actual levels of interest and power reflect the corporate governance framework?
- Who are the key blockers and facilitators of strategy?
- Is it desirable to try to reposition certain stakeholders?
- Can the level of interest or power of key stakeholders be maintained?
- Will stakeholder positions shift according to the issue/strategy being considered.

Summary

- At any given time certain stakeholders emerge as more important than others because of their potential to satisfy critical organisational needs
- It is possible to identify which stakeholders are likely to be more or less important at each stage.
- The strategy that will be used to deal with each stakeholder will depend on the importance of that stakeholder relative to other stakeholders.
- The stakeholder grid is a useful tool for identifying the power of stakeholders and their willingness to support or oppose change/strategy.

- An important managerial task is to decide how the organisation should express its strategic purpose through *statements of mission, vision, values or objectives*.
- The purpose of an organisation will be influenced by the *expectations of its stakeholders*.
- The influence of some key stakeholders is represented formally within the *governance structure* of an organisation. This can be represented in terms of a *governance chain*, showing the links between ultimate beneficiaries and the managers of an organisation.

- There are two generic governance structures systems: *the shareholder model and the stakeholder model* though there are variations of these internationally.
- Organisations adopt different *stances on corporate social responsibility* depending on how they perceive their role in society. Individual managers may face *ethical dilemmas* relating to the purpose of their organisation or actions it takes.
- Different stakeholders exercise different influence on organisational purpose and strategy, dependent on the extent of their *power and interest*. Managers can assess the influence of different stakeholder groups through *stakeholder analysis*.

4: Approach to sustainability and the Green Agenda

Royal Caribbean Cruises Ltd



<https://youtu.be/FOZTHScD7rg>

Accor hotels group – Planet 21

<https://youtu.be/hXoz1qcEu44>

So how can you find out about your organisation's approach to these issues?

- Annual Report and Accounts
- Company website (beware)
- Newspaper articles
- Trade magazines
- Industry bodies (e.g. ABTA, BHA)
- Industry commentators/analysts
- Approach them directly (take care here!)

So the report's done....?

- All sections completed?
- Need to be reviewed
- Editing needed
- Does it 'flow'?
- Have you removed duplication/repetition?
- Has each section been 'signed off'?

For the presentation

- Report overview needed via a SWOT analysis
- State whether the organisation is operating effectively
- Include any key recommendations for improvement
- Be prepared for questions about your conclusions

Presentation advice

1. Do you know who the audience is and have you pitched your presentation accordingly?
2. Have you identified the purpose of the presentation and made the aims and central message clear?
3. Have you gathered the relevant information and identified the key points?

Presentation tips

4. Does the presentation have a clear structure (introduction, main body and conclusion)?
5. Is the introduction engaging and interesting, and does it include an outline of the presentation?
6. Does your conclusion draw together the key points, indicate what might happen next and leave your audience with something to think about?

Presentation tips

7. Have you selected an appropriate method of delivery e.g. PowerPoint, and have you checked the technology is working and available on the day e.g. computer and projector?
8. Have you rehearsed the presentation several times, perfecting the timing, fluency (not reading a script), ensuring the flow (like telling a story), and use of body language?
9. Have you considered what questions might be asked and thought about possible answers?

REHEARSE!

Rehearsal

- Try to spend as much time rehearsing your presentation as you do putting it together, you don't want the delivery to let down the content. Remember to speak OUT LOUD when you rehearse and time yourself carefully. Rehearsing will improve presentations in many ways, such as:

- Getting to know the timing, pace and volume to use
- Familiarising you with the content, language and wording
- The more you “hear” yourself do it the more comfortable and relaxed you will be about it
- It reduces your need for notes (never just read from these!)
- Helps you identify any gaps
- Makes sure that any technology you are using works properly

(University of Plymouth, 2010)

Presentation tips

- On 15 May:

3 groups per hour

10 minutes presentation; 5 minutes questions

Every team member must attend and present

Content as follows -

20 marks available

What is organisational effectiveness?

<http://youtu.be/L--Oyw6V8gl>

Essential elements:

- Efficiency and optimum use of resources
- Output related to purpose
- Performance including profitability, improved service delivery and meeting or exceeding customer expectations
- Adaptability to changed circumstances
- Innovation as the key to long term success



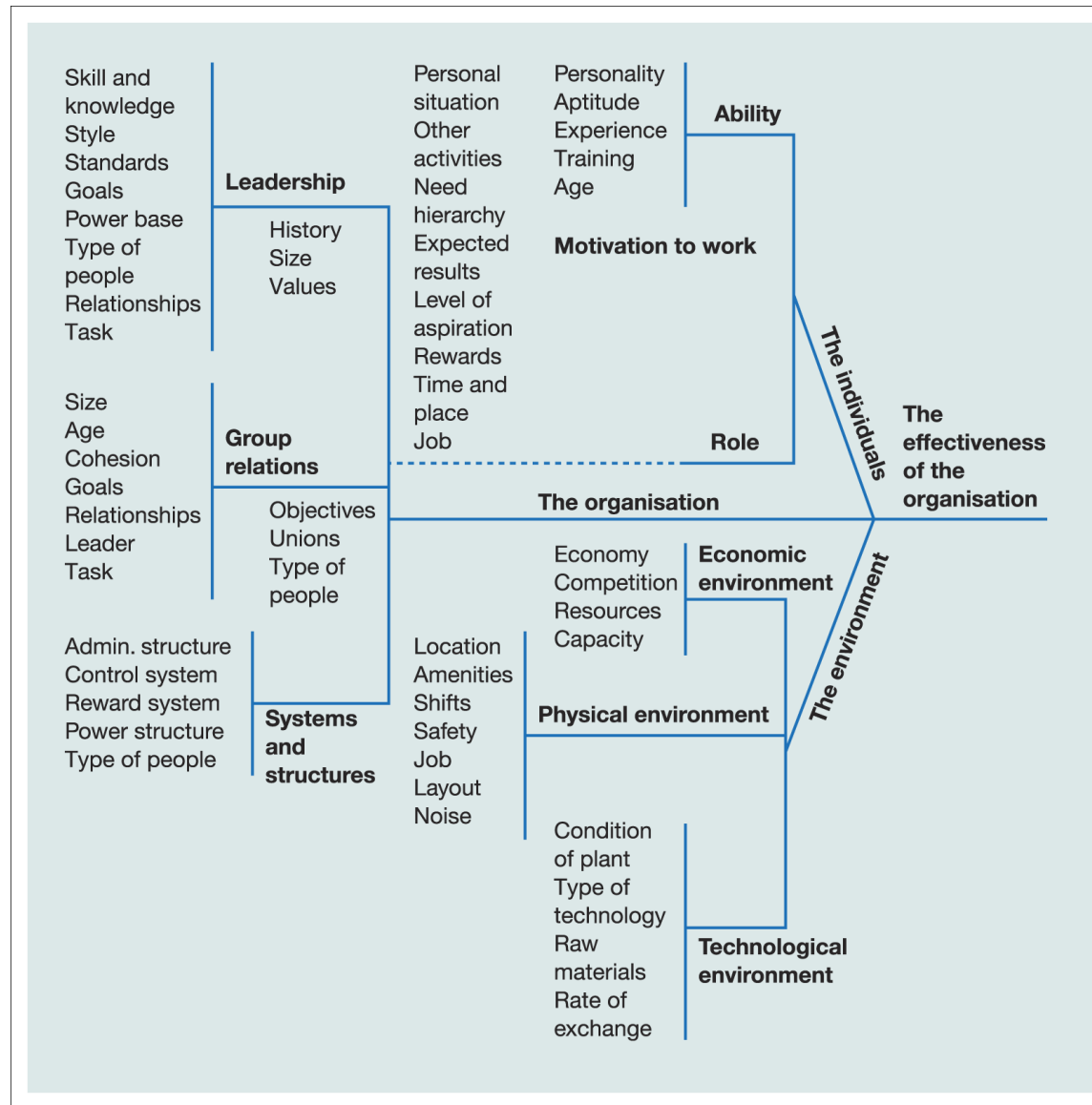


Figure 20.1 Some factors affecting organisational effectiveness

Source: From Handy, C. B. *Understanding Organizations*, fourth edition, Penguin Books (1993), p. 15. Copyright © Charles Handy, 1976, 1981, 1985, 1993, 1999. Reproduced by permission of Penguin Books Ltd.

<http://features.thesundaytimes.co.uk/public/best100companies/live/cleanlist>

- **Leadership:** How employees feel about the head of the company and its senior managers
- **Wellbeing:** How staff feel about the stress, pressure and the balance between their work and home duties
- **Giving something back:** How much companies are thought by their staff to put back into society generally and the local community
- **Personal growth:** To what extent staff feel they are stretched and challenged by their job
- **My manager:** How staff feel towards their immediate boss and day-to-day managers
- **My company:** Feelings about the company people work for as opposed to the people they work with
- **My team:** How staff feel about their immediate colleagues
- **Fair deal:** How happy the workforce is with their pay and benefits

Peters and Waterman study



‘In Search of Excellence’ (1982)

62 successful US companies - **Key attributes of excellence:**

- A bias for action
- Close to the customer
- Autonomy and entrepreneurship
- Productivity through people
- Hands-on, value driven
- Stick to the knitting
- Simple forms and lean staffing
- Simultaneous loose – tight properties

Investors in People (IiP)

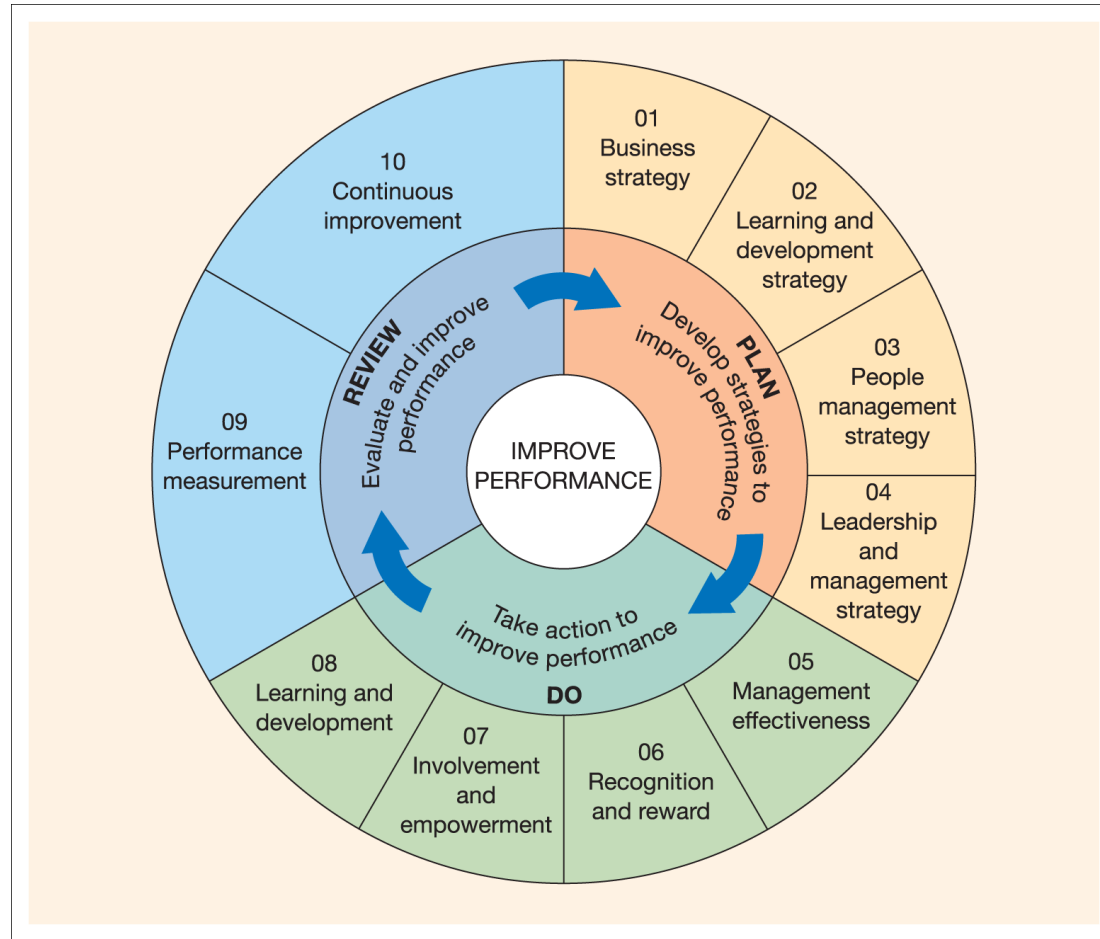


Figure 19.4 Investors in People indicators

Source: Investors in People, Copyright © Investors in People 2009.

Virtuous circle of employee engagement

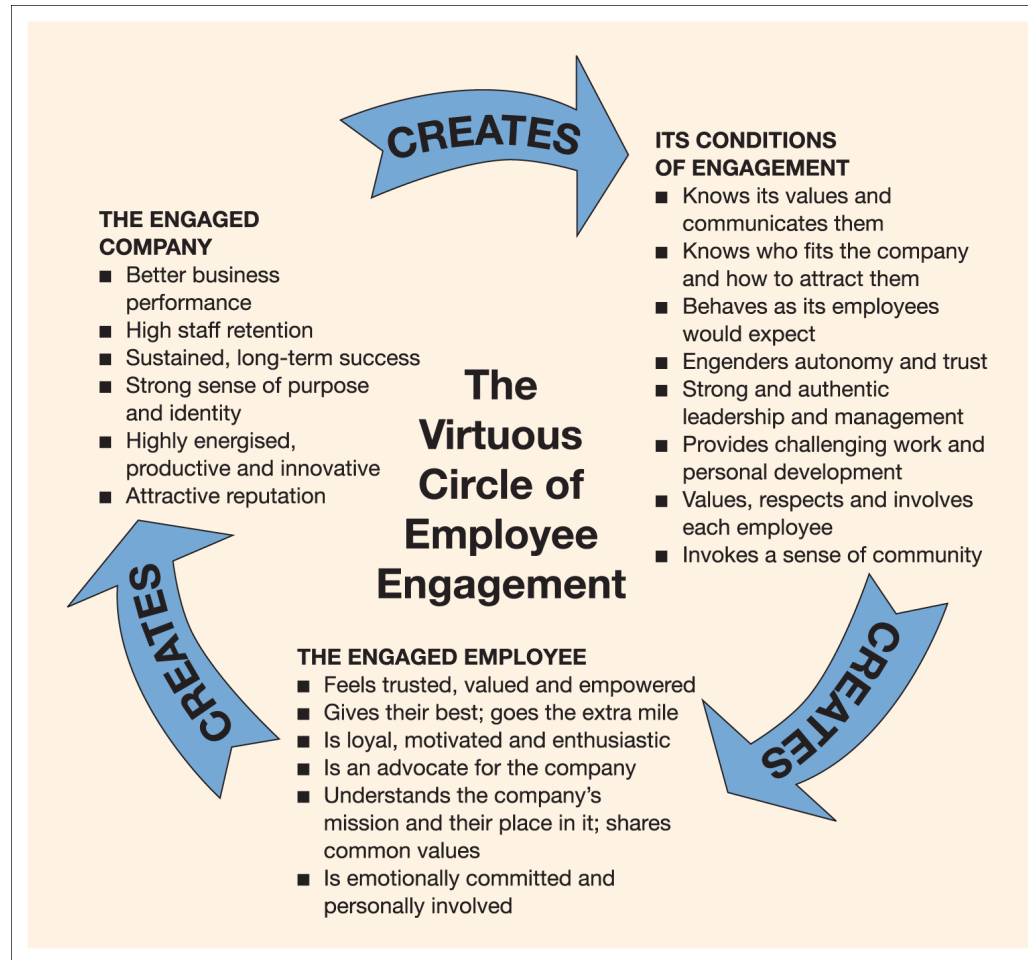


Figure 19.5 Virtuous circle of employee engagement

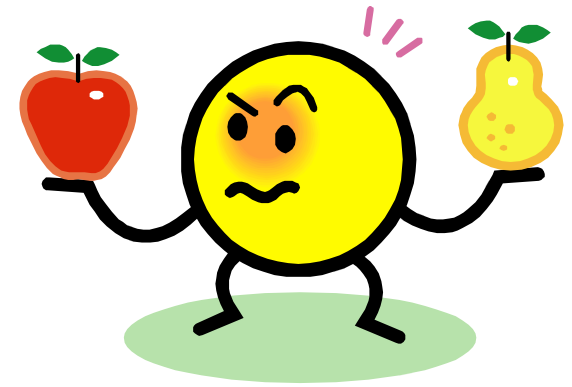
Source: De Vita, E. 'Get Engaged', *Management Today*, April, 2007, p. 40. Reproduced from *Management Today* magazine with the permission of the copyright owner, Haymarket Business Publications Limited.

Assessing organisational performance: Steele's 9 Questions

- What is the attitude to change?
- What is the degree of trust?
- How much management information is communicated?
- How visible and accessible is management?
- What is the atmosphere like?
- How frequently are people rewarded?
- What is the prowess of the first point of customer contact?
- Is customer service actively measured?
- Do people have an appropriate purpose?



Benchmarking and Gap Analysis



Benchmarking

'If you want to improve a particular aspect of your organisation or service, find someone else who is good at the activity and use them as a benchmark to raise your own standards.'

Gap Analysis

'Involves investigating the gap between the vision, objectives and goals of the organisation and actual levels of performance.'

Gap analysis and the people process model

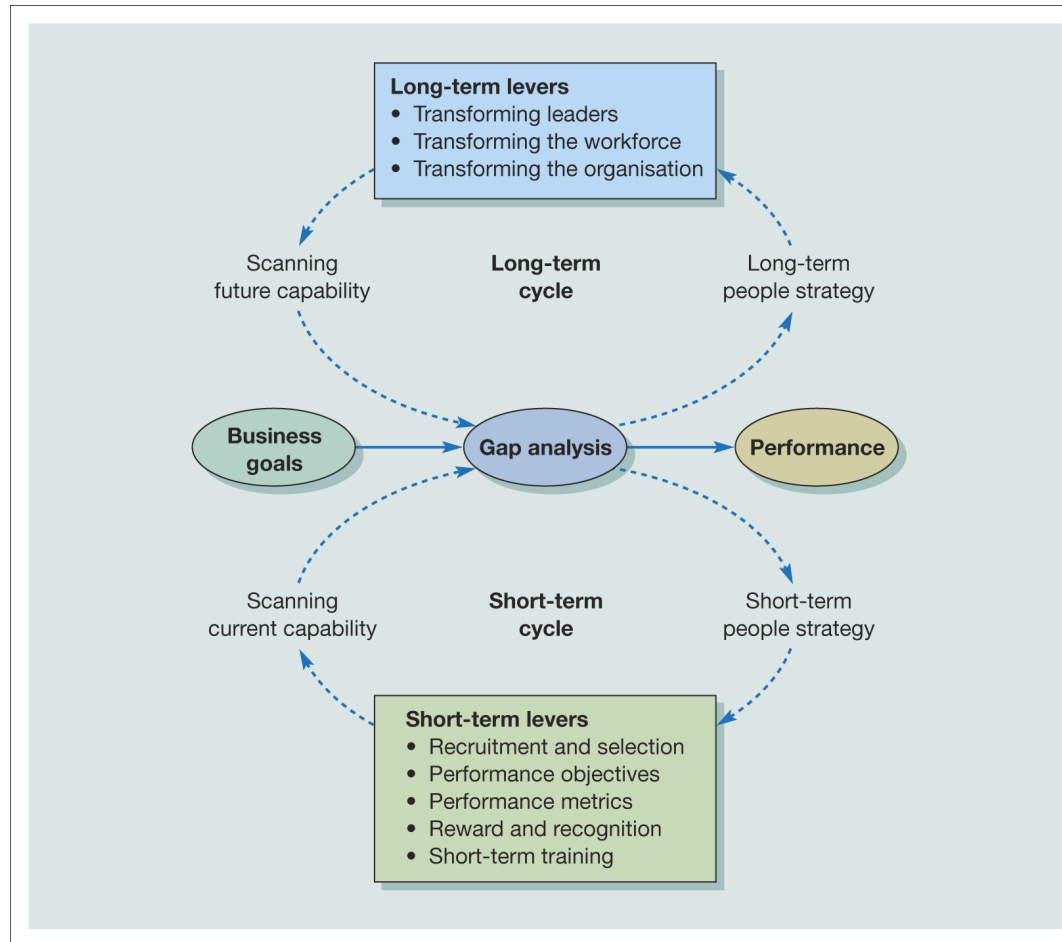


Figure 20.7 Gap analysis and the people process model

Source: From Gratton, L., *Living Strategy: Putting People at the Heart of Corporate Purpose*, Financial Times Prentice Hall (2000), p. 101. Reproduced with permission from Pearson Education Ltd.

A range of criteria



- Open systems framework
- Teamwork and leadership
- The role of management
- Managerial style
- Managerial effectiveness
- Profile of organisational characteristics
- Contribution of the human resource management function
- Key areas of performance and results
- Design of organisational structure
- Organisation control systems
- Planned organisational change
- Organisational culture and climate

Structural design

1. Organization structure
2. Role of the center
3. Layers and spans of control
4. Organizational cost-efficiency
5. Shared services, offshoring, and outsourcing

Roles and collaboration mechanisms

6. Role clarity
7. Cross-functional collaboration mechanisms
8. Informal/virtual networks

Processes and tools

9. Process excellence/optimization
10. Project management
11. Business analytics and information management

Leadership

12. Leadership performance
13. Leadership pipeline
14. Middle-management effectiveness

People and engagement

15. Recruitment and retention
16. Employee performance management
17. Employee motivation

Culture and change

18. Change management capabilities
19. Adaptability and flexibility
20. Culture

Description

- Reporting lines, including profit-and-loss accountabilities
- The corporate center's role with regard to involvement and leadership
- The number of reporting layers in the hierarchy; the number of people reporting directly to a manager
- The level of cost-efficiency enabled by the organization
- Internal service provider; cross-country relocation; subcontracting to other companies

- Understanding of the role's responsibilities in the organization
- Lateral coordination effort between functions or units
- Important but informal channels for reinforcing culture and communicating key information

- Processes optimized for high quality, short processing times, or low cost
- For example, roles, processes, and tools
- Skills, technologies, applications, and practices to drive business planning

- Capable and effective individual leaders and leadership teams
- Preparing for the next-generation leadership team
- Middle managers empowered to carry strategy into the organization

- Providing the necessary talent to meet strategic and growth goals
- Systems and processes aligned to ensure that goals are achieved
- The willingness to exert discretionary effort

- The organization's ability to manage change efforts
- A flexible structure that allows adapting to external challenges
- The set of shared values in an organization

Figure 19.8 20 Vital Organisational Topics

Source: Roghe, F., Toma, A., Kilmann, J., Dicke, R. and Strack, R. 'Organizational Capabilities Matter', The Boston Consulting Group, January 2012

Plus whatever YOU'VE found.....

Contribution Audit: 1b

First draft due next week

Review in class on Tuesday

1 per group

**Consider your criteria for
evaluating your performance**



Contribution Audit 1b



- 1 only per group; 1000 words
- Needs to be agreed/explained
- If disputed, needs to be highlighted
- Use two theories here:
 - Tuckman's group development model
 - Belbin's team roles
- Assess and evaluate: define criteria used
- How & when did your group evolve to become a team?
- Critical self-reflection
- What went well/not so well/what would you change next time? Why?
- Attach minutes to justify/substantiate decisions
- Each team member gets a mark out of 20/or less.

Group development and maturity factors (Tuckman)

- **Forming**
 - Initial formation: the 'polite' stage
- **Storming**
 - Testing the group: power struggles and conflict
- **Norming**
 - Consolidating: standards and guidelines are set
- **Performing**
 - The effective operating stage
- **Adjourning**
 - Disbanding once the task is complete

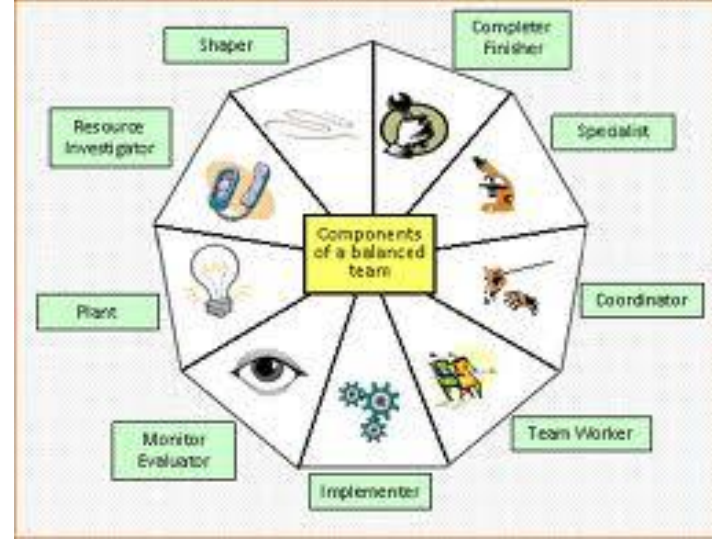


Characteristics of an effective work group



- A belief in shared aims and objectives
- A sense of belonging to the group
- Acceptance of group values and norms
- A feeling of mutual trust and dependency
- Full participation and consensus in decisions
- A free flow of information and communication
- Open expression of feelings and disagreements
- Conflict resolution within the group
- Low levels of staff turnover, absenteeism etc.

Belbin's team-roles



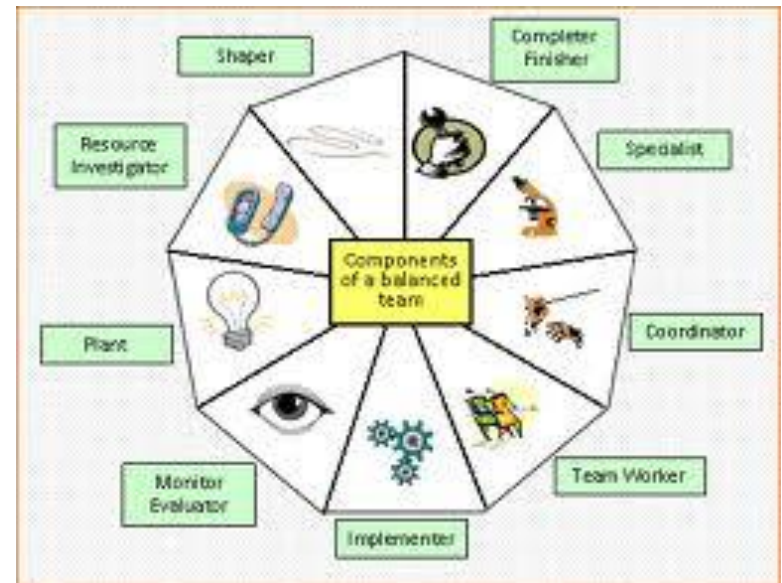
A team-role is a pattern of behaviour, characteristic of the way in which one team member interacts with another whose performance serves to facilitate the progress of the team as a whole.

"No one's perfect, but a team can be"

"There's no 'i' in team"

Belbin's nine team-roles

- Plant
- Resource investigator
- Co-ordinator
- Shaper
- Monitor-evaluator
- Teamworker
- Implementer
- Completer
- Specialist



Roles and descriptions – team-role contribution		Allowable weaknesses
Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores details. Too preoccupied to communicate effectively.
Resource investigator	Extravert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator	Mature, confident, a good chairperson. Clarifies goals, promotes decision-making. Delegates well.	Can be seen as manipulative. Offloads personal work.
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Can provoke others. Hurts people's feelings.
Monitor-Evaluator	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others.
Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
Implementer	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
Completer	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.
Specialist	Single-minded, self-sharing, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dwells on technicalities.

Table 9.1 Belbin's evolved nine team roles

Source: Belbin, R. M. *Team Roles at Work*, Butterworth-Heinemann (a division of Reed Elsevier UK Ltd) and Belbin Associates (1993), p. 23. Reproduced with permission

Building successful teams



Who builds/designs teams? **Managers**

- Clarification of objectives and resources
- Organisational processes and clarification of roles
- Empowerment, decision-making and channels of communication
- Patterns of interaction, task and maintenance functions
- Social processes and the informal organisation
- Management systems and leadership style
- Training and development

Skills for successful teamwork



- Self management
- Communication
- Leadership
- Responsibility
- Supportiveness of diversity
- Feedback and evaluation
- Strategic planning
- Shaping successful meetings
- Resolving conflicts

And.....

- **Enjoyment**
Have fun!



Factors contributing to group cohesiveness and performance

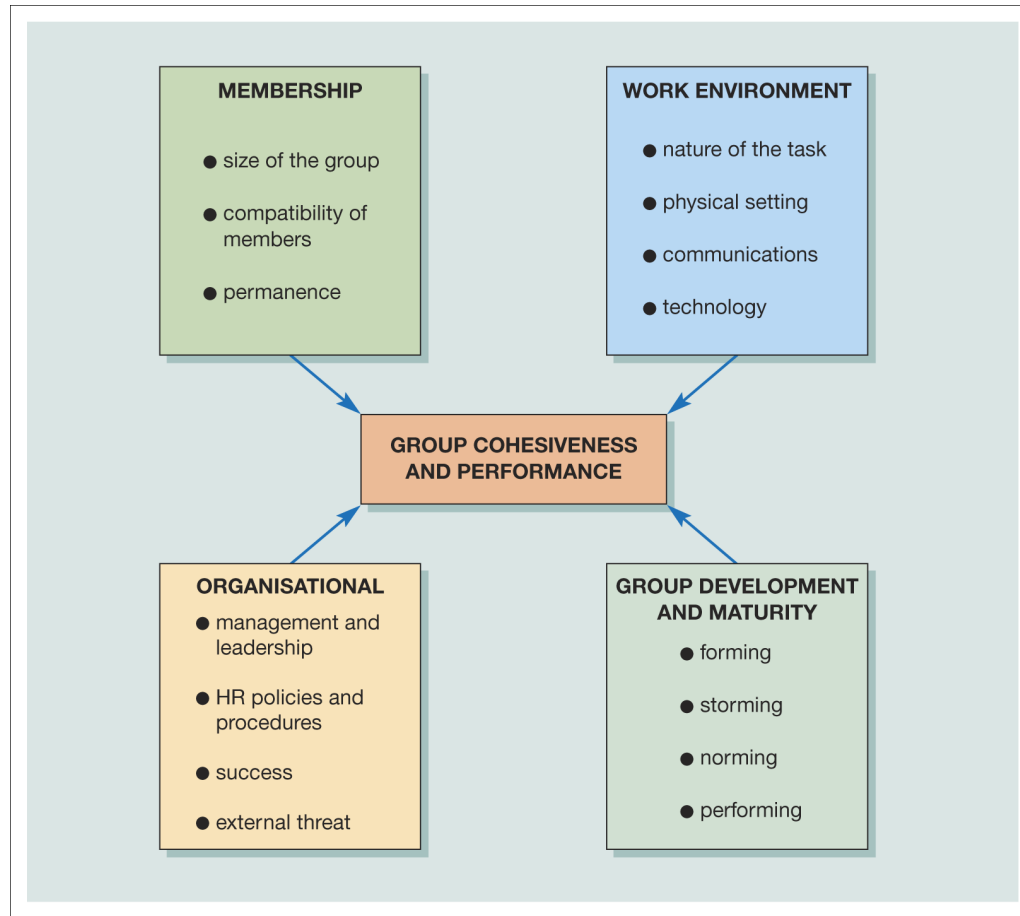


Figure 8.4 Factors contributing to group cohesiveness and performance

Activity

Devise a set of criteria to be used to assess each other's performance in this assignment to form your contribution audit

Next steps

No class on Monday 30 April – field trip (JJ)

Tuesday 1 May:

Bring draft OA & CA to class for feedback

NOT OPTIONAL – BE THERE FROM 1PM!!

Friday 4 May: Submit audit reports

Monday 14 May: upload presentation

Tuesday 15 May: deliver group presentation

Session will run all day – you will be given a timeslot.

