

Leading High Performance :- Job design &

Goal setting for High Performance

- Quality of work life - Socio technical design
- Behavioural Performance Mgt. & Work practices
- Reinforcement & punishment as Principles of Learning - Process of behaviour modification pg-12
- Leadership theories - styles, Activities & Skills of great leaders

Quality of Work life & socio technical design & high performance work practices

- More concerned with the overall climate of work
- Concerned about the impact of work on People as well as organizational effectiveness
- They idea of participation in org. Problem solving & decision making
- The overriding Purpose of QWL is to change the climate at work so that the human-technological - organizational interface leads to a better quality of work life.
- socio technical approach is concerned with the interface & harmony between Personal, social & technological functioning.
- It translate into the redesign of technological processes & the formation of autonomous, self-regulating work groups or teams.

- * Goal setting for High Performance
 - Involves establishing specific, measurable & time targeted objectives.
 - It is an effective tool for making Progress by ensuring that participants are clearly aware of what is expected from them, if an objective is to achieved.
 - On a Personal level, goal setting is a process that allows people to specify their work towards their own objectives - most commonly with financial or career-based goals.
 - It should be tangible, specific, realistic & have a time targeted for completion.
 - Goal setting also requires motivation & commitment.
 - Goals provide a sense of direction & purpose.

- * Four mechanisms through which goal setting is able to affect individual performance
 - 1) Goals focus attention towards goal-relevant activities & away from goal-irrelevant activities.

- 2) Goals serve as an Enzi energizer, high goals will induce greater effort while low goals induce lesser efforts.
- 3) Goals affect persistence; Constraints with regard to resources will affect work pace.
- 4) Goal activate cognitive knowledge & strategies which allows employees to cope with the situation at hand.

Moderators which indicates the success of

of goal setting :-

1. Goal Commitment
 - a) People will perform better when they are committed to achieve certain goals.
→ Goal Commitment is dependent on:
 - i) The importance of the expected outcomes of goal attainment
 - ii) self-efficacy; one's belief that he is able to achieve the goals
2. Feed back
→ Keep track of performance, allows employee to see how effective they have been in attaining the goals

3) Task complexity

- More difficult goals require more cognitive strategies & well developed skills.
- The more difficult tasks ahead, a smaller group of people will possess the necessary skills & strategies.
- From org perspective, it is therefore more difficult to successfully attain more difficult goals since resources become more scarce.

4) Employee motivation

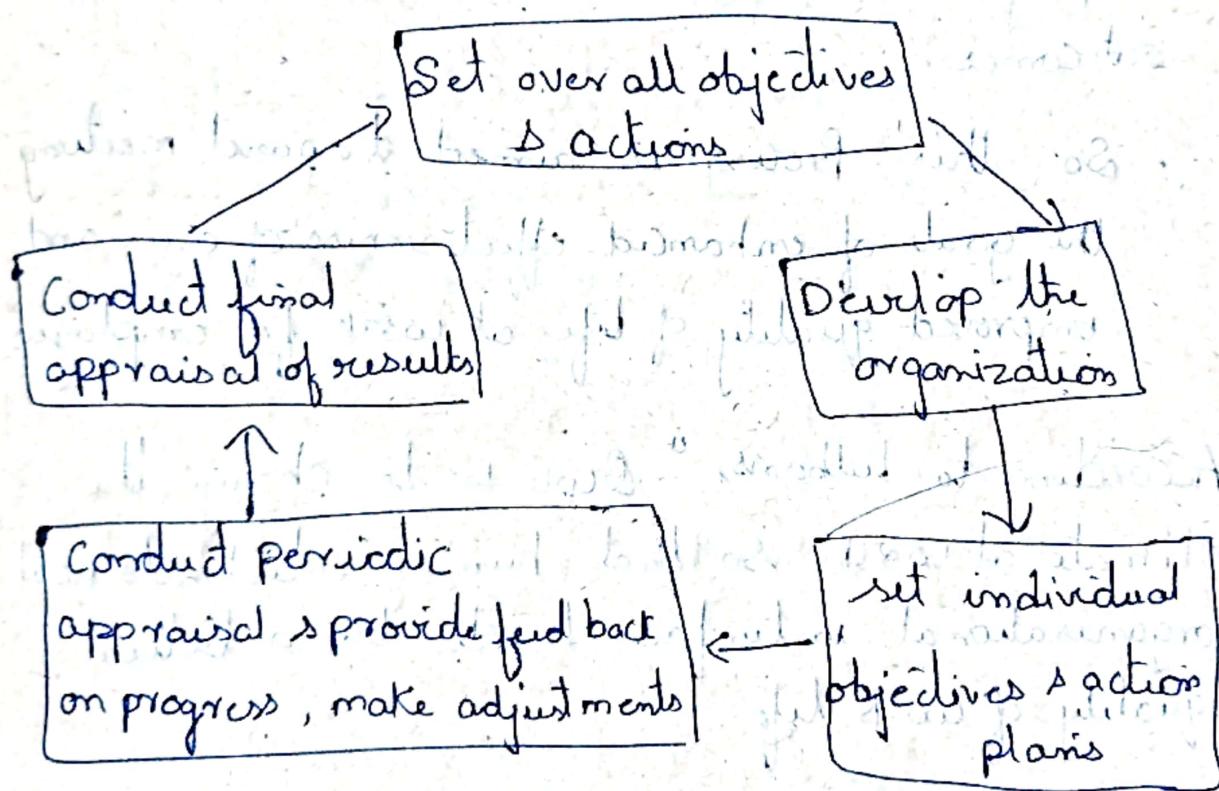
- When more employees are motivated, the more they stimulated & interested in accepting goals.

5) Goal Guidelines to improve Performance through Goal setting

- 1) specific goals
- 2) Difficult, challenging goals
- 3) "owned" & accepted goals
- 4) objective, timely feed back about progress towards goals.

Practical limitations in goal setting

- 1) Difficult goals increases the level of risk managers & employees are willing to take.
- 2) Difficult goals may lead to stress, Put Perpetual ceiling on Performance etc.
- 3) Encourage short range thinking, dishonesty or cheating.



The application of goal setting to system performance

* Quality of Work life

- American Society of Training & Development
Est. a task force on QWL way back in 1979
- This task force defined QWL as "a Process of work organisations which enables its members at all levels to actively participate in shaping the org's environment, methods & outcomes."
- ? So this Process is aimed toward meeting the goals of enhanced effectiveness of org. and improved quality of life at work for employees.

According to Luthans, "QWL is to change the climate at work so that human-technological organisational interface leads to a better quality of work life".

Constituents of Job Satisfaction

Walton listed eight conceptual categories i.e., constituents that together makes up the quality of working life.

1. Adequate & Fair Compensation.
2. Safety & Healthy Working Conditions.
3. opportunity to use & Develop Human Capacities.
4. opportunity to continued Growth & security.
5. Social Integration in the work org.
6. Constitutionalisaton in the Work org.
7. Work & Total life space.
8. The social Relevance of work life.

Added to above Constituents, Herrick & Macnebys identified 4 basic principles which result in humanization of work.

1. The principle of Security.
2. The principle of Equity.
3. The principle of Individualization.
4. The principle " Democracy".

Objectives of Quality of work life

- The success of any org. depends on how it attracts and retains the best qualified & experienced professionals.
- To improve the standard of living of the employees.
- To increase the productivity.
- To create a positive attitude in the minds of employees.
- To increase effectiveness of the org. (Profitability, goal accomplishment etc.)

Behavioral Performance Management

- The behavioral approach to the Learning Theory:
- It is also important as other theories like organizational motivational theory, Personality theories.
- All org. behavior is either directly or indirectly affected by learning.

- Eg:-
- A worker's skill set for the job
 - A Manager's attitude
 - A staff's motivation & A job's reward
 - A sales person's optimism & self-confidence.

→ Through learning process & principles employees' behavior can be analyzed & managed to improve their performance.

→ In learning theories, behavioristic theories, cognitive theories, social learning & social cognitive learning theories, etc.

→ Classical Conditioning & operant Conditioning are behavioral theories.

Social Learning

→ Learning takes place via Vicarious, or modeling & self-control processes.

Behavioral Dimension Performance Mgt. Process

1) Identification of Performance behaviors.

→ Critical behavior that contributes to job performance in the org. are to be identified.

2) Measurement of The Behavior

- A baseline measure is obtained by determining by observing or by analysis of records the number of times the identified behavior is occurring or not occurring.

3) Functional Analysis of the Behavior

- It identifies both the antecedents (A) and consequences (C) of the target behavior (B), or simply stated, an A-B-C analysis is performed.

- The antecedent gives that emit or elicit the behavior & sometimes control it; and the consequences that are currently maintaining the behavior must be identified & understood before an effective intervention strategy can be developed.

4) Development of Intervention strategy

- The strategies to be used strengthen functional behaviors & weaken dysfunctional behaviors are positive reinforcement & Punishment - Positive reinforcement

- Under Positive Control, people come to work in order to be recognized for making a contribution to their department's goal of perfect attendance, as they keep busy irrespective of the supervisor's presence to rec. incentive pay or recognition.
- If punishment is to be used or used, the supervisor must take the first opportunity to positively reinforce the alternative behavior.

5) Evaluation to ensure Performance

- Kirkpatrick's 4 levels of evaluation to a behaviour modification initiative are important.
- They are reaction, learning, behavioral change & performance improvement.

Benefits of goal oriented training include:
It will be easier to tell participants what to do.
It will give them justifications for what they do.

* Reinforcement and punishment as Principle of Learning

- Reinforcement & Punishment play a central role in the learning process & provide evidence based principle for behavioral Performance Mgt.
- Most learning experts agree that reinforcement is more important than punishment & is the single most important concept application principle.

* Reinforcement as used in Behavioral Mgt.

- The terms 'reward' & 'reinforcement' are often used interchangeably.
- Reinforcement says that it is anything the person finds rewarding.
- Reinforcement in behavioral Mgt. is defined as anything that both increase & the strength and tends to induce repetitions of the behavior that preceded the reinforcement.

A 'reward' on the other hand, is simply something that the person who presents it deems to be desirable.

→ Reinforcement is functionally defined. something is reinforcing only if it strengthens the behavior preceding it & induces repetition.

→ Positive & Negative Reinforcement

- self reinforcement, positive or negative strengthens the behavior & increases the probability of repetition.
- But positive & negative accomplish this impact on behavior in completely different ways.

Positive reinforcement

- strengthens & increases behavior by the presentation of desirable consequences.

Negative reinforcement

- strengthens & increases behavior by the threat of the use of an undesirable consequence or termination or withdrawal of an undesirable consequence.

Consequence of Contingent	Reward	Noxious stimuli (Something undesirable)
Application	Positive reinforcement Behavior increases	Punishment Behavior decreases
withdrawal	Punishment Behavior decrease	Negative reinforcement Behavior increases

Summary of the Operational Definitions
of positive & Negative reinforcement &
Punishment

- The difference b/w Positive and negative reinforcement & punishment
- Giving recognition and attention to an employee for the successful completion of a task could be an example of positive reinforcement.
- On the other hand, a worker is negatively reinforced for getting busy when the supervisors walk through the area.
- A Negative reinforcement is more complex

than positive reinforcement, but it should not be equated with punishment.

- Negative reinforcement strengthens & increases behavior, whereas punishment weakens & decreases behavior.
- Both are considered to be forms of negative control of behaviour.
- Negative reinforcement is really a form of social black mail, because the person will behave in a certain way in order not to be punished.

Use of Punishment

- Punishment is anything that weakness behavior tends to decrease its subsequent frequency.
- It usually consists of the application of an undesirable or noxious consequence, it can also be defined as the withdrawal of desirable consequence.
- In order for punishment to be effective there must be a weakening of and a decrease in, the behavior that preceded it.

→ In many situations when supervisors think they are punishing employees, they are in fact reinforcing them, because they are giving attention & attention tends to be very reinforcing.

Administering Punishment

and a punishment from supervisor
means of reward Leadership

→ Leadership is the activity of influencing people to strive willingly for group objectives - George K. Terry

→ Leadership is "the art or process of influence so that they will strive willingly & enthusiastically towards the achievement of group goals"

Leadership styles

1) Autocratic or Authoritative style:

→ In autocratic style, the leader centralizes power and decision-making in himself.

- The leader commands complete control over the subordinates who are compelled to obey the orders.
- The subordinates have no opportunity to make suggestions or take part in decision-making function.
- They have little concern for the well-being of employees.

2) Democratic / Participative style :-

- In democratic style of leadership, the leader takes decision in consultation with subordinates.
- Subordinates participate in decision-making function; It also makes them more committed to their org.
- Frequent interaction b/w the manager & subordinates also helps in buildup mutual faith & confidence.

3) Laissez Faire style / Free reign

- It is just the opposite of autocratic style.
- The Manager leaves decision making to subordinates.
- The leader completely gives up her leader-

- The subordinates enjoy full freedom to decide as & what they like.
- The biggest limitation of this style is that, due to full freedom to sub-ordinates it creates chaos & mismanagement in decision making.

Leadership Theories

- 1) Trait Theory:
 - This is the earliest theory as described by Kelly attempting to classify what personal characteristics like physical, personality & mental traits associated with leadership success.
 - Illustrated traits which researchers attributed to leaders were such aspects as height, weight, physique, good health, high level of energy, good appearance, intelligence, scholarship, good judgement & decision making & so on.
 - since all individuals don't have these qualities, only those who possess them would be considered potential leaders.

Limitations

- 1) This theory is not accepted as a valid theory.
- 2) There is no consistent set of traits emerged from research studies that successfully differentiate leaders from non-leaders.
- 3) It is difficult to measure many of these traits. Hence it is not always possible to distinguish b/w leaders & followers.

a) Behavioural Theories

- According to this theory, leadership can be described in terms of "what leaders do rather than what they are".
- In other words, leadership can be identified by their behaviour in relation to the followers.
- Behavioural theories have been presented mostly on the basis of research studies.
- Behavioural theories differ from the trait theories in at least 2 ways.

- > First, actual leader behaviours, not the personal traits were the main focus.
- > Second, while most trait theories endeavour to distinguish b/w leaders & non-leaders.
- > Behavioural theories, attempted to determine how different kinds of behaviours effect the performance & satisfaction of the followers.

3) Fiedler's Contingency Model

- > According to the contingency theories of leadership, the success of leadership depends upon the situations in which the leader operates.
- > Fred. E. Fiedler developed a contingency model of leadership.
- > According to him, a leader's effectiveness depends upon the following three situational factors:
 - i) Leader - follower relations: that is the degree of followers trust, confidence & respect for the leader.

1) Task structure, that is the nature of task performed by the subordinates

3) The status Power, that is the degree of power associated with the position or status held by the leader in the org.

→ The most favourable situation for leaders to influence their group is one in which they are well liked by the members, the task performed is highly structured & the leader has enough power attached to his/her position in the org.

→ The most Unfavourable situation for leaders is when they are disliked, the task is highly structured & little power is attached to the leaders position.

4) Path-goal Leadership Theory:

→ Robert House has developed a path-goal theory of leadership initially presented by Martin Evans.

→ This theory is based on the Expectancy theory of motivation.



→ The theory states that leaders can exercise four different kinds of style.

- 1) directive leadership (giving directions to the subordinates rather than seeking their cooperation)
- 2) supportive leadership (being friendly and approachable to subordinates)
- 3) participative leadership (asking for suggestions from subordinates before making decisions)
- 4) achievement-oriented leadership (setting challenging goals & assignments for subordinates)

→ The path-goal theory postulates that leaders become effective due to their influence on followers motivation, ability to perform, & their satisfaction.

→ Leaders motivate the employees by influencing their expectancies relating to the performance and attractiveness of goal.

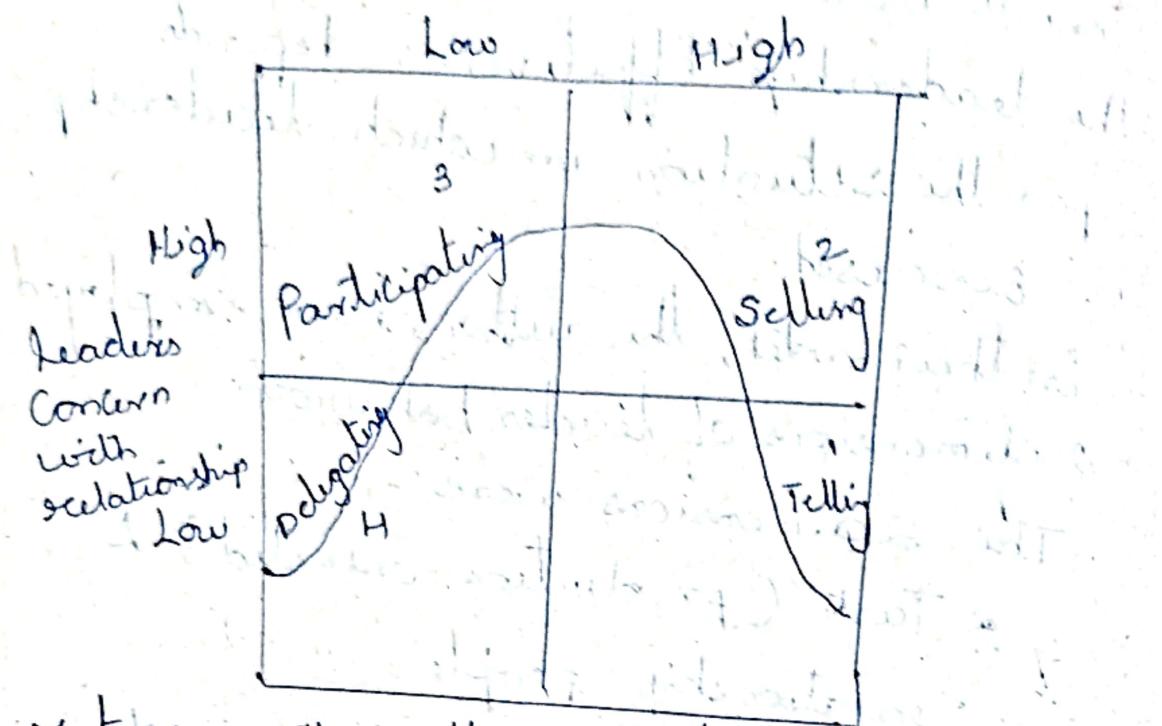
→ The subordinates feel satisfied when they believe that their job performance

will lead to desirable functional outcomes.

i) Situational leadership theory:

- This model is developed by Paul Hersey & Kenneth Blanchard - which suggests that the leadership effectiveness depends upon the situation in which leadership is exercised.
- In their model, the authors have employed 2 dimensions of leader behaviour.
 - The 2 dimensions were:-
 - Task (production-oriented)
 - relationship (people-oriented)
- The level of follower's development, or say maturity is categorized into 4 levels based on their ability and willingness to accept responsibility for completing their task.
 - Followers who are unable & unwilling are categorized as the least mature,
 - and those who are both able & willing are termed as the most mature

→ This model suggests that the 2 different types of styles are used to influence the followers of 4 different levels of maturity as at \rightarrow Leader's concern with task.



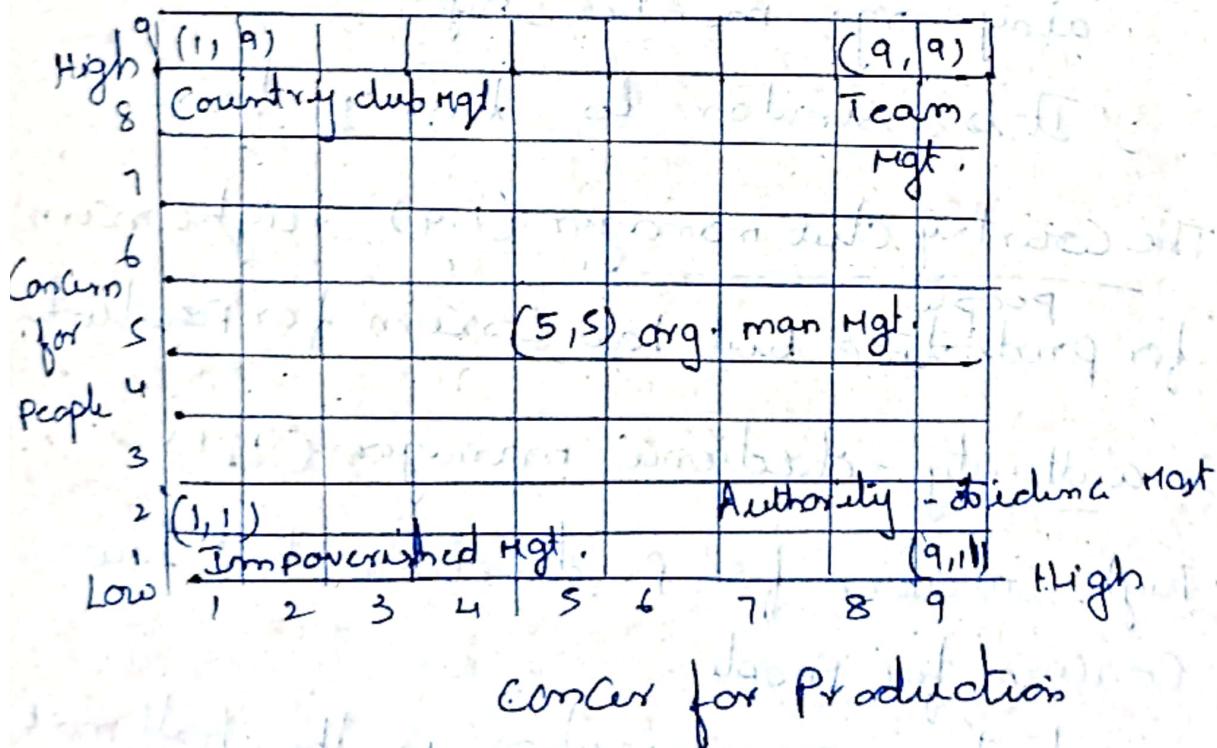
Mature willing/enable unwilling/able
 employees 4 3 Immature
 employ
 unwilling/unable, unwilling/unable 2

Hershey - Blanchard model of the situational leadership model

- A leader needs to use a telling style of leadership with immature follower who are both unable & unwilling to take responsibility for completing their work.
 - once the followers mature to ~~second level~~ second level leaders needs to exercise a telling style

- Followers further matured i.e., finally, able but unwilling, need to be led by employing participating style of by the leader.
- Finally the most mature followers who are able as well as being willing require to be led by a delegating style of leadership for the simple reason because the followers accept responsibility entrusted upon them.

6) The Managerial Grid



- one of The grid is based on underlying dimensions labeled as

"Concern for Production" & "Concern for People".

→ Based on these 2 dimensions, the authors have generated a 9 by 9 grid representing Concern for Production along the horizontal dimension, for people along the vertical dimension.

→ Impoverished Manager (1,1) has low concern for both production & people.

- He exert the minimum efforts to get essential work done, while maintaining org. membership.
- It is similar to laissez-faire.

→ The Country Club manager (1,9) high concern for ^{people} production but low concern for production.

→ Authority - Obedience manager (9,1)

- high concern for production but low concern for people.
- Production maximization is the hall mark of such managers.
- It is similar to autocratic leadership style.

- > Team manager (9.9) high concern for both production & people:
- > organisation man managers (5.5)
 - . has moderate level of concern for both production & people.
- > The best style for all managers, in all org. & under all situations is the 9.9 team manager style.