**PART ONE**

**Fill-in-the-Blank (Exact word answers are required)**

**Total points: 50 (5 pts. per question)**

1. When coaching, **Querying** is a technique where you ask provocative questions to spark “epiphanies” or “ah-ha” moments which can radically shift a line of thinking.
2. The 4-levels in the Iceberg Model are events, patterns, **underlying** **structure** , and mental models.
3. As a manager, to address items that are in your circle of concern, you must first concentrate on items in your **circle** of **control** .
4. According to Edward Schein, the 3-levels of organizational culture are artifacts, values, and underlying **assumptions** .
5. As a manager, you can benefit from  **mutual dependence** and build a productive relationship with your boss by focusing on compatible work styles, mutual expectations, information flow, dependability and honesty, and good use of time resources.
6. When someone wants to deliver a message, they **encode** the message and then send the message to the intended recipient who must **decode**  the message from within their own field of experience.
7. Trust is critical to the cooperative behavior that leads to the success of all teams but is especially important in **virtual** teams.
8. In Acquired Needs Theory of Motivation, the need for **affiliation** is the desire to the desire to establish and maintain friendly and warm relationships with others.
9. To be an effective leader you have to be good at two types of change: **paradigm enhancements** and paradigm shifts.
10. When you become the boss, you initially won’t have the feeling of more freedom, instead you will feel constrained by organizational **culture** .

**PART TWO**

**Short Answer (150-300 words maximum)**

**Total points: 50 (12.5 points per question)**

Sample answers, there are many ways to answer each of these while demonstrating application of management principles, needs your judgement for each…

* + - 1. **For the last three years Lex has been managing cohesive and efficient team at a research firm. As the leader of one of the highest performing departments, he is often recognized by the executives for his ability to support his subordinates in completing their tasks. And his team respects and appreciates him as their manager. However, this year, the team has been struggling to complete one of their projects. Lex notices that the team has become complacent and disinvested in accomplishing the tasks and goals assigned to them. The team is struggling to stay motivated. *Name the three factors in the Expectancy Theory of Motivation that Lex could help explain their lack of motivation. Based on these factors, briefly offer examples or suggestions of how Lex could motivate his team to accomplish their goals and complete their project.***

“The *Expectancy Theory of Motivation* states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual.

It states that employee’s motivation is an outcome of:

1. the assessment that the likelihood that the effort will lead to expected result (**Expectancy**) and
2. the belief that the performance will lead to reward (**Instrumentality**).
3. how much an individual wants a reward (**Valence**)”( Management Study Guide)

As Lex has been a successful manager of the last three years of one the highest performing departments, I don’t think this issue is skill related. Based on these factors and the position Lex is in one approach I would suggest is to improve the rewards on offer by tailoring them to everyone’s needs to boost the team’s performance. For example, a person with a long commute may appreciate the opportunity of a day working from home if they hit their targets. Another person who is highly ambitious may appreciate the opportunity to lead a small project next quarter if they hit their targets this quarter.

As a result, everyone will view high productivity as a means of achieving their personal goals and be much more motivated to put more effort and commitment into their work. Overall, I believe, by customizing rewards to the needs of the individual members of our team, we can develop a highly motivated and high-performing team.

* + - 1. **Because of downsizing and layoffs at her biotech firm, Soniya got a new department to manage. Previously she had managed the inspection and validation department. Now she must manage a new integrated manufacturing department pulled together from the remains of several groups’ members left after the downsizing. *What are the five stages of rebuilding a team’s trust that she should pay attention to? What level of trust needs to be fostered at each of the levels, and what would you suggest she do to as the team leader to create and sustain trust for her manufacturing group considering the reorganization?***

I believe Inception stage and Organizing stage are the two stages that Soniya should focus on to create and sustain trust between the team members.

**The action steps that Soniya will need for rebuilding the team’s trust are as follows:**

**Inception stage:**

* Soniya should first arrange some team-building exercises since they are relatively unknown to each other
* She should make them understand each other’s abilities more and contribute to the team to the best of their abilities
* Soniya should try to establish bonds between team members which will inevitably increase their trust in each other

**Organizing stage:**

* Soniya should actively encourage team member’s participation in all the tasks no matter how small
* She must take suggestions from all team members and also provide acknowledgement to them to make them feel they are all on-board together
* She must not exclude non-contributing members because some people might need little time to adjust to new teams and build trust
* Soniya must prevent team members from forming sub-teams and hold back on communicating with the entire team
* She must demand timely and factual responses from every team member, this will make every one trust each other that every task will be completed on time and that they can rely on each other
  + - 1. **Ken, a sales manager at Emergent Biosciences, was promoted to a managerial position at headquarters. In this role, he was responsible for salespeople who serviced his company’s largest accounts. His new boss told him that his primary job was to influence others’ success more than achieve new goals himself or socialize with his subordinates. However, given his success as a salesman, Ken did not agree with his boss’s directive and decided to lead by demonstrating his need and ability for achievement. After some time, it became evident that he was a poor manager, having little positive impact on those who worked for him. They felt that little responsibility had been delegated to them. He never rewarded them but only criticized them. And the office was poorly organized, confused, and chaotic. *Name the six types of positional power that Ken can invoke to help him in his new position and briefly describe an example of how he might use each of them to help him advance in his new role.***

“In a 1959 study, social psychologists John French and Bertram Raven defined five types of power present in social situations. Raven identified the sixth, informational, in 1965.”(Indeed, 2021) They are: Coercive Power, Reward Power, Legitimate Power, Expert Power, Referent Power, and Informational Power.

1. **Coercive Power:** Ken can point to the fact that there will be consequences if they don’t follow his rules. He can force everyone to comply with his requirements and threaten them with punishments if they don’t
2. **Reward Power:** Since Ken is a manager for salespeople, he can use reward power as an incentive for employees to perform better. He can reward raises, promotions, bonuses, or even simple compliments to employees who meet their quotas.
3. **Legitimate Power:** Legitimate Power is the power of position or role. Ken can use legitimate power to influence his subordinates by legitimate power and they will do what they are told due to the rules of society and the workplace.
4. **Expert Power:** Expert power derives from an individual’s expertise. Given his success as a salesman, Ken can understand situations and suggest solutions to problems based on his knowledge.
5. **Referent Power:** Referent power is based on being liked and respected as an individual. Ken must lead by example or act as a role model and use referent power to help others change their habits or reach their goals.
6. **Informational Power:** Informational Power is the power of having information that another does not have, or the distribution of information as a means of effecting change. For example, if Ken has information about a possible downsizing in the company, he can use it to improve the quality of performance of his subordinates.

* + - 1. **Kira has been on the coding team in her engineering firm about three years. She feels she has hit the ceiling of what she will be able to learn in the role. She’s an excellent and talented employee and her manager April does not want the company to lose her. When Kira begins to express her struggles with how or where to grow professionally, April schedules a one-on-one meeting. *Describe the eight-coaching skills April will need to use in this meeting to understand Kira’s growth goals and help her to move towards achieving them, ideally within the company.***

**Attending:** April has to give her full attention to Kira and let her know that she is interested in the conversation. April must make it clear that she cares about Kira’s professional growth

**Acknowledging:** April must be honest, sincere, and appropriate in acknowledging Kira’s contribution in the company’s growth.

**Querying:** April can ask some provocative questions to really understand what Kira is expecting from the company in the future.

**Reflecting:** April should reflect to Kira what she said during the attending part. This can lead Kira to elaborate and therefore help both to setup an action plan.

**Indicating Respect:** April should indicate respect to Kira by appreciating her and recognizing her efforts, work, and commitment to company the past three years. She must let Kira know that she has trust in Kira’s ability to do her job .

**Self-disclosure:** April can share a story when she was in a similar situation as Kira and tie it back to Kira’s situation in a relevant way. This will make Kira understand that there are better days ahead.

**Immediacy:** To put it in simple words, immediacy is a technique that acknowledges what’s happening in the moment, right then and there. April should try to understand Kira’s body language also not just listening to what she is speaking. By doing so, April can safely transform emotion, show support and empathy etc…

**Summarizing:** April needs to summarize the key facts discussed in all the steps before to make Kira understand that she heard completely and is focused on working on Kira’s concerns.

**References**

1. Management Study Guide, Web:

<https://www.managementstudyguide.com/expectancy-theory-motivation.htm>

1. Indeed, 2021, Web:

<https://www.indeed.com/career-advice/career-development/6-types-of-power>