

UNIT 2

Individual in Workplace-

Individualism promotes (if not celebrates) the rights and beliefs of the individual. In practice, such as in the workplace, individualism may allow employees to come up with their own ways of doing their jobs, according to All Things Talent.

This doesn't mean that a workplace descends into chaos as individualistic types elbow each other out of the way for the right to assert themselves. Instead, this type of workplace functions much like a track team, where there may be a temporary focus on individual achievements but an ultimate focus on the accomplishments of the team.

Meanwhile, collectivism promotes the benefits of the collective, and members are encouraged (if not expected) to adopt the group's ideas, values and beliefs, ToughNickel explains. In the workplace, supportive managers may reinforce collectivism by offering incentives or extending other positive gestures.

Given the emphasis on teams and team building in the workplace, you may be surprised to learn that it's individualism, not collectivism, that may be gaining in popularity and not just in American workplaces. The Association for Psychological Science reports that individualism may be a global phenomenon in which entire cultures value independent and self-directed people.

Size Up the Benefits of Individualism in the Workplace

People who exhibit individualism in the workplace can often (but not always) be counted on to produce certain outcomes, including:

- Greater creativity and, perhaps, solutions that breed fresh air into a workplace accustomed to the same old stuffy ideas.
- Enhanced collaboration, an irony until you consider that when individuals feel confident about their own skills and talents, they're more likely to want to work with others. And why not? They have everything to gain.
- An aura of personalization or that unmistakable sign that an employee has made a mark in the workplace by expressing individuality. Only employees who feel accepted engage in this way, and when they engage, all kinds of good things can ensue.
- Improved performance, whether this means producing more, producing more efficiently, or producing in a more imaginative, out-of-the-box way.

Consider Putting Individualism Advantages to Work

So, how do you foster these potentially positive outcomes of individualism in the workplace? As you might expect, there is no officially sanctioned road map. (That would be counterproductive to individual thought, wouldn't it?) However, these three behaviors might help:

- Communicate to employees that you value their individuality and then back up the words with action, Utah Business recommends.
- Avoid pigeonholing employees, HRZone advises. When people are emboldened to brainstorm – even in areas outside their traditional domain – they might surprise you.
- Recognize and reward employees who surprise you, meaning those who go above and beyond your expectations.

If you're ever questioned about individualism vs. collectivism, you might say that you believe there is a way that individuals can triumph on their own as well as part of a team. Neither tactic is mutually exclusive, and your small business could one day stand as proof.

Motivation-

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behaviour can be -

- desire for money
- success
- recognition
- job-satisfaction
- team work, etc

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore the role of a leader is to arouse interest in performance of employees in their jobs. The process of motivation consists of three stages:-

1. A felt need or drive
2. A stimulus in which needs have to be aroused
3. When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.

Maslow's Need Hierarchy Model

Human behavior is goal-directed. Motivation cause goal-directed behaviour. It is through motivation that needs can be handled and tackled purposely. This can be understood by understanding the hierarchy of needs by manager. The needs of individual serves as a driving force in human behaviour. Therefore, a manager must understand the "hierarchy of needs". Maslow has proposed "The Need Hierarchy Model".



Self-actualization Needs

Esteem Needs

Social Needs

Security Needs

Physiological Needs

The needs have been classified into the following in order:

1. **Physiological needs-** These are the basic needs of an individual which includes food, clothing, shelter, air, water, etc. These needs relate to the survival and maintenance of human life.
2. **Safety needs-** These needs are also important for human beings. Everybody wants job security, protection against danger, safety of property, etc.
3. **Social needs-** These needs emerge from society. Man is a social animal. These needs become important. For example- love, affection, belongingness, friendship, conversation, etc.
4. **Esteem needs-** These needs relate to desire for self-respect, recognition and respect from others.
5. **Self-actualization needs-** These are the needs of the highest order and these needs are found in those person whose previous four needs are satisfied. This will include need for social service, meditation.

Motivation is a very important for an organization because of the following benefits it provides:

1. Puts human resources into action

Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources.

2. Improves level of efficiency of employees

The level of a subordinate or a employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness

has to be filled which helps in improving the level of performance of subordinates. This will result into-

- a. Increase in productivity,
 - b. Reducing cost of operations, and
 - c. Improving overall efficiency.
3. Leads to achievement of organizational goals

The goals of an enterprise can be achieved only when the following factors take place :-

- a. There is best possible utilization of resources,
 - b. There is a co-operative work environment,
 - c. The employees are goal-directed and they act in a purposive manner,
 - d. Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.
4. Builds friendly relationship

Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things:

- a. Monetary and non-monetary incentives,
- b. Promotion opportunities for employees,
- c. Disincentives for inefficient employees.

In order to build a cordial, friendly atmosphere in a concern, the above steps should be taken by a manager. This would help in:

- iv. Effective co-operation which brings stability,
 - v. Industrial dispute and unrest in employees will reduce,
 - vi. The employees will be adaptable to the changes and there will be no resistance to the change,
 - vii. This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests,
 - viii. This will result in profit maximization through increased productivity.
5. Leads to stability of work force

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern. As it is said, "Old is gold" which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise.

From the above discussion, we can say that motivation is an internal feeling which can be understood only by manager since he is in close contact with the employees. Needs, wants and desires are inter-related and they are the driving force to act. These needs can be understood by the manager and he can frame motivation plans accordingly. We can say that motivation therefore is a continuous process since motivation process is based on needs which are unlimited. The process has to be continued throughout.

We can summarize by saying that motivation is important both to an individual and a business. **Motivation is important to an individual as:**

1. Motivation will help him achieve his personal goals.
2. If an individual is motivated, he will have job satisfaction.
3. Motivation will help in self-development of individual.
4. An individual would always gain by working with a dynamic team.

Similarly, **motivation is important to a business as:**

1. The more motivated the employees are, the more empowered the team is.
2. The more is the team work and individual employee contribution, more profitable and successful is the business.
3. During period of amendments, there will be more adaptability and creativity.
4. Motivation will lead to an optimistic and challenging attitude at work place.

Job Satisfaction-

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

Importance of Job Satisfaction

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts.

Importance of job satisfaction can be seen from two perspectives:

For Employees

Job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities.

For Employers

For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers needs to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

The positive effects of job satisfaction include:

1. More efficiency of employees of workplace if they are satisfied with their job.
2. Higher employee loyalty leading to more commitment.
3. Job satisfaction of employees eventually results in higher profits for companies.
4. High employee retention is possible if employees are happy.

Job Satisfaction Factors

Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

1. Compensation & Working conditions

One of the biggest factors of job satisfaction are the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, healthcare options etc. is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

2. Work life balance

Every individual wants to have a good workplace which allow them time to spend with their family & friends.

Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.

3. Respect & Recognition

Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfaction factors.

4. Job security

If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees.

5. Challenges

Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.

6. Career Growth

Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career.



Job Satisfaction Examples

There can be several examples of job satisfaction as it is related to the psychology of an individual. A particular job can be satisfying for one employee based on the salary, location, workplace, responsibilities, job level etc. and the same can lead to dissatisfaction to some other employee. Consider an employee who has joined an organization 1 year back and has been awarded for his good work with bonuses and incentives.

Also, the company has chosen him for an exclusive training program which would help in boosting his career. Also, the employee is entitled for a sabbatical leave as well to pursue his own dream. Hence, all these factors and HR policies would lead to job satisfaction.

Measuring Job Satisfaction

It is critical for any company to measure job satisfaction as the efficiency, productivity and loyalty of an employee depends on it. Companies can conduct surveys with questionnaires asking the employees about their feedback and understand if they are satisfied or dissatisfied with their job. Companies can ask the following questions to measure job satisfaction and can give multiple options like Satisfied, somewhat satisfied, neutral, somewhat dissatisfied, dissatisfied:

1. Are you happy with your salary/incentives?
2. Is your contribution to the company recognized with awards?
3. Do you find your workplace conditions good, hygienic, competitive?
4. Do you have a good work life balance?
5. Are you happy with company policies for your career growth & training and development?

Apart from the above questions, specific open-ended questions about job satisfaction can also help in understanding employee pain-points and how the company can improve to ensure a happy employee.

Stress Management-

What Is Stress?

Stress is your body's response to changes in your life. Because life involves constant change—ranging from everyday, routine changes like commuting from home to work to adapting to major life changes like marriage, divorce, or death of a loved one—there is no avoiding stress.¹

Your goal shouldn't be to eliminate all stress but to [eliminate unnecessary stress](#) and effectively manage the rest. There are some common [causes of stress](#) that many people experience, but each person is different.

Causes

Stress can come from many sources, which are known as "[stressors](#)." Because our experience of what is considered "stressful" is created by our unique perceptions of what we encounter in life (based on our own mix of personality traits, available resources, and habitual thought patterns), a situation may be perceived as "stressful" by one person and merely "challenging" by someone else.

Simply put, one person's stress trigger may not register as stressful to someone else. That said, certain situations tend to cause more stress in most people and can [increase the risk of burnout](#).

For example, when we find ourselves in situations where there are high demands on us but we [little control](#) and few choices, we are likely to experience stress. We might also feel stress when we don't feel equipped; where we may be harshly judged by others; and where consequences for failure are steep or unpredictable.

Many people are stressed by their [jobs](#), [relationships](#), [financial issues](#), and health problems, as well as more mundane things like [clutter](#) or [busy schedules](#). Learning skills to cope with these stressors can help reduce your experience of stress.¹

Effects

Just as stress is perceived differently by each of us, stress affects us all in ways that are unique to us. One person may experience headaches, while another may find stomach upset is a common reaction, and a third may experience any of a number of other symptoms.

While we all react to stress in our own ways, there is a long list of commonly experienced [effects of stress](#) that range from mild to life-threatening. Stress can affect immunity, which can impact virtually all areas of health. Stress can affect mood in many ways as well. Creating a stress management plan is often one part of a plan for overall wellness.

If you find yourself experiencing physical symptoms you think may be related to stress, talk to your doctor to be sure you are doing what you can to safeguard your health. Symptoms that may be exacerbated by stress are not "all in your head" and need to be taken seriously.

Stress Management

Stress can be effectively managed in many different ways. The best stress management plans usually include a mix of [stress relievers](#) that address stress physically and psychologically and help to develop resilience and coping skills.

Use Quick Stress Relievers

Some stress relief techniques can work in just a few minutes to calm the body's stress response. These techniques offer a "quick fix" that helps you feel calmer at the moment, and this can help in several ways.

When your stress response is not triggered, you may approach problems more thoughtfully and proactively. You may be less likely to lash out at others out of frustration, which can keep your relationships healthier. Nipping your stress response in the bud can also keep you from experiencing chronic stress.

Quick stress relievers like breathing exercises, for example, may not build your resilience to future stress or minimize the stressors that you face. But they can help calm the body's physiology once the [stress response](#) is triggered.

Develop Stress-Relieving Habits

Some techniques are less convenient to use when you are in the middle of a stressful situation. But if you practice them regularly, they can help you manage stress in general by being less reactive to it and more able to reverse your stress response quickly and easily.

Long-term healthy habits, like [exercise](#) or regular [meditation](#), can help to promote resilience toward stressors if you make them a regular part of your life.³ [Communication skills](#) and other lifestyle skills can be helpful in managing stressors and changing how we feel [from "overwhelmed" to "challenged"](#) or even "stimulated."

[Healthy Lifestyle Habits to Minimize Stress](#)

Eliminate Stressors When You Can

You may not be able to completely eliminate stress from your life or even the biggest stressors, but there are areas where you can minimize it and get it to a manageable level.

Any stress that you *can* cut out can minimize your overall stress load. For example, ending even one [toxic relationship](#) can help you more effectively deal with other stress you experience because you may feel less overwhelmed.⁴

Discovering a wide variety of stress management techniques, and then choosing a mix that fits your needs, can be a key strategy for effective stress relief.

Organizational Culture-

Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the collection of traits that make your company what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations.

Don't confuse culture with organizational goals or a mission statement, although both can help define it. Culture is created through consistent and authentic behaviors, not press releases or policy documents. You can watch company culture in action when you see how a CEO responds to a crisis, how a team adapts to new customer demands, or how a manager corrects an employee who makes a mistake.

The importance of culture to your company

Organizational culture affects all aspects of your business, from punctuality and tone to contract terms and employee benefits. When workplace culture aligns with your employees, they're more likely to feel more comfortable, supported, and valued. Companies that prioritize culture can also weather difficult times and changes in the business environment and come out stronger.

Culture is a key advantage when it comes to attracting talent and outperforming the competition. 77 percent of workers consider a company's culture before applying, and almost half of employees would leave their current job for a lower-paying opportunity at an organization with a better culture. The culture of an organization is also one of the top indicators of employee satisfaction and one of the main reasons that almost two-thirds (65%) of employees stay in their job.

Consider Microsoft and Salesforce. Both technology-based companies are world-class performers and admired brands, and both owe this in part to prioritizing culture. Microsoft, known for its cut-throat competitiveness under Steve Balmer, has been positively transformed by Satya Nadella, who took over as CEO of the company in 2014. He embarked on a program to refine the company culture, a process that upended competitiveness in favor of continuous learning. Instead of *proving themselves*, employees were encouraged to *improve themselves*. Today Microsoft's market cap flirts with \$1 trillion and it is again competing with Apple and Amazon as one of the most valuable companies in the world.

Salesforce puts corporate culture front and center and has experienced incredible growth throughout its history. Marc Benioff, Salesforce's founder and CEO, established philanthropic cultural norms that have guided the company over the past two decades. All new Salesforce employees spend part of their first day volunteering and receive 56 hours of paid time to volunteer a year. This focus on meaning and mission has made Salesforce one of the best places to work in America according to Fortune, and it hasn't compromised profits either: Salesforce's stock price has surged year after year at an average of over 26% annually to date.

Qualities of a great organizational culture

Every organization's culture is different, and it's important to retain what makes your company unique. However, the cultures of high-performing organizations consistently reflect certain qualities that you should seek to cultivate:

- **Alignment** comes when the company's objectives and its employees' motivations are all pulling in the same direction. Exceptional organizations work to build continuous alignment to their vision, purpose, and goals.
- **Appreciation** can take many forms: a public kudos, a note of thanks, or a promotion. A culture of appreciation is one in which all team members frequently provide recognition and thanks for the contributions of others.
- **Trust** is vital to an organization. With a culture of trust, team members can express themselves and rely on others to have their back when they try something new.
- **Performance** is key, as great companies create a culture that means business. In these companies, talented employees motivate each other to excel, and, as shown above, greater profitability and productivity are the results.
- **Resilience** is a key quality in highly dynamic environments where change is continuous. A resilient culture will teach leaders to watch for and respond to change with ease.
- **Teamwork** encompasses collaboration, communication, and respect between team members. When everyone on the team supports each other, employees will get more done and feel happier while doing it.
- **Integrity**, like trust, is vital to all teams when they rely on each other to make decisions, interpret results, and form partnerships. Honesty and transparency are critical components of this aspect of culture.
- **Innovation** leads organizations to get the most out of available technologies, resources, and markets. A culture of innovation means that you apply creative thinking to all aspects of your business, even your own cultural initiatives.
- **Psychological safety** provides the support employees need to take risks and provide honest feedback. Remember that psychological safety starts at the team level, not the individual level, so managers need to take the lead in creating a safe environment where everyone feels comfortable contributing.

Now that you know what a great culture looks like, let's tackle how to build one in your organization.

8 steps to building a high-performing organizational culture

Creating a great organizational culture requires developing and executing a plan with clear objectives that you can work towards and measure. The 8 steps below should serve as a roadmap for building a culture of continuity that will deliver long-term benefits across your company.

1. Excel in recognition

Recognizing the contributions of all team members has a far-reaching, positive effect on organizational culture. When everyone on the team recognizes the accomplishments of others, individuals start to see how they're part of a whole. Even the most jaded employees want to know their work matters, and they notice when they aren't appreciated — **76 percent** of employees don't feel especially recognized by superiors. **Experts agree** that when an organization makes appreciating employees part of its culture, important metrics like employee engagement, retention, and productivity improve.

Making recognition **part of your culture** means it must be a regular occurrence, not something that is only reserved for major milestones or work anniversaries. Encourage team members to practice frequent social recognition in addition to monetary recognition. Providing social recognition on a consistent basis has a **remarkable business impact**: companies that invest in social recognition are four times more likely to increase stock prices, twice more likely to improve NPS scores, and twice more likely to improve individual performances.

Monetary recognition is valuable as well. Consider a points-based recognition program that will allow employees to easily build up substantial point balances. They'll enjoy looking forward to redeeming their points for a reward that's personally meaningful to them, rather than being handed a generic mug or a years of service award that will **gather dust on a shelf**.

To foster other cultural traits, recognition should also be clearly tied to company values and specific actions. After all, **92 percent** of employees agree when they're recognized for a specific action, they're more likely to take that action again in the future.

Last but not least, **leadership needs to take center stage** in your recognition efforts, as they're the cultural trendsetters for your entire company. Incorporate a recognition talk track into your leadership training and share top tips with managers on how to recognize others and why it matters.

2. Enable employee voice

Creating a culture that values feedback and encourages employee voice is essential, as failing to do so can lead to **lost revenue and demotivated employees**.

First, you need to collect feedback using the right **listening tools** that make it easy for employees to express what they're feeling in the moment, like **pulse surveys** and **workplace chatbots**. Then analyze the results to see what's working and what isn't in your organization, and act on those findings while they're still relevant. Not only does this strengthen your culture, it leads to **benefits** like higher employee fulfillment and greater profitability. According to a Clutch survey, **68 percent of employees** who receive regular feedback feel fulfilled in their jobs, and Gallup found that organizations with managers who received feedback on their strengths showed **8.9 percent** greater profitability.

In addition to gathering feedback using the methods described above, make sure you're paying attention to more subtle expressions of feedback that can reveal cultural deficiencies. For example, pay attention to body language, as it can tell you much even when employees aren't willing to share. If you're working with a **remote team**, video conferences can help keep this nonverbal channel of communication open. Managers should treat all their sessions with employees as opportunities to gather and respond to feedback and act as a trusted coach.

3. Make your leaders culture advocates

Your company's success in building a strong workplace culture rests in the hands of team leaders and managers. For example, if your workplace culture prioritizes certain values and your leadership team doesn't exemplify them — or even displays behaviors that go against them — it undermines the effort. Team members will recognize the dissonance between stated values and lived behaviors. They may even start to emulate negative behaviors because they believe those behaviors have been rewarded by management.

Your leadership team can help build the culture you need by prioritizing it in every aspect of their work lives. They need to openly and transparently discuss the organization's culture and values, and they should also be prepared to incorporate feedback from employees into their cultural advocacy efforts. Leaders need their employees' perspective on culture — while 76 percent of executives believe their organization has a well-communicated value system, only 31 percent of employees agree. When employees see leaders living your culture, they'll follow suit.

4. Live by your company values

Your company's values are the foundation of its culture. While crafting a mission statement is a great start, living by company values means weaving them into every aspect of your business. This includes support terms, HR policies, benefits programs, and even out-of-office initiatives like volunteering. Your employees, partners, and customers will recognize and appreciate that your organization puts its values into practice every day. You can also recognize employees for actions that exemplify your values to show that they're more than just words and incentivize employees to build the value-based culture you want to see.

5. Forge connections between team members

Building a workplace culture that can handle adversity requires establishing strong connections between team members, but with increasingly remote and terse communication, creating those bonds can be challenging. Encouraging collaboration and engaging in team building activities — even when working remote — are two effective ways to bring your team together and promote communication.

Look for and encourage shared personal interests between team members as well, especially among those from different generations that might otherwise have a difficult time relating to each other. This can create new pathways for understanding and empathy that are vital to improving communication, creativity, and even conflict resolution.

6. Focus on learning and development

Great workplace cultures are formed by employees who are continually learning and companies that invest in staff development. Training initiatives, coaching, and providing employees with new responsibilities are all great ways to show your team that you're invested in their success.

A culture of learning has a significant business impact. Find Courses' [most recent benchmark study](#) found that companies with highly engaged employees were 1.5 times more likely to prioritize soft skills development. It also found that companies that had experienced revenue growth in the previous financial year were twice more likely to use innovative learning technologies and three times more likely to increase their learning and development budgets.

7. Keep culture in mind from day one

When an employee's perspective doesn't match your company culture, internal discord is likely to be the result. Organizations should hire for culture and reinforce it during the onboarding process and beyond. Practices and procedures must be taught, and values should be shared.

When hiring, ask [questions focused on cultural fit](#), like what matters to the interviewee and why they're attracted to working at your company. But these questions shouldn't be the sole determining factor when evaluating a candidate, as the best organizations keep an open mind to [diverse perspectives](#) that can help keep their culture fresh.

You should also prioritize [building social relationships](#) during the onboarding process so that employees have the insight necessary to understand your company's culture and values. These relationships will last throughout the employee's time at the company, so that cultural values are mutually reinforced on a continuous basis.

8. Personalize the employee experience

As modern consumers, your employees expect [personalized experiences](#), so you need to focus on ways to help each team member identify with your culture. Tools like pulse surveys and employee-journey mapping are great ways to discover what your employees value and what their ideal corporate culture looks like. Take what you learn and tailor your actions to personalize the employee experience for your team. Once you start treating your employees with the [same care you treat your customers](#), a culture that [motivates each individual at your organization](#) is sure to follow.

Developing culture made easy

Organizational culture will develop even without your input, but in the absence of that guidance, it may not be healthy or productive. Keep these three basic techniques in mind when developing your company culture: communication, recognition, and action. By following the steps in this guide, you can improve communication with employees, start creating a culture of recognition, and ensure that all members of your team put your culture into action.

Leadership-

Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.

Leadership involves making sound -- and sometimes difficult -- decisions, creating and articulating a clear vision, establishing achievable goals and providing followers with the knowledge and tools necessary to achieve those goals.

Leaders are found and required in most aspects of society, from business to politics to region to community-based organizations.

An effective leader possess the following characteristics: self-confidence, strong communication and management skills, creative and [innovative](#) thinking, perseverance in the face of failure, willingness to take [risks](#), openness to change, and levelheadedness and reactivity in times of [crisis](#).

In business, individuals who exhibit these [leadership qualities](#) can ascend to executive management or [C-level](#) positions, such as CEO, [CIO](#) or president. Noteworthy individuals who have exhibited strong leadership in the technology industry include Apple founder Steve Jobs, Microsoft founder Bill Gates and Amazon CEO Jeff Bezos.

What makes a great leader?

Multiple definitions of leadership exist, although the different definitions generally converge in the theory that great leaders have the ability to make strategic and visionary decisions and convince others to follow those decisions. The consensus is leaders create a vision and can successfully get others to work toward achieving that goal. They do this by setting direction and inspiring others to want to succeed in achieving the end result. Moreover, they are capable of getting people excited and motivated to work toward the vision.

In other words, great leaders know how to both inspire people and get followers to complete the tasks that achieve the leader's goal.

Former U.S. President Dwight D. Eisenhower articulated this idea when he said, "Leadership is the art of getting someone else to do something you want done because he wants to do it."

an effective leader is a person who does the following:

1. Creates an inspiring vision of the future.
2. Motivates and inspires people to engage with that vision.
3. Manages delivery of the vision.
4. Coaches and builds a team, so that it is more effective at achieving the vision.

Leadership brings together the skills needed to do these things. We'll look at each element in more detail.

1. Creating an Inspiring Vision of the Future

In business, a vision is a realistic, convincing and attractive depiction of where you want to be in the future. Vision provides direction, sets priorities, and provides a marker, so that you can tell that you've achieved what you wanted to achieve.

To create a vision, leaders focus on an organization's **strengths** by using tools such as [Porter's Five Forces](#) , [PEST Analysis](#) , [USP Analysis](#) , [Core Competence Analysis](#) and [SWOT Analysis](#) to analyze their current situation. They think about how their industry is likely to evolve, and how their competitors are likely to behave. They look at how they can [innovate successfully](#) , and shape their businesses and their strategies to succeed in future marketplaces. And they test their visions with appropriate market research, and by assessing key risks using techniques such as [Scenario Analysis](#) .

Therefore, leadership is proactive – problem solving, looking ahead, and not being satisfied with things as they are.

Once they have developed their visions, leaders must make them compelling and convincing. A [compelling vision](#) is one that people can **see, feel, understand**, and **embrace**. Effective leaders provide a rich picture of what the future will look like when their visions have been realized. They [tell inspiring stories](#) , and explain their visions in ways that everyone can relate to. Here, leadership combines the analytical side of vision creation with the passion of shared values, creating something that's really meaningful to the people being led.

2. Motivating and Inspiring People

A compelling vision provides the foundation for leadership. But it's leaders' ability to motivate and inspire people that helps them deliver

For example, when you start a new project, you will probably have lots of enthusiasm for it, so it's often easy to win support for it at the beginning. However, it can be difficult to find ways to keep your vision inspiring after the initial enthusiasm fades, especially if the team or organization needs to make significant changes in the way that it does things. Leaders recognize this, and they work hard throughout the project to connect their vision with people's individual needs, goals and aspirations.

One of the key ways they do this is through [Expectancy Theory](#) . Effective leaders link together two different expectations:

1. The expectation that hard work leads to good results.
2. The expectation that good results lead to attractive rewards or incentives.

This motivates people to work hard to achieve success, because they expect to enjoy rewards – both intrinsic and extrinsic – as a result.

Other approaches include restating the vision in terms of the benefits it will bring to the team's customers, and taking frequent opportunities to communicate the vision in an attractive and engaging way.

What's particularly helpful here is when leaders have [expert power](#) . People admire and believe in these leaders because they are expert in what they do. They have credibility, and they've earned the right to ask people to listen to them and follow them. This makes it much easier for these leaders to motivate and inspire the people they lead.

Leaders can also motivate and influence people through their natural charisma and appeal, and through other [sources of power](#) , such as the power to pay bonuses or assign tasks to people. However, good leaders don't rely too much on these types of power to motivate and inspire others.

3. Managing Delivery of the Vision

This is the area of leadership that relates to [management](#) .

Leaders must ensure that the work needed to deliver the vision is properly managed – either by themselves, or by a dedicated manager or team of managers to whom the leader delegates this responsibility – and they need to ensure that their vision is delivered successfully.

To do this, team members need performance goals that are linked to the team's overall vision. Our article on [Performance Management and KPIs](#) (Key Performance Indicators) explains one way of doing this, and our [Project Management](#) section explains another. And, for day-to-day management of delivering the vision, the [Management By Wandering Around](#) (MBWA) approach helps to ensure that what should happen, really happens.

Leaders also need to make sure they [manage change](#) effectively. This helps to ensure that the changes needed to deliver the vision are implemented smoothly and thoroughly, with the support and backing of the people affected.

4. Coaching and Building a Team to Achieve the Vision

Individual and team development are important activities carried out by transformational leaders. To develop a team, leaders must first understand team dynamics. Several well-established and popular models describe this, such as [Belbin's Team Roles](#) approach, and Bruce Tuckman's [Forming, Storming, Norming, and Performing theory](#) .

A leader will then ensure that team members have the necessary skills and abilities to do their job and achieve the vision. They do this by [giving and receiving feedback](#) regularly, and by [training and coaching](#) people to improve individual and team performance.

Leadership also includes looking for [leadership potential](#) in others. By developing leadership skills within your team, you create an environment where you can continue success in the long term. And that's a true measure of great leadership.

Group Dynamics-

Group dynamics deals with the attitudes and behavioral patterns of a group. It can be used as a means for problem-solving, teamwork, and to become more innovative and productive as an organization.

The concept of group dynamics will also provide you with the strengths, success factors and measures along with other professional tools.

The term 'group dynamics' means the study of **forces** within a group. Since human beings have an innate desire for belonging to a group, group dynamism is bound to occur. In an organization or in a society, we can see groups, small or large, working for the well-being.

The social process by which people interact with one another in small groups can be called group dynamism. A group has certain common objectives & goals. Because of which members are bound together with certain values and culture.

Importance of Group Dynamism

1. Firstly, a group can influence the way the members think. The members are always influenced by the interactions of other members in the group. A group with a good leader performs better as compared to a group with a weak leader.
2. The group can give the effect of synergy, that is, if the group consists of positive thinkers then its output is more than double every time.
3. Group dynamism can furthermore give job satisfaction to the members.
4. The group can also infuse the team spirit among the members.
5. Even the attitude, insights & ideas of members depend on group dynamism. For example, negative thinkers convert to positive thinkers with the help of the facilitator.
6. Also, if the group works as a cohesive group, the cooperation and convergence can result in maximization of productivity
7. Furthermore, group dynamism can reduce labor unrest. Lastly, it reduces labor turnover due to emotional attachment among the group members.

Stages of Group Development

The following are the five stages of group development:

Forming	<ul style="list-style-type: none">• Little Agreement• Unclear Purpose• Guidance & Direction
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Storming	<ul style="list-style-type: none"> • Conflict • Increased clarity of Purpose • Power Struggles
Norming	<ul style="list-style-type: none"> • Agreement & Consensus • Clear Roles and Responsibility • Facilitation
Performing	<ul style="list-style-type: none"> • Clear Vision and Purpose • Focus on Goal Achievement • Delegation
Adjourning	<ul style="list-style-type: none"> • Task Completion • Good feeling about Achievement • Recognition

What Causes Poor Group Dynamics?

Group leaders and team members can contribute to a negative group dynamic. Let's look at some of the most common problems that can occur:

- **Weak leadership:** when a team lacks a strong leader, a more dominant member of the group can often take charge. This can lead to a lack of direction, infighting, or a focus on the wrong priorities.
- **Excessive deference to authority:** this can happen when people want to be seen to agree with a leader, and therefore hold back from expressing their own opinions.

- **Blocking:** this happens when team members behave in a way that disrupts the flow of information in the group. People can adopt blocking roles such as:
 - **The aggressor:** this person often disagrees with others, or is inappropriately outspoken.
 - **The negator:** this group member is often critical of others' ideas.
 - **The withdrawer:** this person doesn't participate in the discussion.
 - **The recognition seeker:** this group member is boastful, or dominates the session.
 - **The joker:** this person introduces humor at inappropriate times.
- **Groupthink :** this happens when people place a desire for consensus above their desire to reach the right decision. This prevents people from fully exploring alternative solutions.
- **Free riding:** here, some group members take it easy, and leave their colleagues to do all the work. Free riders may work hard on their own, but limit their contributions in group situations; this is known as "social loafing."
- **Evaluation apprehension:** team members' perceptions can also create a negative group dynamic. Evaluation apprehension happens when people feel that they are being judged excessively harshly by other group members, and they hold back their opinions as a result.

Strategies for Improving Team Dynamics

Use these approaches to improve group dynamics:

Know Your Team

As a leader, you need to guide the development of your group. So, start by learning about the [phases](#) that a group goes through as it develops. When you understand these, you'll be able to preempt problems that could arise, including issues with poor group dynamics.

Next, use [Benne and Sheats' Group Roles](#) to identify positive and negative group roles, and to understand how they could affect the group as a whole. This will also help you plan how to deal with potential problems.

Tackle Problems Quickly

If you notice that one member of your team has adopted a behavior that's affecting the group unhelpfully, act quickly to challenge it.

Provide [feedback](#) that shows your team member the impact of her actions, and encourage her to reflect on how she can change her behavior.

Define Roles and Responsibilities

Teams that lack focus or direction can quickly develop poor dynamics, as people struggle to understand their role in the group.

Create a [team charter](#) – defining the group's mission and objective, and everyone's responsibilities – as soon as you form the team. Make sure that everyone has a copy of the document, and remind people of it regularly.

Break Down Barriers

Use [team-building exercises](#) to help everyone get to know one another, particularly when new members join the group. These exercises ease new colleagues into the group gently, and also help to combat the "black sheep effect," which happens when group members turn against people they consider different.

Also, explain the idea of the [Johari Window](#) to help people open up. Lead by example: share what you hope the group will achieve, along with "safe" personal information about yourself, such as valuable lessons that you've learned.

Focus on Communication

Open communication is central to good team dynamics, so make sure that everyone is communicating clearly. Include all of the forms of communication that your group uses – emails, meetings, and shared documents, for example – to avoid any ambiguity.

If the status of a project changes, or if you have an announcement to make, let people know as soon as possible. That way, you can ensure that everyone has the same information.

Opinionated team members can overwhelm their quieter colleagues in meetings. Where this happens, use techniques such as [Crawford's Slip Writing Method](#), and make sure that you develop strong [facilitation](#) skills.

Pay Attention

Watch out for the warning signs of poor group dynamics.

Pay particular attention to frequent unanimous decisions, as these can be a sign of [groupthink](#), [bullying](#), or free riding. If there are frequent unanimous decisions in your group, consider exploring new ways to encourage people to discuss their views, or to share them anonymously.

Key Points

The term "group dynamics" describes the way in which people in a group interact with one another. When dynamics are positive, the group works well together. When dynamics are poor, the group's effectiveness is reduced.

Problems can come from weak leadership, too much deference to authority, blocking, groupthink and free riding, among others.

To strengthen your team's dynamics, use the following strategies:

- Know your team.
- Tackle problems quickly with good feedback.
- Define roles and responsibilities.
- Break down barriers.
- Focus on communication.
- Pay attention.

Keep in mind that observing how your group interacts is an important part of your role as a leader. Many of the behaviors that lead to poor dynamics can be overcome if you catch them early.