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Date: FEBRUARY 8, 2024

Midterm Activity 3

1. What is the meaning of peer evaluation?

Peer Evaluation or Peer review is a type of performance evaluation that is done by one or more people of matching competencies. Peer review is usually done among the members of the same team. This is a method employed to preserve the quality standard at a desired level and improve productivity and performance.

2. How do you evaluate your peer?

1. **Decisiveness**: The ability to make decisions, particularly when under pressure, is an important skill to master. When you're in a position of power, people will look to you to make the 'right' decision, so it's vital to take all relevant factors into consideration before committing to a decision – and once you've made your decision, you should be able to defend it and provide reasoning if questioned by those you're accountable to. Furthermore, the ability to review your decision as new data comes to light shows maturity in leadership.

It's equally as important not to be too proud to ask for advice with decision-making if you feel there's a stakeholder who is more knowledgeable on the area in question, although the ultimate decision will still lie with you.

2. **Trustworthiness**: No-one enjoys working with a leader that they feel they can't trust; therefore, it's crucial to build relationships with your team as soon as you possibly can – and this doesn't mean becoming their friend, but rather presenting yourself as a credible leader who is always transparent and equitable. Effective ways of building trust with those you manage include being open and honest, listening to their problems without making judgement, and openly discussing the importance of trust within the team or wider organisation.

Of course, the most important thing to remember here is that your desire to build trust needs to be genuine.

3. **Empowerment of others**: Besides trustworthy, leaders should be trusting in equal measures. When you progress in your career and achieve a high-level position, you may feel as though you need to be perceived as the expert in all areas, but your employees are your employees for a reason – they're experts in their respective fields and, as a leader, it's important to trust that they will deliver. Be sure to delegate to team members wherever possible and empower them to take on tasks or projects that will help them step outside of their comfort zones and grow as professionals. This will demonstrate just how much you believe in them.

4. **Clear communication**: Clear communication is one of the biggest keys to success within any senior management role. Having a vision and a way to achieve that vision is one thing, but it's also important to ensure you have communicated that vision clearly to your employees, so that you can all work towards the same goal. A strong leader should use clear communication to ensure that everyone within their team or organization understands what they should be aiming for, as well as using language to motivate and inspire their employees to reach their full potential for their own benefit, as well as the organization's.

5. **Resilience**: Last but not least, a great leader must always be prepared to get back up each time they get knocked down; being in a position of authority does not come without its challenges, so it's crucial not to dwell on short-term failures and instead focus on the learnings you can take away for future reference.



Resources/Tool use for Peer Evaluation

- **Qualtrics** (very powerful survey tool)
- **Google Forms** (capable, more novice-friendly survey tool)
- **Microsoft Office Forms** (quick survey tool)
- **Canvas Survey tool** (use for online or blended courses that use our learning management system)
- other survey tools, such as SurveyMonkey
- **CATME** is a specialized tool designed specifically for peer evaluation. This free web-based application (create account with UWL email) accomplishes both creating and evaluating groups. The software can randomly assign students to teams, based on criteria identified by an initial survey. Criteria include such items as availability on weekends, leadership style, writing skill, familiarity with PowerPoint, and major.

3. What is the meaning of group dynamics?

Groups are important for organizational life. Managers spend substantial time in managing groups and teams so that groups contribute to organizational and group goals. How effectively a manager plans, organizes, staffs, leads and controls depends upon how effectively he manages the groups. A group means “two or more people who interact with one another, are psychologically aware of one another, perceive themselves to be members of the group, and work towards a common goal.” Group dynamics studies the nature, formation, and reasons for forming the groups. It studies how groups affect the behavior and attitude of members and the organization. It is a process by which people interact with each other. If groups are effectively managed, they contribute a lot to organizational goals.

4. What is the importance of group dynamics?

Group dynamics is one of the concepts that an employee needs to learn as he submerges in the realm of giving services to the public. Group dynamics deals with the attitudes and behavioral patterns of an individual in a group. It also concerns how groups are formed with its defined structure, function and processes that are being followed.

“Group dynamics” elaborates the effects of the roles and behaviors being played by an individual as they maintained membership within a group. Recent researchers strengthen Lewin’s ideas, and this work has become central to good management practice.

5. What makes you a good leadership?

The key concept to understand is that a good leader can interact with followers so that they want to listen to and want to be motivated, not that leaders motivate (control) them. Leaders engage people connecting everything to a larger mission and thinking beyond the now as to what the future could be. Leaders focus



on the big picture. They inspire and motivate by creating and demonstrating a vision, mission and values that help guide other towards greatness. Good leaders know how to self-motivate themselves, how to motivate others and how to lead through change.

6. What are the different leadership styles? (5 points)

1. Democratic Leadership

A democratic leadership style is where a leader makes decisions based on the input received from team members. It is a collaborative and consultative leadership style where each team member has an opportunity to contribute to the direction of ongoing projects. However, the leader holds the final responsibility to make the decision.

Democratic leadership is one of the most popular and effective leadership styles because of its ability to provide lower-level employees a voice making it equally important in the organization. It is a style that resembles how decisions are made in company boardrooms. Democratic leadership can culminate in a vote to make decisions.

Democratic leadership also involves the delegation of authority to other people who determine work assignments. It utilizes the skills and experiences of team members in carrying out tasks.

The democratic leadership style encourages creativity and engagement of team members, which often leads to high job satisfaction and high productivity. However, establishing a consensus among team members can be time-consuming and costly, especially in cases where decisions need to be made swiftly.

2. Autocratic Leadership

Autocratic leadership is the direct opposite of democratic leadership. In this case, the leader makes all decisions on behalf of the team without taking any input or suggestions from them. The leader holds all authority and responsibility. They have absolute power and dictate all tasks to be undertaken. There is no consultation with employees before a decision is made. After the decision is made, everyone is expected to support the decision made by the leader. There is often some level of fear of the leader by the team.

The autocratic type of leadership style can be very retrogressive as it fuels employee disgruntlement since most decisions would not be in the employees' interests. An example can be a unilateral increase in working hours or a change in other working conditions unfavorable to employees but made by leadership to increase production. Without employee consultation, the manager may not be fully aware of why production is not increasing, thereby resorting to a forced increase in working hours. It can lead to persistent absenteeism and high employee turnover.



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However, autocratic leadership can be an effective approach in cases where the leader is experienced and knowledgeable about the circumstances surrounding the decision in question and where the decision needs to be made swiftly. There are other instances where it is also ideal such as when a decision does not require team input or an agreement to ensure a successful outcome.

3. Laissez-Faire Leadership

Laissez-faire leadership is accurately defined as a hands-off or passive approach to leadership. Instead, leaders provide their team members with the necessary tools, information, and resources to carry out their work tasks. The “let them be” style of leadership entails that a leader steps back and lets team members work without supervision and free to plan, organize, make decisions, tackle problems, and complete the assigned projects.

The laissez-faire leadership approach is empowering to employees who are creative, skilled, and self-motivated. The level of trust and independence given to the team can prove to be uplifting and productive and can lead to job satisfaction.

At the same time, it is important to keep such a type of leadership in check as chaos and confusion can quickly ensue if the team is not organized. The team can end up doing completely different things contrary to what the leader expects.

According to research, laissez-faire leadership is the least satisfying and least effective.

4. Transformational Leadership

Transformational leadership is all about transforming the business or groups by inspiring team members to keep increasing their bar and achieve what they never thought they were capable of. Transformational leaders expect the best out of their team and push them consistently until their work, lives, and businesses go through a transformation or considerable improvement.

Transformational leadership is about cultivating change in organizations and people. The transformation is done by motivating team members to go beyond their comfort zone and achieve much more than their perceived capabilities. To be effective, transformational leaders should possess high levels of integrity, emotional intelligence, a shared vision of the future, empathy, and good communication skills.

Such a style of leadership is often associated with high growth-oriented organizations that push boundaries in innovation and productivity. Practically, such leaders tend to give employees tasks that grow in difficulty and deadlines that keep getting tighter as time progresses.

However, transformational leaders risk losing track of individual learning curves as some team members may not receive appropriate coaching and guidance to get through challenging tasks. At the same time, transformational leaders can lead to high productivity and engagement through shared trust and vision between the leader and employees.



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5. Transactional Leadership

Transactional leadership is more short-term and can best be described as a “give and take” kind of transaction. Team members agree to follow their leader on job acceptance; therefore, it’s a transaction involving payment for services rendered. Employees are rewarded for exactly the work they would’ve performed. If you meet a certain target, you receive the bonus that you’ve been promised. It is especially so in sales and marketing jobs.

Transactional leadership establishes roles and responsibilities for each team member and encourages the work to be completed as scheduled. There are instances where incentive programs can be employed over and above regular pay. In addition to incentives, there are penalties imposed to regulate how work should be done.

Transactional leadership is a more direct way of leadership that eliminates confusion between leader and subordinate, and tasks are clearly spelled out by the leader. However, due to its rigid environment and direct expectations, it may curb creativity and innovation. It can also lead to lower job satisfaction and high employee turnover.

6. Bureaucratic Leadership

Bureaucratic leadership is a “go by the book” type of leadership. Processes and regulations are followed according to policy with no room for flexibility. Rules are set on how work should be done, and bureaucratic leaders ensure that team members follow these procedures meticulously. Input from employees is considered by the leader; however, it is rejected if it does not conform to organizational policy. New ideas flow in a trickle, and a lot of red tape is present. Another characteristic is a hierarchical authority structure implying that power flows from top to bottom and is assigned to formal titles.

Bureaucratic leadership is often associated with large, “century-old” organizations where success has come through the employment of traditional practices. Hence, proposing a new strategy at these organizations is met with fierce resistance, especially if it is new and innovative. New ideas are viewed as wasteful and ineffective, or even downright risky.

Although there is less control and more freedom than an autocratic leadership style, there is still no motivation to be innovative or go the extra mile. It is, therefore, not suitable for young, ambitious organizations on a growth path.

Bureaucratic leadership is suitable for jobs involving safety risks or managing valuable items such as large amounts of money or gold. It is also ideal for managing employees who perform routine work.

7. Servant Leadership

Servant leadership involves a leader being a servant to the team first before being a leader. A servant leader strives to serve the needs of their team above their own. It is also a form of leading by example. Servant leaders try to find ways to develop, elevate and inspire people following their lead to achieve the best results.



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Servant leadership requires leaders with high integrity and munificence. It creates a positive organizational culture and high morale among team members. It also creates an ethical environment characterized by strong values and ideals.

However, other scholars believe servant leadership may not be suitable for competitive situations where other leaders compete with servant leaders. Servant leaders can easily fall behind more ambitious leaders. The servant leadership style is also criticized for not being agile enough to respond to tight deadlines and high-velocity organizations or situations.

Other Leadership Styles

1. Coach-style Leadership

Coach-style leadership involves identifying and nurturing individual strengths and formulating strategies for the team to blend and work well together, cohesively and successfully.

2. Charismatic Leadership

Charismatic leadership employs charisma to motivate and inspire followers. Leaders use eloquent communication skills to unite a team towards a shared vision. However, due to the charismatic leaders' overwhelming disposition, they can see themselves as bigger than the team and lose track of the important tasks.

3. Strategic Leadership

Strategic leadership leads the company's main operations and coordinates its growth opportunities. The leader can support multiple employee layers at the same time.