

1. Physiological needs : As we see in the above diagram, physiological needs are at the bottom. These include the need for food, drink, air, sex, sleep, clothing, shelter and other necessities of human life etc. These needs relate to the survival and maintenance of human life. These are the most fundamental of all needs and are required to be satisfied before all other needs. An organization can help individuals satisfy these primary needs by providing good pay, proper working conditions and other benefits.

2. Safety needs : Once the physiological needs are reasonably well satisfied, security needs become significant. These needs consist of physical safety or protection against murder, fire, accident etc. and economic security against unemployment, theft, old age, sickness, disability etc. An organization can influence safety either positively by providing job security, pension plans, insurance plans, safe and healthy working conditions or negatively by arousing fear of being fired or laid off, arbitrary management actions, etc. Every person seeks protection from danger and deprivation.

3. Social needs : Once the safety needs are satisfied, human beings try to satisfy the social needs. Man being a social animal, has a need to belong to and be accepted by others. Social needs include need for love, affection, association with and acceptance by various social groups, friendship etc. Every human being wants to build meaningful relationship with others.

4. Ego or Esteem needs : Ego or esteem needs are of two types :

(a) *Self esteem* : It implies needs for self respect, self confidence, feeling of personal worth and independence.

(b) *Need of esteem, power, prestige, achievement etc.* : An organization can help satisfy such needs through job title, praise, promotions etc.

5. Self actualisation needs : These are the needs to accomplish or achieve something in life e.g. the need to be creative, to develop new ideas, to meet challenges etc. In other words, these refer to the need for becoming everything what one is capable of becoming, for accomplishing what one is capable of accomplishing. The need is also called *self fulfilment* or *self development*. It requires continuous self development. This need lies at the top rung of the ladder of human needs. This need is completely achieved in very rare cases.

According to Maslow, people seek satisfaction of physical needs first. As long as these needs remain unsatisfied, they dominate behaviour. Once they are satisfied to a reasonable degree, the security needs become dominant. However, these categories of needs are not mutually exclusive. They are interdependent and overlapping.

A higher level need arises before a lower level need is completely satisfied. Therefore, a person may be operating at more than one need level simultaneously. Still this theory, given by Maslow holds good when dealing with human beings in an organization. Human beings are not as predictable as machines, but still this theory is most nearer to truth than others. Maslow's theory helps us to understand human needs – the determiners of human behaviour.

- (ii) Human needs differ in importance and can, therefore be arranged in a series of levels – a hierarchy or pyramid. Some needs are more significant than the others.
- (iii) An individual needs at a particular level on the hierarchy emerge only when the lower-level needs are reasonably well satisfied.
- (iv) Satisfied needs do not motivate behaviour. Once a certain need is satisfied, it ceases to be a motivating factor.
- (v) The lower order needs (*physiological and safety*) are more finite than the higher level needs. Ego and self-actualisation needs are likely to be dominant among persons at higher levels of management.

According to Maslow, human needs can be classified into five categories as shown in the figure below :

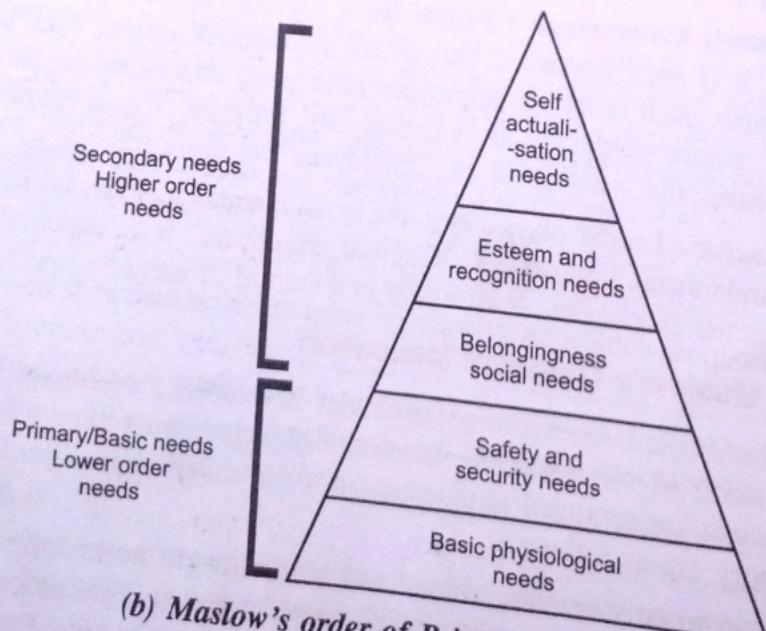
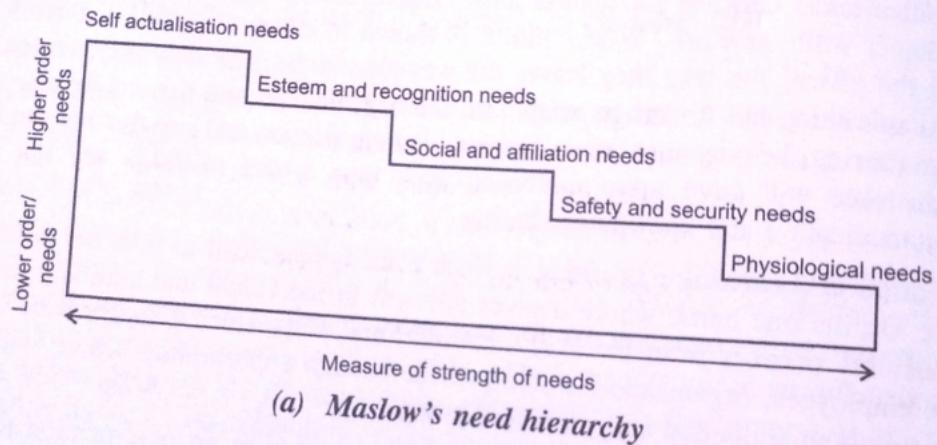


Fig. 3.2.

■ 3.5.4. Abraham Maslow's Theory of Motivation

Abraham H. Maslow, an American psychologist developed a theory of motivation which tells and explains which of the needs are important at a particular time and place and why. According to him needs are arranged in a series of levels called hierarchy of needs. The main postulates of his theory are as follows :

- (i) Man is a perpetually wanting animal and his needs are never fully satisfied. As soon as one need is satisfied, another need takes its place. This process continues from birth till the death of a person.

3. Free-rein Leadership : In this type of leadership, the leader allows the group to establish its own goals and work out its own problems. The entire decision making authority is entrusted to subordinates and the leader does not direct them at all. This is also known as permissive style of leadership where there is least intervention by the leader, abdication of authority and letting the group to operate entirely on its own. The leader is a passive observer and he interferes only during crisis. This type of leadership may not work under all situations. Such leaders may be successful where workers are trained, sincere, skillful and self disciplined.

Advantages of free-rein leadership : Following are the advantages of free-rein leadership :

- (i) This leadership is successful where subordinates are highly competent and fully dedicated to the organization.
- (ii) In this leadership, subordinates must be duty conscious and so highly motivated that they can perform without a leader.
- (iii) In this leadership, freedom is provided to the subordinates. The leader does not interfere in any type of decisions taken by them. This increases their motivation level and high job satisfaction is there.

Disadvantages of free-rein leadership : Following are the disadvantages of free-rein leadership :

- (i) Under normal situations, such a leadership may result in chaos, confusion and total disorganization in the absence of a centralised authority.
- (ii) Such a leadership helps subordinates to develop independent personality but contribution of the leader is negligible.

Note : *The type of leadership to be used in a particular case depends upon the leader, nature of subordinates and the nature of environment.*

An autocratic leadership is effective during crisis. It is also useful when subordinates are illiterate and incompetent. Such a style may be used when maximum attention is paid to efficiency, profits and other task-oriented activities. It may be good for achieving urgent deadlines in the short run and for confidential matters which do not allow participation. Incompetent and self centred leaders prefer autocratic style.

2. Democratic Leadership : It is also known as participative leadership. A democratic leader permits his subordinates to participate actively in the decision making process. The final decision is the end product of combined efforts of all. A democratic leader leads by mutual consent rather than by using authority. He has a genuine respect for the individual. Decentralisation of authority, group decision making and two way communication play very important role in democratic leadership. A democratic leader does not dominate and he allows sufficient freedom to subordinates to communicate with him.

Advantages of democratic leadership : Following are the advantages of democratic leadership :

- (i) It improves decision making as a number of people contribute to the decision making process.
- (ii) The leader consistently receives useful ideas, suggestions and feedback from the subordinates.
- (iii) It develops a positive relationship between leaders and subordinates.
- (iv) The job satisfaction, motivation and morale of subordinates tends to go high.
- (v) Democratic leadership reduces resistance to change and acceptance of managements' ideas.
- (vi) It improves employees attitudes towards the job and the organization.
- (vii) There is scope for the development of future leaders which helps to improve organizational stability.
- (viii) In case of competent and motivated subordinates, democratic leadership results in higher productivity and organizational development and reduction in number of employee grievances.

Disadvantages of democratic leadership : Following are the disadvantages of democratic leadership :

- (i) It requires complete understanding of the organizational problems on the part of employees.
- (ii) Some members want minimum interaction with superiors.
- (iii) This system takes more time for decision making because the leader needs informal approval of followers.

1. Autocratic Leadership : An autocratic leader is the one who takes all the decisions himself without consulting his subordinates. He forces the subordinates to obey him without any questioning. An autocratic leadership is characterised by centralisation of authority, close supervision, unilateral (one sided) decision making, one way communication and rigid controls. It is directed or boss centred leadership. Followers are mere puppets in the hands of autocratic leader. It is a one-man show. An autocratic is also known as leader centred style.

Autocratic leadership is of three types based on the manner in which the leader adopts different methods to manage the things.

(a) **Strict autocrat** uses negative motivation (penalties, criticism of subordinates, coercion etc.) to influence the behaviour of subordinates. Subordinates are insecure, uninformed and afraid of leader's authority.

(b) **Benevolent autocrat** has centralised decision-making power in him but he uses positive motivation (takes into account feeling and needs of subordinates) style. Benevolent autocrat can be effective in achieving high performance and harmonious human relations in many situations. He uses his power to give rewards to the group.

(c) **Incompetent autocrat** adopts an autocratic style just to hide his incompetence. But this cannot be used for a long time.

Advantages of autocratic leadership : Following are the advantages of autocratic leadership :

- (i) It provides strong motivation and rewards to the self centred leader.
- (ii) It permits very much quick decisions and as no approval is required.
- (iii) In it, responsibility lies on a single person.
- (iv) Incompetent subordinates can work as their role in decision making is negligible. Some people get satisfaction by working under centralised authority and strict discipline.

Disadvantages of autocratic leadership : Following are the disadvantages of autocratic leadership :

- (i) Members dislike autocratic leadership because there is no scope for self development.
- (ii) Behaviour of subordinates become defensive and attention is focused upon pleasing the leader. There arises frustration, low motivation, low morale, low production and conflict among workers.
- (iii) There is lack of co-operation between leader and followers.
- (iv) There is more dependence and less individuality in the organization resulting in non-development of future leaders.
- (v) In the absence of feedback, decision may be poor and more errors may take place.

3.4.4. Styles (Types) of Leadership

The term '*styles of leadership*' refers to the behavioural pattern which a leader adopts in influencing the behaviour of group of peoples, leadership style reflects the degree of decision-making and freedom allowed to subordinates. Leadership style differs according to the relative proportions of authority and persuasion used to influence followers. Leaders behave differently and therefore, there exist different leadership styles in different situations. The main styles of leadership are :

1. Autocratic leadership
2. Democratic leadership
3. Free-rein leadership.

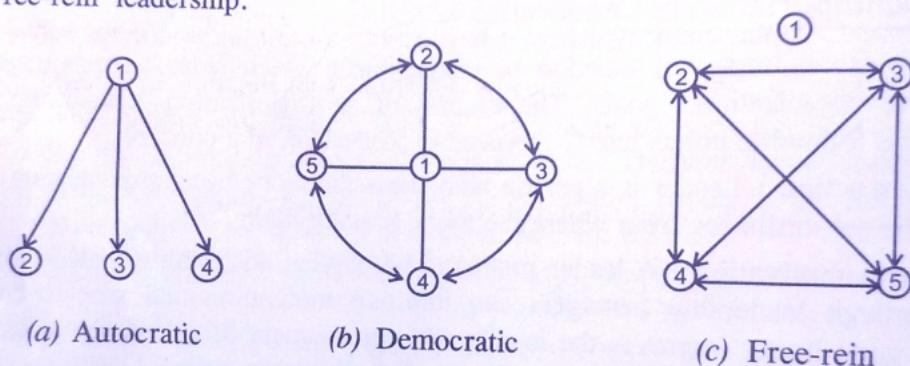


Fig. 3.1. Types of leadership.

5. Mourning : The **mourning** stage involves the termination of task behaviours and disengagement from relationships. A planned conclusion usually includes recognition for participation and achievement and an opportunity for members to say personal goodbyes.

People don't like to leave a high-performing team because they feel good about themselves and what they have accomplished together. They have enjoyed being a member of a team and contributing to something larger than themselves. For most people, this is an infrequent experience that makes it difficult to let go. However, all projects by definition are temporary and so inevitably the peak experience must come to an end. At that point the team hits the mourning stage. In the mourning stage, it's important to both celebrate and to mourn. Celebration should have been a theme throughout the team process ; otherwise you are unlikely to be in the mourning stage at all, but this is the time for a final celebration of the overall achievements of the team. Also, it's time for closure on the team process — saying goodbye to friends and associates. A closing ritual can be helpful to help bring a close to the project.

■ 3.4. LEADERSHIP

Leadership is an abstract quality in a human being to induce his followers to do whatever they are directed to do with zeal and confidence.

Leaders are known by different names in different organizations. For example, in a family as a head, in tribe as a chief, in army as a commander, in cricket as a captain and in department as a H.O.D. etc. But leadership is not passive, it is active. It inspires and creates confidence in subordinates. It helps the team-mates to give their maximum for the attainment of the objectives.

The concept of leadership has not been exactly defined by anybody. Literally, the term 'leadership' means 'to lead'. The verb 'to lead' has two meanings ;

- (i) to excel or to be in advance and
- (ii) to guide, govern and command others or to lead an organization.

The first meaning hints qualities of a leader while the second hints at the qualities of leadership. Leadership is the personal quality of an individual which organizes the efforts of the followers.

"Leadership is generally defined as influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals".

or

"Leadership is the ability to secure desirable actions from a group of followers voluntarily without the use of coercion."

■ 3.4.1. Characteristics of Leadership

Following are the some important characteristics of the leadership :

- (i) It is a group process. It involves two or more people interacting with each other.
- (ii) It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.

To progress to the next stage, group members must move to a problem solving mentality. The most important trait in helping groups to move on to the next stage seems to be the ability to listen. Right after the kick-off process, when people are feeling a little more comfortable with each other and the realization of the actual challenges of the work sets in, the storming stage erupts and destroys the artificial tranquility of the group. Disagreements arise about what needs to be done and who will do it. Groups may divide into opposing factions.

3. Norming : In the **norming** stage, interpersonal relations are characterised by cohesion. Group members are engaged in active acknowledgment of all members contributions, community building and maintenance and solving of group issues. It is during this stage of development that people begin to experience a sense of growth. If the team resolves its conflicts, it moves on to the next stage of development called norming. By this stage the project's goals, roles and boundaries have been clarified and accepted by team members up belonging and a feeling of relief as a result of resolving interpersonal conflicts.

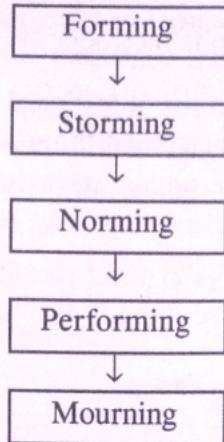
The major task function of stage three is the data flow between group members. They share feelings and ideas, solicit and give feedback to one another, and explore actions related to the task. The major drawback of the norming stage is that members may begin to fear the inevitable future breakup of the group ; they may resist change of any sort.

In this stage, you'll need to hold regular team meetings so that team members can monitor progress and solve problems as they arise. You'll also want to focus on your team skills, such as :

- (a) Holding effective meetings
- (b) Practicing active listening
- (c) Providing constructive feedback
- (d) Resolving conflicts
- (e) Making team decisions.

The more team-based skills you have in your toolbox, the better you'll be at working through the norming stage.

4. Performing : The **performing** stage is not reached by all groups. If group members are able to evolve to stage four, their capacity, range and depth of personal relations expand to true interdependence. In this stage, people can work independently, in subgroups or as a total unit with equal facility. There is support for experimentation in solving problems and an emphasis on achievement. The overall goal is productivity through problem solving and work. The team, not the leader, manages the project. Team members make adjustments to keep the deliverables on track ; they monitor progress and manage change. The team takes full ownership and accountability, not only for the project, but for the team dynamics as well. Don't relax too much during the performing stage.



1. Forming : In the **forming** stage, personal relations are characterised by dependence. Group members rely on safe, patterned behaviour and look to the group leader for guidance and direction. Group members have a desire for acceptance by the group and a need to know that the group is safe. Serious topics and feelings are avoided. It occurs when the team first comes together. When a team is forming, they are focused on answering the following questions :

- (a) Why are we here ?
- (b) What is my role in this endeavour ?
- (c) Who are these other people and how will we get along ?
- (d) What's the project leader like and how will he or she run this project ?

In the forming stage, team members are polite. They are waiting to see what will happen. What you will hear during forming is, "Why ? What ? Who ? When ?"

2. Storming : As the group members attempt to organise for the task, conflict inevitably affects personal relations. Individuals have to bend and mold their feelings, ideas, attitudes and beliefs to suit the group organisation. These reflect conflicts over leadership, structure, power and authority.

For effective communication few factors are as follows:

- (a) Take part in a one-to-one discussion and a group discussion.
- (b) Respond appropriately to others.
- (c) Adapt what you say to suit different situations.
- (d) Listen carefully to what others say.
- (e) Develop points and ideas, with an awareness of others' feelings, beliefs and opinions.
- (f) Encourage others to contribute.
- (g) Listen and respond sensitively.
- (h) Respond perceptively to contributions from others.
- (i) Evaluate how effective you were in the group and the roles you adopted.

■ 3.2. EFFECTIVE GROUP COMMUNICATION AND CONVERSATIONS

Group communication is both science and art. It refers to the interaction between members of a small group of individuals. Quality communication leads to effective group decision making and project completion.

Group communication applies to groups containing 3 – 20 people. Communication skill is very important for managers or co-ordinators because without this they cannot take work from other people. It is expected that the head of any organisation may spend more than 80% of his/her time on some form of communication or the other. What this means is that how effectively, efficiently, creatively and productively that person communicates will decide his overall performance to a corresponding extent. The communication process in any organization is so vital for the achievement of its objectives. How a communication system is managed in an organization *i.e.*, how effective it is, has a profound impact on the ultimate effectiveness of the total organization.

It involves three basic elements – process, behaviour and substance.

(f) **Synergy** : The term synergy comes from the Greek word synergia from synergos meaning “working together”. It is the interaction of multiple elements in a system to produce an effect different from or greater than the sum of individual effects.

■ 3.1.4. Managing Cultural, Social and Ethnic Diversities

Globalization means movement. People, images, symbols, information, capital and so on increasingly move from one corner of the world to another and people communicate with other people many miles away. Diversity in the workplace means bringing together people of different ethnic backgrounds, religions and age groups into a cohesive and productive unit. Advances in communication technology, such as the Internet and cellular phones, have made the marketplace a more global concept. In order to survive, a company needs to be able to manage and utilize its diverse workplace effectively. Managing diversity in the workplace should be a part of the culture of the entire organization.

Steps to Manage Cultural, Social and Ethnic Diversities

Step 1 : Confirm that all of the personnel policies from hiring to promotions and raises are based on employee performance. Avoid allowing tenure, ethnic background or any other kind of category into human resources policies. Managing a diverse workplace begins with strong policies of equality from the company. Once these policies are in place, the company can begin implementing diversity measures throughout the entire organization.

Step 2 : Rate the qualifications of the candidate based on the quality of his experience, not age or any other category, when hiring. When hiring a diverse but qualified workforce, you are on the right track towards being able to manage the diversity in your company.

Step 3 : Encourage diversity when creating teams and special work groups within the company. If a co-ordinator creates a work group that does not utilizes the skills of the most qualified employees, then insist that the group be changed to include all qualified staff members.

Step 4 : Treat complaints of favouritism or discrimination seriously. Encourage employees to report all instances of discriminatory behaviour and have a definitive process in place for investigating and dealing with these issues.

Step 5 : Hold regular trainings for the entire staff on the benefits of diversity in the workplace. Encourage discussions at these meetings on how the company can better manage workplace diversity.

Competencies Required for Working with Others

The following outlines the competencies you should develop to ensure effective group working.

1. Influencing Others

- (a) Motivate others to achieve desired outcomes by directing, coaching and delegating as the situation requires.

- (c) Co-operation
- (d) Leadership
- (e) Negotiation
- (f) Synergy.

(a) Sympathy : The simple meaning of sympathy is “the relation of brotherhood”. It is derived from the Greek word “Sympatheia”. Syn-together + Pathos – feeling.

Sympathy means to share the same feeling as another. Apathy is the absence of feeling, so one cannot relate to or care about the suffering of another person. To illustrate, if there is a man drowning in a pond and an apathetic man happens to pass by, he would simply notice and then continue on his way. A sympathetic person would immediately feel as panicked and desperate as the victim and rush in to save him, probably drowning along with him.

(b) Empathy : The ability to co-experience and relate to the thoughts, emotions or experience of another without them being communicated directly by the individual. Empathy is the ability to imagine being in another person’s situation and therefore understand his/her feelings. This way of relating allows one to know the essence of suffering without taking it on as one’s own. Empathy can be employed as a communication skill. A lack of empathy involves a poor sense of communication that fails to understand. To illustrate, if there is a man drowning in a pond and an apathetic man happens to pass by, he would simply notice and then continue on his way. A sympathetic person would immediately feel as panicked and desperate as the victim and rush in to save him, probably drowning along with him. An empathetic passerby would neither ignore the man nor lose his own footing, but instead would come close enough to hand something (a rope, stick, etc.) to the man and together with the man’s efforts, return to dry land. In the last scenario, there is just the right amount of distance between the two people, so that they can talk. They are separated but connected to one another through a tool.

(c) Co-operation : Co-operation is the process of working or acting together, which can be accomplished by both intentional and non-intentional agents. In its simplest form it involves things working in harmony, side by side. People form families, gangs, cities and nations are the examples of co-operation.

(d) Leadership : It is the ability to motivate a group of people towards a common objective. It is a critical management skill and will help to develop skills as a leader.

(e) Negotiation : The dictionary meaning of negotiation is “bringing something about by discussion”.

According to Neals and Bazerman, “Negotiation is a decision making process among interdependent parties, who do not share identical preference. It is through negotiation that the parties decide what each will give and take in this relationship.”

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached, while avoiding argument.

■ 3.1.3. Team Related Skills

Various team related skills are as the following :

- (a) Sympathy
- (b) Empathy

■ 3.1. TEAM DYNAMICS

Team dynamics are the unseen forces that operate in a team between different people or groups. Team dynamics can strongly influence how a team reacts, behaves or performs. Suppose in a small team of six people working in one office there are two people who have a particularly strong friendship. This friendship is a “natural force” that may have an influence on the rest of the team and can be manifest in various ways, either positively or negatively. Sometimes, an “absence” of a natural force can also be a team dynamic. For example, if the leader or manager is permanently removed from the office, the group may be drawn into a change of behaviour.

■ 3.1.1. Functions of a Team station

The various functions of a team are as given below :

- (a) Planning (annual, monthly, adhoc, ASAP).
- (b) Resourcing (planning, analysing, training etc.), limited human resources.
- (c) Decision-making, dead lines.
- (d) Leading.
- (e) Motivating, supporting.
- (f) Solving problems and conflicts.