

Organizational behavior Quiz 3  
MBA 635  
Harmony N Mayumbu

1. Describe what happens in each Stage of a group's development, according to Tuckman's Five-Stage Model. What are the leadership requirements in each step?

The five stages of Tuckman are :

1. Forming Stage:(Orientation)

In this step, the members of the team met. The Leader must orient the crew. Give the clarification and specification of goals, give the vision so the followers can adhere to it, establish the rule of communication.

2. Storming Stage:

in this Stage is to have the problem-solving skills; in this phase, there are interactions between differences; the Leader has to be able to redirect people to the vision and their mission, to monitor each member to see the beauty on the diversity.

3. Norming Stage: (Cooperation and Integration)

In this phase, the members are getting together; the Leader's role is to adjust goals, rules if needed, to promote Teamwork and all its advantages.

4. Performing Stage: (Synergy)

This phase is more about the execution of the vision; the Leader has to monitor, motivate the crew, boost the team to do better for more significant results.

5. Adjourning Stage: (Closure)

This Stage is the last. The team completed their mission and attended their goals; the role of the Leader here is to recognize the efforts of each member, to praise the group, or give à reward.

2. Why are work teams important to organizations today? How and why are work teams formed?

Because the organization is a meeting of people who work for a collective goal, team spirit is critical. According to its definition, Teamwork is a group of people with complementarity who are committed to a joint mission, performance goal, and approach for which they hold themselves.

Teamwork helps organizations to increased there performance, to foster Creativity and Learning, to blend Complementary Strengths, to build trust to share mutual support, to teach conflict resolution skills, to allow positive independence, encourages healthy risk-taking, to decentralize work. Teamwork as five crucial steps, which are Forming, Storming, Norming, Performing, and adjourning.

3. What is the role of the manager in the new team environment? What

is part of the team leader?

The Manager role in the new team environment is to plan, to budget, to organize, to staff, to control and solve the problem, complexity in the organization and its environment. The manager doesn't have a vision he will follow the company's guidelines; their power is mostly legitimate due to the position they occupied, they tend to give orders more than influencing workers by their actions.

The Leader's roles are setting direction, aligning people through communication, motivating people, producing a useful change in organizations. The Leader has a vision that he shares with his followers. The Leader has not only the legitimate power, but he also has the power referent power, he inspires the workers by his actions.

4. What are the individual and organizational foundations of empowerment and Teamwork?

The empowerment is the fact of creating conditions for heightened motivation through the development of a strong sense of personal self-efficacy; individually and in organizational the empowerment makes you healthy and motivate you to believe in your ability to do the work assigned, the foundation of the empowerment is based on the strength of doing of the individual, the individual growth, development, and creativity

Teamwork is a group of people with complementary skills who are committed to a common mission, performance goals, and approach for which they hold themselves mutually accountable. The foundation here is, individually and in organizational, the complementary of skills and the collective mission; when the two elements are put into the performance, the result reveals the purposes of the Teamwork.

5. Describe the advantages and disadvantages of group decision making?

Group decision making has some disadvantages and some advantage evocated in the following lines:

advantages:

diversity, it promotes different points of view of the pros or cons, it increases the strength of the decision by varying opinions of the organization, the foundation is based on the complementarity of each

member of the crew,  
smart risk-taking opportunity, it is easy to detect the wrong because of the analysis of different perceptions.

### Disadvantages of team-decision making

Time is an essential factor that favors the team decision. the time to wait for the work or the participation of everybody to have a financial choice.

irrelevant opinion

different opinions can be a problem, especially when the view is not relevant. All ideas are not always right; it is a waste of time to say it loud.

overuse of authority, people might overuse the power in case their roles are not well identified

The neglect comes when some members of the team are underestimating themselves when they count on other people to do the job that has to be done.

6. What are the five types of power, according to French and Raven? What are the effects of these types of power? What is information power?

### Legitimate Power

the legitimate power is the type of power attributed by the position occupied in the environment. For example, the CEO or pastor, etc.

The trick in this kind of power is the fact that it is due to the position, which means that as soon as removed to the post, the power or influence that the person has on people will disappear because the power held is by the position rather than the person.

### Reward Power

is the power that allows you to give out rewards.

It is based on an agent's ability to control rewards that a target wants

When you use up rewards, or when the awards don't have enough perceived value, your power weakens.

### Coercive Power

This source of power is also problematic and can be abused. What's more, it can cause dissatisfaction or resentment among the people it's applied to.

Based on agent ability to cause the target to have an unpleasant experience

## Personal Power Sources

Relying on these positional forms of power alone can result in a cold, technocratic, impoverished style of leadership. To be a true leader, you need a more robust source of power than a title, an ability to reward or punish, or access to information.

### Expert Power

It is the power relay to knowledge and skills that enable you to understand a situation, suggest solutions, use solid judgment, and generally outperform others; people will listen to you, trust you, and respect what you say. It is based on specialized knowledge or skills that the target needs

### Referent Power

Referent power comes from one person liking and respecting another, and identifying with her in some way. Celebrities have referent power, which is why they can influence everything from what people buy to which politician they elect. In the workplace, a person with referent power often makes everyone feel good, so he tends to have much influence.

### Informational Power

It is the power of having control over information that others need or want. The agent has access to what is confidential; it could be financial reports or information about life or death.

This power is one of the crucial abilities that organizations and politics hold to keep their positions.

#### 7. What are some ways to empower people at work?

As a manager in the organization, the empowerment can be done by: expressing confidence in employees and set high-performance expectations; by expressing confidence, the employee will be motivated and will believe in the capacity he has to do the job.

Creating an opportunity for employees to participate in decision making, removing bureaucratic constraints that stifle autonomy, so the employees will be able to expand ideas and performance.

Set inspirational or meaningful goals.

8. Define leadership and followership. Distinguish between formal leadership and informal leadership?

Leadership is the process of guiding and directing the behavior of people in the work environment; the Leader has a vision that he shares with people to make them followers to attend the goals of the concept.

Followership is the process of being guided and directed by a leader in the work environment. It is a group of people who adhere to, support and promote the vision of the Leader.

Formal leadership is a leadership officially sanctioned based on the authority of a legal position; here, the leadership is knowing and legitimate, while informal leadership is an unofficial leadership accorded to a person by other members of the organization, the leadership here it is not legitimate.

9. Describe the relationship you have with your supervisor or professor. What are the best and worst parts of the relationship? What could you do to make the relationship better?

A supervisor has legitimate power over me; he can decide to act either as a Leader or as a Manager.

As a Leader, our relationship will be about admiration, about adhering to a vision, about influencing my thoughts, and my beliefs in driving me toward the objectives. Here, I will play the role of a follower who has integrated the vision and who fights for the accomplishment of the vision.

As a manager, our relationship will be about direction and goals to attend based on the company policies.

In both pictures: communication, acceptance of empowerment, motivation, and evaluation are essential keys to favorize the growth of the relationship.

The tricky part here is when the supervisor does not have the required skills like communication, being able to guide or to set up goals, being able to control and solve problems, being able to motivate, when there is not excellent communication, respect for the power.