|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  | | --- | --- | | **Unit 4 - Assignment 1** | | | **Assignment Type:** | Group Project | | **Deliverable Length:** | 5-6 paragraphs discussion, 1 to 2 Pages | | **Points Possible:** | 150 | | **Due Date:** | 8/16/2009 11:59:59 PM | | Read **The Exley Chemical Company Case** in Chapter 11 of your text. You and your small group are to act as an OD consulting team who has landed the Exley Chemical Company as a client. Collaborate on creating a case analysis using the *Case Analysis Format* as it appears on page 342 of your text. You can add additional space to this format if you need room to fully explain or examine different sections of the form. Additionally, make certain that you justify your recommendations to the **Exley Chemical** management.  **Please add your file.** | | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  | | --- | --- | | **Unit 4 - Assignment 2** | | | **Assignment Type:** | Discussion Board | | **Deliverable Length:** | 5 to 7 Paragraphs | | **Points Possible:** | 75 | | **Due Date:** | 8/16/2009 11:59:59 PM | | You must complete the activity in class materials to complete this assignment. Go to multimedia course materials, Unit 4, click on the activity button, and follow the directions in the activity. After completion of the activity answer the following questions:   1. Review your work and model answer. Are there any differences between the two and what constructs are the most important? (2 to 3 paragraphs) 2. What alternatives are available to Western Utilities Company? (1 paragraph) 3. What would you recommend? (1 to 2 paragraphs)   **In your own words, post a response to the Discussion Board and comment on other postings. You will be graded on the quality of your postings.** | | | |

|  |
| --- |
| **Presentation** |
| **Presentation: Creating and maintaining high performance work groups** |
| Teams are becoming a way of life. Organizations view teams as a way to benefit from synergistic knowledge and the unique ability of people to perform multiple tasks. Teams or groups, however, do not always function at their peak levels. This unit focuses on specific organizational development strategies and interventions for creating and maintaining high performance work groups.  **Team Development Interventions:**  Team development is a major form of organization development intervention that includes outdoor experiential training, role negotiation, and role analysis techniques. These techniques are used to increase the communication, cooperation, and cohesiveness of work teams, resulting in increased organization efficiency. It is important to remember that team development is only a part of an organization-wide change program that values participation, collaboration, and the maximization of the use of human resources. In a world of change, companies are reexamining and reinventing the way their firms are organized and managed. In order to improve competitiveness, increase productivity, and reduce costs, managers are focusing efforts on shared responsibilities among multiple work teams. As a result, intergroup development strategies are increasingly important focus of the OD practitioner.  **Intergroup Development Interventions:**  Complex organizations tend to create situations of interdependence, where the performance of one group is contingent upon the performance of another group. Clearly, an important dimension in organization development is the interface between these operating groups. There is a potential for conflict between groups if their goals are different or incompatible, or there is a shortage of resources. Some conflicts may arise as a result of one group reaching its goal at the expense of other groups reaching their goals. Sometimes there is conflict as a result of competition between groups. Conflict often results when one group appears to be favored over the other group. Unclear roles and functions of the group or members of the group can also be cause for conflict. The truth is - conflict is inevitable in any modern organization. What is important, then, is not the elimination of conflict but the effective management of the conflict by the OD practitioner. In fact, effective team building and interteam cooperation become the foundation upon which successful goal setting can be established.  **Goal Setting:**  Goal setting can have highly beneficial results for both individuals and organizations providing the goals meet the following criteria difficulty, specificity, measurability, and achievability. Even given adherence to these standards, the results of employees’ performance can be either beneficial or negative, with the benefits or harms incurring to the individual or the organization itself. We can see this in action by examining a particular form of goal setting that has been widely used in organizations, to varying degrees of success, known as Management by Objectives or [MBO].  When MBO is used effectively as an organizational development intervention, it includes a team approach to setting and reviewing targets. Second, real participation by subordinates in setting goals with an emphasis on mutually agreed-upon goals is employed and last, shared trust is established between subordinates and managers.  The success of MBO, however, has been mixed. Some studies show that MBO has increased organizational performance, whereas others show inefficiency and weakness in application. Although research on the effectiveness of MBO is not conclusive, the trend of findings is generally favorable. When negative, the failure of MBO programs can partially be traced to unrealistic expectations by management and to improper implementation. Despite these negative findings, MBO does incorporate sound techniques of goal setting and should not be overlooked as a method for organizational development goal-setting. |

|  |
| --- |
| **Questions and Answers** |
| Question #1 **What are the characteristics of effective teams?**  Cooperation, teamwork, and effectiveness in accomplishing goals by involving participation from all are hallmarks of high performance teams. Additionally, in effective teams, members are open and honest with one another, there is support and trust, there is a high degree of cooperation and collaboration, decisions are reached by consensus, communication channels are open and well developed, and there is a strong commitment to the team goals. Question #2 **What are the symptoms of groupthink and how can groupthink be avoided?**  Symptoms of groupthink are an illusion of invulnerability, a rationalization illusion of morality, shared stereotypes, direct pressure, self-censorship, the illusion of unanimity, and the implementation of mind guards. Groupthink can be avoided through team development by being aware of group processes, improving communications and relationships among members, encouraging dissenting opinions, identifying objectives, increasing respect for others, and improving the problem-solving ability of groups. Question #3 **Many people approach conflict as a “Win-lose” situation. Why is a “Win-win” approach more likely to work?**  Research indicates cooperation in some situations promotes productivity; however, there is lack of evidence to support intergroup competition promoting productivity. In simple tasks, competition tends to be superior to cooperation, as it provides incentive. More complicated tasks require coordination and sharing of information, which competition tends to discourage. A “win- win” approach encourages interaction and negotiation to increase frequency of communication that in turn promotes cooperation. Question #4 **What are the anticipated behaviors of competitive conflict that occur among work teams?**  A competing group sees the best in itself and the worst in the other group. Communication decreases between groups, and hostility increases toward the other group. The group becomes more cohesive, structured, and organized. Also within the group, concern for task accomplishment increases whereas concern for psychological needs of members decreases. Leadership styles become more autocratic and less democratic. After the groups complete the task and there is a winner and a loser, the winning group will become more cohesive but, with their self-image of being better than the other group, they will also become complacent. The winning group will become more concerned for members’ psychological needs and less concerned for task accomplishment. The losing group denies the loss if the situation is ambiguous enough or rationalizes the loss by blaming it on bad luck or unclear rules. Initially the group splinters, tries to find someone to blame, and has less concern for members’ psychological needs. Over time, however, the losing group usually learns more about itself because its preconceived ideas about being the best group are upset. The long-term result of the loss can have positive outcomes if the losing group realistically accepts its loss. Question #5 **What are the primary methods used to resolve intergroup conflict?**  Not all conflict should be resolved and/or eliminated. There are times, for example, where intergroup conflict can be beneficial to an organization or significant in terms of organizational values. Intergroup conflict should, however, be managed regardless of whether the conflict should ultimately be resolved or not. In fact, research suggests that dealing with conflicts openly provides a way to manage tensions creatively whereas undiscussed conflict usually erodes the effectiveness of an organization overtime. To deal with intergroup conflict the OD practitioner seeks interventions that increase interaction, negotiation, and the frequency of communication between groups. The most common interventions include third-party consultation, the organization mirror, and intergroup team building.   * **Third-party consultation:** Third-party consultation is a method of increasing communication and initiating intergroup problem solving through the use of a third party, usually an outside consultant. In this process the parties directly engage each other and focus on the conflict between them. * **Organization mirror:** The organization mirror is a technique designed to give work units feedback on how other elements of the organization view them. This intervention is designed to improve relationships between groups and increase effectiveness. * **Intergroup team building:** Intergroup team building is a confrontation technique where key members of conflicting groups meet to work on issues or interface. An interface is any point at which contact between groups is essential to achieving a result.   Question #6 **What are the major factors in effective goal setting?**  For goal setting to be successful goals need to be properly developed and the individuals trying to achieve the goals need to be committed to them. As such, goals should be difficult and specific, but they should not be impossible to attain. Frequent, relevant, and specific feedback is important. Goal setting can be successful regardless of the education level, position in the organization, or seniority of the participant, but support from management is critical. Question #7 **What are the typical steps in a management by objectives (MBO) program?**  Although opinions vary on the specific implementation of MBO, most consultants emphasize the need for top management’s commitment to MBO and a generalized step or phase process consisting of five interrelated steps.   1. The subordinate proposes to his/her manager a set of goals for the upcoming time period that are formulated to be congruent with goals set at the next higher level. 2. The subordinate and the manager jointly develop specific goals and targets. 3. A period of performance in which the individual involved is attempting to accomplish the individual goals. 4. The manager feeds back results to the subordinate and gives appropriate rewards for performance, and 5. The outcome of the performance review provides the basis for setting new performance goals and recycling of the goal-setting process. |

|  |
| --- |
| **Resource Links** |
|  **Building Successful Teams in the Midst of Transition** (http://www.advantagepoint.com/articles/change/art1.html) This is a very brief read on building teams during change. |
|  **Change Process Implementation: Collective Analysis and Management Procedure** (http://www.lamp.polito.it/ssd/cv/londra2.pdf) Operational tools may be introduced in change processes to facilitate actual change activation and successful implementation. The adoption of a conceptual framework from literature, and its operationalization, by means of a system of structured Schemes in a procedure of collective analysis and management, may supply appropriate "tools" for structuring problem situations and their evolutions and may be suitable for being inserted into communication contexts. |
|  **Coalition Building** (http://www.corpchange.com/archives/article\_archives/a15\_coalition\_building/a\_15\_coalition\_building.htm) This short article introduces some keys to building coalitions that will contribute to the success of your change effort. |
|  **Culture Change: Summary of Key Thinkers’ Ideas** (http://www.change-management.net/index.html) This is a set of notes about culture change, summarizing the key ideas of the authors cited. |
|  **Ethical, Means Based, Approach to Organizational Change** (http://www.jpc-training.com/change/index.htm) Describes a model to guide the critical decisions concerning how and when to act as an agent of change and to do so within an ethical context. |
|  **Group Dynamics** (http://www.managementhelp.org/grp\_skll/theory/theory.htm) Numerous resources and links are provided here. |
|  **Group Performance Management** (http://www.managementhelp.org/grp\_perf/grp\_perf.htm) Numerous resources and links are provided here. |
|  **Group Skills** (http://www.managementhelp.org/grp\_skll/grp\_skll.htm) Numerous resources, links, and interventions are provided here. |
|  **Guiding Skills** (http://www.managementhelp.org/guiding/guiding.htm) Numerous resources, links, and interventions are provided here. |
|  **How to Carry Out a Continuous Improvement Project** (http://www.eagle.ca/~mikehick/continue.html) There are many ways to carry out a Continuous Improvement project. A generic approach is described here which should suit most situations. |
|  **Large-Scale Interventions** (http://www.managementhelp.org/org\_chng/lrg\_scale/lrg\_scale.htm) Links and resources are available here. |
|  **Management by Objectives** (http://www.mapnp.org/library/plan\_dec/mbo/mbo.htm) Numerous links and resources are provided here. |
|  **Management by Objectives (MBO)** (http://www.1000ventures.com/business\_guide/mgmt\_mbo\_main.html) This is from Free E-business Coach. |
|  **Managing Change: Definition and Phases in Change Process** (http://www.themanager.org/Strategy/Change\_Phases.htm) This article attempts to provide an introduction into change management. It defines what change is and describes seven phases of change processes. |
|  **Model for Change Management** (http://www.change-management.com/tutorial-adkar-overview.htm) This tutorial presents an overview of the ADKAR model for change management. This diagnostic tool helps employees understand where they are in the change process. |
|  **Performance Measurement** (http://www.managementhelp.org/perf\_mng/measure.htm) Numerous links and resources are provided here. |
|  **Tips and Checklists** (http://www.itstime.com/aug96.htm) Tips on what to do in the five steps of a change process. |
|  **Whole Person/Systemic Approach to Organizational Change Management** (http://www.well.com/user/dooley/change.pdf) Framework proposed for designing organization change initiatives in a way that enables stakeholders to perform parallel (though connected) streams of inquiry and design in both cultural and structural systems simultaneously. |