

Effort-to-performance expectancy



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Selection and promotion of other leaders can also be categorized as an ‘ Effort-to-performance expectancy’.

This is also a combination of ‘ Reward system’ through promotion and individual recognition of their ‘ belongingness’ in an organization or team. This approach usually provides an immediate sense of recognition and self-worth in an individual and usually positively affects performance and output almost immediately. Role modeling is an influence method that has been used successfully by utilizing the simple principle of emulating what is good and successful in a leader or manager of a unit or organization. The organizational leader that has the most influence in an organization usually influences and defines the entire organizational culture as well. Analysis of the processes used by the three leaders in Navahandi Textbook; This section presents a brief analysis of the three leaders in Exercise 9-3 of Influence Processes chapter of the Navahandi textbook.

In the examples provided in Table 1, it can be gleaned that each of the leaders personified varying leadership styles and management approach differences. In example number 1, Stanley Wang was the given leader or manager but it was actually JC Green who exemplified the traditional owner-manager mold. wherein he demonstrated favoritism and public and wanton display of rewarding Stanley Wang with all the high visibility projects and monetary rewards for performance. Although Stanley Wang probably deserved the promotion and rewards, the approach employed by JC Green caused internal jealousy among his other managers and in the long run will cause rift and dissent within the management rank. This is counter productive and will most likely cause discontent and even defection and

management turn over. On the other hand, Joseph Hadad single-handedly changed an entire hospital's organizational culture and personnel management structure and pay system.

Although at first glance, the radical policy change appears to be equitable for all concerned, it caused discontent and complaints among the rank and file employees. The third subject of the case study is Leslie Marks. Like Joseph, she made radical changes in a "traditional mold" company by relaxing the stiff environment of the workplace. She moved from the third floor to the first floor, she comes to work in jeans, and she mingles and discusses important projects and problem areas with the engineers.

She keeps her door open to everybody and this encourages a relaxed and open work environment. Ideas and creativity are encouraged and everybody feels a sense of worthiness and belongingness in the company. IV.

Conclusion The three examples personified the do's and don't of relationship development and management vis a vis an effective leadership style. JC Green practically isolated his would be successor, Stanley Wang from the rest of the management staff by publicly favoring him above the rest. Meanwhile Joseph Hadad also isolated himself and revamped a much-preferred "old system" by practically imposing his "fair pay" system.

The approach use was brazen and not "participatory". Hence, acceptability on the part of the rank and file will be hard to achieve. Leslie, on the other hand, led the others by example. She changed the company culture first by changing the traditional mold of heavy handed management style to that of a relaxed and open leadership style - something that is most often than not -

productive and produces a cooperative atmosphere. In conclusion, productivity was enhanced by a more open and relaxed type of leadership like Leslie demonstrated.

Effective leaders usually influence their followers or in a company setting, their rank and file by showing and performing the traits they want to see in their employees first. Leadership by example always nets productivity and generates an exemplary level of creativity and output when done right.

Recommendations Based on the examples analyzed and the conclusions derived, it is recommended that the following influence processes be promoted for a successful project endeavor in any organization: A change in a stringent or stiff company setting can be made to allow free movement and foster creativity from the rank and file; Examples can be manifested by allowing casual but presentable clothing be worn in the office or place of work; Supervisors or managers can be encouraged to undergo company sponsored seminars that will “loosen” the work atmosphere; adherence to the idiom: “build the people and the people will build the business for you” has been employed by top corporations; A fair merit system can be institutionalized or established to encourage greater productivity (Managing Leadership and Influence Processes); Company profit sharing can be started; this will also create and foster productivity (Managing Leadership and Influence Processes); References: Barrett, D. , Cialdini, R. , Reykoski, J.

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