

# Initech versus the coffee bean essay sample

[Psychology](#), [Motivation](#)



## How Important Subordinates Are?

Each organization has one leader but many subordinates. Each department has one manager but many followers. It means that most jobs are done by subordinates, leader is the person who gives direction, strategic and keeps things on the right track. Subordinates do jobs in detail. They contribute to the success of the company and also can destroy it even if they work at a low position. Learning about the case Initech versus the Coffee Bean will let us know how a leader affects the performance of employees and how employees affect the success of the whole organization. What is Peter's Achievement Orientation?

Peter wants to be recognized and devote more to his job, not just working hard enough to avoid being fired. He needs to know the company's goals and mission, as well as reward and punishment policies, to adjust his behavior. Because he doesn't know, he doesn't care and lacks attention to office policies and procedures. Some of the Needs Not Being Met for Peter Gibbons at Initech: He has eight bosses, which is confusing and scary. Every time he makes a mistake, all of them know and come to tell him about it. In that case, a small mistake can become a big one as each person has a different perspective on it. The more people talk about the mistake, the bigger it is, and Peter becomes less trustworthy in his job. To protect himself from being dismissed, he must focus on avoiding mistakes, which will destroy every creative idea. If a leader wants to encourage innovation, they must accept their employees' mistakes.

Performance appraisal based on how busy staff looks. Is it ethical to pretend to be busy to get a good performance appraisal? Employees put much energy on showing how busy they look, not on the results they get. Over time, they

lose competency and become pretender. New culture of company will be changed from this point. Meticulous attention to paperwork is the only way to get promotion in Initech. All employees will develop one skill, it is carefulness. It is not enough to prepare for company development, not satisfy demand of personal development, not deploy employees' talent and cause unfair in performance evaluation because there are many people not good at paper work but very good at selling, communication, building relationship, negotiation... Questioning authority is taboo, so what happen in case employees don't understand boss' requirement or instruction and in case employee has any better idea how should they contact with their boss? Information only moves top-down and no feedback. So how can boss know what is happening with their employees, what is their obstacle, how should they be changed or supported... Change That Might Improve Peter's Motivation

According to Hughes, R, Ginnett, R, Curphy, G. (2015) we have five approaches for motivation: Maslow's hierarchy of needs; Achievement Orientation; Goal setting; Operant approach; Empowerment. And base on above analysis there are some changes that might improve Peter's motivation. They are goal setting, operant approach and empowerment. Company should let Peter know clearly about their goal and mission and give standard, suitable behavior for Peter to follow and also empower him so he can use his knowledge, skills, experience to achieve the goal and has the right to discuss directly to their leader to get explanation, direction, support in skills and resource. Company also needs to change reward, punishment

and evaluation criteria to encourage suitable behavior and good performance.

Initech Has Failed in Motivation Its Employees How About The Coffee Bean?

From the case we see that the leaders at Initech are more likely to invoke the Golem effect. They have little faith in their followers' ability to accomplish a goal and experience employee low performance that needs to be corrected. In the Coffee Bean case, the leaders are more likely to invoke the Pygmalion effect. They express high expectations for followers and these expectations alone lead to higher-performing followers and teams. The management team of the Coffee Bean decided to pursue the FISH philosophy that stresses fun in the workplace including four principles: Play (working fun), Make Their Day (meaningful job), Be There (active and enthusiastic attitude), Choose Your Attitude (optimistic and open-minded working attitude).

These principles create group cohesion in employees and loyalty of customers. Employees are empowered to decide activities that meet the philosophy. Activities such as dressing up for themes and giving discounts to customers who dress the same, trivia questions, Coffee Craps, and Fear Factor Friday make both employees and customers satisfied with their choices. As a result, the Coffee Bean has seen a significant reduction in its turnover, dropping to 69 percent from more than 200 percent over a three-year period. The Coffee Bean has motivated employees by clear philosophy and empowered them to do their best to get the best results.

## Conclusion

After learning case of Initech and The Coffee Bean we can see that subordinates contribute large part in company's success and their capacity not only depend on their education, knowledge, intelligent, characteristics but also motivation. Organization and leader must pay high attention on motivation to deploy employees' talent and satisfy them. And as a rule it will make the company success.

## References

Hughes, R, Ginnett, R, Curphy, G. (2015). What Do We Mean by Leadership. (8th Ed), Leadership: Enhancing the Lesson of Experience (pp. 378, 379, 341). New York, NY: McGraw-Hill Higher Education