

Case studies x 2



Group dynamics Group Dynamics Case When a set of human beings are formed as an artificial group, it gravitates towards smaller subgroups of shared values, likes and dislikes. Inhibiting such formations stifles freedom, and does not serve the overall objectives. A Group leader's task is to ensure that his team displays unity of purpose towards the goal, notwithstanding individual choices.

Nicknames given to the three subgroups viz., the thinkers, the worker bees and the unmotivated in the present case point to their characteristics and attitude towards each other. The thinker group can be a source of ideas; the worker bees group can be relied upon for strong effort; and the unmotivated needs to be reoriented for better commitment. The team leader should not waste much time once he realized the diversity of his team vis-à-vis the group task and must make efforts to reinforce the idea of collective achievement and mutual respect.

The most important task is to motivate the unmotivated and who better to do this than the thinkers? They should be used to interact with the former subgroup to listen to their views, and check if there are any systemic defects or issues that need to be resolved. These interactions give the tutees opportunities to ask questions and for the tutors to be surprised by the elements of human attitude that govern group functioning and motivation. This two-way learning process helps the group cohesion and builds a sense of belonging. In a similar manner, the team leader has to publicly acknowledge the creativity and the hard work of individuals, and explain the gains that everyone in the team would enjoy as a result of the team effort, monetary or otherwise.

Group dynamics 2

<https://assignbuster.com/case-studies-x-2/>

Case 2

The role of a CEO is judged by the touchstone of a healthy growth of his organization and keeping the stakeholders happy. In order to realize his objectives, he creates his teams and treats each individual on the merits of his/her contribution to the organization in achieving the short/medium/long term goals. One of the important aspects of performance is team spirit that overcomes short term individual grouses.

Comparison and discontent are universal in organizations. They are to be handled in such a way that the solution neither creates more discontent nor demoralizes. In the present case, Jim has an impeccable track record of performance. His ability to develop contacts and build networks is of considerable value to the company and at the same time, points to the respect he commands in the market. He is thus a key resource that directly generates revenues for the company. He knows his worth in the market and has to be given the credit that is due to him for his successful efforts.

Samantha's position is not comparable.

CFO should enlighten Samantha on the above lines and remind her of the recent promotion that was awarded to her in recognition of her past performance. Without in any way discrediting her, she needs to be impressed upon the vital difference in the two situations and the circumstances that led to Jim's present pay and perks. She needs to be informed that she would be equally well treated in due time subject to her earning the same kind of recognition, internally. Further, it is necessary that she realizes that equating her with Jim would be undermine his contribution, demoralize him and that it would immensely harm the organization.