

# Leadership concepts worksheet assignment



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The executives must determine the optimal ways to acquire the knowledge without causing other issues. Any structured activity that improves an organization capacity to acquire, share, and use knowledge to n ways that improves its survival and success” (Machines & Von Glowing, 2004, p. 23).

Workplace values, Self-management skills, work team effectiveness There is an evident team dysfunctional relationship, as shown by the conflict between Tier and Michelle (University of Phoenix, AAA). Teamwork and cohesion must be developed and considered a part of the problem solution for Gene One.

Emotions play an important role in workplace behavior. To understand the influence of emotions on behavior, we first need to understand the concept called attitudes. Attitudes represent the cluster of beliefs, assessed feelings, and behavioral intentions toward a person” (Machines & Von Glowing, 2004,

p. 1 11). Organizational Commitment The Chief Executive Officer of Gene One (University of Phoenix, AAA) made an assumption that key personnel to product development would stay with the company during the PIP launch.

Gene One scientist enjoyed pure research on their own timetables and did not want to be involved in research under time and monetary constraints.

The scientists are passionate about their work and were unsure they could the deadlines that would be place upon them. “ Emotional attachment to, identification with, and involvement in a particular organization” (Machines &

Von Glowing, 2004, p. 125). Role Conflict Gene One’s (University of Phoenix, AAA) CEO did not consult with anyone regarding his choices for the leadership team.

The CEO wanted to use the same leadership team that has made the company successful. Members of the leadership team voiced their opinion to

the CEO regarding the expertise to launch an PIP is totally different from someone running day to day operations. The members felt two personnel did not have the experience or business knowledge required for a successful launch of the PIP. Different members of the role set expect different things of the focal person. Managers often face conflicting demands” (Grittier & Kicking, 2003, p. 420).

**Work Team Effectiveness** Although the products satisfy the customers, Gene One (University of Phoenix, AAA) is having issues with the viability of its work team. Michelle and Tier do not get along. One employee has already resigned. Two of the board members do not believe everyone on the leadership team has the qualifications to lead Gene One into an PIP. “ Two effectiveness criteria for work teams are performance and viability. The performance criterion is met if the group satisfies its clients/customers. A work group is viable if its members are satisfied and continue contributing” (Grittier & Kicking, 2003, Chi. 13, p. 45).

**Organizational Culture** Organizational culture can be defined as the values, beliefs and assumptions that direct the way an employee thinks within an organization and the way they act when faced with a problem. Greg Thomas the Chief Human Resource Officer is concerned about how to inform employees of the proposed PIP plan and the reaction to the change (University of Phoenix, AAA). Reshaping the firm’s existing values requires corporate leaders to understand how to change and strengthen the organization’s dominant culture. Some experts believe to ensure any lasting change is to realign cultural values with those changes. Elements of organization culture are these values, beliefs and assumptions which affect

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the employee's behavior (Machines & Von Glowing 2004, p. 476) Corporate leaders need to make employees aware of the urgency for change (Machines- Von Glowing, 2004 p. 488) Team Building Following a leadership team meeting, members of the Gene One University of Phoenix, AAA) leadership team began to doubt that other team members could effectively manage the new changes the company was implementing. Team members began to suggest replacements of some team members to build a new leadership team.

They believed the replacements would provide the company with a better chance of implementing the changes. This team needs to turn around to become more positive and cohesive. The members need to focus on the goals of the company and set aside their personal agendas. Team building helps a work group evolve into a cohesive unit, designed to improve productivity, and help the team become more effective. Team building is a catch-all term for a whole host of techniques aimed at improving the internal functioning of work groups" (Grittier & Kicking, 2004, p. 4). " An adaptive culture exists when employees focus on the changing needs of customers and other stakeholders and support initiatives to keep pace with these changes" (Machines and Von Glowing, 2005, p. 484). " The relationship between ethical values of organizations and their members affects organizational outcomes" (Ambrose, Around, & Scheming, 2008, p. 9). Cohesiveness The Gene One (University of Phoenix, AAA) Leadership team seemed to lack a sense of cohesiveness in the direction of the company.

This lack of cohesiveness amongst the group was obviously shown at the team meeting held on March 8, 2005. During the meeting, some of the team

leaders were combative because of the different viewpoints each displayed. Some team members were pleased with the PIP transformational process, while others were less reluctant. Following the meeting, team leaders started to form mini clicks and have informal meetings about other team leaders and the future of the many. "Cohesiveness is a process whereby a sense of we-ness emerges to transcend individual differences and motives" (Grittier & Kicking, 2004, p. 5) Workplace Values and Ethics Gene One's (University of Phoenix, AAA) Chief Executive Officer and Founder, Don Uric was discussing the future of the company with two board members John Kirby and Susan Wells. John discussed his concern regarding the capability of a team leader to handle the company's new transformation process. John went on to suggest a replacement for the team leader. Susan suggested that the CEO replace his niece who had a big hand in eloping the company's executive board members believe Don should reconsider the Gene One staff if the plan is to be successful.

Don disagrees with the board members because the staff on the team has proven that their leadership skills and knowledge are worthy to bring the company into its next phase and that the team can overcome obstacles that may arise with the plan. Don also expressed his concern that the board member suggested someone who was the board members friend. Ethical behavior is driven by the moral principles we use to make decisions and we rely on ethical values to determine the right thing to do (Machines & Von Glowing, p. 5) Self-managed teams "Managing Across the Organization" (University of Phoenix, Bibb), the issues addressed included the distribution of power across the organization. Each of the management team was

empowered to make decisions. Prior to balancing the power, the company's productivity declined and the performance of the company suffered. By distributing power to make decisions, the morale increased. Top-down information flow improved the team management. " Self-managed teams foster greater autonomy, increase immunization among team members, and intensify their commitment to the team and organization.

Teams are identified as self-managed when they are able to regulate their behavior on relatively whole tasks for which they have been established, including making decisions about work assignments, work methods, and scheduling activities" (Enthusiasm, Wheeler & Wheeler, p. 56).

Communication begets trust In the " Managing Across the Organization" simulation, Good Sport (University of Phoenix, Bibb) faced the need to win the trust and acceptance of peers, subordinates, and CEO. Confidence and trust of he workforce have to be earned. Prior to gaining trust within this company, the morale of the employees was very low.

Effective communication with the staff both formally and informally and implementing incentives for performance increased morale, showed value, and gained trust of the employees.