**Organisational Behaviour**

Unit Code **HC1052**

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1. **Building a diverse and inclusive workforce that allows it to leverage the potential of its diverse employees to enhance the company’s performance**

If the leader of the company has asked me for advice on building a diverse and inclusive workforce that will allow to leverage the diverse employee’s potential for enhancing the performance of company, I would advice to implement the concept of diversity in the workplace and its diversity management. Because the act of managing and building a diverse team or workforce is the concept of diversity management. Moreover, diversity management is also a deliberate effort that the managers and leaders an organisation make so I would advice this to the leaders of the company in order to have diverse workforce and diverse talent for supporting inclusive workplace for protecting and valuing our each and every employee equally. This would consequently enable to enhance the performance of company and boost the revenue. Because the studies have found out that the companies having diversity management are able to yield more revenues than the companies that do not incorporate the principle of diversity management (Dennissen et al., 2020).

In order to enhance the performance of the company by incorporating the principle of diversity management, I would also advice the leaders of the company to have a dedicated strategy regarding ensuring that their team is always improving and growing via diversity and the efforts of inclusion. For instance, every business in the real world is able to devote time, people power and resources for building a diverse and inclusive environment for work. But every company might not have the necessary resources and posses limited resources for even a thing like the diversity that is very important in today’s business environment. therefore, I would also advice the leaders of the company to take the team and managers on the board for understating their responsibilities and roles for the plan of diversity management and inclusive workplace. Thus, this would enable the leaders to divide the tasks for having diversity and also help in the effective and efficient implementation of the diversity strategy. Moreover, the leaders must also establish clear rules for zero tolerance, non-discrimination, and policies regarding harassment so that the diverse employees would feel comfortable and safe working in your company (Köllen, 2019).

1. **Either expectancy theory is too complex for direct use in organisational settings or not**

The expectancy theory is all about telling that the people who have confidence in their ability for performing any specific task is due to their motivation for the consequences expectations from their actions. The expectancy theory is a theory of motivation in the field of organisational behaviour. This theory also states that if a person is more convinced that the efforts, he put in will result in such a performance that would be rewarded then it is more likely that the person will put more and more efforts in this work. If more desired reward is offered by the employer for the employee that is given as an exchange for his desirable performance, then it is likely that the employee will be motivated more for taking necessary actions in order to get the reward (Baumann and Bonner, 2017).

As far as the implementation of expectancy theory in organisational setting is considered complex, I think that this theory is not that much complex. Because the leaders in the organisation can use this theory by putting the necessary efforts to motivate their employees and consequently achieve the objectives of the organisation. However, there can be difficulty in recognising that which reward motivates which employees despite this theory not being too complex to implement in organisational setting. Hence, any company can achieve the improvement in their performances via the selection of the rewards that best suit the preferences of their employees and the rewards that would work in the best way to support employee’s motivation. For instance, lets assume a company in the practice that pays cash bonuses for rewarding the exemplary customer services or the research breakthroughs. Moreover, if the employees easily understand the reward basis and are capable enough for the achievement of the desired consequences then the employees are more likely that they will be motivated for exhibiting the expected behaviour of the employees by the organisation (Griffin et al., 2020). If the company put some more efforts for the provision of the training for boosting the confidence of employees in the ability for accomplishing the desired results then it is likely that the employees will then be motivated for completing their duties that were assigned. Hence, expectancy theory is not too complex for the direct use in the organisational setting, just a little more effort is required that would reward even more.

1. **Different types of teams that exist in organisations and the factors responsible for building successful teams in contemporary organisations**

There are various types of teams in an organisation and some of them are permanent whereas other teams can be temporary. Some of the teams that exist in organisations are defined and described as below:

1. Department teams: the individuals in department team are related to their focus or speciality in which they have mastered and every member work for the achievement of the goals that are outlined in the mission statement of that company in which they are working. They are also permanent teams. For instance, teams of developers in the tech start up or the sales team in marketing agency.
2. Problem-solving teams: these are temporary teams and focus on specific problem or issue solving. For instance, task force teams for creating solutions for tackling financial crisis.
3. Virtual teams: they follow digital communication instead of the personal one. So, the managers use easy communication tools digitally for establishing such teams.
4. Cross-functional teams: they are developed by the collaboration of permanent team members with other departments for tackling certain company events like launch of new product. So, internal department’s communication is crucial in such teams to achieve goals of projects.
5. Self-managed teams: they are empowered teams and have power for making decisions. Each member of the team posses skill set for making informed decisions and deliver their work and this accompanies ownership towards employees regarding project (Dumitru and Schoop, 2016).

The factors responsible for building successful teams in contemporary organisations are

* Organisational culture to support your employees
* Interpersonal communication relationship and dynamics for clear roles and purposes
* Employee empowerment for motivating them to make their own and informed decisions
* Effective communication to equally communicate the team goals and aims
* Diverse team members in a team also helps in developing innovative and successful ideas
* Establish leadership with all the team members
* Encouragement of trust and cooperation in the employees
* Establish clear team goals and team values
* Encourage brainstorming and listening (Widmann and Mulder, 2018).

1. **Basic assumptions of contingency theories of leadership and three key contingency theories.**

The leadership contingency theory states that the leader’s effectiveness is determined by how your leadership style well matches by the situation. The basic assumptions of contingency theory are that the leaders posses one of the two styles of leadership including people oriented or task oriented, leadership is function of follower, leader and situation, the person style’s effectiveness in specific situation relies on how the job is well defined and how much the leader has authority and relationship between leader and follower (Kulkarni, 2017).

The three key contingency theories are path goal theory, situational theory and multiple linkage model.

* Path goal theory focuses on how the behaviour of a leader can help its followers for achieving the goals of the groups or teams. Hence, the four main behaviour types identified by this theory are supportive, directive, participative and achievement oriented. It also states that the type of behaviour of the leader relies on the task’s nature.
* Situational theory is characterised by the four styles of leadership and these styles of leadership should be used in specific situations that also further depends on the subordinate’s maturity level. For instance, if there is lack of responsibility and knowledge in follower then the leaders need to adapt the directive style of leadership in this situation. This theory also suggest that the effective leader behaviour also depend on situational variables including role clarity, effort of subordinate, organisation of work, task skills, cooperation and cohesiveness, support services and resources and external coordination.
* Multiple linkage models state that the neutralisers and substitutes in the theory of leadership substitute also have an impact on the behaviour effectiveness of the leader. But this model is not that much easily testable as other models or theories of leadership (Bratton, 2020).

1. **Difference between organisation development and organisation change with examples**

Organisational development is a particular approach for the change that involves the careful and a planned change holistically. It also involves a slow change instead of a fast change. The organisational development also attempts for making the change as much painless as possible and it is mostly a continuous and ongoing effort for the improvement of the organisation. Hence, organisational development is a systematic approach that involves the development of any organisation that involves people in the organisation. The organisational development at the same time is also connected with the individual employee’s personal development as it focuses on the organisation as the complex systems network (Kartiken, 2020). For instance, the organisation development examples are leadership development, strategic planning, coaching, professional development and work life balance as well.

Whereas, organisational changes is a broad area that deals with the various types of the change that take place in organisations either they can be small or large changes, slow or fast changes, continuous or periodic changes, painless or painful changes, planned or unplanned changes. Thus, organisational change also include the adaptation of the change in an organisation to the technology being used or changing the work culture of an organisation. For instance, adoption of the new strategies, technologies, trainings regarding employee development. So, all these examples are of organisational change that also pave the way for the development of the organisation (Cotter, 2020). Thus, it can be said that the organisational changes pull towards the organisational development.

1. **Some tactics for overcoming resistance to change in contemporary organisation**

The tactics for overcoming resistance to change by helping to embed employee engagement in change process in contemporary organisation are as follows;

* Structure the team in order to maximise potential

Consider the weakness and strength of every team member after communication of initiative of change. Consider ways that help them to improve their weakness and take advantage of strengths.

* Set achievable, engaging and challenging targets

Clearly guide targets and goals to your employees. Break large change projects in small milestones. Goals must be in accordance to beliefs and values (Lenka et al., 2018).

* Resolve conflicts effectively and quickly

Encourage honesty and openness in work environment for mutual respect and trust. Tensions might rise in the change periods and thus team bonding and team meeting sessions would help employees understand colleagues easily.

* Show passion

Passionately communicate and show instance of belief about future vision. In this way, employees will see the behaviour of managers and leaders to be passionate and energetic and consequently they will also adopt that behaviour.

* Be persuasive

Engage your employees in the implemented change by your role as the energized leader. Focus on the opportunities and persuade people of your organisation instead of authoritatively asserting. Share stories and experiences for focusing on the positive change.

* Empower creativity and innovation

Remain flexible and give your employees the opportunity for the feedback towards the goals and objectives regarding change. Encourage your employees to be innovative and creative for discovering solutions for the problems that unfold and become part of the process of change (Merdzanovska, 2016).

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