HUMAN BEHAVIOR IN ORGANIZATION

Senior Executive Training Programme for National Audit Department of Malaysia

AM

Themes:

Empowering People for Change

People (HB) and Organization (O)

- What connects people and organization?

- Why do people join organizations?

WORK VS. CAREER

Work is what we do, whether paid or unpaid. It is any purposeful activity.

If we like our work and we want to devote our time, energy, and resources to pursuing it and growing in it, then it is **CAREER**.

CAREER

is the individually perceived sequence of attitudes and behaviors associated with work-related experiences and activities over the span of the person's life.

Three Most Important Gifts to People in Organizations

1. Basic Human Respect
2. Meaningful Work
3. Appropriate Reward

(Head of FEDEX, HK)

LINKING ORGANIZATIONAL NEEDS WITH INDIVIDUAL CAREER NEEDS

ORGANIZATION NEEDS

- What are the organization's major strategic issues over the next 2-3 years?

- What are the most critical needs and challenges the organization will face over the next 2-3 years?

- What critical competencies, knowledge, and experiences will the organization's employees require to meet these challenges?

- What staffing levels will be required?

- Does the organization have the bench strength necessary to meet critical challenges?

ISSUE

Are employees developing themselves in a way that links personal effectiveness and satisfaction with the achievement of the organization's objectives?

INDIVIDUAL CAREER NEEDS

How do I find career opportunities in the organization that:

- utilize my strengths?

- Address my development needs?

- Provide challenge?

- Match my interests?

- Match my values?

- Match my personal style?

Kurt Lewin

- Behavior (B) = f (Person) + Environment

- B = f (P + E)

- HBO = f (Worker + Workplace)

Constant Change

mchredo

First Things First: Change vs. Transition

CHANGE

An event that's situational

It's external to us

Something stops or something starts

Examples: **new job, new manager, end of a project, new site, new org structure, new role**

TRANSITION

It's a psychological process

It happens inside us

Gradual; often results from a change, but may also begin before a change actually takes place

A three-phase process:

1) Endings, 2) Neutral Zone, 3) New Beginning

Getting people through the transition is essential if the change is actually going to work as planned.

When a change happens without people going through a transition, it's just a rearrangement of the chairs.

The Process of Transition

Can I cope ?

At Last something's going to change !

What impact will this have? How will it affect me?

This is bigger than I thought!

Denial

Change? What Change?

This can work and be good

Disillusionment

I'm off!! … this isn't for me!

I can see myself in the future

Moving Forward

Did I really do that

Who am I?

Gradual Acceptance

Anxiety

Happiness

Fear

Threat

Guilt

Depression

Hostility

I'll make this work if it kills me!!

Transitions

Endings

Beginnings

Neutral Zone

Loss
Decrease Motivation
Misidentification
Denial / Anger
Separation
Disapproval
Evaluation

Tests
Uncertainty
Creativity
Doubting
Reorientation
Exploration
Confusion

Control
Renewed Energy
New Identity
Acceptance
Betrayal / Conflict
Purpose / Direction
Action

"People make the new beginning only if they have first made an ending and spent some time in neutral zone. Yet most organiz... new beginning rather than finishing with it. They pay no attention to endings. They do not acknowledge the existence of the neutral zone, then wonder why people have so much difficulty with change."

Bill Bridges, Managing Transitions: Making the Most of Change

Pilgrim's Theme...

"We are all visitors to this time and place. we are just passing through. our work here is to observe, learn, love and grow. then we return home."

Aboriginal saying

Becoming a Community that Learns

The Art of Hosting (TOH)

- Contribute: Hosting Conversations

- Participating: Practice Conversation

- Pre-sensing: To BE (truly) PRESENT

- Co-Create: Community of Practitionera

World Café Method

…a whole group interaction method focused on **conversations**

World Café June 20, 2013

Empowering the People of National Audit Department for Wawasan 2020

SLE 1: "World of Work" Cafe

1. Each *Tourist Group (TG)* will choose two members who will be the café owners.
2. Each café will be given a flip chart and a set of coloring materials
3. The remaining members of each tourist group will be "**wonder**-ing tourists" of the **4** coffee shops.

"World of Work" Café

4. The wondering tourists will go to each café (coffee shop) and will talk to the café owners about the topic assigned to the coffee shop.
5. The café owners will write **key phrases or draw symbols** of the key points of the talk/conversation.
6. At the end of the coffee shops tour, the owners of each cafe will present the summary of the conversations from all the visitors.

Topic 1: WORK

- Conversation starters:
1. What is your work?
2. In the last 5 years any significant change in your work? Change in roles? Functions?
3. Do you like your work now as it is changing?
4. Do people in your organization like their work?
5. Other questions?

Topic 2: WORKPLACE

- Some Conversation Starters:
1. Does the term "office" still apply to your workplace?
   a. If yes, how does your office look? Is it accessible?
   b. What do you like or dislike about your workplace?
   c. Is it conducive to work there? Do you look forward going to your office? Does your office allow you to adapt to new roles and functions?
2. If no, where do you usually work? Describe your "workplace."

Topic 3: WORKFORCE

1. What are your general attitudes towards work? your co-workers' attitudes?
2. What are your sources of satisfaction & dissatisfaction? Your co-workers?
3. How long do you usually stay in your jobs? In the organization? What about your co-workers
4. What are your career hopes & aspirations? Your co-workers?

Topic 4: Key People Related Change Issues

Given a chaotic environment....

1. What are the key/burning people issues amidst change in your organization?
2. How are these being addressed by your organization? By your leaders?
3. What specific interventions are being done?
4. What more can be done? Based on the previous sessions give 3 specific change interventions.

Work: Old and New

Old

- Physical exertion only (brawn)

- Routine
- Chore that must be done
- Governed by job descriptions

- Task or activities-based

New

- More mental & ideas generation
- Creative, meaningful self-expression
- Fun & engaging
- Anchored on vision, mission & goals
- Results or performance-oriented

Workplace: Old vs. New

Old

- Fixed
- Hierarchical
- Clear job descriptions
- Career ladders
- Sweat shop

New

- Mobile, interconnected, virtual
- Arrangement rather than a place
- Wherever the **hard drive** is
- Egalitarian
- De-jobbed
- Career bridges
- Automated
- Intelligent buildings
- Hoteling, telecommuting, shared facilities

Workforce: Old vs. New

Old

- Specialist
- Directed
- Full-time
- Regular, permanent
- Expected job security

New

- Multi-skilled, broad-skilled knowledge-worker
- Empowered
- Part-time, contractual, temporary, self-employed
- Outsourcing, work sharing
- Career resilient

A Framework for Understanding the Four Generations

1. **DEFINE:** 18 years for each generation
2. **UNDERSTAND:** why attitudes, behaviors, desires, and needs of these generations are so different
3. **DETERMINE:** what all these means for the future of people management in organizations

Main Question: What will be the implications for Attracting, Motivating, Developing and Retaining Talent?

Four Generations of Workers

DEPRESSION GENERATION
1927-1945
(Great Depression, Electrification, World War II, Cold War)

BABY BOOM
1946-1964
(Civil Rights, Vietnam, Space Race, War on Poverty

BABY BUST
1965-1983
(AIDS, Video Games, The Web, Downsizing

BABY BOOMLET
1984-2002
(Poverty, Environment, Violence, Social Technology

Asian Organizational Landscape

- Leadership is an all-important factor in Asian organizational life. It triggers and drives all organizational activities.
- The leadership model is one that is benevolent, authoritarian, paternalistic, personalistic. Its elements include vision, values, style and skills.
- Context is just as important, sometimes even more important than content. Context refers to group processes as well as work climate.
- Motivation has a strong social and relational component, as evidenced by a strong collectivist orientation and the importance given to particularistic relationships.
- The Asian organizational architecture puts great emphasis on the leader's vision, values, management style, skills and the kind of organizational culture he or she creates.

Four Leadership Styles

Asia 1.0 Leadership styles

▸ Executor

Clear   Task-focused
Directive Productive

▸ Controller

▸ Logical   Data-driven
▸ Serious   Thorough

▸ Energizer

▸ Open   Humorous
▸ Informal   Adaptive

▸ Integrator

▸ Inquisitive   Involving
▸ Collaborative Patient

Asia 2.0 Leadership styles

LT Facilitated Case Discussion (Case: Singapore Public Libraries)

1. **Each LT prepares guide questions for case discussion that will follow this sequence:**

    a. Starter or opening question/s

    b. Focusing on the main problem/concern/issue question/s

    c. Build-up story of case questions

    d. synthesis question

    e. Integration/real-life application question

2. **F will randomly call any LT to facilitate. LT deploys its member/s** and prepared

LT Shared Facilitating

3. F will ask LT to stop facilitating and will call on the next Lt.

4. The next LT must continue discussion from where the previous LT left it.

5. This process will continue until all the LTs have been called and the entire case discussed.