

# Organisational Behaviour

Process Management for  
Media and Design

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# Agenda

1. What is organisational behaviour?
2. Individual level
3. Groups and teams
4. Creating organisational culture

1. What is organisational  
behaviour?





individuals

groups



individuals

groups

structures

individuals



# Disciplines

Drawing on behavioural and social sciences such as:

- psychology
- social psychology
- sociology
- anthropology



# Challenges and opportunities for organisational behaviour

- Diversity
- Well-being
- Ethical behaviour

## 2. Individual level

# Attitudes and behaviour

- Attitudes and behaviour are linked
- Job satisfaction, involvement
- Task performance

# Emotions and moods

- Affecting decision making, creativity, motivation, leadership
- Sources of emotions and moods

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- Affecting decision making, creativity, motivation, leadership
- Sources of emotions and moods
- Emotional labour

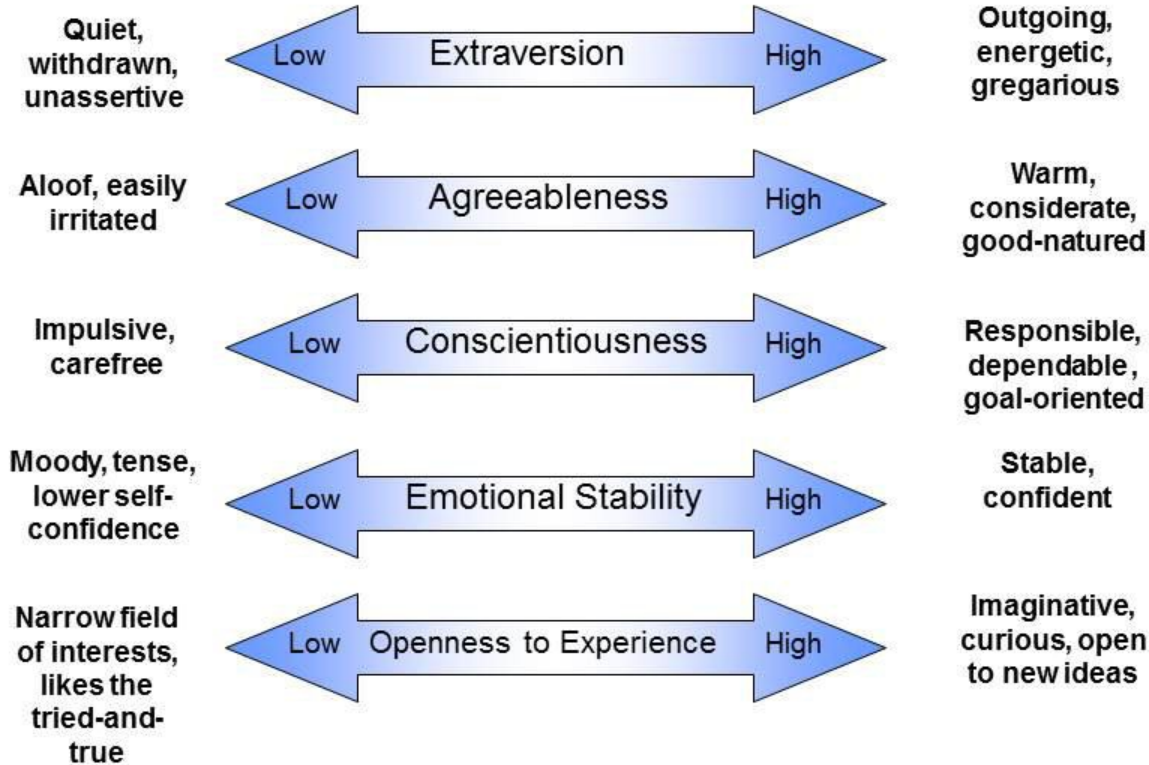
When you're about to lose your shit but gotta chill because you're at work



# Personality

- Personality frameworks

# The Big Five Personality Dimensions



(Tupes & Christal, 1961, as cited by Daft, 2007)

# What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.  
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

## 1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer  
**E**  
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer  
**I**  
Introversion

**ISTJ**  
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

**ISFJ**  
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

**INFJ**  
Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

**INTJ**  
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

**ISTP**  
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

**ISFP**  
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

**INFP**  
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

**INTP**  
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

## 2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer  
**S**  
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer  
**N**  
Intuition

**ESTP**  
Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

**ESFP**  
Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

**ENFP**  
Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

**ENTP**  
Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

**ESTJ**  
Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

**ESFJ**  
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

**ENFJ**  
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

**ENTJ**  
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

## 3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer  
**T**  
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer  
**F**  
Feeling

## 4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer  
**J**  
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer  
**P**  
Perceiving



## PSYCHOPATHY

Impulsive  
Emotionally Cold  
Remorseless

*Example Body Language:*  
Inappropriate (or lack of)  
emotional expression

## DARK TRIAD

## MACHIAVELLIANISM

Manipulative  
Self-interested  
Domineering

*Example Body Language:*  
Dominant, expansive posture

## NARCISSISM

Grandiosity  
Perceived Superiority  
Entitlement

*Example Body Language:*  
1<sup>st</sup> person pronouns; focus  
on self in conversation

# Personality

- Personality frameworks
- Situations
- Values

"What's your ideal work environment?"  
Me:



## 3. Groups and teams

# Group basics



- Formal and informal groups
- Group properties
  - Roles
  - Norms
  - Status
  - Size
  - Cohesiveness
  - Diversity

# Teams

- Are groups and teams different?

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	 Team	 Group
<b>Size</b>	Limited	Medium or large
<b>Selection</b>	Crucial	Immaterial
<b>Leadership</b>	Shared or rotating	Solo
<b>Perception</b>	Mutual knowledge understanding	Focus on leader
<b>Style</b>	Role-spread co-ordination	Convergence conformism
<b>Spirit</b>	Dynamic interaction	Togetherness persecution of opponents

# Teams

- Are groups and teams different?
- Team development

# The Path to a High-Performing Team

**Excitement!**

Wow - not enough hours in the day to have enough fun!  
Anxiety

What's our vision?

Where are we going?

What's my place?

What's the plan?

**Push / Pull**

Who are we? Who am I?

At last - change!

Who's steering this ship?

What process?

What's in it for me?

Another change?

This is too hard.

Not sure I can do it.

Another screw-up?

Who, me?

Not sure we can do it.

I'm tired. I'm depressed.

I'm ready to give up.

**Goals**

Processes

Communication

Involvement

I get it!

Commitment

Respect

Leadership

Collaboration

This is challenging!

Unity

Decisions

Teamwork

This can be fun!

**Shared Vision**

Strategy

Empowerment

Accountability

Self-directed

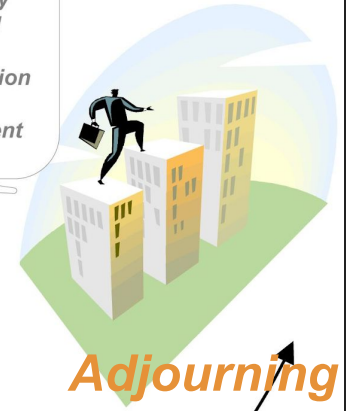
Positive

Conflict resolution

Coaching

Accomplishment

GROWTH



**Forming**

**Storming**

**Norming**

**Performing**

**Adjourning**

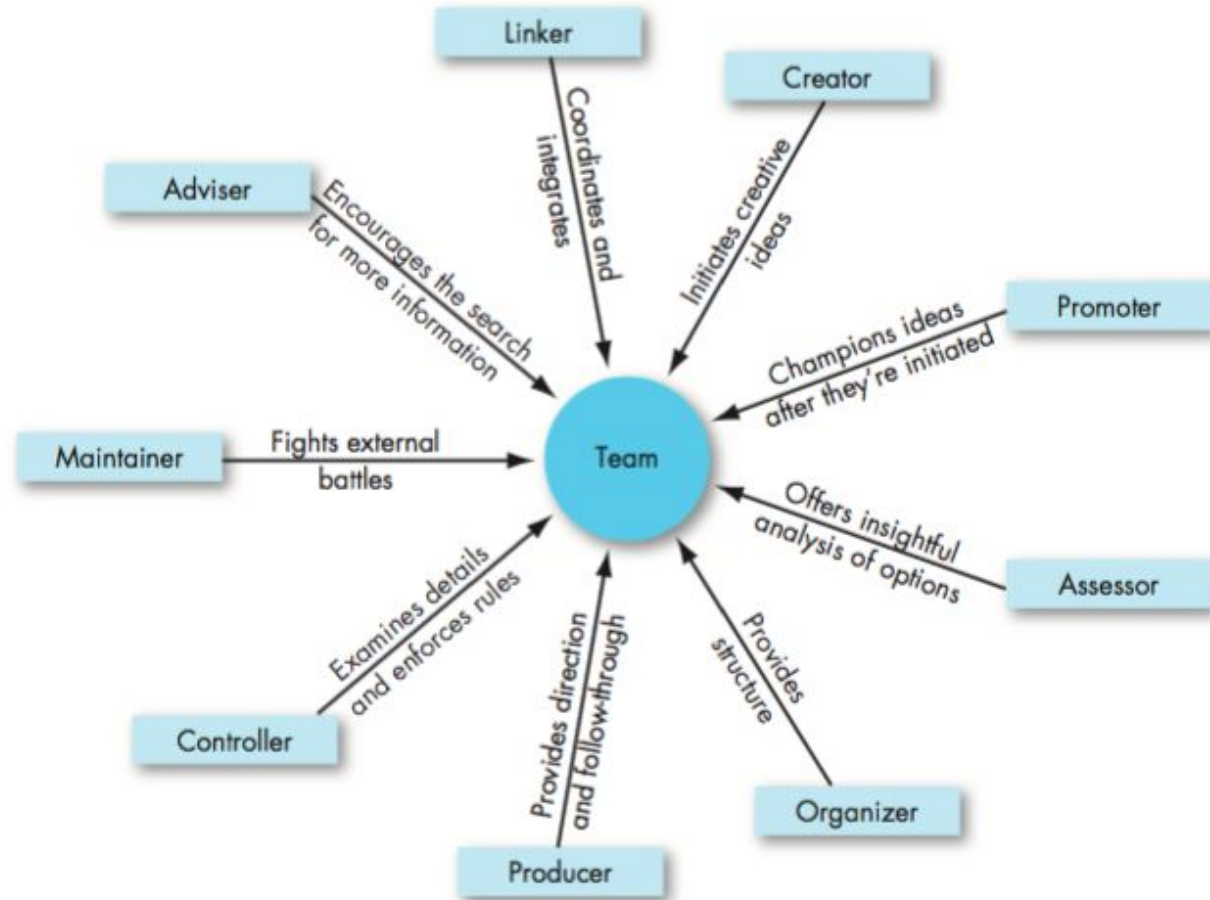
Stages of group development

(Tuckman 1965)



# Teams

- Are groups and teams are different?
- Team formation
- Team member roles



Potential  
team member  
roles

*(Judge &  
Robbins 2018)*

Table 8.1 Belbin's evolved nine team roles

Roles and descriptions – team-role contribution		Allowable weaknesses
Plant	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems	Ignores incidentals. Too preoccupied to communicate effectively
Resource investigator	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts	Over-optimistic. Loses interest once initial enthusiasm has passed
Co-ordinator	Mature, confident, identifies talent. Clarifies goals. Delegates effectively	Can be seen as manipulative. Offloads own share of the work
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles	Prone to provocation. Offends people's feelings
Monitor-evaluator	Sober, strategic and discerning. Sees all options and judges accurately	Lacks drive and ability to inspire others. Can be overly critical
Teamworker	Co-operative, perceptive and diplomatic. Listens and averts friction	Indecisive in crunch situations. Avoids confrontation
Implementer	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done	Somewhat inflexible. Slow to respond to new possibilities
Completer-finisher	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects	Inclined to worry unduly. Reluctant to delegate
Specialist	Single-minded, self-sharing, dedicated. Provides knowledge and skills in rare supply	Contributes on only a narrow front. Dwells on technicalities

# 26 ROLES/BEHAVIOURS (KENNETH BENNE – PAUL SHEATS)



# EVERY GROUP PROJECT



**DOES 99%  
OF THE WORK**

**HAS NO IDEA  
WHAT'S GOING  
ON THE  
WHOLE TIME**

**SAYS HE'S  
GOING TO  
HELP  
BUT HE'S  
NOT**

**DISAPPEAR  
AT THE VERY  
BEGINNING AND  
DOESN'T SHOW  
UP AGAIN TIL  
THE VERY END**

# Teams

- How groups and teams are different?
- Team formation (forming, storming, norming, performing, adjourning)
- Team member roles
- Effective team work

- belief in shared aims
- sense of commitment to the group
- feeling of mutual trust
- full participation by all members
- free flow of information
- open expression of feelings



## 4. Creating organisational culture



# Communication

- The functions of communication within a team or organisation
- Team agreement
  - Team rules support teamwork and make communication easier
  - Content:
    - Procedures of the team
    - Participation
    - Communication
    - Dealing with conflicts
    - Meeting procedures

# Ethical and positive culture

- Ethical culture
  - Be a role model yourself
  - Communicate ethical expectations
  - Reward ethical behaviour
  - Provide protective mechanisms

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- Empowerment
- Trust

Thoughts and ideas