

ORGANIZATIONAL CHANGE

WHAT IS ORGANIZATIONAL CHANGE?

It is the process by which organizations move from their present state to some desired future state in order to increase their effectiveness.

WHAT ARE ITS TARGETS?

- **Organizational Design:** organizations can redesign their structure in order to increase the value they create;
- **Human Resources-People:** hiring processes, investments in training, socializing employees, monitoring promotion and reward systems, diversity management systems can all be changed/introduced to create value;
- **Organizational Culture:** values, norms, artifacts, practices, storytelling can be changed.

MORE IN GENERAL:

- **Organizational Capabilities:** they change the relationships among people, organization and culture to increase their ability to create value – they are not easily imitable.

FORCES FOR CHANGES:

Competitive Forces consist in making changes to attempt to match or exceed its competitors on at least one of the following dimensions:

1. Efficiency;
2. Quality;
3. Innovation.

The competitors, force the company to change its product/design/competence, otherwise it won't survive.

The FORCES that may force a company to change are:

- **Economic, political, and global Forces:** they affect organizations by forcing them to change how and where they produce goods and services;
- **Demographic and social Forces:** they affect the organizations by forcing them to change the composition of the workforce and the increasing diversity of the employees;
- **Ethical Forces:** they are government, political, and social demands for more responsible corporate behavior.

TYPES OF CHANGES IN ORGANIZATIONS:

- **Evolutionary Change:** it's a change that is gradual, incremental, and narrowly focused; it's bottom up, it starts with the involvement of the people. The developments in this type of change are two:
 1. Total quality management;
 2. The flexibility of workers and teams.

The Total Quality Management is an ongoing and constant effort by all the organizations' functions to find new ways to improve the quality of the organizations' goods and services.

Ex. Starwood hotel and resorts. The flexible workers are employees who have acquired and developed the skill to perform any of the task necessary for assembling a range of finished goods, by rotating across all the positions and by cultivating ideas.

- **Revolutionary Change:** it's a sudden, drastic, and broadly focused change. The developments in this type of change are mainly two:
 1. Reengineering of the organization;
 2. Reengineering of the innovation.

Reengineering is the process by which all managers redesign how tasks are bundled into roles and units to improve organizational effectiveness.

Innovation is the process by which organizations use their skills and resources to develop new goods and services, but also to the needs of their customers.

These two changes are different in the timing, in the pace and in the scale.

ORGANIZATIONAL CULTURE

WHAT IS ORGANIZATIONAL CULTURE?

It's the set of shared values and norms that controls the organizational members' interaction with each other and with people outside the organization.

- **Values:** they are general criteria, standard or guiding principles used by people to determine which types of behaviours, situations, events and outcomes are desirable or undesirable.
 - Terminal Value: it's a desired outcome that people seek to achieve;
 - Instrumental Value: it's a desired way of behaving.
- **Norms:** they are standards or types of behaving that are considered acceptable or typical for a group of people.

Are formal dress code still necessary?

There are some examples of Lloyd's and Virgin Atlantic.

Lloyd's used to deal with a strict dress code policies but over years things have changed and now it deals with relaxed dress coded. Even Virgin Atlantic has really relaxed dress policies not only to give an increased level of comfort, but also to allow its employees to express themselves.

Positive Aspects of a dress code policy:

- Fairness;
- Diversity/Uniqueness;
- Distinctiveness.

Negative Aspects of a dress code policy:

- Control;
- Uniformity rather than diversity;
- Compliance rather than thinking out of the box.

How does dress code policy affect performance?

Clear goals, belongingness, feedbacks, reputation, attractiveness.

CULTURE AFFECTS ORGANIZATIONAL EFFECTIVENESS BECAUSE IT CAN:

1. Provide and organize a competitive advantage;
2. Improve the way an organizational structure works;
3. Increase the motivation of employees to pursue organizational interests.

HOW IS AN ORGANIZATIONAL CULTURE TRANSMITTED TO ITS MEMBERS?

It's transmitted through:

- **Socialization:** members learn and internalize values and norms of an organization's culture; role orientation is the way in which newcomers respond to a situation; role orientation can either:
 - *Institutionalized* → imposed like in the army;
 - *Individualized* → anyone can respond in the most appropriate felt way, like in BBC;
- **Stories:** it's about organizations' "SUPERSTARS". Stories provide important clues about cultural values and norms;
- **Myths and Stories and Language:** characteristic phrases at meeting and events provide important clues about norms and values;
- **Organizational Artefacts:** they're company's building, offices, people occupy, company cars they drive, etc.

- **Rituals and Cerimonies:** they are divided into:
 - *Rites of Integration:* they build and reinforce bonds between organizational members;
 - *Rites of Enhancement:* they publicly recognize and reward employees' contributions.

The Organizational Culture can be affected by the national culture:

Hofstede has conducted a research on how values and norms, in the workplace, are affected by National Culture. The study is based on 5 dimensions:

- Risk Aversion:** is the extent to which the members of a society feel comfortable or uncomfortable in unstructured situations (novel, unknown, surprising or different situations). Countries with strong Risk Aversion maintain rigid codes of belief and behavior (Eastern EU countries, Japan, Korea, German speaking countries); Countries with a weak Risk Aversion maintain a relaxed attitude in which practice counts more than principles (Nordic Countries, USA, China);
- Power Distance:** is the extent to which the less powerful member of a society accept and expect that power is distributed unequally. In a society with large Power Distance people accept that the power is distributed unequally (China, India, Eastern Europe, Japan, Korea); In society with small Power Distance people strive to equalize the distribution of power (German speaking countries, USA, UK);
- Individualism/Collectivism:** individualism is the extent to which individuals prefer to act as a single person (France, Netherlands, German speaking countries, USA); Collectivism is the extent to which individuals are integrated into groups (Spain, China, Chile, Japan);
- Masculinity/Femininity:** the masculinity side represents a preference in society for heroism, achievement, competitiveness, ambition and power (German speaking countries, USA, China, Japan); The femininity side represents a preference in society for cooperation, modesty, quality of life, caring for the weak, and for relationship (Korea, Russia, France, Nordic countries, Spain);
- Long Term/Short Term Orientation:** long term oriented societies give more importance to the future. They foster values oriented toward persistence, saving, and capacity for adaptation; In short term oriented societies, promoted values are oriented to the past and the present, including steadiness and respect for tradition.

A lot of mergers between companies have failed because of differences in their organization culture:

Organizational Culture come from:

- **Property Rights:** they're the rights an organization gives to its members in order to receive and use organizational resources. They determine how effective an organization is and the culture that emerges.
WARNING: too strong property rights may harm the organization.
- **Organizational Structure:** organizational culture is influenced by organizational structure:
 - ❖ **Mechanic System:** predictability and stability are desired goals;
 - ❖ **Organic System:** innovation and flexibility are desired goals;
 - ❖ **Decentralization:** encourages and rewards creativity and innovation;
 - ❖ **Centralization:** reinforces obedience and accountability.

Organizational culture can be changed by:

- Redesigning organizational structure;
- Changing people especially top management;
- Revising property rights.

EMOTIONS

Emotions might look as a private topic. Actually, it is. Emotions are very important within the workplace, in order to understand and influence people's behavior. Managing feelings could get higher satisfaction, commitment and productiveness.

According to Liz Fosslien, there is a balance between Just The Facts (Under-Emoters) and No filter of Emotions (Over-Emoters). This balance is called Selective Vulnerability, it means opening up while still prioritizing stability and psychological safety, both for you and for your colleagues. Luckily, anyone can learn to be selective vulnerable, with practice.

Here there are four ways to get started:

1. Flag your feelings without becoming emotionally leak. Bad moods are contagious even if you are not vocalizing them. But, body language or expressions are a dead giveaway. So if you are crossing your arms or hammering your keyboard, your coworkers are going to know you're upset. And if don't say anything, they might start thinking it's about them and get worried. So it would be very simple to reassure them saying something simple as "I'm having a bad day. It has nothing about you."
2. Try to understand the need behind your emotion and then address that need. If you suddenly start to find everyone around you irritating, sit back and reflect on that. It might be that you're irritable because you're anxious, and you're anxious because you're worried about hitting a looming deadline. And in the case, you can go back to your team to address the need and say something like, "I want to make sure I get everything done ahead of the deadline. Can you help me put together a realistic plan to do that?"
3. If you're thinking of sharing, try and put yourself in the other person's shoes. So if what you're about to say would help you feel more supported and better understand the situation, then go ahead and share it.
4. And finally, read the room and provide a path forward. If everyone on your team has been pulling long hours, and you notice that one of your colleagues seems particularly deflated or anxious, you can acknowledge that and show some empathy, but then try to give them something actionable that they could hold on to. And in this case, you could suggest that you go to your manager and ask that your weekly meeting be pushed back a day so you both have more time to work. You're showing you're invested in their success, but also that you care about their well-being.

When we can be honest about what we feel, and freely suggest ideas, make mistakes and just not have to hide every piece of who we are, we're much more likely to stay at the company for a long time. We're also happier and more productive.

EMOTION: A COMPLEX SYSTEM

- To define emotions and their role at work, it is important to consider three dimensions:
 1. Emotional traits;
 2. Emotional states;
 3. Emotional culture;
- These differences are crucial to:
 - Reading and understanding what it happening while working;
 - Increasing our understanding of our emotions and their relevance for our behavior and coworkers' one;

1. EMOTIONAL TRAITS

They are individual predisposition, almost stable along time, to perceive reality in negative or positive terms. Differently from personality traits, emotional traits can be classified in two categories:

- **Positive Affectivity:** is the extent to which a person is naturally inclined to be energetic, enthusiastic and ready to act → It's similar to the Big Five Model's extroversion trait;
- **Negative Affectivity:** is the extent to which a person is naturally inclined to be anxious, nervous and irritable → It's similar to the Big Five Model's neuroticism trait;

Emotional Traits changes the way people interact with each other, since they affect the way we select our memories and experiences:

- Individuals with positive affectivity have a stronger tendency to store and remember positive and fulfilling experiences rather than negative ones;
- This Tendency makes individuals with positive affectivity more inclined to interact, exchange opinions, to trust the others and nurture positive expectations towards them.

2. EMOTIONAL STATES

It's very important to distinguish emotional traits from emotional states.

Emotional States can be communicated in a certain way and can be managed better, while traits could be more or less desirable and employers may hire or not people depending on them.

Emotional State come from the comparison of what we desire and what we are obtaining.

States are temporary because there is a gap that is felt in a particular contingency, and their intensity depends on the intensity of the gap that is being experienced.

3. EMOTIONAL CULTURE

Culture has been mainly described from a cognitive standpoint. Only recently an approach based on emotions is emerging.

Emotional Culture is defined as the set of norms and beliefs shared within the social group that pertains to the emotional dimension.

Zoom Company for example, one of the keywords is "caring". The company agreed that caring is not only an action or an inner mental belief but an emotion that should be carried out at work. Inspiring feelings like love, cooperation, and loyalty which are in the area of "caring".

Prismian Values for example, is more focused on technical and business skills rather than emotions.

EMOTIONAL LABOR: Economic Perspective

This perspective allows to analyze the job families and positions that there are at the work place. Through this analysis companies can understand the intensity of the emotional labor that each job requires and match it to the ideal candidate. The sources of Emotional Labor are:

- 1) **Frequency of Interaction with costumers;**
- 2) **The extent to which employees are expected to influence others' emotions;**
- 3) **Their capacity to manage emotions dealing with others.**

Considering salespeople of stores in Milan, they are really expected to be able to influence costumers emotions. Some studies are focused on how employees could affect customers willingness to buy, by influencing their positive affectivity. There are emotional policies by which companies fix the procedures to influence the positive affectivity. Then there's the capacity of managing personal emotions. The three features written above are a mean to find the best candidate to cover the job.

EMOTIONAL LABOR: Emotional Resonance and Emotional Dissonance

These concepts are relevant for those organizations that have an emotional policy. This is not about how much emotions can be controlled but it's more related to the fact that the organization is describing to show certain feelings rather than others.

- Emotional Resonance: emerges when employees feel that their emotional states are in alignment with the emotional expectations of the organization;

- **Emotional Dissonance:** emerges when employees feel that their emotional states are not in alignment with the emotional expectations of the organization;
If it occurs, individuals will react by pretending to feel certain emotional states with **good faith** (the individual believes that the expected emotional states are the right ones to show) or **bad faith** (the individual doesn't believe that the activity requires to show certain states).

There are different strategies to manage dissonance:

1. **Deep Acting:** when employees feel emotional states that are different from the expected ones, they try to internalize them in order not to allow their current emotions to be displayed. Essentially, employees try to change what they feel for not allowing their current emotions to come to surface;
2. **Surface Acting:** when employees feel emotional states that are different from the expected ones, they change or suppress their emotional expression to show the expected emotional states. In such case employees keep their original emotional state, but displays a different one in alignment with the organizational expectations.

Of course employees cannot be forced to deep act, otherwise their privacy would be violated. But, supervisors should work at boundaries so that organizational policies are implemented.

HR AND EMOTIONAL LABOR

First of all, leverage on excellent *recruitment practices* are required to find the best ones in Deep Acting. Of course, even *training employees* to show the recommended emotional states could be as much important as risky. Because these training activities are very close to manipulative behaviors. *Evaluation and Rewarding* could be dangerous as well, because extrinsic rewards are perceived as more instrumental and so they are likely to decrease the relevance of feelings themselves. The most interesting could be *socialization* which refers to reciprocal influence.

LEADERSHIP

Leaders are individuals who are able to influence others' behavior in the interest of the organization by motivating them.

The first way through which leadership behaviors have been interpreted over time, is considering a continuum between the fact that you might be very focused and attentive towards your coworker in terms of empowerment as a leader and making them autonomous, or you might be very focused on yourself as the person who carries out tasks within the organization.

Leader Centered behavior which is synonymous with **Task Centered** behavior; means that tasks must be completed at any cost and people are not much considered as individuals because they are intended to be resources to achieve a particular goal in the interest of the organization. In this case the leader makes decisions and communicates them; which means that the leader does not ask the team for new ideas but communicates the decisions that the team has to execute. Moving towards Group Centered behavior from Leader Centered one, "intermediate behaviors" can be found:

- **"Selling" decisions** to the group by motivating and convincing them in order to make them like the tasks; but the purpose is still the same: to make them execute the tasks;
- **Announcing decisions and allowing questions** moving toward a better consideration of the team members;
- **Consulting the group;**
- **Presenting problems and asking them for ideas;**
- **Allowing the team to decide;**

Finally on the far-right there is the **Group Centered** behavior which means that the leader gives to the team as much freedom as possible to define problems and make decisions. In this case the leader has given up his authority in order to let the team grow and become autonomous. But during meetings for example, the leader asks the team what tasks have to be carried out, what processes would they apply, and how they would communicate. As we can see there are strong differences between the behaviors at the extremes (Leader Centered and Group Centered).

Most common Leadership Styles:

1. **Transformational Leadership** is so common because the fancy CEOs like Mark Zuckerberg and Richard Branson are usually labelled by the press and by the academic community as transformational leaders. The term transformational suggests that this style is mainly suitable when there's a change in the air. These leaders are:
 - **Value Driven** which means that they are following the values and the deep beliefs of the organization to motivate members and themselves;
 - **Able to provide a Vision** to their followers which means that they're like the communicators of the future of the company;
 - **Able to make their follower aware of the implications of their work.**

Transformational Leaders put aside their personal interests and think about the ones of the organization, which points out that they are inclined toward Group Centralization.

2. **Transactional Leadership** is more or less the opposite of Transformational Leadership. It's more like an exchange process through which leaders clarify roles and tasks and then reward or punish employees on their performance. In order to assess a transactional leadership three behaviors must be monitored:
 - a) **Contingent Rewards** (10 items) which means that the leader rewards subordinates to perform the tasks in compliance with his instructions;
 - b) **Active Management-by-Exception** (5 items), which means that the leader is vigilant not to detect positive behaviors but to detect mistakes and intervene to correct them (leader doesn't trust employees);
 - c) **Passive Management-by-Exception** (6 items), which means that the leader does not encourage employees to be innovative, but to get things going well as they are.

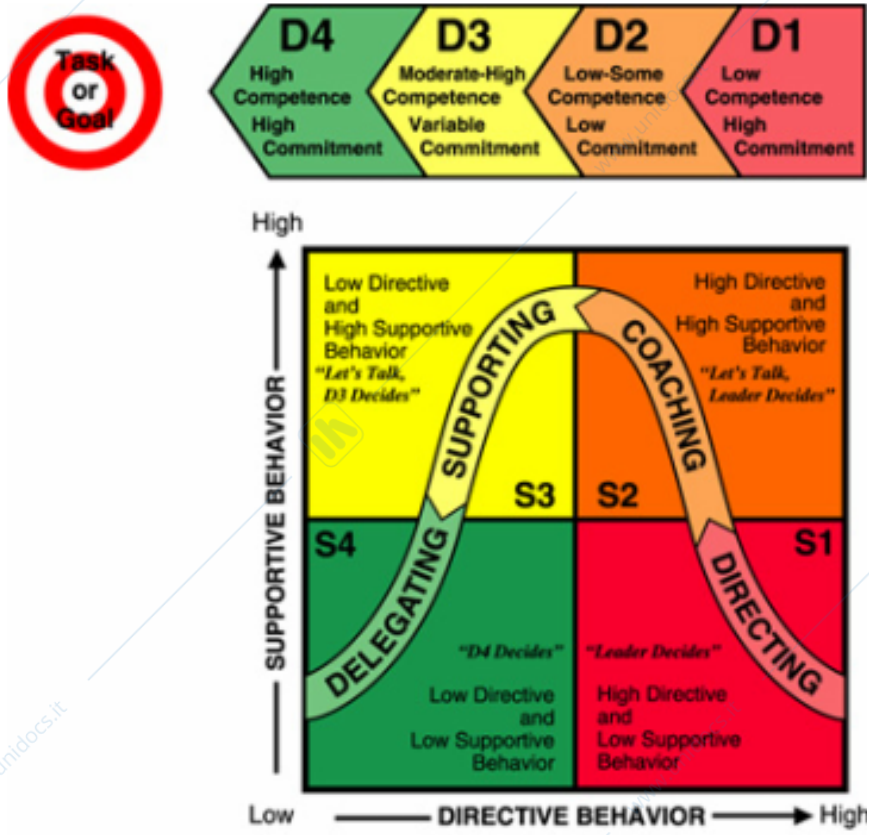
An example of Transactional Leadership approach could be the one of **Hovey and Beard** case study about evolutionary change and total quality management, where at the very beginning the employees were not asked at all about what they thought about their working conditions but they were supposed to deliver a certain technical performance in order to get a reward only;

and managers were supposed to intervene only; while managers were supposed to intervene only when a mistake would occur. However, in the second part of the case study this kind of approach changes thanks to an external consultant who allowed workers to propose suggestions to improve working conditions.

3. **Shared/Distributed Leadership** is a rotated leadership where the person with most relevant skills takes initiatives to influence the group. It occurs when each member of the team has the chance to be the leader and the reliable person.
To make this practical it's useful to measure the leadership through **density**, which is a measure of the total amount of leadership displayed by team members as perceived by others on a team. Practically, every team member has to rate each teammate (from 1 "not at all" to 5 "to a very great extent") on the following question: "To what degree does your team rely on this individual for leadership?". After that, all values are summed and the sum is divided by the total number of possible relationships among team members.

4. **Servant Leadership** is more and more spreading out as a recommended leadership because it concerns ethics, which have strongly entered the business environment. The servant leaders are the stewards for serving, developing and transforming the organization and its people. These leaders cannot be technically evaluated because it concerns very deep values. It's typical of Feminine Culture because at the center of this leadership there are cooperation, caring for the weak and relationships, and modesty. In this case the followers are even more important because they are the only one who can assess how much Leaders are supportive. Moreover the Servant Leader sees the company as an important contribution to the society.

5. **Unethical Charismatic Leaders** is the opposite of Servant Leadership. This Leadership is typical for those that exaggerate their power motives without caring about the consequences, and just thinking about their personal success and social status. This leadership style has already been met in 2008 in relation to the crisis caused by those Unethical Charismatic people that persuaded their followers to act unethically. Leaders like this are inclined towards Leader Centralization because what they want is blind people that execute orders and do believe in the fact that they must obey; this is very harmful for the organizational survival and performance.

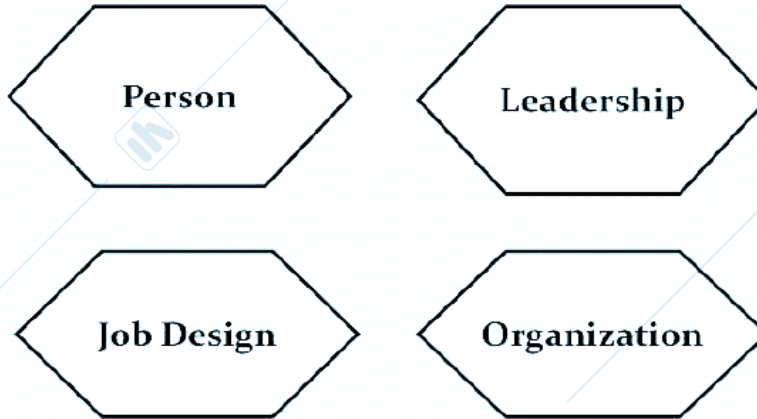


MOTIVATION

Motivation refers to the psychological forces that determine the direction of people's behavior, their level of effort and persistence.

CAPABILITIES+MOTIVATION=PERFORMANCE

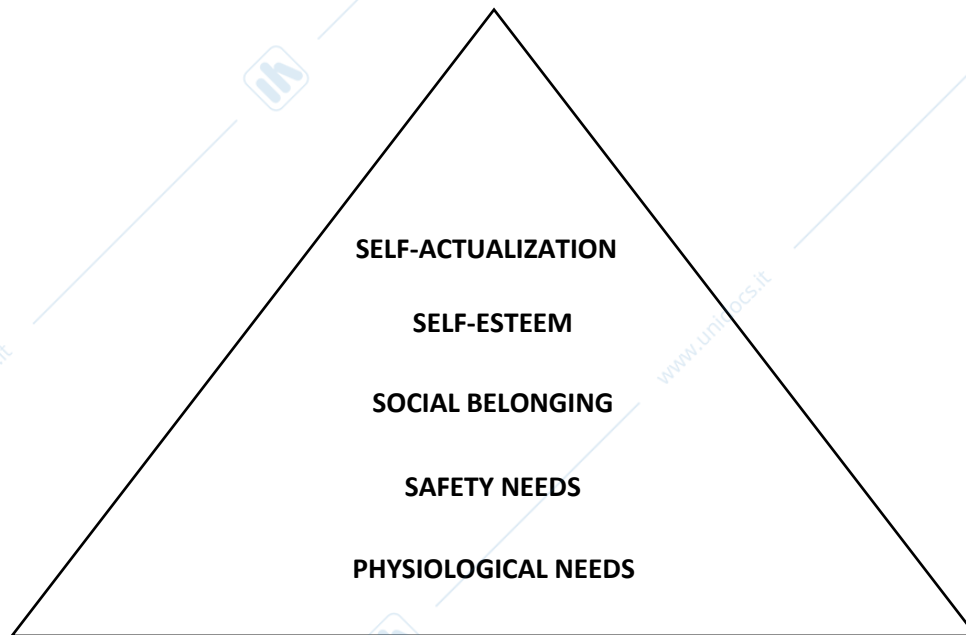
Where's the root cause decoding motivation problems?



1/4 (PERSON):

The **MASLOW'S PYRAMID OF NEEDS** can be also applied to the working environment. All of the needs are structured hierarchically. Only once a lower-level of need has been fully met, worker would be motivated by the opportunity to have the next need up in the hierarchy satisfied. For example a person who is starving will be motivated to achieve a basic wage in order to buy food (physiological need) before worrying about having a secure job.

Maslow's Pyramid Needs are:



NEEDS:

- Self-Actualization →
- Self-Esteem →
- Social Belonging →
- Safety →
- Physiological →

JOB DESIGN CHOICES:

- Job Design and Career Planning
- Performance Feedback
- Team Working
- Job Security
- Pay and Work Conditions

The Herzberg's Motivation Model:

It's a theory about employees' motivation. This theory is also called the Two-Factor-Theory, because according to his thoughts people's job satisfaction depends on two factors:

- **Hygiene Factors** (Dissatisfiers): these factors are about salary, relationship with colleagues, workplace;
- **Motivators** (Satisfiers): these factors are about performance, recognition, responsibilities, growth, achievement;

According to Herzberg these factors exist side by side; taking away the dissatisfaction factors doesn't necessarily mean that employees will be satisfied. To motivate a team, the hygiene must be taken care of at first.

This theory is opposite to the traditional one in which you take away dissatisfaction then employees will be satisfied with their job.

The Mc Clelland's Theory of Needs:

It says that individuals' specific needs are acquired over time and are shaped by one's life experiences. Mc Clelland said that we all have 3 MOTIVATING DRIVERS and one of these will be our DOMINANT motivating driver and obviously people have different characteristics depending on their dominant motivator.

The Motivation Drivers are:

- **Achievement (n-Ach):** People with a high need for achievement seek to accomplish goals, they continuously strive to do things better and better. Achievers don't like high risk nor low-risk situations, they prefer to work in moderate situations. They like to receive immediate feedback on their work.
- **Power (n-Pow):** People with high need for power work best when they're in charge, because they need to influence and need others. They like to be recognized in terms of high prestige and reputation. They want to achieve the highest level of the organization.
- **Affiliation (n-Aff):** People with a high need for affiliation need harmonious relationships with other people. They prefer jobs that provide significant personal interactions (teamwork). They want to be integrated and belong to a group.

^{2/4} (JOB DESIGN):

How can motivating jobs be designed?

They can be designed through:

- **Skill Variety:** it requires a range of personal competencies and abilities;
- **Task Identity:** it requires completion of a "whole" and identifiable piece of work;
- **Task Significance:** employees perceive job as having substantial impact on other's life;
- **Autonomy:** employees have freedom, independence, and discretion to plan and carry out their task;
- **Job Feedback:** employees receive direct, clear information on their performance.

How can jobs be redesigned instead?

They can be redesigned through these methods:

- **Job Rotation;**
- **Job Enlargement;**
- **Job Enrichment;**
- **Self-Managed Work Teams.**

3/4 (LEADERSHIP):

What can your supervisor do in order to motivate you?

- Working on the style;
- Working on the setting goals;
- Working on your perception of fairness, reinforce your perception of fairness in the company.

Reinforcement Theory:

As a supervisor you might have two strategies:

- Reinforce positive behavior, through rewards or removal of undesirable consequences;
- Extinguish the current negative behavior, through punishment or ignoring.

The original research can be back to Skinner's experiments, related to work behavior.

- ➔ According to his experiment the reinforcement consists in rewarding pigeons every time they score a goal. In this way pigeons have learnt to play ping pong. Skinner thought that if this process works for animals it must work also for the managerial population.

Goal Setting Theory:

Another thing that a supervisor can adopt is how he sets goals for you. The theory says that if the goal difficulty increases too much or decreases too much, the motivation is not going to be enough to perform well. It means:

- Too low stress → Too low motivation;
- Too high stress → More chances to give up .

4/4 (ORGANIZATION):

Theories of Organizational Justice:

- **Distributive Justice:** the justice perception is how much you believe you are treated fairly in the organization. The first justice is called distributive, because it is connected to how usually financial rewards and responsibilities are distributed across people in the workplace;
- **Procedural Justice:** it concerns how the organization communicates and takes decisions on people's working lives. It deals with the procedures of the fact that decision making process is fair in the organization and the decision making procedures respect the quality standards;
- **Relational Justice:** decisions must be explained and people treated with dignity;

PERSONALITY

Personality is defined as an individual's relatively stable characteristic patterns of thought, emotion, and behavior, and the psychological mechanism that support and drive those patterns.

Personality is made up of:

Nature Part

Innate characteristics of the individual;

Nurture Part

Environmental and situational aspects like family, culture and geographical location;

Many researchers believe that there are 5 core personality traits; these 5 personality traits are well summarized in the "**Big 5 Model**" which is adopted during the selection process to check if the candidate matches the values, the beliefs and the position he has applied for, and where **Personality** is equal to the **Ocean Dimensions** that follow:

The model is:

- **The Openness** to experience of discovering new information and acquiring new knowledge;

<p>A person with ↓ <u>High Score:</u> Is creative; Is original; Is open to try new things;</p>	<p>A person with ↓ <u>Low Score:</u> Is against changes; Is conventional; Is comfortable with familiar things;</p>
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- **The Conscientiousness** of how reliable and precise people are;

<p>A person with ↓ <u>High Score:</u> Pays attention to details; Is dutiful; Is Organized, reliable, dedicated;</p>	<p>A person with ↓ <u>Low Score:</u> Doesn't pay attention to details; Is against schedules; Is not organized unreliable;</p>
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- **The Extroversion** of how many relationships people want to keep alive;

<p>A person with ↓ <u>High Score:</u> Enjoys being at the center of attention; Enjoys meeting new people; Finds easy to make new friends; Likes to start conversations;</p>	<p>A person with ↓ <u>Low Score (Introversion):</u> Dislikes being at the center of attention; Is reserved, shy, sober, and quite; Prefers solitude; Finds difficult to start conversations;</p>
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- **The Agreeableness** of the relationships;

<p>A person with ↓ <u>High Score:</u> Cares about others; Is cooperative, trusting, warm, and willing;</p>	<p>A person with ↓ <u>Low Score:</u> Doesn't care much about others; Is cynic, cold, hostile, and suspicious;</p>
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- **The Neuroticism or Emotional Stability** of your mood;

<p>A person with ↓ <u>High Score:</u> Experiences a lot of stress; Is unstable, nervous, anxious, and depressed; Gets upset easily; Worries about many different things.</p>	<p>A person with ↓ <u>Low Score:</u> Deals well with stress; Is calm, self-confident, and steadfast; Rarely feels sad or depressed; Doesn't worry much.</p>
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Another important theory concerning personality is the **Myers-Briggs Type Indicator (MBTI)**:

One of the major drawback of this model is that there's no in-between and so you're either a thinker and a feeler for example. This indicator is used at the beginning of individual's career to put them in the right team and to assign them specific tasks. The key personality components which are called dichotomies, are:

- **Extroversion/Introversion** → Where do I get my energy from?

<p>A person who is ↓ <u>Extroverted takes energy from:</u> Social life; Verbal communication; Learning through communication;</p>	<p>A person who is ↓ <u>Introverted takes energy from:</u> Loneliness; Written communication; Learning through reflection;</p>
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- **Sensing/Intuiting** → How do I gather information?

<p>A person who is ↓ <u>Sensitive prefers gathering information from:</u> Already possessed skills; Structured contexts;</p>	<p>A person who is ↓ <u>Intuitive prefers gathering information from:</u> Instinct to solve problems; Skill acquisition;</p>
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- **Thinking/Feeling** → What process do I use to make decisions?

<p>A person who is ↓ <u>Thinker makes decisions using:</u> Impersonal perspective; Connection between causes and consequences;</p>	<p>A person who is ↓ <u>Feeler makes decisions using:</u> Individual wellbeing; Consideration of the impact on people;</p>
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- **Judging/Perceiving** → How do I deal with the world around me?

<p>A person who is ↓ <u>Judgmental lives by:</u> Planning; Certainty.</p>	<p>A person who is ↓ <u>Perceiver lives by:</u> Without planning; Flexibility.</p>
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The Big 5 Model instead gives more balanced results because it doesn't place you in a restricted group but it tells you which percentage you have in any **DIMENSION**.

Another difference is that the **Big 5 Model** covers more aspects (Big 5 Model has neuroticism while MBTI doesn't), while the MBTI's dimensions can be coupled together to obtain a total of 10 different personality traits.

Moreover there are other three traits that do not take part of any particular test but we need to be aware of because they are very useful within the organizational life.

They are:

- **Self-Esteem**: it's how much you take yourself in high esteem. But it also represents how much you're able to assess your own capacities.
- **Machiavellianism**: it describes the trait of a person who is extremely interested in pursuing a certain goal without caring about too much for the other people involved in the process and for the quality of process itself.
- **Locus of Control**: it defines how much you believe the main responsible subject for your own success is yourself or the external world. Usually a person who has an internal locus of control blames himself for the negative things that occur to him while he also believes that he is responsible for his own success. A person with an external locus of control instead believes that he is responsible for his own success but blames the outworld for negative events that occurred to her.

Interactionist Models/Theories

They are rooted on the fact that both Nature and Nurture are shaping our personalities and our behavior. So these models stay in the middle between Nature and Nurture.

According to this model both biological history (genetic background) and cognitive social learning objective (culture and society) affect either psychological features of situations and cognitive affective personality system. They shape the if-then behavior profile and behavioral consequences, therefore if make if-then hypothesis and I activate the behaviors deriving from them. Once they are in action they produce consequences that can reinforce or not the personality traits.

TED TALK BY SUSAN CAIN

“The Power of Introverts” (Final Part of the Talk)

Number one: Stop the madness for constant group work. Just stop it.

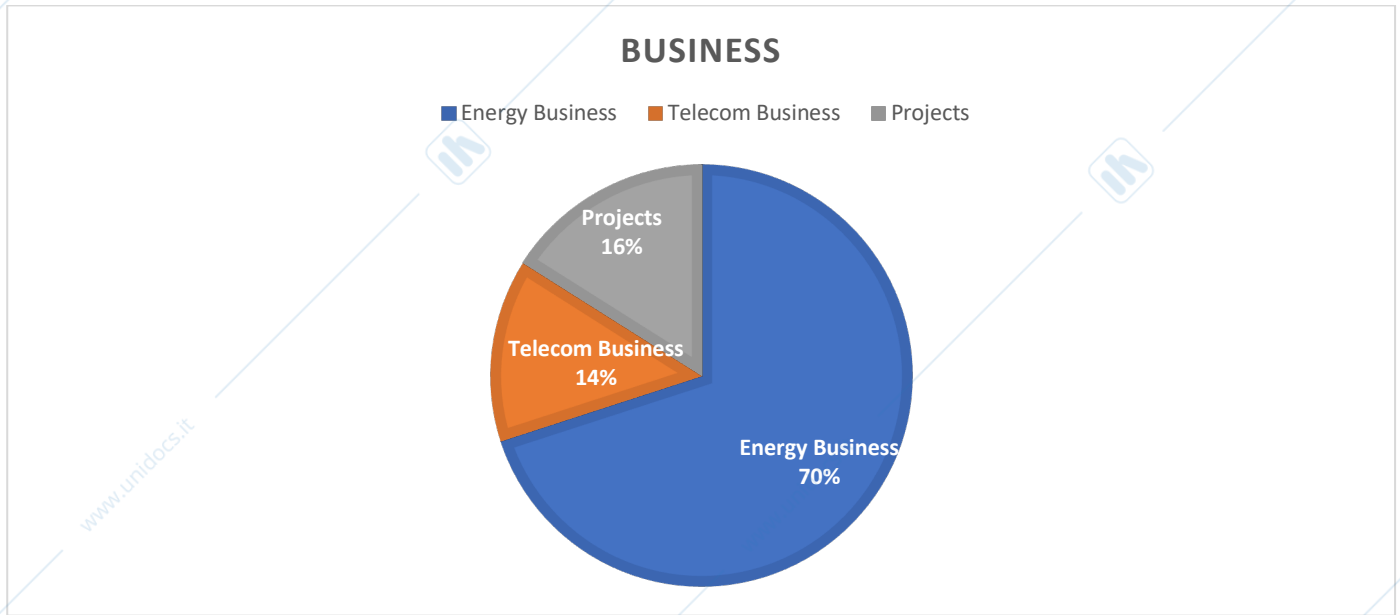
And I want to be clear about what I'm saying, because I deeply believe our offices should be encouraging casual, chatty cafe-style types of interactions -- you know, the kind where people come together and serendipitously have an exchange of ideas. That is great. It's great for introverts and it's great for extroverts. But we need much more privacy and much more freedom and much more autonomy at work. School, same thing. We need to be teaching kids to work together, for sure, but we also need to be teaching them how to work on their own. This is especially important for extroverted children too. They need to work on their own because that is where deep thought comes from in part.

Okay, **number two:** Go to the wilderness. Be like Buddha, have your own revelations. I'm not saying that we all have to now go off and build our own cabins in the woods and never talk to each other again, but I am saying that we could all stand to unplug and get inside our own heads a little more often.

Number three: Take a good look at what's inside your own suitcase and why you put it there. So extroverts, maybe your suitcases are also full of books. Or maybe they're full of champagne glasses or skydiving equipment. Whatever it is, I hope you take these things out every chance you get and grace us with your energy and your joy. But introverts, you being you, you probably have the impulse to guard very carefully what's inside your own suitcase. And that's okay. But occasionally, just occasionally, I hope you will open up your suitcases for other people to see, because the world needs you and it needs the things you carry.

PRYSMIAN GROUP

Prysmian group is a B2b group that produces and delivers cables. The group is very complex which explains why it uses a Matrix Structure. Moreover Prysmian Group is very large because it has also aquired a huge part of the American market. The organization is mostly focused on Geographical Areas and they have 3 main business:



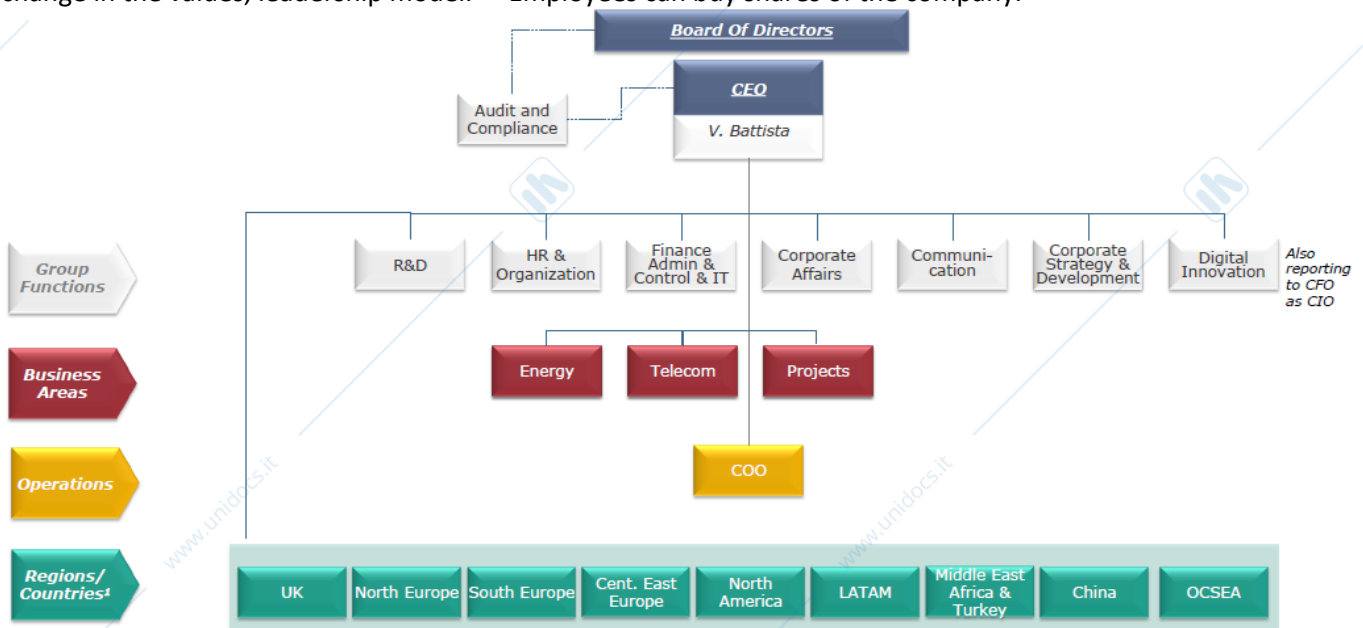
They invest a lot in R&D, indeed the company has 25 R&D centers spread around the world.

What do they produce?

- Power Grids (High Voltage & Submarine, Transmission, Offshore Wind Farms);
- Telecoms (Optical Fiber, Telecom Networks, Networks);
- Electronics (Submarine Cable Solutions, Solutions);
- Construction & Infrastructure (Railways);
- Transportation and Mobility (Elevator, Aerospace, Automotives);
- Industries (Military&Defense, Mining, Nuclear Plants, Wind Turbines);

The New Organization:

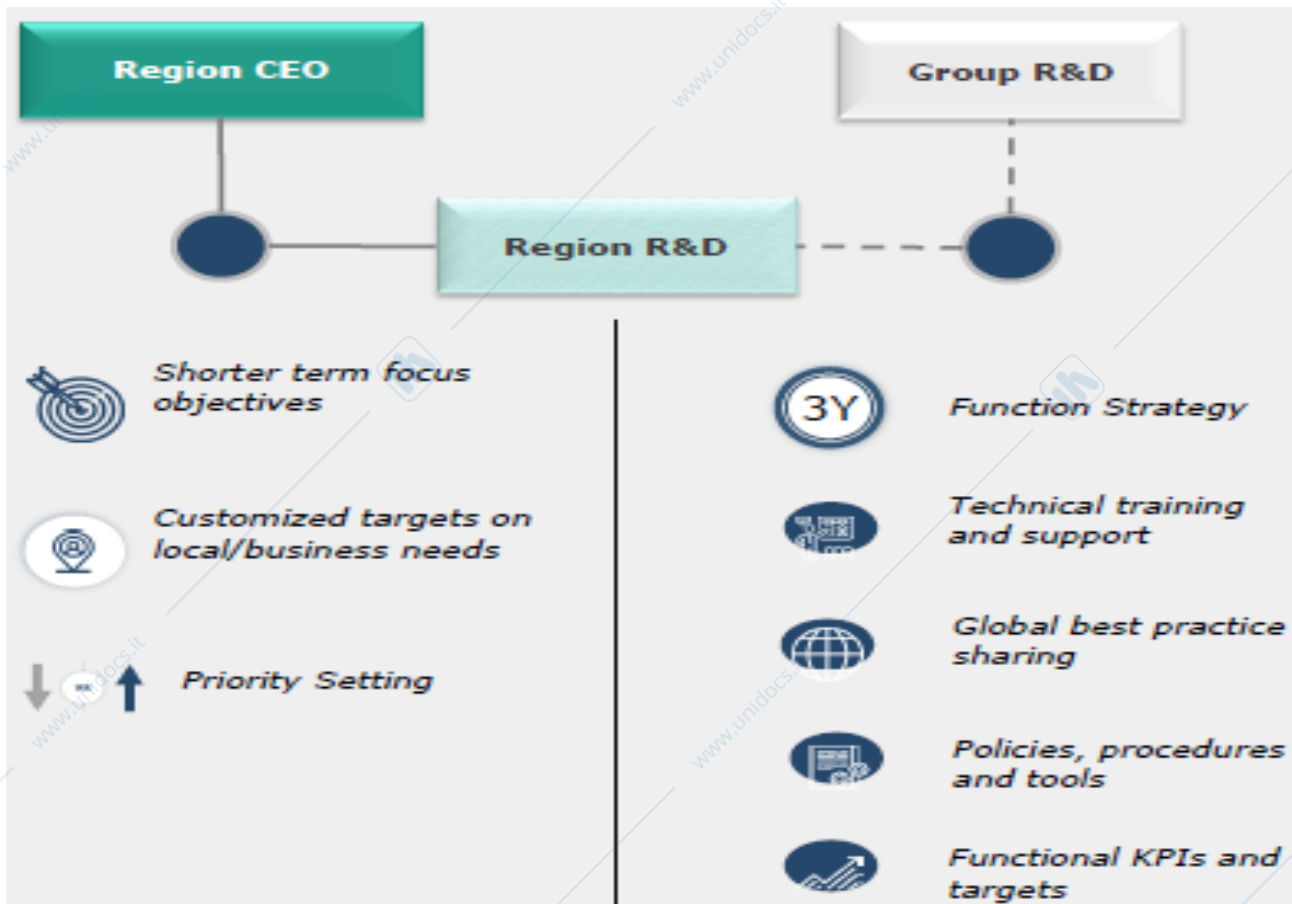
In 2018 Prysmian Group aquired General Cable and costed a big cultural change and became more and more international → there was a very big effort renewing the company. The company had to deal with a cultural change in the values, leadership model. **Employees can buy shares of the company.



Every person is either part of: Group Function + Region/Country; Or a → Region/Country + Business Unit;

Or a → Business Unit + Group Function;

The Matrix: Region R&D vs Group R&D:



1. Daniela is the head of Region R&D and her first manager is the Region CEO which tells Daniela what to do and to which is linked through a solid line.
2. Daniela's second manager instead is the Group R&D which tells Daniela how to do and to which is linked through a dotted line.

Because of the very great power of Regions, they relate to the same person in order not to go in different directions and create chaos. It's Highly formalized and flexible in a framework.

Who's entitled to reorganize the organization?

HR in the region or Daniela with the managers.

TO SUM-UP:

- #0 Organization is a set of systems that define how we want to approach the Business Environment;
- #1 Prysmian is a MATRIX built around: Group Functions, Regions, Integrated, non integrated Business Units;
- #2 Regions and Integrated BUs represent a full P/L accountable organization;
- #3 Group Functions are at Group and Regional Level Only.