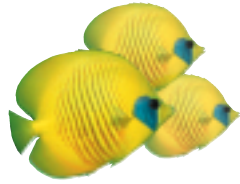


Text at a glance



ORGANISATIONAL BEHAVIOUR ON THE PACIFIC RIM 2E is a pedagogically rich learning resource. The features laid out on these pages are specifically designed to enhance your learning experience and help you gain a deeper understanding of the concepts this text examines.

CHAPTER MATERIAL

CHAPTER OPENERS WITH LEARNING OBJECTIVES

Every chapter opens with a series of learning objectives, outlining the skills that you should have attained upon completing each chapter. Each learning objective is repeated in the margin of the main text, where the relevant material is covered (see pp.324–5).

OPENING VIGNETTE

Each chapter opens with an introductory vignette. These stories will help you place the concepts covered in the chapter, into the context of a real organisation (see p.152).

CHAPTER II

LEARNING OBJECTIVES

After reading this chapter, you should be able to:

- explain the importance of communication and diagram the communication process
- describe problems with communicating via electronic mail
- identify two ways in which nonverbal communication differs from verbal communication
- identify two conditions requiring a channel with high media richness
- identify four common communication barriers
- discuss the degree to which men and women communicate differently
- outline the key elements of active listening
- summarise four communication strategies in organisational hierarchies.

Communicating in teams and organisations



Telecom New Zealand chief executive Theresa Gatting adds a personal touch to corporate communication through her personal weblog, Theresa Online.

How can corporate leaders conduct a casual conversation with a few thousand employees? Telecom New Zealand chief executive Theresa Gatting handles the task through her personal weblog, called Theresa Online. Gatting writes occasional musings in her blog (as these weblogs or online journals are called) on issues ranging from corporate developments to long-term product strategies. The site even includes an option for employees to submit their questions to Gatting. Maki Hoos, who oversees internal communications at Telecom, says Gatting's blog brings her closer to employees and gives them an opportunity to communicate directly with her. People like the opportunity to ask her questions directly in a company as large as ours there isn't an opportunity for her to get out and meet all staff members.

Corporate blogs have gained so much popularity as a form of internal communication that Sun Microsystems, IBM, Google and a few other firms provide resources for employees to create their own personal blogs. IBM has several outward-facing blogs for customers, but its inward-facing (i.e. restricted to IBM employees) BlogCentral hosts more than 2000 personal blogs created by employees who want to share their thoughts and experiences with co-workers.

'We have seen a lot of different uses of blogs within the firewall,' says Jason Goldman, Blogger product manager at Google. People keeping track of meeting notes, sharing diagnostic information, sharing snippets of code, as well as more personal uses, like listing co-workers know what they're thinking about and what they're up to.

Corporate and employee blogs also create complications. When Microsoft Australia employee Cameron O'Reilly wrote in his personal blog that Microsoft had 'great products but average marketing', the company warned him that the content was inappropriate and unprofessional. O'Reilly quit after a heated debate with his supervisor about the blog. One of India's most popular bloggers also experienced problems after the posted scathing remarks about her co-workers. 'My co-workers found the blog and some rather blunt things I had said about them,' said the blogger, known as eM1. 'I realised that I couldn't just write about everything.'

In spite of these risks, Sun Microsystems not only encourages its employees to blog but also anyone to view most of the blogs. 'Why hide your voice?' asks Andy Lark, the New Zealand-born vice-president of marketing at Sun. 'Our employees are smart and will ultimately do the right thing. And some of them write really well. Blogs improve communication, inside and out.'

leadership development of its senior executive group. As the name implies, multisource feedback is information about an employee's performance collected from a full circle of people. The Australian government managers receive feedback from their boss, four subordinates and two other people familiar with their work. These people anonymously complete the online survey, and managers receive the feedback as a report showing the combined results. Research suggests that multisource feedback tends to provide more complete and accurate information than feedback from a supervisor alone. It is particularly useful when the supervisor is unable to observe the employee's behaviour or performance throughout the year. Lower-level employees also feel a greater sense of fairness and open communication when they are able to provide upward feedback about their boss's performance."

However, multisource feedback also creates challenges. Having several people review so many other people can be expensive and time-consuming. With multiple opinions, the 360-degree process can also produce ambiguous and conflicting feedback, so employees may require guidance to interpret the results. A third concern is that peers may provide inflated rather than accurate feedback to avoid conflicts over the forthcoming year. A final concern is that critical feedback from many people can create a stronger emotional reaction than if the critical judgment originates from just one person (your boss)."

Executive coaching Another rapidly growing practice involving feedback and motivation is executive coaching, which uses a wide variety of behavioural methods to assist clients to identify and achieve goals for their performance and well-being. Executive coaching is usually conducted by an external consultant and is essentially one-on-one "just-in-time" personal development using feedback and other techniques. Coaches do not provide answers to the employee's problems. Rather,

executive coaching A helping relationship using behavioural methods to assist clients in identifying and achieving goals for their professional performance and personal satisfaction.



P&O Nedlloyd's Australian chief gets coached

Soon after his promotion to general manager of P&O Nedlloyd in Australia, Bob Kemp hired an executive coach to help him discover and repair his vulnerabilities. He was particularly keen to shore up his self-awareness skills because, as the top executive, there was no one above him at the shipping and logistics firm to regularly monitor his interpersonal style as a leader. Over several sessions, the executive coach teased out Kemp's weak spots, such as his listening skills and being approachable. Before long, Kemp's colleagues and wife noticed a positive change. 'Very early in the process, people started telling me I was changing and started to feel more at ease in the new role,' Kemp recalls. He also noticed that people were walking out of his office with a slightly more positive attitude."

markers (anger, caution, delight, etc.) to that information. These automatic emotional responses, together with logical analysis and the emotions triggered by that analysis, determine whether we perceive something as a problem, an opportunity or irrelevant.

Let's say that a worried-looking colleague tells you that the company's salesperson in Queensland has just quit. Your initial reaction (emotions generated upon hearing the news that the salesperson has quit) might be worry and frustration. Meanwhile, the rational part of your brain works through this information, recalling from memory the related knowledge that the Queensland salesperson's performance was mediocre and that an excellent salesperson at another company wants to join your firm in that state. What initially felt like a problem was really an opportunity, based on your rational analysis of the situation. The initial emotions of worry or frustration might have been wrong in this situation, but sometimes your emotions provide a good indicator of problems or opportunities.

PROBLEMS WITH PROBLEM IDENTIFICATION Several problems occur during the problem identification stage: 1. One concern is that employees, clients and other stakeholders with vested interests try to influence the decision maker's perceptions of problems or opportunities. This persuasion frames the person's view of the situation, which then dictates a full assessment of the problem or opportunity. A second biasing effect is that under some conditions people block out negative information as a coping mechanism. Their brain refuses to see information that threatens their self-esteem. A third perceptual challenge is that mental models blind people from seeing opportunities that deviate from the status quo. If an idea doesn't fit the existing mental model of how things should work, the idea is dismissed as unworkable or undesirable. Reality Check 8.1 describes how narrow mental models are the source of several famous missed or near-missed opportunities.

A fourth barrier to effective problem identification is that decision makers often exhibit faulty diagnostic skills. 1. One diagnostic flaw is that leaders are expected to be decisive, and this decisive image motivates them to zero in on a problem without sufficiently analysing the facts. Another diagnostic skill flaw is the tendency to define problems in terms of solutions. Someone who says 'The problem is that we need more control over our suppliers' has fallen into this trap. Notice that this statement focuses on a solution (controlling suppliers), whereas proper diagnosis would determine the cause of the symptoms before jumping to solutions.

This focus on solutions occurs because it gives decision makers a sense of comforting clarity in ambiguous situations. People want to make sense of their immediate environment, so alternatives are unconsciously evaluated (tagged with emotions) as soon as they are identified, not just consciously evaluated later through logical analysis. 2. Solutions that worked well in the past are typically viewed favourably, even though they were applied under different circumstances, because these known solutions increase choice and predictability. Senior executives are known for cutting the workforce whenever they face problems; others introduce a new customer service program as their favourite solution to a variety of problems. The point here is that decision makers tend to look at problems from the perspective of the ready-made solutions that worked for them in the past.

IDENTIFYING PROBLEMS AND OPPORTUNITIES MORE EFFECTIVELY Recognising problems and opportunities will always be a challenge, but the process can be improved through awareness of these perceptual and diagnostic limitations. By keeping in mind that mental models restrict a person's perspective of the world, decision makers are more motivated to consider other perspectives of reality. A second method of minimising perceptual and diagnostic weaknesses is to discuss the situation with colleagues. Decision makers discover blind spots in problem identification by hearing how others perceive certain information and diagnostic problems. Opportunities also become apparent when considerers explore this information from their different mental models. Third, leaders require willpower to resist appearing decisive when

they are 'thought partners' who offer accurate feedback, open dialogue and constructive encouragement to improve the client's performance and personal well-being.

The evidence so far is that executives who work with an executive coach perform better than those who do not. Coaching comes in many forms, so this positive result should be treated cautiously. Still, executive coaching has become a popular form of feedback and development for executives throughout the Pacific Rim. For instance, a few years ago Allison Clark was burning out from overwork, and her business, Tickle's Child Care Centre in Te Puke, New Zealand, was suffering from high staff turnover. With the guidance of an executive coach, Clark discovered the leadership issues she needed to address in order to improve the business and her personal life. The ongoing coaching has had a demonstrable effect. Clark has recently earned New Zealand-wide awards for her entrepreneurship and team development."

Choosing feedback sources With so many sources of feedback—executive coaching, multisource feedback, executive dashboards, customer surveys, equipment gauges, nonverbal communication from your boss, and so on—which one works best under which conditions? The preferred feedback source depends on the purpose of the information. To learn about their progress towards the accomplishment of a goal, employees usually prefer non-social feedback sources, such as computer printers or feedback directly from the job. This is because information from non-social sources is considered more accurate than information from social sources. Corrective feedback from non-social sources is also less damaging to self-esteem. This is probably just as well, because social sources tend to delay negative information, leave some of it out, and distort the bad news in a positive way. When employees want to improve their self-image, they seek out positive feedback from social sources. It feels better to have co-workers say that you are performing the job well than to discover this from a computer printer.

EVALUATING GOAL SETTING AND FEEDBACK A recent survey of organisational behaviour researchers recently identified goal setting as one of the top OB theories in terms of validity and usefulness. This high score is not surprising given the impressive research support and wide application of this concept in a variety of settings. In partnership with goal setting, feedback also has an excellent reputation for improving employee motivation and performance.

Nevertheless, both goal setting and feedback have a few limitations. 1. One problem is that combining goals with incentives can motivate employees to set up easy rather than difficult goals. In some cases, employees have negotiated goals with their supervisor that have already been completed! Another limitation is that goal setting potentially focuses employees on a narrow subset of measurable performance indicators while ignoring aspects of job performance that are difficult to measure. The saying 'What gets measured gets done' applies here. A third problem is that setting performance goals is effective in established jobs, but seems to interfere with the learning process in new, complex jobs. Thus, we need to be careful not to apply goal setting where an intense learning process is occurring.

ORGANISATIONAL JUSTICE Taiwan has legislation guaranteeing gender equality in the workplace, but over half of the 4000 working women recently surveyed in that country say that men get paid more for doing the same work. 'It's unfair,' says Heidi Hsuan-Hui, a senior trade specialist at an export company in Taipei. 'Monthly salaries that male colleagues receive are about NT\$10 000 (US\$415) higher than what I get, even though we are doing the same job.' Heidi's boss believes that men should be paid higher wages since they must travel more because they have a greater need. Some employers openly say that they pay men more because they have a greater

8.1 REALITY CHECK

FAMOUS MISSED OPPORTUNITIES

Mental models create road maps that guide our decisions. Unfortunately, these maps also potentially block our ability to see emerging problems and opportunities. Here are a few famous examples.

Capital User interfaces, micro windows, pull-down menus, laser printing, distributed computing and Ethernet technologies weren't invented by Apple, Microsoft or IBM. These essential elements of contemporary personal computing originated in the 1970s from researchers at Xerox PARC. Unfortunately, Xerox executives were so focused on their photocopier business that they didn't bother to patent most of these inventions. Xerox has successfully applied some of its laser technology, but the lost value of Xerox PARC's other computing discoveries is much larger than the entire photocopier industry today.

Nia Vardalos wrote a comedy screenplay based on incidents involving her Greek-Canadian family. None of Hollywood's literary agents were interested. They all said it's not good; it's not funny, said Vardalos, who honed her writing and acting skills at the Second City comedy group. Undermanned Vardalos turned the script into a successful one-woman show in Los Angeles. None of Hollywood's talent agencies accepted her invitation to see the show, but when actress Wilson and Tom Hanks watched her act, they immediately supported her in making a movie. Even with Hanks on board, Hollywood studios rejected the script but HBO agreed to provide a paltry US\$2.5 million to a favour to Hanks. With a budget of only US\$1 million, *My Big Fat Greek Wedding* became one of the highest-grossing independent films of all time. The screenplay that no one in Hollywood wanted was also nominated for an Oscar.

When the World Wide Web burst onto the cyberspace scene in the early 1990s, Bill Gates worried what all the fuss was about. Even as late as 1996, the Microsoft founder implored investors for their love-in with companies that made Internet products. However, Gates eventually realised the error in his mental model of computing. Making it for last time, Microsoft bought Hotmail and other Web-only companies, and added Internet support to its Windows operating system.

The best television commercial in history (as rated by Advertising Age) almost didn't see the light of day. The Apple Macintosh 'Why 1984' wasn't the last 1984 film to feature a female athlete hurling a sledgehammer at a giant TV screen of an Orwellian Big Brother liberating thousands of subjugated followers. Apple initially rejected the ad agency's 'Chaos Day' now-rememberable phrase in an Apple II newspaper ad, but agreed to use the theme to launch the Macintosh computer during the 1984 Superbowl. The Macintosh team and sales force were ecstatic with rough cuts of the ad, but every outside director on Apple's Web had despised it. One remarked that it was the worst commercial of all time, another insisted that Apple immediately change its ad agency. Based on the board's reaction, Apple CEO John Sculley asked Chaos Day to cancel the Superbowl ad spot. Fortunately, the agency second ad could only jell off some of the time, so Apple had to show the commercial. The single second ad shown during the Superbowl had such a huge effect that it was featured on evening news over the next several days. A month later, Apple's board members applauded the Macintosh team for a successful launch and applauded for their misjudgment of the commercial.

Nia Vardalos's comedy screenplay about her Greek-Canadian family was rejected by Hollywood literary agents and studios, yet it eventually became the top-grossing independent film in history and was nominated for an Oscar.

Sources: 'Apple: The Web Bill Gates Standby Comic,' *San Francisco Examiner*, 13 March 1996, p. D1; 'D'Port: Xerox Wins Dollars,' *San Francisco Examiner*, 29 September 1996, p. B8; Campbell and G. Cooper, 'New York: How It's Done,' *Harper Business Review*, October 1999, p. 119; 'Hsuan-Hui,' *Big Fat Hollywood Success Story*, *United Press International*, 12 December 2002; 'The Macintosh' Top 20,' *20 Years After Computers*, 1994; Apple Online, http://www.apple.com/macosx/why1984/20_years/macosx.html (accessed 31 July 2005).

OB WINDOWS

Each chapter contains a range of captioned photographs which provide quick insights into OB in action. The organisations appearing in this feature provide examples of workplaces both from the Pacific Rim and globally (see p.152).

KEY TERMS

The field of organisational behaviour has its own unique terminology. Key terms are bolded throughout the text and defined in the margin, to help you learn the language of OB. You will also find a list of key terms at the end of each chapter. You'll find this list useful for revision.

REALITY CHECKS

The best way to understand a theory is to see it in action within a real-life situation. These short cases illustrate a particular concept which is discussed within the text, helping you learn how a theory is put into practice (see p.237).

Text at a glance (continued)

END-OF-CHAPTER MATERIAL

TEAM EXERCISES

The end-of-chapter material contains a broad range of exercises to help you further develop your skills. Enjoy working with your peers on the team exercise, which will not only help you understand the content of the chapter, but will also improve your communication skills (see pp.288–9).

SELF-ASSESSMENT EXERCISES

These exercises are designed with personal reflection in mind. Take the test and find out more about your attitudes and personality. You will find more of these exercises on the CD that accompanies the text.

DISCUSSION QUESTIONS

These short answer questions provide you with the opportunity to revisit and discuss concepts and scenarios which relate to the chapter you've just read (see pp.252–3).

END-OF-CHAPTER CASES

These cases bring to life key concepts which have been explored in the text. The questions that accompany them will help you develop the analytical skill that you will need in the workplace.

288 PART 3 Team processes Foundations of team dynamics CHAPTER 9 289

TEAM ROLES PREFERENCES SCALE

PURPOSE
This self-assessment is designed to help you to identify your preferred roles in meetings and similar team activities.

INSTRUCTIONS
Read each of the statements below and circle the response that you believe best reflects your position regarding each statement. Then use the scoring key in Appendix B to calculate your results for each team role. This exercise is completed alone so students can assess themselves honestly without concerns of social comparisons. However, class discussions will focus on the roles that people assume in team settings. This scale assesses only a few team roles.

Circle the number that best reflects your position regarding each of these statements.	Does not describe me at all	Does not describe me very well	Describes me somewhat	Describes me well	Describes me very well
1. I usually take responsibility for getting the team to agree on what the meeting should accomplish.	1	2	3	4	5
2. I tend to summarise to other team members what the team has accomplished so far.	1	2	3	4	5
3. I'm usually the person who helps other team members overcome their disagreements.	1	2	3	4	5
4. I try to ensure that everyone gets heard on issues.	1	2	3	4	5
5. I'm usually the person who helps the team determine how to organise the discussion.	1	2	3	4	5
6. I praise other team members for their ideas more than do others in the meetings.	1	2	3	4	5
7. People tend to rely on me to keep track of what has been said in meetings.	1	2	3	4	5
8. The team typically counts on me to prevent debates from getting out of hand.	1	2	3	4	5
9. I tend to say things that make the group feel optimistic about its accomplishments.	1	2	3	4	5
10. Team members usually count on me to give everyone a chance to speak.	1	2	3	4	5
11. In most meetings, I am less likely than others to 'put down' the ideas of team members.	1	2	3	4	5
12. I actively help team-mates to resolve their differences in meetings.	1	2	3	4	5
13. I actively encourage quiet team members to describe their ideas on each issue.	1	2	3	4	5
14. People tend to rely on me to clarify the purpose of the meeting.	1	2	3	4	5
15. I like to be the person who takes notes or minutes of the meeting.	1	2	3	4	5

© Copyright 2005 Steven L. McPherson

252 PART 3 Team processes Decision making and creativity CHAPTER 8 253

KEY TERMS
bounded rationality p. 238
creativity p. 246
decision making p. 234
divergent thinking p. 247
employee involvement p. 244

escalation of commitment p. 242
implicit favourite p. 239
intuition p. 240
post-decisional justification p. 241
prospect theory p. 243

rational choice paradigm p. 234
satisficing p. 239
scenario planning p. 241

DISCUSSION QUESTIONS

- A management consultant is hired by a manufacturing firm to determine the best site for its new production facility. The consultant has had several meetings with the company's senior executives regarding the factors to consider when making the recommendation. Discuss the decision-making problems that might prevent the consultant from choosing the best site location.
- You have been asked to personally recommend a new travel agency to handle all airfare, accommodation and related travel needs for your organisation of 500 staff. One of your colleagues, who is responsible for the company's economic planning, suggests that the best travel agent could be selected mathematically by inputting the relevant factors for each agency and the weight (importance) of each factor. What decision-making approach is your colleague recommending? Is this recommendation a good idea in this situation? Why or why not?
- Intuition is both an emotional experience and an unconscious analytic process. One problem, however, is that not all emotions signalling that there is a problem or opportunity represent intuition. Explain how we would know if our 'gut feelings' are intuition or not, and if they are not intuition, suggest what might be causing them.
- A developer received financial backing for a new business financial centre along a derelict section of the waterfront, a few miles from the current downtown area of a large European city. The idea was to build several high-rise structures, attract large tenants to the sites, and have the city extend transportation systems out to the new centre. Over the next decade the developer believed that others would build in the area, thereby attracting the regional or national offices of many financial institutions. Interest from potential tenants was much lower than initially predicted and the city did not build transportation systems as quickly as expected. Still, the builder proceeded with the original plans. Only after financial support was curtailed did the developer reconsider the project. Using your knowledge of escalation of commitment, discuss three possible reasons why the developer was motivated to continue with the project.
- Ancient Book Company has a problem with new book projects. Even when others are aware that a book is far behind schedule and may engender little public interest, sponsoring editors are reluctant to terminate contracts with authors that they have signed. The result is that editors invest more time with these projects than on more fruitful projects. As a form of escalation of commitment, describe two methods that Ancient Book Company can use to minimise this problem.
- Employee involvement applies just as well to the classroom as to the office or factory floor. Explain how student involvement in classroom decisions typically made by the instructor alone might improve decision quality. What potential problems might occur in this process?
- Think of a time when you experienced the creative process. Maybe you woke up with a brilliant (but usually sketchy and incomplete) idea, or you solved a baffling problem while doing something else. Describe this incident to your class and explain how the experience followed the creative process.
- Two characteristics of creative people are that they have relevant experience and are persistent in their quest. Does this mean that people with the most experience and the highest need for achievement are the most creative? Explain your answer.

SKILL BUILDER 8.1 EMPLOYEE INVOLVEMENT CASES

CASE STUDY

CASE 1: THE SUGAR SUBSTITUTE RESEARCH DECISION
You are the head of research and development (R&D) for a major beer company. While working on a new beer product, one of the scientists in your unit seems to have tentatively identified a new chemical compound that has few calories but tastes closer to sugar than current sugar substitutes. The company has no foreseeable need for this product, but it could be patented and licensed to manufacturers in the food industry.

The sugar substitute discovery is in its preliminary stages and requires considerable time and resources before it would be commercially viable. This means that it would necessarily take some resources away from other projects in the lab. The sugar substitute project is beyond your technical expertise, but some of the R&D lab researchers are familiar with that field of chemistry. As with most forms of research, it is difficult to determine the amount of research required to further identify and perfect the sugar substitute. You do not know how much demand is expected for this product. Your department has a decision process for funding projects that are behind schedule. However, there are no rules or precedents about funding projects that would be licensed but not used by the organisation.

The company's R&D budget is limited and other scientists in your work group have recently complained that they require more resources and financial support to get their projects completed. Some of these other R&D projects hold promise for future beer sales. You believe that most researchers in the R&D unit are committed to ensuring that the company's goals are achieved.

CASE 2: COAST GUARD CUTTER DECISION PROBLEM
You are the captain of a 72-metre Coast Guard cutter, with a crew of sixteen, including officers. Your mission is general at-sea search and rescue. At 2 am this morning, while en route to your home port after a routine 28-day patrol, you received word from the nearest Coast Guard station that a small plane had crashed 100 kilometres offshore. You obtained all the available information concerning the location of the crash, informed your crew of the mission, and set a new course at maximum speed for the scene to begin a search for survivors and wreckage.

You have now been searching for twenty hours. Your search operation has been increasingly impaired by rough seas, and there is evidence of a severe storm building. The atmosphere associated with the deteriorating weather has made communications with the Coast Guard station impossible. A decision must be made shortly about whether to abandon the search and place your vessel on a course that would risk out the storm (thereby protecting the vessel and the crew, but relegating any possible survivors to almost certain death from exposure) or to continue a potentially futile search and the risks it would entail.

Before losing communications, you received an update weather advisory concerning the severity and duration of the storm. Although the crew members are extremely conscientious about their responsibility, you believe that they would be divided on the decision about whether to leave or to stay.

QUESTIONS (for both cases)

- To what extent should your subordinates be involved in this decision? Select one of the following levels of involvement.
 - No involvement. You make the decision alone without any participation from subordinates.
 - Low involvement. You ask one or more subordinates for information relating to the problem, but you don't ask for their recommendations and might not mention the problem to them.
 - Medium involvement. You describe the problem to one or more subordinates (alone or in a meeting) and ask for any relevant information as well as their recommendations on the issue. However, you make the final decision, which might or might not reflect their advice.
 - High involvement. You describe the problem to subordinates. They discuss the matter, identify a solution without your involvement (unless they seek your ideas), and implement that solution. You have agreed to support their decision.
- What factors led you to choose this level of employee involvement rather than the others?
- What problems might occur if less or more involvement occurred in this case (where possible)?

Source: The New Leadership: Managing Generation X, Organizational VP's Update and A.C. Jago, 1998. Copyright © 1998 by McGraw-Hill and A.C. Jago. Reprinted by permission of the authors.

228 PART 2 Individual behaviour and processes Work-related stress and stress management CHAPTER 7 229

VIDEO CASE STUDIES

EMPLOYEE LOYALTY

Not so long ago, companies offered secure employment. In return, workers showed their loyalty by remaining with one company for most of their careers. Not any more! This video program illustrates how dramatically times have changed. Joel Baglole received an internship at the Toronto Star and later was offered a full-time job. Baglole happily accepted the position, but quit six weeks later when the prestigious Wall Street Journal offered him a job. Baglole explains why he has no obligation to be loyal to the Toronto Star, whereas Toronto Star publisher John Honderick believes that loyalty is important and should be expected. This program also examines ways that the Toronto Star and other companies try to increase employee loyalty.

QUESTIONS

- Which, if any, of the strategies to build organizational commitment would be effective in this situation involving Joel Baglole?
- Explain how Joel Baglole's psychological contract is influenced by organizational loyalty in this situation.

PIKE PLACE FISH MARKET

Fifteen years ago, Pike Place Fish Market in Seattle had unhappy employees and was in financial trouble. Rather than close up shop, owner John Yokoyama sought help from consultant Jim Bergquist to improve his leadership skills and energize the workforce. Rather than rule as a tyrant, Yokoyama learned how to actively involve employees in the business. Soon, staff felt more empowered and gained more enjoyment from their work. They also began to actively have fun at work, including setting goals as a game, throwing fish to each other as sport, and pretending they were 'world famous'. Today, thanks to these and other strategies described in this video case, Pike Place is world famous. The fish-throw shop has become a tourist attraction and customers from California to New York call in orders.

QUESTIONS

- Based on the model of emotions and attitudes in Chapter 4, explain how the changes at Pike Place Fish Market improved job satisfaction and reduced turnover. How did these attitudes changes affect customer satisfaction?
- Goal setting is discussed as an important activity at Pike Place. Evaluate the effectiveness of this goal setting process in the context of the characteristics of effective goals described in Chapter 5 of this textbook.
- How is coaching applied at Pike Place, and how does this coaching influence employee performance?

STRESS IN JAPAN

Stress from overwork has become an epidemic in Japan. Japanese have been educated to obey their seniors when they are told what to do. Not being able to say no to situations that result in work overload is part of Japanese workplace culture. This video program consists of two segments that illustrate the degree to which some Japanese employees are overworked, as well as the consequences of their overwork. The first segment follows a typical day of a Japanese manager, from his two-hour morning commute to his late-night working hours. The program also shows how he is under constant pressure to improve efficiency, and how he carries a heavy burden from the responsibility of having to do better. The second segment describes how *karoshi*—death from overwork—took the life of 25-year-old Yoshika. It reconstructs Yoshika's work life as a graphic artist up to the time when she died suddenly on the job due to a brain hemorrhage.

QUESTIONS

- Identify the various sources of stress (i.e. stressors) that the Japanese manager in the first segment is likely to experience each day. Does he do anything to try to manage his stress?
- What conditions led up to the karoshi death of Yoshika? Are these conditions commonly found in the country in which you live?

THE CONTAINER STORE

Walk into any of The Container Store locations and you'll immediately notice two things: great products and very happy and motivated employees. Indeed, *Fortune* magazine places the retailer as either the number 1 or number 2 among the best companies to work for in America. In this video case study, co-founders Garrett Rowse and Kip Tindell tell us what makes The Container Store such a success story in employee satisfaction, motivation and performance. The Container Store helps its employees to feel emotionally secure by creating an environment with the proper values, ensuring integrity, honesty and open communication. In achieving this, they have also created a family-like atmosphere that meets the social needs to feel loved, accepted and a part of the group.

The program reveals the company's cultural values and business practices that attract so many job applicants and make The Container Store a role model in superior customer service.

QUESTIONS

- Using the MARS model of individual behaviour and performance, explain how specific practices at The Container Store increase employee performance and customer satisfaction.
- What applied performance practices are applied at The Container Store? Are they used effectively? Why or why not?
- Discuss the importance of values at The Container Store. What values are important at this retailer and how do they influence employee behaviour?

VIDEO CASE STUDIES

Video case studies are available for each part of the text. These case studies summarise the issues raised in the video footage, which you will find on the CD that comes with your text. The discussion questions which are included at the end of every case explore the themes and issues that related to each video clip (see p.228-9).