LDR 813-42, Organizational Dynamics, Assignment #2

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Assignment #2

Developmental Reading

Create Developmental Readings from seminal sources and scholarly peer-reviewed

journal articles. Review instructions for Assignment #3, the course essential elements,

and course readings to identify selections of books and journals to create entries.

Course Essential Elements

     1. People Problems in Organizations

     2. Essential Elements of Management Theory and Practices

     3. Group and Teamwork Dynamics

     4. Organizations Relations to Society

Source One: Carmazzi, A. (2019, June 21). Creating sustainable organizational culture change in 80 days [Video file]. YouTube. https://www.youtube.com/watch?v=r2XE87EoI7M [Time = 23:33]

Comment 1:

Quote/Paraphrase: There are five stages in creating organizational change. 1) The Blame Culture, "It wasn't my fault (2019). Trust diminishes among employees. 2) Multi-directional Culture. "Has some cohesiveness in some departments," (2019) but not among all the departments. The staff forgot the mission or vision. 3) The "We Are Doing Good Culture" (2019). The staff is "complacent" 4) The Brand Congruent Culture. The staff is excited because they believe in what they are doing. The staff is invested. 5) The Leadership Enriched Culture. This is a culture where the leader(s) need to "leave" their ego in their pocket to give others the chance to give their ideas and grow as a leader (Carmazzi, 2019).

Essential Element: The essential element is People Problems in Organizations.

Additive/Variant Analysis: This is an additive to my knowledge to help me as a leader analyze the organization where I work.

Contextualization: This video was so very helpful to me as a school leader. Its application will be immediate. The bottom-up initiative centered around a joint purpose is real. Carmazzi discussed having a thousand people in your

organization and having five leaders at the top trying to lead by just telling people

what to do versus leading a thousand people to feel valued and empowered to

share their ideas upwards. I just had a situation at school where I asked questions

in a way that got the ball rolling on something that should have been done by staff

months ago. The staff I asked the questions to got busy getting up to speed. It was

hard to let them work together and not jump in. This video confirmed my actions.

I have and am still learning that as a leader, you have to have a clear vision and

then let others share their ideas and have opportunities to lead the work

Source Two: Attaran, M., Attaran, S., & Kirkland, D. (2020). Technology and organizational

change: harnessing the power of the digital workplace. In *Handbook of Research on*

Social and Organizational Dynamics in the Digital Era (pp. 383-408). IGI Global.

Comment 2:

Quote/Paraphrase: "Despite the popularity of internet surveys, prior studies

suggest that responses suggested via internet-based surveys are not equivalent to

those collected via paper-based surveys. Thus, it is important to understand why

the nonequivalence occurs. Also, since internet-based surveys enable us to collect

data around the globe, it would be important how cultural differences influence

participant's responses" (Attaran, et. al., 2020).

Essential Element: The essential element is People Problems in Organizations.

Additive/Variant Analysis: This is an additive analysis to understanding

computer-based surveys versus people-based surveys.

Contextualization: This reading helped me to understand some of the drawbacks of computer-based global surveys versus people-based surveys. The article pointed out how cultural differences can affect data based on how the person interprets the questions. This is also true with people within organizations from so many diverse backgrounds. This makes it even more imperative to communicate the purpose and objectives of outcomes a leader hopes to achieve. The team needs to be clear on the mission and goals.

Source Three: Boyatzis, R., Smith, M. L., & Van Ooten, E. (2019). Helping people change: Coaching with compassion for life-long learning and growth. Harvard Business Press.

Comment 3:

Quote/Paraphrase: "When it comes to coaching other people, our research shows that excavating and articulating an individual's personal vision is crucial. More than resolving immediate problems and more than trying to help someone achieve a set of prescribed goals or meet certain standards, uncovering a person's hopes and dreams is the key that unlocks positive emotions and intrinsic motivation— and propels that person to genuine, lasting change. But guiding others to achieve their hearts' desires isn't just for coaches. Everywhere you look, you see examples of people helping other people to learn or change. In fact, when asked about the people who influenced us most in life, many of us think first about our parents, athletic coaches, or teachers— perhaps a teacher like Kyle Schwartz" (Boyatzis, 2019, p. 2).

Essential Element: The essential element is Group and Teamwork Dynamics

Additive/Variant Analysis: This is an additive analysis for my knowledge of understanding the importance of coaching people as leaders and helping them to achieve their goals.

Contextualization: There is a famous quote attributed to Maya Angelou, "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." In leading people, it is important to care about their lives, hopes, and dreams. As leaders, we need to be deliberate in pushing people up and staying open to validating their ideas.

Comment 4:

Quote/Paraphrase: When Kyle began teaching third grade, she suspected there was more to know about her students than what their enrollment data forms or their standardized test scores revealed. To be a truly effective teacher, she decided, she'd somehow have to learn what her students were thinking about— what mattered to them. 1 She asked them to complete the following sentence: "I wish my teacher knew . . ." Here's what Kyle learned: "I wish my teacher knew my reading log is not signed because my mom is not around a lot." "I wish my teacher knew I love animals and I would do anything for animals. I would love to work at the MSPCA so I could help animals get adopted." "I wish my teacher knew that my family and I live in a shelter" (Boyatzis, 2019, p. 3).

Essential Element: The essential element is Group and Teamwork Dynamics.

Additive/Variant Analysis: This is an additive analysis for my knowledge because leaders must remember the importance of caring about the whole person.

Contextualization: This is a reminder that as leaders we care about the whole person that we are supervising. In running a school and evaluating teachers and staff, the skill becomes even more critical to increase staff morale. Jesus reminds us of this when he said, "to love your neighbor as yourself" (Mark 12:30).

Source Four: Day, G. S., & Schoemaker, P. J. H. (2019). See sooner, act faster: How vigilant leaders thrive in an era of digital turbulence. MIT Press. [Amazon-Preview]

Comment 5:

Quote/Paraphrase: "Do firms that act in building vigilance capabilities subsequently outperform other firms? A recent study tackled this question and answered with a resounding yes. Researchers assessed the vigilance capabilities (or what they called the future preparedness)..."

Essential Element: The essential element Organizations Relations to Society.

Additive/Variant Analysis: This is an additive analysis to my knowledge in learning the importance of being vigilant and proactive in a digital era.

Contextualization: This article demonstrates the importance of staying ahead with communications on social media. I believe highly effective leaders and organizations are so because they have mastered communications and images in this digital era. For digital natives, this may be natural and normal. However, whether a digital native or not, communications today are so overwhelmingly and technologically diverse, that having staff to master this is essential.

Source Five: Maxwell, J. C. (2020). *The Leader's Greatest Return: Attracting, Developing, and Multiplying Leaders*. HarperCollins Leadership.

Comment 6:

Quote/Paraphrase: Andrew Carnegie. He said, "I think a fitting epitaph for me would be, 'Here lies a man who knew how to get around men much cleverer than himself.' " The only surefire way to achieve something like that is to develop more leaders so that they reach their potential, and that's not something any leader can afford to delegate or abdicate. It takes a leader to show and grow another leader (Maxwell, 2020).

Essential Element: The essential element is People Problems in Organizations.

Additive/Variant Analysis: This is an additive analysis to my knowledge to understand the importance of leaders making leaders.

 Contextualization: 'Here lies a man who knew how to get around men much cleverer than himself' (2020). This is an amazing quote. How do you get around men and women much more clever than yourself? I believe this is the miracle of having God in our lives. God helps us (John 15:26-27).

Comment 7:

Quote/Paraphrase: "All people are insecure. Give them confidence. • All people want to feel special. Compliment them. • All people want a bright future. Give them hope. • All people need to be understood. Listen to them. • All people want direction. Walk with them. • All people are selfish. Speak to their needs first. • All people get emotionally low. Encourage them. • All people want to be included. Ask their opinion. • All people want success. Help them win. • All people want to be appreciated. Give them credit" (Maxwell, 2020, p. 3).

Essential Element: The essential element is Management Theory and Practices

Additive/Variant Analysis: This is an additive analysis contributing to my ability to integrate my faith into practice professionally.

Contextualization: In short, help instill confidence, compliment, give hope, listen, guide, speak to other's needs, encourage, ask for their opinion, win them, and give people credit. The Word teaches us to esteem others more highly than ourselves (Phillippians 2:3) and to season our speech to build up and encourage one another (Colossians 4:6; Ephesians 5:19)

Source Six: Baykal, E. (Ed.). (2019). *Handbook of research on positive organizational behavior for improved workplace performance*. IGI Global.

Comment 8:

Quote/Paraphrase: "First and foremost, there is a high need for a culture of inclusion not only at organizations but at the macro social level. A culture of inclusion expands the integration of the workforce and brings diversity and potential to life. In such cultures, people with diverse characteristics and backgrounds can work effectively together and perform to their highest potential (Pless & Maak, 2004). In addition, the need is also high for a culture where opinions, beliefs, values, categorizations, labels, and rituals are translated into policies that affect the procedures of hiring and managing employees. There are especially three elements that should be contained by a culture that embraces formal and informal policies and practices. These are universal design, human resources policies, and workplace accommodation" (Baykal, 2019, p. 253).

Essential Element: The essential element is Management Theory and Practices.

Additive/Variant Analysis: This article is an additive analysis to understanding the need for a culture of inclusion of individuals with all backgrounds.

Contextualization: This was an international article that discussed inclusion, specifically individuals with disabilities. I appreciate this work from scholars from different parts of the world. The problem with leaders is that they have to first check their own biases to avoid causing harm to those who are different from them. Leaders can bully and even discriminate in hiring, promoting, and in day-to-day conversations and expectations. Christian leaders should be following the example of the one they claim to love. There is no partiality with God (Romans 2:11; John 3:15).

Source Seven: Secchi, D. (2020, July). Cognitive attunement in the face of organizational plasticity. In Evidence-based HRM: a Global Forum for Empirical Scholarship, Research Center for Computational & Organizational Cognition Department of Language and Communication Emerald Publishing Limited. doi/10.1108/EBHRM-09-2019-0088/full/html [Download]

Comment 9:

Quote/Paraphrase: "This article studies organizational flexibility and adaptability (called plasticity here) by positioning cognition at center stage. Why would this be necessary and why is it important? It is necessary because, on the one hand, by studying cognitive processes one enquires on the effects that organizational fast-paced adaptation and change bring to individuals (Bardone,

2011) and on the relations they establish with others, external resources, and the organization at large (Hodgkinson and Healey, 2008). In other words, cognition seems necessary to understand top down influences of change on employees. On the other hand, the study of cognition becomes even more central when change is driven by individuals and their interactions, i.e. to what can be called "bottom-up change" (Secchi, 2020, p. 2).

Essential Element: The essential element is Management Theory and Practices.

Additive/Variant Analysis: This is an additive analysis to understanding organizational plasticity and cognition.

Contextualization: This course has been a blessing in helping me to analyze what is happening at my school with employees and leadership. I want to be a leader who is practicing good leadership strategies not only because of mentors and role models but research and evidence of highly effective best practices. This article has increased my knowledge of cognition and organizational plasticity.

Comment 10:

Quote/Paraphrase: "The paper focuses on understanding how cognitive plasticity attunes with organizational plasticity. The latter can also be defined as characterized by uncertain flexible organizational dynamics and the attunement can be framed as a way to find a coping strategy. Results indicate that two such strategies emerge. One, called concentration, is a strategy that emerges when employees stick to the tasks they consider until they are performed. The other is a differentiation strategy and, when adopted, it means that more difficult tasks are

discarded such that more tasks are performed. The study shows that behavior

associated with distributed cognition should not be applied indiscriminately to

organizational plasticity" (Secchi, 2020, p. 3).

Essential Element: The essential element is Management Theory and Practices.

Additive/Variant Analysis: This is an additive analysis to understand two types

of organization plasticity in understanding organizational flexibility.

Contextualization: As I read this article, I began to think about cognitive

plasticity and organizational plasticity in education. Change in education has been

constant and understanding concentration and differentiation helps to see the

cognition of so many staff. It also speaks to the importance of communication,

professional development, and support put in place to navigate change.

Source Eight: Baran, B. E., & Woznyj, H. M. (2020). Managing VUCA: The human dynamics of

agility. Organizational Dynamics. https://doi.org/10.1016/j.orgdyn.2020.100787

Comment 11:

Quote/Paraphrase: "Almost three decades ago, social scientists in the U.S. Army

War College coined the acronym "VUCA" in an attempt to characterize the

environment in which their students would need to operate in the future. VUCA—

standing for volatility, uncertainty, complexity, and ambiguity—has since become

a bit of a generalized term used across both geopolitical and business contexts to

describe turbulence. And in the past decade or so, authors from both industry and

academia have produced an increasing number of articles, books, blog posts, and

YouTube videos discussing VUCA and its implications for leaders and

organizations" (Baran, 2020).

Essential Element: The essential element is Organizations Relations to Society.

Additive/Variant Analysis: This is an additive analysis to my knowledge. I agree

with the U.S. Army War College in preparing students, all students, for VUCA.

Contextualization: As an educational leader, the goal is to have schools that

equip students for the future. The term VUCA for volatility, uncertainty,

complexity, and ambiguity has expanded. However, the term VUCA has not yet

become a popular term in education. It does lead to questions about what would

need to change in education so that all students are efficient in equipping students

for VUCA. There is a need for more strategic and innovative thinking nationally

regarding education. The US Military may need to be considered as leading the

way to change.

Comment 12:

Quote/Paraphrase: "The famed military strategist Carl von Clausewitz once

wrote, "… geography and the character of the ground bear a close and ever-

present relation to warfare." The VUCA faced by any leader constitutes elements

of his or her "geography," and those who ignore those elements risk obsolescence.

Managing VUCA requires leaders at all levels in an organization to sense what is

going on internally and externally, early and often. Identifying the VUCA present

in one's environment is important because doing so gives leaders a shared sense

of what threats and opportunities they face, which should then give rise to appropriate actions they should take" (Baran, 2020).

Essential Element: The essential element is to evaluate the secular ethical standards concerning current world events and respond with a Christian ethical application.

Additive/Variant Analysis: The article is an additive analysis to my knowledge because it gives leaders a system of analyzing readiness for the future.

Contextualization: VUCA - volatility, uncertainty, complexity, and ambiguity, I am going to adopt VUCA into my practice as a leader. This term resonates with me. I agree with the authors that the more proactive leaders are in planning, the more they can devise strategies to avoid confusion and walk effectively with change. As a Christian leader, I have experienced the Holy Spirit's guidance so many times in the spaces and places I have led throughout the world. Reading about best practices in organizational dynamics has increased my understanding, which will help prepare me for the next assignment God has for me.

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0088/full/html [Download]