Cheatography

AFM 480: Organizational Behaviour Cheat Sheet

by gmillar via cheatography.com/204521/cs/43593/

Job Performance

Global average employee engagement score: 15% in 2022	Performance management tools: Management by Objectives (MBOs), Behaviourally anchored rating scales (BARS), 360-degree feedback, forced rankings, social networking systems.
Low engagement (i.e. 28% less successful than average) costs economy $8.8 trillion is lost productivity	Job performance evaluation: A "good place to start" = individual results + individual behaviours + contribution to the team + organizational results
Platinum rule: "Do unto others as they'd have you do unto them."	Inverted U Theory = model proposed in 1908 by R.Yerkes & J.Dodson. Shows relationship between pressure and performance, with an optimal level of pressure for peak performance.
Job Performance = complex system with many factors, including:	4 key influencers are 1) skill level
Ability, traits/behaviours, recruitment, management quality, culture, healthy work environment, clear purpose/priority of work, trust, good communication	2) personality (i.e. creative, adaptive)
Behaviour-focused evaluation: shouldn't over-emphasis results, because employee's performance contribute to the company many more nuanced ways.	3) trait anxiety (i.e. self confidence)
Results-only focus leads to poor culture, individualistic behaviour, competitiveness over collaboration, social undermining (i.e. sabotage co-workers' reputations), breach of ethics (i.e. fraud)	4) task complexity (simple tasks can be done under high pressure but complex tasks require low pressure)

Results are affected by factors outside of the employee's controls (i.e. stock price incentives, etc.). It only considers a point-in-time rather than future improvement.

3 Categories of Job Behaviours:

1) Task performance - stuff in the job description

2) Citizenship behaviours - stuff initiated above job requirements (organizational or interpersonal)

3) Counterproductive behaviours - stuff you are not supposed to do (production, property, political deviance and personal aggression)

Followership

Followership (cont)

c) Improved interpersonal outcomes - more connectivity and trust	a) leadership becomes a shared role
	b) greater agility/creativity
	c) greater collaboration

Empathic Listening

Organizational Commitment

Leadership is overglorified in society	Strong follow-ership practices
White Paper on Followership (A&F industry) - found that followership had a positive impact on 1) individuals, 2) leaders, and 3) team and organizations	1. Keep leader well-i-nformed
Individual Impact:	2. Commun-icate to stimulate right leadership action
a) Emotional benefit - cop with work/engagement, confidence accepting new roles	3. Provide useful/tim ely decision support
b) Development benefit - self-awareness, understanding the workplace	4. Work hard to make change work
b) Career benefits - promot-ions, compensation, opport-unities	5. Be engaged
Leader Impact:	6. Drive your own develo-pment
a) More effective, do more, try more things	7. Provide rational for your opinions/-ideas
b) Improved development and success with better feedback/-critique from followers	Team Impact:

Empathic listening: Offering time, attention, support, encouragement to build/maintain trust/openness

Empathic listening process:

1. No distractions
2. Calm/comfortable demeaner
3. "You now have my undivided attention"
4. Ask "starter" question
5. Be encouraging (say "I understand")
6. Don't rush to action (say " What else?")
7. Tailor response to personal needs (ask "How can I support you?")

Types of behaviours to handle stress:

1. Reduce source of stress: talk to someone to reduce people/role conflict/ambiguity, set boundaries, ask for help
2. Cope with stress: find friend at work, talk to friend/professional, engage in healthy lifestyle, practice reframing and gratitude.

Ex. CEO not checking his phone in the morning

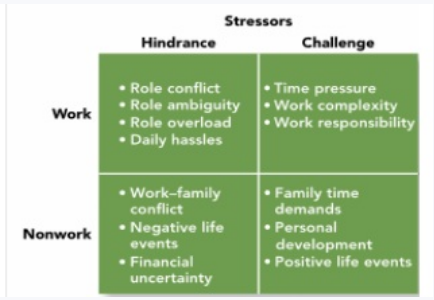
Job hopping - 2022 51% of people stay at their job for less than 2 years (33% in 2000)	Organizational commitment: employees desire to remain a member of the organization (want, need, obligation)
Employee turnover is expenses -> job posting, advertising, onboarding, training	Three types of commitment:
Types of employee withdrawal:	a) Affective (emotion) staying because you want to
a) Psychological - daydreaming, looking busy, cyberloafing (do non-work activity on company time), moonli-ghting (working another job on company time)	b) Continuance (cost): staying because you need to (due for promotion, good salary)
Cyclical relationship: Employees are engaged to leaders who are committed to them	c) Normative (obligation): e.g. company invested in you, help you out

Gallup's Survey: Perceived engagement questions work because it measures how much employees think the company cares about them

Ways companies can create organizational commitment: career enrichment programs, training & development, mentorship, team building, sponsorships

Sponsored by **Readable.com**
Measure your website readability!
https://readable.com

Common Sources of Stress



KnoWonder, Job Satisfaction, & Motivation

KnoWonder: tools for understanding & clarifying things. Make lists of what you know & what you wonder. Focus on making incremental points.

Serena Williams - "no matter what, you have to show up - so why not compete?"

Things to know about motivation:

1. Money is not the greatest motivator - happiness flatlines at $150,000

2. Driving toward right goals - regularly check-in on what your goals are

3. Identity and self-worth are NOT tied to job performance

4. Keep the flame alive!

5. Don't settle for the "good life" ("good life" = momentary pleasure, "engaged life" = satisfaction from getting into "flow", "meaningful life" = long-lasting and fulfilling)

6. Ask people what motivates them - don't assume

7. Difference between people is bigger than differences in culture

8. Don't be stingy in leadership role

9. Equity is the strongest de-motivator (i.e. when others get preferential treatment)

Personality

Personality: structures and propensities inside a person that explain their patterns of thought, emotion, and behaviour	Locus of control: external of internal. Too little internal = feel powerless. Too much = don't recognize privilege.
1. Conscientiousness - biggest affect on job performance. Strong desire to accomplish tasks/goals. Too little = lazy, irresponsibile. Too much = perfectionist, burnout.	Practical takewaways:
2. Agreeableness - communication striving, beneficial in service jobs. Too little = critical, rude. Too much = push over, people pleaser.	1. understanding "big 5" helps us be less judgmental of others
3. Neuroticism - second most important to job performance. Related to locus of control (high level = external loc)	2. Inverted U - even "good" traits can be bad in excess
4. Openness - a.k.a inquisitiveness/cultured. Good for jobs that are creative (creativity can be learned)	3. Personality doesn't define you/prevent you from achieving your goals

Personality (cont)

5. Extraversion - associated with leaders, but recent trend of CEOs being introverted

Stress & Wellbeing

Stress: psychological response to demands where there is something at stake for the individual, coping with demands exceeds the person's capacity/resources

Wellbeing: All things that are important to us, what we think about, how we experience life

5 elements of wellbeing: career, social, financial, community, and physical

Associated with job satisfaction/ stability and health

High employee wellbeing = less burnout, higher engagement, productivity, and profitability

How to reduce stress/improve wellbeing: work-life balance, compensation, training, flexibility, time-off, health & wellness

Sponsored by **Readable.com**
Measure your website readability!
https://readable.com