University of Stellenbosch

Graduate School of Business

Communications

Group Assignment

written: February 2002
from: Group 4

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Declaration

Hereby We, Group 4 of the Fulltime MBA Class, declare that this group work is our own original work and that all sources have been accurately reported and acknowledged, and that this document has not previously in its entirety or in part been submitted at any university in order to obtain an academic qualification.

Bellville, 2002-02-22

Executive Summary

Group work is an essential part of an MBA students life and this is also evidend in team work and in the work situation. This report aims to analyze and understand the Power Management Inventory (PMI) of group four's members and how it translates into individual and group action plans.

The theoretical framework is layed out by presenting the characteristics of an effective manager. This is further narrowed by research done by Mcleland and Burnham who define the effective manager on the basis of Power motivation. They categorize power motivation into two main components, namely; personalized power and socialized power, with a third affiliative power acting as a balance for the other two. The PMI for an effective manager thereby is one with a very high socialized power, high personalized power and a small amount of affiliative power. This is reinforced in graphical presentations.

Group four consists of an assortment of individuals from different backgrounds and with different characteristics. The report then describes individual PMI scores and evaluates the group members strenghts and weaknesses. Individual action plans are also incorporated to target self development action plans to become closer to the profile of an ideal manager.

The group is in a forming stage, however each individual each individual is pursuing a common objective which is the attainment of an MBA. Having recognized the common vision and mission the report then discusses the ideal group/team. It then becomes the task of group 4 to draw from those characteristics and develop synergies in the form of a group action plan.

To become an effective group it has been identified that there will have to be a focus on developing task processes and total emotional intelligence of the group members. Understanding effective communication will serve as a corner stone in developing the task processes and the emotional intelligence.

Bellville, February 2002

Group 4

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1 Introduction

1.1 Setting the Scene

In every organization the manager will be the element of life. Without proper leadership the recourses of production will just remain latent and will never become effective production or production at all. The quality and performance of the managers together with their specific characteristics determine the success of every business as well as its survival in a very competitive world. What will therefore be argued is that every manager successful or unsuccessful has got specific characteristics that constitutes to his or her ability to be effective or ineffective.

Any business must be built on teamwork and combine individual efforts into one common effort. Each member will contribute something different, but they must all contribute towards one common goal. All the efforts of the group must be towards the same direction, this in other words means that performance requires that each job must be directed to the objectives of the business as a whole. Successful managers or managers committed to excellence in the workplace recognize the importance for high motivation and the ability to communicate in such a way with their subordinates that it leads to exact understanding and effective co-operation.

1.2 Objectives

In the following project it will be attempted to identify specific characteristics of successful managers. By saying that it means the common characteristics in managers

that make them effective managers of people so that a business goal as a whole can be achieved. By looking at different management styles and power motives in management it will be argued that being an effective manager is not necessarily something that you are born with. It will rather be suggested that if you assess your profile of management characteristics it is something that can be learned and developed to make every person a more successful manager of people.

1.3 Roadmap

For the purposes of the report there will be descriptions of different management styles according to the People Management Inventory (PMI) . These styles will be evaluated into strengths and weaknesses of individuals and their impact on the group. By doing this the reader will get a clear understanding of how different leadership styles in one group of people should be managed. The purpose is to concentrate on strength and manage weaknesses, so that one common goal, the effective manager of people, can be achieved.

2 Theoretical characteristics of effective managers of people

The Power Management Inventory (PMI) describes a good and effective manager as an individual with high amount of socialized, a proportionally lower amount of personalized and a significantly low amount of affiliative power motive. What precisely does that mean? How does it relate to the managers individual characteristics?

Essentially, leadership is widely perceived as the core of effective management. Employees seek an individual who is able to provide a structure upon which to develop and to view as the epitomization of what the organization stands for. Goffee & Jones (2000, pp. 63-70) further argue that such leaders share four unexpected qualities, namely:

- They selectively show their weakness
- They rely heavily in intuition to gauge the appropriate timing and course of their actions
- They manage employees with tough empathy
- They capitalise on their differences

In PMI terms this means that an effective manager of people has a high amount of personalised power. However, such a manager does not seek power as an end itself but rather as a means to an end.

Leadership does not operate in a vacuum, clearly it should be based on a cognitive and formal basis. This brings in the point of having a clear vision for the organization.

An effective manager of people must have a highly developed individual road map to success for the organization and an all-encompassing definition of organizational 'assets'. This calls for both, high amounts of socialized and personalised power motives. The mix creates an individual who understands his/her capabilities and how to get the best from the team. Zipple, Selden, Spaniol & Bycoff (1993, p. 85) defines a clear vision as a fundamental aspect of effective managers.

Human beings are social beings and the task for any manager is how to integrate diverse personalities and optimise the teams' output. Such a challenge requires carefully cultivated people skills, ability to empathise while maintaining cohesion. People skills require high amounts of socialised power and no absence of affiliative motive.

Organizational continuity is another aspect of effective management of people. The manager must possess coaching skills to develop employees towards greater effectiveness at their individual tasks and in the organizations objectives. Dennis Castiglione in Cross (2000, p. 73) says "...Good managers recognise the value and necessity of training employees...".Zipple et al. (1993) refers to this as managers empowering their staff to be managers. A highly socialised power motive works towards team unity and links team members.

3 Power Management Inventory

3.1 Defining the PMI

PMI stands for Power Management Inventory. The PMI uses a concept model according to which an individual can be grouped and scored. There are two aspects to PMI, power motivation and power style. Power motivation is the reason why you make use of a certain power and the power style is the manner in which you use your power.

High	1/9 Country Club Management		9/9 Team Management
Concern for People		5/5 Organization Management	
Low	1/1 Impoverished Management		9/1 Authority-Compliance Management
	Low	Concern for Production	High

Table 3.1: The Managerial Grid
Source: Blake & Mouton (1985)

The PMI is based on the Managerial Grid by Blake & Mouton (1985). In general, the Managerial Grid measures a manager's biases toward the two major elements of success in organizations: the concern for people and the concern for production. Plotting these concerns on a grid and then identifying five different management styles based on the relationship between these two elements is the basis for the Managerial Grid theory. A

representation of the Grid is as follows:

- Managers with a high concern for people and a low concern for production are identified in the Grid as practicing *Country Club Management* (grid position 1,9). These managers have a tendency to give thoughtful attention to the needs of the people involved in the organization and in creating a comfortable, friendly atmosphere. We all know of some Country Club Managers: these are the ones who have lots of social interaction, may put company sports teams or service projects high on his list.

- Those who operate at the other extreme are identified as *authority-obedience managers* (grid position 9,1). These managers focus on productivity with little concern for individuals. They focus on streamlining operations so that the human resources interfere as little as possible with the other resources. Many of us also know these kinds of managers, and frequently label them as "tyrants" or "slave-drivers". They get the work done, but at the sacrifice of some of the human resources.

- The *impoverished manager* (grid position 1,1) tends to focus on doing no more than is the absolute minimum to get the required work done, and keep his superior off his back. He or she tends to have very little concern for either the human element or the production level of the team. Impoverished managers don't last long in responsible organizations.

- The 5,5 manager is categorized as the *Organization Manager*. This is a manager who is constantly trying to balance the concerns of the workforce and the concern with getting out the work. He or she constantly tries to compromise between the two competing forces, keeping morale reasonable but not excellent and production close to expectations without significantly exceeding them. He or she tends to burn out rapidly as they keep both elements neither happy nor unhappy.

- The ideal manager is identified by Blake & Mouton (1985) as the *Team Manager*,

with a grid position of 9,9. The team manager understands that need for high concern for both the human and the other resources of the organization; these managers work toward helping their people improve their commitment, developing relationships of trust and respect with employees and others, and in enhancing productivity through a focus on common vision and mission.

Implications of the Grid for Managers:

1. *No one style works best all the time.* While many would agree that the 9,9 management style is ideal, it would not work in a crisis. When a building needs to be evacuated, there is not always time to be sensitive to morale issues. Project managers should be sensitive to their situation and modify their style as needed based on the circumstances.

2. *Working with people is half the battle.* The Managerial Grid model validates that at least half of the manager's role is to manage people. At times in the project management process, we find ourselves spending more time managing easier resources. Focusing half our energy or more on managing the human resources can yield positive results.

3. *Don't just manage the measurable.* Money, time, equipment costs and the like are easy resources to measure; they come with built in measurement. Human resources are more challenging to measure, and are more complex to understand and to allocate. Avoid putting your faith in the resources that lend themselves well to metrics, and devote time and focus to the human resources that sometimes defy measurement.

By using and understanding the Managerial Grid, managers can focus more on the human side of the management equation, and can identify ways to modify their managerial strategy based on resources and circumstances.

3.1.1 Power motivation

McClelland & Burnham (1976) found in their research that the desire for impact and to be a strong influence, in other words a strong power motivation, is essential to good managers. Power motivation can be split in to two kinds of power, and they have different effects on managerial successes. The first, personalized power, is focused on personal gain and the second power, socialized power, is focused on the influence on other people's behaviour for the common good. Affiliation power is included in the PMI as a check on the strength of your power motivation. An "ideal" profile for a successful manager will be a profile with high scores both in socialized and personalized power. Ideally there should be a difference of 25 points between socialized and personalized powers, with socialized being the highest. The profile will indicate a strong desire for impact and strong influence, the profile of an "ideal" manager. If the affiliative power is the highest it indicates that the manager avoids using power. If your personalized power is dominant you will be doing a good job as a manager, but you can have a negative effect on your subordinate and the organization.

3.1.2 Power Styles

A manager can use his power in any number of ways. If your power motivation is not aligned with you power style, it will create problems for you the manager, your subordinates and the organisation.

Manager	1	1	.9	.8	.7	.6	.5	.4	.3	.2	.1	0	0
Subordinate	1	0	.1	.2	.3	.4	.5	.6	.7	.8	.9	1	0
Competition		Forms of Collaboration											Powerlessness

Table 3.2: The Power Spectrum
Source: Hall & Hawker (1981, p. 14)

The power spectrum in table 3.2 on page 8 indicates several ways a manager can distribute his power. The manager's power will be one and the next column will indicate

the power the manager distributes.

If you use the above power analyses, you can analyse the interaction of style and motive. If the motive is consistent with the power style, the line you draw will be vertical. Angular departure from a vertical line will indicate the degree of inconsistency between your power motive and your power style.

3.2 Mikes PMI

3.2.1 Diagram

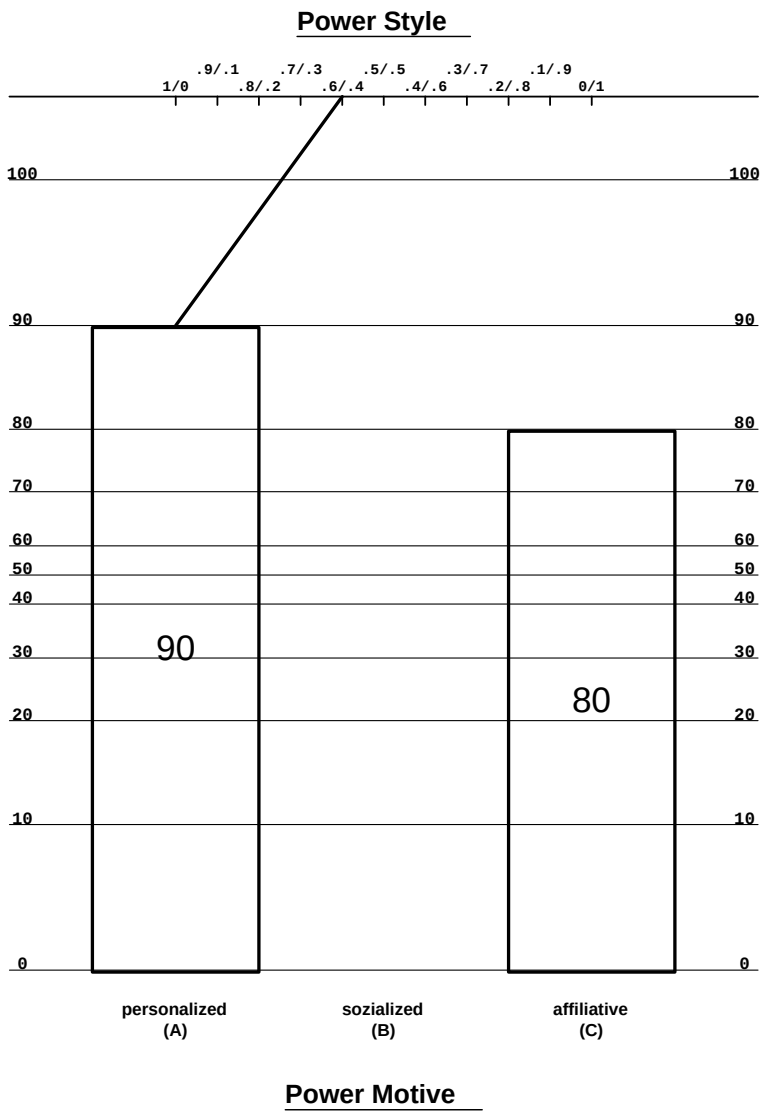

Figure 3.1: Mikes PMI

3.2.2 Description and evaluation

Mike's PMI is very high towards the personalised power motivation. The high count in the affiliative power motivation is in total contrast with the high personalised power motivation. The affliative needs and aspirations are not power needs and must only be seen as a check on the strength of his power motivation style. The high numbers in the personalised power motivation will indicate in his management style the need for impact, strength and influence as a manager.

A Power Style of .6/.4 is a typical power style for a person with high power motivation. On the power spectrum chart it shows forms of collaboration in the way he will distribute managerial power between manager and subordinates.

3.2.3 Strengths

- Strong desire for impact, strength and Influence.
- Do a credible job.
- Competitive.
- Committed to the value of efficiency.
- Inspirational leadership.
- Always prepared for a challenge.

3.2.4 Weaknesses

- Undesirable effects on subordinates.
- Potential for disorganisation.
- Impulsive behaviour.
- Undue dependency on subordinates.

3.2.5 Individual Action Plans

According to the ideal power motive profile of McClelland & Burnham (1976, pp. 100-110) the individual should have a high count in the socialized power motivation. In the case of Mike, where there is no count in socialized power and a very high count in Personalized power, this may lead to someone who is very individualistic and self reliant. According to Mike this high count in personalized power as well as a high count in affiliative power is due to the nature of his job. On the one hand he is dealing with suppliers where there is only one person that is right. On the other hand the marketing of the products the customer will always be right and therefore a more understanding affiliative approach will be used by Mike. For Mike to become a more effective manager he will have to change occupation, from dealing with suppliers to a job where effectivety is based on modern principles of doing business.

3.3 Fatimas PMI

3.3.1 Diagram

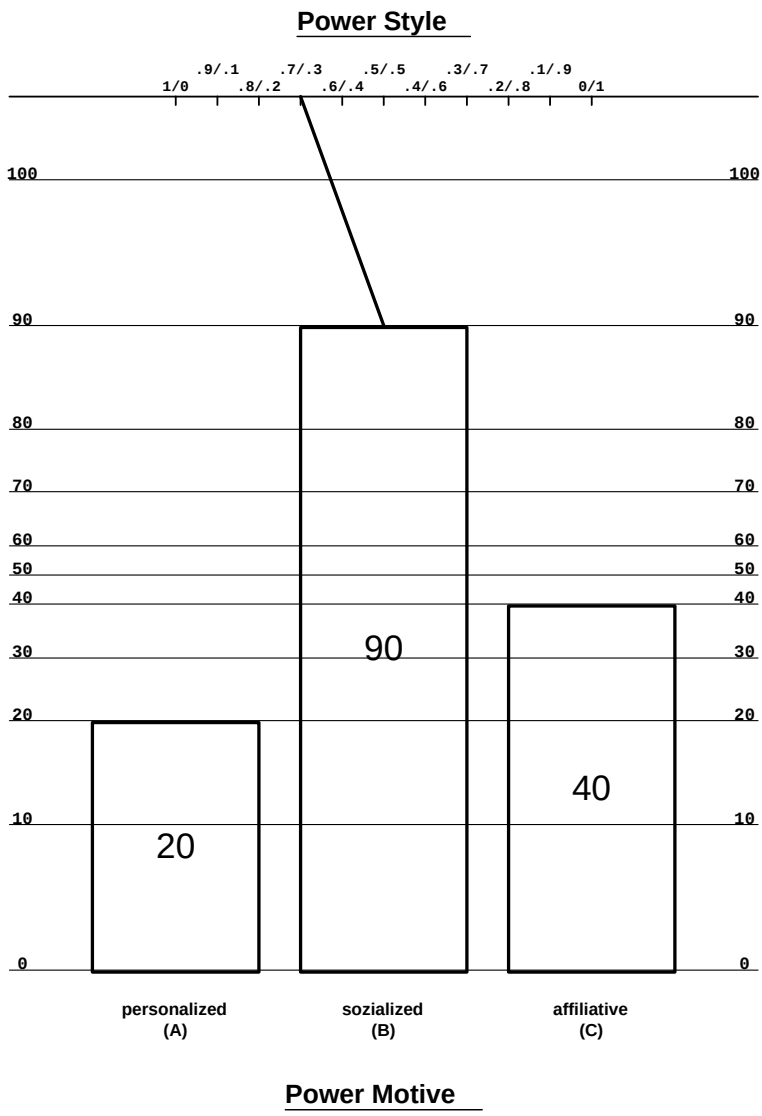

Figure 3.2: Fatimas PMI

3.3.2 Description and evaluation

Fatima's profile is high on socialise power followed by the affiliative power and a significantly lower amount of personali´zed power, this implies the following things:

- The PMI as compared with the power style suggests that her motive is basically in conflict with her power style. The personalized power is lower yet the style suggests the opposite. The implication is that there is some amount of conflict that she experiences between the personalized and the affiliative power motive. She often finds herself questioning whether she was too harsh in a disciplinary situation.
- The socialized power is actually very high and it doesn't require much change. This is true because she values team effort and always strives toward greater cooperation and team unity.
- The personalised power aspect is of particular interest to since it will be necessary that she improves it and reduce the affiliative power.

3.3.3 Strengths

- She is a very intense person in the sense that she commits to a purpose and pursues it to the very end.
- She likes the challenge of taking on new things and testing or stretching her adaptability levels.
- She listens to others opinions and gives each individual an opportunity to present their different viewpoints on issues.
- She is very ambitious and has a highly competitive sprit, this probably why she has participated in a lot of competitive yet team based sports.

- She likes finding out about other people and cultures so as to improve her understanding of different people for purpose of fostering the group spirit. E.g. learning languages.

3.3.4 Weaknesses

- Impatience with people whom she views as inconsiderate or annoying especially when behaviour is based on stereotypes (Purely subjective).
- Disappointment with a lack of structure or basis of operation.
- Often assumes that all people are at her level of understanding. We are all from very different backgrounds and at different levels in all aspects of life.
- She often gets carried away with issues such that the emotional involvement affects her rational judgement. For this reason she feels unable to work in a humanitarian based organization where her affiliative power will dominate.
- A tendency to chose profession/career at the expense of individual quality time to the detriment of close relationships.

3.3.5 Individual Action Plans

- Honest self-assessment - do a SWOT analysis.
- Look at her weaknesses - need to be more assertive, reduce her level of compassion, work on her patience and learn to accept that people differ.
- Assess her goals in relation with group goals - find a compromise and work from there.
- Regular self-assessment and if the load is weighing her down, urgent need to openly discuss it. Go for a short break. Mental health is an essential aspect of one's well being.

3.4 Alex's PMI

3.4.1 Diagram

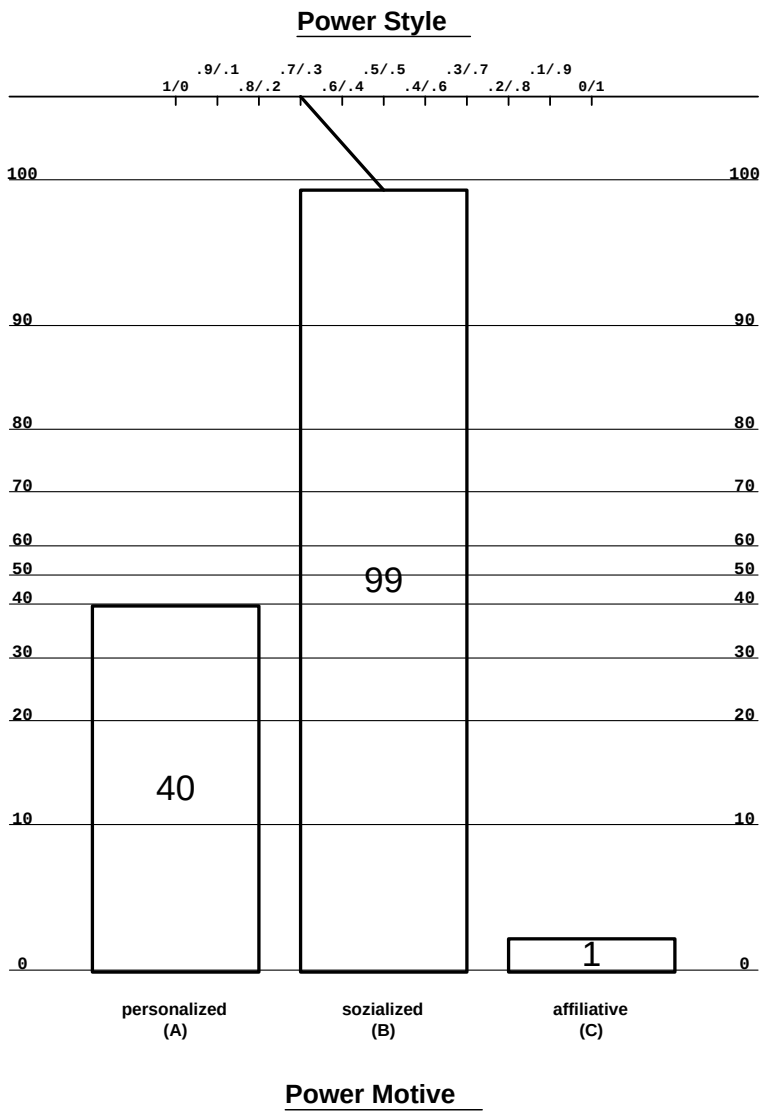

Figure 3.3: Alex's PMI

3.4.2 Description and evaluation

This PMI seems to be in the near of the 'ideal' one. The highest score is found in the socialized power motivation (99). While personalised power is at 40, affiliative tends to be 1. The power style is at .7/.3.

Socialised power motivation is very strong in this profile. Therefore Alex seems to be a very collaborative managers with a lower tendency for personalized power. The differences between power motive and power style are not very high. With this kind of matching angle, no problems should arise.

3.4.3 Strengths

- Mostly Collaborative with slight tendency to competitiveness
- Very ambivalent about power but sometimes also source of direction
- Need to influence others instead of personal gain
- Good power motivation, matching power style
- Personal need to impact on others as well as on systems
- Organization-minded and does not demand to be the centre of attention
- Serves and benefits the common welfare

3.4.4 Weaknesses

- No desire to be liked
- Gives less support to others
- No personal need to be of service

3.4.5 Individual Action Plans

It is very difficult to say what actions should be taken by Alex. Perhaps waiting for the next job, in order to change the power motive then, might be a good idea. It is also possible to change the power motive a little bit for 100 % matching with the 'ideal' one.

Perhaps Alex should focus rather on his strengths than searching for weaknesses. Now being aware of his power style and power motive, he should try an utilise theses knowledge to become the leader he seems to be on the paper.

3.5 Henriks PMI

3.5.1 Diagram

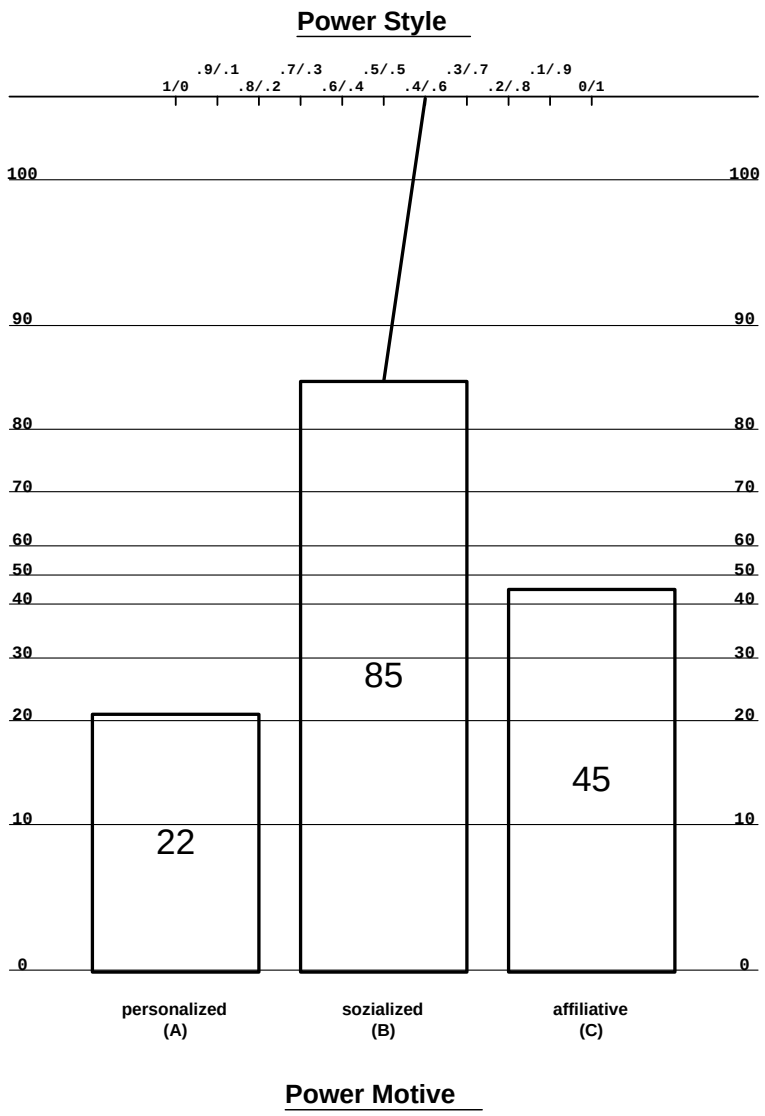

Figure 3.4: Henriks PMI

3.5.2 Description and evaluation

Henrik´s PMI consists of a reasonable high percentage of socialized power motive, which is fine. In comparison to the ideal profile of a manager, this part of his PMI is nearly perfectly developed with 85 %.On the other hand there is his widely advanced affiliative motive with 45 %, which indicates a low desire for power. This relates to a person with a great demand of communication and having people around and with him. He seems to enjoy the company of other human beings. Thereby, he cares a lot on those people's opinions and listens to them. This means a big deal to him. But along with this part of Henrik's PMI goes the fairly low evaluated personalized power motive, which just reaches 22 %. While he listens to others views, he isn't able to focus on his own behaviour. This impression is underlined with his quite low power style of only 0.4/0.6, which is actually the lowest in the group. Although that doesn't result in inconsistencies between style and motive, it reveals difficulties in putting things through.

3.5.3 Strengths

- Highly socialised
- Respectful of others´ rights
- Source of strength for others
- Concerned with fairness

3.5.4 Weaknesses

- Lack of desire for power
- Not dominant enough
- Under pressure tends to leave the battle field to others
- Not concerned with influence or impact

3.5.5 Individual Action Plans

There is a 23 percentile point preference to affiliated to personalized power motive. In there lies his biggest problem, because in accordance to the "ideal" profile of a managerial success it should be vice verse. Having that it must become his main will to like influence and impact. He should not be concerned what others think, but rather pull through his own opinion to the effective. As a manager he will become much more successful, if he will be able to reduce his aversion to power and starts to be a "tough guy". Only if Henrik starts to be more self-centred and becomes much more like an individualist, he might become a mature manager one time. He should focus on his own convictions and must try to accomplish them.

3.6 Karins PMI

3.6.1 Diagram

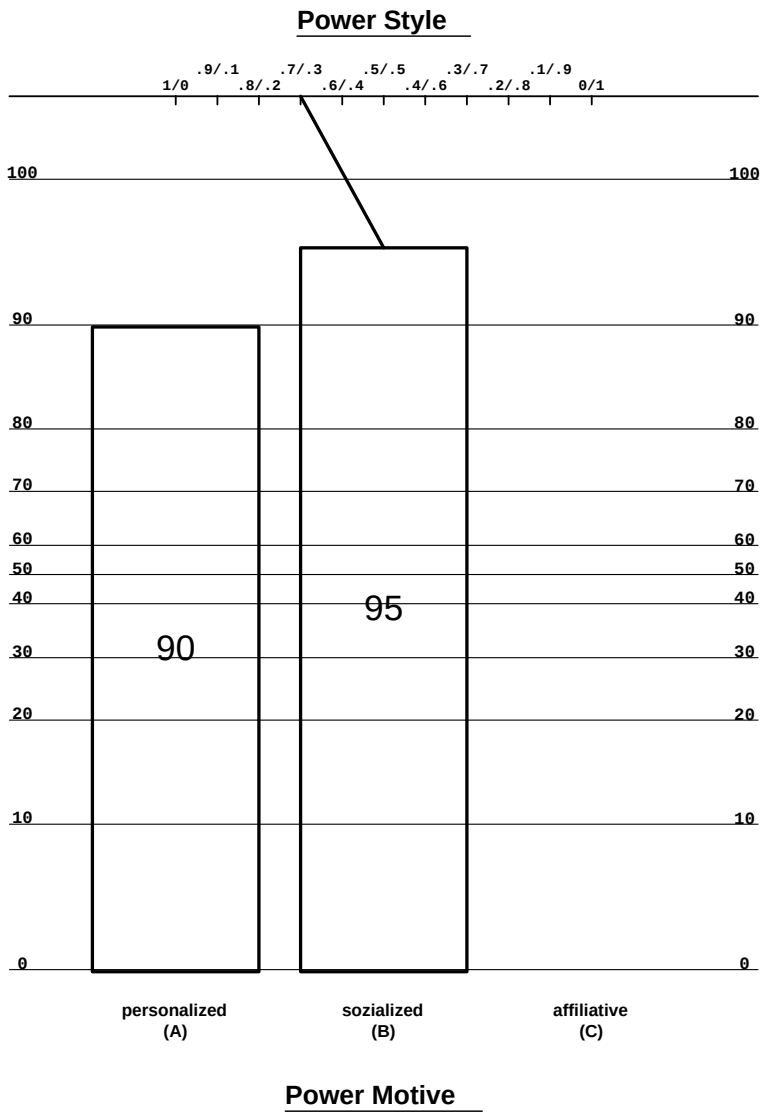

Figure 3.5: Karins PMI

3.6.2 Description and evaluation

Karin's high personalized and socialized power indicate a strong desire for impact, strength, and influence as a manager .The high personalised power together with the absence of affiliative power indicates a possible abuse of power. Further more the absence of affiliation indicates a high strength of power motivation.

The "plumb" power style indicates a consistency of action with intent.

3.6.3 Strengths

- Strong desire for impact, strength, and influence as a manager
- Committed to the value of working per se
- Power style and power motive are aligned
- Committed to the value of efficiency

3.6.4 Weaknesses

- Potential to abuse power
- Tends not to listen to other's opinion

3.6.5 Individual Action Plans

Karin will have to address the challenge of creating a gap of at least 20 points between socialised an her personalized powers, with socialized being the highest. She will have to make a concerted effort not to miss use her power; she will have to concentrate on her ability to be assertive.

3.7 The Group

3.7.1 Theoretical characteristics of a effective group

It ist most important that objectives are clearly defined and accepted by each group member. These Objectives should be both, long term and short term to lead to productivity. Group members should contribute evenly towards the group's goals. Group Members respect each other and their opinion's. The highly developed relationships enforce a balanced group build on trust. Accomplishment of objecties is a commitment for every team member. There exists clearly defined benchmarks of productivity for constant evaluation of the group's activities. Therefore the group members give each other objecitve feedback in an unpersonalised but specialised and issue realted mannor. This can be described a constuctive criticism. The group has also found mechanisms for conflict resulution.

3.7.2 Teamwork competency

Accomplishing tasks through small groups of people who are collectively responsible and whose work is interdependent requires team work competency (Hellriegel, Jackson & Slocum 1999).

Teams can be more effective if the following challanges can be addressed:

- Team design
- Supportive team environment
- Managing team dynamics appropriately

In a self-managed team, all the team members will participate in the design of the team. The members need to formulate goods and tasks to be done.

In a well designed team, members will understand it's tasks and how performance will be measured. The number of people in the team plays an important role, too many team

members will create the opportunity for some members to have a free ride, on the other hand will a smaller team create stress and a feeling of incompetency. A well designed team needs a supportive environment to use all it's potentials. In a supportive team environment, members will be empowered and are going to take action without seeking team approach. A supportive environment will include contributions from members with unique competencies which are important for the team. The team needs to recognize prais and reward, minor oidories and mayor successes. Successfull team members will respect each other and perhaps like each other. To create a supportive environment it is important to coach, counsel and mentoring team members. Conflicts and disagreement will arise within the team, but the team will know how to handle this and to manage the team dynamics appropriately.

3.7.3 Theoretical PMI of the group

	A	B	C	A+B+C
Mike	123	85	92	300
Fatima	89	133	78	300
Alex	97	153	50	300
Henrik	90	131	79	300
Karin	116	144	40	300
Mean (μ)	103	129,2	67,8	300
Standard Deviation (σ)	13,93	23,48	19,52	
Resulting Power motive	60	80	20	

Table 3.3: Team power motive scores

We do not want to 'built' a virtual PMI for the whole group, but there are a few things to be seen in table 3.3 on page 25. We took the points from every person in the group regarding A, B or C. To be sure that our PMI-Scores are correct, we also did a sum on the Scores for every person wich has to be 300. We furthermore calculated the arithmetic mean from the following equation:

$$\mu = \frac{\sum_{i=1}^{N} x_i}{N} \tag{3.1}$$

This Mean μ, also known as average, will tell us a lot about the central location of our scores. It is widely known as the measurement of location (Keller & Warrack 1999, p. 90).

The standard deviation σ is one of the two most widely accepted measures of the variability of a set of data (Keller & Warrack 1999, p. 107). It takes into account all data in this set and is calculated with the following equation:

$$\sigma = \sqrt{\frac{\sum_{i=1}^{N}(x_i - \mu)^2}{N}} \tag{3.2}$$

From the standard deviation we can se if the scores are close to each other or not.

In the last line of Table 3.3 on page 25 we took the calculated mean and got the resulting power style from the percentile score table wich is located in Hall & Hawker (1981, p. 10). The following facts can be derived from the figures in table 3.3 on page 25:

- Low σ in "A", that means that the whole group has moro or less a personalized power motive around 60
- Because of Mike's extremely low score in socialized power we have a relatively high σ in this power motive
- The affiliative power has also a higher σ. This is because of Mike's and Henrik's high score in this power motive

Refering to the mean (μ) our group is not far away from a "ideal" PMI. That means that the Group compensates the extreme PMI's of the different members very well.

3.7.4 Characteristics

We should understand that group work is extremely important because a lot of managerial work involves letting people work together and multi tasking.

The group, which we are looking at, is a self managed group. The group design involves the formulation of goals to be achieved, and the allocation of these tasks to individuals in order for the goals to be achieved.

The characteristics of an effective group will be where the group are capable of high performance but also must have a high form of supportive interaction between its members.

All the strengths and weaknesses of the team members should be understood fully. The strengths must be used to accomplish the tasks as a group. Conflict in the group should be brought out into the open and resolved. This must be used to improve the quality of decision making within the group. Co-operative group behaviour should be emphasised and the group should be constantly monitored to see if it is moving towards achieving it's goals.

By looking at the different PMI scores that were obtained, Alex's scores are the closest to the ideal profile of a manager. Therefore it should be suggested that Alex would be the ideal leader for the group.

3.7.5 Strengths

Diversity: The power motives and power styles of the group members show a wide variety. This diversity provides an opportunity vor various skills that can be utilised by the group.

Personalized Power: Several individuals, namely Karin and Mike show a high amount of personalised power. This should assure that the group is focussed on archieving targets.

Socialized Power: All group mambers exept Mike exibit socialised power as the highes power motive on the PMI scale. That means that coorperation in team-activities will take priority for all members. As you can see in Table 3.3 on page 25 the standard deviation for "B" is very high, but the reason for this is

Mike's very low score in this power motive.

Power Style: With a high power style all team members will have a focus on getting things done.

3.7.6 Weaknesses

Conflicts: These might arise between People with different kinds of power motives. Fatima and Henrik, having a fairly high affiliative power in contrast to the members with a high personalised power, might have problems pushing their ideas through. This might result in frustration and affect the group's effectivity.

Strong Characters: As three group group members have a fairly high personalized power motive this means that they might be very individualistic. From time to time this is likely to result in a clash thereby interfering the group's harmony.

3.7.7 Action Plan

Before an action plan for this group can be implemented, it must be pointed out, in which stage of existence the group is. As the MBA program started only a few days ago all members met at that time the first time ever. Nobody has known anyone before. In order to understand the different representatives better than just from their individual PMIs it is important to stress the very different backgrounds they come from. Two are from RSA and Afrikaans is their mother language, two are Germans and the girl from Kenya is the only member of the group, whose first language is actually English.

Having given this background information it becomes quiet obvious, that the group is in a forming stage. Referring to the model of stages of group development by Reddy(1988), Kreitner & Kinicki (1995) and Robbins (1998) this connecting stage is only the first of a total of five different stages. The characteristics of this stage are the excitement of the new but also anxiety and uncertainty. Usually mutual trust is very low at this point.

To overcome the very low productivity of a forming group the group must make up their own rules. Those group laws will help to formulate a framework of objectives and group goals, which are understood and agreed by every participant. It might also be of help when the group chooses a leader or better a person in charge right at the beginning. Although the members do not know each other very well and might not find the perfect leader, the elected leader will have to care for the group and might the centre of attention, which a nonsettled bunch of human beings need. From his PMIs score Alex can be considered as the best candidate, because his score is already very close to the one of an ideal leader.

After the building of the framework of group behaviour and rules there are two altered tasks. The first one is to overcome the group´s weaknesses and secondly and even more important is the working on the strengths of the group to reach the level of maturity, in which the group will be most efficiently. As some of the strengths of the group can also be seen as a weakness, e.g. the diversity of the persons´ PMIs, the process will sometimes tackle both areas of improvement. In order to be able to use the diversity as an actual strength it is of a cruletial importants that all group members treat eachother with a high amount of respect of the others character. Therefor groupmembers should be aware not only of their own but also of anyones EQ. Only if this can be kept in mind, efficient communication will take place. The awareness of the audience or addressee makes a hugh difference.

But even when all participants act according to the rules and with tolerance, conflicts will arise. That is natural and can be a very powerful tool, if it used in the right way. In order to use these conflicts to tackle weaknesses and to brace strengths the source of the particular conflict should be addressed. The group must then try to sort out the issue. An open discussion about the conflict will teach anyone all lot about his/hers nature and the group about the stage of development.

Another useful tool is a feedback system, which must be made up and implemented. All group members will have the chance to give an open advise to everyones action

and behaviour. The possitive or negative critics should be objective and specific. This will help the group to reach aims and also every individual to rethink his/hers doing. Thereby the person might adjust his/hers behaviuor and so be able to improve the own PMI in order to become more like an ideal manager.

At the end it should be mentioned that time is rare for the development of this group, because members will only stay toghether for one term. This means, that by the middle of April the members will spread apart. Using the short time most effectively the group decided to meet at the end of every month for an informal groupsession. During those meetings the members get the chance to review last sessions and talk about emotions apart from the stress of getting assignments done.

In summary the action plan of group number four comprises the definition of rules, a framework of communication issues such as a feedback system, the awareness of EQs and conflict solving menue. At the same time the action plan takes always into account that the group has just 10 weeks for developing.

This group, if managed correctly by making use of everybody's strengths, will be highly effective in achieving all of their set goals.

4 Conclusion

Group four made use of the PMI model to rate each individual member's management powers. Each member formulated an individual action plan, to ensure growth in individual management powers. The team did a swot analyze of the individual strengths and weaknesses, and assessed the impact of the strengths and weaknesses on the team, and the team decided on a action plan to ensure the effectiveness of the team. The team focused on identifying the task processes that distinguish the most effective team that is specifying the need for cooperation, participation, commitment to goals, etc. We made the assumption that if we have an action plan to use the teams strengths and weaknesses, we will succeed as an effective team. This is not true.

Druskat & Wolff (2001) stated: "...The real source of a great team's success lies in the fundamental conditions that allow effective task processes to emerge, and that cause members to engage in them wholeheartedly..."

Three conditions are essential to a group's effectiveness, trust among members, a sense of group identity, and a sense of group efficacy. If any of the tree conditions are absent, going through the motions of cooperating and participating is still possible, but the team will not be as optimal effective, because members of the team will hold back rather than fully engage. For the team to be most effective, the team needs to create emotional norms that support behaviors for building trust, identity, and group efficacy. The outcome will be complete engagement in tasks. The conclusion of this report is to develop the most effective team the team will have to focus on developing task processes and team emotional intelligence.

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