



MASARYK UNIVERSITY
FACULTY OF ECONOMICS
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Interaction Strategies

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Lesson outline

- Teamwork
- Personality communication types
- Appraisal interview





I Teamwork

Teamwork

- Humans are social creatures, build to work with others
- Every time you are in group with someone, you start liking the person more
- Whole is more, than sum of its parts



Groupthink

- It is very easy for groups to make a wrong decision
- Examples of faulty thinking of teams are called *Groupthink*
- Groupthink was researched after the decision of J.F. Kennedy to invade Cuba



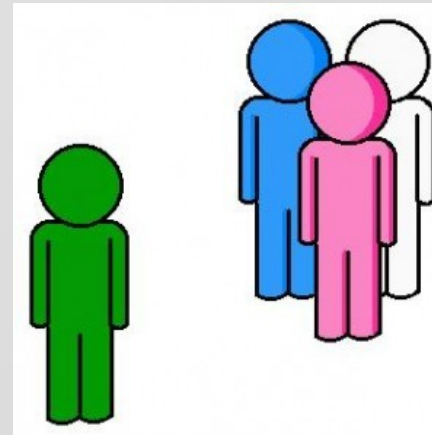
Group polarization

- An example of *groupthink*
- People in groups reach more extreme decision, than a single person would choose
- Examples are groups of teenagers, that do things they would not do alone



Outgroup homogeneity effect

- Example of groupthink
- Tendency to believe, that members of other group are all the same
- Can make negotiation more difficult



Social laziness

- Imagine an easily measurable task to do, such as pulling a rope
- Then single person pulls with higher force (80Nm), than if this person is in group with other people (5 people - 300Nm)
- The ways to fight social laziness include motivating everyone to a goal, and by giving everyone his own part on the task

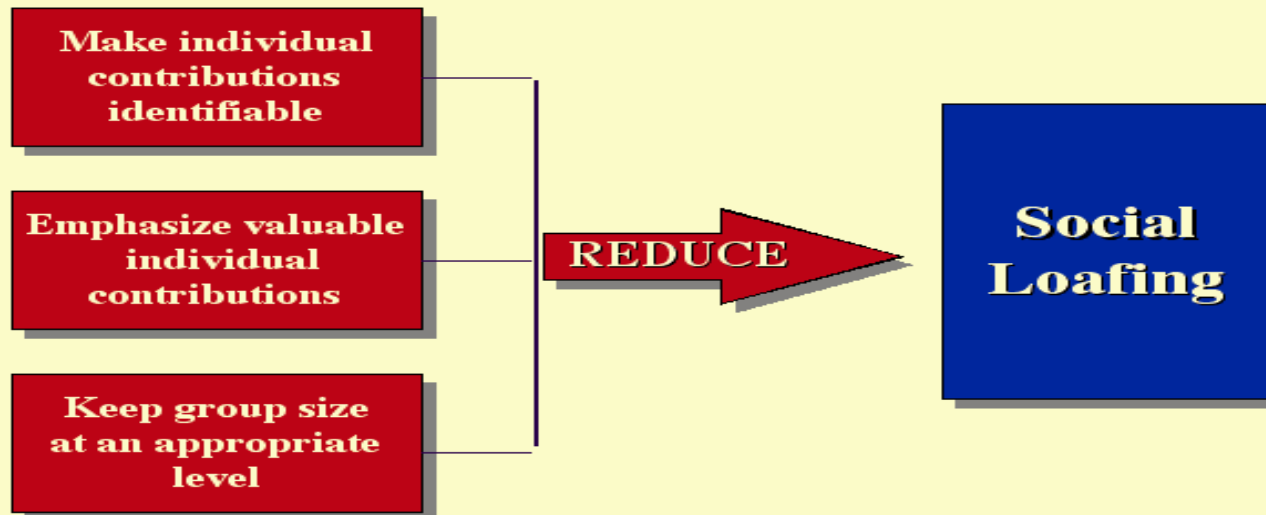


How to deal with social laziness

- The ways to fight social laziness include motivating everyone to a goal, and by giving everyone his own part on the task

Reducing Social Loafing

Figure 14.7

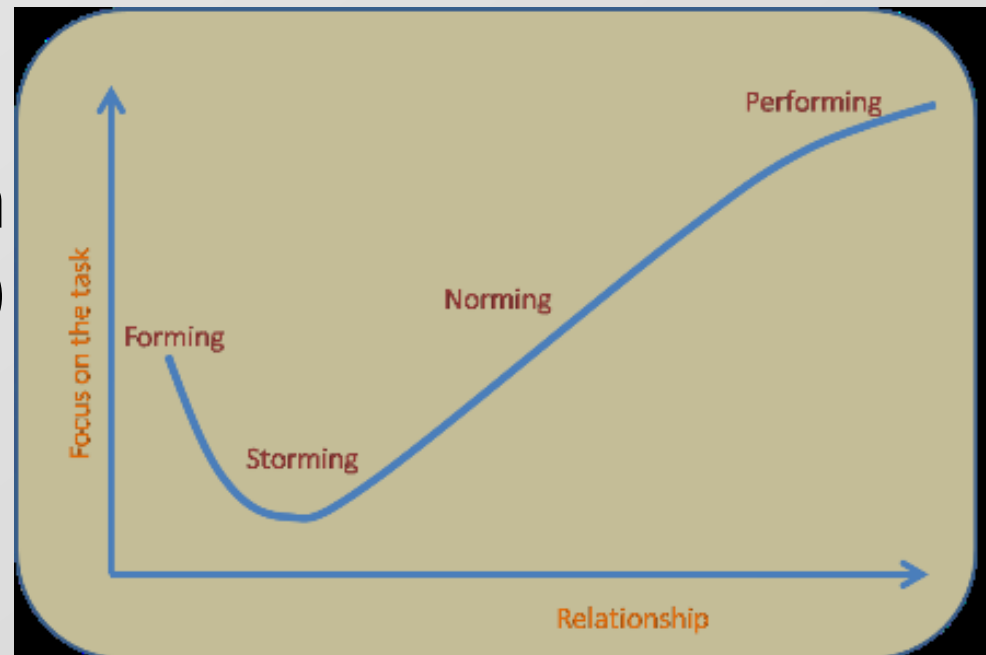


Game

- Common cents (15 pennies)
- There are 20 pennies on the table
- You can take 1, 2 or 3 pennies of the table at once. Than plays the other team
- Goal – to take the last penny

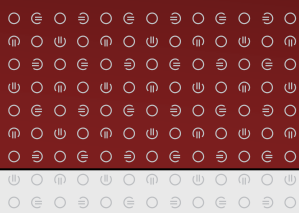


- Groups follow very similar patterns of forming
- Forming, storming and norming come before performing stage (where Team does most of work)
- And finally, transforming stage, where roles are reassessed.

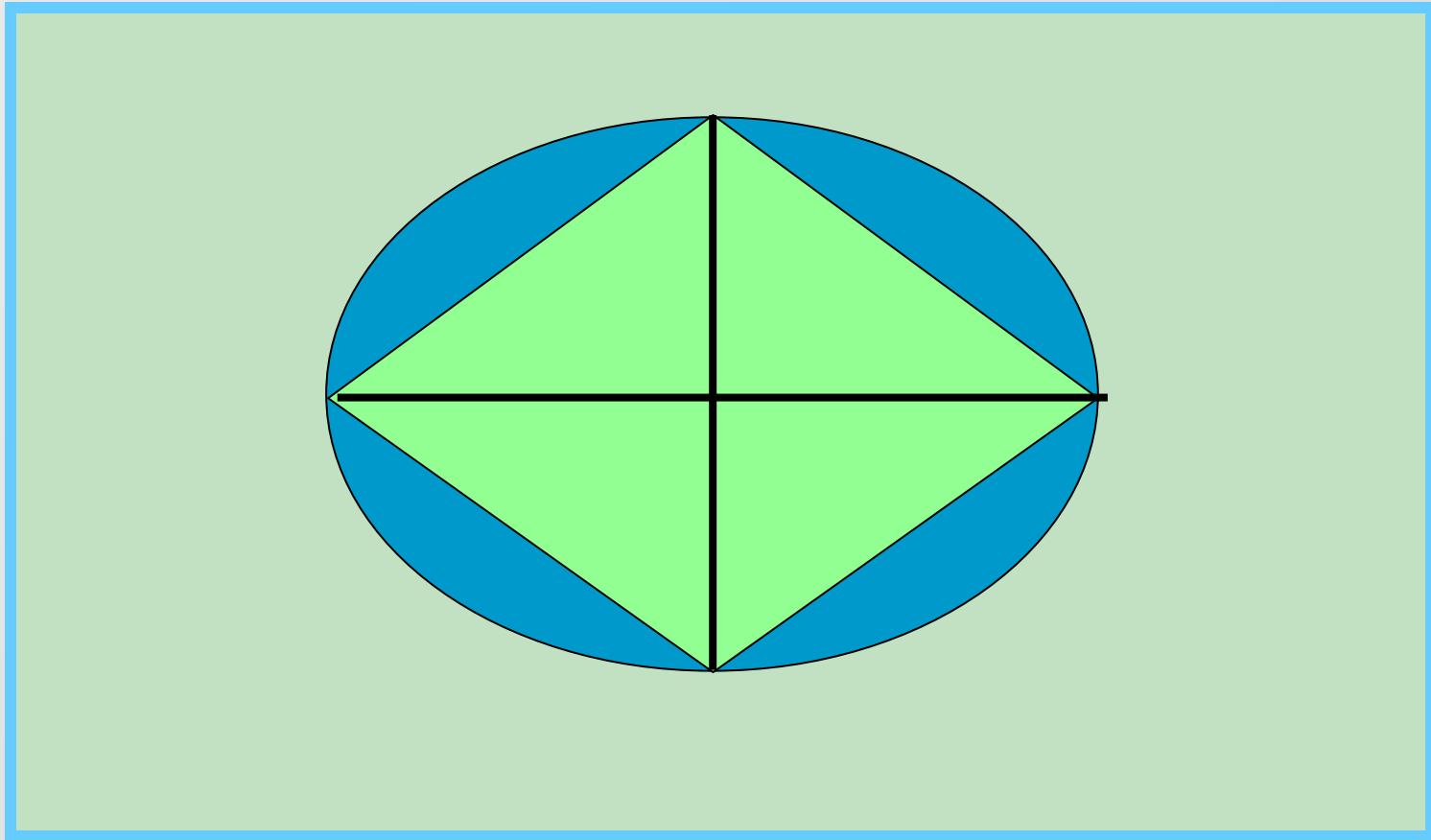




II Personality types



David Kantor's Four-Player Model





Potential Impact of the Four Player Model

- Without movers, there is no direction
- Without followers, there is no implementation
- Without opposers, there is no correction
- Without bystanders, there is no perspective



ROLES of the Four Player Model

- Movers are not necessarily leaders
- Followers are not weak
- Opposers are not devil's advocates
- Bystanders can be called "Big Picture Synthesizers and Team Paraphrasers"

Stuck Groups

- Individuals get locked into a single form of action
- Opposers are punished by the group, or they dominate
- There are no strong Movers, or no one ever Follows a move
- The Bystander is disabled
- Individuals attach double messages to their moves
- The team is unable to reach closure and produce results
- Lack of capability or flexibility to engage in all four action behaviors



III Performance appraisal interview



Performance appraisal

- a method by which the job performance of an employee is documented and evaluated.



Performance appraisal - Benefits

- Facilitation of communication,
- Enhancement of employee focus through promoting trust,
- Goal setting and desired performance reinforcement,
- Performance improvement,
- Determination of training needs.

How performance appraisal interview should **not** look like?

- https://www.youtube.com/watch?v=09bp_4Muh8

Preparation. Manager

- Choose neutral territory,
- Let employee confirm date, time, place and content,
- Give employee at least 1 week for preparation,
- Prepare a comprehensive overview of employee's performance,
- Facts, concrete evidence.

Preparation. Manager

Pay attention:

- Goals, stated during previous appraisal interview,
- Real successes and failures and their consequences,
- Conditions of successes and failures,
- Any changes in job description,
- Relationship with other employees,
- Personal development and self-education.
- Use forms provided by company



Preparation. Employee

- Do prepare!!!
- Use form from previous appraisal



Appraisal process

- Open and relaxed atmosphere
- Mutual respect
 - Goal is to gain agreement, it is not the situation where manager commands and employee obeys
- Engage employee in discussion

Appraisal process. Manager

DO

- Prepare
- Listen and ask questions
- Concentrate on performance, not personality
- Be concrete regarding successes and failures
- Gain commitment regarding goals and further actions

DON'T

- Press your ideas
- Be destructive



After appraisal. Manager

- Control improvement,
- Observe for problems.



How to do Effective Performance Appraisals

- <https://www.youtube.com/watch?v=E34Zt1cEpFA>

Biggest Mistakes Bosses Make In Performance Reviews

- Too vague,
- Everything's perfect – until it's not and you're fired,
- Recency effect,
- No preparation,
- No recognition,
- Not being truthful with employees about their performance,
- No follow-up,
- No discussion around the report's career ambitions.

Sources

- [http://info.worldbank.org/etools/docs/library/200854/section06/06g1Section 6 Slides Four P layer Model for Conversations sept1.pps](http://info.worldbank.org/etools/docs/library/200854/section06/06g1Section%206%20Slides%20Four%20P%20layer%20Model%20for%20Conversations%20sept1.pps)
- [The Family, Politics, and Social Theory \(RLE Social Theory\), D.H.J. Morgan - 2014](#)



Sources. Performance appraisal

- The appraisal interview. Training programme / Melrose Film Productions Ltd., 1988
- Ten Biggest Mistakes Bosses Make In Performance Reviews <http://www.forbes.com/sites/ericjackson/2012/01/09/ten-reasons-performance-reviews-are-done-terribly/>