

CHAPTER 3 working with a group.

- Organizational Culture what it is: Organizational philosophy, policies, procedures, training criteria, and quality assurance methods.

• Important to understand the culture of the company, ORGANIZATIONAL CULTURE

• Organizational philosophy, policies, procedures, training criteria, and quality assurance methods

Individual Responsibility

What influences the Individual attitudes and behavior?

New employees will usually adopt the behaviors of the more experienced employees.

- These NORMS become very important? Explain why? Norms, what they are.

Because new employees will do the same things that old employees do.

Example: "I did it this way because this is how it is always done around here." AMTs need to recognize this behavior and decide if the task is being performed as safety requires, or as it "normally gets done"

Do not Take it for granted, key lessons: do not sign off other's work, do not replace

Would you CERTIFY a TASK on behalf of another AMT? no do not take it for granted.

- Group responsibility has both its advantages and disadvantages: Group/Team responsibility, advantages/disadvantages.

Advantages:

1, each member of the group ought to feel responsible for the output of that group

Disadvantages:

1, can potentially act against safety, with responsibility being diluted to such an extent that no one feels personally responsible

- Intergroup conflict, Group polarization, Social Loafing, what they are

Intergroup conflict:

Intergroup conflicts involve situations where a small group may act cohesively as a team, but less so between teams (e.g. technicians and planners, between shifts, between teams at different sites etc.)

Social Loafing:

Social Loafing has been coined to reflect the tendency for some individuals to work less hard on a task when they believe others are working on it. (Less effort in group than individual)

Group Polarization/Groupthink

Group Polarization (Groupthink) is the tendency for groups to make decisions that are more extreme than the individual members' initial positions.

Motivation and Demotivation

- **Motivation**: is a basic human drive, showing how hard you are willing to try
- **Motivation** usually **positive** but can also be **negative** force
- For AMT, **main motivation is SAFETY FIRST** in work and EFFICIENCY
 - Motivation, external, internal

External: System **rewards & punishments**

Internal: Do it **because you want to**

- Maslow's Hierarchy needs (physiological, safety/security, love/belonging, self-esteem, self-actualization)



Maslow's hierarchy of needs

Human motivation described in Maslow's Pyramid

The higher up the pyramid one goes, the more difficult it becomes to achieve the need.

High level needs are often long-term goals that must be accomplished in a series of steps.

Physiological needs: need to eat/drink.

Safety/Security: need to self-protect.

Love/Belonging: need to love and belong.

Self-esteem: self-respect, feel valuable

Self-actualize: feel successful/promotion etc.

- **Hawthorne effect** Experiment on motivation: Hawthorne effect what it is: better individual performance when observed

When someone is watching us work, we work better than usual which individuals modify or improve an aspect of their behavior in response to their awareness of being observed."

- Motivated/Demotivated people characteristics

Highly motivated people tend to show the following characteristics:

- High performance and results being consistently achieved.
- The energy, enthusiasm and determination to succeed.
- Unstinting cooperation in overcoming problems.
- Willingness to accept responsibility.
- Willingness to accommodate change.

Demotivated people tend to demonstrate the following characteristics:

- Apathy and indifference to the job, including reduced regard for safety while working.
- A poor record of time keeping and high absenteeism.
- An exaggeration of the effects/difficulties encountered in problems, disputes and grievances.
- A lack of cooperation in dealing with problems or difficulties.
- Unjustified resistance to change.

People can be demotivated by two means:

1, Internally

2, Failure of their management

AMTs are motivated by a desire to ensure safety (Maslow's self esteem/self respect'), rather than by a fear of being punished and losing their job (Maslow's 'security')

- Peer Pressure, pressure to do what other expect from us

: do what other people want you to do not you. Peer pressure is the pressure we feel to do what our group or peers expect of us.

Company NORMS are an Important part of Peer Pressure

Peer pressure falls into the area of Conformity,

Culture and SAFETY CULTURE

- Definition of Safety Culture, what it means

Safety culture is made up of those shared beliefs, values, and practices affecting the safety of the environment.

How do you recognize an organization with a good safety culture?

An organization with a good safety culture is one where safe and professional behavior is fully internalized as the way personnel think and act.

TEAMWORK

- Teamwork, characteristics/conditions for teamwork

- Share and understand a common goal
- Have effective and balanced leadership
- Have effective followership (or team) skills
- Have a shared mental model
- Practice clear and effective communication

CONDITIONS FOR EFFECTIVE TEAMWORK

- Shared and understood goal
- Effective Leadership and Followership
- A shared mental model
- Clear and effective communication
- Clear delegation and role definition
- Clear operating procedures
- Appropriate allocation of workload
- Appropriate authority gradient
- Conflict resolution

Synergy, what it is

, output of the team is greater than what the output would be by the combined efforts of the individual members in isolation.

- Management, Supervision, Leadership, differences

Managers and supervisors have a key role to play in ensuring that work is carried out safely.

What is Management?

Management is about making sure people CAN work safely, providing the Right tools, Equipment, Policies and Procedures

What is Leadership?

Leadership is about helping to ensure people WILL work safely and make the connection and balance between Production Quality and Safety

- Types of Leaders (officially assigned and from group), motivating the team

- The person officially assigned as the supervisor or team leader
- The person within the group that the other members tend to follow

What are the roles of the leader?

- Motivating the Team:

The leader organizes the team by ensuring that the goals or targets of the work which need to be achieved are clearly communicated and manageable.

- Reinforcing good attitudes and behavior:

A good leader will also make sure that bad habits are eliminated, and inappropriate actions are constructively criticized.

- Demonstrating by example
- Maintaining the Group
- Fulfilling the Management role

What Leadership is NOT,

- Leadership is not POWER
- Leadership is not STATUS
- Position is assigned from Above, Leadership is conferred from Below
- Leadership is not Authority
- Leadership is not Management