LEADERGAME

SERIOUS GAMES

Digital Learning

INTERACTIVE MANUALE

INTERACTIVE SUMMARY

TECHNICAL REQUIREMENTS

LEARN2LEAD

works with most of the operating systems and under the main browsers.

- › Supported operating systems: Windows 2000/XP/Vista/7/8/8.1 and Mac OS X 10.4
- › or newer.
  Supported browsers for **Windows** : Internet Explorer, Firefox, Chrome, Safari, Opera.
- › Supported browsers for **Mac OS**: Safari, Firefox, Chrome, Camino.
- › At the first connection to the game, the website will suggest you to download, for free, Unity Web Player, a plug - in which will allow you to display the contents of the game and thus to play on-line. Once downloaded, Unity will load automatically and you will be able to play directly.
- › Allow pop-up for the game website.
- › Hit the **CTRL F5** key to refresh the internet page.
- › We recommend you to use Firefox, because with Windows 7, **you can have difficulties to play on full screen** (**F11**) **with Internet Explorer**.

GAME INTERFAE HELP FOR THE GAME LEARN2LEAD

1. **Time indicator :** shows the current time specifying the week, day and hour. Below the time indicator there is a stripe of small squares indicating all the forty working hours in a week. They turn green as the time advances.

2. **Graphs button :** will make the graphs panel appear at the centre of the screen.

3. **Schedule button :** available only from the second level on, allows the player to perform leadership tasks.

4. **1 hour button :** makes the game advance by one hour.

5. **Group of three buttons :**

> Warning button (yellow triangle with an exclamation mark) - appears when there are some hints that the player could read to improve his performance in the game.

> Info button (round button with the exclamation mark) – It allows to re-read the introduction of the game tutorial.

> Help button - (the one with the question mark) gives access to an help sheet about the game interface.

6. **Restart button :** Pressing this button will make the current tutorial or game level restart.

7. **Follower :** animated character. The typing speed is proportional to the follower motivation. The face of the character can be normal or turn stressed when the stress level is over a "dangerous" threshold.

8. **Follower info panel :** appears when going with the mouse arrow on the follower avatar. Shows the following information:

> **Ability :** that is the skill level. A skilled follower is able to work more than a less skilled one.

> **Workload :** indicates how a follower is working with respect to his possibilities which is his ability.

9. **Job info panel shows the job name :** the amount of workload to be completed which is represented by the height of a bunch of white paper, the assignment level and the amount of completed workload.

The job panel expands and shows more information when rolling over it with the mouse. These additional information are the deadline by which the job must be completed, a series of small icons representing the followers, the job they have been assigned to, and a conflict icon that appears to signal that there are some conflicts going on between some followers.
These small icons can be clicked to have more details.
Clicking on a small blue follower icon will display the name of that follower.
Clicking on the conflict icon will show the list of conflicting couples.

Clicking on the job icon (the bunch of paper) to perform assignments.

Personality :

> icon which is a star icon for achievement, heart icon for Affiliation and a lightning icon for power.

Motivation :

> Motivated followers are more efficient than unmotivated ones. Motivation increases when you take care of your followers, that is when you do leadership tasks.

Stress level :

> Stressed followers are less efficient than unstressed ones. Followers get stressed if they work too much, when deadlines approach, and when they have conflicts with other followers.

Satisfaction :

> that is how they judge your job.

THE GRAPHS PANEL

1. Motivation and stress graphs :

> Every single hour in a week is represented on the horizontal axis. The vertical axis shows the level of stress and motivation (from 0 to 100).

2. Leadership tasks :

> Indicated by little transparent squares highlighting the hour at which a particular task have been performed. Clicking on the square will make some details about the task visible allowing the player to make useful connections between leadership actions and followers internal states.

3. Follower switching buttons :

> The graphs can be traced for the whole team or for a single follower. Click on the left or right arrows to choose.

4. Week switching buttons :

> Graphs can be viewed for the current week or the previous ones. Use this buttons to choose.

LEARN2LEAD
GAME INSTRUCTIONS

INTRODUCTION

In the game L2L (LEARN2LEAD**) :**

> you are hired to work in a large corporation. The CEO has picked you out as a future leader and has organised for you an on-the-job training program which you will have to follow to learn all of the skills and knowledge necessary to become a great leader.

The game is played across different levels Across those levels you will lead teams in different departments of the corporation, from the catering department to the research and development department.

During the game, you have two goals :

> to ensure that the company runs efficiently and productively

> to ensure that your followers develop appropriately, as outlined by the Full Range Leadership (FRL) model.

The day-to-day running of the department involves dealing with jobs that have specified deadlines and workloads, and assigning staff to work on those jobs.
Through astute management, it is possible to finish a respectable number of jobs within their deadlines.

However, leadership is more than management, and if you employ a strategy for developing your followers you will get a real advantage in the game.
If you consider your followers workload, ability, stress levels and personality while doing the typical management tasks of assigning players to jobs, you will perform better than a leader that simply manages.

In addition, you have the option of running workshops, organising team-building events, performing one-to-one coaching, getting involved in the day-to-day work, sending memos, among other things in order to help develop your follower's ability and their intrinsic motivation.
More developed followers can complete more jobs, thus, spending time on developing staff helps you to reach both goals of efficiency and development

GENERAL GAME STRUCTURE

The game is played across **5 levels of difficulty**. At the beginning of each level, you are presented to a scenario describing the challenges posed in that level, and a message from the CEO.
Each level involves the presentation of some short tutorials. In each level or tutorial, you are first presented with a description of that level/tutorial.

Each level or tutorial is played across a number of weeks.
Each week is composed of 5 working days, from Monday to Friday. Each day is composed of 8 working hours.

In each working hour, you can do a number of activities, each one has a consequence on the followers' behaviour.
The most basic action is assigning staff to work on different jobs.
Followers can be assigned to work on more than one job at a time.
Moreover, more followers can be assigned to the same job.

You can also perform some Leadership Task :

    > you can reward or punish staff for good or poor performance, run workshops to increase followers abilities,

    > have meetings where you make inspirational speeches,

    > send emails reinforcing their ideals and goals for the company,

    > call staff meetings, where the staff have input on the decision-making process

    > have a one-to-one coaching session with a particular staff member.

    > The number and type of leadership task varies across different levels or tutorials.

    > The ultimate goal is to achieve a balance between all of these activities in order to maximize the efficiency and development of your followers.

Whenever you need, you can monitor the psychology of followers.
In particular, their level of stress, motivation and satisfaction.

Moreover, you can monitor some data about your management :

    > your workload management, your ability and personality management, your leadership style, your conflicts management.

    > At the end of each level or tutorial, you receive a comment regarding the way you played, some overall statistics and, if you failed, some feedback about the reason of your defeat.

At the end of an entire level, you receive a general comment about your progresses.

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After logged in the game the player will be presented with the game main menu which is composed of three options.

At your first connexion, click on any of them to start the game:

NOTA BENE

> If you want to change language, just click on the chosen flag and then click on "Play" if you want to play or on "Ranking" if you want to see your ranking. Unity will reload.

> You have to finish a level so that it can be saved. Only levels that have been completed can be replayed in "Play Specific Level" without the possibility to improve your score. However, all games are saved and it allows you to compare your scores

> *If you quit the game without finishing a level or sub-level, at the next connection, you will restart the level or sub-level you have not finished.*

> After **5 failures of a level**, you are automatically slipped back to the previous level.

> When a whole level is ended, only the freeplay can be replayed, the tutorial levels are not accessible but lessons are available in an attached document by clicking on the question mark in the game

> If you want to replay tutorials, it will be necessary to restart de whole game by clicking on *"New Game"* and it will erase your previous scores.

> Each level can be played as many times as you want to improve your score but once a level is validated and you pass at the upper level, the score is also validated and can only be improved if you resume the game from the beginning.

New game :

By pressing this button the game will start from the first tutorial of the first level.
This option has the important consequence of **erasing all previous data associated with a certain player** but it gives you the opportunity to improve your overall score.

Reload last game :

This option allows player to continue a previous game session that was been interrupted.
By pressing this button the player will continue from the last level he/she was playing.
After starting the game with New Game, the player should always use the Reload last game button to continue his career in the game.

Play specific level :

If you want to change level, click « Play » and then click on « Play Specific Level ».
You have to finish an entire level to have access to « Play Specific Level ».
This button allows the player to play previously passed level again.
Only level that have been successfully passed are enabled for replay (free play) but you will not be able to improve your score.

THE GAME INTERFACE

The following picture, taken from the fifth level, shows an example of what the game interface looks like.

At the centre is the game scene representing the office where your followers work.

It varies across all game levels looking nicer and nicer as the player advances in his career.

At the bottom of the screen is the head up display (HUD) with the main control buttons. On the left part of it a time indicator shows the current time specifying the week, day and hour. Below the time indicator there is a stripe of small squares indicating all the forty working hours in a week. They turn green as the time advances.

On the right half of the HUD there are **three buttons** :

> Clicking on « **graphs** » button will make the graphs panel appears at the centre of the screen (more on the graphs panel next in this document).

> The schedule button, available only from the second level, allows the player to perform leadership tasks.

> The 1 hour button makes the game advances by one hour.

Three small buttons on the bottom right of the HUD help the user during the game. **The warning button, a yellow triangle with an exclamation mark**, appears when there are some hints that the player could read to improve his performance in the game. By clicking on that button a window will appear with a list of useful suggestions about the current situation.

The round **button with the exclamation** mark is the info button :

> It allows to re-read the introduction of the game tutorial.

The **help button** :

> the one with the question mark, gives access to an help sheet about the game interface. On the very left side of the HUD there is a restart button. Pressing this button will make the current tutorial or game level restart.

ASSIGNING JOBS

As previously pointed out, the most basic action in the game is assigning staff members to work on jobs.

> Each job has an info panel at the top of the game interface showing some information associated with it :

- the job name
- the amount of workload to be completed
- which is represented by the height of a bunch of white paper
- the assignment level and the amount of completed workload.

The job panel expands and shows more information when rolling over it with the mouse.
These additional information are the deadline by which the job must be completed, a series of small icons representing the followers, the job they have been assigned to, and a conflict icon that appears to signal that there are some conflicts going on between some followers.
These small icons can be clicked to have more details.
Clicking on a small blue follower icon will display the name of that follower.
Clicking on the conflict icon will show the list of conflicting couples.

Job info panel compacted and expanded
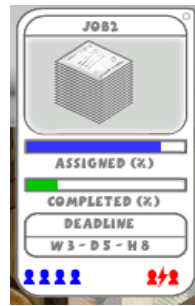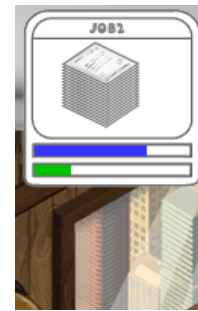
Assigning a job to a member of staff it's performed by clicking on its icon (the bunch of paper).

The assignment panel will appear allowing the player to select some followers to be involved.

Clicking on the assign now button will make the assignment complete.

Job assignment panel

When you assign a follower to a job, he/she is ready to work on that job, to decrease its total workload.

If other followers are already working on the same job, they will split the total workload so that more capable followers will take more workload, and less capable followers will take less workload.

Indeed, each follower is capable of some amount of workload, depending on his ability, motivation and stress, and over that value he cannot work.
So, more skilled followers usually will work more than less skilled followers, unless they are unmotivated or stressed.

A workload bar is showed for each follower (see followers internal state next) that represents how a follower is working with respect to his possibilities.
As an example, 100% full bar means that the follower is working at his maximum capacity.

When you assign a follower to a job, the assignment bar in the job panel will increase. The assignment bar indicates how much workload of that job is covered with the current assignments.

When it's full it means that the workload of the job is fully covered and that it will be probably completed in time.

However, **conditions can change** :

> as **an example**, a follower's motivation can decrease, and so his capability. Therefore, he will not be able to complete the job in time, and the assignment bar could decrease indicating that.
So to complete a job in time you need to keep the assignment bar full until the deadline

If some job assignments have been performed for a job the workload bar in the job info panel will increases as the game advance hourly.
A full workload bar indicates that the job has been completed.

When the deadline is reached and the job has been completed, the background of the job icon becomes green otherwise it becomes red.

LEADERSHIP TASKS

Each followers is represented by an animated character sitting at the desk and typing in front of a computer.

The character is animated and conveys some important information about the follower's internal state.

The typing speed is proportional to the follower motivation.

The face of the character can be normal or turn stressed when the stress level is over a « **dangerous** » threshold.

Each follower has an internal state that you have to monitor carefully, if you want to successfully advance in the game.

Go with the mouse arrow on the follower's avatar and an information panel will be presented showing the following information:

> **Ability :** that is skill level. A skilled follower is able to work more than a less skilled one.

> **Workload :** describes the job panels. This bar indicates how a follower is working with respect to his possibilities which are his ability.

> **Personality icon :** that is a distinctive feature that represents the disposition of the follower for some kind of behaviour.

Achievement (star icon) :

> followers have a disposition for excellence in performance, a continuing concern for doing better all the time. This motive concerns achieving excellence through one's individual efforts.

Affiliation (heart icon) :

> I followers have a concern for establishing, maintaining, and restoring close personal relationships with others.

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Power (lightning icon) :

> followers have a concern for acquiring status and having an impact on others. High power motivation induces highly competitive behaviour. Followers with different personalities should be managed in a different way to obtain optimal results.

Followers with different personalities should be managed in a different way to obtain optimal results.

Motivation :

> Motivated followers are more efficient than unmotivated ones. Motivation increases when you take care of your followers, that is when you do leadership tasks.

Stress level :

> Stressed followers are less efficient than unstressed ones. Followers get stressed if they work too much, when deadlines approach, and when they have conflicts with other followers.

Satisfaction :

> That is how they judge your job. More motivated followers tend to be more satisfied of your management. However, that is not always true, and depends on the nature of their motivation. As an example, they can be motivated because they are afraid your punishments, but in this case they are not satisfied of you.

At the bottom of the follower's info panel are showed some small icons listing the jobs he/she is currently assigned to.
By clicking on this icon, the job assignment panel will appear.

Follower normal and stressed face
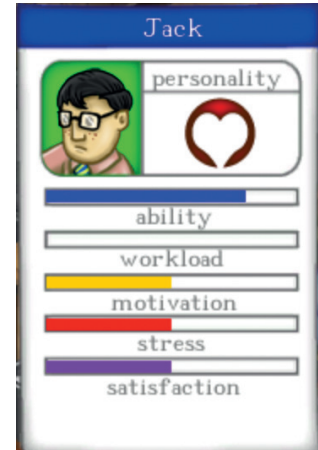
Followers' info panel

Each followers is represented by an animated character sitting at the desk and typing in front of a computer.
The character is animated and conveys some important information about the follower's internal state.
The typing speed is proportional to the follower motivation. T
he face of the character can be normal or turn stressed when the stress level is over a « dangerous » threshold.

THE GRAPHS PANEL

Motivation and stress levels can be monitored weekly by specific graphs activated by pressing the graphs button.
Every single hour in a week is represented on the horizontal axis.
The vertical axis shows the level of stress and motivation (from 0 to 100).

Leadership tasks are also indicated by little transparent squares highlighting the hour at which a particular task have been performed.

Clicking on the square will make some details about the task visible allowing the player to make useful connections between leadership actions and followers internal states.
The graphs can be traced for the whole team or for single followers and can be viewed for the current week or the previous ones.
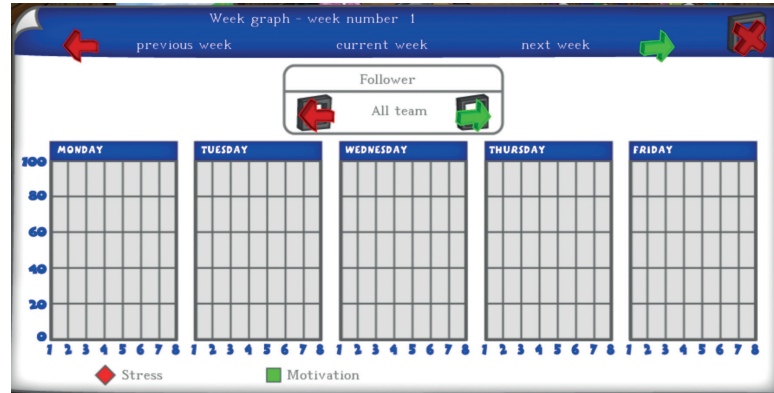
MANAGEMENT STATISTICS

During the game, many important aspects of your management style are involved. At the end of each level or tutorial, a summary of these aspects are shown as numbers and points. Depending on the level you are playing, some or all of the following information are shown.

Workload management:

> shows how your followers were busy doing their work. A value of 100%, as an example, means that the followers worked at their maximum capability. This is not always good, given that stress can increase in these cases.

Stress :

> the stress level of followers.

Motivation :

> the motivation level of followers.

Leadership style :

> the style used in managing your followers when performing leadership tasks: Transformational, Transactional or Mixed.

Ability management :

> shows how you took into account the followers' ability when performing leadership tasks. A value of 100% corresponds to a perfect management.

Personality management :

> shows how you took into account the followers' personality when performing leadership tasks.

> A value of 100% corresponds to a perfect management.

Conflicts management :

> shows how you took into account the followers' personalities to avoid conflicts in the team, when assigning them to jobs.

> A value of 100% corresponds to a perfect management.

TIPS & TRICKS OF THE GAME LEARN2LEAD

Read conscientiously the description of each level, to know the objectives to achieve to clear a level.

Each level, check the given projects, the mass of time and employees needed as well as the deadline of every project.

Before allocating work to your employees, it is important to know them :

> analyse their capacities and their personalities, to make the group more efficient.

The board of leadership actions has to be closely followed because it can improve temporarily the efficiency of the team.
These actions have various effects on the employees, according to their personalities and it will thus be necessary for you to find the best action for each of them, in a individual way.

Pay attention on the face expression of your employees, it shows their psychological state such as their level of stress.

In a level, every action is irreversible and the situation can change at any time.
It will thus be necessary for you to think and to observe, minutely, before clicking, to move one hour forward.

Pay attention on the yellow exclamation mark in right below, it reminds the problems of the current part, as you play.

Even if in real life, nobody repeats that much leadership actions as in the game, here it is important to do it to integrate at best the good attitudes of a leader.

LESSON 1

TRANSACTIONEL LEARDERSHIP

In its more constructive form, transactional leadership is supplemented by working with individuals and/or groups, setting up and defining agreements or contracts to achieve specific work objectives, discovering individuals' capabilities, and specifying the compensation and rewards that can be expected upon successful completion of the tasks.

In its **corrective form,**
> it focuses on actively setting standards.

In its **passive form,**
> it involves waiting for mistakes to occur before taking action.

In its **active form,**
> there is closely monitoring for the occurrence of mistakes.

Transactional leaders establish a relation with followers in which exchanging one thing for another is the basic mode of interaction.

In other words, transactional leadership involves an exchange relationship between leaders and followers such that followers receive wages or prestige for complying with a leader's wishes.

That's why, more in detail, transactional leadership encompasses these two dimensions :

> **Contingent reward** and **management-by-exception.**

TRANSFORMATIONAL LEARDERSHIP

Charismatic leaders are highly expressive and emotionally appealing.
They are self-confident, determined, active and energetic (Bass, 2008).

In contrast to transactional leaders, **transformational leaders** motivate followers to go beyond their own self-interests for the good of the group.

In contrast to the transactional leader, the transformational leader arouses or changes needs that may have been latent (Bass 1985).
With transformational leadership, transactional exchanges take place as well, but higher needs are considered which are necessary for the development of the follower's personality.

Transformational leaders motivate followers to achieve performance beyond expectations

by transforming followers' attitudes, beliefs, and values as opposed to simply gaining compliance.

That's why, **Transformational Leadership** is represented by four factors **(**Bass, 1985**) :**

- Idealised Influence-Charisma
- Inspirational Motivation
- Intellectual Stimulation
- Individualised Consideration

LE FULL RANGE LEADERSHIP

The Full Range Leadership Model encompasses both :

> l transactional and charismatic/transformational dimensions in addition to laissez-faire (non leadership) behavior.

Fundamental to the FRL model is that :

> every leader displays each style to some amount.

GROUP STRUCTURE

It is also useful to consider **group structure**, which represents a set of dimensions along which any group can be described.

According to Jex (2002), the most important **elements of group structure** are :

> roles

> norms

> values

> communication patterns

> status differentials

Let's see these elements more in detail

ROLES

Roles represent prescribed patterns of behavior that are specific to a **particular individual** or to the **position the individual occupies.**

As an element of group structure, **roles are quite relevant.**

When groups first form, there is a great deal of uncertainty and ambiguity surrounding what individual groups' members are supposed to do.

Over time, individual group members' roles are defined through the process of role differentiation.

Behaviors associated with the task role might include :

> > clarifying task requirements
> > providing performance-related coaching
> > assistance to group members
> > keeping the group focused on the task at hand

NORMS AND VALUES

Norms :

> are simply explicit or implicit standards that govern behaviour.

According to Hackman (1992), groups adopt norms primarily to increase the predictability of group members' behaviour and to keep things running smoothly within the group.

Typically groups adopt norms only for behaviours that are deemed important for the functioning of the group.

Values :

> represent things or ideas that the group deems as important.

When new members are socialised into any collective body, the values of that collective body are communicated either explicitly or implicitly.

Regardless of whether a group communicates its values, new members must accept them in order to remain part of the group.

COMMUNICATION PATTERNS

Another way that groups can be described is by the **characteristic patterns** group members use **to communicate** with each other:

> When a **centralised communication network** is adopted in a group, communication tends to flow from one source to all group members .

> In direct contrast to centralised communication networks in a **decentralised network** communication flows freely within the group.

STATUS DIFFERENTIALS

As groups develop, there are typically **differences in status** among the various group members. The reasons for such status differences are generally classified into two general categories :

> diffuse status characteristics
> task-specific status characteristics

Diffuse status characteristics are those that are not directly related to the task the group is performing but are still seen as legitimate bases on which to attribute status.

Groups may also attribute status based on differences in group members relative contributions to the **task the group is performing.**

As one would expect, an individual who has contributed a great deal to the group's task performance, or is capable of doing so in the future, is typically accorded higher status than a group member whose contributions are more limited .

LESSON 2

Fielder (1967, 1978) proposes that the success of a leader depends on the interaction between :

> **Characteristics of the situation**
> **Characteristics of the leader**

According to Fiedler, **situation favorability** depends on three factors :

> **Leader–member relations** reflect the extent to which a leader gets along well with his or her subordinates.

Generally speaking, situations are :

> **More favorable** for leaders when they get along well with subordinates.

> **Less favorable** if leader–member relations are poor.

FIEDLER'S CONTIGENCY MODEL 2/2

Task structure :

> reflects whether the subordinates working under a leader are working on a task that is very straightforward and structured, or whether the task is vague and unstructured.

> Subordinates may find a lack of structure challenging but, from a leader's perspective having a high degree of structure is more favorable than having a low degree.

The third determinant of situation favorability is the position power of the leader i.e. the amount of formal authority that a leader has over his or her subordinates.

Some degree of authority is inherent in all leadership positions, but the amount of authority actually varies considerably.

According to Fiedler, leaders can be reliably distinguished in terms of whether they are **« task oriented »** versus **« relationship-oriented ».**

CASE 1:
ONE TO ONE DYNAMICS

Given a situation with:

> a challenging goal
> well defined tasks for everyone
> need of high commitment and responsibility
> high expectations about the performance of the group
> a tight timetable

What if a member of the group is not reliable on his/her duties?

ELEMENTS TO TAKE INTO ACCOUNT

This situation requires both the **management of an exception** and a **supportive leadership.**

Starting from the object of misalignment (analysis of the situation and behaviors) to finally stress and reinforce personal committment and responsibility according to the values and the final goal of group.

Key elements to take into account in one-to-one dynamics are :

> roles
> norms
> values
> communication patterns
> status differentials

Let's analyse the most effective **elements of leadership** to face the situation

The first phase of the strategy is supposed to be the Management by Exception

In the Transactional leadership style, the Management by Exception specifies :

> the standards for compliance

> what constitutes ineffective performance

> some kinds of punishment for followers for being out of compliance with those standards

This style of leadership implies **closely monitoring for deviances**, mistakes and errors and then taking **corrective actions** as quickly as possible when they occur :

> In its **passive form :**

• it involves waiting for mistakes to occur before taking action.

> In its **active form :**

• there is closely monitoring for the occurrence of mistakes.

In both :

> the focus of attention is on irregularities, exceptions, and deviations from standards.

To be effective, the solution of the misalignment doesn't allow a Passive / Avoidant Behavior

This is another form of management-by-exception leadership, **more passive** and « **reactive** » :

> **It does not respond to situations and problems systematically.**

Passive leaders :

> avoid specifying agreements, clarifying expectations and providing goals and standards to be achieved by followers.

This style has a negative effect on desired outcomes opposite to what is intended by the leader-manager

In this regard it is similar to laissez-faire styles, or « **no leadership** ».

Accordingly, both types of behavior have negative impacts on followers and associates.

The second phase of the strategy is supposed to be the clarification of goals and objectives according to a proposed **Contingent Reward.**

This dimension of **Transactional leadership** involves :

> rewarding followers for attaining specified performance levels clarifying expectations and offering recognition when goals are finally achieved.

This will stress and reinforce personal committment and responsibility according to the values and the final goal of the group.

Furthermore, **the clarification of goals and objectives** providing **recognition** should result in individuals and groups achieving expected levels of performance.

The latter phase of the strategy, once things go better**, is supposed to be a growing Individualised Consideration**

The Individualised consideration is a key element of **transformational leadership.**
Bass (1985) initially stated that individualised consideration occurs when a leader :

> > has a developmental orientation towards staff
> > displays individualised attention to followers
> > responds appropriately to their personal needs

Supportive leader behaviour is a « behaviour directed toward the satisfaction of subordinates needs and preferences, such as displaying concern for subordinates' welfare and creating a friendly and psychologically supportive work environment » (House 1996).

That's why **transactional leadership** provides a basis for effective leadership but a greater amount of Extra Effort, Effectiveness, and Satisfaction is possible by augmenting transactional with **transformational leadership.**

LESSON 3

TRANSFORMATIONAL LEARDER

Transformational leaders :

> become a source of inspiration to others through their commitment to those who work with them, their perseverance to a mission, their willingness to take risks, and their strong desire to achieve.

Transformational leaders :

> **diagnose, meet, and elevate the needs of each of their associates through Individualised Consideration.**

> They believe in promoting continuous people improvement

Transformational leaders :

> stimulate their associates to view the world from new perspectives, angles, and informational sources.

> They question even the most successful strategies to improve them over time.

> Associates trust their transformational leaders to overcome any obstacle because of their hard work, their willingness to sacrifice their self-interest and their prior successes.

CASE 2: GROUP DYNAMICS

Given a situation with :

> a brand new team to lead
> a new challenging goal
> need of high commitment and responsibility
> high expectations about the performance of the group
> a very competitive contest

How to manage/organise a group dynamics like the starting meeting?

ELEMENTS TO TAKE INTO ACCOUNT

This situation requires a starting **clarification of goals** to reinforce personal committment and responsibility of followers moving to **share values, vision and mission** within the group to end with the **definition of tasks,** activities and duties.

Key elements to take into account also in group dynamics are :

> roles
> norms
> values
> communication patterns
> status differentials

Let's analyse the most effective **elements of leadership** to face the situation

The first phase of the strategy is supposed to be the clarification of goals and objectives according to a proposed **Contingent Reward.**

This dimension of **Transactional leadership** involves :

    > rewarding followers for attaining specified performance levels clarifying expectations and offering recognition when goals are finally achieved.

This will stress and reinforce personal committment and responsibility according to the values and the final goal of the group.

Furthermore, the **clarification of goals and objectives** providing **recognition** should result in individuals and groups achieving expected levels of performance.

To be effective, the solution of the misalignment doesn't allow a Passive / Avoidant Behavior

This is another form of management-by-exception leadership, **more passive** and « **reactive** » :

> **It does not respond to situations and problems systematically.**

Passive leaders :

> avoid specifying agreements, clarifying expectations and providing goals and standards to be achieved by followers.

This style has a negative effect on desired outcomes opposite to what is intended by the leader-manager

In this regard it is similar to laissez-faire styles, or **« no leadership ».**

Accordingly, both types of behavior have negative impacts on followers and associates.

The second phase of the strategy is supposed to be the sharing of values, vision and mission within the group trough :

Idealised Influence :

> This dimension of transformational leadership is displayed when leaders are admired, respected, and trusted. Followers identify with and want to emulate their leaders.

> Among the things the leader does to earn credit with followers is to consider followers' needs over his or her own needs.

> **The leader shares risks with followers and is consistent in conduct with underlying ethics, principles, and values.**

Inspirational motivation :

> This dimension of transformational leadership is displayed when a leader envisions a desirable future, articulates how it can be reached, sets an example to be followed sets high standards of performance, and shows determination and confidence.

The leaders behave in ways that motivate those around them by providing meaning and challenge to their followers' work , so that individual and team spirit is aroused.

La terza e ultima fase della strategia consiste nella definizione di compiti e attività in relazione a una "considerazione individualizzata".

Questa è un'altra dimensione fondamentale della leadership trasformazionale.

Infatti, questi leader pongono attenzione ai bisogni individuali di realizzazione e crescita agendo nei confronti dei loro subordinati come coach o mentori:

> i seguaci sono spinti a sviluppare il loro potenziale verso livelli più elevati.

> sono create nuove opportunità di apprendimento insieme a un clima di supporto in cui crescere.

Per riassumere :

> la **leadership transazionale** pone le basi per una leadership efficace all'inizio di una dinamica di gruppo, ma un livello maggiore di sforzo, efficacia e soddisfazione è possibile solo aumentando le attività transazionali con la **leadership trasformazionale.**

LESSON 4

TRANSACTIONAL LEARDERSHIP

In its more constructive form, transactional leadership is :

> supplemented by working with individuals and/or groups

> setting up and defining agreements or contracts to achieve specific work objectives, discovering individuals' capabilities.

> and specifying the compensation and rewards that can be expected upon successful completion of the tasks

In its **corrective form,**

> it focuses on actively setting standards.

In its **passive form,**

> it involves waiting for mistakes to occur before taking action.

In its **active form,**

> there is closely monitoring for the occurrence of mistakes.

Transactional leaders establish a relation with followers in which exchanging one thing for another is the basic mode of interaction.

In other words, transactional leadership involves an exchange relationship between leaders and followers such that followers receive wages or prestige for complying with a leader's wishes.

CASE 3: PEER TO PEER DYNAMICS

Given a situation with :

> a specified duty in a peer to peer agreement

> need of responsibility

> defined expectations about the performance of group members

What if a member of the group is not reliable on his/her duties?

ELEMENTS TO TAKE INTO ACCOUNT

This situation requires first of all the **management of an exception** starting from the object of misalignment (analysis of the situation and behaviors) to finally stress and reinforce personal committment and responsibility according to the agreement on personal duties.

Key elements to take into account also in group dynamics are :

> roles

> norms

> values

> communication patterns

> status differentials

Let's analyse the most effective **elements of leadership** to face the situation

**The first phase of the strategy is supposed to be the Management by Exception
In the Transactional leadership style,** the Management by Exception specifies :

> the standards for compliance

> what constitutes ineffective performance

> some kinds of punishment for followers for being out of compliance with those standards

This style of leadership implies **closely monitoring for deviances,** mistakes and errors and then taking **corrective action** as quickly as possible when they occur :

> in its **passive form,**

- it involves waiting for mistakes to occur before taking action

> in its **active form,**

- there is closely monitoring for the occurrence of mistakes

In both, the focus of attention is on irregularities, exceptions, and deviations from standards.

To be effective,the management of a peer-to-peer dynamics doesn't allow a Passive/ Avoidant Behavior.

This is another form of management-by-exception leadership, **more passive** and « **reactive** » :

> **It does not respond to situations and problems systematically.**

Passive leaders :

> avoid specifying agreements, clarifying expectations and providing goals and standards to be achieved by followers.

This style has a negative effect on desired outcomes.

In this regard it is similar to laissez-faire styles, or « **no leadership ».**

Accordingly, both types of behavior have negative impacts on followers and associates.

The last phase of the strategy is supposed to be a new clarification of goals and objectives according to the peer to peer agreement

This will clarify again expectations and offer recognition (personal esteem and respect) when the agreement is honored.

In addition, it will stress and reinforce personal committment and responsibility according to the previously shared values.

That's why, the **clarification of goals and objectives** should result in individuals and groups achieving expected levels of performance.

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