THE O'NEILL LANDSCAPING COMPANY – ORGANIZATIONAL BEHAVIOR ANALYSIS

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INTRODUCTION

Effective Organizational Management:

- Requires understanding of theories and principles

- Addresses challenges and fosters thriving work environments.

Focus of the Analysis:

- Application of organizational behavior concepts to The O'Neill Landscaping Company.

Examination of key areas:

- Communication flows.

- Leadership styles.

- Power dynamics.

- Conflict resolution.

- Organizational culture.

- Change management.

Learning Objectives

- Understand Communication Dynamics

- Explore Leadership Styles

- Evaluate Power Dynamics

- Examine Conflict Resolution

- Assess Organizational Culture

- Address Resistance to Change

COMMUNICATION FLOW/BARRIERS
&
STRATEGIES FOR IMPROVEMENT

Introduction to Communication Flows

Summer 1:

- Lateral and free-flowing communication between employees and Shawn O'Neill.

- Resembled an **all-channel network**, promoting openness and collaboration.

- High morale, teamwork, and strong productivity.

Summer 2:

- Shift to a downward communication flow with the introduction of supervisors.

- Supervisors directed the work and made decisions without input from the crew.

- Results in more rigid, one-way communication and less collaboration.

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Barriers to Effective Communication

- **Filtering:** Supervisors selectively withhold information from employees, limiting open communication

- **Communication Apprehension:** Employees, especially older crew members, fear speaking up to supervisors or Shawn due to perceived hierarchy and mistrust

- **Alienation:** The rigid structure prevents employees from interacting freely with one another or with customers, contributing to feelings of isolation and frustration

Strategies to Improve Communication

FOSTER UPWARD COMMUNICATION

IMPLEMENT LATERAL COMMUNICATION

SUPERVISOR TRAINING

Communication Flow/Barriers & Strategies for improvement

- **Summer 1:** Free-flowing, lateral communication, fostering collaboration and high morale.

- **Summer 2:** Shift to a rigid, downward communication structure, resulting in lower morale and reduced teamwork.

- **Barriers:** Filtering, communication apprehension, and alienation.

- **Strategies:** Encourage upward communication, foster lateral collaboration, and provide training for supervisors.

SHAWN'S LEADERSHIP STYLE

TRANSFORMATIONAL LEADERSHIP (Initial Summer)

- Focuses on emotion, inspiration, and shared purpose.

- Shawn acted as a role model, promoting collaboration and valuing individual contributions.

- Empowered employees to manage tasks and pace independently.

- Resulted in trust, loyalty, and a 15% higher output than other landscaping companies.

TRANSACTIONAL LEADERSHIP (Second Summer)

- Introduced supervisors to manage daily operations, focusing on **structure** and task requirements.

- Supervisors adopted an authoritarian approach, enforcing strict schedules and limiting autonomy.

- Discouraged teamwork, reduced flexibility, and hindered communication.

- Disrupted trust and relational dynamics, leading to lower satisfaction and productivity.

REGAINING TRUST

- Spend more time with the team to rebuild relationships and demonstrate commitment.

- Train supervisors to adopt a transformational leadership style with empowerment and open communication.

- Restore autonomy, allowing employees to manage tasks and pace independently.

- Hold regular feedback sessions to address concerns openly.

- Strengthen team identity through activities that build stronger relationships.

- Pair experienced workers with new employees to provide mentorship and training.

USE OF POWER BY SHAWN

Coercive Power

- Type of formal power where team members comply from the fear of negative results

- Shawn did not necessarily embody this type of power as he had always made sure to foster a good relationship with his staff

- He is always willing to help find a solution rather than reinforcing a negative consequence

Reward Power

- Type of formal power where the team members comply due to their desire for positive benefits

- Shawn was known to have this kind of power as his staff members appreciate and respect him for his capacity to motivate them whenever they do a good job

Legitimate Power

- Type of formal power that comes from the formal authority to control and use the resources of the company

- Shawn uses this power as he owned and ran the company himself

- He is responsible for the paperwork which includes handling money as well as managing his own staff

Expert Power

- Type of personal power that allows an individual to have influence because of their expertise, special skill, or knowledge

- Shawn possesses proficient skills, knowledge, and expertise in the job that made his staff members truly respect him and learn from him

- He also works alongside his crew which not only allows him to instill his knowledge to others but also sharpen it

Referent Power

- Type of personal power that is based on the desirable resources of personal traits of a person

- Shawn exhibits a great personality that made his staff members appreciate and enjoy working with and for him

- He always embodies good attitude in the job and even encourages his staff members to work in the most comfortable and efficient way

CONFLICT IN THE O'NEILL LANDSCAPING TEAM

Overview of conflict

Types of Conflict:

- **Relationship Conflict**: Interpersonal tension, differences in values, personality clashes.
- **Task Conflict**: Disagreements over work processes and expectations.

Key Issues:

- Tension between old crew and new supervisors.
- Differences in management styles.
- Lack of trust and perceived inequity.
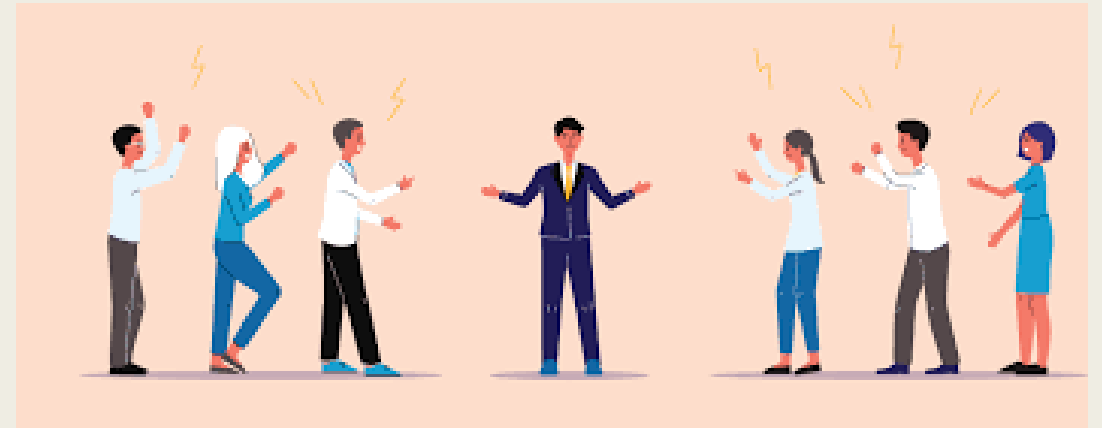
Conflict Process

Potential Opposition:
- Expansion and structural changes by Shawn.
- Differences in leadership styles.
- Feelings of inequity among old crew.

Cognition and Personalization:
- Strict rules perceived as threats to autonomy.
- Crew feeling micromanaged and undervalued.

Intentions, Behaviour, and Outcomes

Intentions:

Supervisors aimed for efficiency and production targets.

Old crew exhibited passive resistance.

Behaviour:

Escalation of conflict behaviours.

Breakdown in communication and collaboration.

Outcomes:

Dysfunctional conflict.

Decline in productivity, morale, and customer satisfaction.

Risk to Shawn's reputation.

ORGANIZATIONAL CULTURE AT O'NEILL LANDSCAPING COMPANY

LEADERSHIP & ORGANIZATIONAL CHARACTERISTICS (YEAR 1 VS. YEAR 2)

Innovation and Taking Risks

Year 1: Shawn's Approach

- Crew members applied their own ideas.
- Creativity encouraged in tasks.

Year 2: New Managers' Approach

- Strict control over tasks, reducing creativity.
- Focused on following instructions.

Outcome Orientation

Year 1: Shawn's Approach

- Focus on customer satisfaction and pride in work.
- High productivity and quality.

Year 2: New Managers' Approach

- Emphasis on strict adherence to schedules and targets.
- Decreased job quality and productivity.

Team Orientation

Year 1: Shawn's Approach

- Strong teamwork, crew became close.
- Shared tasks and collaboration.

Year 2: New Managers' Approach

- Introduction of hierarchical structure.
- Team divisions, less collaboration.

Leadership Characteristics & How to Build an Ethical Company

Conflict Tolerance/Aggressiveness

Year 1 (Shawn's Approach):

– Non-confrontational, calm work environment.

– Open communication and mutual respect.

Year 2 (New Managers):

– Aggressive enforcement of rules.

– Less tolerance for conflict, more authoritarian.

Stability and Control

Year 1 (Shawn's Approach):

– Flexible, adaptable culture.

– Emphasis on autonomy and trust.

Year 2 (New Managers):

– Increased control and structure.

– Rigid schedules and less flexibility.

How to Build an Ethical Company

- Bring back positive features from Year 1: foster creativity, encourage individuality.

- Balance this with improved training, open communication, and transparency.

- Focus on maintaining a flexible culture while ensuring clear guidance.

ORGANIZATIONAL CULTURE AT O'NEILL LANDSCAPING COMPANY

# RESISTANCE TO CHANGE AT O'NEILL LANDSCAPTING COMPANY

Causes

- Fear of the unknown: Concerns about autonomy and job satisfaction.

- Lack of communication: Shawn's limited explanation excluded employees.

- Perceived threats: New management seen as disrupting workflows and relationships.

Kotter's 8 Steps

- Create Urgency: Address productivity decline.

- Build a Coalition: Involve experienced crew members.

- Communicate Vision: Clearly explain the new management structure.

- Empower Employees: Encourage idea contributions.

- Quick Wins: Restore autonomy to rebuild trust.

- Sustain Change: Embed successful practices into the culture.
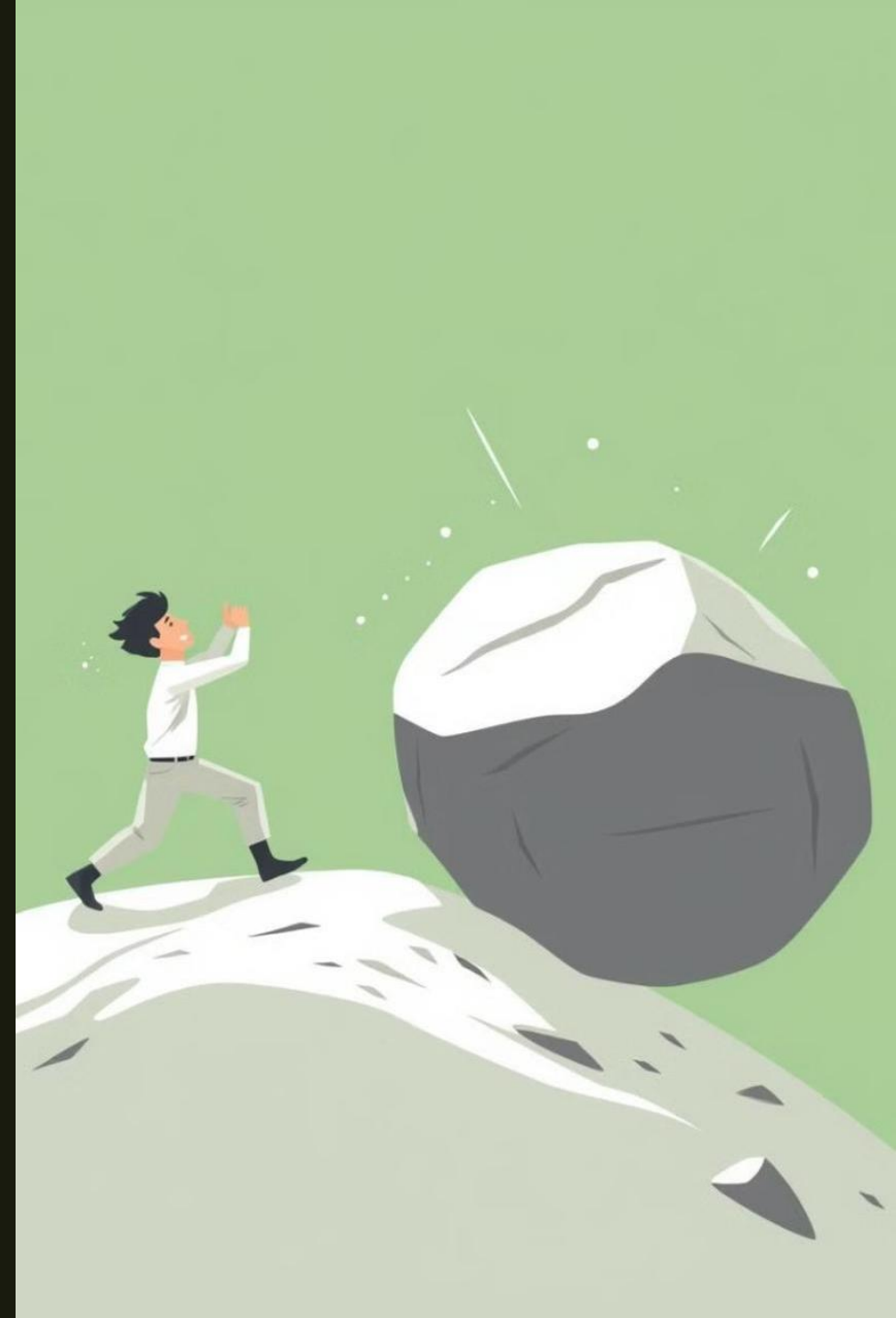
CONCLUSION AND KEY TAKEAWAYS
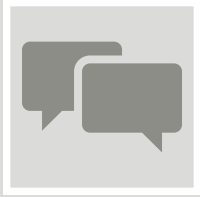
Communication:

Strong communication fosters collaboration, morale, and productivity.

Address barriers such as filtering, communication apprehension, and alienation.

Leadership:

Transformational leadership inspires trust, loyalty, and motivation.

Supervisors must embrace participative leadership to rebuild team morale.

Power Dynamics:

Effective use of power influences motivation and team cohesion.

Supervisors must balance authority with respect and support for employees.

Conflict Resolution: *Address relationship and task conflicts constructively to enhance teamwork.*

Organizational Culture: *Preserve positive cultural elements like autonomy and teamwork while incorporating structure and ethical practices.*

Change Management: *Use Lewin's or Kotter's frameworks to manage resistance and implement sustainable changes.*

THANK YOU ☺