

**ASSIGNMENT No: 01 – IOP2602
SECOND SEMESTER**

DUE DATE	UNIQUE NUMBER
31 AUGUST 2018	881617

QUESTION 1

Groups develop through a standard sequence of five stages. Name and discuss these five stages in group development. (10)

ANSWER:

Forming Stage:

- ✓ The stage is characterised by a great deal of uncertainty about the groups purposes, structure and leadership.
- In this stage members 'test the waters' to determine what type of behaviours are accepted, *(the focus for group members during this stage is to become familiar with each other).*
- The stage is complete when members begin to think of themselves as part of the group.

Storming Stage:

- The stage is characterised by intergroup conflict, *(this is where conflict and competition are at its greatest).*
- The existence of the group is accepted, but resist the constraints it imposes on individuality.
- There is conflict over who will control the group. *According to my research not all groups are able to move past the storming stage due to the level of conflict experienced at this stage.*
- When the stage is complete there will be a relatively clear hierarchy of leadership within the group.

Norming Stage:

- ✓ During this stage close relationships develops and the group demonstrates cohesiveness.
- There is a strong sense of group identity and solidarity.
- The stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behaviour.

Performing Stage:

- ✓ At this point the structure is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand.

Adjourning Stage:

- ✓ This is the last stage of group development for wrapping up activities and preparing to disband.
- Some group members are upbeat, basking in the groups accomplishment, whereas others may be depressed over the loss of solidarity and friendships gained during the work groups life.

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QUESTION 2

Illustrate your understanding of trust as one of the important attributes associated with leadership. Use the following to build your answer: (15)

(a) Define trust

A psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectations about how things are going to turn out, it can also be defined as a positive expectation that another person will not act opportunistically. (*e.g. if someone asks you put your trust in him/her, and also promise not to let you down*)

(b) Explain the three key characteristics of a trustworthy leader:

- **Integrity** refers to honesty and truthfulness, also means having consistency between what a trusted person does and say. (*e.g. in case there has been a serious misconduct within the workplace that was previously committed by another employee, that employee who has committed the same misconduct should receive the same punishment as received by the previous employee who committed the same offence*).
- **Benevolence**: the trust between the trusted person has your interest at heart, even if yours are not necessarily in line with theirs. (*Leaders should always be supportive towards their employee's as that can enhance employee's performance*)

(. E.g. A caring and supportive leader should)

- Show acceptance and positive regard for others.
- Be polite and considerate, not arrogant and rude.
- Treat each employee as an individual.
- Remember important details about the person (like their name!).
- Be patient and helpful when giving instructions or explanations.
- Provide sympathy and support when the person is anxious or upset.
- Express confidence in the person when there is a difficult task.
- Provide assistance with the work when it is needed.
- Be willing to help with personal problems.
- **Ability**: encompasses an individual's technical and interpersonal knowledge and skills. People are unlikely to listen or depend on someone whose abilities they don't respect.

(c) Explain the consequences of trust:

- **Trust encourages taking risks:** when employees decide to deviate from the usual way of doing things, or to take their supervisors word on new direction, they are taking a risk. In both cases, a trusting relationship can facilitate that leap.
- **Trust facilitates information sharing:** employees fail to express their concerns at work as they do not feel psychologically safe to reveal their views. When managers demonstrate that they will give employees ideas a fair hearing and actively makes changes, employees are more willing to speak out.
- **Trusting groups are more effective:** when a leader sets a trusting tone in a group, members are more willing to help each other and exert extra effort, which further increases trust.
- **Trust enhances productivity:** the bottom-line interest of companies also appears positively influenced by trust. Employees who trust their supervisors tend to receive higher performance ratings.

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REFERENCES:

- Organisational Psychology for IOP2602 (1st UNISA Custom Edition)
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