Subject: Organisational Behaviour   **Subject Code: 4519204**

Author: Dr. Twinkle Trivedi

Balancing Act: Introverted and Extroverted Leadership Styles

Topic: Personality; Leadership Style

In the rapidly evolving landscape of technology, ImagineTech* shines as a renowned company was known for its innovative software solutions. Leading ImagineTech was Sarah, a quiet and introspective leader known for her thoughtful approach to leadership. Despite not fitting the typical image of an outgoing and charismatic CEO, Sarah commanded respect and admiration from her team for her attentive listening, empathetic nature, and thoughtful decision-making skills. While she may not seek the limelight like her extroverted counterparts, Sarah's understated leadership style had proven incredibly effective in fostering a culture of collaboration, creativity, and mutual respect at ImagineTech.

When people envision a traditional leader, they often picture someone who is dynamic, energetic, and adept at building relationships with a wide range of people. These qualities are commonly associated with extroverted individuals, leading to their more frequent rise to leadership positions compared to introverts. However, it begs the question of whether their social dominance and penchant for capturing attention may actually hinder their effectiveness as leaders. Additionally, extroverts may be less inclined to seek input from their team members, which can limit their ability to make well-informed decisions.

On the contrary, introverted leaders are often more receptive to feedback from proactive followers. Some argue that introverted leaders excel in areas such as one-on-one interactions, empathy, and deliberate decision-making. In certain scenarios, introverts may prove to be more effective leaders due to their ability to forge deep connections with a select few individuals and their proficiency in active listening. By leveraging their natural introverted traits, such as being reserved and reflective, these leaders can maintain a strong market position while developing meaningful relationships with their team members. This highlights that although extroverts may receive more attention, introverts can still thrive as effective leaders in their own right.

*This is a fictitious company for the sake of this caselet.

Questions:

1. How would you describe Sarah's personality traits as a leader at ImagineTech?

2. When do you think being more introverts like Sarah makes a better leader compared to being extrovert?
3. What kinds of experiences or activities could help someone like Sarah develop her leadership skills further at ImagineTech?

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Navigating Stress: Challenges at Work and Strategies for Management

Topic: Stress Management

Max* finds himself caught in the whirlwind of stress at his job in a bustling call center. With late-night shifts and the relentless demands of the job, Max struggles to maintain a balance between his work life and personal well-being. Each day, as the clock strikes midnight, Max braces himself for another gruelling shift, knowing all too well the toll it takes on his health and social life. The repetitive nature of his work only exacerbates Max's stress levels, as he finds himself stuck in an endless cycle of answering calls and addressing customer complaints. Despite his best efforts to remain focused and productive, Max often finds his mind wandering, unable to concentrate amidst the chaos of the call center floor. As the weeks turn into months, Max's stress begins to manifest in physical symptoms. He experiences frequent headaches, insomnia, and digestive issues, all of which take a toll on his overall well-being. Despite his efforts to cope with the stress, Max finds himself struggling to keep up with the demands of his job, feeling increasingly overwhelmed and burnt out.

Meanwhile, in the corner office, Max's manager, Sara*, grapples with her own set of challenges. Despite her best efforts to create a supportive work environment, Sara finds herself facing an uphill battle against the pervasive culture of stress in the call center industry. Despite offering competitive salaries, regular breaks, and other perks, Sarah struggles to retain employees in the face of mounting pressure and high turnover rates.

As Max's symptoms worsen and his performance begins to suffer, Sara realises the urgency of addressing the underlying issues contributing to the stressful work culture. With morale at an all-time low and employee retention becoming a growing concern, Sara knows that meaningful change is needed to create a healthier and more sustainable work environment for her team. Max's journey serves as a poignant reminder of the toll that stress can take on individuals in high-pressure work environments. Moreover, as Sara and other managers grapple with the consequences of a stressful work culture, they are forced to confront the reality that true success cannot come at the expense of employee well-being. Only by prioritising mental health and creating a supportive work environment can companies hope to thrive in the long run.

* These are fictitious names for the sake of this caselet.

1. What organisational strategies can be adopted to manage stress at work and promote a healthier work environment for employees?

2. What individual coping mechanisms can employees utilise to manage stress effectively in the workplace?

3. What are the primary stressors that employees typically encounter in their work environment?

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Author: Prof Rakesh Shastri

Perception in Practice

Topic: Perception

At Global Innovations*, a tech firm, tensions rose when Maya, a new project manager, took charge of a major project. Initially met with skepticism due to her innovative approach, Maya's proactive communication and strategic vision earned her team's respect. However, as deadlines neared, disagreements emerged over priorities and resources. Some saw Maya as too demanding, while others valued her dedication. This perception divide affected morale and productivity. Maya tackled this by initiating open dialogue sessions, bridging gaps through active listening and collaboration. Her efforts fostered a more cohesive work environment, enabling the team to succeed, showcasing the importance of effective communication in workplace dynamics.

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Q.1 How did Maya address the perception divide within her team at Global Innovations?

Q.2. What was the outcome of Maya's efforts to foster open dialogue and collaboration in the workplace?