

Organizational Behaviour Portfolio Project



BUAD 262-003

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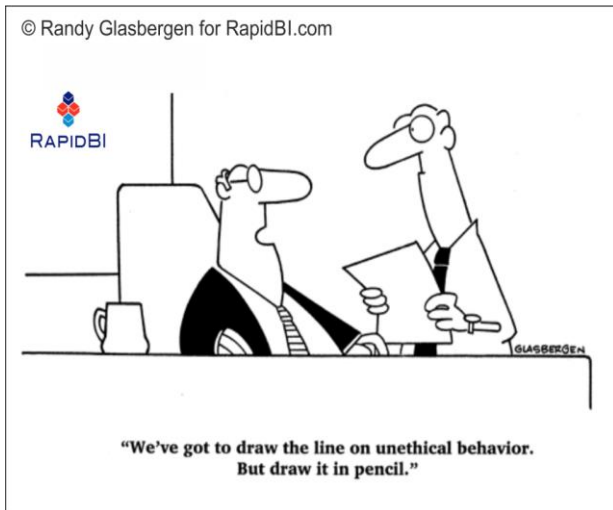
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Introduction

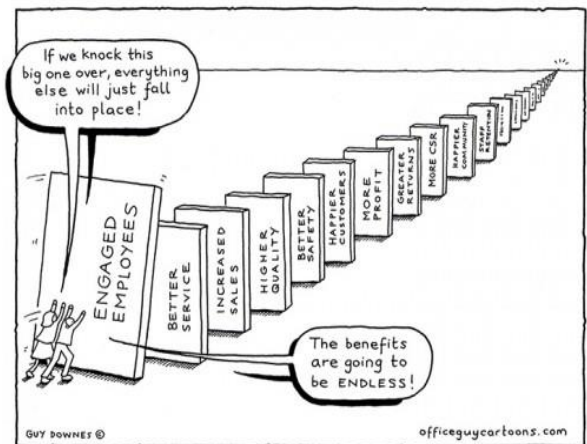
Throughout this portfolio our group analyzed the changing face of work through many different platforms. Each platform outlined examines a different organizational behaviour concept we have learned in our course. Our group integrated these course concepts into each analysis to demonstrate the knowledge we have gained. Within this portfolio you will find many different forms of literature, media and research including; cartoons, Canadian companies, movies, scholarly articles, magazine article and blog posts.

Five Cartoons



This cartoon displays the struggle many organizations consistently go through in regard to acting ethically. It can often be hard for organizations to determine when they are truly going to stay true to ethical behaviour in challenging situations. Drawing the line with pencil implies the line can be altered and changed as one pleases. This cartoon is representing the unfortunate activity of organizations not always following through with a situation ethically.

Employee engagement is extremely important, and studies have shown that it improves efficiency and productivity, retains customers, makes higher profits and reduces risk for employee turnover. Employee engagement is the first step to creating an engaged culture in an organization. Once employees are engaged it reflects positively on an organization and can lead to benefits that are in fact endless. A customer's experience with a business relies on their interactions with employees and if the employee they are dealing with is engaged and noticeably passionate and committed to their job, it is likely that they will continue to come back.



"The reason I get a huge bonus is because I think I'm worth it."

This cartoon contends the importance of being intrinsically motivated by a job; in other words, their profession needs to fulfill them. However, this cartoon also shows that some people in society are greatly extrinsically motivated by factors, such as money and other rewards, which in the professional world leads to a disconnect between managers and the organization. In

essence, extrinsic rewards are not long-term or sustainable, but on the other hand, focusing on intrinsic motivation promotes long-term sustainability and growth within an organization.

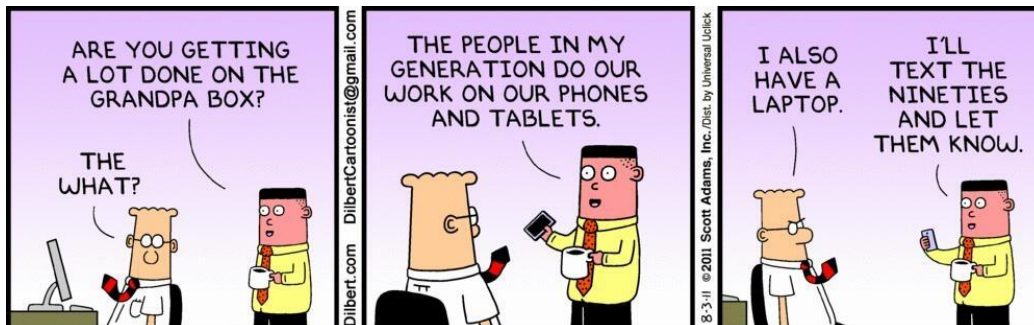
The use of social media for business purposes in this cartoon represents the changing face of work. Social media has been around for quite a few years, but it is more recently that businesses are starting to use it as a platform for advertising and communication. Social media can be used to informally communicate with clients or employees, either through instant messaging or video-chats. It is also a way for businesses to promote products/services or promotions to customers in a more engaging, fun way, compared to traditional forms of advertising. With the rise of the internet, especially with millennials, and with millennials making up such a large portion of the modern-day workforce it is crucial that businesses are able to incorporate the use of social media into their business plans.



<https://www.roberthalf.ca/en/blog/the-fu-1>

Brought to you by:
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"Great! Have your people call, email, text, tweet, message, pin, Snapchat, Instagram and Skype my people."



This cartoon strip by Scott Adams depicts two co-workers from different generations interacting about the technology they choose

to utilize at work. It appears the employee from the older generation is using a PC computer and the employee from the younger generation is using a smartphone or tablet. The younger employee's witty comment on the use of a PC computer is reflective of the technological advancement in today's workplace.

Scott Adams cartoon strip highlights a change to today's workforce due to the increase in technology used and also how employees choose to communicate with their colleagues and customers (2011). There is no denying the workplace today utilizes more forms of technology than they would have 10 years ago and this change comes with both negative and positive effects (Adams, 2011). Increased use of smart phones, online sharing platforms, and automation can be seen as a threat to some employees, especially those from the baby boomer generation, who may think it eliminates the need for their skills (Judge et al., 2011). On the other hand, the increased use of technology could pose a positive effect as it provides many organizations with the ability to collect data for marketing purposes and it allows employees to work remotely or virtually. The opportunity to work virtually and follow a flexible schedule is something millennials value in today's workplace; therefore, it would make good sense for organizations to utilize this technology as a way to motivate employees (Adams, 2011). It is evident an increase in technology means a change to the way employees communicate, not only with each other, but with customers too. Effective communication is integral to a successful business which means ideally a message must be sent in a way the receiver can decode it and provide feedback (Judge et al., 2011). Emails, SMS or instant messages are low in channel richness compared to face to face meetings or phone calls; therefore, managers will need to determine a way to oversee the increased use of technology to make sure appropriate channels are being used in the right circumstances (Judge et al., 2011). It is important to determine appropriate communication channels for the tasks at hand to reduce the amount of filtering and lack of feedback that could potentially occur (Judge et

Three Canadian Companies

Canada Goose

Canada Goose was created in Canada in 1957. They are a clothing manufacturer that is “committed to free people from the cold and create an immersive culture of great values” (About Us , 2018). In North America, Canada Goose has a much higher market price compared to other clothing manufacturers. Many manufacturers believe that customers are extremely cost sensitive and in recent years purchases from Asia have increased dramatically because it is less for them to replicate/manufacture clothing products. However, Canada Goose is committed to authenticity making them one of the top winter clothing brands. Authenticity and determination are the key components that distinguish Canada Goose from their competitors.

Canada Goose’s organizational culture focuses on employees being passionate about the brand. As the world’s leading extreme weather outerwear company, they have used their popularity to create partnerships to preserve land for



threatened animals. Canada Goose was the first Canadian outerwear company to join the Conservation Alliance. The Conservation Alliance has protected 1,000 miles of rivers and 10.5 million acres of land (About Us , 2018). The ideas that are attached to Canada Goose (capability, survivability, and preparedness) also indicate the underlying problems within our culture – extreme weather, disease, wars, and political unrest (Cultural Trends Powering The Winter Of Canada Goose, 2015).

Canada Goose is a company that looks far beyond their products, taking steps to help organizations they’re passionate about. I believe that if I worked for this company, they would focus employee’s attention on more than sales. They have differentiated themselves from other similar companies and hire employees based on their authenticity. It would be rewarding to work with a company that has employees who truly believe in the work they do every day.



WestJet Airline Ltd.

WestJet Airline Ltd., founded in 1996, is a Canadian airline that began as a low-cost alternative compared to other major airlines. WestJet provides flights to 107 destinations in Canada, the United States, the Caribbean, Central America, and Mexico (WestJet, 2018).



WestJet is committed to caring for the environment, taking measures to ensure an environmentally sustainable airline. They have made significant investments to improve fuel efficiency and currently have one of the youngest, most fuel-efficient airlines in North America (Caring For Our Environment, 2018). As WestJet mitigates their carbon footprint and finds new strategies to reduce emissions, they are creating task significance for employees and passengers. The engineers who are responsible for building these planes have a substantial impact on the lives and work of others. Employee motivation has increased as WestJet has found ways to align

employees with their vision and grow as an environmentally friendly company.

WestJet's corporate culture is built around customer satisfaction. The remarkable guest experience provided on each flight earned them the title of Best Employer in Canada in 2015 (About WestJet, 2018).

WestJet is an active participant in community and they are involved in 8 different national charities that focus on children's health and wellness (Community



Investment, 2018). WestJet has partnered with the Boys and Girls Club, the David Foster Foundation, Ronald McDonald House Charities, and the Make-A-Wish Foundation Canada. WestJet's involvement in the community and the acts of kindness that they show regularly, encourages passengers to return and gives people a desire to support this company.

Working with WestJet would be a rewarding experience as they value their people. It would provide a great deal of job satisfaction, and I would gain hands-on experience that would be difficult to find in another organization.

Lululemon Athletica Inc.

Lululemon Athletica Inc. is a Canadian apparel company that specializes in athletic clothing for both men and women. Lululemon headquarters based in The organizational culture in Lululemon differs from their competitors (i.e. Nike, and Under Armour). Employees at Lululemon are not hired based on their education or experience as the company provides various workshops for their employees. Employees generally display themselves as highly trained workers because they are so engaged in what they do. Employees are constantly encouraged to share their personal situations and goals with co-workers. The environment Lululemon employees work in revolves around empowerment. Managers go above and beyond to ensure that each individual employee feels valued within the company.



Lululemon provides does not focus on teaching employees how to act at work, but instead teaches employees about personal growth and self-development. Lululemon's culture (Constantineau, 2013).

Lululemon Athletica Inc. promotes health and wellness among the community. The SeaWheeze Marathon is a prime example. This run takes



place in Vancouver, British Columbia and is solely focused on bringing the community together to create positivity, physicality and mindfulness (About SeaWheeze, 2018).



Working for Lululemon would be rewarding as the company promotes employee well-being and creating healthy relationships. The goal-setting sessions and workshops that Lululemon provides would be beneficial for any job position. Lululemon strongly cares for their employees hoping each individual will succeed in the roles they are given.

Two Movies

Guardians of the Galaxy Vol. 2

The movie Guardians of the Galaxy Vol. 2



portrays many organizational behaviour concepts. The movie plot follows a team of individuals

throughout their journey to the common end goal of preserving the Galaxy they reside in. Peter Quill takes on the role as a team leader while Gamora tries to bring harmony to the process. Peter is definitely a charismatic leader as he relies heavily on his charm and personality to sway the rest of his team to follow his lead. Peter also has situational leadership traits due to his ability to adapt to many different scenarios throughout the movie very quickly to produce responses. The various environments they are found in largely determines his way of acting. Rocket has



dependency power over the rest of the team as his main role is the operation and maintenance of the spacecraft. Rocket also displays the ability of his strong negotiation skills when he convinces the leader that captures the team in the first place to work with him and help get him and Baby Groot off the enemy spacecraft.

The entire team has a great deal of power over Groot based on the dependency Groot has for them. Being so young, Groot doesn't understand many situations that happen throughout the movie resulting in him having to trust and rely on the rest of his team to act in his best interest.



The team of Guardians have the mutual goal of protecting and preserving their Galaxy. The team goes through many different development stages and even separate at one point during the movie. However, they collectively join forces at the end bringing each one of their strengths together to achieve their goal. (Gunn, 2017)

Iron Man 2

The Marvel movie, Iron Man 2, captivates the audience on the journey of Anthony Stark (Iron Man). Anthony Stark is a well-respected leader in the eyes of his community. The community places trust into his abilities to protect and sustain their



surroundings. Many individuals idolize and provide tremendous amounts of support toward Stark's actions.

Stark can also be described as having a high core self-evaluation. Stark is a very confident man and is not shy of showing



this throughout the movie. Stark also shows he is motivated and enthusiastic about the work he does. He is proud to have the knowledge and expertise regarding his work on technology.

Stark Industries, founded by Anthony's father, is a tech company in which Anthony Stark inherited the position of company CEO after the passing of his father. Later on, in the movie, Stark appoints a trusted friend CEO of the company. This action was done with the best interest of the preservation of the company in mind.



Stark has dependency power over the military because he won't give up the secret to his Iron Man suit. This results in the military having to rely solely on his capabilities for protection. However, as the movie progresses, the military acquires the design of one of Iron Man's suits. Acquiring this new power did come with many troubles. Later on, Stark ends up teaming up with Rhodes to overcome these troubles and the enemy. The duo optimizes different strengths and capabilities from each other in order to join forces. This results in the duo being able to defeat the enemy.

(Favreau, 2010)

Two Scholarly Articles

Why People Really Quit Their Jobs

The article, “Why People Really Quit Their Jobs” (2018) by Lori Goler, Janelle Gale, Bryne Harrington and Adam Grant states generally people don’t “quit a boss,” but rather “they quit a job.” In essence, Goler et al (2018) recognize the way to keep creative talent is to design jobs around the employee. These customized jobs enable employees to do their work better. There are three essential ways to create positive experiences for employees, including, to enable them to do enjoyable tasks rather than menial ones, to enhance their skill set, and to accommodate a healthy work/life balance, while allotting for career development. Goler et al. (2018) states that Facebook employees, conducted a survey and results showed people stayed because 31% were happy with their job, 33% utilized their strengths, and 37% experienced professional growth. It is also mentioned that sometimes people are not able to pursue their passions; therefore, it is the manager’s job to get to know their employees and develop an understanding of employees outside interests and incorporate this into their jobs. Essentially, if managers get to know their employees, they can prevent future exits and create attractive roles from the start. In recent years, Facebook like the preceding description has also figured out and implemented new job strategies to retain their employees. As well, Instagram even went so as to create new roles, which highlighted his strength. Facebook also acknowledged the importance of parallel personal and career priorities. In the end, Goler et al. (2018) pertain that it is the manager’s duty to make employees happy and stay at the workplace; in other words, a work environment too good to leave.

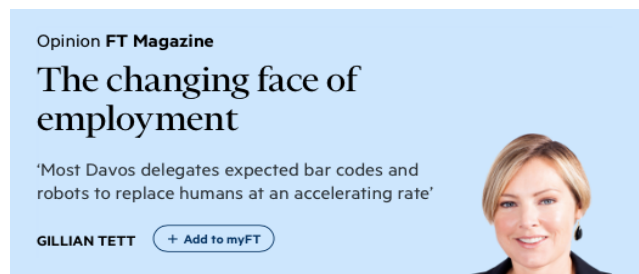
How Employers Can Design Workplaces to Promote Wellness

The article, "How employers can design workplaces to promote wellness," (2018) by Libby Sander presents the idea that companies spend billions of dollars on wellness programs to support employee's health and well-being; and instead, need to re-focus their efforts on the design of the workplace itself. This new method of design that Sander refers to supports an employee's health and encourages their well-being throughout the day. The offices that have implemented these changes, include improved air quality, healthy food alternatives, adequate lighting, and areas that advocate physical activity. For example, some offices use Circadian lighting that mimics natural lighting patterns and improves the employees' sleep quality. As well, the companies who incorporate these changes in their work environment recognize that the health of an employee affect their overall productivity. Consequently, maximum health is beneficial to both the employee and employer. This article also contends that modern work practices, such as poor air quality, bad lighting, immobility and poor nutrition habits have contributed to the increase in chronic illnesses. As implied in this article, research has also shown that investing money in wellness programs does not work, whereas investing in the work environment itself has proven results. Sanders goes on to say that even though office design advancements come at a higher price tag, the smallest change can have a huge impact on decreasing the high costs of employee illness and lost productivity. One of the studies in the article illustrates that by giving employees healthy food alternatives this will limit the employee's risk to over indulge in unhealthy food choices and instead, advocates reduced portion sizes and healthier alternatives, like vegetable dishes. Essentially, implementing these types of advancements advocates a positive work environment. In other words, these positive changes not only ensure a healthy work environment, but also that the employee's well-being is first and foremost in that company.

Three Business Magazine Articles

The Changing Face of Employment

The magazine article titled, “The Changing Face of Employment,” was written by Gillian Tett in 2015 and published by the Financial Times magazine. In the article Tett describes a test she watched a man



conduct on a group of delegates. This test consisted of the delegates being asked to place a dot on a chart with axes labelled 'innovation' and 'employment'. The purpose for the test was to see if these delegates thought employment would increase or decrease according to the increase or decrease of innovation, over the next decade. The delegates answers, for the most part, were that they thought employment would decrease as innovation increased. The reasoning behind these answers was that they thought robots would soon take over a good portion of jobs in the U.S. The author also states that it is estimated in the next 20 years, robots will take over approximately 45% of human jobs. Tett also mentions how fast the rise of the internet and technology has been over the last decade and how it has enabled access to things that individuals wouldn't have been able to access before. It is also said that we haven't been able to see any real negative impacts of the internet and technology yet because of how new it all is.

While reading this magazine article by Gillian Tett, it would be easy for someone to develop a negative **anchoring bias** towards the thought of robots entering the workforce more in the next 20 years. The negative tone this article has about robots would make it easy for the reader to fixate on that information and develop an opinion without reading more about the topic (Langton et al, 2016, pg. 307). Another bias that would easily develop after reading this short piece would be an **availability bias**. This article is written from Tett's perspective and opinion on the subject and could easily persuade someone into thinking negatively about robots if they only read this article and do not do any further research (Langton et al, 2016, pg. 307).

This article is very short so there is not much information given to how the test was conducted. With so little information provided it's hard to know the circumstances in which the delegates

were asked to answer the question. If it were in a group setting, then there could have been victims of **groupthink**. In the article, Tett specifies that all but a few votes were the same, so if delegates saw a large group voting in favour of a certain answer then they might have felt pressured into agreeing with the group (Langton et al, 2016, pg. 311).

5 Ways Millennials Will Transform the Workplace in 2018

The magazine article, “5 Ways Millennials Will Transform the Workplace in 2018,” was written by Larry Alton in 2017 and published by Forbes Magazine. In this article Alton predicts what impact’s millennials will make on the workforce within the next year. Millennials are characterized by people born between 1981-1996 according to an article published on businessinsider.com (Loria & Lee, 2018). Alton suggests that millennials entered the workforce with excitement, new attitudes and new ideas, but now they are no longer the youngest generation in the workforce. He believes that millennials will contribute and experience the following things; set new standards for leadership, start preparing for younger generations, incorporate diversity and inclusion, settle down, and face problems with automation and technology. His prediction about new leaderships style is based off the idea that millennials are starting to fulfill leadership roles that retiring baby boomers have vacated. Alton expects that millennials will lead with values, flexibility, ethics and feedback while also being strict with punishments. In his second prediction, Alton states that millennials will start preparing for the generation after them to enter the workforce. He suggests they will do this by identifying the difference between the two generations and adapt with new approaches. The third prediction on his list states that millennials will strive for diversity and inclusion. He’s included this on his list of predictions because he believes that the millennial generation is the most diverse and they think the baby boomers have handled diversity in the workplace poorly. With more millennials taking on leadership roles this will be one of their many changes to the workforce according to Alton. Nearing the end of the article, Alton suggests that millennials will also settle down in their jobs and leave the phase of ‘job hopping’ behind. Alton’s fifth and final prediction touches on the thought of millennials facing problems with advancing technologies and automations. He questions whether millennials will embrace new technology advances or restrict them. Alton states that millennials have great fears and hopes for advancing technologies, making them a conflicted generation.

5 Ways Millennials Will Transform The Workplace In 2018



Larry Alton Under 30 ©
I cover changes to the American workplace.

In this article when Alton mentions his prediction about the way millennials will lead, he states that he believes they will prioritize flexibility, value, ethics and feedback. In this section he is essentially describing a **socialized charismatic leader**. A socialized charismatic leader is defined as someone who models ethical conduct and aligns employee's values with their own and the companies (Langton et al, 2016, pg. 288). Another characteristic of a socialized charismatic leader is being fair, Alton describes just that when he says millennials will prioritize flexibility and values because that means they will achieve fairness through being flexible while respecting people's values.

The section of the article that talks about millennials valuing and wanting to increase diversity, directly relates to chapter 5 in our textbook. In chapter 5, the concept of diversity and **group diversity** is discussed. A diverse team can have two meanings; a group with a variety of skills, personalities, jobs and expertise or, a group with a variety of demographics (age, sex, religion and ethnic background) (Langton et al, 2016, pg. 172). Alton states that millennials believe the baby boomers did a poor job of positively focusing on diversity so they will put a focus on incorporating diversity into the workplace.

How the Fight for Gender Equality is Changing in 2018

The article, “How the Fight for Gender Equality is Changing in 2018,” was published by Time Magazine and written by Ai-Jen Poo. The article is about the recent movement for gender equality in every field of work across the world. She discusses the many small and large successes that have occurred in the past for women’s right but also makes it clear that it is still an uphill battle that is far from over. Inequalities such as discrimination, sexual harassment, pay-inequality and violence are all things that Poo says need more work. The author touches on some of the recent stories from

women across the world that came to light at the beginning of 2018.

These stories include women from

both small and large organizations coming forward about their stories involving sexual misconduct in the workplace, health-care gaps, losing a job to an under-qualified man and so on. The purpose of all these women coming forward was to shine a light on the stories that are usually never told. Throughout the beginning of the year we saw a whole movement against sexual harassment using the hashtag ‘#METOO’, we saw The Weinstein Company under scrutiny for the gross misconduct against women and we saw a female survivor of a school shooting take the world by surprise when her voice was heard globally. Poo mentions how all these women coming forward with their stories has made an impact on the face of the workplace. These movements have led to the first transgender women being elected to be a state legislator, women went out and voted to make sure Roy Moore would no longer be in power and more and more women are starting to speak-up and make change instead of accepting abuse in the workplace. The author states that women are sending a message that their time is now and they are not ready to back down. Poo finishes off the article by saying “We’re done with asking for things to change; we’re making change ourselves”.

The way this article talks about inequities in the workplace can be related back to the concept of **power distance**. Looking at power distance in terms of individual companies and organizations instead of looking at it in terms of a country as a whole, you can see that power distance is still an ongoing problem. Through the stories and examples provided in the article it

MOTTO

How the Fight for Gender Equality Is Changing in 2018



is apparent that each individual culture within these companies is okay with the pay inequities and power inequities in terms of gender, which are defining characteristics of a high rating power distance (Langton et al, 2016, pg. 76).

Another dimension from *Hofstede's Framework for Assessing Cultures* that relates to the topic of this article is the concept of **masculinity vs. femininity**. Again, looking at this concept in terms of the cultures within individual organizations instead of from a national culture viewpoint, this concept is touched on in almost every example Poo discusses in the article. Masculinity is the "extent to which the culture favours traditional masculine work roles of achievement, power and control" (Langton et al, 2016, pg. 77). The author touches on the idea of a women losing her job to an under-qualified man, this can be attributed to the organizational leaders and managers still believing that there are jobs that should traditionally be a male's job. Why else would an under-qualified male take over the position of a fully qualified female?

When Poo briefly touches on the movement for gun control brought upon by a female school shooting survivor named Emma Gonzalez, she describes her as a **supportive leader**. A supportive leader is someone who "is friendly and shows concern for the needs of followers. This behaviour is often recommended when individuals are under stress or otherwise show that they need to be supported" (Langton et al, 2016, pg. 273). This definition describes exactly what Emma Gonzalez did when she launched her campaign. She was sympathetic and showed concern for her followers that were under stress and showed support for her followers all while leading them in a global movement.

One of the main topics of this article is the ongoing problem of **sexual harassment** in the workplace. The section of the article that discusses the '#METOO' movement is just a small snapshot of all the efforts that have been made this year by courageous women to help end workplace harassment. Sexual harassment is hard to define because there is often "misinterpretation of where the line between 'being friendly' ends and 'harassment' begins" (Langton et al, 2016, pg. 240). Chapter 7 of the textbook says sexual harassment can include anything ranging from unwanted comments to unwanted physical touching (Langton et al,

2016, pg. 240). These are all things that women in the workforce are trying to change by participating in movements like '#METOO'.

Three Blog Sites

The Future of Work: Job Hopping is the 'New Normal' for Millennials

The blog post titled, "The future of work: job hopping is the 'new normal' for millennials" by Jeanne Meister explores the tendency for millennials to move on from a job position more frequently than past generations and the effect this has on subsequent job applications (2012). According to the article, the majority of millennials expect to stay in a job position for less than three years before moving onto the next. Meister suggests a hiring manager may perceive a resume with multiple job listings of 1-2 years a reflection of instability, poor interpersonal skills and low motivation. The author also explains how employers are wary of applicants with multiple job positions as the resources used to hire and train one person are expensive and could result in significant loss if the applicant were to yet again move on after a year or so. The article states the younger generation of today's workforce value a positive employee culture and the ability to learn as many new skills before deciding on their final career. Meister concludes her blog post by contending employers need to adapt to this change in the workforce by implementing best practices and policies to reflect the work values and ethics of the millennial generation.

This blog post reflects a major generational shift as more millennials begin to enter the workforce and it is clear employer's need to flex to these changes to remain successful and reduce employee turnover. Upon reading this blog post it seems millennials are intrinsically motivated by finding happiness and fulfillment in a job that offers a positive work culture and is interesting (Meister, 2012). This differs to previous generations, such as the baby boomers, who entered the workforce with the aim to secure a stable career and to be able to provide for a family (Meister, 2012). It is evident in the article that these two generations have differing terminal values and it is important for employers to recognize this as today's workforce continues to change. Based off this article I would argue baby boomers value accomplishment and a comfortable life whereas millennials seem to value happiness and living an exciting life (Meister, 2012). As employers begin to learn more about millennials, their values and intrinsic/extrinsic motivation they can implement changes that will increase job satisfaction and

ideally reduce 'job hopping' and the significant cost it has to a company (Judge, Langton, & Robbins, 2011).

What Motivates Millennials in the Workforce Today

In Karen McCullough's blog post titled, "What Motivates Millennials in the Workforce Today", she examines the generational change of the workforce and provides suggestions as to how organizations can adapt to this change and continue to conduct business successfully.

According to the blog post, millennials are eager to move along their career path to find a job that offers things like flexibility, organizational growth, feedback and social interaction with their colleagues. The author suggests in order to retain millennial employees, they need to feel as though they fit into an organization and that there is the potential for them to grow.

McCullough contends, millennials have potential to create significant profit for a company if their managers take the time to understand them and adapt to their needs.

Upon reading this blog post I found it interesting that the recommendations made for organizations to adapt to the changing face of work focuses on intrinsic motivators for millennials. As mentioned in the summary, millennials seem to be motivated in the workplace by flexibility, organizational growth, feedback and social interaction among colleagues (McCullough, 2012). This leads me to believe a manager today could benefit from utilizing Frederick Herzberg's 'Motivation-Hygiene Theory' in order to eliminate job dissatisfaction and create motivation (Judge et al., 2011). Herzberg's theory suggests, hygiene factors such as policy or salary do have an effect on whether an employee is dissatisfied or not but they do not contribute to motivation (Judge et al., 2011). Instead, employees are more likely to be motivated by intrinsic factors such as growth, recognition and achievement (Judge et al., 2011). The correlation between Herzberg's theory and McCullough's recommendation to motivate millennial employees with intrinsic factors is interesting and could potentially be a helpful tool for managers and business owners today. Additionally, a comprehensive understanding of the 'Job Characteristics Model' may help managers adapt to the increase in millennial workers given that they are motivated by feedback (Judge et al., 2011). Feedback is one of five

dimensions that makes up the JCM and helps to guide employee behaviour by providing information based on their performance (Judge et al., 2011).

Challenges to Managing Virtual Teams and How to Overcome Them

Rebecca Bakken's article posted on the Harvard University blog explores the challenges managers face due to the emergence of virtual teams and how to overcome them. Bakken acknowledges the rapid increase of virtual teams and the positive effect they can have towards productivity and efficiency. According to the article, there are three main challenges to overcome when incorporating virtual teams into the workplace including communication, trust, and productivity. The author makes recommendations to overcoming each of these challenges which range from finding the most effective online tools, establishing common goals, and developing processes to guide accountability. Bakken concludes her article by contending a manager will benefit from utilizing a successful virtual team in today's work place if they can implement changes to resolve the accompanying challenges.

Rebecca Bakken's blog post was very informative and made good suggestions as to managing a virtual team effectively in today's work environment. The information put forth in this blog post to successfully manage a virtual team can be tied back to the Model of Team Effectiveness in terms of communication, trust and productivity (Bakken, 2018; Judge et al., 2011). These are all characteristics of an effective team, whether virtual or traditional, and managers in today's work force should be familiar with this. I agree with the recommendation for managers to ensure effective communication within a virtual team especially as commonly used communication channels will be low in richness such as, email or online collaboration platforms (Judge et al., 2011). Therefore, Bakken's recommendation to establish regular check-ins with team members to discuss progress and provide feedback would be a helpful solution to potential filtering issues and information overload (Bakken, 2018; Judge et al., 2011). The article touches on building a climate of trust as an important component for managing a virtual team which can be done by encouraging team members to be truthful, consistent and open to new ideas (Judge et al., 2011). A lack of trust among team members may affect their ability to effectively fulfill their role expectations (Judge et al., 2011).

Personal Examples

Student 1: As I've grown up, technology has evolved significantly. I began working when I was 14 years old and the casual jobs that I had (Tim Hortons, Long-Term Care Facilities) did not rely on technology as heavily as they do today. There are now jobs specifically designed for people who are highly-skilled in IT and digital programs. Years ago, these jobs were not as complex and were not seen as often in the workplace. Recently, I was hired as an administrative assistant at a large company based out of Kelowna. The daily job duties included data input, digital design, online pricing indexes, and online research. This position was only made possible because of new and advanced software that has been created throughout the years. Technology has taken over many jobs in the recent years and is only growing. In previous generations people did not rely so heavily on technology because it was not as efficient and complex as it is today.

Student 2: In my experience, performance management and feedback within each job I have had over the past six years has significantly changed and improved over the years. The performance appraisals I experienced have always been around, but the way they are now implemented and used has changed. In the past, there was little to none assessment of an employee's performance and recognition. Personally, I believe that constructive feedback from employers is instrumental in developing self-awareness of my strengths, weaknesses, and professional personal growth. In essence, constructive feedback allows an organization to focus on creating effective expectations, goals, communication, development and to simply promote job satisfaction within the team. Essentially, by being on the same page as management, I have found that constructive feedback and assessments lessens the risks for problems and increases employee retention as well. Overall, the recognition of employees I feel is greatly beneficial for each organization, as it improves productivity and engagement leading to a positive work environment, and somewhere where employees want to work.

Student 3: During my time working at Sephora as a colour consultant we were often required to complete engagement surveys which asked questions to assess our feelings about the workplace. The organization as a whole also implemented a set of company values to for managers and employees to refer to, one of which is to maintain a healthy 'work-life balance'. I feel this reflects a major change to the workplace compared to that of previous generations as

it was not as common for employers to regularly assess workplace satisfaction among employees or to put practices in place to protect their mental well-being. The millennial generation as a whole seem to place importance on a positive work culture and working in an environment where their values align with the company. I believe Sephora has made a step in the right direction flexing to this change in the workforce.

Student 4: In today's workforce, we are seeing a lot of development in technology which can drastically change the way work is done. In my place of employment, we use many new forms of technology, including; online web-sales, social media, virtual reality and 3D scanners. Virtual reality and 3D foot scanners are not things you would have found in a business last decade, or even in the last five or six years. I am able to use these new technologies to help engage people in new products and use these technologies as a basis for my knowledge. In my place of employment, we also use a lot of different forms of social media to advertise and connect with customers. My managers and boss are always asking employees, myself included, for help navigating through different social media sites and to think of new ways to advertise on them. This is because my generation has grown-up using these social medias so we are all very familiar with them, where as they are relatively new for my managers because they didn't grow-up using them.

Individual Skills

A high skill of X is in regard to her productivity. X is able to consistently accomplish tasks on time. She knows how to delegate task importance to ensure an efficient use of time is being had. Another attitude that will further X's adaptabilities in the workplace is her honesty. Being transparent with how you are feeling in a given situation will allow others to assist you through it. Communicating how one truly feels will allow others to trust and rely on you. This will in turn build quality relationships with fellow coworkers and customers. Productivity and honesty will ensure X can thrive and be successful in the workplace of today.

X has strengths in communication and conscientiousness. A person with effective communication skills is generally a good listener, is empathic to others, and is open-minded. People with these skills understand their audience and are clear and concise when explaining things to others. Good communicators display confidence and are able to display good eye contact when others are talking. Generally, others feel comfortable around people who are good communicators and they feel as though they are valued and understood when in a group setting. Conscientiousness controls how a person regulates and controls their impulses. These people are perceived as reliable and responsible and are constantly working to achieve long-term goals. High levels of self-discipline are related to this personality trait. X's high levels of conscientiousness have shown that she is both organized and dependable.

To succeed in the workplace today my skills to thrive and adapt include, the use of time management and strong work ethic. I pride myself with the ability to consciously control my time and prioritize tasks, while articulating the organization and execution of how the work is completed. From experience, this has allowed me to be more productive, achieve goals, multi-task, and eliminate distractions. Another important skill to be successful within the workplace is having strong work ethic. I've made it a conscious effort to develop this skill within my everyday life as well as on a professional level. Overall, the ways I believe strong work ethic is presented within myself includes the following as being punctual, does what's expected, maintains a positive attitude, and highly responsible and reliable within the workplace.

: My openness to experience and motivation for achievement will allow me to succeed in today's workplace. With respect to 'The Big Five Personality Model' my openness to experience

will lead to an increased commitment to learning and being more adaptable to change within the workplace (Judge et al., 2011). The big five model also notes that those who are open to new experiences possess creative qualities which can improve one's ability to make decisions. Decision making is critical to a successful career and someone who is creative tend to analyze situations more comprehensively and identify issues others may not. Upon completion of chapter four's 'learning about yourself exercise' I was able to determine I am intrinsically motivated by my need for achievement (Judge et al., 2011). According to McClelland's Theory of Needs, those with the need for achievement are likely to perform reasonably well at their job (Judge et al., 2011).

To be able to successfully adapt and thrive in the workplace, I focus on my skills to stay organized and plan, as well as my need for achievement (nAch) which demonstrates my work ethic. Especially working a retail job, it is very important to stay organized throughout your day. Staying organized in activities such as receiving, running the till, helping customers and re-stocking helps me assure that my day will run smoothly. I also make sure to plan my day ahead of time and have a set schedule of things I need to accomplish so I can be efficient throughout my day. With all the new technologies that are arising in the modern-day workplace, I believe my dedication to planning and staying organized has helped me stay up to date on all the new advancements. One of the many things I have learned about myself in this course is that I am motivated by the need for achievement. *McClelland's Theory of Needs* states that the need for achievement is defined as "the drive to excel, to achieve in relation to a set of standards, to strive to succeed" (Langton et al, 2016, pg. 118). These characteristics are all things I pride myself on contributing to my workplace. I am a strong believer that you should always strive to do your best and to succeed in whatever task you are assigned. While I am at work I like to have a strong work ethic at all times to make sure things are 'up-to-par' for my managers and boss and ultimately for myself. I believe my need for achievement pushes me to get tasks done in a timely manner and to the best of my ability, while still completing a task to the standard. My drive to excel and need for achievement has helped me adapt and thrive in the changing workplace.

Conclusion

The portfolio embodies the knowledge and concepts our group has acquired throughout this Organizational Behaviour course. Through summarizing and analyzing these different forms of media, literature and research we have also gained an insight into the changing face of work over the years. We've gained the proper knowledge about how impactful these changes have been, and the different ways organizations have adapted to them.

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