

JFT2 Organizational Management Task 1

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A1. Bill Bailey

After reviewing many different theories of motivation, the most appropriate theory to use would be the Adam's Equity Theory. Adams' Equity Theory calls for a fair balance to be struck between an employee's inputs (hard work, skill level, tolerance, enthusiasm, and so on) and an employee's outputs (salary, benefits, intangibles such as recognition, and so on) (Adams' equity theory).

Considering Bill Bailey's position on opposing of the merger, he feels that equity is achieved when the workers perceive their work for reward is equal to the same amount of work produced by other workers. In the case of the Opera, he would be more inclined to opposing the merger. The first reason is that the Opera is operating with a reserve fund. Even though the Opera is smaller in size, the opera is very financially sound organization and is not at financial risk of going bankrupt, unlike the Symphony. The Opera employees could view this merger as a punishment for the Symphony's short comings. The Opera employees could view the larger Symphony as leeching the funds from, the smaller Opera to stay operational. This would result in lesser rewards for the Opera Employees just to keep the larger symphony afloat. A perception of inequity could have a negative impact the opera personnel since the Symphony was not able to manage their funds effectively while gaining the same rewards as the Opera. Since the Opera is smaller, they have more flexibility in adjusting the number of productions. They also have flexibility in size and scale of their productions which helps keep them financially viable. The Symphony because of its size and employment contracts does not have this ability. The Opera perception is going to be that they are there to keep a much larger over shadowing Symphony afloat. This could create animosity between both the Opera and Symphony. While

the Symphony is viewed as top tier organization, the symphony could feel that their reputation could be diluted with the merger of the smaller less known Opera company. The Opera Employees could feel that they are not being treated fairly financially while the Symphony could feel they are being subjected to being associated with a lower tier organization. This could result in many employees resigning or diminished work productivity by both companies.

Bill Bailey might want to implement the Adam's theory in order to be successful in this merger. This would require the improvement of the employee's job satisfaction, motivation level and to carefully monitor the balances and imbalances of the employee's inputs and outputs. Typical inputs would be an effort, loyalty, hard work, adaptability, flexibility, enthusiasm, trust, and commitment. The Outputs would include financial rewards such as salary, benefits, and other perks. Other outputs would also include recognition, praise, reputation, sense of growth and achievement.

If the merger were to take place, the following things might want to be addressed to ensure a successful merger. The opera might feel that they are being absorbed by the larger symphony. It is important that the opera employees feel that they are being elevated to a higher tier for their hard work. Prestige and Recognition for their hard work should be shown. With the Symphony, the symphony employees should feel that the expanding the company has created greater growth potential and job security.

A2. Scott Parker

Scott Parker clearly sees the main reasons for this merger. He has mention about the crisis developing and the scary deficit situation that the orchestra could find itself in. Financially, the symphony could itself bankrupt. While revenues have increased so has

expenses. Dealing with the upcoming contractual obligations, an outgoing CEO and a weakened economy, he feels that the only solution is to have this merger. Clearly to get this merge accomplished he would need the support of Mrs. Abravenal. Mrs. Abravenal opposes the merger and feels that the “Maurice would never take second billing to anyone. He would hammering the inside of his casket [about the merger]”. The best motivation theory for Scott Parker would be the Adam’s Theory. Her lack of support seems to be based on the perception that the Symphony will take a second ranking alongside the Opera. She fears that the Inequality would exist, and the New CEO of the merged organization (possibly Anne Ewers) would change the organization to be closer to her Opera style of operations. Her fear is that the symphony would lose its voice in any of the decisions within the new company in which her husband had worked so hard to build. Mrs. Abravenal demonstrates her lack of flexibility, tolerance, trust in superiors, and support of colleagues. In order to bridge these Adam’s theory inputs, Scott Parker must show her the financial benefit of the merger. This would include the recognition for the conductors, preserving the symphony’s reputation and reinforcing the job security for the current employees.

Scott Parker can motivate Mrs. Abravenal by showing her the financial situation of the company and the financial benefit and the need of the merger. Also, Scott Parker can show how Mr. Lockhart’s position is more influential than she realizes. Mrs. Abravenal’s trust and enthusiasm could increase if she knew that Mr. Lockhart will have decision making and outcome ability in the whole merger proposition. By granting Mr. Lockhart veto powers, he will have a direct influence on the outcome of the merger. While Mrs. Abravenal concern is with the Symphony, Scott Parker can explain that even though Mr. Lockhart would not be the CEO his role is not second billing. Mr. Lockhart will have the ability to make the best decisions not only for himself, but the whole symphony’s future. Mr. Parker could show Mrs. Abravenal the

organizational chart that shows how Mr. Lockhart will be assuming more power and influence throughout the merger. This would reinforce her need to know that the Symphony will still retain its original recognition, standing, reputation, praise, and security.

A3. Power

Anne's positional power in relation to her personal power.

Anne's positional power comes from her formal title, role, and position. With positional power, Anne can obtain compliance from her employees. This is generally a formal use of authority. Since positional power (external) is a title that is given, it can also be taken away. In Anne's positional power, she can exercise her power to get things accomplished. However, Anne could achieve more than just compliance by utilizing her personal (referent or internal) power through her charm, knowledge, and charisma. Personal power is a way to gain power that includes using her personality, character, and intelligence. Common traits of personal power would include enthusiasm, energy, and capability which has nothing to do with the title that she holds. The more people respect her for her personal power; the less likely she would have to resort to using her title in order to accomplish the goals. With the respect and strong personal interactions, Anne will notice that people will comply because of the respect for her decisions and not because her positional title demands compliance. Personal power would remove the barriers of common resistance seen in positional power. Personal power would most likely have the most influence on motivating others to be more enthusiastic, committed and engaged about accomplishing the desired task. While positional power would get the legitimate power to accomplish the task, positional power in tandem with personal power could help exceed expectations and strengthen one's position of power. Since Anne is in a position to have the

most positional power, she must also have the greatest personal power in order to match her positional power to prevent any conflicts or major problems from arising.

A3a. Positional Power

One type of power is called positional power. That means the power that comes from a person's formal title, role, or position. (Literary Criticism: notions of power) Anne is currently the General Director of Utah Opera (UOC). She has held that position since 1991 (11 years). She had grown the annual budget from 1.5 million to 5 million, and her strength was in fund-raising. Prior to the UOC, she was the general director of the Boston Lyric Opera where she was able to retire \$450,000 debt successfully that she inherited from her predecessor. She has shown that she has the financial experience and ability to turn the company around. Since she will be given the title of CEO after the merger of the Opera and Symphony, this would increase her positioning power to set forth the required expectations of the team. The title is not given to someone without substantial work experience or education. A position such as CEO lets individuals know that she is capable with a business acumen for the arts to handle this merger as well as running opera and symphony. Her experience should be enough too prove that she knows what she is doing that is in the best interests of both the opera and symphony. From her position of power, she can convey her commitment to this project as well as her expectations of others to be just as committed. She can utilize the talent of both companies to create a communications plan that would be shared by all parties involved in the merger. The communication plan will be able to keep all individuals up-to-date on the progress of the merger. The communication plan will also allow for a forum to discuss and encourage other leaders to participate in this newly developed merger. This active participation by the other leaders would

empower and vest other leaders to trust and respond positively to the common goal of the merger. By her showing her future leadership team that she trusts them, this would create a relationship of trust without constant direction on what needs to be accomplished. Anne's trust and faith in her team leaders to accomplish their objectives will also cascade throughout the whole organization's structure. Once she has a commitment from her team leaders, she can confidently convey to the board members that they should be confident in the success of this merger.

A3b. Personal Power

Personal power is attributed to someone who has character traits admired by people in a group. For example, a group might admire honesty, charisma, eloquence, and trustworthiness; therefore, the person with most or all of those traits would have the greatest personal power. (Literary Criticism: notions of power) As mentioned before, personal power cannot be taken away, and it has nothing to do with her current position she holds. Anne can use her capabilities, energy and enthusiasm to encourage others to support her objectives. Her personal power will be able to empower someone with confidence and capacity to make their decisions. In order to help Lockheart to do well in his new role, Anne will need to talk with Lockheart. While Lockheart's position will remain the same, he will have to report and answer to Anne. Anne should let him know that he will be reporting to her, and they will be working side by side towards the same goals. She must remind him of the importance of his position to everyone and that this merger is not a demotion to him. Anne could also appease to Lockheart by sharing their mutuality of interest of the arts to stimulate the same amount of enthusiasm and passion which will inspire others as well. To establish referent power, Anne needs to show loyalty, respect,

friendship, admiration to Lockheart in hopes that he will reciprocate the same. With her showing respect towards his opinions and ideas, this could establish the fundamental building blocks for creating a very strong working relationship. Since Lockheart is key to the success of this merger, Anne needs to win him over with tools of collaboration and influence rather than command and control leadership.

A4. Organizational Performance

The symphony musicians are unionized and are contracted under the collective bargaining rights. Their concern is about the promised significant increases in the coming two years. They were promised salary increases of 12.9% in 2002 to 2003 and 6.8% from 2003 to 2004. While the relationship between the orchestra musicians and the Utah Symphony Board has been strained in the past, the musicians might feel that this is a way for the board to be able to get out and nullify their obligations and contracts. Since the orchestra is paid considerably more than the Opera employees, they would probably fear the lack of union representation, pay decreases, decreased benefits. The symphony musicians would be fearful of losing their voice in salary and benefits negotiations which could lead to a decrease in their potential salaries in the future. This merger could also mean that they will have to negotiate a new contract or even be forced to work without a contract. Currently, the symphony musicians have grown accustomed to a very generous salary with incredible benefits. The major concern is that they have been treated at level that they have grown accustomed to. Some of the very best musicians might not accept the merger or the changes in the organization that impacts their benefits, and they will begin to seek work elsewhere. With the loss of some the very best musicians, the organization

could see a loss in potential sales, decrease in international credibility and even the loss of other musicians.

A4a. Recommendation

Anne needs to develop The Empowerment Plan in order to get this merger to succeed. This empowerment plan would include sharing of information that will take tremendous courage on Anne's part by sharing sensitive information to her company. She will also have true strength in order to build the structure when the rest of the team is going to want more freedom of action. And finally, she will need perseverance to complete this empowerment process.

It is recommended that Anne to meet with the ad hoc Committee Chairwoman Christine Osborne. The importance of meeting with Christine is to review the ad hoc committees concerns and positions on the merger. Anne wants it to be known that she supports empowerment of all her employees and that her employees have a greater say in the organization. This would give a greater opportunity for Anne to survey the concerns without assuming the real concerns by the musicians. After Anne hears their concerns, she should apply uplifting power versus dominating power in this situation. She should let it be known that she supports a participative management style and that she wants to consult with employees before making any decisions. This is when Anne can utilize her participative management style by sharing the dire straits that the symphony is facing with the employees. This sharing and empowerment to the employee will bring awareness for the need for an adjustment to the symphony's current operations. Once the employees and musicians are aware of the situation and need for adjustment, they will begin to notice that this is not a management rash decision, but a requirement to keep the organization in the business. Anne should present the options to ad

hoc committee to make their final decision that would save the symphony in which both parties can live with. This would enable the ad hoc committee to present their suggestions as well, alternative solutions and any other possible course of action to save the symphony. Employee participation would increase their satisfaction, commitment and performance towards making this merger successful. However, Anne will most likely have to get rid of the future contracts in order to save the organization and negotiate individually with the musicians. Anne will need the support of Christine Osborne in order to make this happen. Since Christine is the ad hoc committee chairwoman, she should be supportive in clarifying the fair pay scale in order to keep the symphony intact. By offering a fair pay scale salaries and benefits, the musicians are going to be less likely to leave or move to another symphony. In order to persuade any musician that is thinking about leaving, it should be known that the organization would always be willing to consider bringing back the fair wage contracts once the organization back into the black.

A5. Influence Tactics

There are nine generic influence tactics that Anne can apply, but the most appropriate would only be two of the nine. The two most appropriate influence tactics would be rational persuasion and inspirational appeals. These persuasion tactics appear to have the least diminishing order of use in the workplace. The selection of influences has been viewed as a softer tactic that is friendlier and not as coercive as other tactics such as exchange, coalition, pressure, and legitimating.

Rational Persuasion: trying to convince someone with reason, logic or facts. (Whiteman, 2010) Anne can use rational persuasion to convince the employees and musicians with reason, logic and supported facts that the merger needs to take place in order to remain operational. With rational persuasion, she can show the employees with the Operating Income Statements that

within the next year the symphony will be operating in the red. The probable outcome without financial changes to the organization is likely to result in failure and ultimately the dissolution. Likewise, she can use rational persuasion to show how the merger would have a higher likelihood of success and future growth. The process of influence can exhibit all of the probable benefits of combining the organizations instead of remaining independent.

Another influence tactic that Anne can use is the Inspirational appeals approach.

Inspirational Appeals: trying to build enthusiasm by appealing to others' emotions, ideals or values. (Whiteman, 2010) After applying the rational persuasion tactic, she can work on their ideas, values and emotion with inspirational appeals. She can reinforce how tragic it would be for both the Opera and Symphony to dissolve because they couldn't work together and make the merger work. By appealing to their passion and love for their arts and music, she can convince them that a merger is the best solution. This speech can also include generating enthusiasm that they need to stick together in unity or die independently. Anne can also remind them that not only their benefits would be lost but the benefits to the whole art and cultural community as well. If they let the symphony dissolve, it could be many years before another symphony could be assembled again which would be a great disservice to the community.

B. References

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