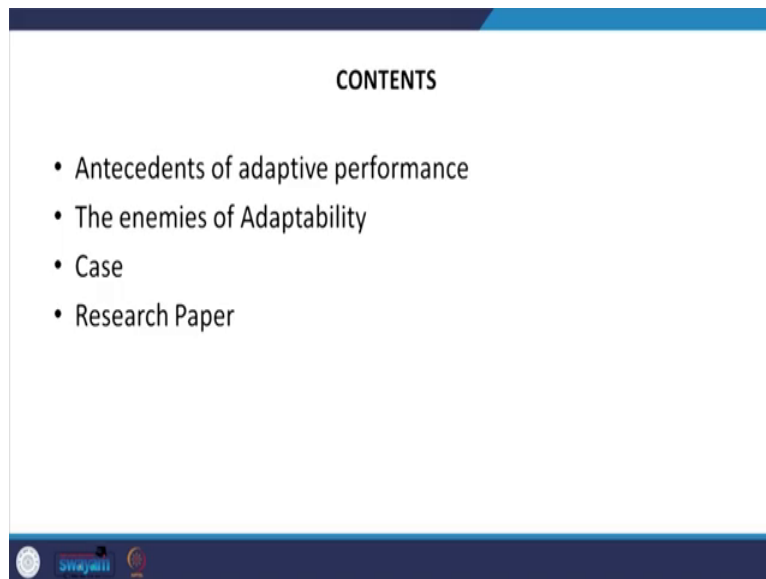**Managerial Skills for Interpersonal Dynamics**
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
**Lecture 29**
Adaptability 2

In last session we have talked about the adaptability, then the concept of the adaptability, the definitions of the adaptability, and then how to be adaptable.

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Now, in the session 2 of the Adaptability I will talk about antecedents of the adaptive performance, the enemies of adaptability and the case study and the research paper.

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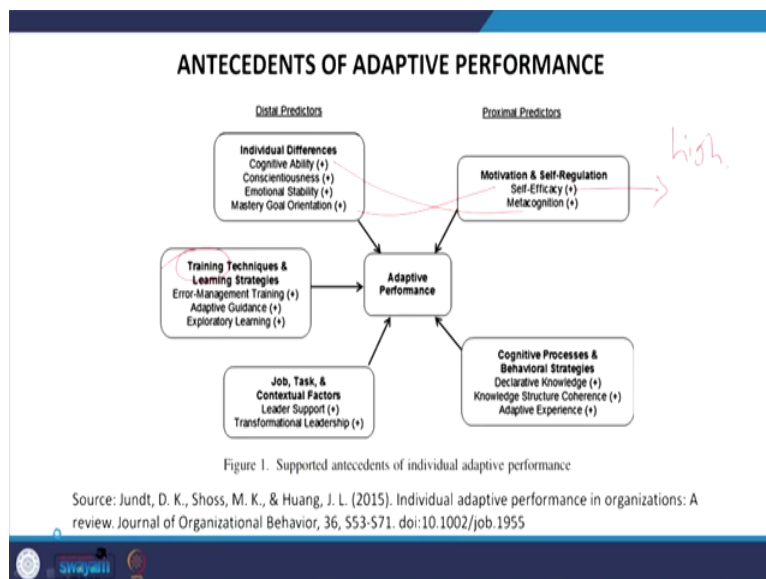
In this case we will find which are the different antecedents of the adaptive performance are there. Here we will start with the distal predictors, and therefore in distal predictors we will talk about the individual differences.

Last time I have talked about the cognitive ability, and therefore in that case if the persons are having cognitive ability then definitely that will lead towards the more adaptability is there. The second one is that is the conscientiousness. If your highly conscientiousness is there then definitely that will lead towards the adaptive performance.

Emotional stability, if you are emotionally stable then in that case, that is you respond to a situation, do not create, then there will be better adaptive performance is there. And mastery role orientation, definitely we all are working towards a common goal and that goal for individual to individual is the growth in the career and if we are committed to that then, for to achieve that goal we cannot be rigid. To achieve that goal we will be having the adaptive performance.

Now, many people, they are not having this type of adaptive performance and the reason is their goal. Their goal is not to reached to any particular destination. Their goal is not, that is to do something or to do in a better way. Rather then they are talking about, that is the how their own importance is more than as compared to the organization's importance.

If this type of the situation arises then definitely in that case there will be the less adaptive performance. But when the mastery goal orientation is higher we will be having the better, the individual, better adaptive performance by the individual.

Now, every individual will not have these all, all these abilities, right and therefore in that case when we talk about the adaptive performance, some of them will be having the high or low, and accordingly it will affect the adaptive performance. Now, motivation and self-regulation, that becomes very, very important.

As I mentioned earlier, in the emotional intelligence, that is self-awareness, self-regulation that is the motivation, empathy and socialization, these are the five factors into the emotional intelligence is there. So, in case of the motivation and self-regulation it becomes the self-efficacy.

How the self-efficacy is there? In the case of self-efficacy we will find, we are going for the liking for the self, and how we are having the self-esteems. If the self-esteem and the self-

efficacy, that is very high. So, if we have self-efficacy is very high then definitely we will also have, that is the more emotional stability and then mastery in the goal orientation.

Then when we are talking about the meta-cognition then this cognitive ability, then definitely in that case the person, he is more positive towards understanding interpersonal relationship dynamics. He will be more better having the better work practices and in the working organization and meet the culture of the organization.

Now, if we find that is the, these are the two distal predictors and the proximal predictors, they are satisfactory but you want to enhance them then you will using the training techniques and learning strategies they are there. Because when you want to achieve the goal it is not necessary all will be having the similar performances.

Naturally there will be, some will be the better, some will be low in their performances, and what is required then? Then this training is required. So, training techniques and learning strategies, that will become very, very important and then here you will find that is the error management training is there; error management training and if something is missing, then in that case that will be, that will be matched with the help of adaptive performance.

Then adaptive guidance, adaptive guidance is there that is the, whenever the person is looking for the certain help and then the help is provided. So, then if that is the culture then definitely there will be the adaptive performance will be there.

Then exploratory learning as I mentioned last time, that is to be adaptive, the 5 tips were given, and one tip was, that is be curious. And in the curious, you will ask many questions, and when you ask many questions then in that case you will satisfy your intelligent hunger and simultaneously your learning process that will be very fast. So, if you want to make the better learning process then definitely we have to be a personality which will be the exploratory learning in this particular process.

In the case of the, then adaptive performance the supported antecedents of individual or that is the job, task and the contextual factors. The support from the leader, because you see you cannot do anything alone.

If you want to do something you require support from your leader and in the case that leader who will be having the positive approach, who is giving you the opportunities to learn, who is always standing with you in your crisis time then definitely in that case the job performed,

and the task that will be of the higher level, the excellent because it is not that somebody is there for leg pulling and backbiting rather than there are the people to support you.

Transformational leadership, now we have to understand that is the, when we talk about the leadership, leadership can be transitional and transformational leadership is there. Whenever we are talking about the change and in that change it is becoming a important style of the leadership and that is transformational leadership is there because you are changing something, and there you are transforming something, and then in that case your transactional styles, in the some area, yes, in the some area in the organizations you may go by the transactional style.

But into the certain technological support like areas where you have to go into the transformational leadership where the technology is totally transforming the orientation and structure of the organization; this transforming the orientation and structure of the organization that will help the person to making the more job, task and the contextual factors.

Next one is the cognitive processes and behavioral strategies. In cognitive processes it is the declarative knowledge. Whenever there will be declarative knowledge then definitely it is going to support to your adaptive performance.

Now, in the knowledge structure coherence is there, so in the case of the, you are into the knowledge management then please understand that is you have to cope up with that knowledge structure and coherence. If you are able to meet that knowledge structure and coherence then definitely you will be becoming the more successful in this case of these cognitive processes.

Then the adaptive experience, if your experience is adaptive, then you will be becoming more and more flexible and that past experience of adaptive experience that will lead you to the success for the future adaptability. So, it is a continuous flow.

So, in case of the antecedents of the adaptive performance that is when we talk about the previous requirements, that is trend for the adaptive performance, it becomes very much important that is the individual difference is, are having the positive cognability, conscientiousness, emotional stability and the mastery in the goal orientation. You people are having this.

Or they are having the self-motivated and the meta-cognition is there so that they are able to meet the demand of the organization. Then the training techniques are there in learning strategies, so error management training is there. Adaptive guidance is there and exploratory learning is to be there.

So, all these factors related to the job, task, cognitive process, behavior strategies and then this will be, all will be the antecedents of the adaptive performance, and if the, you are satisfying more antecedents of the adaptive performance better will be your applicability. But it is not that easy because there is something to stop your adaptability and what is, that is called the enemies of adaptability.

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The enemies of adaptability, that is the first and foremost is, as I mentioned, that is the leader support is becoming very, very important. If leader support is not there, so in this hierarchy you will find that is if this level wants to take a decision from this level executive so here from this level to this level this particular decision and then that hierarchy, that will become a problem.

So, how the organizations are coming from this particular problem? Now, here we will see that is the 9, 12, 14 and 4, 18 and 4, 22. So, one boss, right he is having these 22. Now, this is a tall structure. Now, in the tall; not in spite of the tall structure, we will have the flat structure and in the flat structure, in spite of the 4 here we will have more than 4. So, you are increasing this level, definitely your this particular layer, so it is 1, 2, 3 and 4, 4 levels are there.

So, out of these 4 levels, we can reduce easily with the 3 layers. So, one layer has to be removed, and that one layer can be removed from making this tall structure into the flat structure. Flat structure means here you are making the, in spite of the 4, it is becoming the 5. As soon as it is becoming the 5, here you will find that is there are the 6 persons.

This level is increasing and therefore this 3 and 3, 6 and 3 and 2, 5, in spite of the 5, there will be, here it will be 1, it will be, below this there will be 5, and then here below this there will be 6 because you are increasing the level, and here will be the 1, and here it will be 3, and here it will be 2, 5, 4 here will be 4. So, therefore, it becomes the one level. This is becoming the second level and this is becoming the third level.

So, in spite of the one level, second level, third level and fourth level, so hierarchy. So, it is always better, if possible in the organization that is in spite of the tall structure you go for the flat structure because the tall structure is the enemy of adaptability and because of, why it is enemy? Because drop down control based hierarchies discourage individual initiative.

So, here this has to go to this person, this person has to go to this person, this person has to go this person and then it is there. So, there are many barriers for taking the initiatives. So, therefore, these hierarchies, they discourage the individual initiative and lead to slow reaction time.

So, suppose any proposal is made at the level 4, now this person will be able to meet the level 1 after a long time and by that time it is possible his idea is vanished. So, then there is no point in meeting also. So, therefore, in that case it becomes very important, that is keep the hierarchy level as minimum as much possible.
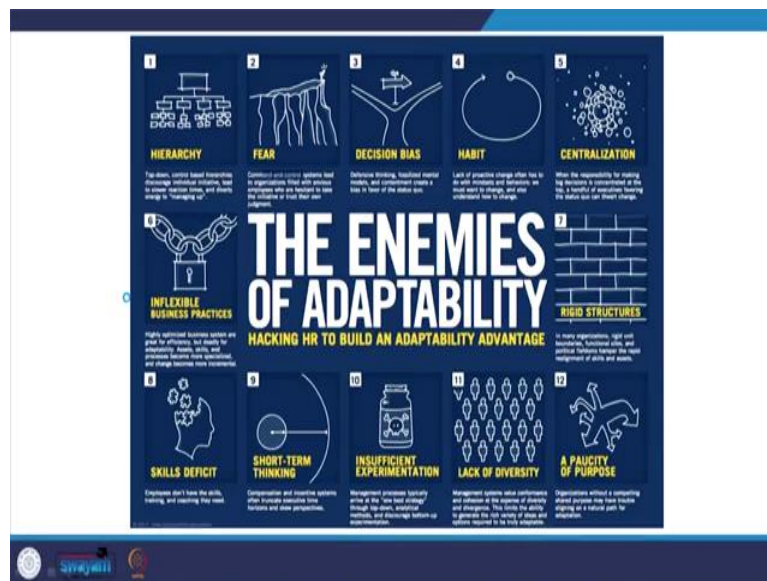
Second, I would like to talk about the fear. So, command and control system lead to organization filled with anxious employees who are hesitant to take the initiative or judge their own judgment.

So, therefore, in that case it becomes the, person becomes fearful, like here you see that is, it is becoming so higher positions that is the command and control system that lead to organizations with the anxious employees. And if the employees are anxious then they will not be able to deliver the results and we will not be able to take any, any initiative and there will be no trust among their own judgment because they are more risk-oriented, and if there are more risk-oriented judgments are there then it becomes more difficult that is the how to overcome this particular fear and there will be no proper and false decisions in that organizations.

Third one will be the decisional bias. How? Because leader is not clear. Many organizations are facing these types of problems that is with the change, with the change they have to be adaptable, flexible and change their products. But the question arises, which product? Where they will have the diversifications? And in the diversifications they are not clear. And they are LEs, large enterprises.

If the large enterprises are not very clear about their businesses then definitely what is happening to the aviation industry now? It may happen. So, to avoid these challenges we have to be very, very clear in our decisions and we have to be very, very clear about our goal that is what we want to achieve and how we want to achieve.

Defensive thinking, then the fossilized mental models, and the contentment created a bias in favor of the status quo and therefore because of these reasons we are not able to take the right decisions. Next is, fourth is the habit. Lack of proactive change often has to do with the mindsets and behaviors. So, therefore, we must want to change and also understand how to change and this habit becomes very, very important.

These type of the issues, they are becoming the more concern that is the how they will do their mindsets and then with the habit of change so make a proactive change often has to do with the mindsets. So, it becomes very, very important that the leaders, they should have the proactive change.

Centralization, when the responsibility for the making big decisions is concentrated at the top, a hand full of executives favoring the status quo can thwart the change. So, therefore, in that case there should not be the centralization of power. There should be decentralization of power.

If there is decentralization of power, then the responsibility of taking the decisions, it spreads and when it is spread then it becomes better. Then it becomes realistic; it is touching to the roots. So, therefore, in that case it is becoming very, very important that is the responsibility is to be taken by these executives, managers and then they should start taking the decisions with very deep, basic level information. So, therefore, executives favoring status quo can thwart that change.

Then next is the inflexible business practices. Highly optimized business systems are great for efficiency and then in the, if they are very highly optimized businesses or systems are there but deadly for the adaptability. So, whenever they are working in a given situation they are doing very good task, right and therefore they are reaching to the optimization.

But as soon as there is a little bit change they are not able to face that particular change. So, assets, skills and processes become more specialized and change becomes more the incremental is there. So, therefore, in that case, if it becomes very much inflexible business practices are there then the assets, skills and human beings especially the workers, employees who are working in the organizations, they become more specialized, and then the change becomes more incremental. So, therefore there is required to be flexible business practices.

Now, the rigid structures, in the rigid structures, the many organizations, rigid unit boundaries, functional silos and political freedoms hamper the rapid realignment of the skills and assets, and these are the limitations for any organizations.

So, any organization which is becoming, which is representing the rigid structure because they are the watertight compartments and there are the silos then definitely in that case there is no freedom and if there is no freedom the decision-making style will be affected. So, that will become a very, very important issue.

Next is the skill deficit. Employees do not have the skills, training and coaching they need. So, therefore, it becomes their mindset. Whatever they have learnt, they have learnt at a particular level. But now you have to upgrade their level of understanding. And to upgrade the level of understanding you have to enhance their skills. But if there is a skill deficit definitely in that case there will not be adaptability and people will resist to the adaptability.

Then next is the short term thinking. Short term thinking, that is not able to see the vision, visualize the future and the compensation and incentive systems often, they truncate executive's time horizons and this cue perspectives.

So, it becomes very much important that is the, how they are able to work in a given time and then if they are working on short term thinking, only for the 2 years, 3 years then definitely in that case, their decision-making process, that will not be strong and then it will affect the overall adaptability.

Insufficient experimentation, management processes typically arrive at the one best strategy through top-down analytical methods and discourage bottom-up experimentation, and if there is no properly the top-down approach is there and they are not allowing even the proper bottom-up approach as experimentation then they will be away from the reality and it becomes very, very important that is whatever one best strategy they can adapt, that is required, they should go from the top-down approaches.

Lack of diversity, many, many systems value conformance and cohesion at the expenses of the diversity and divergence and this (())(22:42) of the diversity and divergence; that will make them the value-added services. But if they are lacking into diversity and divergence then they will not be ready to change. And if they will not be ready to change then it will become difficult for them to make the more progressive.

So, that adaptability will be lacking if the employees, they are not very highly open up for the expenses of diversity and the divergence. This limits the ability to generate the rich variety of ideas. Normally whenever we are talking about the change, the change comes from where?

Change comes from the idea. I have talked about, that is the idea and tips and then therefore, idea, facts and tips, so therefore in that case it becomes very, very important that is they should be able to use that ideas ability and then the options require to be truly adaptable. So, whatever options they are having, those options are to be required to be highly adaptable.

The last enemy in the list of the enemies of adaptability and that we find, a paucity of purpose that is the organizations without a compelling shared purpose may have trouble aligning on a natural path for adaptation.

It becomes realistic that is if there is not a shared vision is there and the shared purpose is there that where the whole team members are working together then definitely it will leading to the troubling on the natural path or the adaptation.

So, to be adaptable it becomes important that is the right from the point number 1 that is the hierarchy then the, then having the command over the fear, proper decision making, no decision biases, developing the habit of the proactive change and making more and more decentralization and the flexible business practices, so that they will be able to adapt their assets, skills and knowledge. There should not be the rigid structure and the structure should be more and more towards the flexibility.

There should be the manpower. Manpower should have more and more skills and long term thinking, that is the vision. Vision is to be created. Vision is created then adaptability will be much, much better. Insufficient experimentation, that will lead to the lack of diversity and then in that case it becomes very, very important that is we understand the purpose, for what purpose we are working.

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Now, I would like to take a case study that is Blockbuster that is Netflix case study we will take. So, Blockbuster was a huge chain of stores which used to rent out the DVDs of movies, music, etc to the customers. Although there were several other players in the market but Blockbuster was the market leader by a humongous margin.

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And therefore, in that case we will find that is, the entire DVDs of movies and music, it was becoming a very, very successful business for them at that time. In 2000, Reed Hastings, the founder of a fledgling company called Netflix flew to Dallas to propose a partnership to Blockbuster CEO John Antioco and his team. The idea was Netflix would run the

Blockbuster's brand online and Antioco's firm would promote Netflix in its stores and Hastings got laughed out of the room.

We all know what happened next. Blockbuster went bankrupt in 2010 and Netflix is now a $28 billion dollar company, about 10 times what the Blockbuster was worth. So, therefore, in that case it is becoming very, very important that is the, whenever there is an opportunity to change, opportunity to collaborate, opportunity to merge then we are supposed to be having the better understanding.

The biggest mistake that the Blockbuster did was that it could not predict the changing market trends and did not adapt itself according to it, and it becomes very important that is the, we are supposed to go for the market trends and adapt whatever the changes is in demand. It could have easily done the same since it had an established market share. So, if there is established market share is there, then one can go for the better prospects and can take the risk. Finally, I will come to the research paper.

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RESEARCH PAPER

Paper: Adaptability in the Workplace: Development of a Taxonomy of Adaptive Performance

Authors: Elaine D. Pulakos, Sharon Arad Michelle A. Donovan, Kevin E. Plamondon

Journal: Journal of Applied Psychology, Vol. 85, No. 4, 612-624

Year: 2000

Publisher: American Psychological Association
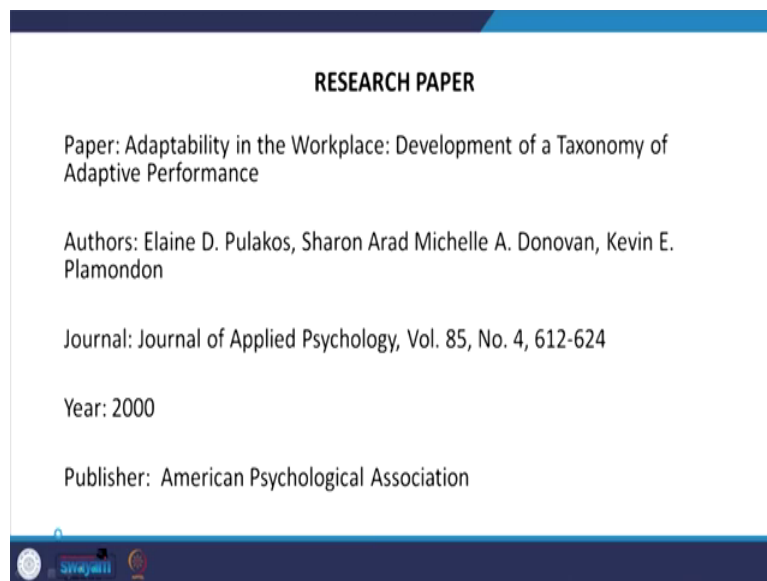
The research paper is on the adaptability in the workplace, Development of Taxonomy of Adaptive Performance. I have talked about the adaptive performance and in the adaptive performance we have taken those all the dimensions and antecedents of adaptive performance we have talked about.

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ANTECEDENTS OF ADAPTIVE PERFORMANCE

Figure 1. Supported antecedents of individual adaptive performance

Source: Jundt, D. K., Shoss, M. K., & Huang, J. L. (2015). Individual adaptive performance in organizations: A review. Journal of Organizational Behavior, 36, S53-S71. doi:10.1002/job.1955
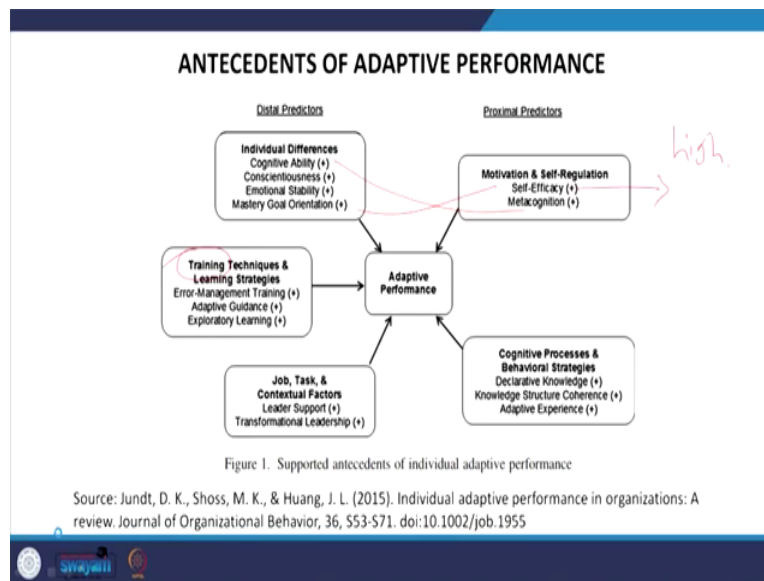
And now in the antecedents of the adaptive performance we will find that is these distal, proximal, training, job, tasks and cognitive processes, they have become very, very important role.

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ABSTRACT

- The purpose of this research was to develop a taxonomy of adaptive job performance and examine the implications of this taxonomy for understanding, predicting, and training adaptive behavior in work settings.

- In Study 1, over 1,000 critical incidents from 21 different jobs were content analyzed to identify an 8-dimension taxonomy of adaptive performance. Study 2 reports the development and administration of an instrument, the Job Adaptability Inventory, that was used to empirically examine the proposed taxonomy in 24 different jobs. Exploratory factor analyses using data from 1,619 respondents supported the proposed 8-dimension taxonomy from Study 1.

Now, in this research paper, it was to develop the taxonomy of adaptive job performance and examine the implications of this taxonomy for understanding, predicting and training adaptive behavior in work settings. There in these antecedents we have talked about, that is the training is becoming very, very important.

In Study 1, over 1000 critical incidents from the 21 different jobs were content analyzed so, and to identify an 8-dimension taxonomy of the adaptive performance. So, therefore, in this particular study 1000 critical incidents were from the 21 different jobs were analyzed.

Study 2 reports the development and administration of an instrument, the instrument, job adaptability inventory that was used to empirically examine the proposed taxonomy in 24 different jobs and here, and in earlier they were 1000 critical incidents were from the 21 different jobs and in the study 2, it was in the 24 different jobs examined the proposed taxonomy. Exploratory factor analysis using data from 1619 respondents supported the proposed 8-dimension taxonomy from study 1.

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So, now what are those 8-dimension taxonomy of adaptive performance? That is the solving problems creativity, dimensions and that is solve typical, ill-defined and complex problem. Then the dealing with the uncertain or unpredictable work situations and what is required, dimension is required, adjust and deal with the unpredictable situations.

Then shift focus and take reasonable actions. So, whenever we are dealing with the uncertain or unpredictable work situations then we will be having the adjust and dealing with the unpredictable situations.

Learning new tasks and the technologies and procedures, so therefore for adaptive performance it becomes very, very important that is we anticipate, prepare for and learn skills needed for the future jobs requirement and therefore everyone should find out that is what will be his future job and then what knowledge and skills will be required.

Demonstrating interpersonal adaptability, this is becoming the adjustment, interpersonal style to achieve goals, working with new teams, coworkers or customers are there. So, if you are working with the, there adjust with the interpersonal relationship then definitely you will be creating a very, very high functional team and goal.

Demonstrating cultural adaptability performs effectively in different cultures, learning new languages, values, traditions and policies and therefore it becomes, that is we have to learn. We have to learn new practices; we have to learn new languages and new values that is to be learnt.

Demonstrating physically oriented adaptability, adjust to various physical factors such as heat, noise, uncomfortable climates and difficult environments, so this is becoming more towards the work and the physical environment, and then we should be able to cope up with this all physical factors such as the working in the particular heat or noise and therefore naturally, specially the climate.

If it is too cold or it is too hot then in that case also the person is required to be adaptable because in his new job this climate is unfavorable to him but he has to learn how to work in that given climate.

Handling work stress, remains calm under pressure, handle frustration and acts as the calming influence and therefore naturally the work stress, so work stress is challenge, work stress is a challenge for productivity also.

So, if you are having the high stress bearing capacity your productivity will be very high. That I have discussed in inverted U relationship, and then it acts as a calming effect. So, it becomes the environment that becomes the very, very helpful for making this stress management.

Handling emergencies or the crisis situations, so it reacts appropriately and decisively to life threatening or the dangerous situations; so whatever the crisis situations are there, then how to handle the crisis situations.

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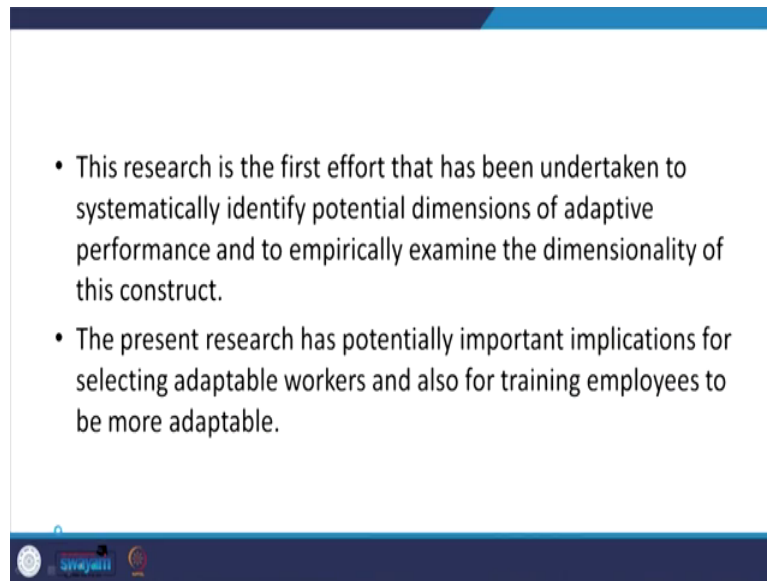
So, this result is the first effort that has been undertaken to systematically identify potential dimensions of the adaptive performance and to empirically examine the dimensionality of this construct. The present research has potentially important implications for the selecting adaptable workers and also for training employees to be more adaptable.

So, this is all about, that is the how we can, by understanding the antecedents of adaptability and then the strategies to be, how to be adaptable at the workplace and what are the forces which are affecting our adaptability, if we understand this I am sure that is the, in a new culture, at new workplace, at new bosses, in the new organizational hierarchy systems we will be able to work once we learn, that is the adaptability is the key function to be flexible, adaptable to make more effective managerialship, thank you.