

Group Dynamics
Prof: Pooja Garg
Department of Humanities and Social Sciences
Indian Institute of Technology - Roorkee

Lecture No 28
Positive Organizational Scholarship_ Part I

Hello friends. Welcome back today I will start another unit that is positive organizational scholarship. This is another component in group dynamics and organizational behaviour which is a very recent notion that has been highlighted in the current literature. So, if I talk about this module that is positive organizational scholarship or POS then it talks about the instrumentality of the individual employee, instrumentality of the group members or at the group level and instrumentality of organizations.

No doubt every organization every group and every member of the organization as an employee they are focusing on the most regular output that is productivity efficiency and Effectiveness and development. These are the most obvious outcome when we talk about group when we talk about employees or even or when we talk about organizations. But we have never realized that what is the intrinsic thing that moves with a person for doing a good job?

We have never talked about those aspects of human behaviour at work or within group that what motivates a person to perform in an effective manner. We jump on to the consequence from formulating policies and procedures from collecting all the resources to aid the system and jumping on to the consequence of those resources in terms of productivity efficiency Effectiveness growth and development.

But in this process we have never thought of that what is the intrinsic aspect of human behaviour that makes a person to work in a particular direction even we know that a person who is performing well will be rewarded he or she will be recognized and there will be motivation to perform better. Beyond this is also something that a person tends to focus because any employee is first of all a human being.

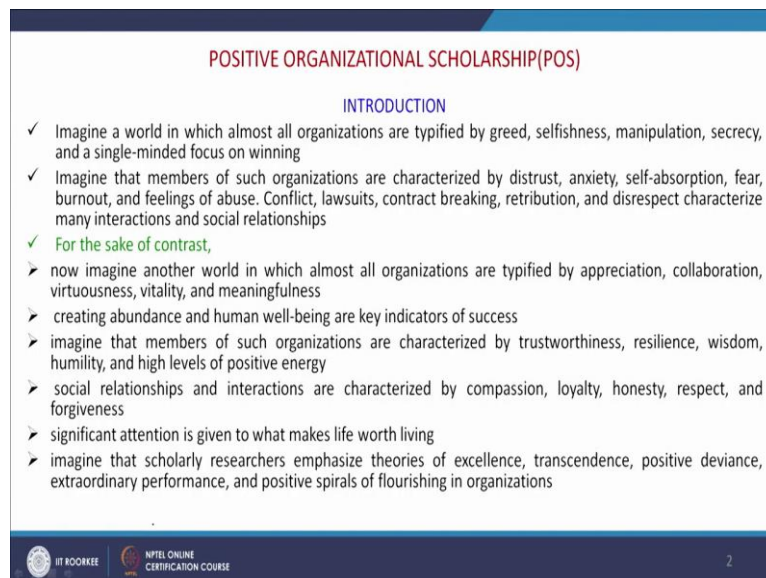
So, when we are talking about group behaviour or we are talking about organizational behaviour or human behaviour at work then it also becomes very important it becomes Salient in many

ways that how employees should be considered as human beings and what are those intrinsic factors instrumental factors that makes any employee a real human being at work. So, positive organizational scholarship actually talks about that aspect of human behaviour at work.

It can be various factors that influences a person while performing the job it is not only the working environment it is not only the quality of work life it is not only the policies and procedures it is not only the matter of motivation leadership styles or reward recognition and it is not matter of consequences. Basically positive organizational scholarship moves beyond in input and output and talks and focuses and emphasizes on the human element of an employee and how it should be recognized at workplace.

So, let us talk about that what is positive organizational scholarship and how it has gained prominence at work to understand employees first of all as human beings. And how organizations can contribute to employees to become a human being and how organization can also focus on becoming scholarly organization or in other words a Humane organization.

(Refer Slide Time: 04:24)



POSITIVE ORGANIZATIONAL SCHOLARSHIP(POS)

INTRODUCTION

- ✓ Imagine a world in which almost all organizations are typified by greed, selfishness, manipulation, secrecy, and a single-minded focus on winning
- ✓ Imagine that members of such organizations are characterized by distrust, anxiety, self-absorption, fear, burnout, and feelings of abuse. Conflict, lawsuits, contract breaking, retribution, and disrespect characterize many interactions and social relationships
- ✓ For the sake of contrast,
 - now imagine another world in which almost all organizations are typified by appreciation, collaboration, virtuousness, vitality, and meaningfulness
 - creating abundance and human well-being are key indicators of success
 - imagine that members of such organizations are characterized by trustworthiness, resilience, wisdom, humility, and high levels of positive energy
 - social relationships and interactions are characterized by compassion, loyalty, honesty, respect, and forgiveness
 - significant attention is given to what makes life worth living
 - imagine that scholarly researchers emphasize theories of excellence, transcendence, positive deviance, extraordinary performance, and positive spirals of flourishing in organizations

IT KOOIKKEE NPTEL ONLINE CERTIFICATION COURSE 2

So, if we talk about this term POS or positive organizational scholarship then let us imagine some different aspects of workplaces that imagine a world in which almost all organizations are typified but great selfishness competition or intense competition manipulation secrecy and single-minded focus on winning that means capturing the market becoming more capitalist in nature.

Now this is one imagination the other imagination that members of such organizations are characterized by distressed anxiety self-absorption fear burnout and feelings of abuse conflict lawsuits contract breaking retribution or punishment and disrespect categorize many interactions and social relationships. That means relationships are only maintained based on economic exchanges or give and take there are conflicts which are destroying or detouring all the Human Relationships at work.

But ultimately this is a common feature of any organization these characteristics do exist in any organization they are inside us they are very much explicit they are very much implicit and most importantly ubiquitous because it is inevitable it will exist. This is a picture of any organization that we can imagine in a very practical manner also. But can we imagine it for the sake of contrast where situation is something different.

In terms of where another world in which almost all organizations are typified by appreciation collaboration virtuousness vitality and meaningfulness these are the terms which you have never used throughout a discussion. But we are using these terms today in this session where I will talk about that how to characterize any organization based on these traits. Such as appreciation collaboration meaningfulness virtuousness and vitality this is one imagination.

The other imagination creating abundance and human well-being are key indicators of success that means organizations are not just focusing on maximizing the profits it is about that success is should also be measured in terms of well-being of employees and they should be considered employees should be considered first of all as human beings and then employees. Imagine organizations are characterized by trustworthiness resilience wisdom humility and high levels of positive energy that means excluding positive energies more positivity towards the other person.

So, that the other person is also gravitated towards more positive or reciprocations there is more trust there is more resiliency that means people have more capacity to understand and anticipate any threat or danger that is existing in this situation and bouncing back based on these virtues wisdom and humility. To understand what is right and wrong and how any wrong can be curved in a very humble manner this is another imagination.

Social relationships and interactions are characterized by compassion loyalty honesty respect and forgiveness it is not that social interactions are maintained or relationships are maintained only on the base of exchanging ideas or exchanging profits in return or rewards or recognition in return. But there is more altruism there is more forgiveness there is more compassion loyalty honesty and respect.

That means self-interest is not existing between two people this is another imagination that we can think of. Significant attention is giving to what makes life worth living it is not that a person is coming for the job and he is logging literally slogging to achieve some level at work which will maintain his status quo. But doing or coming to the job which is worth living which adds meaning to his or her life because I enjoy my work.

The other is that imagine that scholarly researchers emphasize theories of Excellence Transcendence positive deviance extraordinary performance and positive spirals of flourishing in organizations. That means more positive atmosphere is there and more flourishing is there that means it is about people and profits and at the same time Planet the triple bottom line. So, this is how positive organizational scholarship has talked about that not only focusing about extraordinary performances.

But focusing on the positive spirals positive spirals means that one positive behaviour is actually encouraging an another form of positive behaviours and there is a spiral and there is more positive deviances rather than negative deviances. Due to competition any company can lag behind in the market or in the share market but organizations should also Focus that on what aspects the coming should be successful in terms of positive deviances.

That means more flourishing more Transcendence is there that means experiencing Wellness in their own way where there is mind is at peace and the relationships are not for exchange but there is more of compassion and loyalty which is more investment in human life.

(Refer Slide Time: 10:03)



Positive organizational scholarship (POS) considers the processes and dynamics that occur in and through organizations and focuses on the positive, flourishing, and life-giving aspects of organizations

Positive Organizational Scholarship (POS) does not reject the value and significance of the phenomena of the first world view. Rather, it emphasizes the phenomena represented in the second-world view

A focus on competition and profitability in the first world view, for example, is crucial for understanding organizational survival and success. The second world view merely calls attention to phenomena that represent positive deviance

POS is concerned primarily with the study of especially positive outcomes, processes, and attributes of organizations and their members. POS does not represent a single theory, but it focuses on dynamics that are typically described by words such as excellence, thriving, flourishing, abundance, resilience, or virtuousness

POS represents an expanded perspective that includes instrumental concerns but puts an increased emphasis on ideas of "goodness" and "positive human potential"

 IIT ROORKEE
  NPTEL ONLINE CERTIFICATION COURSE
 3

So, positive organizational scholarship considers the process and dynamics that occur in and through organizations and focus the positive flourishing and life-giving aspects of organizations. It is like something that a sunflower went faces towards the sun in the morning and that gives some energy to the sunflower. Similarly organizations should create an environment that when an employee is at work then the organization should offer some positive energy and deviances to that employee that in return there is again positive deviances.

So, this is how the organization and employee are live giving aspects to each other. So, POS does not reject the value and significance of the phenomena of the first world view. Your first world view means all the benefits profits and loss that a company considers to survive in the market rather it emphasis sizes the phenomena represented in the second world view. So, OB professionals have divided the professional world into two bases.

One first world view and the second world view first world view is focusing on all the productivity efficiency growth development and Effectiveness whereas second world view is focusing on the higher phenomena where employees are being considered as human beings. So, a focus on competition and profitability in the first world view for example is crucial for understanding organizational survival and success.

Definitely to survive in the market then profitability competition losses and survival all are very important this is very much explicit to the whole world. But the second world view merely cause attention to phenomena that represents positive deviance that means the Life Giving energy

must exist within the organization and that should be the focus and which is only possible when we are actually considering employees and organizations as human.

So, POS or a positive organizational scholarship primarily is concerned with the study of specially positive outcomes process and attributes of organizations and their members that means how we are attributing organizations based on the positive outcomes in terms of forgiveness in terms of humility in terms of compassion in terms of loyalty in terms of in terms of humility.

So, it does not represent a single theory but it focuses on dynamics that are typically described by words such as Excellence flourishing thriving abundance and virtuousness. Now these are all the feelings that a person can have and are instrumental in nature we cannot just map it on an individual's behaviour. But actually these are the feelings these are the effective states of an individual work which are reflected in different kind of behavioural patterns which are being reciprocated and which are in a spiraling mode that it is only leading to positive deviances.

So, more the com the environment is supportive to any employee more there is Excellence more there is abundance in terms of confidence in terms of faith in terms of loyalty in terms of compassion and that makes a person an employee ultimately a real human being. So, POS represents an expanded perspective which includes instrumental concerns which have already used this term while starting with the discussion.

And puts on an increased emphasis on ideas of goodness and positive human potential it is not about professional potential or caliber it is about being positive human potential which Fosters goodness and morality.

(Refer Slide Time: 14:02)



The Domain of Positive Organizational Scholarship

POS encompasses three elements as (i) *the enablers* (e.g., processes, capabilities, structures, methods), (ii) *the motivations* (e.g., unselfish, altruistic, contribution without regard to self), and (iii) *the outcomes or effects* (e.g., vitality, meaningfulness, exhilaration, high-quality relationships) associated with positive phenomena

- ✓ POS is distinguished from traditional organizational studies and seeks to understand what represents and approaches the best of the human condition
- ✓ In seeking to understand such phenomena, POS can be considered in terms of three concepts under the label—Positive Organizational Scholarship

□ **Positive:** POS seeks to understand positive states, such as resilience or meaningfulness, as well as the dynamics and outcomes associated with those states, such as gratitude and positive connections. It is especially interested in the nonlinear positive dynamics, which are referred to as “*positive spirals*,” that are frequently associated with positive organizational phenomena. POS encompasses the examination of typical patterns of behavior and exchange, but it also tends to emphasize the realization of potential, patterns of excellence, and especially positive deviance from expected patterns

The interest is in exceptional, virtuous, life-giving, and flourishing phenomena



4

So, what are the domains of positive organizational scholarship till now we have given a very theoretical inclination to this term but how to understand these terms at different levels at individual group and organizational level. So, to understand this term in a more elaborative manner let us discuss the domain of positive organization scholarship that how this term has been defined by social scientists in a very elaborative manner.

So, POS encompasses three elements the enablers the motivations and the outcomes or effects who will enable positive deviances who will be motivated towards those deviances and what will be the outcome of those deviances. So, the first is the enabler that means the process capabilities and structural methods that it should not be completely based only for organizational survival in the market but the system should be in a way that enables employees to become more human in nature.

So, the process should be structured and capabilities should be highlighted in a way that a person tries to focus on the positive aspects of human behaviour. So, this that who will enable who will Foster POS it can only be through process capabilities and structures the other is the motivations the unselfish altruistic contribution without regard to self that means that we are working as an employee not only for our own personal interest.

We are working while being altruistic and not considering about any return out of that help that means there is no selfish motive to Exhibit while we are working on the job. So, these are the motivations that why I am working if anybody has asked me to perform a task it should not only

be based on the tangible benefits it should be also based on intent tangible aspects of behaviour where there is not only satisfaction.

But there is lot of transcendence and flourishing in performing that task. And the last is the outcomes or the effects of that motivation that means Vitality meaningfulness acceleration high quality relationship associated with positive phenomena. That means two people who are working together they are not working to complete the task but there is more flourishing relationships between the two people which in the first world view we tend to forget.

Once the task is performed we tend to disband we tend to ignore the emotional or relationship aspect between two people and with this band but POS talks about that the No Doubt task has to be completed. But what is the gain psychological will gain on instrumental gain out of that working all together. So, that is the outcome or effect based on enablers the motivations and the outcome.

So, POS is distinguished from traditional organizational studies and seeks to understand what represents and approaches the best of the human condition. Ultimately no if the work environment is well defined technology is the resources are there good salary is there. But if in instrumental aspect of employee is not satisfied then there is some psychological gap within an individual that leads to other kind of anxiety and frustrations.

It approaches to the best of the human condition and in seeking to understand such phenomena POS can be considered in terms of the concepts under the labor positive organizational scholarship that means positive organizational scholarship. These three words has its own significance that why this aspect of human behaviour or employee behaviour has been identified all together.

So, to understand this term as positive organization scholarships so let us talk about the exact meaning of positive. So, this word in positive organization scholarship seeks to understand positive states that means resilience or meaningfulness as well as the Dynamics and outcomes associated with those states such as gratitude and positive connections. Whenever we are performing a job we tend to anticipate some threats and dangers.

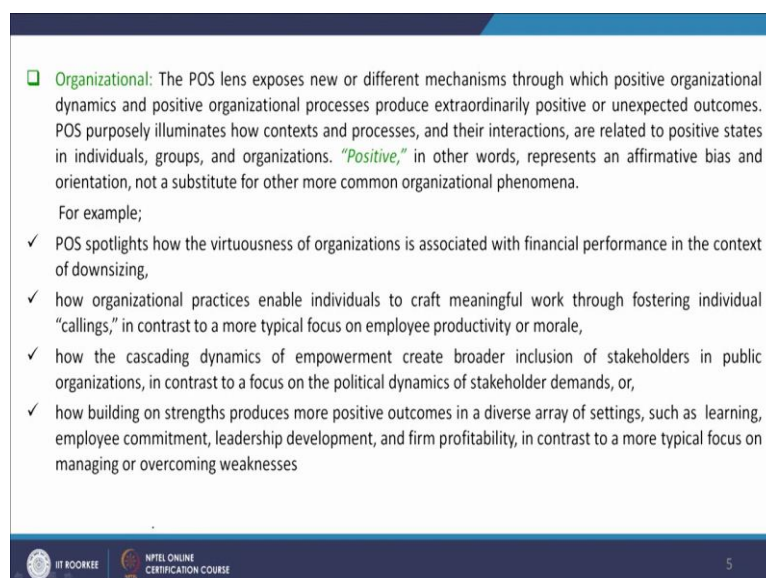
How to understand those threats and dangers how to prepare yourself for those threats and dangers and bounce back from those adversities at the same time when there is some significant job that you have to perform performance has to be there to what extent a person as an employee is relating him to the job will give meaning to an individual's performance. So, this is the positive deviance that has been used in this term.

Now these dynamics such as resilience and meaningfulness is also related to gratitude and positive connections. So, it is especially interested in the non-linear positive dynamics which are referred to as positive spirals that means more the person is involved in positive feelings it is actually aggravating more positive feelings and there is a spiral pattern of positive deviances or behaviours of employee.

These are associated with positive organizational phenomena it encompasses the examination of typical patterns of behaviour and exchange but it also tends to emphasize the realization of potential patterns of excellence and specially positive deviances from expected patterns. It is not that a person who is resilience will overcome all the threats and dangers. But at the same time when a person is bouncing back from their adversity.

Then he also makes some meaningful interpretation of his performance that touches a man's core that is actually the positive deviance or the outcome of these positive terms it is spiral recognition will come. But what meaning the person will, will give while being resilient that is a positive organization scholarship.

(Refer Slide Time: 20:27)



□ **Organizational:** The POS lens exposes new or different mechanisms through which positive organizational dynamics and positive organizational processes produce extraordinarily positive or unexpected outcomes. POS purposely illuminates how contexts and processes, and their interactions, are related to positive states in individuals, groups, and organizations. *“Positive,”* in other words, represents an affirmative bias and orientation, not a substitute for other more common organizational phenomena.

For example;

- ✓ POS spotlights how the virtuousness of organizations is associated with financial performance in the context of downsizing,
- ✓ how organizational practices enable individuals to craft meaningful work through fostering individual “callings,” in contrast to a more typical focus on employee productivity or morale,
- ✓ how the cascading dynamics of empowerment create broader inclusion of stakeholders in public organizations, in contrast to a focus on the political dynamics of stakeholder demands, or,
- ✓ how building on strengths produces more positive outcomes in a diverse array of settings, such as learning, employee commitment, leadership development, and firm profitability, in contrast to a more typical focus on managing or overcoming weaknesses

IT ROORKEE NPTEL ONLINE CERTIFICATION COURSE 5

Thus the interest is in exceptional virtuous giving and flourishing phenomena the other is organizational. So, the POS lens exposes new or different mechanism through which positive organizational dynamics and positive organizational process produce extraordinary positive and unexpected outcomes. So, these outcomes can be in terms of positive States in individual groups and organizations.

And these are the affirmative bias and orientation and not a substitute for another more common organizational phenomena that means here the affirmative biases that taking one good decision exercising that good decision and getting a good result. So, that is affirmative wise we are confirming that when we are doing good then outcome will also be good and that will give a good feeling to other members and oneself.

So, there is more spirals more positive Spirals and more positive deviances in the environment. So, POS spotlights how the virtuousness of organizations associated with financial performance in the context of downsizing. That means here downsizing is not about financial losses it is about to what extent the organizational aspect is focusing on interpersonal relationship resiliency meaningfulness and flourishing that is downsizing that to what extent members are calling themselves as collectively efficacious.

How organizational practices enable individuals to craft meaningful work through fostering individual callings in contrast to more typical focus on employee productivity and moral. That is what I discussed in the first stance only that that members should not only think about productivity or financial upliftment of the organizations. But actually the job should be crafted in a way that any employee should call that job as calling.

Calling here means that you are making a meaningful interpretation that I am for this job I wanted to do this job for so, long and it is giving me some identity some meaning to my life. You are adding something not only to the organization but to one's own life. The other is that how the cascading dynamics of empowerment create broader inclusion of stakeholders in public organization in contrast to focus on political dynamics of stakeholder demands.

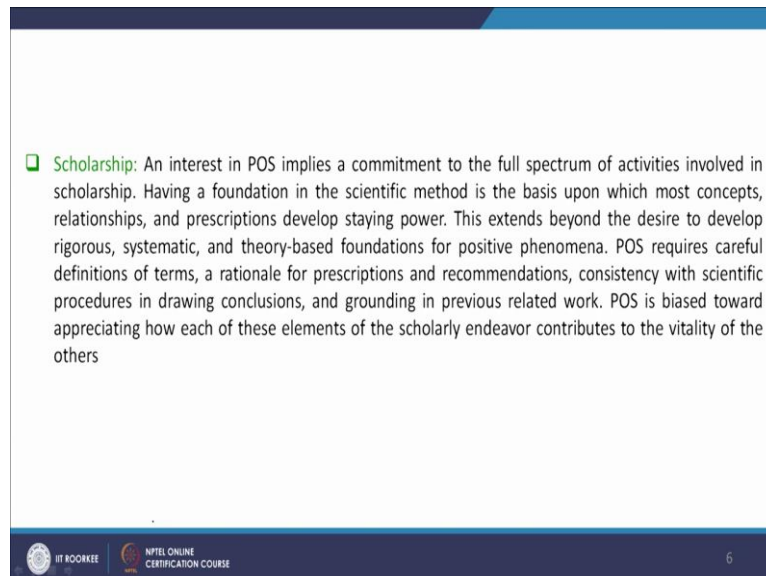
That means when poor empowerment is there in the processes that means giving everybody consideration at equal level irrespective of race age gender sex. All these aspects when are being considered it creates an environment which gives a psychological support to every employee

that they have been considered as human and not as employees. So, this gives a psychological empowerment to every individual in a very spiraling fashion. And the last is that how building on strains produces more positive outcomes in a diverse area of settings.

Such as learning employee commitment leadership development firm profitability in contrast to more typical famous focus on managing or over cupping weakness. That means not only producing profitability or fostering leadership developments or learning environment but actually it Fosters more positive aspects to human behaviour. It is not only about managing weakness it is about that what positive does any employee have and how it can be highlighted to add more positivity to the outcomes.

Ultimately we can say that positive organization scholarship is that aspect of group Behaviour or employee behaviour where the leaders are specifically talks about the strengths and ignoring the weaknesses it is not about identifying the loopholes it is about what good a person has as an employee as a human and how that goodness can be used to transform organizations and that particular employee as a human being. So, this is the organizational aspect of POS.

(Refer Slide Time: 24:44)



And the other is scholarship if we tend to discuss the literal meaning of scholarship then it connotes any subject that can be researched in a very diverse manner. So, according to OB specialist when we are talking about POS or positive organization scholarship then actually it highlighted highlights the Gap that how these positive deviances or positive behaviours should be studied in a very scientific manner.

Means that to what extent these behavioural positive spirals or deviances should be measured in a scientific Manner and how it should be exercised in the workplace. So, ha an interest in POS implies a commitment to the full spectrum of activities involved in scholarship that means having a foundation in the scientific method is the basis upon which most Concepts relationships and prescriptions develop staying power.

This extends beyond the desire to develop rigorous systematic and Theory based foundations for positive phenomena. If you are talking about forgiveness if we are talking about Transcendence if you are talking about meaningfulness if you are talking about resiliency if we are talking about engagement if you are talking about well-being of employees then this calls for a scientific study or base to measure these aspects of positive deviances at workplace and include it in the organizational Theory.

And recommend as consistent factors which are very active at workplace. So, this is the idea that how positive organizational scholarship comes into Limelight where human spirit is more focused and how that human Spirit can be studied in a very scientific manner to include it in the organizational theory. So, this is what we are going to discuss in this module that is positive organizational scholarship.

(Refer Slide Time: 26:45)

Some Correlates of Positive Organizational Scholarship

POS has gained particular momentum with a focus on positive phenomena, including organizational resilience, virtuousness, meaning in work, engagement, appreciative inquiry, mindfulness at work, and well-being at work

Organizational Resilience

Resilience refers to the maintenance of positive adjustment under challenging conditions

In organizations, resilience is the ability of an organization to adapt and respond to incremental change and sudden disruptions, recover, resume, restore and learn in order to survive and prosper

In organization theory, resilience (sometimes resiliency) refers to characteristics or capacity of individuals or organizations, or more specifically, (1) the ability to absorb strain and preserve (or improve) functioning despite the presence of adversity (both internal adversity such as rapid changes, poor leadership, performance, and production pressures and external adversity such as increasing competition and demands from stakeholders), or (2) an ability to recover or bounce back from untoward events

IT KOOKEE | INTEL ONLINE CERTIFICATION COURSE 7

Next come some correlates of positive organizational scholarship. How do we relate this concept at workplaces I am repeatedly telling that whenever an employee faces some adverse situation trauma or any dangerous situation or threat at workplace he or she tries to bounce back from those situations. So, that he can come up again with more preparations to overcome those

setbacks that means some jolts are being experienced by an individual and how those jolts can be handled in a very positive manner.

So, positive organizational scholarship talks about certain correlates where this is reflected in every employee and how that employee is being defined as a human being. So, POS has gained particular momentum with a focus on positive phenomena including organizational resilience virtuousness meaning in work engagement appreciative inquiry mindfulness at work and well-being at work.

If I just explain them briefly it is resilience that is bouncing back from adversity virtuousness to understand that what is right and wrong meaning in work to what extent work is giving some meaningful contribution to one's life and to the organization. Engagement to what extent the person is dedicated to his job rigorously. Appreciative inquiry this connotes that while not focusing on the weaknesses and focusing on the strengths.

A leader can ask his group members that what has been done and not discussing that what could not be done. Mindfulness becoming more aware and attentive to the real moment and ignoring the other stimulus in the environment which can create disturbance in their thought process and most importantly well-being at work to what extent the person is feeling autonomous experience mastery experience positive relations with others and have a purpose in life.

So, these are the aspects which add to the correlates of positive organizational scholarship. So, let us discuss about organizational resilience in detail. So, it refers to the maintenance of positive adjustment under challenging conditions. We are adjusting we are bouncing back from the adversity and then coming up with more preparedness that is resilience. Again I repeat we are undergoing the stress we have experienced some trauma in terms of accident in terms of natural disaster.

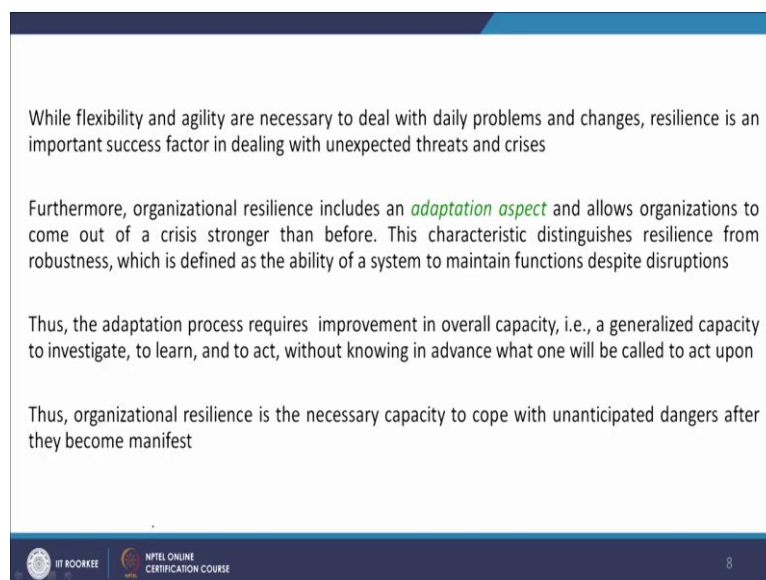
We have experienced in our city and it has a long-term impact on an individual psyche but when we are trying to cope with those stresses whenever we are coping and when we are through with coping mechanisms then we come up with more confident behavioural patterns because that experience adds more to the individual's personality. Similarly we also become resilient to those adversities while gaining more experience by learning more skills we are more prepared to handle adversity in a more efficient manner. So, this is organization resilience.

So, in organizations resilience is the ability of an organization to adapt and respond to incremental change and sudden disruptions recover resume restore and learn in order to survive and prosper. Now whenever some crisis exist in any organization there is one decision it is being executed we follow and we come out from that crisis and we do fail to identify ourselves that how we have grown out of that crisis.

So, we fail to understand that coming after that crisis has made an employee a resilient employee where the person learns better ways to cope up with the crisis resume the work restore a new balance and learn in order to survive and prosper. So, that adds more to an individual's vital characteristics of being a humane employee. So, in organizations theory resilience sometimes also termed as resiliency refers to characteristics or capacity of individuals or organizations which are specifically focused on the ability to absorb strain.

And preserve or improve functioning despite the presence of adversity and second is that is adversity in terms of rapid changes poor leadership performance and production pressures and external diversity such as increasing competition and demands from stakeholders and the other aspect is that enability to recover or bounce back from untoward events. So, whenever there is any adversity or untoward events to what extent with what ability we bounce back we cope with those adversities that adds a positive aspect when individual's work behaviour. So, this is organizational resilience.

(Refer Slide Time: 32:07)



While flexibility and agility are necessary to deal with daily problems and changes, resilience is an important success factor in dealing with unexpected threats and crises

Furthermore, organizational resilience includes an *adaptation aspect* and allows organizations to come out of a crisis stronger than before. This characteristic distinguishes resilience from robustness, which is defined as the ability of a system to maintain functions despite disruptions

Thus, the adaptation process requires improvement in overall capacity, i.e., a generalized capacity to investigate, to learn, and to act, without knowing in advance what one will be called to act upon

Thus, organizational resilience is the necessary capacity to cope with unanticipated dangers after they become manifest

IFT ACOORKE NPTEL ONLINE CERTIFICATION COURSE 8

So, when we have more flexibility in agility then we deal with problems in a more efficient manner and resilient manner and we are dealing and we are able to deal with the unexpected threats and crisis. So, organizational resilience also includes adaptation aspect it is that how organizations come out of the Cross crisis stronger than before because once we are into the crisis we try to deal with every aspect of that crisis while adapting to it.

We cannot resist that crisis we only have to endure that crisis adapt to different patterns of behaviour in an behaviour and that distinguishes resilience from robustness and defined as the ability of a system to maintain functions despite disruptions. So, this agility and flexibility that we develop during that adverse situation is actually a trait that makes an individual different from the other members.

Robust is everyone we all are robust to handle any adverse situation but to what extent we are adapting we are enduring that adversity and bring about changes in oneself to overcome that adversity that is more important when we talk about organizational resilience and that identifies the adaptation aspect of organizational resilience. So, the adaptation process requires Improvement to overall capacity that is generalized capacity to investigate to learn to act without knowing an advance what one will be called to act upon.

That means there is so, much of preparedness within a person that a person is ready to face any new untoward event or adversity even without any anticipation. So, this is adaptation process when we talk about organizational and resilience. Thus organization resilience is the necessary capacity cope with unanticipated dangers after they become manifest. In other ways if the danger is manifested we have to endure it definitely we have to adapt to it endure and embrace.

But after enduring we become so, resilient even when many are not aware of any threat or any threat is not manifested and it is just all of a sudden then also we are ready to adapt to that adversity. So, this is the strength of an individual that develops while facing any threat and danger and this is only the aspect that these days in recent times OB professionals want to focus on these instrumental aspects of human behaviour at work.

(Refer Slide Time: 34:52)

Organizational resilience at the individual level

At the individual level, resilience is engendered in who is most likely to have the relevant and specific knowledge necessary to make a decision and resolve a problem

The predominant themes that arise from the literature review suggest that resilience is founded on at least two building blocks:



(a) *adequate resources*, this connotes human, social, emotional, and material capital so that they can develop competence, and

(b) *an active mastery motivation system*, when individuals have experiences that allow them to encounter success and build self-efficacy and that motivate them to succeed in their future endeavors

These building blocks help a person supersede the prevention or reduction of risk or stressors in promoting resiliency

Resilience also hinges on individual training, experience, and the development of specialized knowledge; the individual gain control over key task behaviors and exercise discretion in performing those behaviors

As a result, a sense of competence increases, and individuals are better able to respond effectively in unfamiliar or challenging situations and persevere in the face of failures and challenges



9

Now when we are talking about this correlate of POS then we can discuss to a length at individual level the group level and organizational level. So, let us go through the first level that is the individual level at the individual level resilience is engendered in who is most likely to have the relevant and specific knowledge necessary to make a decision and resolve a problem in a group.

So, many members are there and on the overall basis a group is exposed to a particular threat that is one way to discuss what when one individual employee is exposed to a particular threat and how he takes his own decision to overcome that threat that is organizational resilience at the individual level. So, the predominant themes that arise from the literature review suggest that resilience is founded on at least two building blocks.

There are two ways that how an individual can develop resilience adequate resources that mean this converts human social emotional and material Capital so, that they can develop competence. That means they want to develop materialistic or robustness to understand the situation and gain all the support from the environment. The other is an active Mastery motivation system that means that when individuals have already experienced some success based on own decision.

Then they are motivated to take more better decisions and experience success in whatever decision making they are executing. So, at individual level it is not only about adequate resources that means available resources in the environment it is also about an active Mastery motivation system based on an individual's previous decision making process. To what extent the person is successful enough to experience success again in every decision.

And how, that success will manifest better decision making to overcome any particular crisis that makes an individual highly resilient. So, these building blocks help a person supersede the prevention or reduction of risk or status in promoting resiliency. So, resilience also hinges on individuals training experience and the development of specialized knowledge the individual gain control over key tasks behaviours and exercise discretion of Performing those behaviours.

It is not that resilience has been developed at the same time the training new learning experiences all add to an individual's instrumental aspects of behaviour that makes a person highly resilient. As a result a sense of competence increases and individuals are better able to respond effectively in unfamiliar or challenging situations and persevere in the face of failures and challenges.

That means resiliency as a trait of an individual employee needs more recognition than the resources he has used to overcome any crisis. So, this is a thin line difference when we are talking about POS. That to what extent the person has gained resilience while coming out of that adversity or crisis that is the more focus rather than what materialistic success the person will receive.

So, these instrumental aspects of behaviour were earlier ignored and now it is coming in the foreground that every employee is resilient being an human being.

(Refer Slide Time: 38:33)

Organizational resilience at the group level

At the group level, resiliency can be discussed at three levels:

- (a) **at the level of team learning:** Teams oriented toward acquiring new skills, mastering new situations, and improving competence are more likely to adjust positively to challenging conditions and be higher-performing over the long run. Groups who have honed their competencies are more likely to register and handle the complexity of dynamic decision-making and may be more motivated to persist in the face of obstacles and adversities

But actually, how does this happen?

- ✓ **One mechanism,** accumulated prior knowledge increases the ability to acquire new knowledge and use that knowledge in new settings
- ✓ **The second mechanism** is expanding a group's collective knowledge base(competencies, response repertoires, and capacity to make sense of new situations); the diversity of a group's members to kindle resilience by influencing the group's capabilities to sense, register, and regulate complexity
- ✓ **The third mechanism** is the experiential diversity of individual group members. Teams are composed of at least some individuals with broad expertise may be better able to grasp variations in their environment and perceive specific changes that need to be made and have the capability to act

These capabilities are mediated by an effective communication process that promotes competence, enhance human, social, and material assets, and reduce risks or stressors. Consequently, enhancing group's capabilities to handle complexity and increase motivation and persistence in handling challenges

IF IIOORKEE NPTEL ONLINE CERTIFICATION COURSE 10

Next is organizational resilience at the group level. At the group level this can be discussed at three levels the first is at the level of team learning that is acquiring new skills mastering new situations and improving competence are more likely to adjust positively to challenging conditions and higher performing over the long run. That means groups which have honed competencies and likely to register and handle the complexity of dynamic decision making may be more motivated to persist in the face of obstacles and adversities.

This is but obvious that when members are together they have honed or learned new skills they are more in a better situation to cope up with the adversity. But how it happens what is the psychology what is the instrumentality of that concept of behaviour which is ignored and how we can discuss right. Now that how that resilience at group level can be identified the one mechanism is accumulation of prior knowledge increases the ability to acquire new knowledge and use that knowledge in new settings.

Having prior knowledge having experiential learning of using those knowledge's and then getting motivated to learn new skills that is one mechanism to make the group more resilient. If the group is not exercising their knowledge skills and abilities in a very regular platform then they are not motivated and they do not get aware that; what are the new knowledge skills available in the market that they can hone and then exercise.

But if the group members are active to learn new skills then they are more ready and more better trained to become more resilient. The second mechanism is that is expanding a group's Collective knowledge base that is competency response refer to our and capacity to make sense of new situations the diversity of our group's members to kindle resilience by influencing the group's capability to sense register and regulate complexity.

Here the second mechanism basically talks about that when the group behaviour is being studied every member has different kind of skills and in the case of adversity how every employee is giving different kind of responses to adversity which when reconciled and recollected all together they are offering more solution to overcome the problem. So, this is another mechanism to understand organizational resilience at group level.

So, this at group level can only be highlighted when memos are motivated to learn new skills exercise those new skills and at the same time learn to give a very balanced and diverse response

patterns to understand the situation in a very clear manner. So, here when we are talking about second mechanism then competencies response repertoire and capacity are very important factors to understand the situation the adversity and then becoming more resilient.

And the third mechanism is the experiential diversity or individual group members. This refers that teams are composed of at least some individuals with broad expertise and they grasp variations in their environment and perceive specific changes that need to be made to have the capability to act. That means in every group there are some members who have some specific or broad expertise when those expertise are being highlighted those experts endure that problem and learn to live with that problem in a way that they find the solution to act in a very consistent manner.

So, when any members expertise has been used within the group to resolve any problem the way the expert endures that problem embraces that problem that is a quality that makes a person resilient which maybe it is lacking among other members. So, these capabilities are mediated by effective communication process that promotes competence and enhance Human social and material assets and reduces risk of stresses.

Because there is more interaction within the group members to identify an expert which gives them not only material asset but more improved relationships among group members and how they can reduce the risk at the workplace thus enhancing groups capability to handle complexity and increase motivation and persistence in handling challenges. So, ultimately when we are talking about organizational resilience at the group level communication is very important.

Expertise is important Collective knowledge is very important where different kind of response repertoire can be collected and when it is being coordinated it leads to enhanced group capability because when there is danger then members become more cohesive to overcome. So, if there is some support that support is sustained by the other group members while being more cohesive.

(Refer Slide Time: 43:44)

(b) **collective efficacy**: Collective efficacy is an emergent group-level attribute. It materializes from an individual's perceptions of the group's functioning (i.e., operative capabilities) and is ultimately the product of the interactive and coordinative dynamics among team members

Key factors as the mix of knowledge and competencies in the group, how the group is structured and how its activities are coordinated, how well it is led, the strategies it adopts, and whether its members interact with one another in mutually facilitatory or undermining ways. This, in turn, influences problem-solving capabilities and positive adaptations and subsequently reinforces competence and efficacy

(c) **Analysis of group disasters**: The absence of belief in the conjoint capabilities and the leader's inability to create and maintain a flexible group structure leads to failure in establishing collective efficacy. This further influences the group's vulnerability to discouragement and fail to produce quick results

IT 100RKEE NPTEL ONLINE CERTIFICATION COURSE 11

And the other level is collective efficacy. This is an emergent group levels attribute it materializes from an individual's perceptions of the group's functioning that means how the group members are perceiving the overall operationalization of the group. What process are being followed to make the group highly functioning and ultimately the product of the interactive and coordinative activity dynamics among the group members.

This refers to the social and relational aspect of the functioning of the group that what relations we maintain with the other group members. What is the quality of interrelationship and how it influences the functioning of the group. The better the functioning is the more the group is perceived as collectively effective or efficacious that means the functioning of the group is very effective.

So, there is a mix of knowledge and competences in the group that how the group is structured what activities are being coordinated who will lead the group what strategies are being adopted and whether its members interact with another in mutually facilitatory or undermining ways. If interaction is facilitating every group member then members are in a better position to overcome the adversity right.

And that will Foster some more positive deviances because we are helping each other. If the communication is undermined in within the group itself then it actually detritus the functioning of the group and the group is more disbanded. So, this in turn influences problem solving capabilities and positive adaptations and subsequently reinforces competencies and efficacy.

Ultimately when interaction is cohesive then it leads to positive adaptations leading to high resilient level.

And the other is analysis of group disasters. If there is absence of belief in the capabilities or of the leader and the group members then it creates and maintain a state then it creates a state of failure in establishing collective efficacy. Because the perception of one particular member or all the member is negative about the group's functioning and the group tends to fail in his horror performance.

Ultimately the adversity or any crisis tend to sustain inter in the group for a longer period of time and influences groups vulnerability to discouragement and fail to produce quick results that is the bit obvious. So, when we are talking about resilience at group level. So, this particular trait in a positive term can only be understood when group functioning is cordial it is smooth and the perception of the individual of for the group itself is positive in terms of functionality and structuralization of the group.

(Refer Slide Time: 46:45)

Organizational resilience at the organizational level

Organizational resilience is anchored in organizational processes aimed at enhancing the organization's overall competence and growth and restoring efficacy by enhancing the ability to quickly process feedback and flexibly rearrange or transfer knowledge and resources to deal with situations as they arise. Attempts to restore efficacy, including strategic reorientations and promoting competence through broad skills within the organization, are associated with resilience

Conceptual slack: Conceptual slack is the diversity in the analytical perspective employed by the members of the organization combined with the willingness to question the current situation and the respectful acceptance of these questions by the other members, thus allowing new solutions to emerge

Use of ad hoc problem-solving: This includes networks and fluid decision structures, which allow problems to flow toward expertise and contribute to resilience. These dynamics are evident on aircraft carriers, at nuclear power plants, and in disaster response teams. Such strategy enables organizations to deal with irreducible uncertainty and imperfect knowledge

Relatedly social capital also fosters resilience as organizations tap into their networks when responding to adverse events for needed insights, support, and assistance and cope with a broader array of interruptions or jolts

Thus, POS is a departure from the extant organization theory and reflects an attitude that views organizations and their actors as efficacious and capable of exceptional performance even in the face of obstacles

IT KOOBKEE NPTEL ONLINE CERTIFICATION COURSE 12

Next comes organizational resilience at the organizational level. Now till. Now we have talked about individual and group level of resilience how resilience is developed or evolves at organizational level at individual level we have talked about their capabilities or competencies at group level we have talked about the collective efficacy. Now at organizational level it is about restoring efficacy by enhancing the ability to quickly process feedback and flexibility rearrangement and transfer knowledge and resources to deal with situations as they arise.

But how, it is being performed how organization responds to adversity and restores efficacy. So, this requires strategic reorientation and promote confidence through broad skills within the organization are associated with resilience in nutshell how the organization is exposing its members to cope up to different kind of competencies and expansion in skills to overcome the crisis.

So, this can be studied under two headings the first is conceptual slack when there is some major crisis in the organization then the analytical perspective is developed at a higher level where diversity is a focus. How come that diversity has become its focus because members of the organization combined with the willingness to question the current situation and the respectful acceptance of these questions by the other members thus allowing new solutions to emerge.

That means they Foster more intimate interactions among members under the term corporate slack and members have freedom to question each other that why any crisis or adversity has occurred within the organization and what questions are there that has to be answered it. Now under these circumstances members tend to respect each other's questions and make it possible to answer every question because answering the question will bring solution to the problem.

So, under this process of corporate slack members tend to become more interactive and their communication becomes more clear because they are coming up with more solutions. So, this is how they become resilient. The other is the use of ad hoc problem solving this includes networks and fluid decision structures that problem is flowing within the organization and ultimately that problems will go in the hand of a particular group of experts this and who are responsible to resolve that problem or conflict or adversity.

For example it is evident on aircraft carriers or nuclear plants that how a problem has to be dealt in a particular format or based as per the plan. So, when any disaster crisis or adversity happens then the expertise tends to establish or create their own plan and the whole organization accepts that plan. So, that the problem can be overcome such strategy enables organizations to deal with irreducible uncertainty and imperfect knowledge.

Sometimes members do not have complete knowledge how to deal with the problem and they tend to extend the problem. But as soon as it is going in the hands of the expert then there is immediate solution to the adversity conflict and crisis that resolves organizations issues and at

the same time the organization becomes resilient again this resilience is a positive deviance. So, relatedly social capital also fosters resilience in organizations and tap into their networks while responding to adverse events for needed insights support and assistance.

And cope with the broader array of interruptions or George ultimately social capital will play a very important role which is referred to as a interpersonal relationships that people maintain within the organizations. If social capital is very high then approachability also increases any manager can approach any department and take up that problem or adversity to any Department that how it can be dealt.

So, the POS is a departure from the extend organization Theory and reflects an attitude that views organizations and their actors as efficacious and capable of exceptional performance even in the face of obstacles. So, I will continue in the next session, thank you.