


chapter 8

Establishing a
Constructive Climate






CONSTRUCTIVE CLIMATE

- Climate refers to the atmosphere of a team or an organization. It is defined as people's shared perceptions of the way things are in an organization . Related to climate are the rituals, values, procedures, and underlying assumptions of a group
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CLIMATE IN PRACTICE

- In order to create a constructive climate, a leader needs to consider four factors: providing structure, clarifying norms, building cohesiveness, and promoting standards of excellence.
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Providing Structure

- Because working in groups can be chaotic and challenging, it is helpful when a leader provides a sense of structure for group members.
 - A leader also provides structure by identifying the unique ways that each individual member can contribute to the group.
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Clarifying Norms

- In addition to structuring the group, a leader needs to clarify group norms. Norms are the rules of behavior that are established and shared by group members.
 - The reason norms are important is because they have such a strong impact on how the group functions and whether the group is successful or not.
 - A leader can have a significant impact on establishing group norms as well as recognizing norms and working to make them constructive
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Building Cohesiveness

- The third way a leader establishes a constructive climate is to build cohesiveness.
- Cohesiveness has been associated with a number of positive outcomes for groups
- first, high cohesiveness is frequently associated with increased participation and better interaction among members.
- Second, in highly cohesive groups, membership tends to be more consistent.
- Third, highly cohesive groups are able to exert a strong influence on group members.
- Fourth, member satisfaction is high in cohesive groups; members tend to feel more secure and find enjoyment participating in the group.
- Finally, members of a cohesive group usually are more productive than members of a group that is less cohesive.



how can a leader help groups become cohesive?

- Help groups to create a climate of trust
- Invite group members to become active participants
- • Encourage passive or withdrawn members to become involved
- • Be willing to listen and accept group members for who they are
- • Help group members to achieve their individual goals
- • Promote the free expression of divergent viewpoints in a safe environment
- • Allow group members to share the leadership responsibilities
- • Foster and promote member-to-member interaction instead of only leader-to-follower interaction