

## 8.3 OBSERVATIONAL EXERCISE

### Establishing a Constructive Climate

#### Purpose

1. To develop an understanding of how leaders establish a constructive climate for a group or an organization
2. To identify how specific factors contribute to effective group performance

#### Directions

1. For this exercise, you will observe a leader running a meeting, a practice, a class, or some other group-related activity.
2. Attend a full session of the group and record your observations below.

Name of leader: \_\_\_\_\_

Name of the group: \_\_\_\_\_

Observations about the structure (organization) of the group:

Observations about the group's norms:

Observations about the cohesiveness of the group:

Observations about the group's standards of excellence:

#### Questions

1. In what ways did the leader make the goals of the group clear to group members?
2. How did the leader utilize the unique talents of different group members?
3. What were some of the positive and negative norms of this group? How did the leader reinforce these norms?
4. How would you evaluate, on a scale from 1 (*low*) to 5 (*high*), the cohesiveness of this group? In what ways did the leader promote or fail to promote the esprit de corps in the group?
5. A key factor in promoting standards of excellence is rewarding results. How did the leader reward group members for achieving results?