

8.4 REFLECTION AND ACTION WORKSHEET

Establishing a Constructive Climate

Reflection

1. Based on the scores you received on the Organizational Climate Questionnaire, what are your strengths and weaknesses regarding establishing a constructive climate for a group or an organization? Discuss.
 - Strengths:
 - Weaknesses:
2. How did you react to the example in this chapter (pp. 179–180) of the service-learning group that developed cohesiveness? In what way do you think cohesiveness plays an important role in groups? Have you ever experienced cohesiveness in a group yourself? Discuss.
3. In this chapter, group rules and norms are stressed as being very important to effective teams. Do you agree with this? Explain your answer. Briefly comment on your own desire and ability to adapt to the rules of a group.
4. An important aspect of establishing a constructive climate is giving recognition to others. Is rewarding or praising others something that would come easily for you as a leader? Discuss.

Action

1. Imagine that you have been chosen to lead a group project for your class and are preparing for the first meeting. Based on what you have read in this chapter, identify five important actions you could take to help establish a constructive climate for the group.
2. This chapter argues that establishing a constructive climate demands that the leader be a role model for how group members should act. What three values are important to you in a group? How would you demonstrate these values to group members?
3. High-performing teams have strong standards of excellence. Discuss your level of comfort with encouraging others to “keep the quality up.” What leadership behaviors could you strengthen to encourage others to work to the best of their ability?