

## Motivated Reasoning and Leadership

### FIRO-B Interpersonal Needs

Inclusion	Control	Affection
Regular contact with others is important	Authority, goals, and targets are important	Loyalty and faithfulness to one another is important
Contribution from everyone and a chance to get involved is important	A stream of decisions and a sense of moving forward are important	Frankness, candour, feedback, and exchange of options is important
Finding common ground is important	Challenges, rivalry, and competition are important	Serving and nurturing others is important
Ultimate Realization: Fame	Ultimate Realization: Power	Ultimate Realization: Love
Underlying Need: Significance	Underlying Need: Competence	Underlying Need: Likeability

FIRO-B Framework		Behavioural Dimensions of the Needs	
		Wanted	Expressed
Interpersonal Needs	Inclusion	Want other people to include them in activities and to invite them to belong. Enjoy it when others notice them.	Make an effort to include others in their activities. Try to belong, join social groups, and be with others as much as possible.
	Control	Feel most comfortable working in well-defined situations. Try to get clear expectations and instructions.	Try to exert control and influence over things. Enjoy organizing things and directing others.
	Affection	Want others to act warmly towards them. Enjoy it when people share feelings with them and when their efforts are encouraged.	Make an effort to get close to people. Are comfortable expressing personal feelings, and try to be supportive of others.

No	Name	FIRO-B® Scores					
		eI	wI	eC	wC	eA	wA
1	Mehta	3	8	9	1	8	8
2	Kumar	5	8	6	3	6	5
3	Mudit	5	6	4	7	3	1
4	Hitesh	4	0	3	3	5	7
5	Manoj	9	5	5	5	7	5

Low	Medium	High
0-2	3-6	7-9

eI: Expressed Inclusion  
wI: Wanted Inclusion  
eC: Expressed Control  
wC: Wanted Control  
eA: Expressed Affection  
wA: Wanted Affection

Mapping the demonstrated behaviour and attitudes of Mehta and Kumar to the FIRO-B results:

1. What are the prominent interpersonal needs that you think Mehta and Kumar demonstrate?

Mehta also have high eA wich means. He wants people to recognize him and like him.

Kumar has low medium eI meaning that he does not believe so much to include the other people. Mehta's need for including people is low.

Hitesh has low in wI so he is an introvert and has a low need for interpersonal needs.

Kumar is more moderate in expressing control and wanting control which is why itt might work.

Mehta: Wanted inclusion, and especially **expressed control**, also expressed and wanted affection.

Metha believed that he has to prove himself because he might think he is not good enough.

Leader type: tries to take control and organize things and direct others, also tries to include other people to join activities and they enjoy to get attention and focus, "

Affection: enjoys both to share and to hear other personal feelings,

Kumar: Wanted inclusion, and expressed inclusion and control on medium level, also wanted control and affection on medium level,

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What functions do these attitudes serve in the social context?

Mehta var alt for energisk hvilket til sidst skræmte ham væk.

My paternal grandfather was on the National Ayurvedic Advisory Board to the Prime Minister of India, and my uncle had worked as a gastroenteric surgeon in AIIMS. On the paternal side, almost everybody has forayed into medicine and they know the ins and outs of medicine, and I'm the only boy on the paternal side, so I tried to keep in touch with this heritage and am proud of that lineage.

Mehta er stædig. Han kunne ikke finde nogen negative ting omkring casen om hospitalet, men han blev alligevel ved med at prøve at lede efter negative ting og løse casen anderledes end hvad de andre gjorde.

Mehta's attitude is:

Im the best. Achieving is fundamental for him. He believes others a low performer.

He believes that is important to stand up.

Mehta prefers people who is knowledgable and like those who can contribute the way he wants and support him shine.

However, mehta uses his group more as a tool where he takes the important parts of the case and the rest of the group presents the lesser important parts.

Mehta is being pessimistic, in regards to him preparing for the worst.

The group started depending on Mehta. They believe Mehta is the best and know that he has the final answer. It won't impact the if the group besides Mehta did not want to contribute. The group seems frighten of him.

Kumar thinks that Mehta is a nice guy. The rest of the group likes what Mehta is doing for them.

Throughout the case we see that the group members do not participates as much as in the beginning.

Social context; which will shape how people beehave.

Other people in the classroom started being competing against Mehta.

Business schools are very competitive and the institutional environment is survival of the fittest. It is a very stressfull environment because they might have 5-7 classes each semester and they have 3 semesters per year.

Mehta's family background is well educated. It is a family of high achievers. There is many people in India and it is very hard to stand out.

If he was challenged a bit more, he might not have been so bossy and excluded the group.

The school is Mehta's identity, so when he fail he is devastating.

Kumar has a motivate of letting Mehta fail. This is not rational as the.

If you do not like the supervisor the results will decrease.

Their group seems like a dependency group, because the group members give up their authority.

2. How do you think Mehta's personality determines his behavior in the team?

He wants to be the center of attention and tries to impress all his other classmates and the professor on cost of the other group members. He is very controlling and doesn't really agree or tolerate other group members opinions or solutions. He lacks communication skills and is not good at listening to what other people say.

3. How do you think Kumar's personality determines his behaviour in the team?

Kumar is a very smart and quiet person. Also he adapts to other persons like Mehta and tries to belong to social groups and be with people as much as possible. But he is not as dominant as Mehta and it easy to influence him with tasks and opinions.

However, maybe Kumar should have told Mehta that hios behaviour was not appropriate to create a good environment.

4. What could be the reasons for Mehta and Kumar to get along so well in the team?

As mentioned before, Mehta went for the smart, quiet persons in the group, who wouldn't argue or disagree with him. Also, Kumar liked to what he was told to do.

5. How would you explain the team's behaviour towards Mehta? Why has the team accepted Mehta as the leader? What interpersonal needs may be determining the team's behaviour?

They accepted their role because of Mehta's dominance and cleverness. Maybe also because they where scared to give false input to the group, because such input was criticized very harshly by Mehta.

The team would have needed to speak up and communicate the problems they faced with Mehta being to dominate.

Applying Tuckman's model:

In the norming fase Mehta accepts that the two group members can't do all the thing metha assigned to them so he and Kumar does the job themselves. They do not achieve the performing stage because Mehta does not allow for the team to progress as a unit and Mehta went on his own.

The storming face is present when Mehta do not think that the group members preforms well enough. Also, the group members do not show up all the time.

The model tells, are you expression the issues sufficiently. The storming face is very important to a group. DO the group have the abilities to find the problem and confront the problem and solve it.

Their group represent a shallow team. The people do not feel safe, no psychology safety, so they do not speak up. The way Mehta behave is Active and emotion focused (p. 18 text 32.) He is appealing to fear. He says he wants to be the best and control the group.

Salmon thinks that the group gets stock in the storming face.

### **Notes while reading**

Mehta got a good start at IMT. He involved himself in many activities and was popular among his peers. He was gregarious and had a sense of humor.

The groups in OB was random which bothered Mehta. Mehta quickly said he wanted to be the leader and will make sure they were the best group.

The group consisted of diverse four members. Mehta already felt connected to Suresh kumar. Kumar was hard-working, quiet and very knowledgeable. Kumar was willing to do whatever was sent his way, which Mehta liked.

Mehta demanded perfection when they prepared their first case. Mehta cross-questioned all members to make sure they were not nervous. He knew that his methods could sometime be harsh. The group did not protest much.

One member said that it was hard to change Mehta's mind. Mehta was bossy because some of the group members always came late or did not show up. Mehta was happy to analyze the case himself and distribute parts to them.

Kumar said that Mehta was not good at communicating with all group mates. Mahta would be happy if members contributed and otherwise not.

Hitesh thought that Mehta was not willing to listen to Hitesh or anyone else if they did not do their share.

There was a turning point for Mehta where he was not the dominant in class. It was Hamid Anwar and Joseph Andrews who dominated Mehta in a period. Mehta wanted to be the best in organizational behavior (OB).

### **Children's hospital**

Mehta liked being in the center of attention.

**D-Day**

Kumar did not let Mehta know his flaw when presenting the case even though Kumar knew the flaw. Mehta did not see that the data in the exhibit for 2007 were YTD meaning that the figures were only a couple quarters old. Mehta based his whole analysis on these figures which Mehta has misinterpreted.