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Organizational behavior

The theory listed in the Cooper, Hellriegel and Slocum’s *Mastering Organizational Behavior* includes learning from experience. The authors emphasize on challenge, performance and goal setting for attaining change and success. The leadership theory stresses on the role of a leader in transforming the behavior of employees and convincing them to work for the organizational interest. They define leadership as, “the process of developing ideas and a vision, living by values that support those ideas and that vision, influencing others to embrace them in their own behaviors, and making hard decisions about human and other resources” (Cooper, Hellriegel, & Slocum, 2017). The theory emphasizes on the role of a manager who acts as leader of the organization.

*Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer* has relevance with the factors explained by Cooper, Hellriegel and Slocum that are essential for the success of the company. The methods adopted by Schakleton reflects the same concepts explained by the authors in organizational behaviors. The most prominent trait of Schakleton that makes him a true leader includes his ability to take challenges. It was through his experience that he learned to endure the coldness of the weather. He continued to explore the world irrespective of the fact that it poses many risks. This makes Schakleton a great leader. This behavior of Schakleton is linked to the analysis of Cooper, Hellriegel and Slocum where they identify authority as an essential characteristic of the leader. Without authority, Schakleton would not be able to take his decisions or take a bold role.

Another factor that establishes links between Shackleton's ways and Cooper, Hellriegel and Slocum is the ability to set goals. Cooper, Hellriegel and Slocum explain that an intelligent leader is also clear about goals and follow them for the beginning of their struggle. This is because without clear goals a leader cannot succeed. When Schakleton failed his mission at the Pole he formulated a new strategy and set a goal for making the transcontinental journey. This reflects that the failure was due to the fact that he was lacking any clear direction or goals. Through his experience, he learned to adopt a different strategy and decided to set a goal. Cooper, Hellriegel and Slocum explain in social learning theory that a leader is one who learns from his failures and has the courage to adopt a different strategy for dealing with future problems. leaders undergo complex situations that demand the right decisions at the right time. Experience is linked to learning. When they fail in one aspect they can evaluate their errors and causes behind them. This allows them to perform better in the next encounters.

Another trait of Schakleton that connects him to the theory of Cooper, Hellriegel and Slocum is his emotional intelligence. He managed to handle failures and cared about the safety of his crew members. This reflects his potential for guiding his people. Similar aspects are captured by the authors as they state that it is the responsibility of the leader to provide clear guidance and offer assistance when they are in danger. This also reflects the leader's responsibility of providing clear instructions to the employees. Accountability is another important aspect required by a true leader. This reflects the ability to accept failure and success. Schakleton has never rejected his responsibility. His ability to accepting his failures made his a better leader. As a leader, he examined the possibilities of crossing regions safely. This increased the likelihood of accomplishing his mission.

Hardy personalities depict that hardness appears to have a link with organizational effectiveness. In a healthcare organization, I would compare the hardy personality of a nurse to Ernest. This is because the nurse uses her hardiness for dealing with situations that prevent her from taking the stress. The similar trait was apparent in Ernest during his Antarctic journey.

Reference

Cooper, C. D., Hellriegel, D., & Slocum, J. W. (2017). *Mastering Organizational Behavior.* Flatworld.