**REFLECTIVE REPORT: ORGANISATIONAL BEHAVIOUR IN AN INTERNATIONAL CONTEXT**

**Introduction**

In this reflective report, Gibbs' Reflective Cycle will be used to analyse my personal learning and development in Organisational Behaviour in an International Context, focusing on my experience in the team assignment, specifically the group presentation. Gibbs' Reflective Cycle is a structured model for reflective practice that consists of six stages: Description, Feelings, Evaluation, Analysis, Conclusion, and Action Plan (Gibbs, 1988). This model provides a framework for systematically reflecting on experiences, learning from them, and planning for future actions. Throughout this course, I have gained a deeper understanding of how organisational behaviour concepts apply in an international context. This has been particularly evident in the team assignment, where I had the opportunity to apply theoretical knowledge to a practical scenario. Gibbs' Reflective Cycle will guide the analysis of my experiences, helping to identify key learning points and areas for future development.

**Description**

Our team's group presentation focused on the comparative analysis of leadership styles in different countries and their impact on organizational culture. Each of the five team members, including myself, was assigned a specific country to research and analyse. My role was to explore leadership styles in India and their effects on organizational culture.

Initially, I anticipated a collaborative and equally distributed workload among team members. However, as we progressed, it became evident that some members were more proactive than others, leading to challenges in coordinating tasks and ensuring equal contribution. This imbalance required frequent communication and task reassignment to maintain cohesion and meet deadlines effectively. In my research on India, I explored various leadership styles prevalent in the country, including transformational leadership, and their influence on organizational culture (Lai et al., 2020). Additionally, I analysed how cultural dimensions, such as power distance and collectivism, impact leadership behaviours and organizational practices (Deng et al., 2022). This research provided valuable insights into the cultural factors that shape leadership and organizational dynamics in India.

Our group presentation aimed to provide a comprehensive comparison of leadership styles in different countries, highlighting the importance of cultural contexts in shaping leadership practices and organizational outcomes. This comparative analysis allowed us to understand the diverse approaches to leadership worldwide, recognizing the impact of culture on leadership effectiveness. Through this assignment, I gained valuable insights into cross-cultural leadership, improved my research and analytical skills, and developed a deeper appreciation for the differences of global leadership.

**Feelings**

During the team assignment, I experienced a range of emotions, including excitement, frustration, and satisfaction. Initially, I was excited about the opportunity to work with a diverse team and explore the topic of leadership styles in different countries. However, as the project progressed, I encountered challenges that tested my patience and perseverance.

One significant challenge was managing time effectively to meet deadlines. With multiple tasks to complete and limited time, I felt immense pressure to deliver high-quality work within the specified timeframe. This challenge required me to carefully prioritize tasks, communicate effectively with team members, and adapt to changing circumstances. As noted by Kozlowski (2017) and Shuffler et al. (2018), effective time management is crucial for team success, as it ensures that tasks are completed efficiently and deadlines are met. Despite my initial concerns, I was able to overcome this challenge by utilizing time management techniques such as creating a schedule, setting deadlines for each task, and regularly reviewing progress with my team.

Moreover, coordinating tasks and ensuring equal contribution from all team members presented another challenge. Despite our initial plans for a collaborative effort, it became evident that some team members were less engaged than others. This imbalance in participation led to feelings of frustration and the need for additional effort to ensure that everyone contributed meaningfully to the project. This challenge underscored the critical role of effective communication and teamwork in achieving shared objectives, as emphasized by Adams and Blair (2019).

Despite these challenges, I also felt a sense of satisfaction and accomplishment as we completed the assignment. Working through the challenges strengthened my teamwork and communication skills, and I learned valuable lessons about leadership, teamwork, and cultural differences. Overall, the experience was challenging but rewarding, and it provided me with valuable insights that will benefit me in future team projects.

**Evaluation**

The effectiveness of our group's communication and collaboration was a crucial factor in the success of our team assignment. Overall, our communication was adequate, but there were areas where improvement could have enhanced our collaboration and outcomes.

One of the key strengths of our group's communication was the open and inclusive nature of our discussions. This openness enabled us to explore diverse ideas and perspectives regarding leadership styles and cultural aspects deeply. According to Wang et al. (2020), effective teams benefit from open communication, which fosters creativity and innovation. By considering various viewpoints, we were able to enrich our presentation content and provide a comprehensive analysis of leadership styles in different countries. Furthermore, our ability to provide constructive feedback to each other was instrumental in refining our ideas and enhancing the quality of our work. This aspect of our communication aligns with Wang et al. (2020) and Dobusch et al. (2017) notion that effective teams continually challenge and improve their performance through feedback and reflection. Overall, our open communication and constructive feedback processes were key strengths that contributed to the depth and quality of our group presentation.

Despite our group's strengths in communication, we also faced challenges that impacted our collaboration. One notable weakness was the uneven distribution of tasks and contributions among team members, leading to feelings of frustration and inequity. According to Rumanti et al. (2023) inequality in a group can be mitigated through better communication and a clearer division of responsibilities from the beginning which we did not arrange from the beginning. According to Driskell et al. (2017), effective teams establish clear roles and responsibilities, ensuring that each member contributes equitably to the team's goals. By addressing this communication challenge early on, we could have fostered a more collaborative and balanced team dynamic, enhancing the overall effectiveness of our group.

In terms of my own contributions to the group, I believe I was able to make meaningful contributions to our assignment and presentation. My task on leadership styles in India provided valuable insights that enriched our comparative analysis. However, I also acknowledge that there were times when I could have been more proactive in coordinating tasks and ensuring equal participation from all team members. Moving forward, I aim to improve my communication skills and leadership abilities to facilitate better teamwork and collaboration in future projects. Burke et al. (2019) and Driskell et al. (2017) emphasize the importance of continuous improvement in teamwork and leadership, suggesting that individuals should strive to enhance their skills and abilities to contribute effectively to team success.

**Analysis**

The impact of cultural diversity within our team was significant, influencing our group dynamics in various ways. One of the most notable impacts was the different perspectives and approaches to problem-solving that each team member brought based on their cultural background. According to Hofstede and Bond (1984), cultural dimensions such as power distance and collectivism can significantly influence how individuals communicate and collaborate in a team setting. For example, members from cultures with high power distance might be more deferential to authority, while those from cultures with low power distance might be more inclined to challenge ideas and offer alternative viewpoints (Fatehi et al., 2020).

Additionally, cultural diversity influenced our communication styles and decision-making processes. According to the cultural dimension’s theory, individuals from collectivist cultures tend to prioritize group harmony and consensus-building, while those from individualistic cultures may focus more on personal achievement and autonomy (Hofstede and Bond, 1984; Smith and Bond, (2020). These differences in cultural values and communication styles sometimes led to misunderstandings and conflicts within our team.

Theories on organizational behaviour were instrumental in guiding our understanding and management of group dynamics, especially in the context of cultural diversity. For example, Social Identity Theory formulated by Tajfel and Turner provided a framework for understanding how individuals identify with and behave within a group context based on their social identities (van den Scott, 2023). This theory helped us navigate potential conflicts arising from cultural differences by emphasizing the importance of fostering a common identity and shared goals within our team (Islam, 2014). Additionally, the concept of team diversity and its impact on team performance, as discussed by Cox and Blake (1991), underscored the value of diverse perspectives in enhancing problem-solving and decision-making processes within teams. These theories helped us appreciate the complexity of group dynamics in a diverse team and provided strategies to improve collaboration and effectiveness.

Overall, the cultural diversity within our team enriched our group dynamics by bringing different perspectives and approaches to the table. However, it also presented challenges that required us to be more mindful of our communication and decision-making processes, ultimately enhancing our ability to work effectively in diverse teams.

**Conclusion**

The team assignment provided me with valuable insights and learnings that have contributed significantly to my personal and professional development. One of the key learnings from this experience was the importance of effective communication and collaboration in achieving common goals. The challenges we faced, such as uneven task distribution and cultural differences, highlighted the need for clear communication and understanding among team members (Eisenberg et al., 2019).

Furthermore, the assignment helped me recognize the impact of cultural diversity on group dynamics and the importance of embracing diverse perspectives. The theories of Social Identity Theory and team diversity by Cox and Blake (1991) were particularly enlightening in this regard, emphasizing the value of diverse viewpoints in enhancing team performance and decision-making.

This experience also contributed to my personal development by improving my teamwork and leadership skills. I learned how to effectively coordinate tasks, provide constructive feedback, and adapt to different working styles. According to Driskell et al. (2017), these skills are not only valuable in academic settings but also in professional environments where teamwork and collaboration are essential.

Professionally, this experience has prepared me to work more effectively in diverse teams and handle challenges that may arise in such settings. It has also given me a deeper understanding of organizational behaviour concepts and how they apply in real-world situations. Overall, the team assignment has been a valuable learning experience that has enhanced both my personal and professional growth.

**Action Plan**

Based on my reflections, I have identified several competencies that I aim to develop further to improve my teamwork and leadership skills. One key competency is effective communication, which is crucial for building strong relationships within teams (Ma, 2022; Kozlowski, 2017). To enhance this competency, I plan to actively seek feedback from team members and implement strategies to improve my communication skills, such as participating in communication workshops or joining a public speaking club.

Another competency I aim to develop is cultural competence, which is essential for working effectively in diverse teams (Gopalkrishnan, 2019). To enhance my cultural competence, I plan to engage in cross-cultural experiences, such as volunteering in multicultural communities or participating in cultural exchange programs. These experiences will provide me with firsthand exposure to different cultures and help me gain a deeper understanding of cultural nuances. By actively seeking these experiences, I aim to become more adept at navigating cultural differences and fostering inclusivity within diverse teams.

Moreover, I aim to further develop my leadership skills, particularly in terms of team coordination and task management. To achieve this, I plan to take on leadership roles in group projects and actively seek opportunities to lead teams in academic and professional settings. This approach aligns with the principles outlined by Mazzetti and Schaufeli (2022) and Akhavan Tabassi et al. (2024), who emphasize the importance of hands-on leadership experiences in fostering effective teamwork and task coordination. Additionally, I intend to continue my learning journey by exploring various leadership theories and practices through academic courses and literature, ensuring that my leadership approach remains informed and adaptable to different contexts.

Overall, I believe that developing these competencies will not only improve my effectiveness in teamwork and collaboration but also enhance my overall personal and professional development. By actively seeking opportunities to develop these competencies, I am confident that I will become a more effective team member and leader in the future.

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