

**1.3: Examine how the leadership quality of influencing others through communication is an art.**

*Leadership* is the process of influencing others to achieve goals through verbal and nonverbal messages. Leading is different from managing. A manager coordinates and facilitates to keep things organized and accomplish a task. Leadership involves more opportunities and expectations to influence the behavior of others.

**1.4: Describe the five fundamental principles to effectively increase communication and leadership skills.**

Five communication principles are fundamental to enhancing leadership and business and professional communication skills. We refer to these principles throughout the book as a way of organizing the skills and applications of human communication.

- Leaders are aware of their communication with themselves and others. Being mindful of your communication is important to help you improve your communication.
- Leaders effectively use and interpret verbal messages. Words are powerful and influence our thoughts, our actions, and our relationships with others.
- Leaders effectively use and interpret nonverbal messages. Unspoken cues provide important information about our emotions, feelings, and attitudes.

- Leaders listen and respond thoughtfully to others. Being able to interpret accurately the messages of others enhances comprehension and relational empathy.
- Leaders appropriately adapt messages to others. It is important to adapt messages to others to enhance both understanding and empathy.

**SHARED WRITING: YOUR LEADERSHIP SKILLS AND ATTRIBUTES**

What are your best leadership attributes, and what leadership skills should you work to enhance? Make a list of your strongest leadership attributes, as if you were being considered for a leadership role in a business or professional setting. Make a second list of the leadership skills and competencies you'd like to enhance. Note the role and function of communication in your two lists.

▶ A minimum number of characters is required to post and earn points. After posting, your response can be viewed by your class and instructor, and you can participate in the class discussion.

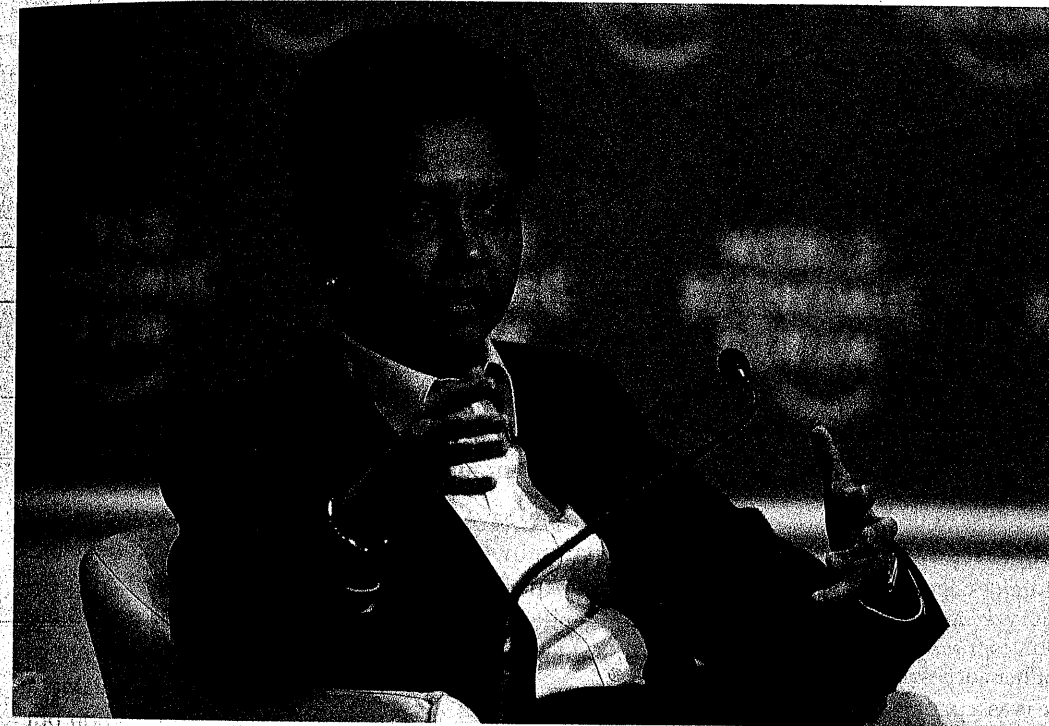
Post

0 characters | 140 minimum

**Chapter 1 Quiz: Communicating and Leading at Work**

## Chapter 2

# Being Aware of How You Communicate at Work



### Learning Objectives

- 2.1** Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others
- 2.2** Evaluate the different motivational approaches followed in organizations

- 2.3** Recognize the need to be aware of organizational culture for effective communication

- 2.4** Express the need to remain ethical in all forms of roles in an organization

Although you may not recognize the name Indra Nooyi, you're probably familiar with many of the products she is responsible for producing, including Pepsi, Gatorade, and Fritos. Nooyi is CEO of PepsiCo, which is responsible for Pepsi products as well as Tropicana, Frito Lay, Gatorade, and Quaker Oats products. *Fortune* magazine has listed her as one of the "50 Most Powerful Women" and *Forbes* magazine has listed her as one of the "World's 100 Most Powerful Women."

Although Nooyi considers herself a normal person, who juggles being a corporate leader with being a mother, a wife, a daughter, and a daughter-in-law, much of her success is grounded in her awareness of who she is as a person and her awareness of others, which was cultivated through her relationship with her paternal grandfather who taught her to be a thoughtful and mindful person. My grandfather "taught me to be a lifelong student. Don't ever think you've arrived, and remember

that what you don't know is so much more than what you do<sup>1</sup>

Being aware of the many factors that influence how she communicates with others and how others communicate with her has allowed Nooyi to be more open to new ideas allowing her to learn and grow as a person. Through this self-awareness, she has become a more effective leader. Nooyi's keen self-awareness of others and the organizational culture at PepsiCo has allowed her to attract and retain her best employees. She invests time in developing the people who work for her. "We look at a 10- to 15-year development plan for our high-potential people," says Nooyi. "This looks at their children, their schools, their spouse's job, aging parents—anything that affects where they will be comfortable working. That way we can build opportunities to develop their careers in tandem with their personal lives."<sup>2</sup>

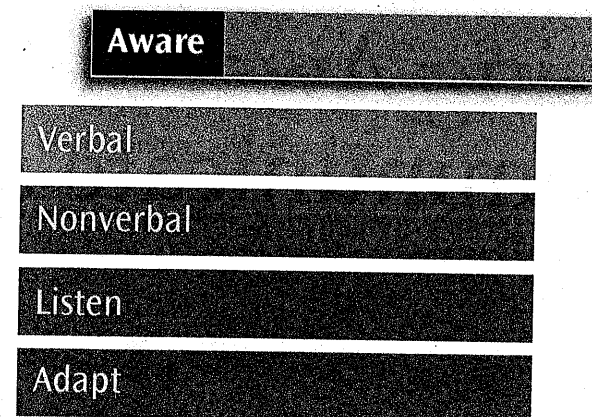
Another example of Nooyi's awareness of others is when she wrote to the parents of 29 of her senior executives' parents to inform them of what a great job they did in raising their child. She informed the parents of how much their now-grown child had contributed to the success of PepsiCo. In these personal letters, she considered each senior executive a gift. According to Nooyi, this letter-writing activity "unleashed emotions that were unbelievable, creating an emotional bond among executives, their parents, and me."<sup>3</sup>

#### Leading Questions

1. Nooyi attributes much of her success to being grounded and knowing who she is as a person and as a leader. How do you see self-awareness being related to leadership effectiveness?
2. Within the past five years, have you become a more self-aware person? If so, how has this influenced how you communicate with others?
3. What do you think motivated Nooyi to send thank you letters to her senior executives' parents? Why not send the letter to the senior executives?

The first principle that guides the communication and leadership skills in the workplace is to *become aware of your communication with yourself and others*. There are a number of factors that influence how you communicate at work including your approach to leading others, the assumptions you have about what motivates people to do a good job, the culture of the organization where you work, and your understanding of how power works in your organization. Having an understanding of how these factors influence workplace communication is the first step in your becoming aware of how you communicate with others and how others communicate with you. Figure 2.1 illustrates where Principle One fits into our model of Communication Principles and Skills for Leadership.

**Figure 2.1:** Communication Principles and Skills for Leadership



## 2.1: Be Aware of Leadership Approaches

### 2.1 Analyze how being aware of one's own social skills and those of others helps to adapt effectively to the communication skills of others.

Some people have a gift for leadership, meaning that it comes naturally to them. Others have to work at developing their leadership abilities. What do you think? Are people born with the ability to lead, or is leadership something that people learn and acquire? Your becoming aware of these approaches will enable you not only to develop a more complex answer to this oversimplified question but also will give you invaluable insight into your own leadership abilities and potential.

#### 2.1.1: The Trait Approach

The question of whether leaders are born to lead is the focus of the trait approach to leadership. The *trait approach* to leadership suggests that there are certain psychological and communication traits as well as physical attributes that make leaders effective. Over the course of several years of study, leadership researchers have identified intelligence, confidence, extroversion, social skills (including communication skills), administrative skills, enthusiasm, and even physical height as some of the traits effective leaders typically possess.<sup>4</sup> One research study found that across several cultures, the most admired qualities of a leader are honesty, being forward-looking, competence, and being inspirational.<sup>5</sup>

#### 2.1.2: The Functional Approach

The *functional approach* to leadership suggests that leaders exist to perform essential functions or behaviors that

help an organization to achieve its goals. Rather than identifying personality characteristics or other traits, the functional approach to leadership divides the essential leadership behaviors into two categories: (1) task functions and (2) process functions. The two types of functions are similar to the content and relational dimensions of communication. *Task functions* are those leadership behaviors that help the team get the work done, such as delegating duties, facilitating meetings, and making sure all employees are trained. *Process functions* are those behaviors that leaders engage in to maintain a harmonious climate by appropriately managing conflict and rewarding work teams when goals are reached.

#### 2.1.3: The Styles Approach

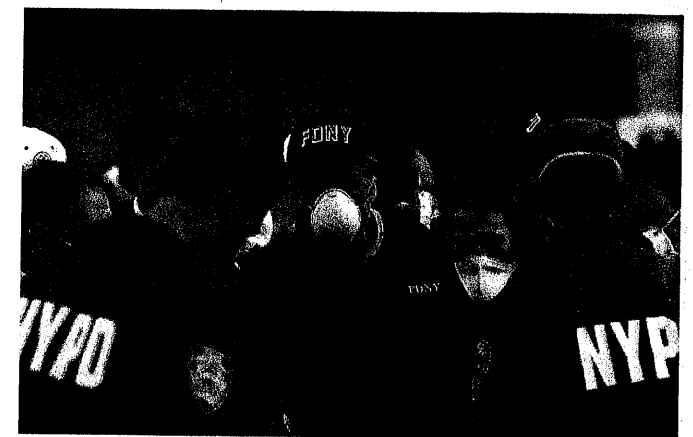
A leadership style is a preferred way of behaving to influence others. The styles approach to leadership suggests that leaders choose one of three primary styles when attempting to get work done: (1) authoritarian, (2) democratic, or (3) laissez faire. What differentiates the three styles are the strategies that leaders use to influence others.<sup>6</sup>

- *Authoritarian leaders* influence by giving orders and seeking to control others. Perhaps you've been in a group and wondered, "Who put her in charge?" Or, maybe you were appreciative of the person who stepped up and started leading by telling other people what to do in order to get the work done.
- *Democratic leaders* consult with others before issuing orders. This type of leader seeks to join in the process of influencing without bulldozing the group into action. Sometimes formal votes are taken, but the leader or leaders will gauge the reaction of the group through dialogue and by reading nonverbal cues. Research suggests that a democratic leadership style usually results in increased trust and greater cohesiveness and consensus than a dictatorial leadership approach does.<sup>7</sup>
- *Laissez-faire leaders* take a hands-off, laid-back approach to influencing others. *Laissez-faire* is a French phrase that implies noninterference. This leadership style is based on the assumption that the less direction provided by the leader, the better. In many ways this type of leader shies away from actively influencing the group. He or she influences only when pushed to lead.

#### 2.1.4: The Situational Approach

Although most groups prefer a democratic leadership style, leaders sometimes need to be more assertive.

During a crisis, people need a quick-thinking, decisive leader who can orchestrate what needs to be done. During more routine situations, the leader may just need to back off and let others do their thing. At other times a leader may need to play a more active role in gathering ideas and information from people. Because leadership style is not a one-size-fits-all concept, a skilled leader adapts to the situation. The *situational leadership* approach views leadership as an interactive process that links a particular style of leadership with such factors as culture, time limitations, group member personalities, and the work the group needs to do.



The situational leadership approach was exemplified by Mayor Rudy Giuliani, who adapted quickly to respond to the dire situation in New York City following the 9/11 attacks in 2001.

#### 2.1.5: The Transformational Leadership Approach

To transform something is to change it from what it is now to something new and different. *Transformational leadership* is the process of influencing people to see the future in new ways.<sup>8</sup> The transformational leader influences members of the organization by giving them a glimpse of the future, energizing or realigning the culture, or giving the organization a new structure.<sup>9</sup> The leader influences by helping team members see all of the possibilities within the team, including those that may not yet be visible.<sup>10</sup> A transformational leadership approach has been linked to enhanced creativity, especially among a diverse workforce.<sup>11</sup> Entrepreneur Mark Zuckerberg, founder of Facebook, transformed the way people make social connections using the Internet. Jeff Bezos, CEO of Amazon, forever changed the way people buy not only books but just about everything else. Both leaders helped to transform the people they lead by building a shared vision, challenging existing ways of thinking, and thinking holistically, from a systems perspective.

## Recap

### Leadership Approaches

| Approach         | Description  |
|------------------|--|
| Trait            | Effective leaders possess certain traits or characteristics that contribute to their effectiveness.  |
| Functional       | Leaders influence others by performing two primary functions: <ul style="list-style-type: none"> <li>• Task functions, which help accomplish the work.</li> <li>• Process functions, which help establish a positive climate.</li> </ul>   |
| Styles           | Leaders tend to act in one of three primary styles: <ul style="list-style-type: none"> <li>• Authoritarian leaders direct and control others.</li> <li>• Democratic leaders solicit input from others and seek to lead by involving others in the decisions.</li> <li>• Laissez-faire leaders intentionally influence others only when asked or directed by others to lead.</li> </ul>                       |
| Situational      | Leadership is an interactive process in which a leader adapts his or her approach based on the needs of the group. <ul style="list-style-type: none"> <li>• More structured tasks and high-stress situations call for more directive leadership.</li> <li>• Less structured tasks and situations in which positive interpersonal relationships are important call for more democratic leadership.</li> </ul> |
| Transformational | A leader influences others by: <ul style="list-style-type: none"> <li>• Developing a shared vision.</li> <li>• Using listening and relationship-building skills to create a climate of trust.</li> </ul>   |

## 2.2: Be Aware of Leadership Assumptions

### 2.2 Evaluate the different motivational approaches followed in organizations.

A large part of leadership involves motivating others. In order for you to lead in an effective manner, you need to be aware of the assumptions you possess about what motivates people to do their very best work. For example, some leaders assume money motivates people to perform, so they lead others by developing reward systems based on financial bonuses for a job well done. Other leaders believe it's not the money that motivates but how you treat people. Being aware of your assumptions gives you additional insight into how you lead and communicate with others. Researchers have identified three sets of leadership assumptions that influence how leaders approach motivation: classical, human relations, and human resources.

### 2.2.1: Classical Approach Assumptions

The *classical approach* to motivation is based on the principle of reward and punishment. Put simply, leaders assume workers are motivated to work hard when they are rewarded for good work and not rewarded for poor work. The classical approach to organizations also assumes that there is one best way for a team or organization to perform a given task. The leader's job is to influence the workers to behave in ways that help them produce goods or services in the most efficient and effective way possible. Fredrick Taylor's 1911 book *The Principles of Scientific Management* was influential in helping leaders structure work so that it could be done in effective and efficient ways.<sup>12</sup>

Under the classical approach, work is organized to minimize wasted motions. Employees are rewarded for completing work in an effective and efficient manner. Many fast-food restaurants organize and motivate their work teams using the classical approach. When you place your order for a hamburger, the people who make your meal don't typically huddle and say, "Well, what's the best way to make this hamburger?" The manager or the organization has already decided this for them. The procedure has been established, and the team members' job is to produce the hamburger as fast as possible, following this procedure. An organization or team that operates with a classical approach to leadership has identified a clear leader who is expected to keep things running like clockwork, and team members have accepted that they're fulfilling the role that is needed. Work is organized like an assembly line in which each person has been trained to do his or her part in producing whatever it is that the team is creating.



Communication between manager and employees at a fast-food restaurant chain is focused on completing specific tasks in an efficient manner.

### 2.2.2: Human Relations Assumptions

The *human relations approach* to motivation is based on the assumption that people are influenced not just by power and position but also by how they are treated at work. You

can't just tell people what to do and expect that they will do it. People are motivated by leaders who pay attention to them and to their needs. Google is well known for offering its employees a menu of perks or benefits including free food, on-site haircuts and dry cleaning, and a fully equipped gym with swim-in-place pool.

One breakthrough large-scale research project had a major impact on our understanding of motivation in the workplace. Research conducted by Elton Mayo and Friz Roethlisberger at the Hawthorne plant of the Western Electric Company between 1927 and 1932 revealed what became known simply as the *Hawthorne effect*.<sup>13</sup> These studies found evidence that the way people are treated has an impact on their work. When trying to test whether changes in working conditions (such as improvements in the workroom lighting) had an effect on work productivity, the Hawthorne researchers found that just paying attention to workers and asking for their input on the working conditions influenced work output and work climate. In other words, it's not just directing people to do a job that influences the amount and quality of work that gets accomplished. People are motivated by their own desire for recognition and their need to feel positive about what they are doing. The research also documented the important role of communication in establishing a positive work climate, such as leaders listening to employees' concerns and asking for their input.

## Leaders Communicating @ Work

### Being Aware of How Others See Us<sup>14</sup>

Dan Rosensweig, president and chief executive of Chegg, is a powerful person. He is in charge of a large online textbook rental company with hundreds of people who report to him, yet he wants to increase his awareness of how he can be a better leader and a better person. He realizes that other people have insights about him of which he's often unaware. To increase his awareness of how others view him, he often asks his employees a simple question:

"If you had my job, other than giving yourself more vacation and a raise, what's the first thing that you would do that you don't think we're doing yet?" I try to make it comfortable when you do the review process by asking people: What do you need more of from me? What do you need less of from me? What is it that I'm doing that you would like me to stop doing completely? And what is it that I'm not doing enough of that you'd like some more of? From there, it becomes a much more comfortable conversation.

To learn how others view you, consider asking a trusted friend or colleague "What are things that I should be doing that you don't think I'm doing?" or "What is something you think I

need to know, but don't know about the way I communicate with others?" No, we're not suggesting that you ask such questions of everyone indiscriminately. But asking people you trust and who know you, such as a close friend, for perceptions about yourself that you may not be aware of can increase your self-awareness. With a better perception of how others see you, you can work on the skills that can enhance the quality of relationships you have with others.

### WRITING PROMPT

How can you apply Rosensweig's question to enhance your own work effectiveness and increase your awareness of your communication skill?

The response entered here will appear in the performance dashboard and can be viewed by your instructor.

Submit

### 2.2.3: Human Resources Assumptions

The *human resources approach* to motivation assumes that in order to empower people to participate in the work of the organization or team, you have to give them more control over work processes. Leaders motivate others by making employees partners at work and giving them more decision-making and problem-solving responsibilities. To compare and contrast, the human relations approach assumes that people are motivated by leaders taking care of them and paying attention to their needs. The human resources approach assumes that people are motivated when leaders empower them to problem solve and make decisions.

Herb Kelleher, co-founder of Southwest Airlines, is probably the best example of a leader who motivated others through the human resources approach. He has often been quoted as saying that the best way to motivate people is to give them the tools, support, and conditions they need to solve problems and then get out of their way.<sup>15</sup> "I've never had control and I never wanted it," says Kelleher. . . . "If you create an environment where people truly participate, you don't need control. They know what needs to be done and they do it."

## 2.3: Be Aware of Organizational Culture

### 2.3 Recognize the need to be aware of organizational culture for effective communication.

*Organizational culture* is the learned pattern of beliefs, values, assumptions, rules, and norms that are shared by the people in an organization. Organizational culture includes

what it feels like to be in an organization, whether the organization maintains a rigid, do-it-by-the-book approach or is a more relaxed, informal place to work. The culture of an organization also affects all aspects of how the work is accomplished. Your shopping experience at Walmart, for example, is probably different from your shopping experience at an upscale department store like Nordstrom. Both sell shirts, socks, and shoes, but what it feels like to shop at each place is distinctive and different from the experience at the other retail establishment. The stores have a different organizational culture in terms of how employees interact with customers. You are met at Wal-Mart by a greeter who shoves a shopping cart your way; at Nordstrom you receive more individual attention (and pay higher prices).

Organizational culture influences the way you do your work. How closely you adhere to deadlines, how quickly you respond to email messages, and how you observe unwritten rules (such as whether it's acceptable to hang out in the coffee room when the supervisor is there) may influence whether you get a pay raise or not, or even whether you'll keep your job. To be aware of more than just surface features of organizational culture, it's important to understand how organizational culture is developed and evolves.

## Communication Ethics @ Work

### Social Media and the 24/7 Employee<sup>16</sup>

Justine Sacco, a communications executive, went from being an unknown citizen to a racist pariah after she tweeted "Going to Africa. Hope I don't get AIDS. Just kidding. I'm white!" after boarding an international flight to South Africa. Having no awareness that her tweet had gone viral, she learned upon arriving in South Africa that she was the most hated woman on the planet and unemployed.

The level of outrage toward Sacco surprised some reporters. Reporter Joe Flint for the *Los Angeles Times* mentioned, "The level of outrage toward Sacco on the Internet had some media pundits wondering if the mob mentality that emerged was as disturbing as her tweet."<sup>17</sup> One blogger wrote, "On a late-December Friday night, an online lynch-mob destroyed the reputation, career, and life of a young woman and private citizen, and did so without the benefit of the doubt or hearing her side of the story."<sup>18</sup>

Although Sacco's example is egregious, it does raise some interesting questions:

- Should people's personal tweets, that some consider offensive, negatively impact their professional career?
- Do some types of careers give people more permission to tweet inflammatory tweets than other types of careers without the threat of losing their job? For example, does a

small hotel manager face the same scrutiny as a global communication executive?

- Should employees be considered 24/7 working professionals when using social media?

### 2.3.1: Organizational Culture is Communicated Both Explicitly and Implicitly

Sometimes organizational culture is explicitly spelled out in written policies and verbal directives; in other instances, the culture is conveyed indirectly through the example set by others. Maybe you've worked in an organization that had explicit rules prescribing when you should arrive at work and take breaks; perhaps you had to punch a time clock, swipe an ID card, or log into a computer to let your manager know you were reporting to work on time. Yet in another organization, rules were more relaxed—you didn't have to report in at a precise time and you could come and go as you liked as long as the work got done. These are examples of implicit rules. Although the rules are not documented, there is an assumption that you are aware of the standards and expectations and that you will follow them. Often new employees follow the example set by others.

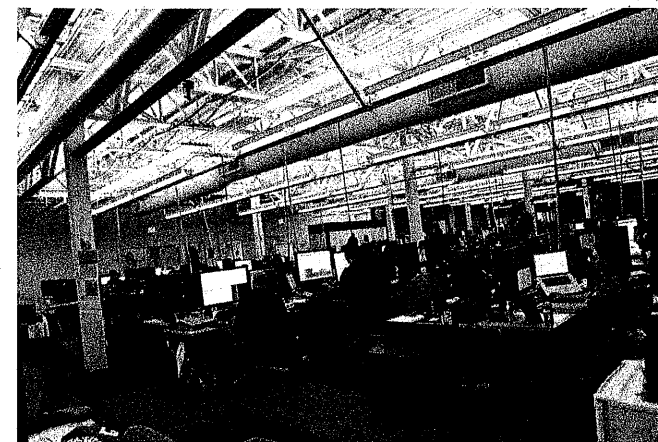
### 2.3.2: Organizational Culture Includes Multiple Factors

There is not just one factor that contributes to what it feels like to be in an organization, but many factors. The forces that contribute to the organizational culture include what you see, what you read, and what you hear when you visit an organization. What should you observe to get a sense of organizational culture? Here are a few of the factors that simultaneously shape and reflect organizational culture:

- **WRITTEN RULES AND POLICIES:** As we've noted, sometimes organizational culture is explicitly expressed in written policies. These rules and policies may be found on a website or in a handbook or presented during orientation sessions. But if you only looked at the written policies, you'd miss a lot of the forces that shape the culture. It's often more informal communication channels that give you the most important clues about organizational culture.
- **STORIES:** "Hey, did you hear what happened to Marcie last night?" Not only will such an opening line get your attention, but the story itself can offer clues to the culture of an organization. The stories and gossip that circulate in an organization reveal information about the values and expectations of the organization. Are supervisors

valued or made fun of? Are staff members respected? Do people express genuine warmth for others, or are suspicion and mistrust embedded in the tales that are told? Listening to the stories and how they are expressed (whether with playful humor or mean spirits) can help you identify organizational culture.

- **METAPHORS:** Noting the metaphors—the comparisons or analogies that are used to describe the organization—can provide clues about organizational culture. "We're all like family here," says your new co-worker. That metaphor sends a different message than someone saying "Welcome to the crazy house."
- **CEREMONIES:** Noting organizational rituals and what gets celebrated and rewarded can give you insights into what is valued. If employees get awards for perfect attendance or for achieving high work output, then those achievements are clearly valued by the organization. If people get recognition for working ten, twenty, or thirty years at the organization, then you know that longevity is valued and rewarded. Do colleagues frequently go out to lunch together to celebrate birthdays? What gets celebrated and the behaviors that are spotlighted provide significant clues about organizational culture.
- **ARTIFACTS AND DECOR:** Do people have cubicles or private offices? Is there matching furniture, or do people have a hodgepodge of chairs and desks in their workspace? The attention given to what the physical space in the organization looks like is another clue that helps decode the organizational culture. Fine art on the office walls rather than tattered and torn posters suggests that top management wants to create an inviting work experience. For example, Facebook's corporate offices in Palo Alto, California, reflect an organizational culture that promotes cooperation. Rather than working in offices, Facebook staff



Physical space in an organization often defines the organizational culture, such as the open floor plan of the Facebook corporate offices in Palo Alto, California.

members work in large open spaces or in conference rooms, which are called aquariums because they are glassed cubes within a room. One reporter described it this way: "No cubicles, no offices, no walls, just a rolling tundra of office furniture."<sup>19</sup> The appearance of an organization can give you insight into whether it's an austere, serious work environment or a place where people are encouraged to have fun and be innovative.

### 2.3.3: Using Organizational Culture to Lead

Leaders influence the culture of an organization by the symbols they use—both verbal symbols (what leaders say) as well as nonverbal symbols (what leaders do). Organizational culture expert Edgar Schein has identified five ways leaders communicate organizational culture through the symbols they use:

1. what they focus on and pay attention to;
2. how they react to major events and crises;
3. their actions as role models, coaches, or teachers;
4. the criteria they use to reward others; and
5. the criteria used to recruit, promote, and "excommunicate" others from the group.<sup>20</sup>

Each of these ways of transmitting culture to an organization involves using symbols to communicate which behaviors in an organization should increase or decrease. As business expert Stanley Davis has noted, "Caring for the culture cannot be delegated. It can be shared but not left for someone else to do. The leader is the fountainhead. . . . If the leader is a great person then inspiring ideas will permeate the corporation's culture."<sup>21</sup> As we've emphasized, leadership is not always embodied in one person—many people influence others through communication. So many people within an organization who influence or lead have the potential to influence the organizational culture.

## Career Corner

### Assessing Your Cultural Fit

Before considering an organization, make sure you're aware of the organization's culture and if you're a good cultural fit. To conduct your own audit, see if you can assess the cultural factors listed by reviewing the organization's website, visiting the reception area, observing employees from the parking lot, talking to people who work at the organization, and reviewing annual reports and other printed materials.

⊗ Environment

- Office equipment and furniture
- Cleanliness of facility
- Signage and branding
- Decorations
- Lighting
- Employee dress and grooming

⊗ Communication

- Employee greetings
- Use of formal or informal communication
- Use of humor
- Use of metaphors
- Consistent use of vision, mission, and values
- Upward or downward

⊗ Ceremonies and events

- Regular staff events
- Celebration of birthdays, holiday parties, and quarterly celebrations for reaching goals

⊗ Rules and Policies

- Literal policy enforcement
- Number of rules and policies
- Mention of standard operating procedures (SOP)
- Signage of rules
- Amount of training focusing on policy

⊗ Rewards

- Award criteria: quantity/quality
- Types of awards
- Frequency of awards

## 2.4: Be Aware of Organizational Power

### 2.4 Express the need to remain ethical in all forms of roles in an organization.

Power is the ability to influence others' behavior. You have power if you can get others to do what you want. Although

status (prestige and importance) and power (ability to influence) sometimes go hand in hand, a leader may have status and still not be able to influence how others behave. You could, for example, be the designated leader but not be perceived as having much influence on the team because your ideas aren't valued, or you may have no resources to back up what you say and do. Because leadership is the process of influencing others through communication, it's important to be aware of the sources of power and the factors that enhance someone's ability to influence others.<sup>22</sup>

### 2.4.1: Types of Organizational Power

One way to become aware of the organizational power that others possess is by identifying the five sources of power: *legitimate power*, *referent power*, *expert power*, *reward power*, and *coercive power*. (See Table 2.1) These power bases explain why certain people have power and why others don't.<sup>23</sup> Even though we have categorized power into five different types, don't get the idea that individuals in an organization have just one type. In reality, employees typically have more than one source of power.

Table 2.1: Types of Organizational Power

| Type of Power           | Description   | Examples of People with this Power   |
|-------------------------|---|--|
| <b>Legitimate power</b> | Power that arises from being elected, appointed, or ordained to lead or make decisions for a group or a team  | <ul style="list-style-type: none"> <li>• The president of your university or college</li> <li>• The appointed chair of a team</li> <li>• The elected president of a group</li> </ul> |
| <b>Referent power</b>   | Power that arises from being well liked   | <ul style="list-style-type: none"> <li>• A friend you work with on a committee</li> </ul>  |
| <b>Expert power</b>     | Power that arises from having information and being knowledgeable about issues or ideas   | <ul style="list-style-type: none"> <li>• An architect on a team choosing the design for a new library</li> </ul>   |
| <b>Reward power</b>     | Power that arises from having the ability to bestow gifts, money, recognition, or other rewards valued by group members, or to remove unpleasant conditions | <ul style="list-style-type: none"> <li>• A boss who can give a raise</li> <li>• A school principal who can loosen the school dress code</li> </ul>                                   |
| <b>Coercive power</b>   | Power that arises from having the ability to punish others  | <ul style="list-style-type: none"> <li>• A boss who can fire you or lower your pay</li> <li>• A team captain who can make you do the unpleasant jobs</li> </ul>                      |

One of the first things to be aware of when managing power differences is the power basis. Say you're having a power struggle with your boss over when a project should be completed. It would be politically prudent to note the power bases that your boss has but that you

don't possess: legitimate power on the basis of a management position, coercive power to fire you, and reward power to give you a raise.

### 2.4.2: Abuse of Organizational Power: Sexual Harassment

Whenever there are power differences, there is always the potential for abuse. One form of abuse due to organizational power is sexual harassment. According to Susan Webb, who runs a consulting firm that specializes in human relations issues, *sexual harassment* is "deliberate and/or repeated sexual or sex-based behavior that is not welcome, not asked for, and not returned" (p. 12).<sup>24</sup> Sex-based behavior is expressed through both verbal and nonverbal messages in face-to-face communication. To lead others more effectively, you need to be aware of how sexual harassment is experienced and how to avoid it.

To better understand how others experience sexual harassment, we examine three components of Webb's definition of sexual harassment. The first step is to be able to recognize when the verbal and nonverbal messages and behaviors in question are sexual or sex based in nature. This type of communication can be placed on a continuum from least to most severe. Examples of least severe include telling sexual jokes or making sexual innuendos, flirting, or asking someone out on a date. Examples of most most severe include forced fondling, attempted or actual rape, and sexual assault.

The second step is observing that the verbal and nonverbal messages are deliberate and/or repeated. Some messages are so graphic that the first time they are conveyed, they are considered sexual harassment. Other messages are more subtle and can be considered sexual harassment only if they are repeated—for example, brushing up against someone in the break room. According to Webb, "the more severe the behavior is, the fewer times it needs to be repeated before reasonable people define it as harassment; the less severe it is, the more times it needs to be repeated" (p. 13).<sup>25</sup>

Third, sexual harassment is not welcome, not asked for, and not returned. Webb mentions that "the less severe the behavior is, the more responsibility the receiver has to speak up; the more severe it is, the less responsibility the receiver has to speak up" (p. 14).<sup>26</sup> In other words, if an employee is being harassed with sexual jokes or innuendoes or is in the room when others are viewing pornography on the Internet, then it's the employee's responsibility to inform the others of how the behavior is affecting him or her. If the behavior is severe, such as fondling or sexual assault, then the employee should immediately discuss the situation with a supervisor, whose responsibility it is to manage the situation.

Also, there are two major classifications of sexual harassment: quid pro quo harassment and hostile environment

harassment. *Quid pro quo sexual harassment* is actual or threatened use of rewards or punishment to gain sexual compliance from a subordinate.<sup>27</sup> (*Quid pro quo* is a Latin phrase that roughly translates as "something for something else.") An example of quid pro quo sexual harassment in the workplace would be a manager threatening not to promote an employee unless the employee has sex with the manager. It's sex or no promotion—something for something else. *Hostile environment sexual harassment* is unwelcome conduct of a sexual nature that interferes with a person's ability to perform a job or gain an education and that creates a hostile, intimidating, or offensive working environment.<sup>28</sup> Examples of hostile environment sexual harassment in the workplace include constant use of lewd remarks and offensive language that demeans a person's sex.

## #Technology and Communication @ Work

### Sexual Harassment on the Internet

Employees today need to be aware of not only what is said and done in the physical office, but what is being said and done in the virtual office as well.

Sexual harassment on the Internet can occur in a number of ways.<sup>29</sup> Two common forms include the following:

- A harasser sends unwanted, abusive, threatening, or obscene messages to a victim via email or instant messaging.
- A victim is subject to unwanted, abusive, threatening, or obscene messages and/or comments on Internet forums, blogs, and discussion boards.

### Types of Internet Sexual Harassment

⊗ Gender Harassment

Unwelcome verbal and visual comments and remarks that insult individuals because of their gender or that use stimuli known or intended to provide negative emotions.

⊗ Verbal Gender Harassment

Offensive sexual messages aimed toward a victim that are initiated by a harasser: gender-humiliating comments, rape threats, and sexual remarks that are unwelcome, and are neither invited nor consensual. Verbal harassment can be either passive or active, depending on whether the harasser targets a specific victim (active) or targets potential receivers (passive).

⊗ Graphic Gender Harassment

The intentional sending of erotic, pornographic, lewd, and lascivious images and digital recordings by a harasser to specific or potential victims. Graphic harassment often occurs via email, instant messaging, redirected/automatic linking, and pop-ups.

### ⊗ Unwanted Sexual Attention

A harasser uses direct personal communication to harass a victim. Additionally, the harasser uses personal communication to convey messages directly relating to sex and/or sexuality, which are unwanted or unwelcome by the victim. These messages often refer to the victim's sex organs; refer to the victim's sex life; refer to intimate subjects; impose sex-related images or sounds; or insinuate or offer sex-related activities.

Once you know what sexual harassment is, it's important to avoid it. Here are a few communication strategies for avoiding sexually harassing another person at work.

- **AVOID SEXUAL MESSAGES AND BEHAVIORS.** Sexual jokes, inappropriate touching, and sexual teasing are to be avoided. We often assume that others are like us and that they share our attitudes, beliefs, values—and our sense of humor. In the diverse workplace, this assumption is inaccurate. What one person takes as joking, another may find offensive and degrading.
- **AVOID SEX-BASED MESSAGES.** Sex-based messages are not necessarily sexual in nature but are based on the person's sex. Here are a few examples:

"This is man's work. What are you doing here?"

"You should be home having more babies."

## Summary: Being Aware of How You Communicate at Work

- 2.1: Analyze how being aware of one's own social skills and those of others helps to adapt effectively to the communication skills of others.**

The trait approach to leadership suggests that leaders are effective because of the personality and communication traits they possess, which are internal and not observable to others. The other approaches to leadership focus on behaviors leaders choose to use when guiding others, which are external and observable.

The functional approach and the styles approach to leadership are similar in that they focus on the behaviors leaders use to get the work done. The two approaches differ in that the functional approach focuses on how leaders use communication to reach a goal. With the styles approach, leaders are recognized for having a style that they tend to use in a consistent manner.

The situational and the transformational approaches to leadership are different in that situational leaders use

different leadership behaviors depending on the situation. Transformational leaders are more consistent and approach all leadership opportunities similarly in that they inspire others by allowing them to see what is possible.

- 2.2: Evaluate the different motivational approaches followed in organizations.**

The classical approach to motivation is based on the principle of reward and punishment. Put simply, leaders assume workers are motivated to work hard when they are rewarded for good work and not rewarded for poor work.

The human relations approach to motivation is based on the assumption that people are influenced not just by power and position but by how they are treated at work. You can't just tell people what to do and expect that they will do it. People are motivated by leaders who pay attention to them and their needs.

[To a stay-at-home dad] "Why aren't you out working like other guys? You need to bring home the bacon, not raise kids."

"You're here only because of the affirmative action program."

- **STOP COMMUNICATING HARASSING MESSAGES.** Suppose that although you do not perceive your behavior as harassment, another person clearly does, and the individual takes responsibility and informs you of how he or she feels. To ignore this information is a clear violation of sexual harassment policy. Also, remember that jokes at first may not be bothersome, but over time, jokes cease to be funny and people become uncomfortable when they have to listen to them repeatedly.
- **BE AWARE OF OTHER'S BEHAVIORS.** Although people should be upfront and inform you when they find your messages sexually harassing, not everyone can be as assertive as they need to be in certain situations. Some may feel threatened; others may not want to be pegged as being uptight or not a team player. Because of peer pressure, they may not express their discomfort. Some may even say "It doesn't bother me." But how they're behaving reveals that they are bothered. (For example, their arms may be crossed, or they may be using an adaptor, such as tapping a foot.)

The human resources approach to motivation assumes that in order to empower people to participate in the work of the organization or team, you have to give them more control over work processes. Leaders motivate others by making employees partners at work and giving them more decision-making and problem-solving responsibilities.

- 2.3: Recognize the need to be aware of organizational culture for effective communication.**

Organizational culture is the learned pattern of beliefs, values, assumptions, rules, and norms that are shared by the people in an organization, including written rules, stories, metaphors, ceremonies, and artifacts. Culture is a recursive process. For example, leaders create organizational culture through the use of stories, metaphors, ceremonies, and artifacts. As employees internalize these messages, organizational beliefs and values emerge. Over time, these employees then recreate and strengthen the culture by sharing the same or similar stories and metaphors. Leadership is not always embodied in one person—many people influence others through the sharing of stories and metaphors or by participating in ceremonies. So many people within an organization who influence or lead have the potential to influence the organizational culture.

- 2.4: Express the need to remain ethical in all forms of roles in an organization.**

Organizational power is the ability to influence others' behavior. Leaders influence others' behaviors using one or a combination of five power bases: legitimate power, referent power, expert power, reward power, and coercive power. If leaders need to use their title to have power, then they are using legitimate power. Referent power is when leaders use the quality relationships they have with others to influence. Some leaders are granted power from others because they are perceived to be very knowledgeable. Leaders who lead using reward or coercive power influence through others perceiving them to have the ability to reward or punish.

Whenever there are power differences, there is always the potential for abuse. One form of abuse due to organizational power is sexual harassment. Below is

a list of recommendations for how to avoid or respond to sexual harassment in the workplace:

- **AVOID SEXUAL MESSAGES AND BEHAVIORS.** Sexual jokes, inappropriate touching, and sexual teasing are to be avoided.
- **AVOID SEX-BASED MESSAGES.** Sex-based messages are not necessarily sexual in nature but are based on the person's sex.
- **STOP COMMUNICATING HARASSING MESSAGES ONCE INFORMED.** Suppose that although you do not perceive your behavior as harassment, another person clearly does, and the individual takes responsibility and informs you of how he or she feels. To ignore this information is a clear violation of sexual harassment policy.
- **BE AWARE OF OTHER'S BEHAVIORS.** Although people should be upfront and inform you when they find your messages sexually harassing, not everyone can be as assertive as they need to be in certain situations. Some may feel threatened; others may not want to be pegged as being uptight or not a team player. Because of peer pressure, they may not express their discomfort. Some may even say "It doesn't bother me." But how they're behaving reveals that they are bothered.

### SHARED WRITING: LEADERSHIP APPROACHES

Reflecting on your current job or a previous job, evaluate the organization in terms of the basic assumptions about leadership that guide the organization. Does your supervisor have a classical approach to leadership? Do you have a boss who consistently uses rewards and punishments? Or is the organization more aligned with the human resources approach? Give examples to support your ideas.

A minimum number of characters is required to post and earn points. After posting, your response can be viewed by your class and instructor, and you can participate in the class discussion.

Post

0 characters | 140 minimum

Chapter 2 Quiz: Being Aware of How You Communicate at Work