

Applying Your Skills

1. Keep a conversation journal for one day. Take note of the times you are aware of a message sent not equaling the message received. Who was normally blamed for the miscommunication? The source? The receiver? Why do you think that is?
2. Comparing Leadership Styles. Divide the class into several groups. One person in each group should be appointed to lead a group discussion to answer the following question: What should be done to lower the cost of college textbooks? Each group leader should enact a different leadership style. One group leader should be instructed to use the democratic leadership style, another group leader should use a laissez-faire leadership style, and another should use an authoritarian style. Following the group discussion, each group should discuss the pros and cons of the specific leadership style enacted in their group.
3. What are your best leadership attributes and what leadership skills should you work to enhance? Make a list of your best 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.

2

Being Aware of Self and Others



chapter outline

Be Aware of Social Styles 28

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After reading this chapter, you should be able to

- Describe what it means to be mindful in communication with others, and explain why self-awareness is important.
- Define social style and discuss the effects of social style on communication behaviors.
- Identify and describe each of the four social styles.
- Discuss strategies for adapting your communication to others' social styles.
- Differentiate between the three approaches to motivation: classical, human relations, and human resources.
- Explain the importance of understanding organizational culture and how to use cultural knowledge to enhance leadership.
- Discuss how written rules, stories, metaphors, ceremonies, and artifacts contribute to the culture of an organization.
- Identify and apply strategies for managing the ethical challenges of deceit, responsibility, and consistency.

Although you probably do 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. In 2010 she was named number 1 on *Fortune's* list of the "50 Most Powerful Women" and number 6 on *Forbes's* list 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."¹ Being grounded and self-aware of her strengths and weaknesses has allowed Nooyi to be more open to new ideas, learning and growing as a person. Through this self-awareness, she has become a more mindful person.

Nooyi's keen self-awareness and mindfulness of others is how she attracts and retains 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."²

Another example of Nooyi's mindfulness 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."³

leading questions

1. Nooyi attributes much of her success to being grounded and knowing who she is as a person. How do you see self-awareness being related to leadership effectiveness?
2. How do you see self-awareness and mindfulness being similar and different?
3. Within the past five years, have you become a more thoughtful person? If so, how? Who has influenced your thoughtfulness?
4. 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?

As we noted in Chapter 1, the first principle that guides the communication and leadership skills in the workplace is to *become aware of your communication with yourself and others*. Figure 2.1 illustrates where Principle One fits into our model of Communication Principles and Skills for Leadership. You will notice that becoming self-aware is at the top of the model, suggesting that effective workplace communication begins with self-awareness. Being self-aware typically occurs in two steps. First, you become aware of how you and others communicate. Second, you determine if the way in which you communicate with yourself and others is effective. By being self-aware you can answer the question, Am I meeting my goals? You can also determine if the people with whom you interact are achieving their goals. If not, what's going wrong? Adhering to our first principle of communication is central to monitoring your own accomplishments and how you communicate with other people.

*"Don't bother just to be better than
your contemporaries or predecessors.
Try to be better than yourself."*

—William Faulkner



FIGURE 2.1 Communication Principles and Skills for Leadership

Mindfulness is awareness of your own and others' thoughts, actions, and motivations.⁴ It is your ability to get out of your own head and into others' heads. Being mindful is the process of actively paying attention not only to how you communicate and relate to your customers, employees, colleagues, or superiors, but also to how they communicate with you. If the saying "open mouth, insert foot" immediately comes to mind after you said something you wish you hadn't, then you already understand the importance of being mindful in your communication with others and how difficult mindfulness is to achieve.

This chapter explains how to become more aware of your own communication and the communication of others. Some leaders have a way of making their communication fit with others' communication styles. For example, if your client is task oriented and driven to reach goals, then he's probably not interested in small talk and discussing weekend plans. So you adapt your communication style to fit your client's style. You become task oriented as well, and you keep your communication focused on helping your client reach his goals.

Mindful communicators are also aware of three other important aspects of leadership: leadership assumptions, organizational culture, and ethics. If you assume a leadership role, you may be guided by a set of beliefs about what motivates people to behave. Some leaders believe that followers are motivated by rewards and punishments. Other leaders believe that followers are motivated by becoming active participants in the leadership process. What about you? What assumptions do you have about followers—and are they accurate?

Leaders are mindful of organizational culture and how it's created through communication. Organizational culture is always changing and evolving and includes multiple factors, such as traditions, stories, metaphors, ceremonies, and artifacts. Effective leaders are plugged into the culture of their organization and know how to use their communication to influence that culture.

Finally, are you aware of the role that ethics play in leadership and communication? Your ethics are revealed through your communication, and your communication ultimately reinforces your ethics. Being aware of ethical issues will begin to prepare you for the ethical challenges that you will face as a leader.

Be Aware of Social Styles

Awareness begins with an understanding of how you communicate with others and how others communicate with you. Your **social style** is a pattern of communication behaviors that others observe when you interact with them.⁵ A manager who immediately gets up from her desk and greets you with a warm smile and a handshake, compliments you on your appearance, and asks you about your family has a social style that is noticeably different from that of a manager who greets you without eye contact while completing an email, then asks you numerous questions about the status of the project you're leading (and grumbles about the answers you give). Your social style is similar to your signature—your handwritten signature is unique. Similarly, your social style is unique; no one has a social style that

terms & definitions

Mindfulness awareness of your own and others' thoughts, actions, and motivations.

Social style a pattern of communication behaviors that others observe when you interact with them.

Communication Skills FOR A Digital Age

Using Technology Appropriately When Communicating with Others

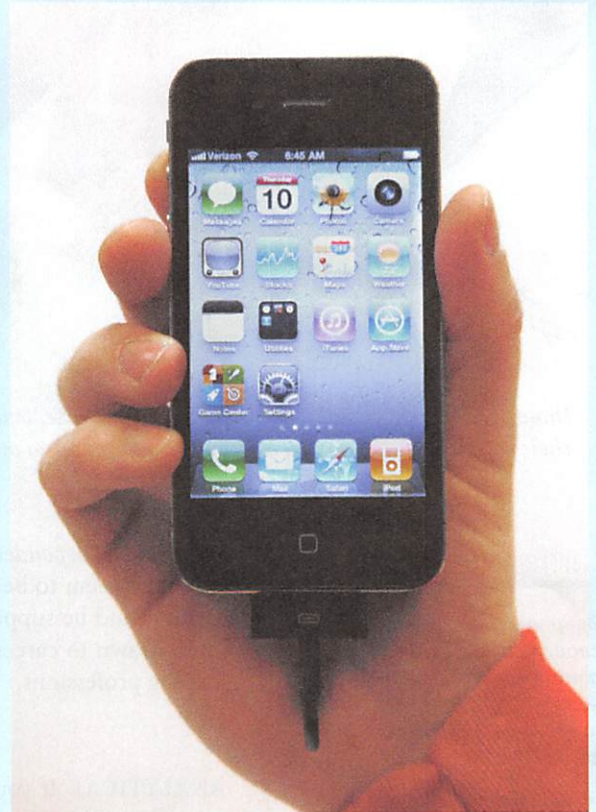
You don't need to be an expert in communication to know that technology is changing the way you communicate and how you interact with others in the workplace.⁶ Not everyone is pleased with how people are using technology to communicate. For example, have you ever been in a face-to-face conversation with someone who is chatting online or interrupts your conversation to take a call on his or her cell phone? If you have ever been in this situation, you know how frustrating it is to try to communicate with others when they're using technology. Below are some ways you can be more mindful when using technology to communicate.

Applying Your Skills When Using Cell Phones⁷

- *Excuse yourself before taking a call.* The call may be important to you, but realize that you are also important to the person in front of you. Taking a call signals that the person you are with is less important than the person calling. If that's not the impression you want to give, don't take the call. The caller can always leave you a voicemail.
- *Don't talk on your cell phone in front of someone who expects your attention.* Administrative support staff members and cashiers in the company cafeteria deserve the respect of having your attention.
- *Don't yell while talking on your cell phone.* Have you noticed how some people scream when using the cell phone? Lower your voice or move to a quieter place to continue the call.
- *When in close distance to others, such as in an airplane, office, or elevator, keep it short.* Call the person back when you have more privacy.

Applying Your Skills When Using Social Networking Site⁸

- *Refrain from having a face-to-face conversation while also chatting online.* Give the other person your full attention. Make sure you're following your company's policy regarding using social networking sites while at work.
- *Make sure that your content is suitable for the eyes of your employer and employees.* Your employers or prospective employers may be checking you out. What will
- *your employees learn about you from viewing your Facebook page? Is this appropriate?*
- *Be as careful when you chat online about your work, personal life, or social events as you would when talking to a stranger.* Your posts on newsgroups and online communities may be publicly available in archives where they can be found years later.
- *Make only comments about a named individual that would be acceptable if made face to face.* Laws on bullying, stalking, and defamation all apply online, and the penalties can be severe.
- *Be careful when discussing details of your whereabouts.* It is important, for your own safety, that you keep private where you are planning to go and when you will not be at home or in the office.



perfectly matches your own. Becoming a mindful communicator and leader involves becoming aware of your own social style and the social styles of others. This awareness allows you to more effectively adapt your communication to others.

Identifying Your Social Style

Your social style is a combination of two primary dimensions: assertiveness and responsiveness. **Assertiveness** is the capacity to make requests; to actively disagree; to express positive

terms & definitions

Assertiveness an individual's capacity to make requests, actively disagree, express positive and negative personal feelings, and stand up for himself or herself without attacking another.



Those in service professions, like this doctor and nurse, tend to be amiables. Their social style is characterized by responsiveness to others.

terms & definitions

Responsiveness an individual's capacity to be sensitive to the communication of others, be seen as a good listener, and to make others comfortable in communicating.

Amiable a social style characterized by high responsiveness and low assertiveness. People with this style are considered relationship specialists; they enjoy working in supportive and helpful roles.

Analytical a social style characterized by low responsiveness and assertiveness. Individuals with this social style are considered technical specialists; they enjoy working in technical positions.

Driver a social style characterized by high assertiveness and low responsiveness. Persons with this social style are considered control specialists; they often enjoy working in leadership and management positions.

Expressive a social style characterized by high assertiveness and responsiveness. Individuals with this social style are considered social specialists; they are able to use their communication skills to gain recognition and attention, and enjoy being noticed by others.

or negative personal feelings; to initiate, maintain, or disengage from conversations; and to stand up for oneself without attacking another.⁹

Responsiveness is the capacity to be sensitive to the communication of others, to be seen as a good listener, to make others comfortable in communicating, and to recognize the needs and desires of others.¹⁰ To assist you in becoming more self-aware of your own social style, we encourage you to complete the self-report measure in Rating Scale 2.1. Depending on your self-reported levels of assertiveness and responsiveness, your social style will fall into one of the following four quadrants: amiable, analytical, driver, or expressive.¹¹

AMIALE If you're an **amiable**, you are a relationship specialist and are high on responsiveness and low on assertiveness. Adjectives used to describe amiables include *conforming*, *un-*

sure, *pliable*, *dependent*, *awkward*, *supportive*, *respectful*, *willing*, *dependable*, and *agreeable*. Amiables seem to be most comfortable working in environments where they can provide services and be supportive and helpful in their relationships with others. Such people are often drawn to careers in teaching, human resources, social work, psychology, and other helping professions.

ANALYTICAL If you're an **analytical**, you are a technical specialist and are low on both responsiveness and assertiveness. The adjectives used to describe analyticals include *critical*, *indecisive*, *stuffy*, *picky*, *moralistic*, *industrious*, *persistent*, *serious*, *exacting*, and *orderly*. Professions such as science, engineering, construction work, accounting, and certain aspects of law often have a high proportion of people with this style. Some research suggests that analyticals are more likely to be apprehensive about communication and thus more withdrawn and quiet.¹² As a result, analyticals may be less effective communicators than others and more resistant to interacting with others.

DRIVER If you're a **driver**, you are a control specialist and are low on responsiveness and high on assertiveness. Among the adjectives used to describe drivers are *pushy*, *severe*, *tough*, *dominating*, *harsh*, *strong-willed*, *independent*, *practical*, *decisive*, and *efficient*. These people might be small-business owners, top managers, production managers, administrative personnel, politicians, or in other decision-making positions. Because of their ability to take responsibility and direct others, top management often puts these individuals into positions of control.

EXPRESSIVE If you're an **expressive**, you are a social specialist and high on both responsiveness and assertiveness. The adjectives used to describe expressives include *competent*, *excitable*, *versatile*, *reacting*, *ambitious*, *stimulating*, *enthusiastic*, *dramatic*, and *friendly*. Persons with an expressive social style are often found in sales, entertainment, and advertising; or they may be artists, musicians, or writers. These people know how to use their communication skills to gain recognition and attention, and they like being seen and noticed by others.

RATING SCALE 2.1 Identifying Your Social Style¹³

Following is a list of twenty personality characteristics. Please indicate the degree to which you believe you display each characteristic while interacting with others by marking whether you (5) *strongly agree* that you exhibit the characteristic, (4) *agree* that you exhibit it, (3) *are undecided*, (2) *disagree* that you exhibit the characteristic, or (1) *strongly disagree* that it applies. There are no right or wrong answers. Work quickly; record your first impression.

- | | |
|--|-----------------------------------|
| _____ 1. Helpful | _____ 11. Dominant |
| _____ 2. Defend my own beliefs | _____ 12. Sincere |
| _____ 3. Independent | _____ 13. Gentle |
| _____ 4. Responsive to others | _____ 14. Willing to take a stand |
| _____ 5. Forceful | _____ 15. Warm |
| _____ 6. Have strong personality | _____ 16. Tender |
| _____ 7. Sympathetic | _____ 17. Friendly |
| _____ 8. Compassionate | _____ 18. Act as a leader |
| _____ 9. Assertive | _____ 19. Aggressive |
| _____ 10. Sensitive to the needs of others | _____ 20. Competitive |

Scoring instructions:

Add your ratings for these characteristics to determine your Assertiveness score:

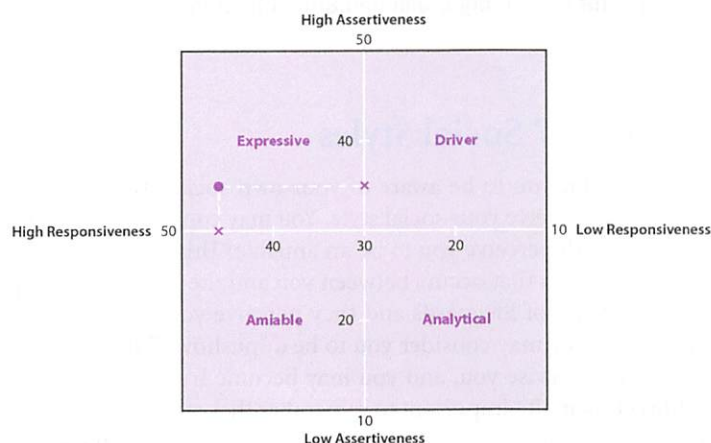
$$2 + 3 + 5 + 6 + 9 + 11 + 14 + 18 + 19 + 20$$

Add your ratings of these characteristics to determine your Responsiveness score:

$$1 + 4 + 7 + 8 + 10 + 12 + 13 + 15 + 16 + 17$$

Scores above 34 indicate high assertiveness or responsiveness. Scores below 26 indicate low assertiveness or responsiveness. Scores between 26 and 34 indicate moderate levels of assertiveness or responsiveness.

Now map your assertiveness and responsiveness scores on the graph below to determine your social style. First, find the point on the vertical axis that corresponds to your assertiveness score, and draw a horizontal dotted line in from that point on the axis. Then find the point on the horizontal axis that corresponds to your responsiveness score, and draw a vertical dotted line up from that point on the axis. Place a dot at the point where these two lines intersect; the quadrant in which the dot falls indicates your social style. For example, if you scored 35 on assertiveness and 46 on responsiveness, you would fall within the "Expressive" quadrant.



One of the ways you can make you awareness of social styles work for you is to style flex.¹⁴ To style flex, follow three steps: (1) identify your social style, (2) identify the other person's social style, (3) use the following style-flexing strategies and communication skills.

If You Have an Amiable Social Style

When communicating with an **Analytical** person

- Be punctual, focus on the task, use a formal tone
- De-emphasize feelings: minimize eye contact, avoid touch
- Be systematic: develop a plan, follow the rules
- Be organized: prepare in advance, use specific details in presentations

When communicating with an **Expressive** person

- Increase your speed, respond and decide promptly, minimize paperwork
- Increase your energy: stand up straight, use expressive gestures and eye contact, talk louder, faster, and with more intensity than you might normally
- Focus on the big picture: prioritize topics and focus on those of highest priority; avoid specific details
- Initiate conversations, avoid tentative language, disagree tactfully

When communicating with a **Driver**

- Set realistic goals and develop a plan
- Prioritize topics and focus on those of highest priority; avoid the details
- Be organized: present options, anticipate questions and prepare answers, focus on results
- Avoid tentative language
- Identify problems; disagree tactfully

If You Are a Driver

When communicating with an **Analytical** person

- Slow down: analyticals react negatively to pressure to be speedy; avoid pushing
- Listen more: drivers tend to want to talk; invite the person to speak, and paraphrase what she or he says
- Minimize expressive gestures and monitor your speech; speak more slowly and with less intensity than you might normally
- Prepare thoroughly; gather all necessary details and information to build credibility

When communicating with an **Expressive** person

- Be aware of and acknowledge the other person's feelings; be warm and enthusiastic
- Allow for fun and joking; pay attention to and comment on the other person's physical space (office decorations, photos)
- Be confirming: recognize the other's contributions; be supportive; provide incentives
- Be flexible with your time; listen and respond; practice patience

When communicating with an **Amiable** person

- Be genuine: engage in personal conversation and offer appropriate self-disclosure
- Be supportive: be a good listener, paraphrase what the other person says and respond appropriately; be appreciative and helpful
- Focus on feelings: pay attention to the other person's nonverbal cues; amiables will not always voice their unhappiness
- Slow down: as a driver, you often speak fast because you like to get things done; relax deadlines and avoid rushing

FIGURE 2.2 Style Flexing Guidelines for Enhancing Communication Effectiveness

Identifying Others' Social Styles

Although it's important for you to be aware of your own social style, what may be more important is how others perceive your social style. You may consider yourself to be a driver when others you work with perceive you to be an amiable. This perceptual difference may influence the communication that occurs between you and the people you lead. For example, if you supervise a team of lifeguards and they perceive you to be very laid back and easygoing (an amiable), they may consider you to be a "pushover." Rather than you supervising them, they may supervise you, and you may become frustrated at your inability to take control and direct them. It's important to remember that others communicate not with the person *you* perceive yourself to be, but with who *they* perceive you to be. If the lifeguards perceive you to be an amiable, even though you perceive yourself to be a driver, the lifeguards will communicate with you as though you were an amiable. Effective leadership begins with understanding this important perceptual difference.

If You Have an Expressive Social Style

When communicating with an **Analytical** person

- Be task-focused, punctual, formal
- Be systematic: follow the rules, have a plan
- Prepare thoroughly, focus on facts and specific details, provide evidence
- Minimize expressiveness; avoid dramatic gestures and vocal intensity

When communicating with a **Driver**

- Be task-focused, punctual, formal
- Plan your work: determine specific goals and objectives
- Be organized: prepare thoroughly and know what you intend to say; use facts and be results-oriented
- Avoid power struggles: both Expressives and Drivers are assertive; make an effort to listen more; slow down and be willing to negotiate

When communicating with an **Amiable** person

- Allow the other person to speak more; paraphrase what you hear
- Be supportive: make the other person feel understood; listen with empathy
- Minimize expressiveness, use tentative or provisional language ("possibly," "maybe," and "could")
- Slow your speech, relax deadlines, avoid rushing; amiables tend to take longer to make decisions

If You Have an Analytical Social Style

When communicating with an **Expressive** person

- Be warm, build rapport, offer appropriate self-disclosure
- Speak more rapidly than you might normally; react quickly
- Say what you think: speak up, disagree tactfully, identify problems rather than ignoring them
- Be flexible; improvise, relax the rules, be encouraging

When communicating with a **Driver**

- Prioritize your information and share the most important points; avoid subpoints or details unless asked
- Be results oriented and practical
- Say what you think
- Present options, but allow the person to determine his or her own objectives and goals; relax the rules

When communicating with an **Amiable** person

- Be genuine; build rapport; offer appropriate self-disclosure; be loyal
- Provide structure: define the job, assist in planning
- Avoid logical appeals; focus on main points and leave out details
- Be supportive and helpful; make the other person feel understood; recognize his or her contributions

FIGURE 2.2 (continued)

To become more aware of how others perceive you as well as of how you perceive others' social styles, we encourage you to complete Rating Scale 2.1 again. This time, however, we suggest using the measure in a couple of different ways. First, you may want to ask a classmate or someone you work with to use the measure to evaluate you. This way, you can become more aware of how others perceive your social style and you can compare those perceptions with your own self-perception. This information will also help you better understand why others communicate with you in a particular manner. For example, maybe you have always wondered why some people seem to be scared of you or appear threatened by you. It may be because they perceive you to be a driver, but what they may not know is that you're really an analytical.

Second, you may also want to complete the measure while focusing on a real-life workplace relationship that is important to you and could benefit from more effective communication. What you do with the feedback is important. The next section of this chapter provides you with some practical skills to help you put your new self-awareness of social styles to work for you.

Adapting to Social Styles

Being aware of your social style and the social styles of others allows you to adapt your communication, which enhances your ability to be effective. **Style flexing** is a process of adapting your communication to how others communicate. For example, if you're an analytical leader who is working with a team of drivers, you will enhance your leadership effectiveness if you communicate more like a driver. This would include being direct with members of the team, focusing on outcomes, and allowing them the freedom to determine goals and objectives. Again, this is not your preferred way of communicating with others, but it's how drivers communicate. Figure 2.2 suggests ways to help you style flex to others' social styles.

terms & definitions

Style flexing the process of adapting your communication to how others communicate.

According to management communication consultants Robert and Dorothy Bolton, style flexing is a way of tailoring communication to another person's processes.¹⁵ When you style flex, you maximize the fit between you and another person. Most men have their suits tailored to ensure that they fit perfectly. When your suit fits you perfectly, you look and feel better. When workplace relationships fit, you're more productive and effective.

Becoming aware of your own and others' social styles gives you important information that you can use to lead others more effectively. Another source of information that will enhance your ability to lead others is awareness of the beliefs and assumptions that you hold about leadership.

Be Aware of How to Motivate Others

Becoming a mindful communicator and leader involves becoming aware of the beliefs you have about what motivates people to follow leaders. Why do you believe people would follow you, and how do these beliefs ultimately influence your leadership style and ability to lead? Researchers have identified a number of different approaches to how organizations function and how the people within the organizations are motivated to work and follow others. Three of these approaches include classical, human relations, and human resources.

terms & definitions

Classical approach to motivation assumes that workers are motivated to work hard when they are rewarded for good work, and not rewarded for poor work.

Using the Classical Approach

The **classical approach to motivation** is based on the principle of reward and punishment. Put simply, 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.¹⁶ Max Weber is another author who wrote about classical approaches to looking at bureaucracies or formal organizations.¹⁷ Weber noted that organizations are structured by rules and regulations and driven by people who have legitimate authority to control and direct people's behaviors.

Under the classical approach, work is organized to be performed with no wasted motions. Time is money, and the more quickly the work can be accomplished, the better. Most fast-food restaurants organize their teamwork using classical assumptions of leadership. The manager assumes that she is in charge and that her team will perform and follow her. 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



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

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 assumption about 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 in organizations that operate using classical leadership assumptions is typically downward; the leader is a person with the power and authority to tell the others in the organization or team what to do. Team members are not expected to spend much time collaborating with others to figure out how to do their jobs. They have been trained to do their work with little variation. Communication is usually about the task at hand; there is little attention focused on relationships. "Just do it" might be the slogan that summarizes a classical leadership approach. Tacked onto that slogan would be the charge to "do it quickly" and "do it efficiently."

Using the Human Relations Approach

The **human relations approach to motivation** is based on the idea that people are influenced not just by power and position, but they have their own motivations for working hard or not. You can't just tell people what to do and expect that they will do it. In fact, humans are influenced by their working conditions and how they are treated in the workplace. The human relations approach motivates people by providing them with such perks as free ice cream in the company cafeteria or introducing casual-dress Fridays to create a more positive work climate.

Abraham Maslow's well-known theory of human needs being organized into a hierarchy of five levels also helped management and leadership theorists understand how to enhance employee motivation. Maslow's five needs, arranged from most basic to higher-level needs, are (1) physiological needs (for food, water), (2) safety needs (to feel secure and safe), (3) affiliation needs (to belong to a group and have friendships with others), (4) self-esteem needs (to feel positive about oneself), and (5) self-actualization needs (to become the best possible person you can be).¹⁸ Although management researchers have not found consistent support for the precise theory Maslow described (the needs may not operate as a hierarchy; we sometimes need several things at the same time), his research continues to have intuitive appeal and has served as a framework for basic assumptions about how people behave in relationships as well as the workplace.

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*.¹⁹ 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.

Another influential management researcher, Fredrick Herzberg, suggested two levels of motivators that influence how people respond to their work: their working conditions and leadership from others.²⁰ Herzberg called the first level of motivators **hygiene factors**. These are basic aspects of one's job that simply have to be there for a worker to feel satisfied. Hygiene factors include salary, working conditions, and the quality of supervision workers receive. If the hygiene factors are present, that's good—but these factors alone won't necessarily motivate a worker to work harder, faster, or better. The second level of motivators, which Herzberg called motivation factors, will, if present, actually motivate a worker to do a better job. **Motivation factors** include how interesting the work is, whether a worker

terms & definitions

Human relations approach to motivation an approach to motivation based on the idea that people are influenced not just by power and position but also have their own motivations for working hard.

Hygiene factors basic aspects of a job that have to be there for a worker to feel satisfied about the work, including salary, working conditions, and supervision.

Motivation factors aspects of a person's job that motivate the person to do better.

receives recognition for a job well done and opportunities for promotion, and the amount of job responsibility a person has. As with Maslow's research, there has not been consistent research support for Herzberg's model. But leaders and managers continue to use Herzberg's assumptions to attempt to motivate and lead others.

Communication based on the human relations approach to leadership concerns both task and relationship issues. Communication is not always directed downward, telling people what to do; it can take the form of conversations with colleagues about how to best do whatever job confronts the team. And communication based on the human relations approach is more informal than that based on the classical approach, which emphasizes doing things according to company policy and standard operating procedures. With the human relations approach, it's okay to allow exceptions to policy and procedures if they keep people happy. People will be more motivated if they have some influence over how the job is done. People have influence through communication. So, rather than limiting communication among workers, the human relations approach encourages communication.

Using the Human Resources Approach

The **human resources approach to motivation** views people as resources who can be full partners in enhancing a team or organization. As noted earlier, the human relations leadership approach views people as needing positive encouragement rather than just direction; however, some people view the human relations approach as a way to manipulate people by being nice to them so that they work harder. This third approach, the human resources approach, seeks to empower people to participate in the work of the organization or team. In contrast to the human relations approach, a human resources approach asks workers and team members what they like or dislike and gives them more control over work processes, rather than just trying to manipulate them with pleasantries. For example, PepsiCo's Nooyi has created a workplace where she hopes her employees are motivated and thrilled to come to work every day. "We have an empowering culture that is constructively competitive," she adds. "In the past, when you said, 'Move,' they moved. Now they say, 'Let me do this.'"²¹ It is this personal empowerment that motivates employees when using the human resources approach.

The human resources approach to motivation views all people in the team or organization as individuals who have feelings and emotions and also have intellectual resources to accomplish the task. The approach emphasizes both the task at hand and the people who do the work. With the classical approach, leaders motivate through their title, status, and power. They provide employees with rewards or they withhold rewards. With the human relations approach, leaders motivate others by paying attention to the work environment and meeting the needs of employees. With the human resources approach, leaders motivate by making employees partners at work and giving them more decision-making and problem-solving responsibilities.

Leadership researchers Robert Blake and Jane Mouton's book *The New Managerial Grid* describes various management styles that draw on the various theories of motivation we've discussed.²² The grid, shown in Figure 2.3, has two dimensions: (1) a concern for people and (2) a concern for production. These two dimensions are similar to the task and relationship roles that we discussed in the last chapter, and they combine to produce five different management or leadership styles. First is the impoverished leader (1, 1 on the grid), who has little concern for people or work productivity. Second is the country club leader (1, 9 on the grid); this leader motivates others by emphasizing comfort and a positive climate but does little to focus on work productivity. Third is the middle-of-the-road leader (5, 5), who leads by compromise. In the upper-right-hand corner of the grid is the team management leader (9, 9), who has a high concern for both people and the task. This leader motivates others by viewing people as resources to work with rather than colleagues who should be manipulated with pleasantries or forced to do the work with threats and punishments. Last is the authoritative leader (9, 1), the leader who says, "It's my way or the highway. Do what I say or you're gone."

The communication in a group, team, or organization that uses a human resources paradigm flows not just from the top down or horizontally, but from all directions, with a special emphasis on upward communication. Information is shared in many channels, including face-to-face. As suggested by Blake and Mouton's managerial grid, the content of the communication stems from concerns about both people and productivity.

terms & definitions

Human resources approach to motivation an approach to motivation that views employees as resources who can be full partners in enhancing a team or organization.

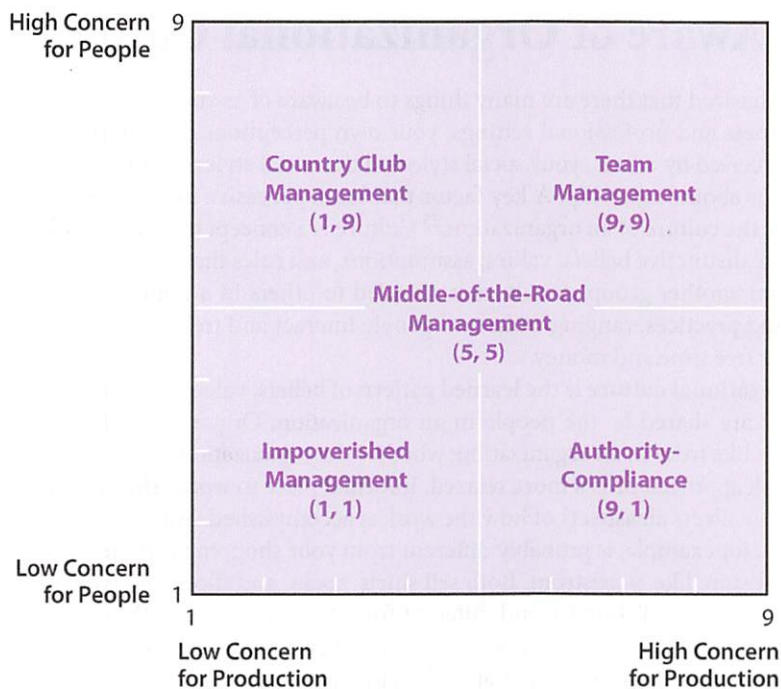


FIGURE 2.3 The Managerial Grid

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RECAP

How to Motivate Others

Approach	Description	Communication Flow
Classical	- Workers are motivated by leaders who provide rewards and punishment. - There is one best way to accomplish the task efficiently; work should be structured by someone in authority.	Communication is typically directed from the top down.
Human Relations	- People are motivated by their individual needs. - Rewards are better than punishment in motivating others; leaders enhance employee self-motivation by providing employees with a positive, pleasant work climate to achieve maximum worker productivity.	Communication between individual workers is encouraged. Some upward communication is encouraged. Downward communication is intended to maximize worker productivity.
Human Resources	- Workers are motivated by leaders who include and involve them in decision-making processes that impact their work. Leaders treat employees as partners who take responsibility for problem solving. - Rather than manipulating workers with only positive messages, leaders share information with workers and involve them in both the work procedures and work outcomes.	Upward communication is emphasized as well as horizontal communication. Worker involvement in decisions is fostered. Downward communication reflects the point of view of workers.

Be Aware of Organizational Culture

We've emphasized that there are many things to be aware of as you communicate with others in business and professional settings: your own perceptions of yourself as well as how you are perceived by others, your social style and the social styles of others, and underlying assumptions about leadership. A key factor that has a pervasive influence on each of these elements is the culture of an organization.²³ Culture is a concept that anthropologists use to describe the distinctive beliefs, values, assumptions, and rules that distinguish one group of people from another group. A culture is revealed to others in a number of different daily routines and practices, ranging from how people interact and treat each other to how they spend their free time and money.

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).

Why is it important to be aware of organizational culture? Because it influences how you communicate with others. If you're not aware of the organizational culture and so fail to adapt to either implicit or explicit cultural expectations, you may create conflict and stress. Imagine that your first job was at Google, where you enjoyed an open and flexible organizational culture, and then you changed jobs and worked for another software company that had a more traditional and rigid organizational culture. If you couldn't adapt to the change in culture, you'd likely experience anxiety and uncertainty. Or if you're working in an organization that has a strict dress code, you clearly need to be aware of those rules. But other rules and assumptions may be less obvious and less formal, such as whether you address your boss as Ms. Valdes or Sharon.

The culture of an organization influences more than just such superficial choices as what style of clothes you wear or what you call your boss. The 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.

Understanding Organizational Culture

Organizational culture experts Tom Peters and Robert Waterman identified sixty-two "excellent" organizations during the 1980s and discussed these organizations in their book *In Search of Excellence*.²⁴ Peters and Waterman identified the cultural factors that they believed made these companies outstanding. They noted that the companies focused on emphasizing good customer relations, taking quick and decisive action to solve problems, encouraging positive and supportive coworker relationships, and focusing on what the company did best (whether it was making sticky notes or hamburgers). Many of these same ideas were reflected two decades later in Jim Collins's book *Good to Great*.²⁵ Collins's comprehensive study examined the qualities that allow some companies to transition from good to great in terms of financial performance. Although both of these books have influenced how leaders think about and develop organizational culture, not all of the excellent or great companies profiled endured. Some, such as electronics superstore Circuit City, struggled financially and eventually went bankrupt in 2009. What the authors of these research studies documented with the

terms & definitions

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

passage of time is that there is no one perfect organizational culture. Organizational cultures are complicated and complex, for several reasons: Organizational cultures emerge through communication, are expressed both explicitly and implicitly, include many factors that shape the culture, are multilayered, and change over time.

ORGANIZATIONAL CULTURE IS CREATED THROUGH COMMUNICATION What it feels like to be in an organization, as well as the way things get done there, are ultimately rooted in how people communicate with other people. The rules (explicit requirements), roles (who does what), assumptions (underlying beliefs about the nature of work and human relationships), and values (what is good and what is bad) don't just happen; the forces that contribute to organizational culture are created through interaction among the people there. Some aspects of the culture may be explicitly spelled out in writing. But most cultural aspects are not; instead, people learn them by observing as well as by talking with other people. You learned the organizational culture at your school not just by reading the student handbook, but also by observing other students and talking with them.

There is considerable research about how we are socialized to a particular job or organization. To be "socialized" means to understand what is expected of us when we work in an organization.²⁶ It is through our communication with others—whether it's our boss, our colleagues, or our customers—that we truly understand the culture of an organization.

ORGANIZATIONAL CULTURE IS COMMUNICATED BOTH EXPLICITLY AND IMPLICITLY Sometimes organizational culture is explicitly spelled out in written policies and verbal directives; and 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. 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. There were no written rules about work time; new workers just followed the example set by others. Employees at Google, for example, have a relaxed culture that includes free gourmet meals, exercise rooms, and even laundry and dry cleaning services. These perks are not included in a contract. However, they are an aspect of the corporate culture at Google that was explicitly established by Google's founders—and they are part of what people who work at Google have implicitly come to expect from the organization.

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:

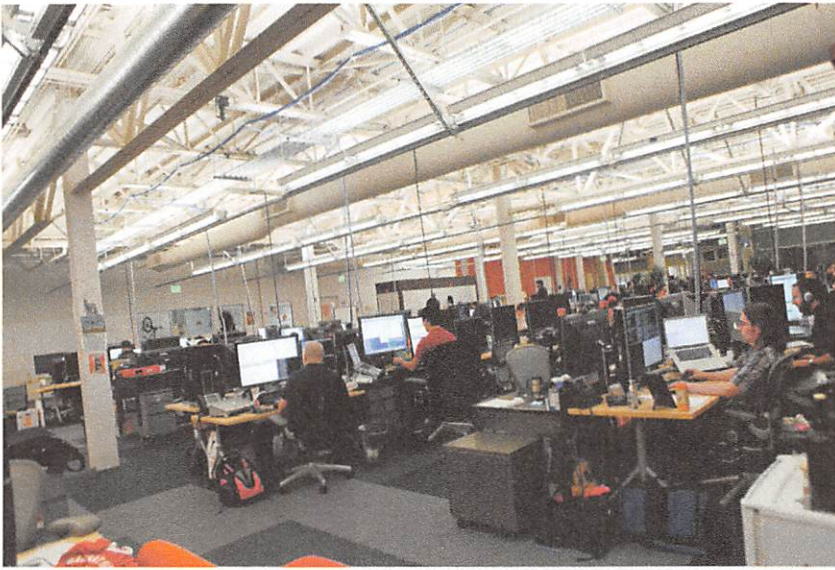
- **Written rules and policies:** As we've noted, sometimes organizational culture is explicitly expressed in written policies. These rules and policies may be found on a website or in a handbook or presented during orientation sessions. But if you only looked at the written policies, you'd miss a lot 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 Marciale 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.

off the mark

by Mark Parisi



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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.

- **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 coworker. 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 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.”²⁷ 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.

ORGANIZATIONAL CULTURE IS MULTILAYERED AND MULTIFACETED When we talk about the culture of an organization, don’t get the idea that there is only one culture per organization. There are many layers and pockets of organizational culture within a single organization. People in upper management may operate in a formal, structured organizational culture, but the custodial staff may have a more relaxed, joking, and informal culture. Employees may go out for drinks after work or socialize after hours with each others’ families. Middle managers, however, may never socialize outside of work. Even at the same level of an organization, there may be different cultural expectations. For example, perhaps in a company’s Software Development department, everyone jokes with their colleagues and tells silly stories, and people laugh a lot. But in the Information Technology department, there is a more serious, get-down-to-business approach to work. Although both departments are at the same level in the organization, there are organizational cultural differences that are due to tradition and the personalities and social styles of the workers. As organizational culture expert Judith Martin has noted, “Some aspects of the culture will be shared by most members . . . other aspects . . . will be interpreted differently by different groups, creating subcultures that overlap and nest within each other.”²⁸

There is no one single culture that defines a single organization. Subcultures—cultures that emerge within a more dominant culture—add to the complexity of the fabric of the overall culture. Even in a small organization such as a fast-food restaurant, there can be different cultures within the larger culture. One work crew may be somber and approach

Being Aware of How Others See Us²⁹

Dan Rosenweig, 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.

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

their work with dread, while another crew may playfully enjoy the work of serving customers and making sandwiches.

ORGANIZATIONAL CULTURE CHANGES The culture of an organization today may not be the culture of the organization next month. Organizational cultures morph and evolve based on a number of factors, including the people who join or leave the organization, the adoption of new policies or the discarding of old policies, new technology, new leadership, and a host of other factors. Because organizational culture is fluid, it's sometimes hard to pin down the organizational culture once and for all. It was Greek philosopher Heraclitus who said, "You can never step in the same river twice." One constant element in our lives, as well as in our work, is change. The pace of life and the development of new technological tools that are being introduced into the workplace support Heraclitus's notion that, because of change, the "river" that was here yesterday is different than the "river" here today. The organizational culture of yesterday is not the organizational culture of today or tomorrow.

Using Organizational Culture to Lead

We've noted why it's important to be aware of organizational culture as a general concept, but it's especially important to understand the culture of an organization as you develop leadership experience. Such awareness can help you understand your role as both a leader and a follower. "Why is she doing this now?" asks an exasperated team member. Or, "What is the reason for this new policy? Don't we have enough to do without filling out new forms on the web?" asks a frazzled coworker. Understanding the role of organizational culture can give you insight into the "Why" questions that you and others may ask when working in business and professional settings, especially when a leader proposes a new idea. A new policy, procedure, or ritual may be instituted not because of the whim of the leader (although that certainly may be the case), but as a result of the leader's understanding of the organizational culture. Rather than trying to interpret the action of a specific leader microscopically, in isolation from the larger culture of the organization, viewing leadership behavior from the broader perspective of organizational culture may provide new insights as to why new initiatives are suggested.

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.³⁰ 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.”³¹ 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. And with the power of influencing the culture of an organization comes certain ethical obligations and responsibilities.

Be Aware of Ethical Leadership Challenges

Mindful leaders are aware that ethics play an important role in the leadership process. **Ethics** are the beliefs, values, and moral principles by which we determine what is right and wrong. Being sensitized to ethical communication and becoming aware of how to lead in an ethical manner will, we hope, prevent you from being seduced into unethical leadership practices.

A recent survey by the Ethics Resource Center found that 43 percent of employees surveyed believed their leaders were not good models of ethical leadership.³² A number of headlines in the country’s leading business periodicals and newspapers reporting unethical leadership practices support this survey finding. In early 2009, Bernie Madoff, the popular executive and founder of Bernard Madoff Investment Securities, sat in jail, arrested on charges of a massive securities fraud.³³ Madoff recruited friends, relatives, and others to invest in his company, all the while stealing their money through a massive Ponzi scheme, and failing to invest their money as he claimed. Ultimately, it was revealed that Madoff conned his investors for three decades and raked in over \$50 billion in stolen money, making his crime one of the biggest Ponzi schemes on record.³⁴

For most people, being ethical means being sensitive to others’ needs, giving people choices rather than forcing them to behave in a certain way, keeping sensitive information private, not intentionally decreasing others’ feelings of self-worth, and being honest in presenting information. Unethical communication does just the opposite.

Being honest is a key element of ethical communication. If you knowingly withhold key information, lie, or distort the truth, then you are not communicating in an ethical manner. Toyota Motor Corporation in 2010 faced record recalls of as many as 8 million defective vehicles that were deemed unsafe to drive because of a sticky gas pedal or possibly a faulty computer chip.³⁵ While the experts attempted to sort out what the actual safety issues were, tensions began to mount as Toyota remained quiet about “what they knew” and “how long they knew.” Investigations into the issue revealed an “embarrassed” company that placed profit first and failed to communicate globally about safety questions they had for quite some time.³⁶ Although a public relations nightmare for Toyota, the U.S. government recently reported on the results from an investigation that found no electronic flaws to account for the reports of sudden and unintentional acceleration.³⁷ Leaders are confronted with a number of ethical challenges. It’s important for you to be aware of these challenges and prepared to manage them, including challenges of deceit, responsibility, and consistency.³⁸

terms & definitions

Ethics the beliefs, values, and moral principles by which we determine what is right and wrong.

Managing the Challenge of Deceit

Leaders usually have access to information that gives them power. Depending on how they decide to use the information, they may deceive people. If they decide to disclose the information, they must decide when to release it and to whom. If leaders decide to reveal the

Communication Ethics @ Work

Self-Assess Your Ethics

Evaluating your own ethical business practices is one way for you to become aware of your communication with yourself and others. Use the following self-assessment guide to identify your ethical strengths and weaknesses.³⁹ Answering “Yes” to any of the questions below can suggest some areas where you may be ethically weak.

- Have I conducted personal business on company time?
- Have I used or taken company resources for personal purposes?
- Have I called in sick when I really wasn’t?
- Have I used a derogatory term when referring to another person?
- Have I told or passed along an ethnic joke or sexually oriented joke?
- Have I engaged in negative gossip or spread rumors about someone?
- Have I “bad mouthed” the company or management to coworkers?
- Have I pried into a coworker’s conversations or private affairs?
- Have I passed along information that was shared with me in confidence?
- Have I knowingly ignored or violated an organizational rule or procedure?
- Have I failed to follow through on something I said I would do?
- Have I withheld information that others needed?
- Have I “fudged” on a time sheet, billing sheet, estimate, or report?
- Have I knowingly delivered a poor quality or defective good or service?
- Have I lied or manipulated the truth to make a sale?
- Have I accepted an inappropriate gift or gratuity?
- Have I taken credit for something that someone else did?
- Have I failed to admit to or correct a mistake I made?
- Have I knowingly let someone make an error and get into trouble?

information, they may run the risk of violating someone’s trust. If they decide to keep the information to themselves, they may mislead others who may need the information. This type of misleading occurred at Toyota. The executive team had access to information that informed them that their vehicles may have been unsafe. Rather than sharing the information with others, they decided to keep the information to themselves so they could protect their image as a producer of safe, quality products.⁴⁰ Ethical leaders manage the challenge of deceit by avoiding the following behaviors:

- Lying, especially when the lies will lead to personal benefit.
- Using information solely for personal benefit.
- Withholding knowledge that may benefit others.
- Collecting information that violates others’ privacy rights.
- Disclosing information to people who do not have a need for or right to the information.

Managing the Challenge of Responsibility

As a leader, you’re not only responsible for your own ethical behavior; you’re also responsible for the ethical behavior of your team members. How your followers behave ultimately reflects on you. Although you don’t have direct control over how your team members behave, you do have indirect control, in that you set the ethical tone for how your team is to conduct business. For example, if your followers see you taking office supplies home for personal use, processing time cards inaccurately, or treating administrative assistants and custodians disrespectfully, then chances are they, too, will behave in a similar way. Ethical leaders manage the challenge of responsibility by:

- Modeling ethical conduct at all times.
- Acknowledging and trying to correct ethical problems.

- Taking responsibility for the consequences of their orders and actions.
- Taking reasonable steps to prevent the unethical treatment of others.
- Holding themselves to the same standards as their team members.

Managing the Challenge of Consistency

Leaders interact with a variety of different team members and in different situations, making it difficult to behave in a consistent manner. Not all team members have the same needs, and effective leaders are aware of these individual differences and try to meet the needs of each team member. The challenge of consistency occurs when team members perceive leaders treating team members differently. If a leader treats all followers consistently, then some team members' needs will go unmet. If the leader treats team members differently, then some team members may perceive the leader as having favorites. Ethical leaders manage the challenge of consistency by:

- Being proactive and informing team members that to lead in an ethical manner, it's important to treat team members as individuals with individual needs.
- Informing team members of the criteria they use for making decisions.
- Sharing with team members, when appropriate, how they went about making a decision.

Your awareness of these ethical challenges will influence the communication you use to manage them. Although working through such challenges is never easy, the five principles of communication will help you begin this process of leading in an ethical manner.

Wrap-Up

The first of five communication principles for leadership is *Be aware of your communication with yourself and others*. The process of becoming a more mindful communicator begins by becoming aware of social styles and why they're important.

- Identifying your social style remains important and is a combination of two primary dimensions: assertiveness and responsiveness. Assertiveness is the capacity to make requests, whereas responsiveness is the capacity to be sensitive to the communication of others.
- The four different social styles are expressive, amiable, driver, and analytical.
- It is also important to identify others' social styles to more effectively communicate with them.
- Style-flexing skills are strategies for adapting your social style to others' social styles to ensure productive communication.

Second, becoming a mindful communicator involves being aware of the leadership assumptions that ultimately influence your approach to motivating others. There are three approaches to motivation:

- The classical approach to motivation assumes there is one best way to perform a specific task and that people are often motivated by reward and punishment.
- The human relations approach to motivation assumes that people are motivated by their individual needs. The work environment and conditions impact a worker's motivation.
- The human resources approach to motivation assumes that workers want to be involved in determining how work should be accomplished.

Third, the chapter introduced the importance of organizational culture at work.

- Effective communicators are aware of how the communication symbols we use at work, such as written policies, stories, metaphors, ceremonies, and artifacts, create the organizational culture.

- In addition to creating the culture, these symbols also influence workplace communication. Effective leaders know that communication creates the culture and the culture influences the communication, and use this to their advantage.

Leaders are confronted with a number of ethical challenges that must be managed well if the leader is to remain effective.

- The challenge of deceit focuses on how leaders should manage and use information. At times leaders must withhold important information, thereby deceiving a person. At other times, a leader must distribute information that may violate a person's privacy.
- The challenge of responsibility arises because leaders are responsible not only for their own behaviors, over which they have direct control, but also for the behaviors of others, which they control only indirectly.
- The challenge of consistency occurs when leaders are perceived as treating followers in an inconsistent manner. Although leaders strive for consistency, at times they must be inconsistent.

Reviewing Key Terms

Mindfulness 28

Social style 28

Assertiveness 29

Responsiveness 30

Amiable 30

Analytical 30

Driver 30

Expressive 30

Style flexing 33

Classical approach to motivation 34

Human relations approach to motivation 35

Hygiene factors 35

Motivation factors 35

Human resources approach to motivation 36

Organizational culture 38

Ethics 42

The Principle Points

Becoming an effective leader is an inside-out process. Leaders must first have a firm understanding of who they are as people before they can help develop and lead others.

Principle One: To become aware of your communication with yourself and others.

- Mindfulness is awareness of your own and others' thoughts, actions, and motivations. Being mindful is the process of actively paying attention not only to how you communicate and relate to your customers, employees, colleagues, or superiors but also to how they communicate with you.
- Awareness begins with leaders being able to identify their social style and then flexing their style to adapt to others' social styles. A social style is a pattern of communication behaviors that is visible to others, including amiable, expressive, driver, and analytical social styles.
- Becoming a mindful communicator and leader involves becoming aware of the beliefs you have about what motivates people to follow leaders. Three of these approaches include classical, human relations, and human resources.
- Leaders who have a keen sense of awareness are tuned into organizational culture, which is the learned pattern of beliefs, values, assumptions, rules, and norms that are shared by the people in an organization.
- Mindful leaders are aware that ethics play an important role in the leadership process. Ethics are the beliefs, values, and moral principles by which people determine what is right and wrong. Being sensitized to ethical communication and becoming aware of how to lead in an ethical manner will prevent leaders from being seduced into unethical leadership practices.

Applying Your Skills

1. Think of a time at work that you or someone you know was faced with an ethical challenge. What do you think you did right? What, if anything, do you wish you had done differently?
2. Compare your own results on Rating Scale 2.1 with those of a few classmates. Create a skit to demonstrate the styles represented in your group.
3. Describe in your journal an instance when you had to use style flexing to communicate effectively with someone at work.
4. 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.
5. Discuss with another classmate one of the three ethical challenges leaders can face. Now, find a real-life example in current events of a leader struggling with an ethical challenge. What would you do if you were that leader? What could he or she have done better?