

THIRTEENTH EDITION

EFFECTIVE HUMAN RELATIONS

Interpersonal and Organizational Applications



BARRY L. REECE

MONIQUE REECE

Effective Human Relations

Interpersonal and Organizational Applications

THIRTEENTH EDITION

EFFECTIVE HUMAN RELATIONS

Interpersonal and Organizational Applications

BARRY L. REECE, EMERITUS

*Virginia Polytechnic Institute
and State University*

MONIQUE E. REECE

*University of Denver and
Colorado State University*



Australia • Brazil • Japan • Korea • Mexico • Singapore • Spain • United Kingdom • United States

This is an electronic version of the print textbook. Due to electronic rights restrictions, some third party content may be suppressed. Editorial review has deemed that any suppressed content does not materially affect the overall learning experience. The publisher reserves the right to remove content from this title at any time if subsequent rights restrictions require it. For valuable information on pricing, previous editions, changes to current editions, and alternate formats, please visit www.cengage.com/highered to search by ISBN#, author, title, or keyword for materials in your areas of interest.

Important Notice: Media content referenced within the product description or the product text may not be available in the eBook version.

***Effective Human Relations:
Interpersonal and Organizational
Applications, Thirteenth Edition***
Barry L. Reece and Monique E. Reece

Vice President, General Manager,
Social Sciences and Qualitative
Business: Erin Joyner

Product Director: Jason Fremder

Product Manager: Mike Roche

Content Developer: Theodore Knight

Product Assistant: Not Yet, Open Position

Marketing Director: Kristen Hurd

Marketing Manager: Emily Horowitz

Marketing Coordinator: Christopher P. Walz

Art and Cover Direction, Production
Management, and Composition: Cenveo
Publisher Services

Intellectual Property:

Analyst: Diane Garrity

Project Manager: Betsy Hathaway

Manufacturing Planner: Ron Montgomery

Cover Image(s): Jose Azel/Getty Images

© 2017, 2014 Cengage Learning

WCN: 02-200-208

ALL RIGHTS RESERVED. No part of this work covered by the copyright herein may be reproduced, transmitted, stored, or used in any form or by any means graphic, electronic, or mechanical, including but not limited to photocopying, recording, scanning, digitizing, taping, Web distribution, information networks, or information storage and retrieval systems, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without the prior written permission of the publisher.

For product information and technology assistance, contact us at
Cengage Learning Customer & Sales Support, 1-800-354-9706

For permission to use material from this text or product,
submit all requests online at **www.cengage.com/permissions**

Further permissions questions can be emailed to
permissionrequest@cengage.com

Library of Congress Control Number: 2015944525

ISBN: 9781305576162

Student Edition ISBN: 9781305576162

Cengage Learning

20 Channel Center Street
Boston, MA 02210
USA

Cengage Learning is a leading provider of customized learning solutions with office locations around the globe, including Singapore, the United Kingdom, Australia, Mexico, Brazil, and Japan. Locate your local office at: **www.cengage.com/global**

Cengage Learning products are represented in Canada by
Nelson Education, Ltd.

To learn more about Cengage Learning Solutions, visit
www.cengage.com

Purchase any of our products at your local college store or at our
preferred online store **www.cengagebrain.com**

Printed in the United States of America

Print Number: 01 Print Year: 2016

To Vera Marie Reece
Our loving wife and mother. Thank you for the support and endless love you give to both of us.
Barry L. Reece and Monique E. Reece



Brief Contents

PART 1 HUMAN RELATIONS: THE KEY TO PERSONAL GROWTH AND CAREER SUCCESS 1

- 1** Introduction to Human Relations 3
- 2** Improving Personal and Organizational Communications 23

PART 2 CAREER SUCCESS BEGINS WITH KNOWING YOURSELF 49

- 3** Understanding Your Communication Style 51
- 4** Building High Self-Esteem 77
- 5** Personal Values Influence Ethical Choices 99
- 6** Attitudes Can Shape Your Life 121
- 7** Motivating Yourself and Others 139

PART 3 PERSONAL STRATEGIES FOR IMPROVING HUMAN RELATIONS 161

- 8** Improving Interpersonal Relations with Constructive Self-Disclosure 163
- 9** Achieving Emotional Balance in a Chaotic World 185
- 10** Building Stronger Relationships with Positive Energy 207
- 11** Developing a Professional Presence 231

PART 4 IF WE ALL WORK TOGETHER... 253

- 12** Team Building: A Leadership Strategy 255
- 13** Resolving Conflict and Dealing with Difficult People 281

PART 5 SPECIAL CHALLENGES IN HUMAN RELATIONS 305

- 14** Responding to Personal and Work-Related Stress 307
- 15** Valuing Workforce Diversity and Inclusion 331
- 16** The Changing Roles of Men and Women 353

PART 6 YOU CAN PLAN FOR SUCCESS 379

- 17** A Life Plan for Effective Human Relations 381



Contents

Henk Meijer/Alamy

About the Authors xv
Preface xvii

PART 1 HUMAN RELATIONS: THE KEY TO PERSONAL GROWTH AND CAREER SUCCESS 1

CHAPTER 1 Introduction to Human Relations 3

Technical Skills Aren't Enough 4
The Forces Influencing Behavior at Work 9
The Development of the Human Relations Movement 12
Major Themes in Human Relations 14
Human Relations: Benefits to You 17
Looking Back: Summary of Learning Objectives ■ Key Terms
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge
■ Self-Assessment Exercise ■ You Play the Role
Below the Surface: Achieving Personal Growth 20
Closing Case: In Search of Work/Life Balance 21
Chapter 1 Endnotes 21

CHAPTER 2 Improving Personal and Organizational Communications 23

Communication in an Information Economy 24
The Communication Process 25
Communication Filters 26
How to Improve Personal Communication 32
Communications in Organizations 36
Communicating in a Digital World 37
Looking Back: Summary of Learning Objectives ■ Key Terms
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge
■ Self-Assessment Exercise ■ You Play the Role
Below the Surface: Appreciate Communication Style Differences 45
Closing Case: Should Employers Restrict Social Media Use? 46
Chapter 2 Endnotes 47

PART 2 CAREER SUCCESS BEGINS WITH KNOWING YOURSELF 49

CHAPTER 3 Understanding Your Communication Style 51

Communication Styles: An Introduction 52

The Communication Style Model	54
Identifying Your Preferred Communication Style	64
Versatility: The Third Dimension	68
A Word of Caution	70
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: The Challenge of Unconscious Bias	74
Closing Case: Style Flexing	74
Chapter 3 Endnotes	75

CHAPTER 4 Building High Self-Esteem 77

The Importance of Self-Esteem	78
How Self-Esteem Develops	80
Self-Esteem Influences Your Behavior	82
How to Increase Your Self-Esteem	84
Organizations Can Help	91
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Earning the Respect of Others	95
Closing Case: The Mentoring of Edward	95
Chapter 4 Endnotes	96

CHAPTER 5 Personal Values Influence Ethical Choices 99

Moral Intelligence in the Workplace	100
How Personal Values Are Formed	101
Values Conflicts	107
Personal Values and Ethical Choices	108
Corporate Values and Ethical Choices	111
Values and Ethics in International Business	114
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Leading A Cultural Turnaround	117
Closing Case: People and Purpose at New Belgium Brewing	118
Chapter 5 Endnotes	119

CHAPTER 6 Attitudes Can Shape Your Life 121

The Importance of Attitudes	122
How Attitudes Are Formed	125
Attitudes Valued by Employers	127
How to Change Attitudes	129

Helping Others Change Their Attitudes	132
Organizations' Efforts Toward Improving Employees' Attitudes	133
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Attitudes Shape Jiffy Lube Success	136
Closing Case: Are You Feeling Saucy?	137
Chapter 6 Endnotes	137

CHAPTER 7 **Motivating Yourself and Others** **139**

The Complex Nature of Motivation	140
Influential Motivational Theories	143
Contemporary Employee Motivation Strategies	148
Motivating the Generations	152
Self-Motivation Strategies	153
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Awakening the Driving Force Within	158
Closing Case: The "Boss Free" Company	158
Chapter 7 Endnotes	159

PART 3 **PERSONAL STRATEGIES FOR IMPROVING HUMAN RELATIONS** **161**

CHAPTER 8 **Improving Interpersonal Relations with Constructive Self-Disclosure** **163**

Self-Disclosure: An Introduction	164
Benefits Gained from Self-Disclosure	165
The Johari Window: A Model for Self-Understanding	166
Appropriate Self-Disclosure	170
Barriers to Self-Disclosure in an Organizational Setting	175
Practice Self-Disclosure	177
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Winning Student Respect	181
Closing Case: Xerox CEO Speaks Her Mind	182
Chapter 8 Endnotes	182

CHAPTER 9 **Achieving Emotional Balance in a Chaotic World** **185**

Emotions—An Introduction	186
The Emotional Factor at Work	188
Factors That Influence Our Emotional Development	190
Coping with Your Anger and the Anger of Others	193

Violence in the Workplace	196
Emotional Styles	197
Strategies for Achieving Emotional Control	199
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Angry Head Coach Creates Public Relations Scandal	204
Closing Case: Emotions Tied to Eating	204
Chapter 9 Endnotes	205

CHAPTER 10 Building Stronger Relationships with Positive Energy 207

Positive Energy Contributes to Improved Interpersonal Relationships	209
Positive Psychology: Theory and Initiatives	209
Positive Emotions: Prerequisite for a Fulfilling Life	212
Workplace Cultures that Create Positive Energy	214
Positive Reinforcement—Creating Positive Energy	216
Barriers to Positive Reinforcement	221
Rewarding Individual and Team Performance	223
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Developing Positive Energy	227
Closing Case: The Role of Pride in Building High Morale	228
Chapter 10 Endnotes	228

CHAPTER 11 Developing a Professional Presence 231

Professional Presence—An Introduction	232
The Importance of Making a Good First Impression	233
The Image You Project	235
How Online Presence Influences Your Personal Brand	240
Etiquette for a Changing World	242
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight: Handyman Etiquette ■ Try Your Hand	
■ Critical Thinking Challenge ■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Creating Your Personal Brand	249
Closing Case: Make Yourself Memorable	250
Chapter 11 Endnotes	250

PART 4 IF WE ALL WORK TOGETHER... 253

CHAPTER 12 Team Building: A Leadership Strategy 255

Leadership Challenges in a Changing Workplace	257
Common Types of Work Teams	259
Behavioral Science Principles Supporting Team Building	262

Teamwork: The Employee's Role	269
Becoming a Valued Team Member	271
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Netflix Reinvents HR	276
Closing Case: Virtual Teamwork: Making It Work	277
Chapter 12 Endnotes	278

CHAPTER 13 Resolving Conflict and Dealing with Difficult People 281

A New View of Conflict	282
Finding the Root Causes of Conflict	282
Resolving Conflict Assertively	285
Learn to Negotiate Effectively	288
Negotiating Compensation	290
Conflict Resolution Process	293
The Role of Labor Unions in Conflict Resolution	295
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight: Dealing with Workplace Bullies ■ Try Your Hand	
■ Critical Thinking Challenge ■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Avoiding Gridlock	301
Closing Case: Not What the Doctor Ordered	301
Chapter 13 Endnotes	302

PART 5 SPECIAL CHALLENGES IN HUMAN RELATIONS 305

CHAPTER 14 Responding to Personal and Work-Related Stress 307

The Stress Factors in Your Life	308
Major Causes of Stress	309
Stress-Management Strategies	313
Using Positive Psychology to Combat Stress	318
Coping with Psychological Disorders	320
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight: Want to get More Done? Get More Sleep and Take a Break	
■ Try Your Hand ■ Critical Thinking Challenge ■ Self-Assessment Exercise	
■ You Play the Role	
Below the Surface: Is Good Stress Bad?	326
Closing Case: Achieving a More Balanced Life	327
Chapter 14 Endnotes	327

CHAPTER 15 Valuing Workforce Diversity and Inclusion 331

Workforce Diversity and Inclusion	332
Prejudiced Attitudes	333

The Many Forms of Discrimination	335
The Economics of Valuing Diversity and Inclusion	342
Managing Diversity and Inclusion	343
Affirmative Action: Yesterday and Today	345
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Sex-Bias Trial—Questions Linger	349
Closing Case: Racial versus Behavior Profiling	350
Chapter 15 Endnotes	350

CHAPTER 16 The Changing Roles of Men and Women 353

Traditional Roles Are Changing	354
Problems Facing Women in Organizations	356
Problems Facing Men in Organizations	360
Challenges and Opportunities for Working Men and Women	363
How to Cope with Gender-Biased Behavior	366
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Career Insight ■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Helping Women Reach the Top	375
Closing Case: A Saner Workplace	376
Chapter 16 Endnotes	377

PART 6 YOU CAN PLAN FOR SUCCESS 379

CHAPTER 17 A Life Plan for Effective Human Relations 381

Achieving Balance in a Chaotic World	382
Toward a New Definition of Success	383
Toward Right Livelihood	385
Defining Your Nonfinancial Resources	388
Developing a Healthy Lifestyle	394
Planning for Changes in Your Life	396
Looking Back: Summary of Learning Objectives ■ Key Terms	
■ Try Your Hand ■ Critical Thinking Challenge	
■ Self-Assessment Exercise ■ You Play the Role	
Below the Surface: Reflecting on the Meaning of Life	400
Chapter 17 Endnotes	401

Glossary	405
Name Index	415
Subject Index	419



About the Authors



BARRY L. REECE is professor emeritus at Virginia Polytechnic Institute and State University. Prior to joining the faculty at Virginia Tech, he held faculty positions at Ellsworth Community College and the University of Northern Iowa. Over the years, he has served as visiting professor at the University of Iowa, University of Missouri, University of Nebraska, University of Northern Colorado, and Wayne State College. He is the author or coauthor of six college textbooks that have been through a total of 41 editions since 1980.

Barry received his Ed.D. from the University of Nebraska. He has been actively involved in teaching, research, consulting, and designing training programs throughout his career. He has conducted more than 500 workshops and seminars devoted to leadership, human relations, communications, sales, customer service, and small business operations. He has received the Excellence in Teaching Award for classroom teaching at Virginia Tech and the Trainer of the Year Award presented by the Valleys of Virginia Chapter of the American Society for Training and Development.

Barry currently divides his time between writing textbooks, writing poetry, and working on various projects for the Veterans for Peace organization. He lives near Chapel Hill, North Carolina, with his wife Vera and a spirited Lakeland terrier named Anna.



MONIQUE E. REECE, is an author, teacher and consultant. She has held the position of Affiliated Executive Faculty at the Institute for Leadership and Organizational Performance at the University of Denver, teaching in both the Executive MBA and Professional MBA programs. She has also served as an executive education faculty member at the Daniels College of Business, University of Denver; online faculty for Colorado State University; and a lecturer at universities. She also designs and facilitates workshops for companies and is a frequent speaker for industry associations and conference events.

Monique has executive management experience working with both Fortune 500 companies and fast-growing entrepreneurial businesses in the United States, Europe, Asia, and South America. She is the founder of MarketSmarter LLC (www.MarketSmarter.com), a consulting and training firm that helps companies improve business performance by linking strategy, company culture, and execution to inspire innovation, employee commitment, and customer loyalty. She formerly served as Executive Vice President at Jones Knowledge, Director of Global Market Development and Corporate Planning at Avaya, and Vice President, Corporate Development at TMVentures.

Monique is the author of four books including *Real-Time Marketing for Business Growth: How to Use Social Media, Measure Marketing and Create a Culture of Execution*, coauthor of *Market Smarter Not Harder*, and the twelfth and thirteenth editions of *Effective Human Relations: Interpersonal and Organizational Applications*. She is a former columnist for the *Denver Business Journal* and she currently serves on the Chief Marketing Officer (CMO) Council Academic Liaison Board. She lives in Denver, Colorado, and Santa Fe, New Mexico.



Preface

The importance of human relations can be summarized in one concise law of personal and organizational success: All work is done through relationships. The quality of our personal and professional relationships, in many ways, determines the quality of our lives.

Those who enter the workforce today encounter a work/life landscape that is more complex and unpredictable than at any other time in history. The mastery of interpersonal relationship skills gives us the self-confidence needed to achieve success in our highly competitive workforce. People who have superb interpersonal skills are more likely to be hired and more likely to receive promotions. Leadership skills become more important the higher you rise in the organization.

Effective Human Relations: Interpersonal and Organizational Applications, thirteenth edition, continues to be one of the most practical and applied textbooks in a wide variety of courses in leading colleges and universities. The revision process involved a review of over 1,200 articles that appeared in *Fast Company*, *Inc.* magazine, *The Wall Street Journal*, *Fortune*, *Harvard Business Review*, *Health & Spirituality*, and dozens of other resources. The authors have also reviewed many bestselling books and research reports written by scholars who are searching for what is true, right, and lasting in the field of interpersonal relations.

BUILDING ON PREVIOUS STRENGTHS

Effective Human Relations: Interpersonal and Organizational Applications, thirteenth edition, is one of the most widely adopted human relations texts available today. It has been successful because the authors continue to build on strengths that have been enthusiastically praised by instructors and students. The latest workforce developments, global trends, and communication technologies that influence human relations have made this a highly practical text in a wide variety of courses in leading colleges and universities.

- The **“total person” approach** to human relations continues to be a dominant theme of this new edition. We continue to believe that human behavior at work and in our private lives is influenced by many interdependent traits such as emotional balance, self-awareness, integrity, self-esteem, physical fitness, and healthy spirituality. This approach focuses on those interpersonal relationship skills needed to be well-rounded and thoroughly prepared to handle a wide range of human relations problems and issues.
- This edition, like all previous editions, provides the reader with an in-depth presentation of the **seven major themes of effective human relations**: Communication, Self-Awareness, Self-Acceptance, Motivation, Trust, Self-Disclosure, and Conflict Resolution. These broad themes serve as the foundation for contemporary human relations courses and training programs.
- **Self-assessment and self-development opportunities** are strategically placed throughout the entire text. One of the few certainties in today’s rapidly changing workplace is the realization that we must assume greater responsibility for developing and upgrading our own skills and competencies. In many cases, self-development begins with self-awareness. A deficit in self-awareness can be damaging to one’s personal relationships and career success.

A hallmark of this edition, and of all previous editions, is the use of many **real-world examples** of human relations issues and practices. These examples build the reader's interest and promote understanding of major topics and concepts. Many of the organizations cited in the thirteenth edition have been recognized by the authors of "The 100 Best Companies to Work For," "The 100 Best Corporate Citizens," "100 Best Companies for Working Mothers," and "America's 50 Best Companies for Minorities." The thirteenth edition also includes companies who have received the Top Small Workplace Award given by the *Wall Street Journal*.

STAYING ON THE CUTTING EDGE—NEW TO THIS EDITION

- The thirteenth edition of *Effective Human Relations: Interpersonal and Organizational Applications* is updated to reflect the growing importance of the human element in our service-oriented, information-saturated, global economy. The authors continue to build on topics of emerging importance with expanded coverage of generational differences, the changing issues women and men face in the workplace, and communication technologies that influence human relations.
- This comprehensive edition presents the latest thinking, theories, and data on many of the most important topics of our times: leadership, working virtually, happiness and positive psychology, the importance of "personal branding," social media in the job market, cultural intelligence, emotional intelligence, work-life balance, managing strengths, moral and ethical choices, goal setting, the root causes of negative attitudes, and leading teams. The text also explores the most vital elements organizations need today to create a dynamic and thriving company culture.
- This is a highly practical text designed to help students achieve the insight, knowledge, and relationship skills needed to build a successful career, create enduring relationships in their personal and professional lives, and the mental, physical, and emotional skills needed to adapt and change in a highly connected, global world.

Major Changes and Improvements

These significant changes and improvements can be found in the thirteenth edition:

- Every chapter features new opening vignettes and closing cases.
- Every chapter includes a **Career Insight** that provides practical tips for job hunters and career changers.
- Expanded coverage of workforce diversity and inclusion is presented.
- There are 13 new **Human Relations in Action** featuring fresh new insights from leading companies.
- There are 23 new **Total Person Insights** presented by respected business leaders and authors.
- 20 new chapter cases are updated to reflect current thinking on the most relevant topics to human relations.
- There are 14 **"How To"** examples to guide students in mastering concepts and building skills through practical application.
- Social media and its impact on job search, career management, personal branding, and communication is updated throughout the text.
- New research has been added about positive psychology, and its practical application to organizational and personal communication.
- The significance and essential steps to create a thriving company culture is a prominent theme throughout the text.
- Coverage of generational differences has been updated and expanded, including the complexities of managing four generations in the workforce.
- More than 40 new photographic images and illustrations enhance the learning process.

- Every chapter has been updated to include new real-world and international examples of both large and small companies.
- Expanded coverage of unconscious bias is presented.
- New information is introduced on the practice of mindfulness.

CHAPTER ORGANIZATION

This book is divided into six parts. **Part 1, “Human Relations: The Key to Personal Growth and Career Success,”** provides a strong rationale for the study of human relations and reviews the historical development of this field. One important highlight of Chapter 1 is a detailed discussion of the major developments influencing behavior at work. This material helps students develop a new appreciation for the complex nature of human behavior in a work setting. The communication process—the basis for effective human relations—is explained at both an individual and an organizational level in Chapter 2. Social media and its impact on communication is discussed in this chapter.

Part 2, “Career Success Begins with Knowing Yourself,” reflects the basic fact that our effectiveness in dealing with others depends in large measure on our self-awareness and self-acceptance. We believe that by building high self-esteem and by learning to explore inner attitudes, motivations, and values, the reader will learn to be more sensitive to the way others think, feel, and act. Complete chapters are devoted to such topics as communication styles, building high self-esteem, personal values and ethical choices, attitude formation, and motivation.

Part 3, “Personal Strategies for Improving Human Relations,” comprises four chapters that feature a variety of practical strategies that can be used to develop and maintain good relationships with coworkers, supervisors, and customers. Chapters on constructive self-disclosure, learning to achieve emotional control, building stronger relationships by applying the fundamentals of positive psychology, and developing a professional presence are featured in this part of the text.

In **Part 4, “If We All Work Together...,”** the concepts of team building and conflict resolution are given detailed coverage. Because employers are increasingly organizing employees into teams, the chapter on team-building leadership strategies (Chapter 12) takes on major importance. The chapter on conflict resolution (Chapter 13) describes several basic conflict resolution strategies, discusses ways to deal with difficult people, and provides an introduction to the role of labor unions in today’s workforce.

Part 5, “Special Challenges in Human Relations,” is designed to help the reader deal with some unique problem areas—coping with personal and work-related stress, working effectively in a diverse workforce, and understanding the changing roles of men and women. The reader is offered many suggestions on ways to deal effectively with these challenges.

Part 6, “You Can Plan for Success,” features the final chapter, which serves as a capstone for the entire text. This chapter offers suggestions on how to develop a life plan for effective human relations. Students will be introduced to a new definition of success and learn how to better cope with life’s uncertainties and disappointments. This chapter also describes the nonfinancial resources that truly enrich a person’s life.

TOOLS THAT ENHANCE THE TEACHING/LEARNING PROCESS

The extensive supplements package accompanying the thirteenth edition of *Effective Human Relations: Interpersonal and Organizational Applications* includes a variety of new and traditional tools that will aid both teaching and learning. The supplements emphasize learning by doing.

STUDENT SUPPORT

Management CourseMate

This robust website includes interactive games, quizzes, streaming videos, PowerPoint® slides, and more, and is designed for use in conjunction with the text to enhance learning and broaden student understanding.

INSTRUCTOR SUPPORT

Instructor's Resource Manual

The Instructor's Resource Manual, found on the instructor website, includes two parts. Part One contains, for each chapter, a Chapter Preview, Purpose and Perspective, Presentation Outline, Suggested Responses to Critical Thinking and Skill Development Challenges, Answers to Try Your Hand exercises, and additional application exercises. Part Two contains Instructional Games.

Test Bank

The Test Bank contains 20 true/false, 20 multiple choice, 10 completion, 10 short answer/essay, and 5 short case multiple choice questions per chapter.

PowerPoint® Slides

These dynamic slides are available on the instructor companion website. The slides follow the structure of the chapter and facilitate in-class discussion of key concepts. Additional talking points and non-text material are included in the instructor version of the slides. The student versions of the slides are available on the CourseMate website.

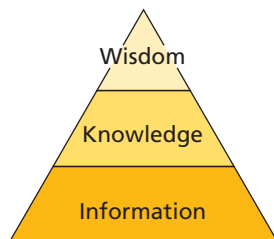
DVD

The video package consists of several segments that illustrate chapter concepts using examples from real-world companies. Teaching notes and suggested uses for the segments are included in the DVD Guide found on the instructor website.

Instructor Companion Website

The instructor companion website includes electronic Instructor's Manual files, electronic Test Bank files, PowerPoint® slides, and a DVD Guide.

THE SEARCH FOR WISDOM



The search for what is true, right, or lasting has become more difficult because we live in the midst of an information explosion. The Internet is an excellent source of mass information, but it is seldom the source of wisdom. Television often reduces complicated ideas to a sound bite. Books continue to be among the best sources of knowledge. Many new books, and several classics, were used as references for the thirteenth edition of *Effective Human Relations: Interpersonal and Organizational Applications*. A sample of the books we used to prepare this edition follows:

How Full Is Your Bucket? by Tom Rath and Donald O. Clifton

A Whole New Mind by Daniel H. Pink

Now Discover Your Strengths by Marcus Buckingham and Donald O. Clifton

The Success Principles by Jack Canfield

The Leadership Challenge by James M. Kouzes and Barry Z. Posner

The Sedona Method by Hale Dwoskin

The Art of Happiness by the Dalai Lama and Howard C. Culter

Mindfulness for Beginners by Ann Demarais and Valarie White
Reinventing You by Dorie Clark
The 4-Hour Workweek by Timothy Ferriss
Be Your Own Brand by David McNally and Karl D. Speak
Civility—Manners, Morals, and the Etiquette of Democracy by Stephen L. Carter
Complete Business Etiquette Handbook by Barbara Pachter and Majorie Brody
Creative Visualization by Shakti Gawain
Do What You Love ... The Money will Follow by Marsha Sinetar
Emotional Intelligence by Daniel Goleman
The Speed of Trust by Stephen M. R. Covey
The Four Agreements by Don Miquel Ruiz
Getting to Yes by Roger Fisher and William Ury
How to Win Friends and Influence People by Dale Carnegie
The Human Side of Enterprise by Douglas McGregor
I'm OK—You're OK by Thomas Harris
Minding the Body, Mending the Mind by Joan Borysenko
Multicultural Manners—New Rules of Etiquette for a Changing Society by Norine Dresser
The 100 Absolutely Unbreakable Laws of Business Success by Brian Tracy
1001 Ways to Reward Employees by Bob Nelson
Psycho-Cybernetics by Maxwell Maltz
Self-Matters: Creating Your Life from the Inside Out by Phillip C. McGraw
The 7 Habits of Highly Effective People by Stephen Covey
The 17 Essential Qualities of a Team Player by John C. Maxwell
The Carrot Principle by Adrian Gostick and Chester Elton
The Six Pillars of Self-Esteem by Nathaniel Branden
Spectacular Teamwork by Robert R. Blake, Jane Srygley Mouton, and Robert L. Allen
Working with Emotional Intelligence by Daniel Goleman
The Five Dysfunctions of a Team by Patrick Lencioni
The Happiness Advantage by Shawn Achor
Happier by Talben-Shahar
Real-Time Marketing for Business Growth by Monique Reece
Peak by Chip Conley
Delivering Happiness by Tony Hsieh
Positivity by Barbara Fredrickson
To Sell Is Human by Daniel Pink
Quiet by Susan Cain
StrengthsFinder 2.0 by Tom Rath
Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillian, Al Switzler
Fierce Conversations by Susan Scott
Who Moved My Cheese? by Spencer Johnson
Miss Manners Minds Your Business by Judith Martin and Nicholas Ivor Martin
The Power of Positive Confrontation by Barbara Pachter

ACKNOWLEDGMENTS

Many people have contributed to *Effective Human Relations: Interpersonal and Organizational Applications*. Throughout the years, the text has been strengthened as a result of many helpful comments and recommendations. We extend special appreciation to the following reviewers and advisors who have provided valuable input for this and prior editions:

James Aldrich, North Dakota State
School of Science

Thorn Amnotte, Eastern Maine
Technical College

Garland Ashbacher, Kirkwood
Community College

Sue Avila, South Hills Business School

Linda Babcock, Santa Monica
Community College

Shirley Banks, Marshall University

Rhonda Barry, American Institute of
Commerce

Kenneth Bell, Ellsworth Community
College

James A. Bliven, Haskell Indian Nations
University

C. Winston Borgen, Sacramento
Community College

Jane Bowerman, University of Oklahoma

Jayne P. Bowers, Central Carolina
Technical College

Kathy Broneck, Pima Community
College

Charles Capps, Sam Houston State
University

Lawrence Carter, Jamestown
Community College

Cathy Chew, Orange County
Community College

Barbara Ching, Los Angeles City College

John P. Cicero, Shasta College

Anne C. Cowden, California State
University Sacramento

Michael Dzik, North Dakota State
School of Science

Jim Elias, Muscatine Community
College

John Elias, University of Missouri

Patrick G. Ellsberg, Lower Columbia
College

Marilee Feldman, Kirkwood Community
College

Debra Fells, Mesa Community College

Mike Fernsted, Bryant and Stratton
Business Institute

Dave Fewins, Neosho County
Community College

Dean Flowers, Waukesha County
Technical College

Jill P. Gann, Ann Arundel Community
College

M. Camille Garrett, Tarrant County
Junior College

Roberta Greene, Central Piedmont
Community College

Ralph Hall, Community College of
Southern Nevada

Sally Hanna-Jones, Hocking Technical
College

Daryl Hansen, Metropolitan Community
College

Carolyn K. Hayes, Polk Community
College

John J. Heinsius, Modesto Junior College

Stephen Hiatt, Catawba College

Jan Hickman, Westwood College

Larry Hill, San Jacinto College–Central

Bill Hurd, Lowe's Companies, Inc.

Chie Ishihara, Riverside Community
College

Lisa R. Jackson, Schoolcraft College

Thomas Jay, Flathead Valley
Community College

Dorothy Jeanis, Fresno City College

Marlene Katz, Canada College

Robert Kegel, Jr., Cypress College

- Karl N. Kelley*, North Central College
Vance A. Kennedy, College of Mateo
Marianne Kozlowski, Evergreen State College
Kristina Leonard, Westwood College
Deborah Lineweaver, New River Community College
Thomas W. Lloyd, Westmoreland County Community College
Jerry Loomis, Fox Valley Technical College
Roger Lynch, Inver Hills Community College
Edward C. Mann, The University of Southern Mississippi
Jerry Manning, Des Moines Community College
Paul Martin, Aims Community College
James K. McReynolds, South Dakota School of Mines and Technology
Herb Meyer, Scott Community College
Russ Moorhead, Des Moines Area Community College
Marilyn Mueller, Simpson College
Erv J. Napier, Kent State University
Barbara Ollhoff, Waukesha County Technical College
Leonard L. Palumbo, Northern Virginia Community College
James Patton, Mississippi State University
C. Richard Paulson, Mankato State University
Naomi W. Peralta, The Institute of Financial Education
William Price, Virginia Polytechnic Institute and State University
Shirley Pritchett, Northeast Texas Community College
Linda Pulliam, Pulliam Associates, Chapel Hill, N.C.
Tom Rankin, University of Denver
Erin Rea, University of Michigan
Lynne Reece, Alternative Services
Jack C. Reed, University of Northern Iowa
Lynn Richards, Johnson County Community College
Khaled Sartawi, Fort Valley State University
Robert Schaden, Schoolcraft College
Mary R. Shannon, Wenatchie Valley College
J. Douglas Shatto, Muskingum Area Technical College
Dan Smith, Ohio Business College
Kaischa Smith, Northwestern Michigan College
Marilee Smith, Kirkwood Community College
Camille Stallings, Pima Community College
Lori Stearns, Minnesota West Community Technical College
Cindy Stewart, Des Moines Area Community College
Rahmat O. Tavallali, Wooster Business College
Jane Tavlin, Delgado Community College
V. S. Thakur, Community College of Rhode Island
Linda Truesdale, Midlands Technical College
Wendy Bletz Turner, New River Community College
David Wang, Gateway Technical College
Greg Watson, Eastern Arizona College
Marc Wayner, Hocking Technical College
Steven Whipple, St. Cloud Technical College
Burl Worley, Allan Hancock College
Tom West, Des Moines Area Community College

Over 200 business organizations, government agencies, and nonprofit institutions provided us with the real-world examples that appear throughout the text. We are grateful to those organizations that allowed us to conduct interviews, observe workplace environments, and use special photographs and materials.

The partnership with Cengage Learning has been very rewarding. Several members of the staff have made important contributions to this project. Sincere appreciation is extended to Acquisitions Editor Michael Roche, Development Editor Ted Knight, Editorial and Production Manager Jennifer Ziegler.

Barry L. Reece

Monique E. Reece



Henk Meijer/Alamy

PART 1

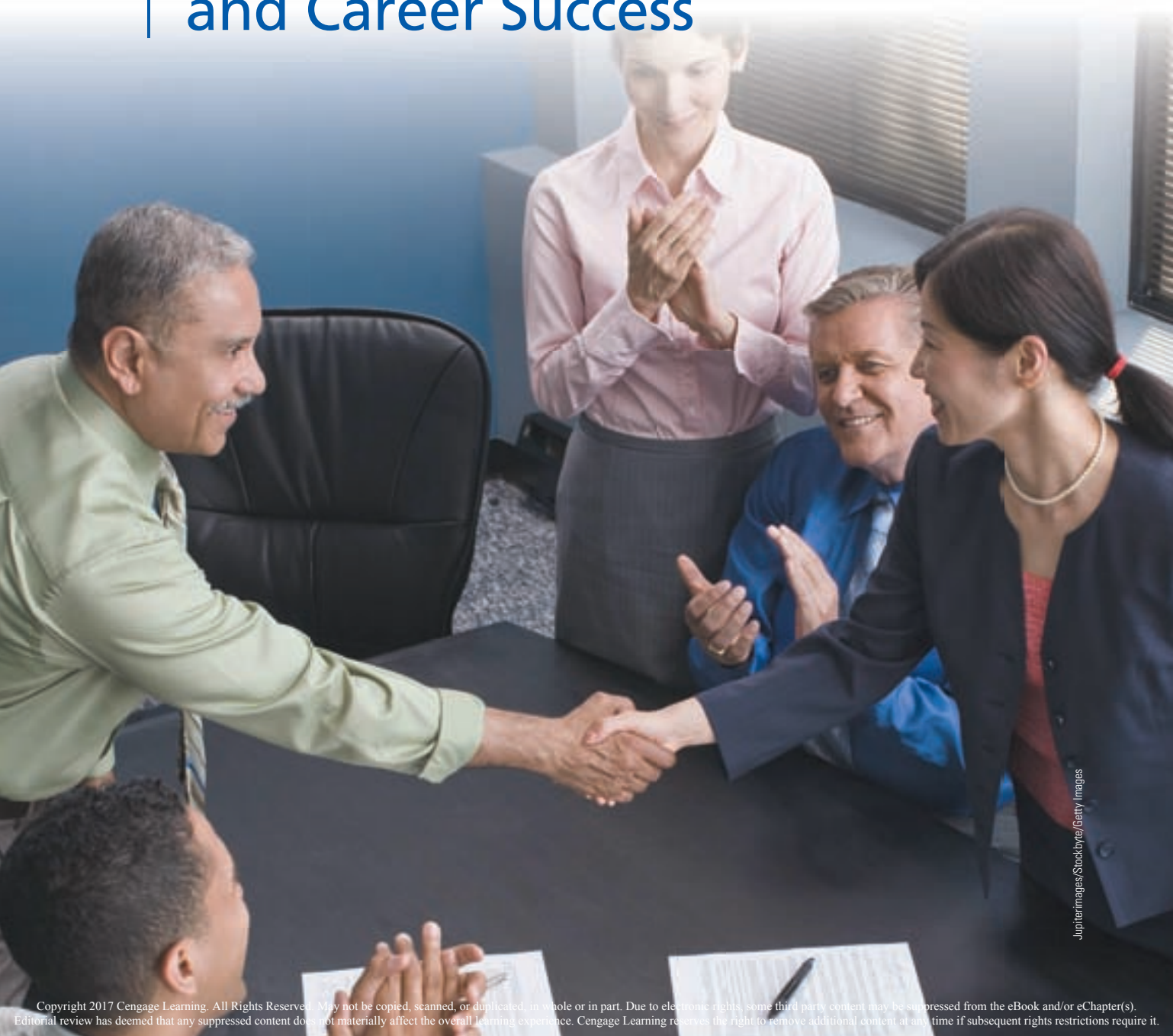
Human Relations: The Key to Personal Growth and Career Success

CHAPTER 1

Introduction to Human Relations

CHAPTER 2

Improving Personal and
Organizational Communications



Jupiterimages/Stockbyte/Getty Images



Henk Meijer/Alamy



Henk Meijer/Alamy

CHAPTER PREVIEW

LEARNING OBJECTIVES

After studying Chapter 1, you will be able to

- 1-1 Explain the nature, purpose, and importance of human relations.
- 1-2 Identify major developments in the workplace that have given new importance to human relations.
- 1-3 Identify major forces influencing human behavior at work.
- 1-4 Review the historical development of the human relations movement.
- 1-5 Identify seven major themes that serve as the foundation for effective human relations.

Introduction to Human Relations

TIP OF THE ICEBERG | UNLOCKING HUMAN POTENTIAL

Thanks to the landmark contributions of several contemporary minds, we have learned more about who we are, how we think, and what we do. These eminent writers and thinkers have given us several new principles of psychology. One important example is the research conducted by John Mayer and Peter Salovey that established the theory of *emotional intelligence* (EQ). They discovered that persons with EQ were better liked by others, had better social relations, and attained greater well-being than others.¹

The best-selling book *Emotional Intelligence* by Daniel Goleman created a great deal of interest in EQ. Goleman stated that academic or technical ability is the threshold requirement to gain entry to a career. Beyond this, the major factors that contribute to career success are such EQ qualities as empathy toward others, adaptability to change, resilience, ability to handle disagreements, and self-awareness. Emotional intelligence can matter more than IQ.

The positive psychology movement, founded by Martin Seligman, represents another landmark development in psychology. Research emerging from positive psychology labs all over the world indicates that we become more successful when we are happier and more positive.² The fundamentals of positive psychology have been reported in *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment* by Martin Seligman, *The Happiness Advantage* by Shawn Achor, and *Positivity* by Barbara Fredrickson.

How we interact with other people is one of the more complex functions the brain must perform. The study of emotional intelligence, positive psychology and other important topics covered in this text helps us develop the non-technical skills needed in the twenty-first-century workforce.



Image Source/Getty Images



AP Images/Harry Cabluck

Consistently ranked as one of the Top 100 Companies to work for by *Fortune* magazine, Whole Foods Market focuses on the satisfaction of both its customers and its employees.

TECHNICAL SKILLS AREN'T ENOUGH

1-1

A lack of technical skills is not the primary reason new hires fail to meet employer expectations and experienced workers falter on the road to career success. Today a growing number of employers seek employees who are skilled in the areas of human interaction. Interpersonal skills, sometimes described as soft or people skills, fall into two categories:³

Personal qualities: Treating others with sensitivity, making the right ethical choices, emotional control, ability to work as a team member, etc.

Thinking skills: Ability to engage in creative problem solving, make appropriate decisions, apply critical listening skills, etc.

Interpersonal skills are as learnable as software programs or a new electronic messaging system. And, interpersonal skills can enhance a résumé and a job interview.

Total Person Insight

Work requiring extensive human interactions is the fastest-growing category of employment in developed countries. Among these positions are jobs held by a variety of knowledge workers—managers, sales representatives, engineers, medical personnel, lawyers, and other skilled professionals who serve as the engine of the knowledge economy.

Source: Susan Lund, James Manyika, and Sree Ramaswamy, "Preparing for a New Era of Work," *McKinsey Quarterly*, November, 2012; Geoff Colvin, "In the Future, Will There Be Any Work Left for People to Do?" *Fortune*, June 2, 2014, p. 196.

Small Business Career Opportunities

Small business is the biggest driver of job creation in America. Many of the most successful firms seek employees with well-developed interpersonal skills. David Biggar, founder of Vintage Point wine sales, says his philosophy is: “Create a company where relationships mean everything.”⁴ Ron Conway, cofounder of Altos Computer Systems, wants his employees to form a personal relationship with every customer. The phrase “It’s not what you know, but who you know” summarizes his philosophy.⁵

Human Relations Defined

1-2 The term **human relations** in its broadest sense covers all types of interactions among people—their conflicts, cooperative efforts, and group relationships. It is the study of *why* our beliefs, attitudes, and behaviors sometimes cause relationship problems in our personal lives and in work-related situations. The study of human relations emphasizes the analysis of human behavior, prevention strategies, resolution of behavioral problems, and self-development.

Major Developments that Give New Importance to Human Relations

Every organization depends on three essential factors: people, process, and technology. The first success factor is people.⁶ Personal and interpersonal effectiveness set the stage for career success. Studies indicate that communication and interpersonal skills are highly rated by nearly all employers who are hiring new employees.

Several important developments in the workplace have given new importance to human relations. Each of the following developments provides support for human relations.

- *The labor market has become a place of churning dislocation caused by the heavy volume of mergers, acquisitions, business closings, bankruptcies, downsizings, and outsourcing of jobs to foreign countries.* Executives often view downsizing as an important step toward profitability. During periods of large-scale employee layoffs, we see the development of an employers’ market. Firms take longer to fill jobs, waiting for the perfect employee. They prefer candidates with wide-ranging skill sets who are willing to take on multiple tasks and learn new ones.⁷
- *Changing work patterns create new opportunities and new challenges.* Throughout the past few years, the United States has embraced a flexible labor force. Data reported by the Bureau of Labor Statistics indicates that about 26 percent of working Americans have *nonstandard* jobs. The largest group of people in this category is temporary or part-time workers. Another large segment of the nonstandard workforce are self-employed. When enterprising persons are laid off by corporations, they increasingly become independent consultants, contractors, landscape gardeners, carpenters, and freelancers.⁸
- *Organizations are increasingly oriented toward service to clients, patients, and customers.* We live in a service economy where relationships are often more important than products. Restaurants, hospitals, banks, public utilities, colleges, airlines, and retail

We live in a service economy where relationships are often more important than products.

stores all must now gain and retain the patronage of their clients and customers. In any service-type firm, there are thousands of “moments of truth”—those critical incidents in which customers come into contact with the organization and form their impressions of its quality and service.



“Since your job credentials are identical,
we’ll play musical chairs.”

Cartoonresource/Shutterstock.com

- *Workplace incivility is increasingly a threat to employee relationships.* In this information-based, high-tech, constantly changing global economy, we are witnessing an increase in workplace incivility. Rude behavior in the form of high-decibel cell phone conversations, use of profanity, or failure to display simple courtesies such as saying “thank you” can damage workplace relationships. A study conducted by Cisco Systems Inc. found that the cost of incivility in its organization topped \$8.3 million annually.⁹
- *Many companies are organizing their workers into teams in which each employee plays a part.* Organizations eager to improve quality, improve job satisfaction, increase worker participation in decision making and problem solving, and improve customer service are turning to teams.

Although some organizations have successfully harnessed the power of teams, others have encountered problems. One barrier to productivity is the employee who lacks the skills needed to be a team member. In making the transition to a team environment, team members need skills such as relationship building, group decision making, commitment to team goals and values, conflict resolution, and communications.¹⁰

- *Diversity has become a prominent characteristic of today’s workforce.* A number of trends have contributed to greater workforce diversity. Throughout the past two decades, participation in the labor force by Asian Americans, African Americans, and Hispanics has increased; labor force participation by adult women has risen to a record 60 percent; the employment door for people with physical or mental impairments has opened wider; and larger numbers of young workers are working with members of the expanding 50-plus age group. Within this heterogeneous workforce, we will find a multitude of values, expectations, and work habits. The major aspects of workforce diversity are discussed in Chapters 15 and 16.

Total Person Insight

"The employee skills gaps talked about most are not technical, math or reading problems. Instead, employers' top concern is lack of soft skills needed for success in almost every role."

Source: Bruce Clarke, "Employees Have Hard Time Finding Soft Skills in Workplace," *News & Observer*, January 27, 2013, p. 3E.

The Challenge of Human Relations

To develop and apply the wide range of human relations skills needed in today's workplace can be extremely challenging. You will be working with clients, customers, patients, and other workers who vary greatly in age, work background, communications style, values, cultural background, gender, and work ethic.

Human relations is further complicated by the fact that we must manage three types of relationships (see Figure 1.1). The first relationship is the one with ourselves. Many people carry around a set of ideas and feelings about themselves that are quite negative and in most cases quite inaccurate. People who have negative feelings about their abilities and accomplishments and who engage in constant self-criticism must struggle to maintain a good relationship with themselves. The importance of high self-esteem is addressed in Chapter 4.

human
RELATIONS
in Action



DEFINING TALENT AT PWC

PricewaterhouseCoopers has 175,000 employees working in 154 countries. The company provides a wide range of audit, tax, and advisory services. Dennis Nally, CEO, says having technical skills is important but that's almost a given these days. *Talent* is having the right softer skills in terms of being able to work in a collaborative environment, teaming with people, communicating well, and demonstrating sensitivities to cultural diversity.

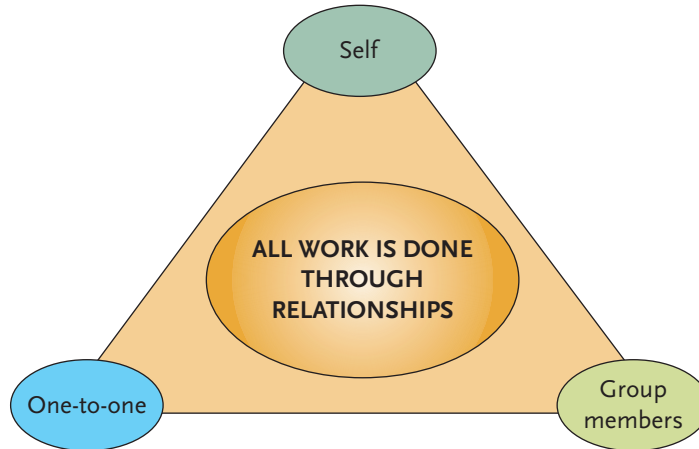
Source: Javier Espinoza, "PwC's CEO Switches Tactics to Keep Millennials," *Wall Street Journal*, July 11, 2011, p. B4.

The second type of relationship we must learn to manage is the one-to-one relationships we face in our personal and work lives. People in the health-care field, sales, food service, and a host of other occupations face this challenge many times each day. In some cases, racial, age, or gender bias serves as a barrier to good human relations. Communication style bias, a topic that is discussed in Chapter 3, is another common barrier to effective one-to-one relationships.

The third challenge we face is the management of relationships with members of a group. As already noted, many workers are assigned to a team on either a full-time or a part-time basis. Lack of cooperation among team members can result in quality and productivity problems.

The Influence of the Behavioral Sciences

The field of human relations draws on the behavioral sciences—psychology, sociology, and anthropology. Basically, these sciences focus on the *why* of human behavior. Psychology attempts to find out why *individuals* act as they do, and sociology and anthropology concentrate primarily on *group* dynamics and social interaction. Human relations differs from the behavioral sciences in one important respect. Although also interested in the

Figure 1.1 ■ Major Relationship Management Challenges

why of human behavior, human relations goes further and looks at what can be done to anticipate problems, resolve them, or even prevent them from happening. In other words, this field emphasizes knowledge that can be *applied* in practical ways to problems of interpersonal relations at work or in our personal lives.

Human Relations and the “Total Person”

The material in this book focuses on human relations as the study of *how people satisfy both personal and work-related needs*. We believe, as do most authors in the field of interpersonal relations, that such human traits as physical fitness, emotional control, self-awareness, self-esteem, and values orientation are interdependent. Although some organizations may occasionally wish they could employ only a person’s physical strength or creative powers, all that can be employed is the **total person**. A person’s separate characteristics are part of a single system making up that whole person. Work life is not totally separate from home life, and emotional conditions are not separate from physical conditions. The quality of one’s work, for example, is often related to one’s ability to cope with the stress created by family problems.

Many organizations are beginning to recognize that when the whole person is improved, significant benefits accrue to the firm. These organizations are establishing employee development programs that address the total person, not just the employee skills needed to perform the job. Gregg Appliances, Inc., an appliance and electronics retail chain, offers employees education programs that help them cope with marital stresses.¹¹ International Business Machines (IBM) has launched a program to combat childhood obesity among employees’ children.¹² Some organizations offer lunchtime seminars on financial planning, parenting skills, and other topics.

Total Person Insight

“We know two things for certain: Incivility is expensive, and few organizations recognize or take action to curtail it.”

Source: Christine Porath and Christine Pearson, “The Price of Incivility—Lack of Respect Hurts Morale and the Bottom Line,” *Harvard Business Review*, January–February 2013, p. 116.

The Need for a Supportive Environment

Some people in leadership positions do not believe that total person development, job enrichment, motivation techniques, or career development strategies help increase productivity or strengthen worker commitment to the job. It is true that when such practices are tried without full commitment or without full management support, there is a good chance they will fail. Such failures often have a demoralizing effect on employees and management alike.

A basic assumption of this book is that human relations, when applied in a positive and supportive environment, can help people achieve greater personal and professional satisfaction from their careers and help increase an organization's productivity and efficiency.

human
RELATIONS
in Action



NUMBER ONE AGAIN

Each year, a list of the 100 best companies to work for is published in *Fortune* magazine. Job seekers need to study the list carefully because these are companies where morale is high and interpersonal relationships are characterized by a high level of trust and camaraderie. Google, the large (34,311 employees) Internet services and retailing company, has been ranked number one five times.

Source: Milton Moskowitz and Robert Levering, "The 100 Best Companies to Work For," *Fortune*, February 3, 2014, p. 108.

THE FORCES INFLUENCING BEHAVIOR AT WORK

1-3 This book will increase your knowledge of factors that influence human behavior in a variety of work settings. An understanding of human behavior at work begins with a review of the six major forces that affect every employee, regardless of the size of the organization. As Figure 1.2 indicates, these are organizational culture, supervisory-management influence, work group influence, job influence, personal characteristics of the worker, and family influence.

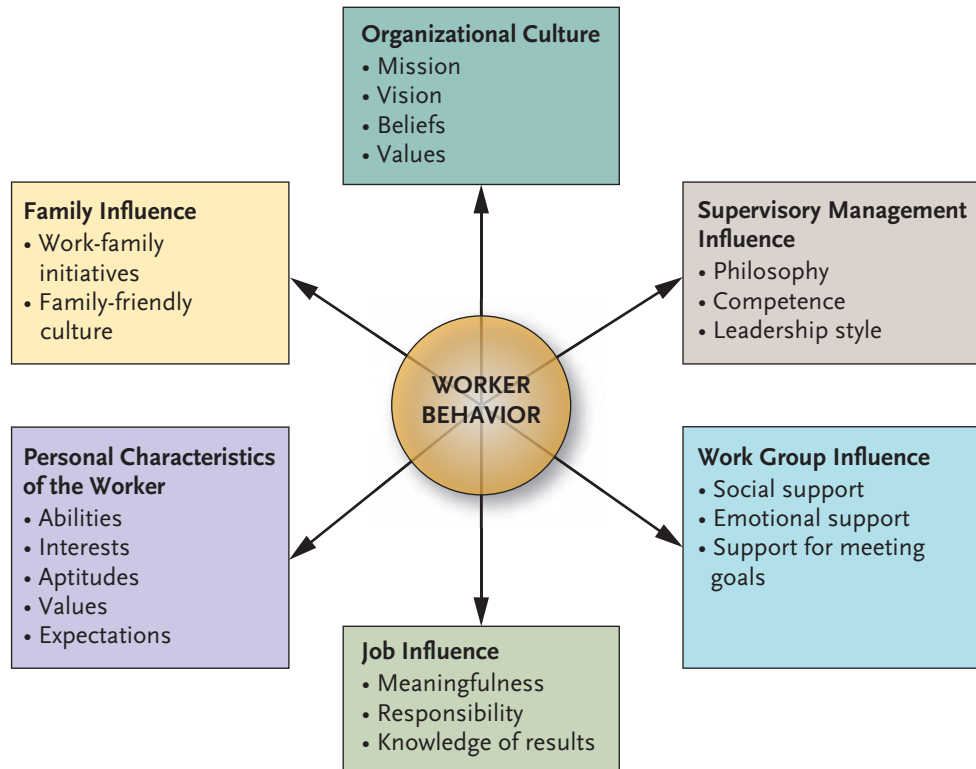
Organizational Culture

Every organization, whether a manufacturing plant, retail store, hospital, or government agency, has its own unique culture. The **organizational culture** is the collection of shared values, beliefs, rituals, stories, and myths that foster a feeling of community among organizational members.¹³ The culture of an organization is, in most cases, the reflection of the deeply held values and behaviors of a small group of individuals. In a large organization, the chief executive officer (CEO) and a handful of senior executives will shape the culture. In a small company, the culture may flow from the values held by the founder.¹⁴

It is no exaggeration to say that supervisors and managers are the spokespersons for the organization.

Google, the popular Internet services and retailing company, has developed a culture that emphasizes customer service. One slogan summarizes the Google philosophy: "Focus on the user and all else will follow."¹⁵ Google consistently ranks at or near the top of *Fortune*'s Best Companies to Work For list.

In the new economy, almost every source of organizational success—technology, financial structure, and competitive strategy—can be copied in an amazingly short period of time.¹⁶ However, making customers the center of the company culture can take years.

Figure 1.2 ■ Major Forces Influencing Worker Behavior

Supervisory-Management Influence

Supervisory-management personnel are in a key position to influence employee behavior. It is no exaggeration to say that supervisors and managers are the spokespersons for the organization. Their philosophy, competence, leadership style, and integrity establish the organization's culture in the eyes of employees. Each employee develops certain perceptions about the organization's concern for his or her welfare. These perceptions, in turn, influence such important factors as productivity, customer relations, safety consciousness, and loyalty to the firm.

Work Group Influence

In recent years, behavioral scientists have devoted considerable research to determining the influence of group affiliation on the individual worker. This research has identified three functions of group membership. First, it can satisfy *social needs*. When employees feel more connected to their colleagues at work, they are generally more productive.¹⁷ Many people find the hours spent at work enjoyable because coworkers provide needed social support. Second, the work group can provide the *emotional support* needed to deal with pressures and problems on or off the job. Finally, the group provides *assistance in solving problems* and *meeting goals*. A cohesive work group lends support and provides the resources we need to be productive workers.

Job Influence

Work in modern societies does more than fulfill economic needs. When we find meaning and fulfillment in our jobs, we become more complete as human beings.¹⁸ As one



Barany/Shutterstock.com

A work group can be a positive influence in employees' lives when group members offer each other job assistance and emotional support.

organizational consultant noted, work has taken center stage in the lives of most people: "We spend most of our waking hours doing our jobs, thinking about work, and getting to and from our workplaces. When we feel good about our work, we tend to feel good about our lives. When we find our work unsatisfying and unrewarding, we don't feel good."¹⁹ Unfortunately, many people hold jobs that do not make them feel good. Many workers perceive their jobs to be meaningless and boring. Some workers experience frustration because they feel powerless to influence their working conditions.

Personal Characteristics of the Worker

Every worker brings to the job a combination of abilities, interests, aptitudes, values, and expectations. Worker behavior on the job is most frequently a reflection of how well the work environment accommodates the unique characteristics of each worker.

Identifying the ideal work environment for today's workforce is difficult. A single parent may greatly value a flexible work schedule and child care. The recipient of a new business degree may seek a position with a new high-tech firm, hoping to make a lot of money in a hurry. Other workers may desire more leisure time, and some workers seek job security.

Coming into the workplace today is a new generation of workers with value systems and expectations about work that often differ from those of the previous generation. Today's better-educated and better-informed workers value identity and achievement. They also have a heightened sense of their rights.

Family Influence

A majority of undergraduates and those currently employed name balancing work and personal life as their top career goal.²⁰ Most people want time for family, friends, and

leisure pursuits. However, finding employers who truly support work/life balance can be difficult, especially during a slowing economy.

The number of dual-income families has doubled since 1950. Both parents have jobs in over 60 percent of married-couple homes. When both partners are working long hours, it may be difficult to balance career and family choices. Some long-standing work and family problems include a lack of quality, affordable child care, inflexible work schedules, and time management problems. These issues will be discussed in Chapter 16.

THE DEVELOPMENT OF THE HUMAN RELATIONS MOVEMENT

1-4 The early attempts to improve productivity in manufacturing focused mainly on trying to improve such things as plant layout and mechanical processes. But, over time, there was more interest in redefining the nature of work and perceiving workers as complex human beings. This change reflected a shift in values from a concern with *things* to a greater concern for *people*. In this section, we briefly examine a few major developments that influenced the human relations movement.

The Impact of the Industrial Revolution

The Industrial Revolution marked a shift from home-based, handcrafted processes to large-scale factory production. Before the Industrial Revolution, most work was performed by individual craft workers or members of craft guilds. Generally, each worker saw a project through from start to finish. Skills such as tailoring, carpentry, and shoe-making took a long time to perfect and were often a source of pride to an individual or a community. Under this system, however, output was limited.

The Industrial Revolution had a profound effect on the nature of work and the role of the worker. Previously, an individual tailor could make only a few items of clothing in a week's time; factories could now make hundreds. However, the early industrial plants were not very efficient because there was very little uniformity in the way tasks were performed. It was this problem that set the stage for research by a man who changed work forever.

Taylor's Scientific Management

In 1874, Frederick W. Taylor obtained a job as an apprentice in a machine shop. He rose to the position of foreman, and, in this role, he became aware of the inefficiency and waste throughout the plant. In most cases, workers were left on their own to determine how to do their jobs. Taylor began to systematically study each job and break it down into its smallest movements. He discovered ways to reduce the number of motions and get rid of time-wasting efforts. Workers willing to follow Taylor's instruction found that their productivity increased.²¹

Frederick W. Taylor started the **scientific management** movement, and his ideas continue to influence the workplace today. Critics of Taylor's approach say that the specialized tasks workers perform often require manual skills but very little or no thinking.

Total Person Insight

"You can only get so much more productivity out of reorganization and automation. Where you really get productivity leaps is in the minds and hearts of people."

Source: James Baughman quote from Frank Rose, "A New Age for Business?" *Fortune*, October 8, 1990, p. 162.

Mayo's Hawthorne Studies

Harvard Business School Professor Elton Mayo and his colleagues accidentally discovered part of the answer to variations in worker performance while conducting research in the mid-1920s at the Hawthorne Western Electric plant, located near Chicago. Their original goal was to study the effect of illumination, ventilation, and fatigue on production workers in the plant. Their research, known as the **Hawthorne studies**, became a sweeping investigation into the role of human relations in group and individual productivity. These studies also gave rise to the profession of industrial psychology by legitimizing the human factor as an element in business operations.²²

After three years of experimenting with lighting and other physical aspects of work, Mayo made two important discoveries. First, all the attention focused on workers who participated in the research made them feel more important. For the first time, they were getting feedback on their job performance. In addition, test conditions allowed them greater freedom from supervisory control. Under these circumstances, morale and motivation increased and productivity rose.

Second, Mayo found that the interaction of workers on the job created a network of relationships called an **informal organization**. This organization exerted considerable influence on workers' performance.

Although some observers have criticized the Hawthorne studies for flawed research methodology, this research laid the foundation for the field of organizational behavior.²³

From the Great Depression to Today

During the Great Depression, interest in human relations research waned as other ways of humanizing the workplace gained momentum. During that period, unions increased their militant campaigns to organize workers and force employers to pay attention to such issues as working conditions, higher pay, shorter hours, and protection for child laborers.

After World War II and during the years of postwar economic expansion, interest in the human relations field increased. Countless papers and research studies on worker efficiency, group dynamics, organization, and motivational methods were published. Douglas McGregor, in his classic book *The Human Side of Enterprise*, argued that how well an organization performs is directly proportional to its ability to tap human potential.²⁴ Abraham Maslow, a noted psychologist, devised a "hierarchy of needs," stating that people satisfied their needs in a particular order. Later, Frederick Herzberg proposed an important theory of employee motivation based on satisfaction. Each theory had considerable influence on the study of motivation and is explored in detail in Chapter 7. Since the 1950s, theories and concepts regarding human behavior have focused more and more on an understanding of human interaction.

Peter Drucker, often described as the greatest management thinker and writer of all time, influenced organizational behavior for a period of 60 years. He originated the view of the corporation as a human community built on trust and respect for the worker. He made clear there is "No business without a customer," a simple concept that created greater support for customer services.²⁵



BIG-BOOK BLOCKBUSTERS

Each year, between 4,000 and 5,000 new books claiming to be about business are published. Here is a list of five heavyweights that have had a major impact on the way we view interpersonal relations:

- *The One Minute Manager* by Kenneth Blanchard and Spencer Johnson. (Published in 1982 and still making best-seller lists.)

- *Reengineering the Corporation* by Michael Hammer and James Champy. (A *BusinessWeek* reviewer said, “May well be the best-written book for the managerial masses since *In Search of Excellence*.”)
- *Built to Last* by Jim Collins. (According to *USA Today*, it’s “one of the most eye-opening business studies since *In Search of Excellence*.”)
- *In Search of Excellence* by Tom Peters and Robert Waterman. (Described by the *Wall Street Journal* as “one of those rare books on management that are both consistently thought provoking and fun to read.”)
- *How to Win Friends and Influence People* by Dale Carnegie. (Published in 1936 and still a best seller.) Considered the first managing yourself blockbuster.

Source: Adapted from Ryan Underwood, “A Field Guide to the Gurus,” *Fast Company*, November 2004, p. 104; Walter Kiechel, III, “The Management Century,” *Harvard Business Review*, November 2012, pp. 63–75.

There is no doubt that management consultants Tom Peters and Robert Waterman also influenced management thinking about the importance of people in organizations. Their best-selling book *In Search of Excellence*, published in 1982, describes eight attributes of excellence found in America’s best-run companies. One of these attributes, “productivity through people,” emphasizes that excellent companies treat the worker as the root source of quality and productivity. The editors of *Fast Company* magazine say that *In Search of Excellence* “fired the starting gun in the race to the New Economy.”²⁶

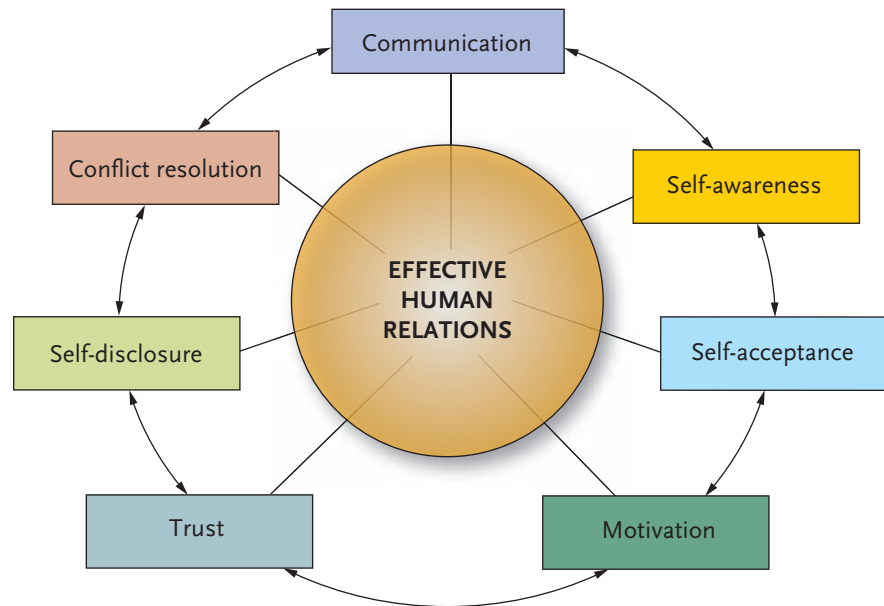
We have provided you with no more than a brief glimpse of selected developments in the human relations movement. Space does not permit a review of the hundreds of theorists and practitioners who have influenced human relations in the workplace. However, in the remaining chapters, we do introduce the views of other influential thinkers and authors.

MAJOR THEMES IN HUMAN RELATIONS

- 1-5** Seven broad themes emerge from the study of human relations. They are communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and conflict resolution. These themes reflect the current concern in human relations with the twin goals of (1) personal growth and development and (2) the achievement of organizational objectives. To some degree, these themes are interrelated (see Figure 1.3), and most are discussed in more than one chapter of this book.

Communication

It is not an exaggeration to describe communication as the “heart and soul” of human relations. **Communication** is the means by which we come to an understanding of ourselves and others. To grow and develop as persons, we must develop the awareness and the skills necessary to communicate effectively. Communication is the *human* connection. That is why the subject is covered in more than one section of this book. In Chapter 2, we explore the fundamentals of both personal and organizational communication. It is these fundamentals that provide the foundation for all efforts to improve communication. Chapter 3 provides an introduction to communication styles and outlines several practical tips on how you can cope with communication style bias.

Figure 1.3 ■ Major Themes in Human Relations

Chapter 8 explains how constructive self-disclosure, an important form of personal communication, can be used to improve human relationships.

Self-Awareness

One of the most important ways to develop improved relationships with others is to develop a better understanding of ourselves. With increased **self-awareness** comes a greater understanding of how our behavior influences others. The late Stephen Covey, author of *The Seven Habits of Highly Effective People*, says that self-awareness enables us to stand apart and examine the way we “see” ourselves, as well as to see other people.²⁷

The importance of self-awareness is being recognized by an increasing number of authors, trainers, and educators. Daniel Goleman, introduced at the beginning of this chapter, has given us new insights into the importance of self-awareness. Of all the elements that make up emotional intelligence, Goleman asserts, self-awareness is the most important. He notes that a deficit in self-awareness can be damaging to one’s personal relationships and career.²⁸ Self-awareness is discussed in greater detail in the chapters that are featured in Part 2.

The importance of self-awareness is being recognized by an increasing number of authors, trainers, and educators.



LIFE-CHANGING MEETING

Jim Collins, best-selling author, recalls a life-changing meeting with Peter Drucker. Collins says Drucker altered the direction of his life by focusing the discussion around one simple question: “What do you want to contribute?”

Self-Acceptance

The degree to which you like and accept yourself is the degree to which you can genuinely like and accept other people. **Self-acceptance** is the foundation of successful interaction with others. In a work setting, people with positive self-concepts tend to cope better with change, accept responsibility more readily, tolerate differences, and generally work well as team members. A negative self-concept, however, can create barriers to good **interpersonal relations**. Self-acceptance is crucial not only for building relationships with others but also for setting and achieving goals. The more you believe you can do, the more you are likely to accomplish. Chapter 4 explains why high self-esteem (complete self-acceptance) is essential for effective human relations.

Motivation

Most people who engage in the study of **motivation** seek answers to two questions: “How do I motivate myself?” and “How do I motivate others?” If you are really committed to achieving peak performance, you must motivate yourself from within.²⁹ Inner drives for excellence can be very powerful. To motivate others, you need to understand time-proven, well-researched theories and well-established motivation strategies. Chapter 5 will help you identify the priorities and values that motivate you. Chapter 7 explores the complex nature of human motivation, particularly of self and others, and examines various motivation strategies. In Chapter 10, you will learn how incentives and various positive reinforcement methods serve as external motivators.

Trust

Trust is the building block of all successful relationships with coworkers, customers, family members, and friends. There is compelling evidence that low levels of trust in a workforce can lead to reduced productivity, stifled innovation, high stress, and slow decision making.³⁰ When a lack of trust exists in an organization, a decline in the flow of information almost always results. Employees communicate less information to their supervisors, express opinions reluctantly, and avoid discussions. Cooperation, so necessary in a modern work setting, deteriorates. When a climate of trust is present, frank discussion of problems and a free exchange of ideas and information are encouraged. The concept of trust is discussed in Chapters 8 and 12.

Self-Disclosure

Self-disclosure and trust are two halves of a whole. The more open you are with people, the more trust you build. The more trust there is in a relationship, the safer you feel to disclose who you are. Self-disclosure is also part of good communication and helps eliminate unnecessary guessing games. Managers who let their subordinates know what is expected of them help those employees fulfill their responsibilities. Chapter 8 emphasizes the need of individuals to verbalize the thoughts and feelings they carry within them and provides many practical suggestions on how to use constructive self-disclosure.

Conflict Resolution

Conflict in one form or another surfaces almost daily in the lives of many workers. You may experience conflict during a commute to work when a careless driver cuts you



This supervisor is working to resolve conflict between two employees. Conflict resolution skills are critical for every manager to learn.

off at a freeway exit ramp. If your job includes supervisory-management responsibilities, you will spend a great deal of time in **conflict resolution**, attempting to resolve conflicts among members of your staff. As a team member, you may assume the role of mediator when other team members clash. Conflict also surfaces when working parents try to balance the demands of both work and family. Stressful conditions at home often interfere with work performance, and on-the-job pressures create or magnify problems at home.³¹ The ability to anticipate or resolve conflict can be an invaluable skill. Although Chapter 13 deals specifically with the topic of conflict resolution, the chapters devoted to communication, achievement of emotional control, and team building provide many valuable suggestions on how conflict can be handled constructively.

HUMAN RELATIONS: BENEFITS TO YOU

As previously noted, the workforce is currently characterized by downsizing, mergers, buyouts, business closings, and other disruptive forces. We are seeing more emphasis on quality products and quality services. In addition, diversity has become a more prominent characteristic of today's workforce. These conditions will very likely continue. One of the best ways to cope with these changes is to develop and apply the interpersonal skills needed for success in today's working world.

Many leaders think that courses in human relations are important because very few workers are responsible to themselves alone. These leaders point out that most jobs today are interdependent. If people in these jobs cannot work effectively as a team, the efficiency of the organization will suffer.

LOOKING BACK: SUMMARY OF LEARNING OBJECTIVES

1. Explain the nature, purpose, and importance of human relations.

The healthy functioning of any organization, large or small, depends on teamwork. Effective human relations are the very foundation of teamwork. Human relations, when applied in a positive and supportive environment, can help increase an organization's productivity and efficiency.

2. Identify major developments in the workplace that have given new importance to human relations.

The restructuring of America from an industrial economy to an information economy has had profound implications for the study of human relations. Several major developments in the workplace have given new importance to this branch of learning. Some of these developments include churning dislocation in the labor market, changing work patterns, the need for higher service standards, increasing workplace incivility, greater reliance on team-based structures, and workforce diversity.

3. Identify major forces influencing human behavior at work.

A key purpose of this text is to increase understanding of major factors that influence human behavior in a variety of work settings. These include organizational culture, supervisory-

management influence, work group influence, job influence, personal characteristics of individual workers, and family influence.

4. Review the historical development of the human relations movement.

Early attempts to improve productivity in manufacturing focused on such things as plant layout and mechanical processes. With the passing of time, there was more interest in redefining the nature of work and perceiving workers as complex human beings. Two landmarks in the study of motivation and worker needs are Frederick Taylor's work in scientific management and Elton Mayo's Hawthorne studies. Later research by Douglas McGregor, Frederick Herzberg, Carl Rogers, Peter Drucker, Jim Collins, and others contributed greatly to our understanding of how to achieve productivity through people.

5. Identify seven major themes that serve as the foundation for effective human relations.

Seven major themes emerge from a study of human relations: communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and conflict resolution. These themes reflect the current concern in human relations with personal growth and satisfaction of organization objectives.

KEY TERMS

human relations, 5
total person, 8
organizational culture, 9
scientific management, 12
Hawthorne studies, 13

informal organization, 13
communication, 14
self-awareness, 15
self-acceptance, 16
interpersonal relations, 16

motivation, 16
trust, 16
self-disclosure, 16
conflict resolution, 17

CAREER INSIGHT

The daily news sources are constantly reporting on mergers, business closings, downsizing, and changing business trends. With so much uncertainty in the job market, you need to devote time to answering the following questions:

1. What are your career goals? Although you may change careers several times, now is the time to carefully study career options.

2. What transferable skills do you currently possess? What additional skills need to be developed? "Millions of people make a career-change each year without going back to school," says Richard N. Bolles, author of the best-selling book, *What Color is Your Parachute?*³² They take advantage of various learning pathways.

TRY YOUR HAND

1. In his book, *The Success Principles*, Jack Canfield describes 50 principles that will increase your confidence, help you tackle daily challenges, and teach you how to realize your ambitions. Number one on his list is “Take 100% responsibility for your life.” This includes the quality of your relationships, your health and fitness, your income, your career success—everything! He says most of us have been conditioned to blame events outside of our life for those parts of our life we dislike. Reflect on your life up to this point and identify situations in which you blamed someone or something else for your failure to achieve a goal or improve in some area. Do you see any situations in which you felt justified in blaming others or refused to take risks?³³
2. Human relations and the *total person* concept are interwoven in the 17 chapters of this text. Progressive organizations recognize that most employees are striving to satisfy both personal and work-related needs. They also recognize that employees display a wide range of interrelated human traits such as emotional control, values orientation, and self-awareness.
 - a. Analyze the importance of creating an organizational culture that meets the needs of the *total person*.
 - b. Many organizations that have been selected for *Fortune* magazine’s list of 100 best companies to work for in America provide benefits that meet the needs of the total person. Google, for example, has three wellness centers and a seven-acre sports complex that includes courts for basketball, bocce, and shuffleball. Brainstorm

with classmates the benefits you will seek throughout your employment career.

3. Companies featured in *Fortune*’s list of the 100 best companies to work for in America are characterized by openness, fairness, camaraderie among employees, job security, opportunities for advancement, and sensitivity to work/family issues. These companies are concerned about the total person, not just the skills that help the company earn a profit. Here are some of the companies that have made the “best companies” list:

Company	Location	Type of Business
NetApp	Sunnyvale, CA	Storage & Data Management
Zappos.com	Henderson, NV	E-Commerce Retailer
Edward Jones	St. Louis, MO	Financial Services
DreamWorks	Glendale, CA	Animation
Marriott International	Bethesda, MD	Hotel Chain
Wegmans Food Markets	Rochester, NY	Grocer

Develop a profile of two of these companies by visiting their websites and reviewing the available information. Also, visit Hoover’s Inc. website, a resource that provides access to profiles of thousands of companies. Additional information on each of these companies may be found in *Bloomberg Businessweek*, *Forbes*, *Fortune*, and other business publications.

CRITICAL THINKING CHALLENGE

To achieve a better understanding of the major themes in human relations, complete the following sentences. Work quickly and don’t worry too much about the ending. Sentence completion exercises can be powerful vehicles for self-discovery and personal growth.

- To become more self accepting I need to...
- To build a more trusting relationship with others, I need to...
- My greatest strength in the area of communication is...
- To grow in the area of self-awareness, I need to...
- I am motivated to give my best when...

SELF-ASSESSMENT EXERCISE

For each of the following statements, circle the number from 1 to 5 that best represents your response: (1) strongly disagree (never do this); (2) disagree (rarely do this); (3) moderately agree (sometimes do this); (4) agree (frequently do this); (5) strongly agree (almost always do this).

A. I accept the premise that within an organization all work is influenced by relationships.	1	2	3	4	5
B. I accept the view that major developments in the workplace have given new importance to the study of human relations.	1	2	3	4	5
C. I view human relations as the study of how people satisfy both personal and work-related needs.	1	2	3	4	5
D. I understand the major forces influencing worker behavior.	1	2	3	4	5
E. I can explain the major themes that emerge from the study of human relations.	1	2	3	4	5

After identifying your response to each item, select an attitude or skill you would like to improve. Prepare a written goal and then describe the steps you will take to achieve this goal.

YOU PLAY THE ROLE

The college you attend offers career counseling, job placement assistance, and help finding summer internships. You plan to meet with a career counselor and seek help finding a summer internship with a well-established company. You will be meeting with a class member, who will assume the role of career counselor. The purpose of this meeting is to give the counselor some basic information about your career plans and the type of company you would like to work for. Before the meeting, prepare a written outline of information you plan to present during

the meeting. Base your notes on your academic studies and your current employment interests. The outline should focus on the following areas:

- Define what type of work would be most meaningful.
- Describe what type of organizational culture would be most appealing to you.
- Identify what you find to be the basic rewards of work.

BELOW THE SURFACE | ACHIEVING PERSONAL GROWTH

At the beginning of this chapter, we described two groundbreaking concepts that have contributed to our understanding of human behavior. First, we now know that IQ is one of many “intelligences,” and it is not a particularly good predictor of workplace success. The authors of *Emotional Intelligence 2.0* indicate that emotional intelligence (EQ) is the foundation for a host of skills needed by employees: empathy, social skills, anger management, trust, and stress

tolerance, for example. They note that a little effort spent on increasing your EQ tends to have a wide-ranging, positive impact on your life.³⁴ Second, when our brain gets stuck in a pattern that focuses on negativity and failure, we set ourselves up to fail. Once this pattern is well established, we begin scanning our environment looking for annoyances. When this frame of mind is well established, we miss out on the positives in our life.³⁵ Positivity broadens our minds and expands our range of vision.³⁶



Henk Meijer/Alamy

QUESTIONS

1. It is possible to increase your EQ. The authors of *Emotional Intelligence 2.0* indicate that people improve their EQ most when the following conditions are present:³⁷
 - They have a strong motivation to learn or change.
 - They practice new behaviors consistently.
 - They seek feedback on their own behavior.
2. If you are determined to improve your EQ, which of these conditions would be most challenging? Which of these conditions would you like to improve?
2. Over the next few days make a conscious effort to monitor your thinking patterns. If you discover a pattern of negativity, what changes can you make to move in the direction of greater positive thinking?

CLOSING CASE

IN SEARCH OF WORK/LIFE BALANCE

A growing number of workers do not feel there's a healthy balance between work and personal life. Some are tired of working 10- to 12-hour days and weekends. Many want a better balance between work and family. These employees search for companies that offer family-friendly features such as flexible scheduling, telecommuting, and child care. Each year *Working Mother* magazine publishes a list of the 100 best companies for working mothers. Let's look at two of the companies that made the 2011 list.³⁸

- **American Express** This financial services company describes its commitment to the health of its employees as a "core business value." Employees who want to lose weight, screen for medical conditions, or reduce stress can consult with nurses, health coaches, dietitians, and physicians at company-sponsored wellness clinics. The company offers seminars

on eating well and cafeterias with nutritious meals.

- **Bain & Company** This Boston-based management consulting firm offers all employees flexible schedules and the opportunity to work off-site. Women may reduce their work schedules by 40 percent and still be considered for promotions. The firm offers fully paid maternity leave for up to 12 weeks.

QUESTIONS

1. What are some of the economic benefits that justify the family-friendly services offered by these two companies?
2. Some companies develop work/life programs that focus primarily on employees who have children. What are the advantages and disadvantages of this approach?

CHAPTER 1 ENDNOTES

1. John D. Mayer, *Personal Intelligence: The Power of Personality and How It Shapes Our Lives* (New York: Scientific American/Farrar, Straus, and Giroux, 2014), p. 36.
2. Barbara Fredrickson, *Positivity* (New York: Crown Publishers, 2009), p. 181. See also Shawn Achor, *Before Happiness* (New York: Crown Publishers, 2013) for additional information on positive psychology.
3. Heidi R. Perreault, "What Makes the Soft Skills So Hard," *The Delta Pi Epsilon Journal*, Fall 2006, pp. 125–127.
4. Steve Heimoff, "2012 Innovator of the Year," *Wine Enthusiast, Best of Year Edition*, 2012, p. 100.
5. Ron Conway, "The Best Advice I Ever Got," *Fortune*, November 12, 2012, p. 123.

6. Gerhard Gschwandtner, "The Magic Formula for Sustainable Success," *Selling Power*, June 2006, p. 10.
7. Bridget Carey, "Modern Workers Need the Right Skills and Attitude," *News & Observer*, August 28, 2011, p. 1E.
8. James O'Toole and Edward C. Lawler, III, "A Piece of Work," *Fast Company*, June 2006, p. 88; Peter Cog, Michelle Conlin, and Moira Herbst, "The Disposable Worker," *Bloomberg Businessweek*, January 18, 2010, pp. 33–39. See also Lauren Weber, "Elastic Tops Growing Demand for Freelancers," *Wall Street Journal*, February 5, 2014, p. B5.
9. Rachel Feintzeig, "When Co-Workers Don't Play Nice," *Wall Street Journal*, August 28, 2013, p. B6.
10. John C. Maxwell, *The 17 Essential Qualities of a Team Player* (Nashville: Thomas Nelson Publishers, 2002), pp. 10, 13, 46, and 63.
11. Rachel Emma Silverman, "Working on Your Marriage—at Work," *Wall Street Journal*, May 31, 2007, p. 1.
12. William M. Bulkeley, "IBM to Help Pay for Plans to Curb Childhood Obesity," *Wall Street Journal*, October 24, 2007, p. D4.
13. Robert Kreitner, *Management*, 12th ed. (Mason, OH: Cengage Learning, 2011), p. 259.
14. Allan A. Kennedy, interview by, in "The Culture Wars," *Inc.*, 20th Anniversary Issue, 1999, pp. 107–108.
15. David A. Price, "How Google Got Going," *Wall Street Journal*, July 12, 2011, p. A13.
16. Jeffrey Pfeffer, *The Human Equation* (Boston: Harvard Business School Press, 1998), p. 293.
17. Sue Shellenbarger, "Along with Benefits and Pay, Employees Seek Friends on the Job," *Wall Street Journal*, February 20, 2002, p. B1.
18. "Great Expectations," *Fast Company*, November 1999, p. 224.
19. Betsy Jacobson and Beverly Kaye, "Balancing Act," *Training & Development*, February 1993, p. 26.
20. Sue Shellenbarger, "Job Candidates Prepare to Sacrifice Some Frills and Balance—For Now," *Wall Street Journal*, November 21, 2001, p. B1; Stephanie Armour, "Workers Put Family First Despite Slow Economy, Jobless Fears," *USA Today*, June 6, 2002, p. 38; "Work-Life Balance Tops Pay," *USA Today*, March 13, 2008, p. 1B.
21. Alan Farnham, "The Man Who Changed Work Forever," *Fortune*, July 21, 1997, p. 114; Cynthia Crossen, "Early Industry Expert Soon Realized a Staff Has Its Own Efficiency," *Wall Street Journal*, November 6, 2006, p. B1.
22. Bradley J. Rieger, "Lessons in Productivity and People," *Training & Development*, October 19, pp. 56–58.
23. "A Field Is Born," *Harvard Business Review*, July/August 2008, p. 164.
24. Jim Collins, "The Classics," *Inc.*, December 1996, p. 55.
25. John A. Byrne, "The Man Who Invented Management," *BusinessWeek*, November 28, 2005, pp. 97–106.
26. Thomas J. Peters and Robert H. Waterman, Jr., *In Search of Excellence: Lessons from America's Best-Run Companies* (New York: Harper & Row, 1982), p. 14; Tom Peters, "Tom Peters' True Confessions," *Fast Company*, December 2001, p. 80.
27. Stephen R. Covey, *The Seven Habits of Highly Effective People* (New York: Simon & Schuster, 1989), pp. 66–67.
28. Richard Koonce, "Emotional IQ, A New Secret of Success," *Training & Development*, February 1996, p. 19; Cary Cherniss and Daniel Goleman, eds., *The Emotionally Intelligent Workplace* (San Francisco: Jossey-Bass, 2001), pp. 13–26.
29. Denis Waitley, *Empires of the Mind* (New York: Morrow, 1995), p. 133.
30. Michael Crom, "Building Trust in the Workplace," *The Leader*, October 1998, p. 6; Ron Zemke, "Can You Manage Trust?" *Training*, February 2000, pp. 76–83; Steven M.R. Covey, *The Speed of Trust* (New York: Free Press, 2006), pp. 3–6.
31. Harold H. Bloomfield and Robert K. Cooper, *The Power of 5* (Emmaus, PA: Rodale Press, 1995), p. 61.
32. Richard N. Bolles, *What Color is Your Parachute?* (Berkeley, CA: Ten Speed Press, 2004), pp. 8–11.
33. Jack Canfield, *The Success Principles* (New York: Harper Collins, 2005), pp. 3–18.
34. Travis Bradberry and Jean Greaves, *Emotional Intelligence 2.0* (San Diego, CA: TalentSmart, 2009), pp. 19–22.
35. Shawn Achor, *Before Happiness* (New York: Crown Business, 2013), pp. 21–27.
36. Barbara Fredrickson, *Positivity* (New York: Crown Publishers, 2009), p. 55.
37. *Emotional Intelligence Appraisal* [cited 19 March 19 2014]. Available from www.talentsmart.com; INTERNET.
38. "The 100 Best Companies for Working Mothers List 2011" [cited 29 December 2011]. Available from workmother.com; INTERNET.



Henk Meijer/Alamy

CHAPTER PREVIEW

LEARNING OBJECTIVES

After studying Chapter 2, you will be able to

- 2-1** Explain the communication process.
- 2-2** Identify and explain the filters that affect communication.
- 2-3** Identify ways to improve personal communication, including developing listening skills.
- 2-4** Understand how communications flow throughout an organization.
- 2-5** Learn how to communicate effectively using social media and other communication technologies.

Improving Personal and Organizational Communications

TIP OF THE ICEBERG | COMMUNICATION BREAKDOWN

Demanding. Impatient. Emotional. Petulant. Intense. Are these the words ever used to describe an effective communication style displayed by a prominent leader? No, not unless you're Steve Jobs. Walter Isaacson, author of the late Steve Jobs' biography, asked Jobs about his inclination to be tough on people. "Look at the results," Jobs replied. "These are all smart people I work with, and any of them could get a top job at another place if they were truly brutalized. But they don't." He then added, "And we got some amazing things done."¹

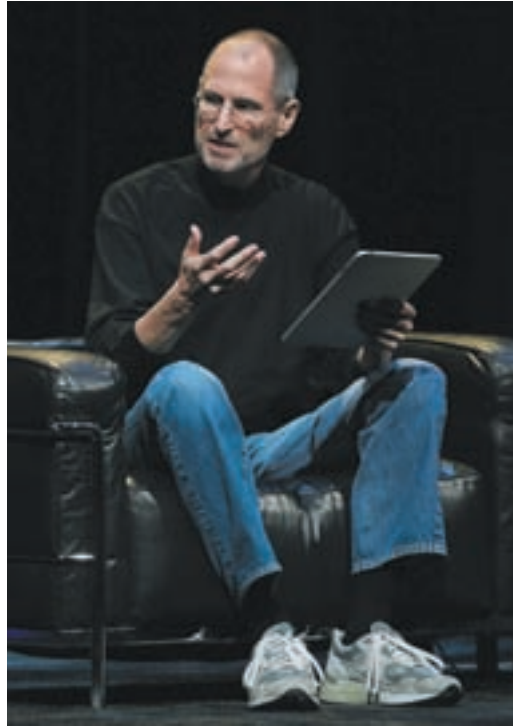
And indeed they did. Steve Jobs' vision and drive for innovation led his team at Apple to transform seven different industries and become known as one of the most innovative and valuable companies in the world. Jobs transformed the personal computing industry when he cofounded Apple in his parents' garage in 1976. By the time he died in 2011, the music, phone, tablet, retail stores, animated movies, and digital publishing industries had also transformed under his leadership. For all these reasons, Isaacson says Steve Jobs should be remembered with other great innovators including Henry Ford, Thomas Edison, and Walt Disney.

Steve Jobs was known for being controlling and authoritarian, but he was also known as an effective leader because he was a direct, focused, and charismatic communicator who knew how to motivate and inspire people toward his vision.

For example, after being fired from Apple in 1985, Jobs later returned in 1997, saving the company from bankruptcy. Apple was making a dozen different versions of the Macintosh and after several weeks of review meetings he finally shouted "Stop! This is crazy. Here's what we need." He marched to the front of the room and drew a two-by-two grid on the whiteboard. In the top two columns he wrote "Consumer" and "Pro" and in each row "Desktop" and "Portable." He told his team to focus on making only four great products, one in each quadrant. Focusing on only four products saved Apple, and it also taught his team the power of focus.



Yamada Taro/Photodisc/Getty Images



iStockphoto.com/EtiStock/GVI NSEA/Justin Sullivan

Steve Jobs tough, emotional, and often abrasive communication style was legendary; however his team was fiercely loyal. Together they transformed six industries and left an indelible mark in history.

A similar situation occurred when Jobs was initially shown complicated navigation screens for the iDVD, which enabled users to burn a video on a disc. He stopped the team and explained, “Here’s the new application,” drawing a rectangle on the whiteboard. “It’s got one window. You drag your video into the window. Then you click the button that says ‘Burn.’ That’s it. That’s what we’re going to make.”²

Understanding the complexities and power of effective communication is one of the most important skills you will ever learn, and it is an essential skill to hone throughout your lifetime. Learning how to communicate effectively is different from understanding your leadership style or communication style, which is the topic of the next chapter.

COMMUNICATION IN AN INFORMATION ECONOMY

In this age of information, the problem is not access to information; it is assimilating the massive amount of information we experience daily. Rapid advances in digital technologies, mobile devices, Apps, and social media networks facilitate the ability to communicate in multiple ways, wherever and whenever we want. The stream of information is constant. Its usefulness and effectiveness is not driven so much by ongoing advances in technology, but by each individual’s ability to filter, manage, and respond to the steady onslaught of information and communication. Effective communication, both personal and organizational, still depends on the human aspect of interactions. This has made personal and organizational communication skills more important than ever.

The Battle for Our Attention

Maggie Jackson, author of *Distracted: The Erosion of Attention and the Coming Dark Age*, says today’s tech-savvy worker is often distracted by the constant flow of information from electronic sources. As the speed and volume of information increase, so do the number of distractions. Many workers say that frequent interruptions and the need to engage in multitasking rob them of time to think. More information does not necessarily

make us more knowledgeable. Ms. Jackson says critical thinking, problem solving, reflection, and focused communications are critical to personal and career success.³

THE COMMUNICATION PROCESS

2-1 Many people take communication for granted. When they write, speak, or listen to others, they assume that the message given or received is being understood. In reality, messages are often misunderstood because they are incomplete or because different people interpret messages in different ways. The diversity of today's workforce calls for a greater understanding of how to communicate effectively, through technology or face-to-face, with people from different cultures, countries, and lifestyles.

Impersonal Versus Interpersonal Communication

In a typical organization, the types of communication used to exchange information can be placed on a continuum ranging from “impersonal” on one end to “interpersonal” on the other.⁴ **Impersonal communication** is a one-way process that transfers basic information such as instructions, policies, and financial data. Generally, organizations use this information-delivery process when sending e-mails or memos as quick, easy ways to “get the word out.” Their effectiveness is somewhat limited because there is little, if any, possibility for the person receiving the information to clarify vague or confusing information.

Interpersonal communication is the exchange of information between two or more people. Such words as *share*, *discuss*, *argue*, and *interact* refer to this form of two-way communication. Interpersonal communication can take place in meetings, over the phone, in face-to-face interviews, or during classroom discussions between instructors and students. If interpersonal communication is to be effective, some type of **feedback**, or understood response, from the person receiving the information is necessary. When this exchange happens, those involved can determine whether the information has been understood in the way intended. This is one of the reasons many employees prefer person-to-person meetings, telephone calls, video, or web conference meetings.

Sender—Message—Receiver—Feedback

Effective communication is a continuous loop that involves a sender, a receiver, the message, and feedback that clarifies the message.⁵ To illustrate, suppose a coworker calls you to ask for clarification of information that your boss gave during a team meeting earlier that morning. You explain the project, providing details about the objective, the deadline, and the various roles and responsibilities of other members on the team. When your coworker asks questions about the project and his role in it, you clarify any misunderstandings, and he understands what he needs to do to fulfill his responsibilities for the project. A simplified diagram of this communication process would look like Figure 2.1.

Figure 2.1 ■ Diagram of a Simple Communication Process

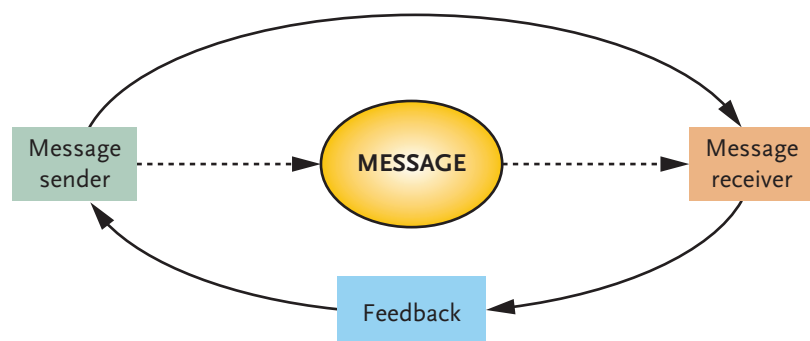
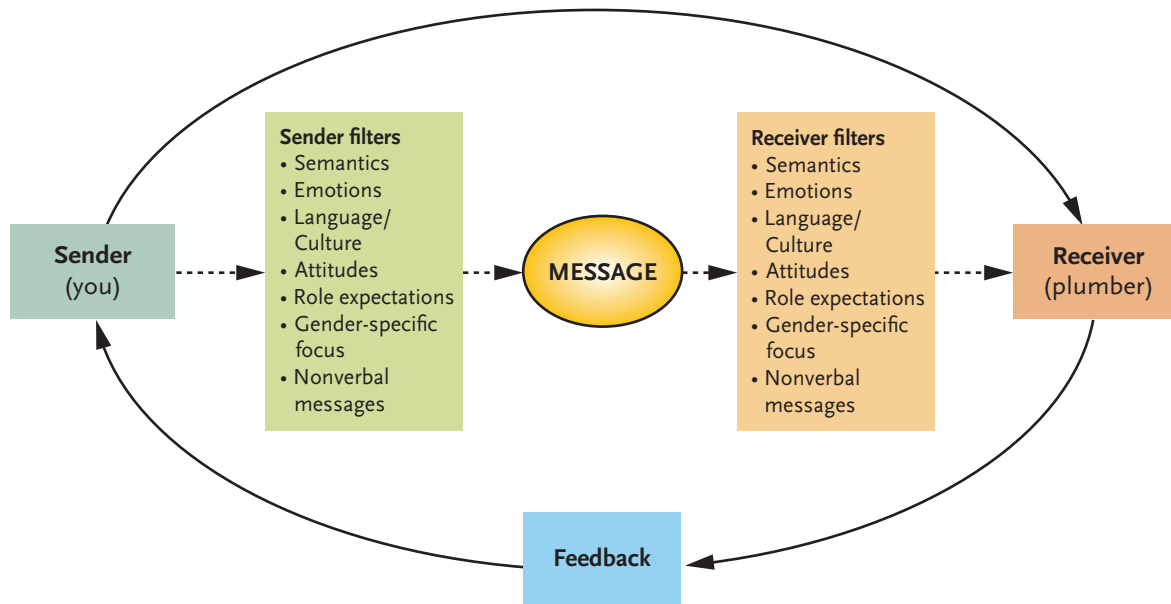


Figure 2.2 ■ Diagram of More Complex Communication Process

Now suppose you are late for an appointment, and the plumber you had requested three days ago calls you from her cell phone and asks directions to your house. She explains that she has gotten lost in this neighborhood before, and it is obvious that English is her second language. The communication process becomes much more complicated, as shown in Figure 2.2. As your message travels from you to your plumber, it must pass through several “filters,” each of which can alter the way your message is understood. Most communications flow through this complex process.

COMMUNICATION FILTERS

2-2 Messages are sent—and feedback is received—through a variety of filters that can distort the intended message (see Figure 2.2.). When people are influenced by one or more of these filters, their perception of the message may be totally different from what the sender was attempting to communicate. Both sender and receiver must be keenly aware of these possible distortions so that they can intercept any miscommunication.

Semantics

We often assume that the words we use mean the same things to others, but this assumption can create problems. **Semantics** is the study of the relationship between a word and its meaning(s). Words have associated meanings and usages. We can easily understand what words like *chair*, *computer*, or *envelope* mean. But more abstract terms, such as *silo*, *downsizing*, or *internal customers*, have less precise meanings.

New buzzwords surface frequently. Just about the time people understood the meaning of *rightsizing* and *downsizing*, the term *unsiloing* was introduced to make a simple, but important point: Managers should encourage cooperation and communication across departments and share resources. People who have communicated extensively via text messaging, instant messaging, and other digital technologies often assume that their

jargon will be understood by everyone. However, when slang, buzzwords, or acronyms are used in the mainstream of communication within organizations, it can be confusing or can alienate others who do not understand their meaning or don't like the use of certain buzzwords. For example, words and phrases such as "empowerment" (vague and overused), "deck" (PowerPoint or Keynote presentation), and GMTA (great minds think alike) are a turnoff or deemed unprofessional for some people. The impact of generational differences on interpersonal communications will be discussed in future chapters.

Language and Cultural Barriers

The needs of a multicultural workforce are getting more attention today because of globalization and employers' growing support for cultural diversity among their workers. The culture in which we are raised strongly influences our values, beliefs, expressions, and behaviors. **Culture** can be defined as the accumulation of values, rules of behavior, forms of expression, religious beliefs, and the like, for a group of people who share a common language and environment. Culture helps shape just about every aspect of our behavior and our mental processes. Culture is often associated with a particular country, but in fact most countries are multicultural. African Americans, Hispanic Americans, Asian Americans, and American Indians represent a few of the subcultures within the United States.⁶

The ability to interpret human actions, gestures, and speech patterns in a foreign culture is called **cultural intelligence** or CQ. A person with a high CQ quickly analyzes an unfamiliar cultural situation and then responds appropriately.⁷ Management professors P. Christopher Earley and Elaine Mosakowski have studied more than 2,000 managers in 60 countries. They have identified three sources of cultural intelligence.⁸

Head. Before visiting a foreign country, learn as much as possible about the host country's customs, religion, politics, morals, social structure, food, table manners, and the roles of men and women.

Body. You can win the respect of foreign hosts, guests, or colleagues by showing you understand their culture. The way you shake hands, order coffee, or accept a gift can demonstrate, to some degree, you have already entered their world.

Heart. Adapting to a new culture is much easier when you have confidence in yourself. In Chapter 4, we introduce *self-efficacy*, the belief that you can achieve what you set out to do. A major source of self-efficacy is the experience of mastery in your area of specialization.



HOW TO SPEAK IOWAN

One solution to the doctor shortage in rural America is to enlist physicians from Egypt, India, and other countries. At Mercy Medical Center in Mason City, Iowa, about one-third of the physicians are foreign born. The administration was concerned that there might not be a social or emotional connection between patients and international physicians. With help from professors at the University of Northern Iowa, the hospital developed a training course entitled "Topics for Small Talk with Iowans." The foreign-born doctors learned about Iowa's history and traditions, crops, climate, and sporting interests. So, if a patient makes reference to a mixed marriage, the person might be referring to a University of Iowa *Hawkeye* tying the knot with an Iowa State University *Cyclone*.

Source: Miriam Jordan, "Learning to Speak Iowan: Corn, Pigs, Cyclones and Hawkeyes," *Wall Street Journal*, September 9, 2011, pp. A1 and A16.

Emotions

Strong emotions can either prevent people from hearing what a speaker has to say or make them too susceptible to the speaker's point of view. If they become angry or allow themselves to be carried away by the speaker's eloquence, they may "think" with their emotions and make decisions or take action they regret later. Three-time Indianapolis 500 winner Helio Castroneves used a Twitter rant to complain about a penalty imposed during a race. He called IndyCar race director Brian Barnhart a "circus clown." He was fined \$30,000 and put on probation.⁹

Detaching yourself from another's feelings and responding to the content of the message is often difficult. It is hard to realize that another person's emotional response is more likely about fear or frustration than it is about you as an individual. Many customer service jobs require that employees remain calm and courteous regardless of a customer's emotional state. Emotional control is discussed extensively in Chapter 9.

Attitudes

Attitudes can be a barrier to communication in much the same way as emotions. The receiver may have a negative attitude toward the sender's voice, accent, gestures, mannerisms, dress, or delivery. These negative attitudes create resistance to the message and can lead to a breakdown in communication. Perhaps the listener has an established attitude about the speaker's topic. For example, a person who is strongly opposed to abortion will most likely find it difficult to listen with objectivity to a prochoice speaker. Keep in mind, however, that an overly positive attitude can also be a barrier to communication. When biased in favor of the message, the listener may not effectively evaluate the speaker's information. More is said about the power of attitudes in Chapter 6.

Role Expectations

Role expectations influence how people expect themselves, and others, to act on the basis of the roles they play, such as boss, customer, or subordinate. These expectations can distort communication in two ways. First, if people identify others too closely with their roles, they may discount what the other person has to say: "It's just the boss again, saying the same old thing." A variation of this distortion occurs when we do not allow others to change their roles and take on new ones. This often happens to employees who are promoted from within the ranks of an organization to management positions. Others may still see "old Chuck" from Accounting rather than the new department head.

Second, role expectations can affect good communication when people use their roles to alter the way they relate to others. This is often referred to as "position power." For example, managers may expect employees to accept what they say simply because of the authority invested in the position. When employees are not allowed to question the manager's decisions or make suggestions, communication becomes one-way information giving.

Gender-Specific Focus

Gender roles learned throughout childhood can influence the way men and women communicate. As adults, women are more likely to view conversation as an opportunity to establish rapport, make connections, and develop relationships. Men are more likely to view conversation as an opportunity to maintain status, exhibit skill and knowledge, or



AFP/Getty Images

Say *Ni Hao* (Hello) to Home Depot employees who are preparing for work at a store located in Beijing. The world's largest home improvement retailer must embrace lots of cultural adaptation if it is to achieve success in China.

to be competitive. Chapter 16, “The Changing Roles of Men and Women,” discusses specific strategies you can use to communicate more effectively with those whose gender differs from your own.

Nonverbal Messages

When we communicate with others, we use both verbal and nonverbal communication. **Nonverbal messages**, commonly referred to as “body language,” are the messages we communicate through facial expressions, voice tone, gestures, appearance, posture, and other nonverbal means. Research indicates that when two people communicate, nonverbal messages convey much more than verbal messages. This chapter limits its discussion of nonverbal communication to body language. Physical appearance, another powerful form of nonverbal communication, is discussed in Chapter 11.

Many of us could communicate more clearly, more accurately, and more credibly if we became more conscious of our body language. We can learn to strengthen our communications by making sure our words and our body language are consistent. Research indicates that a stunning 93 percent of all face-to-face communication is nonverbal, yet few people are trained to observe and understand the signs of body language and know what they mean.¹⁰ Research has also shown that those who can effectively read and interpret nonverbal communication, and manage how others perceive it, will enjoy greater success in life than those who lack this skill.¹¹ For all of these reasons, it's important to learn and practice nonverbal communication skills.

When our verbal and nonverbal messages match, we give the impression that we can be trusted and that what we are saying reflects what we truly believe. If your spoken