Human Relations

Principles and Practices
The job market has become a place of churning dislocation caused by corporate mergers, business closings, downsizings and the outsourcing of many jobs to foreign countries. Very often, workers who lose their jobs must return to the classroom to acquire new skills.

1. Explain the nature, purpose, and importance of human relations in an organizational setting.

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

3. Identify major forces influencing human behavior at work.

4. Understand the historical development of the human relations movement.
“No matter what we do, we do it with people... people make it all happen.”

—Harry E. Chambers

Fred Harp has a clear memory of the advice given to him by his uncle. He told Mr. Harp to “get a job and stay with it.” Mr. Harp has tried to follow that advice. After graduating from North Bend High School in North Bend, Oregon, he set his sights on a career in the timber industry and started work at a nearby plywood mill. Nine months later the mill closed, and he was out of work. Changing environmental laws, which reduced the amount of timber available for logging, had a major impact on Oregon’s timber industry.

Next Mr. Harp found a job in the paper industry, a traditional source of good jobs in Oregon. Four years later the mill closed during a slump created by excess factory capacity and stronger global competition.

Mr. Harp concluded that old-line industries such as timber and paper were a thing of the past. He decided his future lay in electronics. Oregon’s economic planners were busy recruiting high-tech manufacturers, and he wanted to work in that growing
industry. Soon he began working in a large compact-disc plant opened by Sony Corporation. He enjoyed Sony’s team culture and the training programs that prepared workers for advancement. As demand for high-tech workers increased, Mr. Harp quit his job at Sony and took a better-paying job at a nearby HMT Technology disc-drive plant. A few years later, he and most of his coworkers were given pink slips. The company was bought by Komag Incorporated, and all U.S. production jobs were moved to Malaysia.

After losing yet another job, Mr. Harp decided to return to the classroom. The electric power industry was very healthy in Oregon, so he enrolled in a thirteen-month course in energy management. Unfortunately, by the time he graduated the demand for power in Oregon had declined sharply, and he was not able to find work. Today Mr. Harp works for the Lane County facilities-maintenance department. He is hoping this job will not disappear.1

The career path followed by Fred Harp reminds us that today’s labor market is characterized by a great deal of uncertainty. The old social contract between employer and employee was based on the notion of lifetime employment. The new social contract emphasizes personal responsibility for self-development. Today’s employers expect employees to assume greater responsibility for increasing their value. Self-development is a major theme of this text.  

## The Nature, Purpose, and Importance of Human Relations

1 Explain the nature, purpose, and importance of human relations in an organizational setting.

Each year *Fortune* magazine publishes a list of the 100 best companies to work for in America. The list always includes a variety of small and large companies representing such diverse industries as health care, retailing, finance, manufacturing, and hospitality. Job seekers study the list carefully because these are the companies where morale is high and relationships are characterized by a high level of trust and teamwork. These companies provide a strong foundation for employees to focus on their necessary self-development, therefore enhancing a positive peer-to-peer working environment. America’s best companies realize that all work is done through relationships. This chapter focuses on the nature of human relations, its development, and its importance to the achievement of individual and organizational goals.

### Human Relations Defined

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.
Human Relations in the Age of Information

The restructuring of America from an industrial economy to an information economy has had a profound impact on human relationships. Living in an age in which the effective exchange of information is the foundation of most economic transactions means making major life adjustments. Many people feel a sense of frustration because they must cope with a glut of information that arrives faster than they can process it. The age of information has spawned the information technology revolution, and many workers experience stress as they try to keep up with ever changing technology.

Increased reliance on information technology often comes at a price—less human contact. Sources of connection away from work are also being trimmed way back. Unfortunately, a human-contact deficiency weakens the spirit, the mind, and the body. To thrive, indeed to just survive, we need warm-hearted contact with other people.

The authors of The Social Life of Information describe another price we pay for living in the age of information. A great number of people are focusing on information so intently that they miss the very things that provide valuable balance and perspective. Neglecting the cues and clues that lie outside the tight focus on information can limit our effectiveness. Think about written proposals negotiated on the Internet and signed by electronic signature. Such transactions lack the essence of a face-to-face meeting: a firm handshake and a straight look in the eye. Today’s knowledge worker needs to take more account of people and a little less of information.

The Importance of Interpersonal Skills

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

One of the most significant developments in the age of information has been the increased importance of interpersonal skills in almost every type of work setting. Technical ability is not enough to achieve career success. Studies indicate that communication and interpersonal skills are highly rated by nearly all employers who are hiring new employees. They want to know how new hires will treat coworkers and customers, how they speak and listen at meetings, and how well they extend the minor courtesies that enhance relationships. Your people skills will often make the difference in how high you rise in the organization.

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

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. Layoffs in America, which often exceed 200,000 workers per month, have many negative consequences. Large numbers of companies are attempting to deal with serious problems of low morale and mistrust of management caused by years of upheaval and
Restructuring. Employees who remain after a company reduces its ranks also suffer; they often feel demoralized, overworked, and fearful that in the next round of cuts they will be targeted.\(^5\)

- **Changing work patterns create new opportunities and new challenges.** The Bureau of Labor Statistics reports that about 30 percent of the U.S. work force is made up of self-employed, temporary, and part-time workers. In recent years we have seen the creation of a phenomenon called *Free Agent Nation*, the growth of self-employed workers who are engaged in consulting and contract work. About 16 million people are now “soloists.” Strong demand for temps has surfaced in such diverse fields as medical services, banking, heavy manufacturing, and computers. Many temps land full-time jobs after proving themselves in temporary positions.\(^6\)

- **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 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.

  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.\(^7\) However, making customers the center of the company culture can take years.
Workplace incivility is increasingly a threat to employee relationships. A popular business magazine featured a cover story entitled “The Death of Civility.” The author describes an epidemic of coarse and obnoxious behavior that weakens worker relationships. At a team meeting, a member’s cell phone rings several times and is finally answered. As the person talks loudly on the phone, the rest of the team members wait. An employee routinely brushes his teeth at the drinking fountain, and the boss takes three phone calls during an important meeting with an employee. Stephen L. Carter, author of Civility, believes that rudeness, insensitivity, and disrespect are the result of people believing in “me” rather than “we.” He says civility is the sum of many sacrifices we are called on to make for the sake of living and working together.

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 in group decision making, leadership, conflict resolution, and communications.

Diversity has become a prominent characteristic of today’s work force. A number of trends have contributed to greater work force 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 work force we will find a multitude of values, expectations, and work habits. There is a need to develop increased tolerance for persons who differ in age, gender, race, physical traits, and sexual orientation. The major aspects of work force diversity are discussed in Chapter 7.

Growing income inequality has generated a climate of resentment and distrust. Most measures of income and wage distribution indicate that the wage gap continues to exist. The top 20 percent of American families on average earn about $10 for every dollar earned by the bottom 20 percent. About 37 million people live in poverty, and over 45 million do not have health insurance.
Scientists are finding that socioeconomic status—our relative status influenced by income, job, education, and other factors—impacts our physical and mental health. Most agree that psychological factors such as pessimism, stress, and shame are burdens of low social class.12

These developments represent trends that will no doubt continue for many years. Many other developments have also had an unsettling impact on the U.S. workforce in recent years. In 2001 the economy was jarred by the collapse of several hundred dot.com companies. The World Trade Center terrorist attack on September 11, 2001, crippled the airline and aerospace industries. In 2002 public trust in the corporate establishment was shaken by a wave of corporate scandals that involved Enron, Tyco, Merrill Lynch, Arthur Andersen, WorldCom, and many other companies.

It is safe to say that no line of work, organization, or industry will enjoy immunity from these developments. Today’s employee must be adaptable and flexible to achieve success within a climate of change and uncertainty.

**The Challenge of Human Relations**

To develop and apply the wide range of human 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).

- **Manage relationship with self.** 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 3.

- **Manage one-to-one relationships.** 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 is another common barrier to effective one-to-one relationships.

- **Manage 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 problems or a slowdown in production.

### 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 *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 life.

### 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 human 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 physical fitness or 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. At 3M Corporation employees attend lunchtime seminars on financial planning, parenting, and other topics that help them achieve work/life balance. J. Rolfe Davis Insurance Company offers employees an on-site Weight Watchers class and a “Strides for Pride” walking program.13

The Need for a Supportive Environment

Lee Iacocca, the man who was credited with helping Chrysler Corporation avoid bankruptcy, said that all business operations can be reduced to people, product, and profit. He believed that people come first. Iacocca understood that people are at the heart of every form of quality improvement.

Some managers 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 individuals achieve greater personal satisfaction from their careers and help increase an organization’s productivity and efficiency.

Test Prepper 1.1, 1.2

True or False?

_____ 1. The age of information has increased human contact in the workplace.

_____ 2. Strong technical ability should guarantee success in today’s sophisticated economy.

Multiple Choice

_____ 3. Companies such as the Container Store and SAS Institute are at the top of Fortune’s 100 best companies to work for because:
   a. they emphasize open communication, employee loyalty, and meaningful work.
   b. they have employee turnover in the 40–50 percent range.
   c. their employees have the best technical skills.
   d. they have the best company benefits.

_____ 4. One of the main differences between human relations and the behavioral sciences is that:
   a. the behavioral sciences are oriented more toward application than is the field of human relations.
   b. the field of human relations attempts to anticipate, resolve, and even prevent problems.
   c. the behavioral sciences are less interested in the reasons for human behavior than is the field of human relations.
   d. the field of human relations focuses exclusively on the workplace.

_____ 5. Recent developments that have increased the importance of human relations in the workplace include:
   a. general higher morale among today’s workers.
   b. more leisure time than ever.
   c. changing work patterns that are creating new opportunities and new challenges.
   d. workers who can expect to work for fewer employers than ever before.

ACE the Test

ACE and ACE+ Practice Tests

Answers can be found on p. 317
The Forces Influencing Behavior at Work

A major purpose of this text is to 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. 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.\textsuperscript{15}

- Enron Corporation, the second-largest company in U.S. history to file for bankruptcy, maintained a corporate culture that pushed everything to the limits: business practices, laws, and personal behavior. This culture drove Enron to dizzying growth, but it eventually collapsed under the weight of greed, deception, and corruption.\textsuperscript{16}

- By contrast, eBay, the auction website company, has developed a culture that emphasizes customer service and a loyal work force. The culture is based on two principles: "We believe people are basically good" and "We believe everyone has something to contribute."\textsuperscript{17}

Many employees are fired or choose to quit their jobs because they are a poor fit with the corporate culture. It’s a good idea to carefully study the organizational culture of a company before accepting employment there.

**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 spokespeople for the organization. Their philosophy, competence, and leadership style establish the organization’s image 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.

- **Social needs.** When employees feel more connected to their colleagues at work, they are generally more productive.\textsuperscript{18} Many people find the hours spent at work enjoyable because coworkers provide needed social support.

- **Emotional support.** The work group can provide coworkers the support needed to deal with pressures and problems on or off the job.

- **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. As one 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.” 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 are 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. For more than half a century, work researchers and theorists have attempted to define the ideal working conditions that would maximize worker productivity. These efforts have met with some success, but unanswered questions remain.

Identifying the ideal work environment for today’s work force 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.

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 name balancing work and personal life as their top career goal. 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 new economy is a 24/7 economy. When businesses operate twenty-four hours a day, seven days a week, the result is often a culture of relentless overwork. In many cases workers must live with on-call-all-the-time work schedules.

The number of dual-income families has doubled since 1950. Both parents have jobs in 63 percent of married-couple homes. When both partners are working long hours, it is more difficult to stay committed to a good life together. Marital distress often has a negative impact on organizational productivity.

Many organizations have found that family problems are often linked to employee problems such as tardiness, absenteeism, and turnover. The discovery has led many companies to develop work-family programs and policies that help employees juggle the demands of children, spouses, and elderly parents.
The Development of the Human Relations Movement

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

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. Prior to the Industrial Revolution, most work was performed by individual craftworkers or members of craft guilds. Generally, each worker saw a project through from start to finish. Skills such as tailoring, carpentry, and shoemaking 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.

Test Prepper 1.3

True or False?

1. Employees develop perceptions about an organization’s concern for their welfare based on the philosophy, competence, and leadership styles of their managers.

2. Identifying the ideal workplace for today’s worker is relatively easy. Most workers want the same thing—more pay.

Multiple Choice

3. The organizational culture at Enron Corporation, prior to filing for bankruptcy:
   a. emphasized customer relations and repeat business.
   b. flowed from the board of directors and major stockholders.
   c. pushed everything to the limit: business practices, laws, and personal behavior.
   d. fostered a feeling of community among employees.

4. When Cinda’s husband developed cancer, her coworkers gathered around her and her family. They provided food, transportation, and other daily necessities for her children so that Cinda could be with her husband during his treatment. Cinda’s coworkers were providing:
   a. help with her social needs.
   b. goal-setting behavior.
   c. emotional support.
   d. personal structure and values.

5. One way in which employers are coping with family influences on human relations is by providing:
   a. increased penalties for absenteeism, tardiness, and turnover.
   b. work-family programs and policies.
   c. substance abuse counseling for employees.
   d. retraining for laid-off workers.
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 soared.23

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. It’s fair to say that Taylor’s ideas gave workers the means to work more efficiently, but they left decisions about how the work should be done to foremen and supervisors.24

Mayo’s Hawthorne Studies

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.25 After three years of experimenting with lighting and other physical aspects of work, Mayo made two important discoveries:

1. 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.
informal organization A network of relationships created by the interaction of workers on the job.

2. 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 can be credited with helping change the way management viewed workers.

From the Great Depression to the New Millennium

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. 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.

Since the 1950s, theories and concepts regarding human behavior have focused more and more on an understanding of human interaction. Eric Berne in the 1960s

HUMAN RELATIONS IN ACTION

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 four heavyweights:

- The One Minute Manager by Kenneth Blanchard and Spencer Johnson. (Published in 1982 and still making bestseller 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.”)
revolutionized the way people think about interpersonal communication when he introduced transactional analysis, with its “Parent-Adult-Child” model. At about the same time, Carl Rogers published his work on personality development, interpersonal communication, and group dynamics. In the early 1980s, William Ouchi introduced the Theory Z style of management, which is based on the belief that worker involvement is the key to increased productivity.

There is no doubt that management consultants Tom Peters and Robert Waterman also influenced management thinking regarding 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.”

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.

**Test Prepper 1.4**

True or False?

1. Taylor’s scientific management gave workers the power to develop their own work processes and increased their input into the management of the organization.

2. During the expansion following World War II, interest in human relations decreased significantly.

Multiple Choice

3. In the Hawthorne studies, Elton Mayo discovered that workers interact on the job to create:
   a. an informal organization.
   b. highly skilled work teams.
   c. fatigue.
   d. the most productive work procedures.

4. During the late 1940s and throughout the 1950s, American management theorists focused on:
   a. abuses of child laborers.
   b. scientific management.
   c. better pay and working conditions.
   d. group dynamics and motivational methods.

5. Taylor’s scientific management helped organizations to:
   a. understand the importance of teamwork.
   b. understand the value of communication in the workplace.
   c. standardize work processes and increase efficiency.
   d. create wellness programs to increase employee health and productivity.

Answers can be found on p. 317

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**ACE the Test**

ACE and ACE+ Practice Tests
Major Themes in Human Relations

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

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. Suggestions on how to improve communication will appear in other chapters.

FIGURE 1.3

Major Themes in Human Relations
**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. 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.29

The importance of self-awareness is being recognized by an increasing number of authors, trainers, and educators. Daniel Goleman, author of the best-selling book *Emotional Intelligence*, has given us new insights into the importance of self-awareness. Goleman says IQ accounts for only about 20 percent of a person’s success in life. The rest, he says, you can credit to “emotional intelligence.” 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.30

**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 3 explains why high self-esteem (complete self-acceptance) is essential for effective human relations. That chapter also helps you identify ways to achieve greater self-acceptance.

**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.31 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 4 will help you identify the priorities and values that motivate you.

**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 work force can lead to reduced productivity, stifled innovation, high stress, and slow decision making.32 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...
Conflict at work is quite common, so the ability to anticipate or resolve disagreements can be an invaluable skill. Stressful conditions at work or at home often create or magnify problems.

Self-Disclosure

Self-disclosure and trust are two halves of a whole. The more open you are with people, the more trust you build up. 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 2 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 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 attempt 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. The ability to anticipate or resolve conflict can be an invaluable skill. Chapter 8 provides several valuable suggestions on how conflict can be resolved effectively.

**Test Prepper 1.5**

**True or False?**

1. Lack of trust in an organization typically leads to reduced communication.

**Multiple Choice**

2. The “heart and soul” of human relations is:
   a. conflict resolution.
   b. motivation.
   c. self-disclosure.
   d. communication.

3. Author Daniel Goleman’s major premise is that:
   a. emotional intelligence is more crucial to life success than is IQ.
   b. self-acceptance must precede self-awareness.
   c. no matter how self-aware one is, one cannot succeed without self-acceptance.
   d. motivation is the key to communication.

4. As she learns more about the workers she supervises, Pearl, the new supervisor of the packaging department, gradually opens up to them. This demonstrates the relationship between:
   a. motivation and self-awareness.
   b. conflict resolution and trust.
   c. self-acceptance and communication.
   d. trust and self-disclosure.

5. Susan seems insecure and reserved with others in the workplace. Many of her coworkers see her as aloof. Susan should try to improve in the area(s) of:
   a. motivation.
   b. trust and self-disclosure.
   c. self-acceptance.
   d. self-disclosure.
Learning Objectives Review

1. Explain the nature, purpose, and importance of human relations in an organizational setting.
   - Human relations is the study of why our beliefs, attitudes, and behaviors sometimes cause relationship problems in our personal and work lives.
   - It covers three types of interactions among people—their conflicts, cooperative efforts, and group relationships.
   - 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.
   - Developments in the workplace that increase the importance of human relations:
     - Churning dislocation in the labor market
     - Changing work patterns
     - The need for higher service standards
     - Increasing workplace incivility
     - Greater reliance on team-based structures
     - Work force diversity
     - Growing income inequality

3. Identify major forces influencing human behavior at work.
   - These forces include:
     - Organizational culture
     - Supervisory-management influence
     - Work group influence
     - Job influence
     - Personal characteristics of the worker
     - Family influence

4. Understand 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 (focusing on improving production processes to increase productivity)
     - Elton Mayo’s Hawthorne studies (focusing on the informal organization)
   - Later research by Douglas McGregor, Frederick Herzberg, Carl Rogers, William Ouchi, and others contributed greatly to our understanding of how to achieve productivity through people.

5. Identify seven basic 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
     - Conflict resolution
   - These themes reflect the current concern in human relations with personal growth and satisfaction of organization objectives.
Q: The daily newspapers and television news shows are constantly reporting on mergers, business closings, and downsizing efforts. With so much uncertainty in the job market, how can I best prepare for a career?

A: You are already doing one thing that is very important—keeping an eye on labor market trends. During a period of rapid change and less job security, you must continuously study workplace trends and assess your career preparation. Louis S. Richman, in a Fortune magazine article entitled “How to Get Ahead in America,” said, “Climbing in your career calls for being clear about your personal goals, learning how to add value, and developing skills you can take anywhere.” Richard Bolles, author of the best-selling job-hunting book What Color Is Your Parachute?, says you must do a systematic inventory of the transferable skills that you already possess. Then identify the skills that you still need to develop. Keep in mind that today’s employers demand more, so be prepared to add value to the company from day one. Search for your employer’s toughest problems and make yourself part of the solutions.

The skills you can take anywhere are those transferable skills required by a wide range of employers. These are important because there are no jobs for life. Be prepared to work for several organizations, and anticipate changing careers.

Applying What You Have Learned

1. Throughout this book you will be given many opportunities to engage in self-assessment activities. Self-assessment involves taking a careful look at the human relations skills you need to be well rounded and thoroughly prepared for success in your work life and fulfillment in your personal life. To assess your human relations skills, complete the self-assessment exercise for Chapters 2 through 9 at college.hmco.com/pic/reeceSAS. These assessment exercises will provide you with increased awareness of your strengths and a better understanding of those abilities you may want to improve.

2. In his book The Success Principles, Jack Canfield describes fifty 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?

3. The seven broad themes that emerge from the study of human relations were discussed in this chapter. Although these themes are interrelated, there is value in examining each one separately before reading the rest of the book. Review the description of each theme and then answer these questions:

   a. When you take into consideration the human relations problems that you have observed or experienced at work, school, and home, which themes represent the most important areas of study? Explain your answer.

   b. In which of these areas do you feel the greatest need for improvement? Why?
Role-Play Exercise

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. Prior to the meeting, prepare a written outline of information you plan to present during the meeting. The outline should focus on answers to the following questions:

- What type of work would be most meaningful?
- What type of organizational culture would be most appealing to you?
- What do you find to be the basic rewards of work?

Case 1.1

Challenges in the New Economy

At the beginning of the new millennium, a growing number of social researchers, economists, and consultants tried to predict what the world of work would be like in the years ahead. We pay close attention to these and to even more recent forecasts because work is a central part of our identities. As one writer has noted, our working life—in a few short decades—adds up to life itself. Work can also be one of the major fulfillments in life. What will the new economy be like from a worker’s viewpoint? Here are three predictions:

- In the new economy, everyone is an entrepreneur. This is the view expressed by Thomas Petzinger, Jr., author and former columnist for the Wall Street Journal. He reports on factories where shop floor employees handle customer service calls and create new ways to solve customer problems. At UPS the drivers are the eyes and ears of the sales force. They help identify new customers and help solve customer service problems. Many bank tellers are actively involved in sales and service activities. Today the term intrapreneur is used to describe an employee who takes personal “hands-on responsibility” for developing ideas, products, or processes. To become an intrapreneur in a corporate setting often means using your creativity more often, taking some risks, and moving beyond your job description. The new economy will give many workers an opportunity to take more responsibility for their work.
The new economy features the art of the relaunch. How often will you change jobs during your lifetime? Five times? Ten? Fifteen? The new economy offers more career options, more challenges, and more uncertainty. Chances are, you will need to relaunch your career several times. Molly Higgins held a career track job in the human resources department of a large company. When she discovered that in the entire department there wasn’t a single position she aspired to, it was time to relaunch her career. In recent years, thousands of people joined the ranks of new dot.com companies, only to lose their jobs in a matter of weeks or months. One analyst says that changing jobs will require using your learning skills and applying the skills you have already learned.36

In the new economy, getting a job may be easier than getting a life. We have, in recent years, seen an increase in the standard of living. The price we pay for a bigger home, a nicer automobile, or a vacation in Italy is often a more demanding work life. Some people choose to work harder in order to acquire more “things.” In some cases, corporate downsizing has left fewer people to do the same amount of work. Working more hours and working harder during those hours can result in greater stress, a breakdown in family life, and a decrease in leisure time.37

Questions

1. Would you feel comfortable assuming the duties of an entrepreneur within an existing company, or would you rather start your own business?
2. You are likely to relaunch yourself several times during the years ahead. Does the prospect of several relaunches seem frightening to you, or do you look forward to the challenge?
3. What steps would you take to achieve better work/life balance?

Resources on the Web

Prepare for Class, Improve Your Grade, and ACE the Test. Student Achievement Series resources include:

- ACE and ACE+ Practice Tests
- Audio Chapter Quizzes
- Audio Chapter Reviews
- Learning Objective Reviews
- Career Snapshots
- Chapter Glossaries
- Chapter Outlines
- Crossword Puzzles
- Hangman Games
- Flashcards
- Audio Glossaries
- Internet Insights
- Self-Assessment Exercises
- Additional Closing Cases
- Additional Closing Cases

To access these learning and study tools, go to college.hmco.com/pic/reeceSAS.
Team Building: A Leadership Strategy

Edmund Hillary, John Hunt, and Tenzing Norgay (left to right) take a last look at Mount Everest before leaving Katmandu, Nepal. A great deal of credit for the successful expedition was given to John Hunt, a talented professional manager.

1. Explain the importance of teamwork in an organizational setting.
2. Identify and explain common types of work teams.
3. List the characteristics of an effective work team.
4. Explain the behavioral science principles that support team building.
Mount Everest, the highest elevation in the world, offers the ultimate challenge to climbers. Many gifted climbers have attempted to reach the top of this 29,028 feet high mountain, but most have failed. During one thirty-year period, seven climbing expeditions from England confronted Mount Everest and braved its dangers, but failed to make it to the top. Finally, in 1953 two English climbers, Edmund Hillary and Tenzing Norgay, set foot on the highest point on the planet.

Although Hillary and Norgay became instant legends, the person who planned and led the successful expedition was the unsung hero of Mount Everest. John Hunt was, by modern-day assessment criteria, a talented professional manager. He organized a team of climbers, Sherpas, porters, and yaks that would carefully move up the mountain, shuttling supplies to ever higher camps. The expedition was provided with the proper equipment and the correct amount of rations. Hunt also gave the human element careful attention. Later, he would say that Everest demands an “unusual
degree of selflessness and patience.” He recognized that the desire to reach the top must be both individual and collective. When Hillary and Norgay stood atop Everest, five miles in the sky, they represented every member of the expeditionary team.¹

The focus of this chapter is team-building leadership strategies, so it is important to understand the difference between leadership and management. Leadership is the process of inspiring, influencing, and guiding employees to participate in a common effort.² Stephen Covey, in his book The 8th Habit, says, “Leadership is communicating people’s worth and potential so clearly that they come to see it in themselves only.”³ Leaders are made, not born. Leadership is a series of skills that can be acquired through study and practice.

Thanks to the efforts of James Kouzes and Barry Posner, we know a great deal about the practices of exemplary leaders. Kouzes and Posner have summarized and reported on many years of research on this topic in The Leadership Challenge, a best-selling book.⁴ After a lengthy study of the dynamic process of leadership, they found that the most effective leaders engage in five practices of exemplary leadership (see Figure 2.1).

Management is the process of coordinating people and other resources to achieve the goals of the organization. Most managers focus on four kinds of resources: material, human, financial, and informational.⁵ John Hunt was able to conquer Mount Everest by combining effective leadership and management skills.

### Leadership Challenges in a Changing Workplace

1. **Explain the importance of teamwork in an organizational setting.**

   The New Economy is characterized by rapid change and demand for increased productivity. As the pace of change quickens and the pressure to work harder increases, the result is greater employee stress and tension. How can a supervisor motivate employees who are tired and frustrated? Some of the most important leadership strategies, such as building trust, empowering employees, and developing the spirit of teamwork, can take many months, even years, to implement. How do managers respond to leaders at the top of the organization who want changes implemented overnight?

   Diversity has also become a more prominent characteristic of today’s workforce. We have seen increased participation in the labor force by women and minorities. Supervising a multicultural and multilingual workforce can be very challenging. We have also seen greater use of part-time or temporary workers, who may have less commitment to the organization.
Team Building: An Introduction

Most organizations today are trying to develop the spirit of teamwork, and many organizations have organized their workers into teams. When a person assumes the duties of team supervision, the individual's title is likely to be "team leader" or "team facilitator." The changing role of this new breed of leader is discussed in this chapter. In addition, we discuss ways in which you can become an effective team member.

Can the element of teamwork make a difference between the successful and unsuccessful operation of an organization? Yes, there is evidence that a leadership style that emphasizes team building is positively associated with high productivity and profitability. Problems in interpersonal relations are also less common where teamwork is evident. Teamwork ensures not only that a job gets done but also that it gets done efficiently and harmoniously.

There is also evidence that team building can have a positive influence on the physical and psychological well-being of everyone involved. When employees are working together as a team, the leader and members often experience higher levels of job satisfaction and less stress.

Another positive outcome of teamwork is an increase in synergy. Synergy is the interaction of two or more parts to produce a greater result than the sum of the parts taken individually. Mathematically speaking, synergy suggests that two plus two equals five. Teamwork synergy is especially important at a time when organizations need creative solutions to complex problems.
Teamwork Doesn’t Come Naturally

Many organizations are working hard to get all employees to pull together as a team. Teamwork at a hospital, for example, may begin with acceptance of a common vision, such as providing outstanding health care services. The only way to make this vision a reality is to obtain the commitment and cooperation of every employee. This will require meaningful employee participation in planning, solving problems, and developing ways to improve health care.

Most jobs today require ongoing interaction between coworkers and managers. The spirit of teamwork helps cement these interpersonal relationships. However, working together as a team does not come naturally. Some people value individualism over teamwork. Team skills tend to lag far behind technical skills. The good news is that teamwork does flourish under strong leadership.

The Transition to Team-Based Structures

One of the most popular workplace initiatives today is the development of organizations that are structured around teams. Teams have become popular because they have proven to be effective in such areas as cost reduction, developing innovative new products, and improving quality. This section focuses on two of the most common types of teams: self-managed and cross-functional.

Self-Managed Teams

Self-managed teams assume responsibility for traditional management tasks as part of their regular work routine. Examples include decisions about production quotas, quality standards, and interviewing applicants for team positions. A typical self-managed team usually has five to fifteen members who are responsible for

United Airlines employees pick up team-building ideas at “Pit Crew U.” This pit crew training experience is intended to reinforce the importance of such things as teamwork, preparedness, and safety.
producing a well-defined product (such as an automobile) or service (such as processing an insurance claim). Team members usually rotate among the various jobs and acquire the knowledge and skills to perform each job. Each member eventually can perform every job required to complete the entire team task. Employees formerly concerned only with their own jobs suddenly become accountable for the work of the total team. One advantage of this approach is that it reduces the amount of time workers spend on dull and repetitive duties.

The General Electric aircraft-engine assembly facility in Durham, North Carolina, has more than 200 employees who build jet engines, the size of a large automobile. The engines are assembled by nine self-managed teams. Team members make a wide range of decisions, such as job assignments, how to improve the manufacturing process, vacation schedules, and the assignment of overtime. If a team member slacks off, members deal with the problem. Team members are also responsible for quality control.

Cross-Functional Teams

Cross-functional teams are task groups staffed with a mix of specialists focused on a common objective. These teams are often temporary units with members from different departments and job levels. The teams are often involved in developing new work procedures or products, devising work reforms, or introducing new technology in an organization. Team members often provide a link among separate functions, such as production, distribution, finance, and customer service. Cross-functional teams often make major decisions that directly influence quality and productivity improvements.

Hypertherm Incorporated, a metal-cutting equipment maker based in Hanover, New Hampshire, has developed cross-functional teams for each of its five product lines. Team members represent engineering, marketing, production, and sales. Salespeople and marketers know customers best, so they make an important contribution to new product development. During the hiring process, every effort is made to screen out persons who would not be effective team players.

HUMAN RELATIONS IN ACTION

Marine Corps Built upon Real Teams

U.S. Marines at all levels must be prepared to make decisions in response to fast-changing situations without consulting the chain of command. Even the lowly privates know they’re expected to take whatever initiative is necessary to complete a mission. After Marines complete boot camp, they enter infantry school. Each Marine rotates through all the positions in a fire team—leader, machine gunner, assistant machine gunner, and rifleman. All the Marines learn when and how to shift the leadership role. By the time the team is ready for duty, it is truly a self-managed team. Each member is prepared to fill every position.
Teams Take Time to Develop

Although we are seeing greater use of teams, this approach to employee participation is by no means a quick fix. In the case of self-managed teams, it can sometimes take one or two years for members to learn all the tasks they will perform as they rotate from job to job. It also takes time for a team to mature to the point where it is comfortable making decisions in such areas as work scheduling, hiring, training, and problem solving.

As teams become more popular, we need to increase our understanding of factors that contribute to team effectiveness. If you have ever enjoyed the experience of being part of a great team, then you probably discovered the following determinants of team effectiveness.11

People-Related Factors

The team is characterized by mutual trust and respect. Team members know the power of reflection and silence when agenda topics are being discussed. Members listen to each other and welcome a diversity of ideas and viewpoints.

Organization-Related Factors

Team development is supported by management personnel at every level. They are interested in outcomes and provide rewards and recognition of accomplishments.

Task-Related Factors

Each team has clear objectives and project plans. They are given autonomy and assignments that are professionally challenging.

Basic Beliefs About Teamwork

Identify and explain common types of work teams.

One approach to the study of leadership is examining the careers of successful leaders who demonstrated their ability to develop teamwork. For instance, coach Dean Smith became a legend in college basketball. During his 36-year tenure at the University of North Carolina, his teams won 879 games. He recruited players from high schools all over the country—players accustomed to being the stars of their high school teams. He then worked hard to encourage this group of superheroes to place “team before the individual.”12 Books such as My American Journey by Colin Powell and Leadership by Rudolph Giuliani provide us with gems of wisdom regarding effective leadership.

A second approach to the study of leadership is reviewing the findings of scholars who have identified the characteristics of successful leaders. What do successful leaders have in common? See, in the sections that follow, how Douglas McGregor, Robert Blake, Jane S. Mouton, and Jay Hall have answered this question.
McGregor's Influence

In the late 1950s, a book by Douglas McGregor entitled *The Human Side of Enterprise* presented convincing arguments that management had been ignoring certain important facts about people. The author said that managers often failed to recognize the potential for growth of most workers and their desire for fulfillment. McGregor emphasized that “unity of purpose” is the main distinguishing characteristic of many productive work teams. When a work group shares common goals and a common commitment, it accomplishes more than it would without them.

In *The Human Side of Enterprise*, McGregor discusses several characteristics of an effective work team:\[13]\n
1. The atmosphere of the workplace tends to be informal, comfortable, relaxed. There are no obvious tensions. It is a working environment in which people are involved and interested.
2. There is a lot of discussion about work-related issues. Virtually everyone participates, but contributions remain pertinent to the task of the group. The members listen to one another.
3. The tasks or objectives of the group are well understood and accepted by the members.
4. There is disagreement. The group is comfortable with this and shows no signs of having to avoid conflict.
5. People freely express their feelings as well as their ideas, both on the problem and on the group’s operation. There is little avoidance, and there are few “hidden agendas.”

McGregor’s views on the characteristics of effective work teams represent “classic” thinking. His thoughts continue to have merit today.

The Leadership Grid®

In the early 1960s, Robert Blake and Jane Mouton authored a popular book entitled *The Managerial Grid* (www.gridinternational.com). The **Leadership Grid®** (formerly called the Managerial Grid\[^5\]) is a model based on two important leadership-style dimensions: concern for people and concern for production.\[^4\] Where work is physical, concern for production may take the form of number of units assembled per hour or time needed to meet a certain production schedule. In an office setting, concern for production may take the form of document preparation volume and accuracy. Concern for people can be reflected in the way a supervisor views work and safety conditions, compensation, recognition for a job well done, and awareness of employees’ need to be treated with respect.
The Grid helps clarify how these two dimensions are related and establishes a uniform language for communication about leadership styles and patterns. Although there are many possible leadership styles within the Grid, five encompass the most important differences among managers. Blake and Mouton developed descriptive names for each.15

- **Impoverished management.** People with the impoverished management orientation might be classified as “inactive” managers. They display little concern for people or production.

- **Country club management.** Low concern for production and high concern for people characterize the country club management orientation. These managers take steps to prevent unhappiness and dissension.

- **Authority-compliance management.** The authority-compliance management style is task-oriented, placing much attention on getting the job done. Managers with this orientation display concern for production, not people.

- **Middle-of-the-road management.** Managers with a middle-of-the-road management style display moderate concern for both people and production. They see a limited amount of participative management as practical.

- **Team management.** The team management style is a proactive style of management. Persons with this orientation display a high concern for both people and production.

  Blake and Mouton devoted more than thirty years to the study of the team-building leadership style. They maintain that this style is the one most positively associated with productivity and profitability, career success and satisfaction, and physical and mental health. The term one best style is used by the authors to describe this orientation. This style, they state, achieves production through a high degree of shared responsibility coupled with high participation, involvement, and commitment—all of which are hallmarks of teamwork.16

**Hall’s Contributions**

Jay Hall, founder of Teleometrics International Inc. (www.teleometrics.com), a national consulting firm, completed a large-scale research project that supports the work of Blake and Mouton.17 He studied several thousand managers—their personalities and management styles and patterns. In his book The Competence Process, he reports that high-achieving managers had a deep interest in both people and productivity and relied heavily on the participative approach. Low and moderate achievers, by contrast, avoided involving their subordinates in planning and decision making.

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**Critical Thinking Challenge**

Reflect on your work experience and experiences in high school or college. Recall situations when you felt like a member of an effective team. What did the supervisor, manager, teacher, or coach do to develop the spirit of teamwork? Once you have reviewed the behaviors of these team leaders, assign each person one of the five leadership styles developed by Blake and Mouton.
Hall says the values that supervisors and managers hold dear flow from their basic convictions about the worth of the people who perform the work in an organization. Participative management practices are more likely to be fostered in an organization where supervisory-management personnel project confidence in the potentialities of subordinates than in organizations where they do not.

**Behavioral Science Principles Supporting Team Building**

In almost every field of study there are a few universal principles (sometimes called fundamentals) that are supported by research evidence. Principles can be thought of as general guidelines that are true regardless of time, place, or situation. In the field of human relations there are several principles—based on the behavioral sciences—that support the team-building leadership style. Blake and Mouton have developed a list of these principles and have applied them to the art of leadership.

1. *Shared participation in problem solving and decision making is basic to growth, development, and contribution.* When people are encouraged to participate in making decisions that affect them, they develop an identity and a sense of control over their destiny.

2. *Mutual trust and respect undergird productive human relationships.* Research consistently shows that employee commitment is directly linked to trust in the supervisor or manager. Trust is a catalyst. When trust exists within an organization, a spirit of teamwork is more likely to exist.

3. *Open communication supports mutual understanding.* Everyone has a need to communicate. People are naturally curious and interested in what is happening within the organization. Price Pritchett said it best: “Communication breathes the first spark of life into teamwork, and communication keeps teamwork alive.”

4. *Conflict resolution by direct problem-solving confrontation promotes personal health.* A primary goal of team building is to provide a natural forum for conflict resolution. Conflict can drain people of the energy they need to perform their regular duties.

5. *Responsibility for one’s own actions stimulates initiative.* As humans grow and mature, they become less dependent on others and seek more control over their own lives. Generally adults tend to develop a deep psychological need to be viewed by others as self-directing.

**TOTAL PERSON INSIGHT**

Michael Crom  
Vice President, Dale Carnegie & Associates, Inc.

“Life is good when trust is present. Life hurts when trust disappears. We understand this at a level so deep it is indistinguishable from our very being.”
List the characteristics of an effective work team.

This section discusses ways that supervisory-management personnel can become team builders. Later in this chapter, you will see how employees can contribute to the team-building process.

The wide range of types of supervisory-management positions may cause you to ask, Do people in these positions have much in common? Will team-building strategies work in most situations? The answer to both questions is yes. A great majority of successful supervisory-management personnel share certain behavior characteristics. Two of the most important dimensions of supervisory leadership—consideration and structure—have been identified in research studies conducted by Edwin Fleishman at Ohio State University and validated by several additional studies. By making a matrix out of these two independent dimensions of leadership, the researchers identified four styles of leadership (see Figure 2.2).

Consideration

The dimension of consideration reflects the extent to which a supervisor’s or manager’s relationships with subordinates are characterized by mutual trust, respect for the employees, consideration of their feelings, and a certain warmth in interpersonal relationships. When consideration is present, the supervisor-subordinate relationship is characterized by a climate of good rapport and two-way communication. Consideration is the equivalent of “concern for people” on the Leadership Grid and social competence.
Structure
The dimension of structure reflects the extent to which a supervisor is likely to define and direct his or her role and the roles of subordinates toward goal attainment. Managers who incorporate structure into their leadership style actively direct group activities by planning, setting goals, communicating information, scheduling, and evaluating performance. People who work under the direction of a highly structured supervisor know what is expected of them. Structure is the equivalent of “concern for production” on the Leadership Grid.

It is interesting to note that the dimensions of consideration and structure are independent of each other. A supervisor may be well qualified in one area but lack competence in the other. Anyone who assumes a leadership role can consciously work to develop competence in both areas.

Improving Consideration Skills
Brian Tracy says that effective leaders are guided by the law of empathy: “Leaders are sensitive to and aware of the needs, feelings, and motivations of those they lead.” This is good advice for anyone who wants to become an outstanding leader. To improve the dimension of consideration, one should adopt the following practices.

Recognize Accomplishments
When individual achievements are overlooked, supervisors miss a valuable opportunity to boost employee self-confidence and build morale. People need recognition for good work, regardless of the duties they perform or the positions they hold. Of course, recognition should be contingent on performance. When recognition is given for mediocre performance, the supervisor is reinforcing a behavior that is not desirable.

Provide for Early and Frequent Success
According to an old saying, “Nothing succeeds like success.” A supervisor should provide each employee with as many opportunities to succeed as possible. The foundation for accomplishment begins with a carefully planned orientation and training program. Supervisors and managers should review job duties and responsibilities, organizational policies and procedures, and any other pertinent information with their employees early in the relationship. Successful leaders are successful teachers. No worker should have to rely on gossip or the advice of a perennially dissatisfied employee for answers to important questions.

Take a Personal Interest in Each Employee
Everyone likes to be treated as an individual. Taking a personal interest means learning the names of spouses and children, finding out what employees do during their leisure time, asking about their families, and acknowledging birthdays. The more you learn about the “whole person,” the better you will be able to help employees balance their work lives with the rest of their lives. Some supervisors keep a record of significant information about each of their workers (see Figure 2.3). This record is especially helpful for supervisors who are in charge of a large number of employees and find it difficult to remember important facts about each person.
Establish a Climate of Open Communication

To establish a climate of open communication, the leader must be available and approachable. Employees should feel comfortable talking about their fears, frustrations, and aspirations. Communication is closely linked to employee morale—and morale is directly linked to productivity. Therefore, efforts to improve the communication process represent a good use of the supervisor’s time and energy.

Discover Individual Employee Values

Today’s lean, flatter organizations offer employees fewer opportunities for promotion, smaller raises, and less job security. As a result, many workers no longer feel secure or identify with the company. Supervisors should encourage employees to explore their values and determine if there is a match between what matters most to them and the work they are doing. If a value conflict turns up, the supervisor may be able to redesign the job or give an employee a new assignment. Supervisors should also attempt to find out whether there are any conflicts between the employee’s job and personal life. Many employees view their family and personal life as their primary source of satisfaction. The employee who feels pressured to work excessive overtime or travel a great deal may experience a major value conflict. Supervisors who are able to meet the needs of employees who have work/life conflicts embrace an important leadership fundamental: Live by your values, and encourage others to live by theirs.

Improving Structure Skills

The supervisor who incorporates structure into his or her leadership style plays an active role in directing group activities. The team builder gives the group direction, establishes performance standards, and maintains individual and group accountability. The following practices can be used to develop the dimension of structure.
Communicate Your Expectations

Members of the group or team must possess a clear idea of what needs to be accomplished. The law of expectations, according to Brian Tracy, states, “Whatever you expect, with confidence, becomes your own self-fulfilling prophecy.” Leaders must effectively formulate their expectations and then communicate them with conviction.

Bob Hughes, a consultant in the area of team building, suggests establishing baseline performance data so progress can be assessed. In an office that processes lease applications, where accuracy and speed are critically important, the baseline data might include the number of error-free lease applications the team processes in one day. In an ideal situation, team members will be involved in setting goals and will help determine how best to achieve the goals. Setting and reaching goals...

Effective leaders never stop learning. Programs offered by the Center for Creative Leadership help managers and executives learn how to work more effectively with people.
can provide individuals and teams with a sense of accomplishment. Specific goals are more likely to motivate us than general goals.

**Provide Specific Feedback Often**
Feedback should be relevant to the task performed by the employee and should be given soon after performance. Feedback is especially critical when an employee is just learning a new job. The supervisor should point out improvements in performance, no matter how small, and always reinforce the behavior she or he wants repeated. The most relevant feedback in a self-managed work team usually comes from coworkers because team members are accountable to one another. Some self-managed work teams design their own performance appraisal system.

**Deal with Performance Problems Immediately**
As a supervisor, you must deal quickly with the person who does not measure up to your standards of performance. When members of the group are not held accountable for doing their share of the work or for making mistakes, group morale may suffer. Other members of the group will quickly observe the poor performance and wonder why you are not taking corrective action.

To achieve the best results, focus feedback on the situation, issue, or behavior, not on the employee. A person can make a mistake and still be a valuable employee. Correct the person in a way that does not create anger and resentment. Avoid demoralizing the person or impairing his or her self-confidence.27

**Coaching for Peak Performance**
When performance problems surface, leaders must assume the role of coach. Coaching is an interpersonal process between the supervisor and the employee in which the leader helps the employee improve in a specific area. The coaching process involves four steps. **Step one** involves documentation of the performance problem. **Step two** involves getting the employee to recognize and agree that there is a need to improve performance in a specific area. Supervisors should never assume the employee sees the problem in the same way they do. **Step three** involves exploring options. At this point it is often best to let the employee suggest ways to improve performance. **Step four** involves getting a commitment from the employee to take action.28

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**Skill Development Challenge**

Assume you are the manager of the record-keeping department at a credit union. Three of the employees are responsible for sorting and listing checks and keeping personal and commercial accounts up-to-date. A fourth employee handles all inquiries concerning overdrafts and other problems related to customer accounts. List four specific behaviors you could develop that would contribute to the supervisory-management quality described as consideration and four behaviors that would contribute to the quality described as structure.
Explain the behavioral science principles that support team building.

The Situational Leadership Model, developed by Paul Hersey and his colleagues at the Center for Leadership Studies (www.situational.com), offers an alternative to the Leadership Grid. Situational leadership is based on the theory that the most successful leadership occurs when the leader’s style matches the situation. Situational leadership theory emphasizes the need for flexibility.29

Paul Hersey says that the primary behaviors displayed by effective managers in the Situational Leadership Model can be described as task behavior and relationship behavior. Task behavior, as Hersey describes it in his book *The Situational Leader*, is very similar to the “concern for production” dimension of the Leadership Grid. And relationship behavior is very similar to the “concern for people” dimension. In essence, the situational leader and the person who uses the Leadership Grid model rely on the same two dimensions of leadership.30

What is the major difference between these two leadership models? Hersey says that, when attempting to influence others, you must (1) diagnose the readiness level of the follower for a specific task and (2) provide the appropriate leadership style for that situation. In other words, given the specific situation, you must decide how much task behavior and how much relationship behavior to display. Readiness is defined as the extent to which an employee has the ability and willingness to accomplish a specific task. If an employee has the experience and skill to perform a certain task or activity, this information will influence the leader’s style. But the leader must also consider the employee’s confidence level, commitment, and motivation to accomplish the task or activity. Hersey reminds us that readiness levels often vary greatly among members of the work group.31

Additional Leadership Qualities

In addition to consideration and structure skills, leaders need some additional qualities (see Figure 2.4). One of these is character. Character is composed of personal standards of behavior, including honesty, integrity, and moral strength. Effective leadership is characterized by honesty, truthfulness, and straight dealing with every person.32 Without character it is impossible to build a trusting relationship with the people you lead.

A second important quality is emotional intelligence. Emotional intelligence is a much more powerful predictor of leadership success than IQ because it gives you the ability to monitor your own and others’ emotions and deal with them effectively.33 For example, a leader with high emotional intelligence is more likely to detect friction and eliminate conflict among team members. This leader is also more flexible, and therefore better able to use situational leadership.

TOTAL PERSON INSIGHT

Daniel Goleman Author, *The Working With Emotional Intelligence*

“The most effective leaders are alike in one crucial way: They all have a high degree of what has come to be known as emotional intelligence.”
Character and emotional intelligence are leadership qualities that can be developed. Leaders create themselves—they are not born. One very important key to growth in both of these areas is self-awareness. Without self-awareness we may behave in ways that are potentially ineffective.34

**Teamwork: The Employee’s Role**

5. **Describe the team-building skills that leaders need and the team-member skills that employees need.**

Each member should assume an active part in helping the work unit achieve its mission. This means that every member of the work group can and should be a team member and a team builder. These dual roles are achieved when employees assume greater responsibility for the success of the work unit. Today’s most valued employees are those who are willing to assume leadership responsibilities.

**Employees as Leaders**

In traditional organizations there were leaders and followers, and the followers were not expected to develop leadership skills. Today, some of the most effective leaders are helping their work team members develop leadership skills so that the team’s success will not ride on one person. At a time when most organizations are attempting to compete in a complex, ever changing global market, there is real merit in establishing a diversity of leadership within the work group. If we are willing to expand our definition of leadership, we can see leaders everywhere.35

- The quiet “worker bee” frequently serves as a leader when the issue is how to get the work done during a crisis situation.
The “corporate counselor,” who informally guides coworkers through stressful problems by merely listening, is an emotional leader.

The rigid “rule follower” keeps our creativity from becoming irresponsible.

Will the “employees as leaders” approach catch on? J. Oliver Crom, CEO of Dale Carnegie & Associates, Inc., is optimistic. He says that leadership skills are needed at all levels of the organization and adds that “Every employee is a leader” might well be today’s business slogan.

Becoming a Valued Team Member

Throughout your working life, your success is very likely to depend on your ability to be an effective team member. Here are some tips on how to become a respected team member in any organizational setting.

1. Avoid becoming part of a clique or subgroup within the team. As a member of a clique you are very likely to lose the trust and respect of other team members.
2. Avoid any action that might sabotage the team. By engaging in frequent criticism of other team members, gossip, or other unconstructive behaviors, you undermine team efforts.
3. Keep in mind that effective team membership depends on honest, open communication among team members. Use the fundamentals of constructive self-disclosure.
4. As a team member, do not feel the need to submerge your own strong beliefs, creative solutions, and ideas. If the team members are about to make a decision that in your opinion is not “right,” do not hesitate to speak up and express your views.

Teamwork can be a very satisfying experience. It can generate positive energy and contribute to a sense of optimism about the future. As a team member you have the opportunity to assume a very important leadership role.

Managing the Relationship with Your Boss

The idea that you should manage the relationship with your boss may sound a little unusual at first. But it makes a lot of sense when you consider the advantages of assuming this responsibility. When the subordinate and the boss are both working to maintain a good relationship, conflict is less likely to surface. The boss-subordinate relationship is not like the one between parent and child—the burden for
managing the relationship should not and cannot fall entirely on the one in
authority.

When you take time to manage the relationship with your boss, he or she will
become more effective in performing his or her job. In many cases, managers are
no more effective than the combined competence of the people they supervise.
Some employees do not realize how much their boss needs assistance and support
from them.

How do you go about managing your boss? Here are some general
considerations.

Assess Your Own Strengths
The boss represents only one-half of the relationship. The development of an
effective working relationship also requires reflecting on your own strengths,
weaknesses, work habits, communication style, and needs. What personal charac-
teristics might impede or facilitate working with your boss? The most effective
team players assume the responsibility for self-assessment and adjustment. It is a
burden they gladly accept.

Develop an Understanding of Your Boss
Become familiar with this person’s strengths, weaknesses, work habits, communi-
cation style, and needs. Spend time studying your boss. In some cases, the direct
approach is best. Ask your boss, “How would you like me to work with you?” Try to
determine his or her goals and expectations. What is the person trying to accom-
plish? Does your boss enjoy casual meetings to discuss business matters or formal
meetings with written agendas?

HUMAN RELATIONS IN ACTION

Tips for Young Managers
Wanted: A new breed of boss who can provide strong leadership, handle
technology, inspire teamwork, and cope with uncertainty. The person
who fits this description may be quite young and inexperienced. Many of
today’s leaders are no longer molded solely by seniority and experience.
Here are some tips for the young manager:

- Keep in mind that watching your own bosses in action is not enough
to teach you to be one.
- Never assume that others are motivated by the same things you are.
- Don’t ask for suggestions or opinions that you are not seriously pre-
pared to consider.
- Give before you take. Approach relationships (with your employees,
your boss, customers) with what you have to offer, not with what you
want.
- Reach out to people with more age and experience.
Flex Your Communication Style

In terms of communication style, is your boss supportive, emotive, reflective, or director? Once you have answered this question, begin thinking of how to flex your style in ways that will build rapport and avoid unnecessary stress. Remember, style flexing is a temporary effort to act in harmony with another person’s preferred communication style.

Be Frank and Candid

Suppose that to avoid conflict you almost never disagree with your boss—even when the boss is obviously wrong. Are you making a contribution to his or her growth and development? Obviously not. At times you must be your own person and say what is on your mind. The information you share with your boss may in fact contribute to his or her success.

As organizations become flatter, with fewer layers of management and more projects carried out by teams, collaboration has become more important. Effective team members are those who collaborate actively with their leader and other members of the team.

Learning Objectives Review

1. Explain the importance of teamwork in an organizational setting.
   - Teamwork ensures not only that a job gets done, but also that it gets done efficiently. Therefore, successful teamwork can often make the difference between the profitable and the unprofitable operation of an organization. The team-building leadership style is effective because it is suited to the needs of most of today’s employees.

2. Identify and explain common types of work teams.
   - Many companies are forming specific types of teams. Two of the most common are self-managed teams and cross-functional teams. Self-managed teams assume responsibility for traditional management tasks as part of their regular work routine. Team members are responsible for producing a well-defined product or service. They usually rotate among the various jobs and acquire the knowledge and skills to perform each one. Cross-functional teams are task groups staffed with a mix of specialists focused on a common objective.

   These teams are often temporary units with members from different departments.

3. List the characteristics of an effective work team.
   - An effective work team tends to be informal and relaxed, with no obvious tensions. People are involved, interested, and eager to participate in solving work-related problems. An effective work group also has clearly understood goals and objectives.

4. Explain the behavioral science principles that support team building.
   - One way to learn about teams is to study leaders who promote teamwork and scholars who discuss it; examples are McGregor, Blake and Mouton, and Hall. We reviewed a series of behavioral science principles developed by these noted scholars.
Describe the team-building skills that leaders need.

Two important dimensions of supervisory leadership contribute to team building. One of these dimensions, consideration, reflects the extent to which a supervisor maintains relationships with employees that are characterized by mutual trust, respect, and rapport. The other dimension, structure, reflects the extent to which a supervisor is likely to direct group activities through planning, goal setting, communication, scheduling, and evaluating. The Leadership Grid® and the Situational Leadership Model help clarify these two dimensions of leadership. Effective leaders must also develop the qualities of character and emotional intelligence.

Describe the team-member skills that employees need.

Members of an effective work group should assume effective leadership and membership roles. Each team member helps the group achieve its mission. Everyone assumes the role of team member and team builder. Employees are in a unique position to give guidance and support to their supervisor or manager. Most bosses need this assistance and support to achieve success.

Career Corner

Q: I work for a company that frequently uses cross-functional teams to complete certain projects. Whenever I serve on one of these teams, I feel frustrated. I want to get a promotion, but team assignments seem to hide my talents. How can I make the best of my next team assignment?

A: If your company is having success with these teams, the best way to get the attention of top management is to be an effective team member. When you get your next team assignment, make a quick study of how the group is working together and note any problems that could prevent the team from reaching its goals. Your visibility will increase if you find ways to enhance team performance. You might share important information with team members or offer to help team members develop some specific skills. In most cases it’s possible to help your teammates grow while developing yourself.
Applying What You Have Learned

1. Business publications such as the Wall Street Journal, Fortune, Business Week, and Fast Company frequently feature articles describing problem bosses. Managers with high-tech backgrounds (computer science, electrical engineering, mathematics, etc.) sometimes create employee frustration through insensitive or vindictive behavior. These so-called nerd managers are often more focused on technology than on people. They have high IQs but rank low in emotional intelligence, and they lack people skills. The result is often high employee turnover. Let’s assume that you are working for a small business and the owner is often described by employees as the “nerd boss from hell.” What steps might you take to influence your boss, who seems to spend all his time obsessing about technology and ignoring the needs of his employees? Review the material featured in this chapter, and then develop a plan that would help your boss develop a strong team-building leadership style.

2. There is increasing pressure on organizations to allow employees’ personal problems to be brought to the attention of the supervisor or manager. Personal problems that can disrupt people’s lives include dealing with a teenager on drugs, coping with the needs of a sick parent, losing a babysitter, or getting a divorce. Schedule an interview with two persons who hold supervisory-management positions and ask these questions:
   a. Do you assume the role of mentor and counselor when an employee brings a personal problem to your attention?
   b. Should you give the person with a serious problem some special consideration, such as time off, less demanding work, or professional help that is paid for by the company?

3. The skills needed to be an effective leader can be developed by anyone who is willing to invest the time and energy. It is possible to practice important leadership skills before you assume the duties of a supervisor or manager. Review the various ways to improve consideration and structure skills discussed in this chapter, and then begin searching for opportunities to practice these skills. Here are some opportunities for practice:
   a. Volunteer assignments in your community
   b. Group assignments at work, at college, or at place of worship
   c. Involvement in political, professional, or social activities
Role-Play Exercise

You are currently a computer technician employed by Tech Doctors, Inc. The company provides a wide range of services including computer system setup, PC and server repairs and upgrades, virus and spyware removal, data recovery services, and Internet security. The company was founded by Evony Leeson about five years ago. You are one of five technicians who make service calls and occasionally work in the repair center when needed. You like your work, but feel a sense of frustration when fellow employees fail to give their best efforts. The owner is very effective in solving technical problems, but often displays poor people skills. He simply does not pay attention to employees, to what they are doing, and to how they are feeling. He knows almost nothing about their hobbies, family status, or personal concerns. There are times when you feel like quitting, but you like solving technical problems and helping customers with their computer needs. You have decided to meet with Evony and provide some suggestions on how to become a more effective leader. Use the name Deaven Wilcox during the role play.

Internet Insights

1. Many companies provide Internet access for employees and allow them to work in virtual teams. Members may work at headquarters, in satellite offices, on the road, and from home. Virtual team members may never meet one another face to face because they communicate via e-mail, conference calls, and other methods. Web-based tools have been designed to help teams work together more effectively. Visit the following websites and review their services. Then prepare a brief written report on your findings.29

<table>
<thead>
<tr>
<th>Website</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>GroupVine</td>
<td>Lets you create members-only discussion boards so that a team can post audio files, comments, documents, or pictures concerning a project.</td>
</tr>
<tr>
<td><a href="http://www.groupvine.com">www.groupvine.com</a></td>
<td></td>
</tr>
<tr>
<td>WebOffice</td>
<td>WebOffice Workgroup combines asynchronous tools such as document sharing and calendaring with real-time web meeting technology.</td>
</tr>
<tr>
<td>weboffice.com</td>
<td></td>
</tr>
<tr>
<td>ScheduleOnline</td>
<td>A group calendar that lets users schedule events, invite people to meetings, and reserve physical resources such as conference rooms or equipment.</td>
</tr>
<tr>
<td><a href="http://www.scheduleonline.com">www.scheduleonline.com</a></td>
<td></td>
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</tbody>
</table>

2. Several websites provide workers with an opportunity to post complaints about their boss, employer, or coworker. Visit the following websites and prepare a brief written report on your findings.

- www.corporatesuicidewatch.com is designed to call attention to employers who are committing “corporate suicide” because their leaders are not taking care of their employees.
- www.badbossology.com will help you with difficult boss problems. It offers free access to hundreds of articles on solving problems with difficult bosses.

Improve Your Grade

Self-Assessment Exercise
Coaching to Improve Human Performance

Coaching has been defined as an interpersonal process between a manager and an employee; the purpose is to improve the employee’s performance in a specific area. Coaching focuses on patterns of behavior such as arriving late for work after being told that tardiness is not acceptable, or violating safety rules after being reminded that safety is very important. The coaching process should help the employee recognize the need to improve performance and to make a commitment to improving performance. Coaching has become a very popular business initiative used to maximize employee productivity and morale.

Managers who develop a leadership style that combines structure and consideration behaviors possess the basic skills for being effective coaches. Coaching involves four steps.

**Step One:**
Carefully document performance problems by collecting factual information. In some cases the best approach may be to observe and assess performance during actual job performance. A sales manager might accompany a salesperson during an actual sales call.

**Step Two:**
Meet with the employee and try to get the person to recognize and agree that there is a need to improve performance in a specific area. Employees often do not see the problem in the same way as the manager views it.

**Step Three:**
Involve the employee in the process of exploring solutions. The employee is often in the best position to suggest ways to improve performance.

**Step Four:**
Get a commitment from the employee to take action. This step may involve development of a contract (verbal or written) that clarifies the coaching goals, approaches, and outcomes. Throughout the coaching process the manager must use empathic listening (introduced in Chapter 2). This will ensure full understanding of the conditions and dynamics that led to the performance breakdown. At the conclusion of the coaching meeting, thank the employee briefly and describe his or her important role in the organization.

**Questions**
1. Can the four-step coaching process be used with a group of employees? Explain.
2. Experts say the most critical aspect of coaching is getting an employee to recognize a need for performance improvement. Do you agree? Explain.
3. It has been said that through coaching we empower the employee—we allow the person to see and act on the capability and commitment that he or she already possesses. Do you believe this is true? Explain.
4. If you were preparing a manager to become a successful coach, what suggestions would you give this person? Can you think of some factors that would serve as barriers to effective coaching?
Case 2.2

Can You Become a Leader?

The number of career opportunities in supervision and management continues to be quite high. Persons working in the fields of health care, retailing, manufacturing, and many other employment areas will be given an opportunity to move up to a leadership position. What qualities do you need to achieve success? What sacrifices might be needed if you accept a promotion to the position of supervisor or manager? One way to prepare for a leadership position is to study the wisdom that can be gleaned from the writings of respected leaders. Consider these examples.

- Rudolph Giuliani says he spent his entire life thinking about being a leader. This may explain how he became a successful federal prosecutor and an effective two-term mayor of New York City, a city many people thought ungovernable. In his book *Leadership* he describes what it was like to guide the recovery of New York City after the horror of the World Trade Center attack. The book also describes what he thinks it takes to be a leader during "normal" times. Giuliani feels that holding people accountable is very important. He scheduled morning meetings with top aides to keep them focused on specific problem areas. He recommends staying true to your core values, promising *only* what you can deliver, and not being a bully.41

- Colin Powell, secretary of state during George W. Bush's first-term, has been described as a leader who scores very high in emotional intelligence because he has the intuitive ability to connect with others. Powell has been guided by several "laws of power." Here are two of them.42

  *Dare to be the skunk.* He says, “Every organization should tolerate rebels who tell the emperor he has no clothes.” In other words, let your employees know it’s OK to disagree with you.

  *Come up for air.* Powell demands excellence from his staff, but he also insists they put balance in their life. He sets a good example by spending as much time as possible with his wife and children.

- Joe Torre, manager of the New York Yankees, may be a model for today’s corporate leaders. He will always be remembered as the leader of the team that won four World Series in five years. One of his management principles is “Every employee must feel useful.” Today, every employee is important, or he or she wouldn’t be on the payroll. The mailroom clerk and the person who cleans the hospital rooms should never feel they are not important. Another Torre management principle is “Manage against the cycle.” When things get tense, Torre grows outwardly calmer.43

It’s not difficult to find articles on bully bosses, supervisors who never give praise for work well done, or leaders who push too hard for increases in productivity. Yet there are many great leaders who can teach us a lot about effective leadership.

**Questions**

1. Select the two leadership qualities described above that you feel are most important. Provide a rationale for each selection.
2. If you needed a mentor to help you achieve success in a leadership position, which of these three persons would you select? Explain your choice.
INTEGRATED RESOURCES

VIDEOS: “Mary Guerrero-Pelzel, Contractor” “Team Decision Making”
CLASSROOM ACTIVITIES (college.hmco.com/pic/reece10e)

Dream Team
Pieces of the Puzzle
Valuing Diversity