Donita Russell

Fall Annotated Bibliographies

MSC Capstone

December 18, 2021

Abrashoff D. M. (2001). Retention through redemption. *Harvard Business Review*, *79*(2), 136–158.

In this article, Mike Abrashoff, the USS Benfold, discusses how he transformed the ship crew's behaviors, starting with himself. He describes how he developed a strategy to create an environment that made the team feel safe and supported. He explains that he centered his leadership approach around empathy, getting to know the crew, and giving up some control. Abrashoff and the team embraced his new leadership style with conviction and humility, and because of that, he gained loyalty from the workers.

This article reveals that a leader can overcome challenges and improve organizational performance by employing effective strategies. It provides direction at any level of the organization and explains how to engage with others and take steps to make a dramatic difference at work. I found this article inspiring because, as a leader, it helped me consider ways to motivate and encourage my team.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Buck, M. (2020). Ten timeless principles of leadership communication during a crisis. Kellogg Executive Education, Northwestern University. https://www.kellogg.northwestern.edu/executive-education/the-kelloggexperience/thought-leadership/leadership-communication-tips.aspx

In this article, the author provides ten communication recommendations for leaders during a crisis. She explains what you say to your team is equally important as how you say it to them. These ten tips she provides can be essential at any time but critical during uncertainty. I found most of the tips meaningful, most importantly, listening and understanding your team's experience, reinforcing shared goals, and humanizing the messages by sharing your own experiences.

This article was informative and gave me valuable ways to communicate better in my workplace. Constant communication is vital, even when you think there is nothing new to discuss. The article outlines principles on important ways to convey a message when providing feedback on new change management systems in my current role. The tips shared in this article are great tools to use daily or while working with someone with a diverse background.

L6: Create and deliver elegant messages appropriate to the audience, purpose, and context.

Drucker, P. (1999). Managing oneself. *Harvard Business Review,* 100-108.

This article discusses the importance of self-awareness. The author suggests conducting a feedback analysis to discover your true strengths and how feedback analysis can allow you to improve your strengths and reveal your weaknesses. He challenges us to ask ourselves important questions: What are my weaknesses, and how do I perform? He emphasizes that we shouldn't try to change ourselves to fit someone else's narrative. He suggests we find ways to improve our skills by filling in the gaps with knowledge, and we will be able to transform how we perform. The author also discusses the value of managing your relationship and your expectations within the relationship. Allowing the individual to work in ways best for them takes responsibility for the connection.

This article truly resonated with me because self-improvement and personal development are essential to me personally and professionally. We must take time to discover our strengths and place ourselves in the right place to make the most significant contributions. It also helped me realize the importance of feedback analysis and how inspiring it would be for my workplace to provide opportunities to nurture the strengths.

D1. Iteratively develop inter-professional leadership competencies.

Gratton, L., & Erickson, T. J. (2007). 8 ways to build collaborative teams. *Harvard Business Review*, 85(11), 100–153.

The article's authors, Gratton and Erickson, provide eight key techniques to building collaborative teams. They explain the four challenges of team-building: size, diversity, participation, education, and implementing the eight essential elements that lead to success. They explain the providing a space that allows staff to exchange ideas and contribute to effective collaboration. The authors stressed the importance of senior executives demonstrating collaborative behavior. This culture will set the tone and trickle down throughout the organization. It is also vital to offer mentoring and coaching opportunities for team members to increase collaborative behavior. They recommend providing training to equip the team appropriately to perform the task. They equally stress the importance of leaders having the necessary skills to manage relationships and functions. Finally, they discuss the importance of team structure and creating an environment for cross-functional collaboration. This practice ensures that team members know one another, improving shared cognition and strengthening relationships.

I found these steps helpful when working in groups at my workplace. The techniques provided by the authors are vital for building collaborative teams. I agree that training is necessary for both the staff and leaders. Professional development is often undervalued in my workplace and placed on the backburner. Technology is constantly changing in the IT field, and staying abreast of the changes is crucial for providing top services to customers. Additionally, I agree with getting to know the staff. Too often, team members are reluctant to share my knowledge of expertise with strangers. An informal meet and greet will create synergy and develop trust throughout the organization.

L3. Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Ibarra, H., & Lineback, K. (2005). What's your story? *Harvard Business Review*, 83(1), 64-116.

This article provides examples of ways telling stories about yourself can inspire others. The authors explain why you need a story and how to restructure your story personally and professionally. They argue that to know someone well, you must know their story. The authors stress that your stories are the experiences that have shaped and tested you throughout life. They explain how stories differ on your journey, and knowing your audience and practicing consistency are crucial elements to earning the listener's trust.

I found this article intriguing because I've struggled with telling my story as an IT professional and event planner. This article provided essential strategies to prepare me for transitioning stories. My story is my brand, and I should effectively communicate it to reinforce my brand identity. Learning how to tell my story leads me to my reinvention journey.

L6: Create and deliver elegant messages appropriate to the audience, purpose, and context.

Kotter J. P. (1990). What leaders really do. *Harvard Business Review*, *68*(3), 103–111.

In this article, Kotter explains how management and leadership are different yet complement each other; both are needed. He describes the primary responsibilities of managers and leaders. He explains that management deals with the complexities of practices and procedures. Leaders focus on change and are the visionaries of the organization. He argues most are good at being a leader or management, but very few are good at both. Kotter emphasizes that both are essential for leading an organization. He stresses that leadership can't be exchanged with management and can not be exchanged with leadership. Finally, he mentions to ensure proper alignment of teams, leaders should focus on organization goals and not the individuals.

This article was a great explanation of role clarification between leaders and managers. Leaders are visionaries and should be developing ways to grow the organization. A good leader can cope with change, motivate people, and works with people to achieve the goal. As a leader, I found this article insightful.   I understand the importance of supporting and inspiring people around me personally and professionally.

D1. Iteratively develop inter-professional leadership competencies.

Rath, T., & Conchie. B (2008). Strengths-based leadership: Great leaders, teams, and why people follow. Simon and Schuster. (Parts 1 & 2).

Rath and Conchie explain the study of finding your leadership strengths in this book. The book provides readers different ways to identify their strengths, skills, and abilities. The authors describe the value of recognizing and understanding your leadership strengths and investing in them. The strength-based leadership approach is a method of maximizing the potential of the areas in which you excel. They mention that people typically guess incorrectly about their strengths and are surprised by the results after taking the assessment. Leaders that know and understand their strengths can effectively lead, manage and motivate their followers. They explain the four domains of leadership strength: executing, influencing, relationship building, and strategic thinking. These categories provide a broader grouping of strengths that leaders can use to build an effective team. The team members can also use their strengths to improve performance and work together in groups.

I like learning about leadership strengths. Knowing my strengths and how to use them when working with others was very insightful. The strengths I listed before taking the assessment were completely different in a positive way. The book made me reflect on how I can use the information to improve my performance and communication. I enjoyed the book and the assessment, and I constantly refer to the Strengthfinder assessment when mentoring others. I highly recommend this book and hope to implement this assessment in our department.

D1. Iteratively develop inter-professional leadership competencies.

Snook, S., & Polzer, J. (2004). *The army crew team.* HBS No. 9-403-131. https://hbsp.harvard.edu/cases/

In this case study, the authors describe the conflicts and issues that Coach P must resolve on the Army rowing team. They explain the difference and the dynamics between the two teams. The Varsity team comprised the eight rowers with the fastest speed and strength, and the Jr. varsity had the bottom performers. The author explains how the coach focused on the team's strengths and techniques but didn't inspire the teams to work together. The Coach didn't understand why the varsity team lost against the Jr. Varsity team during practices and races. The case study showed how Coach P. struggled to bring their talents together to perform as a team. This case cites relevant examples of how a lack of leadership and guidance can impact a team's performance and result in the team's poor behavior. The author further explains how teams should have shared determination and shared goals.

This case study helped me consider ways to lead teams effectively and communicate with my colleague when working on a project. Often, we are added to groups with different levels of experience and uncertainty. This case study demonstrated the importance of understanding the team's strengths to help provide synergy amongst the team. Also, it made me reflect on ways to improve my contribution when working in a group.

L3. Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Stayer R. (1990). How I learned to let, my workers lead. *Harvard Business Review*, *68*(6).

In this article, Ralph Stayer, the owner of Johnsonville Sausage, discusses how he self-reflected and changed his leadership style. He explains how he completely redirected the company structure by releasing control and allowing the employees to take full responsibility for their work. Stayer describes how they created strategies and offered employees incentives to gain cash bonuses to fight poor motivation and lack of commitment. He explains how the employees embraced the new responsibilities by asking for more because they felt valued. He mentions how the company began to thrive and increased performance standards and market shares.

This article was inspiring because it demonstrated that you could create a rewarding culture if you develop effective strategies. This article perfectly shows how morale can affect an organization's performance. Sometimes, I lack motivation and feel like my point isn’t getting heard in my workplace. This article helps me consider ways to effectively communicate and brainstorm new ideas to improve collaboration and motivation within my organization.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Youngdahl, W. (2011). *Race to the South Pole*. Thunderbird School of Global Management Case ID: A15-11-0019. https://thunderbird.asu.edu/faculty-and-research/case-series/id/a15-11-0019

In this case study, Youngdahl describes the challenges Roald Amundsen, Robert Falcon Scott, and Shackleton faced on the journey to be the first to reach the South Pole. The author explains Robert Scott first failed expedition, his fallout with Shackleton, and his competition with Amundsen. Youngdahl further provides an overview of the three different styles of leadership. The author explains the team effectiveness of each leader and the difference in their core team-building. The author detailed the importance of preparations, leveraging strengths, and effective communication in team-building. This story demonstrated the importance of leveraging individual strengths and using effective strategies to overcome challenges.

This case study shows the importance of working with others to accomplish a goal. This story resonated with me because I constantly try to do everything myself, which can sometimes derail the vision. It helped me consider ways to improve team collaboration within my organization to achieve the goal.

D1. Iteratively develop inter-professional leadership competencies.

Donita L. Russell

Winter Annotated Bibliographies

MSC Capstone

March 26, 2022

Libby, P., & Deitrick, L. (2017). *Cases in nonprofit management: A hands-on approach to problem-solving*. SAGE Publications, Social enterprise within a nonprofit organization: Independence Matters (pp. 5-8)

The author shows the differences between nonprofit organizations and social enterprises in this case study. Nonprofit organizations provide services and are not dedicated to making a profit for financial gain. Additionally, nonprofit organizations are financed through grants, loans, and fundraisers. The case demonstrates how a social enterprise organization uses the profit from selling goods or services to expand the brand. However, the company prides itself on working with others with disabilities to improve the quality of life for others. The authors explain the legal and financial implications of a nonprofit wholly-owned social enterprise are keeping its tax-exempt status by having a charitable mission, making sure the profits are community-driven, and supporting its operations.

I truly enjoyed reading about this case because it aligns with the direction I want for my nonprofit business. I am eager to deeply understand the ethical and legal implications of nonprofit and social enterprise organizations. I found the IMR case study intriguing yet puzzling because of the ambiguities in the company's values related to revenue. It helped me consider ways in which I would create a nonprofit arm to generate income and sustain the nonprofit status legally.

L6: Create and deliver elegant messages appropriate to the audience, purpose, and context.

D2: Utilize communications to embrace complexity and difference

McGinn, K., & Tempest, N. (2010) *Heidi Roizen.* Harvard Business School Case ID 800-228

In this case study, the authors demonstrate the importance of having strong network ties. The case discusses how Heidi Roizen succeeds as a venture capitalist by following the general networking principles. The authors described Heidi as outgoing with a high-energy personality which helped her get along with everyone she met. They explained how Heidi built and sustained relationships with influential people before Forbes's top executives and leveraged her network to benefit herself and others. Heidi mastered blending professional networking with social networking, and she essentially became a celebrity-like executive in Silicon Valley.

This case study helped me examine my professional network and consider the steps to build and cultivate a broad and deep professional connection. This case is a blueprint of network marketing and a true example of the saying, "it's not what you know but who you know." I exchanged contact information with people but canceled follow-up lunches because I was suspicious of the intentions. I am now aware that I have started reconnecting with lost connections and hopefully strengthening my network.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

Byham, W. (2009). Start networking right away (even if you hate it), *Harvard Business Review;* ID F0901B-PDF-ENG

This article provided several ways to begin the process of networking. The author discussed the importance of "forging deliberate connections" immediately after starting a position. He further provided guidelines for making those connections and to whom. The article offered tips about finding your network targets and examples of ways to spark conversation with people above your professional level.

This article was incredibly insightful and made me look at my professional connections. I realized my network only included my colleagues in my department. After reading this article, I understand the importance of getting out of your comfort level to grow a great network. After reading the assigned articles, I decided to join several women's leadership networks. The meetings online provide a more accessible introductory period.

L1: Articulate connections between the interdisciplinary field of communication and the central curriculum themes of the MSC program.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

Denhardt, B.B., Denhardt, J. V. & Aristigueta, M. P. (2013). Managing human behavior in public and nonprofit organizations. Thousand Oaks, CA: Sage. (pp. 143-166)

In this book, chapter 6 describes different theories of organizational motivation. The authors discuss the beginning step is to motivate oneself to help. People must be motivated before influencing others and not projecting their perception on someone else. The article discusses the Maslow Hierarchy of Needs to conceptualize human needs.   It suggests that human behavior arouses the following categories: physiological, safety, love, esteem, and actualization.

The authors further explain how the job characteristics model uses five critical design elements to improve jobs. Jobs are specific tasks, and the mission is the key to employee motivation and job satisfaction. The skill variety, task identity, task significance, autonomy, and job feedback.

The chapter further described other vast amounts of motivational theories like goal-setting theories, equity theories, expectancy theories, etc. The models and approach can be used depending on the situation but are not mutually exclusive.

This reading resonated with me because it emphasizes the importance of self-awareness. Also, setting challenging goals for myself but making sure they are precise with a way to track performance, personally and professionally. The authors explained different motivating factors that can help someone get unstuck in their current situation. I've been in the IT department at Northwestern for 13 years and sometimes forget the motivating factors that appealed when I started. It allowed me to see how those motivators change as I grow professionally and through this MSC program.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

Menon, R. (2019) The Empowerment Plan (A): Providing Employment to Homeless Populations in Detroit, *WDI Publishing, William Davidson Institute (EDI), University of Michigan* 3, 10 pages

In this case study, author Menon outlines how a Detroit-based nonprofit worked to break the cycle of homelessness through training, employment, and job placement. The author provides detailed information about the founder of The Empowerment Plan, Veronika Scott. The author explains how the nonprofit designed a platform to produce sleeping bag coats by hiring employees from the homeless shelter and providing them with sewing and manufacturing skills.

The case further described how employees were hired, trained, managed, and motivated in the two-year program. Lastly, the case study looked for ways to create a job that can influence motivation and ensure employee readiness at the end of the two-year program.

The case was interesting because motivating staff is more complicated than I realized. After working in an organization for so long, you must constantly find ways to stay motivated and knowledgeable. After reading about the job characteristic model, I can ensure that my staff and colleagues are at their best.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

D1. Iteratively develop inter-professional leadership competencies.

Pisano, G. & Verganti, R. (2008) Which Collaborations is right for you? *Harvard Business Review,* 86, no. 12

Authors Pisana and Verganti established a collaboration network strategy to help executives decide when selecting the kinds of innovations to adopt for the organization. The author describes four types of collaboration, Open or closed network or flat and Hierarchical Governance. The article explains that companies should consider these strategies and the trade-offs of each mode when selecting a collaborative innovation model. An elite circle is a closed network with hierarchical governance: One company picks the participants, defines the problem, and chooses the solution.

Both methods will involve strategic trade-offs, and companies will have to do a SWOT analysis to weigh their strength, weakness, opportunities, and threats and determine which will work best.

This article was insightful because I never considered these options when working on projects. Too often, the executives are busy coming up with ideas and running a business but do not have enough time to find the answers.

I believe the open flat concept would work well in my future organization. It might be motivating to allow the internal staff to compete with the outsourced solvers. This concept provides the team with the opportunity to sharpen their skills. The article mentions that the flat model is most effective when the collaborators have a vested interest in solving the problem.

Currently, my department encourages staff to offer ideas; however, the environment leans toward the closed hierarchical mode. We have a change management group with preselected members to make and implement critical decisions for the campus.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

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Ibarra, H. (1996) Managing Xerox Multinational Development Center, Harvard Business School ID: 9-496-047.

In the Xerox case study, the author explains how John Clendenin implemented changes and enhanced Xerox's logistics and inventory management efficiency. The case demonstrates Johns developed and implemented several computer and management systems improvements. The author describes John as an outcast because of his success in the organization. His interpersonal strategies allowed him to leverage knowledge and contacts other team members would've denied providing. Ibarra mentions John's multiple methods for gaining influence in a complex organizational environment.

This case stood out to me because of the knowledge and passion shown by John Clendenin. I always strive to stay abreast of the recent technology and focus on networking with the right people to solve the problem efficiently and directly. These stories showed me interpersonal strategies by which I can improve networking and change management within my organization. This story resonated with me because he was still able to accomplish his goals during the challenges and naysayers. What initially looked like a lateral position, the actual job was more significant.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

D1. Iteratively develop inter-professional leadership competencies.

Bryson, J. M. (2010). "Strategic Planning and the Strategy Change Cycle." In David O. Renz, ed., *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, pp. 230–61. San Francisco, CA: Jossey-Bass.

In this reading, the author explained the importance of the strategic change model and the steps needed to implement change and start the organization.   Bryson describes how to use the ten steps to apply those strategies to implement or improve operations. The ten steps start with initiating and identifying the implementation process. The author further explains that the process analysis will begin with these steps. Steps 6- 10 are continuous and often result in a never-ending change cycle. The flexibility allows a constant flow of strategic thinking, research, and implementation.

This book is like a quick roadmap for business management. There are many moving parts when planning and implementing change within an organization. This article perfectly shows how creating a workflow chart will help plan or change management projects. I have introduced this Strategy change cycle to our department change management group to use as a guide on further projects.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

D3: Choose to communicate with ethical intentions and evaluate virtuous elements of any communication situation

D4: Be equipped to influence change

Wiggill, M. N. (2011), Strategic communication management in the nonprofit sector: a simplified model. J. Public Affairs, 11: 226–235

This article explains the importance of communication management and the need to understand how to communicate to the organizations' stakeholders. Wiggill emphasizes that planned communication and relationship management are imperative to achieving your organizational mission and goals. Moreover, internal and external stakeholders must communicate clearly about those visions, missions, and goals. He stresses strategically speaking and building a solid relationship with donors to have recurrent and increased donations. The author explains the communication framework model developed by Steyn and Puth. The levels of the Communication Framework model are: The strategic level scans the environments for changes and determines their influence; the functional stage should prepare and implement the communication strategy and policy to the organization stakeholders, and the implementation level will physically implement the communication plans.

This article was informative in unveiling the levels of communication. With the evolution of digital marketing, communication is critical to an organization's mission and expectations to the stakeholders and possible donors. I work with the communications department at Northwestern when updating our department website. Although I understood the process, this article helps define the steps in every intricate detail.

L5: Critically analyze messages.

L6: Create and deliver elegant messages appropriate to the audience, purpose, and context.

Nathan, S, K. & Temple, E. R. (2016). Philanthropy and fundraising: The comprehensive development program. In Renz, D. (Eds). The Jossey-Bass Handbook of Nonprofit Leadership and Management (pp. 488-508). Hoboken, NJ: John Wiley & Sons.

In this article, the authors discuss the relationships between philanthropy and fundraising. Both philanthropy and fundraising serve instrumental and expressible purposes in nonprofit organizations. The authors also explain the importance of implementing a fundraising process that focuses on individual donations. He mentions a fundraising strategy designed by Hugo Rosso called The Fundraising Cycle. The Fundraising cycle is a fourteen-step process that gives fundraising teams a strategic direction. Once the organization establishes a mission, the various steps include developing the case of a need, soliciting donors, and cultivating a relationship to help lead to a successful fundraising campaign.

This article was very instrumental in helping me with my nonprofit organization. Oven times, we are only focused on the issue and raising funds that you forget to nurture the relationships. After reading this chapter, I have the tools to reconnect with past donors and how to approach potential donors as well.

L5: Critically analyze messages.

L6: Create and deliver elegant messages appropriate to the audience, purpose, and context.

D3: Choose to communicate with ethical intentions and evaluate virtuous elements of any communication situation

D4: Be equipped to influence change

Donita Russell

Spring Annotated Bibliographies

MSC Capstone

June 20, 2022

Parker, H (2020). Social influence, Groupthink, and the Coronavirus. *Psychology Today*.

In this article, author Holly Parker exposes the effects of social influence. She describes the consequences of groupthink regarding the Coronavirus pandemic. Parker argues that people often think their views and decisions come from their own opinion, but that is not the case. She mentions the pandemic's effect on people being less diverse and developing a bond with those in their social group. She argues that if someone believes a large group behaves in a particular way, one is likelier to behave the same. Individual decisions likely influence their social group when people decide whether to wear masks or not. Highly cohesive groups can influence groupthink when they share their opinions first and encourage others to fall in line. If anyone in the group disagrees, it is unlikely they will voice their views because they fear losing their connection to the group.

This article was eye-opening and made me reflect on my thoughts and concerns during the pandemic. The pandemic exposed so many feelings and emotions because I had never witnessed anything like it before. The social influence of the media demonstrated the power of groupthink. This article highlights the ramifications if misused. Who delivered the information to you would slightly determine where you stood in decision making. This article makes me aware of social influence and not allowing the power of a group to decide my actions.

L5: Critically analyze messages.

D2: Utilize communications to embrace complexity and difference

D3: Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation

John, L. (2016). How to negotiate with a liar? *Harvard Business Review*.

Negotiating is part of our everyday lives, and detecting if someone is lying to you can be challenging. This article provides strategies that focus on prevention rather than detection. It states that some negotiators lie to gain the upper hand when making a deal. The author offers tips to conduct conversations that make it harder for the liar. The author recommends encouraging reciprocity. Professor John argues that if someone shares sensitive information, it is instinct to match their transparencies. Sometimes divulging secrets can encourage reciprocation. Professor John also suggests watching for dodging during the conversation. Dodging is when someone is evasive and tries to avoid answering a direct question. Lastly, she stresses the significance of cultivating information leaks. A person can gain valuable knowledge simply by listening to everything our counterparts have to say directly and in between the lines.

I enjoyed this article because it elaborates on some key pointers on confronting someone that is being deceptive. I negotiate various agreements with several vendors for my organization, and this article helped me examine how I can strategically communicate to prevent deception and unethical behaviors.

L5: Critically analyze messages.

D3: Choose to communicate with ethical intentions and evaluate virtuous elements of any communication situation

Roloff, M. (2022). Module 1: Persuasion definition - *Word document*.
Northwestern University MSC-513 class. Retrieved from email.

In this module, Professor Roloff discusses how the persuasion process affects organizational change. He begins the lecture by defining persuasion and the various approaches to persuading others. Roloff describes Roskos-Ewoldsen's theories that people have implicit ideas to convince people. The module identified two dimensions of persuasion strategies: association-oriented messages and sarcasm. He explains that targets respond to messages based on their interpretation of what they think the persuaders want them to do. He also discusses how persuaders can be manipulative, deceptive, and hide self-interest. Overall, he explains persuasion as being voluntary, and it occurs in the space of free choice. However, sometimes persuasion has unintended consequences.

This module was very insightful because it highlights the different strategies used to lead others. I attempt to persuade faculty and staff to follow the organization's rules in my current position. They often have strong feelings against our policies and procedures for purchasing computers. Roskos-Ewoldsen's theories provided me with tools to create messages when trying to influence attitudes and behaviors. This lecture taught me that high-quality messages are the best route. It is important to remain knowledgeable about the process and avoid using insults and sarcasm.
L6: Create and deliver elegant messages appropriate to the audience, purpose, and context.

D4: Be equipped to influence change.

Overton, A.R. and Lowry, A.C., (2013). Conflict Management: Difficult Conversations with Difficult People

This article was about understanding the importance of conflict resolution and management. Although we can not avoid conflict, we can manage it on an individual and organizational level. The authors express the importance of developing the skills to manage a difficult conversation or interaction. They provide strategies to help identify skill sets used to manage conflict.   The authors summarize the steps needed to have a successful confrontational conversation. They explain once you have decided to address the issue, you must take several steps to prepare for the confrontation. The stress, you must gather all background information, determine your approach, and mutual respect and purpose. The author stresses that creating a safe environment is critical in successfully managing conflict. In a safe environment, one believes they are respected and treated fairly. Multiple studies confirm that individuals and organizations benefit when they successfully address conflict.

This article resonated with me because conflict is often present when working in complex environments. The authors' strategies are very beneficial for focusing on a toxic-free workplace. I agree with the research and resolution skills they share, especially the recommendations to provide active engagement. Conflict management and effective communication can improve the understanding of the task, team development, and quality of group decision-making. Too often, organizations demonstrate counterproductive work behaviors, resulting in staff members disengaging or displaying toxic personality behaviors. The impact of those interactives affects the mood and damages synergy, which can be a high cost to an organization.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

Gallo, A. (2017). How People with Different Conflict Styles Can Work Together. *Harvard Business Review*.

This article provides tips on how people can work together with different conflict styles. People are either avoiders or seekers. The avoiders shy away from disagreements and value relationships. The seekers are eager to engage, prefer directness, and do not mind ruffling feathers. The author stresses the importance of knowing your conflict style and your opponent's when getting into a debate. Gallo provided ways to assess the conflict styles of others by looking for patterns, getting input from others, and asking directly. Once you identify their style, you can make a more informed decision about how to handle a disagreement.

This article is interesting because it emphasizes the importance of knowing yourself and your audience. I found the tips in the article crucial when working on projects with multiple personalities. When working on projects, people often shy away from communicating to avoid conflict. This article provided a better understanding of assessing a person's style and effectively communicating, taking the lead in decision-making.

L6: Create and deliver elegant messages appropriate to the audience, purpose, and context.

D2: Utilize communications to embrace complexity and difference

Hughes, J, and Ertel, D. (2020). What's Your Negotiation Strategy? *Harvard Business Review*.

This article underscores the importance of fully understanding your negotiation strategy. The article provides critical strategic principles negotiators should use when negotiating their next deal. The authors suggest identifying your best alternative to a negotiated agreement (BATNA) before engaging with your counterparts. The authors recommend that the negotiators rethink the scope, analyze peers, and search for connections across multiple sources. The authors state that the best negotiators look beyond their immediate counterparts. People tend to pursue deals with familiar parties but should consider opening the opportunities to those who can help get to their desired outcome. Many negotiators take the scope of an agreement as a given, but there are often significant opportunities to change and achieve much better results. The authors suggest we rethink the nature of leverage, think beyond the walkaway alternatives (WAP), and consider other possible deals. Finally, the authors advise you also to think about the impact of timing. Applying those strategic approaches to negotiations will allow someone to find various sources of leverage, realize more significant opportunities, and achieve outcomes that maximize value for both sides.

This article resonated with me because I recently had the opportunity to negotiate to sell an investment property. I was able to apply the strategic techniques provided by the authors and get a positive appraisal and offer on the home. We indirectly engage with the parties to determine who shared similar interests to achieve the desired outcome.

D2: Utilize communications to embrace complexity and difference

Roloff, M. (2022). Module 3: Functional approaches to persuasion -*Word document*. Northwestern University MSC-513 class. Retrieved from email.

In this module, Professor Roloff lectures on the functional approaches to persuasion. He discusses the functional approach stems from people pursuing goals that will satisfy their needs. He further explains the functional approaches by theorists Katz and Kelman. Katz's theories identify five basic strategies that an attitude can serve. They are utilitarian function, social adjustment function, knowledge function, value expressive function, and ego defensive function. The module states the 'utilitarian function' argues people need resources to survive. The social adjustment function believes that people desire to fit in with others. The knowledge function states that people have a desire to understand their environment. People want to uphold and express their values and view themselves positively using the value expression and ego-defensive function. Then, Roloff explains Kelman's functional approach and describes the three areas of influence: compliance, identification, and internalization. Kelman's compliance approach indicates that people accept change because they want to avoid punishment and receive rewards. Kelman's Identification and Internalization function state that people adopt new behaviors because they want to establish a positive relationship with someone they admire and because it fits their value system.

The lecture on persuasion was very insightful. I have been looking for ways to implement new procedures in my new faculty onboarding process. I successfully used Katz's and Kelman's function approaches to navigate better attitudes serving different functions. Understanding the interest and behaviors helped me effectively communicate with the managers when trying to implement future changes.

L4: Apply communications-centered scholarship to strengthen communication effectiveness.

D4: Be equipped to influence change

Jandt, F.E. (2021, 2nd edition). Conflict and Communication. Power and Conflict styles. Chapter 2, pp. 31 – 59.

This chapter discusses power, conflict styles, and power imbalances. The author states power depends on understanding the motivating qualities between parties. The author suggests the person influencing must recognize as valuable by the party they are attempting to influence. Jandt identifies five categories to motivate change. Those categories are legitimate and positional power, referent power, expert power, reward power, and coercive power. They further explained that conflict arises when the parties know how much power one has compared to others. The author describes how Power imbalances can affect how the parties view each other. The chapter mentions Martin Luther King, Jr., who demonstrated power through nonviolent resistance. He used power imbalances and a nonviolent resistance approach to fight against racial prejudice against African Americans to battle racial discrimination. Power is essential to managing conflict. However, conflict can result from the exercising of power. Power imbalances can affect how the parties view themselves. Dr. King demonstrated how the low power group-built power before negotiation.

I enjoyed the chapter on power and conflict because power imbalances and disagreements are a part of our lives. Understanding the power and interests of others should apply to every negotiation situation. Recognizing the conflict styles and motivating qualities can prevent groupthink and enhance individual learning. We are often involved in difficult situations; after reading the power and conflict chapter, I am more inclined to gather all the facts and observe the behaviors before responding to an issue.

L5: Critically analyze messages.

L6: Create and deliver elegant messages appropriate to the audience, purpose, and context.

D4: Be equipped to influence change

Phutela, D. (2015). The Importance of Non-Verbal Communication. *The IUP Journal of Soft Skills*, Vol, IX, No. 4.

Non-verbal communication plays a vital role in effective communication. In this article, the author explains how a person can communicate by sending non-verbal cues. The different types of non-verbal communication can be body language, hand movement, facial expressions, and eye contact. The author explains how non-verbal cues help others gauge attitudes that people do not express with words. The author also stresses the importance of posture as an indication of how an individual feels on the inside. Phutela mentions eye contact in the workplace is another important nonverbal cue. Eye contact conveys honestly and is often an invitation to communicate.

In contrast, avoiding eye contact conveys dishonesty and lack of interest. She states non-verbal communication can strengthen or destroy relationships, especially when there are cultural differences. The cultural differences include stereotyping, prejudice, and discrimination, along with hand gestures, touching, and facial expression. Finally, the article states that if people can interpret non-verbal language, they can control their body language and emotions; this always guarantees success.

This article resonated with me because I am known to be non-verbally expressive. After reading the articles and participating in-class activities, I am more aware of my nonverbal cues that might get misread. I am a firm believer in reading a person's non-verbal communication. I am not always confident in handling the situation correctly, and my body language might suggest that. The tips provided in this article will help me control my facial expressions and understand others.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

D2: Utilize communications to embrace complexity and difference

Roloff, M. (2022). Module 17: Innovation - *Word document*.
Northwestern University MSC-513 class. Retrieved from email.

In this module, Professor Roloff lectures about various approaches to how organizations adapt to innovation. He begins by discussing key elements in creating new ideas, including the challenges organizations face with innovations. The module outlines the Diffusion Approach theory, developed by Everett Rogers. He explains Rogers's five characteristics that contribute to adopting innovations within an organization. These characteristics are relative advantage, compatibility, complexity, trialability, and observability. Roloff also explains how Rogers defined innovativeness as the degree to which an individual is relatively early in adopting new ideas rather than other social system members. He discusses five categories of innovativeness. These categories include innovators, early adopters, early Majority, late Majority, and laggards. Innovators are the first 2.5% to adopt a new practice, product, or idea. Early adopters are the next 13.5% to adopt. Early Majority are the next 34% to adopt. Late Majority are the next 34% to adopt. Laggards are the last 16% to adopt, and some never will.

Learning about innovation through Everett Rogers's diffusion approach was highly beneficial and contributed to me developing a plan to create a training and operations manual across departments and locations. I studied Roger's views on the five characteristics of innovations adopted in an organization and developed a change management plan for the executive members and managers based on their level of innovativeness as outlined by Rogers. The goal is to implement the changes in stages where the innovators and early adopters can serve as experts, provide feedback, and influence the other groups.

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