

Fall 10 Annotated Bibliography

Adams, S. (2016). How companies are coping with the rise of employee-review site Glassdoor. *Forbes Magazine*. Retrieved November, 28, 2021.

The rise of the employee-driven website Glassdoor and sites alike is gaining traction where current and former employees can review employers. These websites provide a public, anonymous platform for comments of all kinds. Comments can range from very positive to highly negative. There is also a place for approval or non-approval to rate the company's CEO. Most companies monitor these sites but do not take an active approach to manage them. This article explores the need for companies to pay attention to Glassdoor to answer complaints and address concerns. It is not typical for the CEO to respond to comments on these sites. We see in the article how personally responding to messages left on the platform allows current and potential employees to get a sense of the company culture. If employers want a transparent environment, it must allow room for all kinds of feedback. Glassdoor believes their website allows the public to make more informed decisions about their company or one they may potentially work for. As employee-driven sites like these become more popular, companies must develop a strategy to manage untrue comments. Companies that fail to do so may find themselves doing more damage control on their corporate brand and identity.

As a user of Glassdoor myself, this article resonated with me. I work within the Human Resources space and find myself flipping through the reviews of my own company. Understanding the nature of the comments is critical, but unfortunately, there is not much you can do about the reviews. The article helped me consider how my own company can devise a plan to move forward with addressing these posts on Glassdoor.

L05: Critically analyze messages.

D04: Be equipped to influence change.

Bartlett, Christopher A. "Unilever's New Global Strategy: Competing through Sustainability." Harvard Business School Case 916-414, November 2015. (Revised August 2016.)

This case study is about Unilever's call to action to implement a new plan to regain market share, and turn the company around in the public eye. In 2009, the hiring of the new CEO Paul Polman brought forth a refreshing new outlook and a call to action to meet some very aggressive goals. Paul devised a strategy to improve culture, cut costs, implement a plan to commit to sustainability. He did that by developing a Corporate Social Responsibility (CSR) plan to reinforce his messaging to link his program with a purpose. At first, his goals were met with resistance and challenge. But over time, the bigger picture came to life, and Paul delivered success, both internally and externally. Today, Unilever's turnaround success is used as a case study for sustainability. This article demonstrates how recognizing your external stakeholders to make a transformation impact on external and internal culture will ultimately drive positive financial goals. Paul Polman knew if he could change the way consumers saw Unilever, their market share would grow. Buyers would care about the purposefulness of the corporation, which would lead to the company becoming more profitable than anyone thought possible.

This article was fascinating given the current climate we live in today. There is a big push, now more than ever, to be cautious of the products we use and the places we spend our money. By linking a brand to a purpose, companies have figured out how to gain market share by appealing to the globally conscious consumer. Because of this article, I have a greater appreciation for leading systemwide transformation change. I am more thoughtful about what products I am purchasing and the purpose behind the companies that make them.

L03: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

D02: Utilize communication to embrace complexity and difference.

D03: Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.

D04: Be equipped to influence change.

Catmull, E. (2008). *How Pixar fosters collective creativity*. Boston, MA: Harvard Business School Publishing.

Pixar has figured out a recipe for success when it comes to creativity and innovation. When employees feel safe to express their ideas in a non-judgmental environment, amazing things can happen. Creativity can happen effortlessly when a large number of people come together with different personal and professional backgrounds. Pixar promotes creativity and innovation to build prototypes to bring their ideas to life. This opportunity provides a platform for interactions to give others a different viewpoint about problem-solving. In addition, this brings awareness to concepts and thoughts they might otherwise have had.

What I learned about Pixar is the most significant trait they exhibit is the willingness to take risks and accept failures. At the heart of this, Pixar understands there is no reward without risk. They know not every idea will turn into a multi-million dollar success. This company has learned to balance the positive with the negative to create a safe environment where employees can discuss what they liked and disliked or what could improve. All companies can benefit from using this technique.

L03: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

D1: Iteratively develop inter-professional leadership competencies.

Cornelissen, J. (2004). Stakeholder Management and Communication. In W. Waters, *Corporate communications: theory and practice*.(pp. 61-83) Sage publications.

This guide to theory and practice discusses how companies can use frameworks to communicate with stakeholders to build relationships and enhance the company's corporate identity. Companies can build upon these concepts to improve relationships with all stakeholders. This concept consists of three constructs; social identity, organizational identity, and corporate identity. I learned how corporations need to understand how this framework connects all stakeholders to manage their corporate identity. The author explores how companies can create

an authentic brand by looking inside to define their unique brand and give them a competitive edge.

This framework and concepts are valuable to everyone who reads it. I learned everyone could better communicate with all stakeholders in their personal and professional lives. It is essential to shape messaging in a meaningful, authentic, and distinctive way to your brand. By doing this, your relationships will improve with all stakeholders.

L02: Demonstrate the ability to assess complex organizational environments and achieve communication goals

L04: Apply communication-centered scholarship to strengthen communication effectiveness.

D01: Iteratively develop inter-professional leadership competencies.

Dhanesh, G. S. (2017). Putting engagement in its PRoper place: State of the field, definition and model of engagement in public relations. *Public Relations Review*, 43(5), 925–933.

There are three main groups to consider when it comes to engagement with public relations and communications management. This case study revealed three areas of work: digital engagement, employee engagement, and public/stakeholder engagement. Organizations must maintain control of their strategic communication to mitigate risks. Organizations can implement a two-way symmetrical response, which is more effective as it promotes communication, relationship building, and the willingness to adapt and compromise. This model emphasizes negotiation and involves receiving feedback and facilitating communication between activists groups and the organization. As such, the author proposed a salience model as the basic building block for overall engagement and explored the implications. When a company thoroughly understands the importance, the state, and the consequences of communication, it can prepare to deal with outcomes.

This case study improved my understanding of the importance of dialogue and two-way symmetrical communication for all stakeholders. It helped me consider implementing this model more often into my daily routine to improve engagement in all my relationships.

L01: Articulate connections between the interdisciplinary field of communication and the central curriculum themes of the MSC program.

L05: Critically analyze messages.

L06: Create and deliver elegant messages appropriate to audience, purpose, and context.

Edmondson, A.C. (2016). Wicked Problem Solvers. *Harvard Business Review*., 94(6), 52–59, 117.

Over the years, leading teams has become more complex. Cross-functional leaders must learn how to adapt to the organization's ever-changing needs and be flexible and adaptable to changing requirements. This article explores the need for leaders to foster an adaptable vision to encourage collective collaboration. The process employs four leadership practices to facilitate change. This system of levers works together to help cross-industry teams meet the needs and goals of the

organization. The article provides insight into how teams function at their best to overcome challenges. It provides an understanding of how to make the most of scope changes by using problem-solving techniques. Leading teams can be taxing, but team leaders can ultimately succeed using this leadership framework.

This article was beneficial in defining what good problem-solving techniques look like. The author's simple framework is simple to understand and easy to apply. The article has real-world examples, which make it relatable to the everyday team leader. This article proved you do not have to be an executive-level manager to be a great team leader.

L04: Apply communication-centered scholarship to strengthen communication effectiveness.

D1: Iteratively develop inter-professional leadership competencies.

D04: Be equipped to influence change.

Garvin, D. A., & Roberto, M. A. (2001). What You Don't Know About Making Decisions. *Harvard Business Review*, 79(8), 108–116.

Most people treat meetings and decision-making as events when they should be viewed as a process. How you approach meetings and interact with the participants can affect outcomes. This article discusses the difference between an inquiry approach and an advocacy approach. Inquiry is an open process designed to create multiple alternatives and promote idea-sharing. Advocacy takes a different methodology, where participants are more concerned with their points of view and preferred solutions. Both perspectives have pros and cons, and a good leader must structure the debate to solicit the best outcome.

This article taught me how a leader could construct a meeting to achieve a desirable outcome. I can use this methodology with well-defined criteria to improve and enhance my sessions. Implementation of these standards can increase meeting effectiveness by making my interactions more intentional and valuable.

L03: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors

D1: Iteratively develop inter-professional leadership competencies.

Gossett, L. M., & Kilker, J. (2006). My Job Sucks: Examining Counterinstitutional Web Sites as Locations for Organizational Member Voice, Dissent, and Resistance. *Management Communication Quarterly*: McQ, 20(1), 63-90.

<http://turing.library.northwestern.edu/login?url=https://www.proquest.com/scholarly-journals/my-job-sucks-examining-counterinstitutional-web/docview/216297171/se-2?accountid=12861>

In today's society, counterinstitution websites have become the norm. You can log into the internet at any time and search for your favorite brand, store, rockstar, or athlete. You can find a website that gives a public forum for people who disagree with what they do. In this case study, the author examines how these counterinstitution websites affect internal and external

stakeholders and their overall brand. The communications that transpire across these platforms can be positive and negative for the companies or brands they target. The author analyzes 1,095 postings on one such website about Radio Shack during one month. Whether helpful or damaging, the postings provide a voice to people who want to be heard without resistance.

This case study was eye-opening for me. I always looked at counterinstitutional websites as a negative idea. This article and its findings allowed me to learn about these boundaryless websites and how they can be utilized for continuous improvements. Because I work in the human resource/communications arenas, this case study taught me the importance of monitoring these sites for useful information about improving employee engagement and overall culture

- L01: Articulate connections between the interdisciplinary field of communication and the central curriculum themes of the MSC program.
- L02: Demonstrate the ability to assess complex organizational environments and achieve communication goals.
- L05: Critically analyze messages.

Heimans, J., & Timms, H. (2014, 12). Understanding "New Power". *Harvard Business Review*, 92, 48-56.

<http://turing.library.northwestern.edu/login?url=https://www.proquest.com/magazines/understanding-new-power/docview/1628903062/se-2?accountid=12861>

This article reviewed the transformation happening in today's workforce. This silent battle is between the *New Power Values Model* versus the *Old Power Values Model*. It looks at both models and explains how all stakeholders are affected. The old power model is more traditional and operates in an authoritative and confidential arena. The new power values model is much more informal and transparent. It is collaborative, with radical transparency. As the corporate world transforms with technology and innovation, employees see the need for applying the *new power values model* to their corporate environment. The authors explain how employees understand this new power model as the voice they need to shape their demands and desired workplace.

These concepts resonated with me due to my experience working in family-owned businesses. Many of these companies had multiple demographics of employees who embraced characteristics from both power values models. This article gave me additional insight into adopting the *New Power Values Model* and how it can help companies be more inclusive.

- L02: Demonstrate the ability to assess complex organizational environments and achieve communication goals

Wood. (2021). Stakeholder Identification and Saliency After 20 Years: Progress, Problems, and Prospects. *Business and Society*, 60(1), 196–245.

<https://doi.org/10.1177/0007650318816522>

When managers define stakeholders for a project, they should think about three questions. One, who should be considered when making decisions? Two, who should be involved in the actual decision-making process. And three, who will you communicate your decisions to, and what is the communication strategy. Using the stakeholder identification theory can help answer these questions. This theory is based on the belief all stakeholders fall into three categories based on their salience and attributes. These attributes are power, legitimacy, and urgency. There are seven sub-groups below those three main categories: dormant, dominant, discretionary, demanding, dangerous, dependent, and definitive. This class system allows for proper communication to these stakeholders based upon their characteristics. This system identifies and groups people properly to equip managers to recognize and respond to all stakeholders' needs. This theory helps identify who is essential regarding all communications. Using these three qualitative classes allows management to use a fluid communication system to respond to rapid organizational changes.

This model was essential in helping me learn how to classify my stakeholders at work correctly. I communicate up and down the organization daily, and it is critical to get the right people the proper communication. I have implemented the use of this tool in my professional and personal life. It helps me grasp and appreciate what I am saying, to whom, and how often.

- L01: Articulate connections between the interdisciplinary field of communication and the central curriculum themes of the MSC program.
- L02: Demonstrate the ability to assess complex organizational environments and achieve communication goals.