

Spring 10 Annotated Bibliography

1. Bohm, D. (1996). *On dialogue*. New York, Routledge Great Minds 2014 (Chapter 2).

Bohm's approach in this chapter explores how he creates shared meaning by using free-flowing group conversations to experience every person's point of view. This creates a space where new understanding may emerge and emphasizes listening and observation. Bohm suggests we haven't really paid much attention to thought as a process yet have only paid attention to the content. To be successful and have collective participation, Participants must be open and mindful of the group and their collective participation. People must ignore preconditioned judgments, assumptions, and the urge to defend an opinion. Dialogue is more about the thought process behind the beliefs than the assumptions alone.

Everyone can benefit by learning how to find a shared meaning within a conversation. Learning to have real dialogue presents a framework for approaching any interaction with others. This framework can be applied in both a personal and a professional environment. Moving forward, I will use this process to have meaningful conversations by focusing on solution-oriented dialogue.

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

D02: Utilize communication to embrace complexity and difference.

2. Buber, M (1937). *I and Thou* Download Buber, M (1937). *I and Thou* (pp. 12-24, 45-60).

According to Buber, humans may adopt two attitudes toward the world, I-Thou or I-It. I-Thou is a relation of subject-to-subject, while I-It is a relation of subject-to-object. In the I-Thou relationship, human beings are aware of each other as having a unity of being. I-Thou can be a community, while I-It is family. In the I-It experience, the "It" is something to be utilized or known or used for some purpose. I-Thou refers to the existence of something unique and whole in a person that is the result of genuine listening. I-Thou can be with nature, other human beings or of a spiritual nature. Using I-Thou is important in communications because it focuses on the power of dialogue between individuals. This involves being open, involving others in their own experiences, and listening for responses.

The concepts discussed throughout these readings were difficult for me to grasp at first. It wasn't until I did some additional research that I understood what Buber was trying to say. This really taught that the I- Thou relationship is the most essential human experience because this is where we become fully human. It is where you can be fully present and accessible to the other person. In the I-It relationship, that human element is lacking; thus no human connection or wholeness. By using Buber's philosophy, we can start to classify relationships and learn how to better communicate within those encounters.

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

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

3. Byham, W. (2009). Start Networking Right Away (Even If You Hate It). *Harvard Business Review*.

Networking is challenging and time-consuming; however, networking has always looked at as necessary. This article addresses people who are introverts who do not naturally like interacting with others in a networking environment. Getting over the misconceptions about networking provided an easy understanding of what networking isn't. Even though so much information is public and found online, nothing replaces good old-fashioned talking and getting to know others. The author explains how being deliberate about networking can be beneficial because it builds relationships with others. It provides a platform to connect with a diverse group of people which can be personal or business-related. As people grow in their careers, networking becomes a valuable tool. Getting out of your comfort zone is critical because, as the Byham article stated, "most people don't take to networking naturally, which is why it's often tough for rising executives to be systematic about reaching out to people who can help them." Learning who should be in your network is the first step. Understanding networking is not a one-way street, and reciprocating by sharing information is a great way to stay in touch.

This article will be beneficial as I navigate my career path and build my networks. It's never been difficult for me to network, but after reading this article, I have a greater appreciation for others who do not have a natural knack for moving out of their comfort zone. I will use knowledge to approach people differently to put others at ease.

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

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

4. Carli, L.L. & Eagly, A.H. (2016). Women face a labyrinth: An examination of metaphors for women leaders. *Gender in Management: An International Journal*. 31(8). (pp 514-527)

Metaphors are often used as phrases or symbols to describe an object or action for comparison. Often times we hear the glass ceiling term used as a metaphor in reference to women not being able to break through to the top level due to an invisible barrier. Although women leaders have experienced tremendous progress climbing the corporate ladder, they still face challenges. Along with the glass ceiling metaphor used to describe women as they progress through their careers, another term used to express how some women face obstacles early in their careers. This is called the sticky floor and implies women are 'stuck' in low-paying, low-status positions early in their careers. While the glass ceiling expression implies an impenetrable barrier, the sticky floor term suggests women may be able to pull themselves up from that floor to reach a higher level. Although these two terms are well known, the better metaphor to describe these scenarios is the term labyrinth. This word means a complicated irregular network of passages or paths in which it is difficult to find one's way – similar to a maze. Using this metaphor is a more accurate way to describe what women face when trying to excel in their careers.

After reading this article, I have a fresh perspective on these common metaphors used to describe advancement for women in the workplace. Having the authors explore the metaphor labyrinth as a newer, more applicable term to describe the current climate women face was refreshing. Although the glass ceiling isn't as high these days, women still battle to break through into leadership positions compared to men. As a woman trying to navigate this same climate, I understand these barriers exist, and do my best to navigate them.

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

D02: Utilize communication to embrace complexity and difference.

5. Couldry, N., & Mejias, U. A. (2019). Data colonialism: Rethinking big data's relation to the contemporary subject. *Television & New Media*, 20(4), 336-349.

In this reading, Couldry and Mejias use the term "tethered to data judgments" because our reliance on data is the king of all metrics. We are bound by technology, pulling our data, measuring our usage, and tracking our statistics every day. Sometimes with our knowledge, sometimes without. The problem becomes when "big data" lumps us into categories and buckets that do not tell the whole story. Suppose my existence is just a "statistic" lumped into a spreadsheet. In that case, that strips me of any individualism or human characteristics that make me human. This is what the authors referred to as data colonialism. This is not land or resources but the appropriation of our lives through data harvesting.

This reading resonated with me because the more I thought about this concept, the more it made sense. Big data is all around us, and every inch of our lives are connected to technology. More and more, we are becoming numbers and metrics. Computers are learning what we want, what we like, dislike, where we visit and travel, and how we live. It's exciting and frightening. Making our lives more manageable makes us vulnerable to unfair practices because we cannot control how our data is used. Companies are making assumptions about our next moves based on data previously collected on us. As we all learned from this reading, these metrics do not tell the whole story due to the lack of dialogue involved. Without further dialogue, it is impossible to see the entire picture.

From my personal experience, an example of this practice is evident every time I log onto Facebook or Instagram. The app constantly suggests people I know or people I may want to be connected to. They are merely suggesting contacts based only on data. What I click on and who's pages or profiles I view are just data points on a computer. The computer is then spitting out suggestions in hopes they are right. This is just a tiny window into how technology will utilize algorithms in the future.

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

D02: Utilize communication to embrace complexity and difference.

6.Cummings. (2011). Why project networks beat project teams. MIT Sloan Management Review., 52(3).

This article explored the difference between teams and networks. A team is comprised of a core set of team members, while a network is made up of noncore people made up from your personal network outside of your project team. These noncore contributors can be used as a tool to provide knowledge, information, and feedback to the team. As this article suggests, noncore people can play a vital role in your project team because they bring insight and experiences that differ from a project team that is made up of people you constantly interact with. This can also provide a platform to share information cross-functionally to enhance your overall network.

I am a member of my organization's HR and Internal Communications teams. I think I can look beyond my team and leverage my network by tapping into other executives in the Company to provide knowledge on communication efforts. For example, when I was looking to build a smaller team to address some communication difficulties we had on our shop floor, I enlisted the help of some manufacturing engineers. The engineers were the front-line teammates that knew who would be best for my project team. I plan to leverage those noncore members whenever I need some guidance on subjects I am not an expert on.

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

L05: Critically analyze messages.

7.Isaacs, W. (1999). Dialogue and the art of thinking together. Doubleday. pp. 49-109 (Chapters 2,3,4).

In this reading, Isaacs suggests we can use four principles that will enable us to move towards a more dialogic approach to combat the problem of thinking alone. But before those principles, we must build capacity for new behaviors. These include listening, voicing, respecting, and suspending. The principle of participation is to pay attention to the details as we experience the world around us. We are active participants in the living world. The principle of unfolding is to ready yourself to observe the invisible reality waiting to unfold into a present, visible form and thinking differently about situations and how you can contribute authentically and genuinely. The principle of awareness is to combat the problems that arise from too much certainty by staying aware of this sense of motion and process. Developing the capacity to see the living processes in all things and become aware of ourselves and our impacts. The principle of coherence is to see the big picture. We fail to see other people's views which may be viewed as violent or forceful. By using coherence, we can see what 'is' instead of what should 'be' and use connections amongst all the parts. We put aside judgments and look for coherence.

I saw many examples of this throughout my career when thinking alone was encouraged – especially in the 90s. People operated in silos and never talked to each other. This behavior was still prevalent a few years back when I working in an IT department. No one ever knew what others were working on. When I moved from IT to HR, I encouraged my team to talk regularly and gather feedback on individual projects. These meetings allowed everyone a safe space to

collaborate and provide honest feedback without judgment. After a few short weeks, people were attending the meetings regularly. All the team members were grateful for a space that allowed other people's viewpoints without assumptions. I believe this is what the premise is behind the Isaacs reading. The ability to see that thinking together has elements you cannot find when thinking alone.

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

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

8.Lakhani, K. R. (2009). Harvard Business School Case No. 608-170.

This case study examined InnoCentive (IC), exploring collaboration by implementing ways to enable people to solve problems. They did this by connecting “Seekers” with “Solvers” to bring people together to network and problem solve. This idea was hugely popular; however, as the Company’s platform increased, they faced issues of supporting the growing network, dealing with the mounting pressures of staying competitive, and incentivizing people who participated.

I strongly believe in this type of collaboration for facilitating knowledge sharing. If I were to recommend some strategies to IC, I would strongly urge them to proceed with caution when introducing larger amounts of collaboration. The Seekers & Solvers program could face issues around accountability when it comes to an understanding what role IC plays. My recommendation would be to draft a policy with their legal team that outlines what IC’s role and responsibilities are and how problems should be solved. This will draw clear boundaries around the process moving forward

The ‘WHY’ is also something to keep in the forefront. I would advise the Leadership to revisit why they started. Are they getting away from the original idea that made this program so amazing? Does collaboration with a team take away the original magic of working alone to solve a problem? Will people want to participate with others? They should remember that groups, teams, and collaboration are not the same thing. Once they answer those WHY questions, I think Leadership will be better at determining what direction they want to pursue.

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

D1: Iteratively develop inter-professional leadership competencies.

D02: Utilize communication to embrace complexity and difference.

9. Muller, J.Z. (2018). *The tyranny of metrics*. Princeton University Press (pp. 17-21 & 137-156).

In this article, Muller argues that metrics can lead to counterproductive and mechanical behavior. He uses the 'pay for performance' example and develops this argument by presenting three key components that lead to counterproductive behavior. First, the belief that it is possible and desirable to replace judgement acquired by personal experience/talent with numerical indicators of comparative performance based on standardized data; second, the belief that making these metrics public and transparent assures that Companies are actually carrying out their purpose and being accountable; and third, the belief that attaching rewards and penalties to measured performance is the best way to motivate people. These rewards are either monetary or reputational.

The goal of payment for performance is to reward employees for performing at the top of their game. It relied on people believing "that which is measured is rewarded." Organizations thought adding more metrics and measuring would bring more incentives for employees to work harder. When in fact, a reliance on these metrics distorts these very goals. Distortion at this level occurs because relying and fixating on more metrics and data incentivizes employees to distort or fudge the numbers in the short term. Muller also indicates whenever rewards are tied to measured performance, this fixation on metrics can invite gaming. Employees who are fixated on short-term goals tend to manipulate performance. Employees only want to deal with immediate performance indicators. Because of the immediate focus on the short-term, employees tend to lose sight of longer-term goals. Corporate dysfunction can also come from pay-for-performance schemes. This happens when profits are put before people and company goals. No industry is immune when performance pay is involved. We saw numerous examples of this across various sectors of high-profile cases in the Muller reading.

In my opinion, there are a few ways companies can avoid the problem of pay-for-performance. One is to eliminate the practice. Doing away with the program allows for an equitable playing field. Another way is to replace this practice with higher salaries instead of the pay-for-performance bonus. Doing so will take the focus off the short-term and allow employees to focus on the Company's fundamental goals by being more strategic instead of money focused.

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

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

10. Turco, C.J. (2016). *The conversational firm: Rethinking bureaucracy in the age of social media*. Columbia University Press.

At TechCo, they have found the sweet spot between employee voice and executive suite. This is impressive because many companies struggle to listen to their employees. They say they do, but frequently feedback falls on deaf ears. I think it would be an excellent place to work if you value the input and like providing it. The Wiki is an excellent tool for communication at all levels. Much like social media, it is a platform for anyone to access for comments or likes for support. I love how TechCo places value on the feedback from employees and incorporates it into action.

They solicit advice, comments, and criticism, but they genuinely act on it. This behavior is a rarity in many corporate companies. Although, the Wiki would be exhausting to manage and probably would be someone's full-time job. Wiki isn't perfect because it provides an open forum for feedback. It may be misused and leave room for misinterpretation of comments. That is the sticky part of managing a platform like Wiki. If you ask for feedback, you cannot penalize employees for saying things you do not want to hear.

As a communication professional, I found it refreshing how they promote collaboration at all levels on the Wiki. This can be a great way to build a community of like-minded employees. While no company is perfect, TechCo goes to great lengths to understand HOW to communicate to their workforce. These actions show they care about the employees and the collaborative culture it continues to build.

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

D1: Iteratively develop inter-professional leadership competencies.