

What might an organisation with great communication look like?

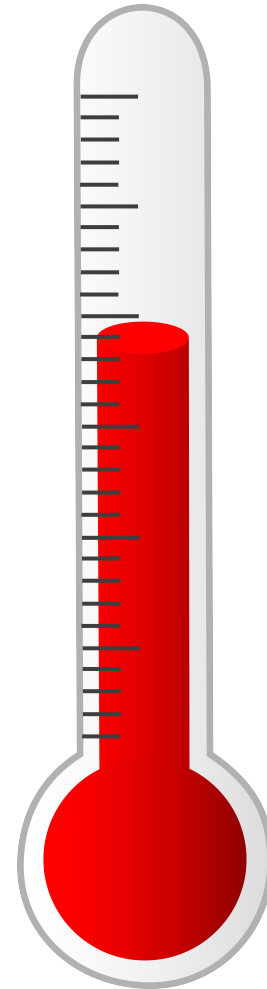
1. clear purpose and values (Kanter, 2009)
2. a focus on value creation for stakeholders (MacLeod & Clarke, 2009, Bruce, 2011)
3. its people building warm relationships with those they frequently work and engage with (Carmeli, Brueller & Dutton, 2008, Kanter, 1983, Glassdoor, 2013)
4. diversity is encouraged, diverse voices are heard (Johnson, 2010)
5. communication is transparent (Prilleltensky & Prilleltensky, 2006)
6. technology and intent encourages sharing of information and knowledge (Edmondson, 2012)
7. there is a orientation to learning (Edmondson, 2012)
8. social media is a organisational asset (Durrell, 2012)

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no. 3

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Every large and complex organisation has many thousands of people who have each day the opportunity, or are literally required, to take action on something. We think of these as “choice points.” For an organisation to succeed in any long-run sense, these millions of choices must be more or less appropriate and constructive day in and day out. But this is an immensely difficult problem, because it requires the ultimate in decentralisation – literally to the individual level – along with centralisation in the sense that those individual choices must be coordinated and coherent.

From *The Change Masters* (1983) Rosabeth Moss Kanter
New York: Simon & Schuster, p. 495

My life is the sum of my decisions/choices.

My life is the sum of my relationships.

The organisation is the sum of our choices/decisions.

The organisation is the sum of our relationships.

A faith-based perspective...

The primary purpose, the basic objective, in laying down powerful laws and setting up great principles and institutions dealing with every aspect of civilization, **is human happiness;**

and human happiness consists only in drawing closer to the Threshold of Almighty God, and in **securing the peace and well-being of every individual member, high and low alike, of the human race;**

and the supreme agencies for accomplishing these two objectives are the **excellent qualities with which humanity has been endowed.**

from *The Secrets of Divine Civilisation*, Abdu'l-Bahá (1875)

THE POWER OF EMPLOYEE APPRECIATION

**Greater Employee Appreciation =
Better Retention**

68%

employees
feel boss shows
them enough
appreciation

53%

employees would
stay longer if
felt appreciation
more from boss

**Appreciation Motivates Employees
More Than Fear**

81%

will work harder...
when boss
shows appreciation

38%

will work harder...
when boss
is demanding

37%

will work harder...
because they
fear losing job

**Employee Perception of
Appreciation Is Not Equal**

warm@work

mahimahana

t r a n s f o r m i n g r e l a t i o n s h i p s a t w o r k

					ff					
					ee					
					dd					
					cc					
					bb					
					aa					
5	4	3	2	1	0	-1	-2	-3	-4	-5
<i>transforming</i>		<i>cosy</i>		<i>tepid</i>	<i>neutral</i>	<i>cool</i>		<i>chilly</i>		<i>frozen</i>

warm@work

mahimahana

t r a n s f o r m i n g r e l a t i o n s h i p s a t w o r k

How could this be used where you work?

Could this process be used as part of a (warm) performance management process?

What is the biggest challenge it poses for you?