

Annotated Bibliographies

**Fall 2021 Annotated Bibliographies**

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December 16<sup>th</sup>, 2021

## Annotated Bibliographies

ABC News Productions. (1999). *The Deep Dive*. United States. Retrieved December 16, 2021, from <https://www.youtube.com/watch?v=2Dtrkrz0yoU>.

This video is a short documentary by ABC News Nightline about the design company IDEO and their approach to innovation. To inspire creativity, IDEO abandons the traditional hierarchal model of corporate America. They encourage team collaboration, imagination, and thinking outside the box. They also diversify their teams by employing individuals from a wide range of industries and backgrounds. In the documentary, the IDEO team is tasked with re-designing the traditional shopping cart. Throughout their process, which they call the “deep dive”, team members brainstormed, experimented, and tried out many different ideas before finally landing on their final product. Members were encouraged to propose even silly or impractical suggestions– the philosophy being that there are no bad ideas. This creates a synergistic environment that is perfect for fostering innovation, an atmosphere I hope to create one day when I am a leader.

Bottom Line: Removing hierarchal structures and encouraging equal collaboration fosters innovation.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Collaboration, creativity, diversification, imagination, innovation, synergy, teamwork.

## Annotated Bibliographies

Abrashoff, D. M. (2001). Retention through redemption. *Harvard business review*, 79(2), 136-158.

D. Michael Abrashoff was a captain in the Navy. When Abrashoff became the commander of the naval ship the *USS Benfold*, he inherited a crew that was demoralized and mistrustful of previous leadership. Abrashoff was able to completely change the culture of the ship. He rejected the traditional hierarchical structure of the Navy. By actively engaging with, listening to, and establishing mutual trust with his crew, he transformed his ship and is now a role model for the Navy.

I found this article to be very inspiring, for I too inherited a staff that was operating in a very toxic environment. I was most impressed with the Abrashoff's efforts to get to know each of his sailors and learn about their experiences on the ship. Should I ever be faced with this experience again, I will model my management style after Abrashoff's. He has motivated me to be a better listener and give space for others to share their ideas in the workplace.

Bottom Line: Adopting a management style that is based on trust and collaboration is key to the success of a team.

Links to: Demonstrate the ability to assess complex organizational environments and achieve communication goals (LO2).

Key Words: Collaboration, engagement, innovation, leadership, teamwork, trust.

## Annotated Bibliographies

Balbaky, E. (1980). *Strike in Space*. HBS No. 9-481-008. Boston, MA: Harvard Business School Publishing.

This is a case study regarding the first strike in space during the Skylab space mission in 1973. In this case, there was a multiteam system between the ground control team and the team of astronauts in the Skylab space station. The breakdown that ensued was due to two factors: conflicting boundary forces and disruptive forces. An example of a conflicting boundary force was the confusion that the astronauts had over the rules they were expected to follow. A disruptive force was the shifting goal of the mission – the increased number of experiments they were expected to complete. The astronauts also wished to have more autonomy, whereas ground control wanted to regulate their every move. The astronauts were over-worked and became exhausted and frustrated. The strike could have been avoided if ground control had listened to the astronauts' feedback and attempted to understand the obstacles that come with the unique circumstances of living in space. For me, this solidifies the importance of empathy and being open-minded to the ideas of others.

Bottom Line: The keys to the success of a multiteam system are empathy and collaboration.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Collaboration, conflict transformation, empathy, teamwork.

## Annotated Bibliographies

Brown, Brené. (2019). *Braving the Wilderness: The Quest for True Belonging and the Courage to Stand Alone* (pp. 79–83). Random House.

This is a section of *Braving the Wilderness* entitled “Conflict Transformation” in which Brené Brown interviews Professor Michelle Buck. They discuss how to best manage conflict. Buck states that many people avoid conflict as a form of mutual protection, however this avoidance can only deepen misunderstandings and foster animosity. Additionally, it is important to empathize and try to understand the underlying intentions of the other person. Buck suggests thinking of resolving conflict as a transformation rather than a resolution, which implies that there will be a winner and a loser. Finally, Buck emphasizes the importance of being open-minded and listening to understand rather than to agree. After completing this reading, I now understand that every instance of conflict is an opportunity rather than an obstacle. I am guilty of shutting down opinions with which I do not agree in arguments. In the future I shall strive to be more open-minded.

Bottom Line: It is important to find a way to navigate through conflict rather than avoiding it.

Links to: Utilize communication to embrace complexity and difference (D2).

Key Words: Conflict transformation, empathy.

## Annotated Bibliographies

Buck, M. L. (2020). 10 Timeless Principles of Leadership Communication During a Crisis.

Retrieved December 12, 2021, from <https://www.kellogg.northwestern.edu/executive-education/the-kellogg-experience/thought-leadership/leadership-communication-tips.aspx>.

This article is authored by Professor Michelle Buck, a Clinical Professor of Leadership at Northwestern University. Within this piece, she gives 10 tips for successful leadership in a crisis with specific references to the COVID-19 pandemic. Ever since we locked down in March of 2020, the world has borne witness to the importance of good leadership, and the detriments of failed leadership. Being that we are still in the midst of the pandemic, this article is more relevant than ever, however these suggestions are applicable to any situation involving change or a challenge. Professor Buck's recommendations for successful leadership carry themes of empathy, listening, collaboration, and honesty. Buck states that: "Ultimately, it is not just what leaders say, but *how* they communicate and interact with their teams that enables agility, resilience and effectiveness in moving forward together (Buck, 2020)." If faced with a crisis, I hope to be a leader that people feel they can trust and rely upon.

Bottom Line: In a time of crisis, it is vital to be strategic in your communication with your followers.

Links to: Critically analyze messages. Measure the complexity and influence of messages before they are delivered to the intended audience. Formulate an evaluation plan to assess the processes and outcomes of communication (LO6).

Key Words: Crisis management, empathy, honesty, leadership, strategic communication.

## Annotated Bibliographies

Catmull, E. (2008, September). How Pixar Fosters Collective Creativity. *Harvard Business Review*, 64–72.

This article analyzes the creative processes of Pixar Animation Studios, written by the co-founder of Pixar, Ed Catmull. No one can argue that Pixar creates some of the most imaginative stories. Their success is due to their amazing culture of safety – to express ideas and communicate freely without judgment. Pixar is also very team-focused; Catmull states “If you give a good idea to a mediocre team, they’ll screw it up. But if you give a mediocre idea to a great team, they’ll make it work (Catmull, 2008).” He also says that if you wish to create something original, you have to be willing to be uncomfortable as being the first comes with uncertainty. This model for ingenuity can be applied to any industry. Imagine if you were able to freely express your ideas to your boss and your peers without fear of retribution? This is the kind of environment I aspire to lead one day.

Bottom Line: Psychological safety and collaboration lead to the generation of imaginative, new ideas.

Links to: Apply communication-centered scholarship to strengthen communication effectiveness (LO4).

Key Words: Collaboration, creativity, imagination, innovation, teamwork.

## Annotated Bibliographies

Ford, L. W., & Ford, J. D. (2009). Decoding Resistance to Change. *Harvard Business Review*, 87(4), 99.

This article gives advice on how to implement change effectively. The authors advocate for leaders to listen to their followers because the followers often have a better understanding of the inner workings of an organization. Leaders are encouraged to consider resistance to change as a form of constructive criticism or feedback, and this article supports viewing this resistance as important insight. Pay attention not only to your followers' words but also to their actions and body language – an individual may begrudgingly follow your direction but lack the courage to speak up.

I loved this article. As a follower, I have often politely questioned policy changes and have had leaders shoot down my idea or feedback out of fear of being questioned or looking bad. Though it is easier said than done, my goal is to be a leader that listens to her followers and is not threatened by their critiques.

Bottom Line: If your followers push back, listen, and seriously consider their concerns.

Links to: Be equipped to influence change (D4).

Key Words: Change management, empathy, leadership, listening.



## Annotated Bibliographies

Galford, R., & Drapeau, A. S. (2003). The Enemies of Trust. *Harvard business review*, 81(2), 88-126.

Trust is absolutely vital to a successful relationship of any kind – be it personal or professional. This article analyzes how and why trust breaks down – or the enemies of trust. Among these enemies are inconsistency, misplaced kindness, and a lack of mutual trust. Inconsistency in rules and standards leads to frustration. Additionally, if a leader accepts poor work from one employee and not another, this can breed resentment. Misplaced kindness, such as letting a rule-breaker off the hook, also foments enmity. Finally, a lack of mutual trust is a major problem – and is one of the reasons I have struggled with past managers in my professional life. As a follower, why should I trust my leader if they do not trust me? This article was helpful as it breaks down the reasons why a follower may lose trust in their leader, and also gives advice on how to move forward if trust is lost.

Bottom Line: Trust is delicate and easily broken.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Leadership, trust.

## Annotated Bibliographies

Stayer, R. (1990). How I Learned to Let My Workers Lead. *Harvard business review*, 68(6), 66-72.

In this article, Ralph Stayer, the CEO of Johnsonville Sausage, describes how he changed his leadership style to create an environment of innovation and collaboration at Johnsonville Sausage. He states that he noticed his employees were not taking ownership of their positions and did not seem to care about their jobs. He has since encouraged teamwork in his company. A specific example is given in which Johnsonville had the opportunity to expand their business, however there was a great amount of risk involved. Stayer asked every single Johnsonville employee to collaborate and come up with a plan to absorb the new business. In the end, the expansion was a success. However, Stayer stated that if the decision had been left up to the executives, they would not have taken this risk. In a future management position, I would follow Stayer's example and ask for the feedback from all employees.

Bottom Line: Encouraging teamwork from all levels of an organization fosters innovation.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Collaboration, innovation, leadership, teamwork.

## Annotated Bibliographies

Youngdahl, W. E. (2011). *Race to the South Pole*.

This case detailed the leadership styles of three explorers who lead expeditions to the South Pole: Roald Amundsen, Robert Falcon Scott, and Ernest Shackleton. Amundsen's leadership style was more focused on team collaboration and trust. He encouraged his crew to be innovative, and also worked alongside his team, as opposed to putting himself on a pedestal above them. Shackleton focused on building upon each individual's strengths and talents – his leadership style actually sounds similar to Amundsen's, he just lacked Amundsen's experience with polar exploration. Finally, Scott's leadership style was authoritative and based upon rank, much like his naval experience would have been. He did not encourage innovation or collaboration as Amundsen did, ignoring the input of his subordinates.

Scott's authoritative leadership style led to the downfall of his men – as he and his party perished on the mission. Amundsen's success was due to his superior knowledge and encouragement of collaboration and innovation – traits that would foster the success of any team in any industry. Whether I were to embark on an expedition to the South Pole, or simply go into work at a regular job, there is no question that I would wish to have a leader like Amundsen.

Bottom Line: Team structures built on collaboration and trust are more like to lead to successful outcomes.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Collaboration, innovation, leadership, teamwork.

Annotated Bibliographies

**Winter 2022 Annotated Bibliographies**

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March 19<sup>th</sup>, 2022

## Annotated Bibliographies

Battilana, J., & Casciaro, T. (2013). The Network Secrets of Great Change Agents. *Harvard Business Review*.

This article dissects why large organizations often have difficulties instituting change. It analyzes why people resist change, but also how successful organizations are able to successfully lead change initiatives. The findings were specifically linked to workplace networks, and “change agents” within those networks. Employees were more likely to be receptive to change if the change agents had three characteristics:

- The individual is central to the informal network, even if they were not in a senior position in the organizational hierarchy.
- When the network type matched the kind of change that was being instituted.
- Finally, when the change agent had close relationships with people who were uneasy about the change.

I think it is a fascinating way to view an organizational hierarchy. Just because someone is a manager does not mean that they have influence. Learning about this in *Understanding and Leveraging Networks* has completely changed the way I view workplace communication.

Bottom Line: It is not always prudent to go straight to department heads to implement change, look at who is really influencing the network.

Links to: Be equipped to influence change (D4).

Key Words: Change, networks, organizational leadership.

## Annotated Bibliographies

Berman, S. (2011). Learning How to Make Market Segmentation Work Again. *Harvard Business Review*.

This article describes how modern-day companies are using new market segmentation strategies to tailor marketing messaging to individual customers. This is something that could only be dreamed of or theorized about back in the day. However, with the use technology, the data you create through your digital presence on the internet can be used to build a unique profile for you. Additionally, historically marketing strategies have had one-way communication pipelines – from company to customer. However, with social media platforms such as Facebook and Twitter, customers can now interact directly with companies.

For me, an unanswered question regards the ethics of new segmentation. Personally, I find the individualized marketing campaigns to be quite disturbing. I do not like how our phones and devices are listening and recording what I say. The other day I was talking to my friend on Facebook Messenger about ADHD - and then shortly after I got an ad on Instagram for a website about ADHD. This isn't a topic I normally Google or talk about, so I know it was from that conversation. It was very specific and frankly, creepy. From a marketing perspective, monitoring my conversation was beneficial. However, I felt it was too invasive.

Bottom Line: New market segmentation strategies have created a new world for marketing in the modern, digital age.

Links to: Create and deliver elegant messages appropriate to audience, purpose, and context. (LO6).

Key Words: Marketing, technology.

## Annotated Bibliographies

Casciaro, T., Dessain, V., & Corsi, E. (2008). *Moët Hennessy España* (pp. 1–20). Boston, MA. Harvard Business School Publishing.

This case analyzes the company Moët Hennessy España (MHE). This follows the CEO Ramiro Otaño, who is struggling to keep his employees connected, as they work in different countries and many different departments. MHE is facing culture clashes, conflict, and turnover. If I were Otaño, I would make my approach more people-centered, and try to bring the company together with a shared culture and goals. It would be important to first brainstorm about what kind of culture I would want to create at my company. If it were me - I would want to encourage cross-departmental support, as well as re-design the organizational structure to pave the way for upward mobility.

Firstly, the company is meeting annually in an attempt to break down these communication barriers, but the gathering is not productive and is not working. The company needs to meet more often - perhaps once per quarter. Secondly, there is high turnover, especially in sales, because salespeople feel there is no room to grow. Offering professional development programs would give employees the opportunity to gain more education and also express interest in advancement. Hosting check-ins with employees to discover their aspirations would make them feel as though the organization cared and encourage them to stick around

Bottom Line: In a workplace, it is vital to ensure your approach is people-first.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Collaboration, networks, organizational leadership.

## Annotated Bibliographies

Christens, B. D., & Inzeo, P. T. (2015). Widening the view: situating collective impact among frameworks for community-led change. *Community Development*, 46(4), 420–435.

<https://doi.org/10.1080/15575330.2015.1061680>

The authors describe collective impact efforts. Collective impact is when multiple organizational sectors come together to collaborate and enact large-scale change in communities. Collective impact should not be confused with community development or “grassroots” organizing. “Grassroots” organizing is when community organizing initiatives mobilize non-professional resident leaders as their vehicle for change. There may still be engagement with organizations, but the backbone of the movement is the public.

Collective impact, or "grasstops" organizing, is when pre-established organizational leaders convene around a common issue. They may still engage with community members, but the primary leaders are high-level decision-makers. Calling this type of organizing "grasstops" really helped me to understand the difference. Whereas "grassroots" organizing attempts to engage with leaders, in this model, the leaders are already engaged and working with other leaders. Learning about this in my *Nonprofit Leadership* class was fascinating. Before this class, I had no idea collective impact existed.

Bottom Line: Collective impact is a great way for organizations to band together to solve an issue.

Links to: Be equipped to influence change (D4).

Key Words: Change, collective impact, community organizing.



## Annotated Bibliographies

Craver, R. M. (2014). Part 4: What to Do - Best Practices. In *Retention Fundraising: The New Art and Science of Keeping Your Donors for Life* (pp. 81–121). Emerson & Church, Publishers.

Roger M. Craver describes best practices for retaining donors in this section of his book *Retention Fundraising: The New Art and Science of Keeping Your Donors for Life*. I learned quite a bit about fundraising from this section. Firstly, that it is much easier to solicit a donation from an existing donor than it is from a prospective donor. There is a less than 2% chance of soliciting a donation from a new prospect – and a 60-70% chance of receiving gifts from established donors. Therefore, it is just as important – if not more so – to focus on retaining donors rather than bringing in new donors. He also describes the “7 Key Drivers of Donor Commitment” – or what keeps donors engaged and coming back again and again (Craver, 2014). I think this book offers some great tips for nonprofit organizations. I have worked with nonprofit theatre organizations my whole life and fundraising is the most consistent challenge for these organizations.

Bottom Line: It is vital to create long-lasting relationships with donors.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Advancement, development, donors, fundraising, nonprofit leadership.

## Annotated Bibliographies

Cummings, J., & Pletcher, C. (2011). Why Project Networks Beat Project Teams. *MIT Sloan Management Review*.

This article describes the benefits of utilizing team members' personal networks for projects. Cummings and Pletcher break down the definition of a team into two categories: core members and noncore members. Core members are those individuals who are part of the organization who have been assembled to work on a given task. Noncore members are individuals that are part of the core members' networks who were used as resources for input and advice. The authors compare the success of teams in a competition that used noncore members as resources versus those who do not. All of the finalists in the competition used noncore members as part of their advising process. This article also suggests that when forming a team, it is important to not only select members based on *what* they know but also *who* they know. This was very enlightening to me. It never occurred to me to consider networks in this way.

Bottom Line: When assembling a team, consider the strength of the individuals' networks, and be sure to utilize them during the project.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Collaboration, networks, teams.

## Annotated Bibliographies

Le, V. (2017, September 19). *7 things you can do to improve the sad, pathetic state of Board diversity*. Nonprofit AF. Retrieved January 13, 2022, from <https://nonprofitaf.com/2017/09/7-things-you-can-do-to-improve-the-sad-pathetic-state-of-board-diversity/>

In this article, Vu Le discusses the disappointing lack of diversity in the nonprofit sector, particularly on nonprofit boards. Cis white men are drastically overrepresented on nonprofit boards in the United States. Le points out that “If your board is not representative of the community you claim to serve, then you are furthering the injustice you seek to fight (Le, 2017).” Le makes 7 suggestions for improving nonprofit board diversity – the last being that if you are from an overrepresented demographic, you should not join a board if offered the chance. Furthermore, Le recommends that if you do turn down the opportunity to join a board for this reason, you should be honest about your decision. I was conflicted at first. If I were to merely turn down the position and criticize their lack of diversity, this could have little effect on the outcome. The board could easily ignore me and pick some other white person. I think I would approach the situation differently, if possible. Perhaps instead of this method, it would be more productive to recommend a qualified colleague of mine who is from an underrepresented demographic. This is a topic that I will continue to reflect upon.

Bottom Line: There is a lack of diversity in nonprofit boards, perpetuating inequality across the United States.

Links to: Utilize communication to embrace complexity and difference (D2).

Key Words: Diversity, equity, inclusion, nonprofit leadership, organizational change.

## Annotated Bibliographies

Leonardi, P., & Contractor, N. (2018). Better People Analytics. *Harvard Business Review*.

This article is co-authored by Professor Noshir Contractor, who teaches the class I took called *Understanding and Leveraging Networks*. He and Paul Leonardi delve into how organizations can use people analytics to better understand the existing communication networks in the workplace. Many companies that already use people analytics are doing so through the use of surveys – asking the employees who they interact with on a day-to-day basis. Instead, the authors argue that the use of digital exhaust is a more accurate resource. Digital exhaust is the e-trail we leave behind any time we engage in digital activity. Every time you send an email, chat on Teams, or like a post on the workplace social media page, you create digital exhaust. This may sound like an invasion of privacy, but the data that is tracked is not specific conversations, but logs that the contact happened. Companies can use this digital exhaust to map the networks of their organizations.

Bottom Line: Companies should use their digital exhaust to gain insight into their workplace networks.

Links to: Demonstrate the ability to assess complex organizational environments and achieve communication goals (LO2).

Key Words: Analytics, communication, data, networks.

## Annotated Bibliographies

Nathan, S. K., & Tempel, E. R. (2016). Philanthropy and Fundraising: The Comprehensive Development Program. In *The Jossey-Bass Handbook of Nonprofit Leadership and Management* (pp. 488–508). essay, John Wiley & Sons.

This section of *The Jossey-Bass Handbook of Nonprofit Leadership and Management* delves into tactics of retaining donors, keeping them engaged with your organization, and moving them up the “donor pyramid.” Oftentimes, nonprofit organizations are very focused on growing their donor database and end up neglecting their current donors. “Smaller gifts form the basis for tomorrow's larger gifts (Nathan & Tempel, 2016).” It costs money to make money, and organizations should be striving to increase the value of the gifts they receive in order to increase their margins. Keeping the donor engaged and invested in the mission of the organization increases the likelihood of repeated donations.

Ever since I was a child and I was forced to participate in school fundraisers, I have absolutely hated fundraising. I decided to take every opportunity in my Nonprofit Leadership class to learn more about fundraising and get out of my comfort zone. The most compelling quote from this reading for me was “Fundraising is the gentle art of teaching people the joy of giving (Nathan & Tempel, 2016).” This was a welcome change in perspective.

Bottom Line: Nonprofit organizations need to ensure that they engage their donors.

Links to: Articulate connections between the interdisciplinary field of communication and the central curriculum themes of the MSC program (LO1).

Key Words: Advancement, development, fundraising, nonprofit leadership.

## Annotated Bibliographies

Philp, M., Lussier, B., & Constantin, F. (2018). *Art With Impact: Non-Profit Fundraising* (pp. 1–9). London, Ontario, CA: Ivey Publishing.

Art With Impact (AWI) is an organization that encourages open dialogues about mental health through the use of film. AWI accomplishes this by touring to universities and holding workshops called “Movies for Mental Health.” At these workshops, three short films are played, and then a discussion about mental health is facilitated. AWI only requests that the universities who host the workshops pay for one third of the cost of the events. AWI’s past fundraising efforts have not been as fruitful as they had hoped (Philp et al., 2018). I identified that AWI’s main issue is that their prospective donors do not understand what exactly AWI does and the organization’s impact. This is a classic case of miscommunication. No one will donate to AWI if they do not know what the organization does. AWI needs to take time to craft communication materials that clearly state the organization’s mission and impact.

Reading this case reminded me of the many theatres I have worked with over the years. I have met so many people in the theatre industry who are so passionate about their work, and yet cannot gather enough support to keep their doors open. This is a common struggle for arts organizations, and it just goes to show how important communication is.

Bottom Line: Communication is key to engaging with donors and can mean the difference between life and death for nonprofit organizations.

Links to: Demonstrate the ability to assess complex organizational environments and achieve communication goals (LO2).

Key Words: Advancement, arts, communication, development, fundraising, marketing, nonprofit leadership.

Annotated Bibliographies

**Spring 2022 Annotated Bibliographies**

Caitlin Dunlap

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June 30<sup>th</sup>, 2022

## Annotated Bibliographies

American Experience Films, Public Broadcasting Service. (2012). *The Camp David Accords*.

*YouTube*. Retrieved June 14, 2022, from

<https://www.youtube.com/watch?v=jYASjRMEWeA>.

This video is about the Camp David Accords, in which President Jimmy Carter mediated a dispute between Egyptian President Sadat and Israeli Prime Minister Begin. We watched this video in my Conflict Management class during a module on mediation. Initially, the conflict was so bad that President Sadat threatened to leave Camp David. But President Carter appealed to the two using empathy. First, he pressed Sadat to continue the talks, referencing the friendship between the United States and Egypt. Secondly, Carter had his secretary find out the names of their grandchildren. He used this information to persuade Sadat and Begin to come to an agreement, stating that the outcome of this meeting would not just affect their relationship, but the futures of their grandchildren (American Experience Films). This is a master class in mediation. He humanized situation and used tactical empathy to settle the conflict. While it is unlikely that I will one day be involved in mediating a dispute between two world leaders, I think this is a good example of mediation that I could use in the workplace – or even my personal life. People make decisions based on emotion, and it is important to remember this fact.

Bottom Line: Tactical empathy can be used to mediate and manage conflicts.

Links to: Be equipped to influence change (D4).

Key Words: Conflict, empathy, leadership, mediation.



## Annotated Bibliographies

Baril, M. B. (2021, February 16). *The High Costs Of Unmanaged Conflict In Your Organization*.

Forbes. Retrieved June 14, 2022, from

<https://www.forbes.com/sites/forbescoachescouncil/2021/02/16/the-high-costs-of-unmanaged-conflict-in-your-organization/?sh=1eae81b0ca9a>

This article highlights the importance of managing conflict in teams in organization. According to Baril, surveys show unmanaged, chronic conflict can lead to employee termination, turnover, and a loss of trust. This made me think about experiences that I have had in past jobs. One point that the article makes is that often employees hide conflict from managers. At my last job, there was a lot of interpersonal conflict and stress on my team. However, my manager had no idea. The entire team was remote due to the pandemic, so our manager was not able to witness the interactions between employees. Whenever we met as a team, everyone was very polite to each other in front of the boss, but then people would be short and rude with each other one-on-one. This makes me wonder how a manager can break through these communication barriers. For one thing- at this job we would not turn on our cameras during calls, so you could not even see body language. All you had to go off of was the person's voice. I think perhaps that might have helped.

As a future leader, I will make conflict management a priority. So many organizations put the work first and the people second. However, if there is high turnover and low psychological safety, the work will suffer. My management style will be people-first.

Bottom Line: In order to prevent high turnover, it is vital that you pay attention to managing conflicts in the workplace.

## Annotated Bibliographies

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: Conflict, leadership, teams.

## Annotated Bibliographies

Carney, D. R. (2021). Ten Things Every Manager Should Know About Nonverbal Behavior.

*California Management Review*, 63(2), 5–22. <https://doi.org/10.1177/0008125620982663>

This article from the California Management Review gives some great tips about how managers can manage their nonverbal behaviors in order to create an environment of trust. Humans are very attuned to body language and little things like your posture or your smile can communicate subtle cues to your workers. The article gave specific examples of ways to alter your behavior. For example – they talk about “resting cranky face.” This is something I definitely have – it just means that when my face is at rest, I look like I am angry even if I am not. A tip that they give is to put your hand on your chin – that takes it from “scrutinizer” to “thinker” and is less threatening. Carney also gives pointers on how to tell a fake smile from a real smile (Carney, 2021, pp. 11-18). I think I knew this intuitively, but it was interesting to see it laid out. I hope to be a manager very soon, so I will definitely be referencing this article regularly.

Bottom Line: Nonverbal behaviors can have a direct impact on employee/manager relationships.

Links to: Iteratively develop inter-professional leadership competencies. Establish and refine intrapersonal dispositions such as emotional intelligence (D1).

Key Words: Leadership, Nonverbal communication.

## Annotated Bibliographies

Heminway, J. (2008). *Stress: Portrait of a Killer*. National Geographic: The Science of Stress.

United States; National Geographic Television. Retrieved June 5, 2022, from

<https://www.youtube.com/watch?v=ZyBsy5SQxqU>.

This is a National Geographic documentary regarding the physical and psychological impact of stress. This documentary was very eye-opening to me. I knew prior to watching this that stress does affect the body physically, but I did not realize that it can shorten your life and affect so many other things like fat distribution and even your chromosomes. One of the most compelling parts for me was that stress can affect your brain and particularly your memories. At my last job, I was very stressed constantly and we were worked to the bone for months on end. I felt very burnt out, and often could not remember simple things - like whether or not I had brushed my teeth or taken my daily vitamin. Since I got a new job that is less stressful, I am happier and my memory is a bit better, but I am still forgetful at times. Learning that stress can kill brain cells is very worrisome and this is going to impact my career decisions going forward - living in that constant stressful state was not worth it and I hope it did not do permanent damage. It is a shame that we choose to praise stressful lifestyles rather than balanced lifestyles. As a leader, I think it will be important for me to cultivate a workplace environment that prioritizes a work/life balance.

Bottom Line: As a leader, strive to create a healthy environment for your employees as stress can have a negative effect on people's health.

Links to: Be equipped to influence change (D4).

Key Words: Conflict, stress.

## Annotated Bibliographies

Jandt, F. E. (2021). Culture and Conflict. *Conflict and Communication* (2nd ed.). (pp. 85 – 112). Cognella.

This is chapter 4 of the textbook we read for my Conflict Management class. This chapter covers the different conflict styles across cultures – specifically the differences between Western conflict styles and the many other cultures around the world. I was particularly interested in learning about high-context cultures (like China) versus low-context cultures (like the United States). I found this to be very informative and useful for situations in which I am interacting with people who are from other cultures. The world is becoming more and more unified due to technology, which means that we are all more likely to interact with people from other countries and cultures. In my Conflict Management class, we learn that conflict is an unavoidable part of any workplace. As a leader, it is important to have empathy and understanding for those you work with. My job has two offices – one in the United States, and one in India, which has a high-context culture. Having some insight into the conflict style of this person's culture could help me to understand where they are coming from. After reading this chapter, I feel more prepared for any potential issues that could arise.

Bottom Line: Not every culture approaches conflict in the same way, and it is important to remember this when managing conflict.

Links to: Utilize communication to embrace complexity and difference. Articulate one's own cultural standpoint and commit to the study of how it affects communication (D2).

Key Words: Conflict, culture.

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Millar, J., & Koshy, K. (2016). *The Secrets of Body Language. The Secrets of Body Language (HD Documentary)*. Dailymotion. Retrieved June 5, 2022, from <https://www.dailymotion.com/video/x3oeave>.

I found this documentary to be very interesting - particularly with regard to how different cultures express their body language. For example, during Clinton's Camp David Summit with Yasser Arafat and Ehud Barak. Arafat and Barak were fighting over who should go through the door first. To Americans, this would be a sign of politeness, so in watching this unfold, the meeting could be misinterpreted as successful. However, in Middle Eastern culture, allowing someone to pass through the door first is a sign of power - the person who enters last has the most power. Therefore, this scuffle was actually a signal that the meeting was not going well and the pair were struggling for power. I've heard of these misunderstandings happening before between American and Middle Eastern culture - particularly between American police and Middle Eastern immigrants. I was glad to see that the police were going through training about cultural differences in body language.

I also appreciated the way that the documentary analyzed politicians like Hillary Clinton. I couldn't ever put my finger on it, but there was always something off about Hillary's body language, and now I see it is because she was coached so heavily - particularly around her smile. Any modern woman knows that there is a fine line between smiling too much or too little. Since politics has traditionally been a man's game, Hillary must have felt extra pressure - she couldn't smile too much and look submissive, but if she smiled too little, she would look unapproachable. In watching her body language, she must look so robotic and unnatural because she is planning her every move. This could come off as ingenuine, and could potentially be to blame for why so

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many people mistrusted her during the 2016 election. It goes to show that women are often put in impossible situations.

Bottom Line: Body language is an important form of communication, and the meaning of nonverbal behaviors can vary between cultures and even genders.

Links to: Critically analyze messages (LO5).

Key Words: Body language, conflict, nonverbal communication.

## Annotated Bibliographies

Parker, H. (2020, October 5). *Social Influence, Groupthink, and the Coronavirus*. Psychology Today. Retrieved June 14, 2022, from <https://www.psychologytoday.com/intl/blog/your-future-self/202010/social-influence-groupthink-and-the-coronavirus>

This article pinpoints why some individuals protested wearing masks during the COVID-19 pandemic. According to the author, Dr. Holly Parker, many people were influenced by groupthink. The pandemic was a huge stressor and caused many people to be isolated. Because of this, many people were only interacting with others who held similar ideologies. In times of intense stress and turmoil, the need to be a part of a group becomes even more heightened. Even though scientists unequivocally stated that masks were an important safety measure, there were many people who were resistant to wearing masks. Additionally, it did not help that President Trump encouraged these behaviors in his supporters (Parker, 2020). Given that the pandemic is still not over, it was very enlightening to read about why anti-maskers held these opinions. It shows the importance of avoiding groupthink in organizations and ensuring that people have the ability to speak up or access opinions that differ from the group.

Bottom Line: Groupthink can lead people to disastrous outcomes.

Links to: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors (LO3).

Key Words: COVID-19, groupthink.



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PsychAlive. (2011). *Dr. Dan Siegel - Explains Mirror Neurons in Depth. YouTube*. Retrieved June 5, 2022, from <https://www.youtube.com/watch?v=Tq1-ZxV9Dc4>.

This is a video about the function of mirror neurons in the brain. Mirror neurons in the brain fire when you see another person complete an action that you can predict – such as drinking a glass of water. This gives humans the capacity to imitate one another, as well as the capacity for empathy. I found it fascinating to learn that empathy is not a learned trait, but something that is neurological.

This is important to remember when it comes to power imbalances. We learned in our textbook that Neuroscientist Jeremy Hogeveen studied the way that power imbalances affect the brain through mirror neurons. In their study, individuals who feel powerless have more empathy than those who feel powerful (Jandt, 2021, p. 37). When I read this, I reflected upon my own life. I was very poor not too long ago and was on Medicaid and struggled to pay my bills. Fast forward to present day, and I am doing much better financially. I am not rich by any means, but I am much more comfortable. With that comfort, I discovered that I was beginning to lose empathy for people who are poor. I think that this is something that is important to reflect upon. As we move up in our careers, it is vital not to lose our empathy and forget where we come from.

Bottom Line: Mirror neurons are an important part of empathy and power.

Links to: Articulate connections between the interdisciplinary field of communication and the central curriculum themes of the MSC Program (LO1).

Key Words: Empathy, mirror neurons, power.

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Torres, M. (2020, December 7). *5 Signs You're Experiencing Toxic Positivity At Work*. HuffPost.

Retrieved June 14, 2022, from [https://www.huffpost.com/entry/signs-experiencing-toxic-positivity-at-work\\_1\\_5fc7cedcc5b640945e52ce30](https://www.huffpost.com/entry/signs-experiencing-toxic-positivity-at-work_1_5fc7cedcc5b640945e52ce30)

This article is about toxic positivity in the workplace. Toxic positivity is when people unintentionally dismiss real, legitimate concerns or negative experiences with inappropriate optimism. This could include reassurances like “it will all be okay” or “everything happens for a reason (Torres, 2020).” I will be completely transparent and state that this article was a wake-up call for me. I tend to be a very positive person, and I admittedly get very uncomfortable whenever I am around negativity – even if it is justified. I think that if I can just say the right thing that everything will be fine and we can just go back to normal. But I realize now that I was accidentally gaslighting people. It makes me think of a time that my fiancé was feeling angry about something that happened at work. He wasn’t being rude or anything, but something was definitely off and he wasn’t his normal self. It makes me feel awful to see him so upset, so I tried to placate him and suggested things that might make it better, admittedly desperate for his negative emotions to end. And he said “Caitlin, I am allowed to feel angry. Let me feel angry.” I was making it more about me. I wanted things to be peaceful, and subconsciously I would rather everything felt okay, even if it really wasn’t. Toxic positivity makes people feel like you aren’t listening and their emotions don’t matter to you. This article put a name to this, and I am going to strive to improve this negative trait in myself.

Bottom Line: Positivity is not always appropriate, and can have a toxic effect if used to dismiss serious issues or concerns.

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Links to: Iteratively develop inter-professional leadership competencies. Establish and refine intrapersonal dispositions such as self-awareness (D1).

Key Words: Emotion, empathy, toxic positivity.

## Annotated Bibliographies

YouTube. (2008, April 20). *Martin Luther King, Jr. - On Love and Nonviolence*. YouTube.

Retrieved June 3, 2022, from <https://www.youtube.com/watch?v=EnoH2psiDhY>

This is a recording of Dr. Martin Luther King Jr discussing how he used nonviolent protest to flip the power imbalance between White people and African Americans in the south. In the video, King describes what he believes to be the psychological effect of a nonviolent protest on extremists in the White community. He states that these movements arouse “a sense of shame...it does something to touch the conscience and establish a sense of guilt...This approach certainly doesn’t make the White man feel comfortable. I think it...disturbs this confidence...[and] sense of contentment that he has (YouTube).” Because of this “sense of contentment”, White people were not interested in giving up their power, nor did they feel empathy for African Americans. King’s method of using nonviolent protest flipped the power imbalance and forced White people to listen. From this case, one learns that in order to manage conflict, both parties have to be on equal footing. Without a balance of power, there is no possibility of achieving harmony or peace. Whether the conflict you are dealing with is a small familial matter, or one of large national importance, it is possible to correct a power imbalance and make a difference.

Bottom Line: To resolve conflict and achieve peace, there must be a balance of power.

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

Use communication-centered scholarship to identify contexts, situations, and barriers that impede communication effectiveness and create evidence-based solutions to address these obstacles (LO4).

Key Words: Conflict, power.

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**Summer 2022 Annotated Bibliographies**

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July 31<sup>st</sup>, 2022

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FRONTLINE PBS. (2020, December 9). *Flint's Deadly Water (full documentary)* / Frontline.

YouTube. Retrieved July 31, 2022, from

<https://www.youtube.com/watch?v=6oVEBCtJgeA>

The Flint water crisis is a master class in what NOT to do during a crisis. Michigan leaders made the wrong choices every step of the way. When the Legionnaires' outbreak was first detected, officials did not test the water and also did not inform the public that drinking the water was unsafe. I was absolutely shocked at what Nick Lyon (the Director of the Health Department) said to Shawn McElmurry - a researcher at Wayne State University. McElmurry told Lyon that the health department had to start watching for Legionnaires' cases, or else people would die. Lyon said "they have to die of something." The complete disregard for human life is quite disturbing.

As I watched this documentary, it reminded me of a George Orwell novel. Michigan officials were more concerned with covering up the crisis than taking action to end it. They even threatened people involved to get "on message." For example, an aid to Governor Snyder threatened Wayne State researchers, saying that if they did not say what the state wanted them to, they could lose funding. They didn't want the researchers to find anything, that is why they continued to delay the investigation. This "strategy" is baffling to me. I will never understand why they thought a cover up would work. The longer they covered it up, the more the death toll would rise. If they had taken steps to address the problem from the beginning, the crisis would not have grown to the magnitude it did - it certainly would not have been a national news story.

Bottom Line: In a time of crisis, it is better to be transparent about the actions you are taking to solve the problem, rather than covering it up.

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

Key Words: Corruption, crisis communication, ethics, public relations.

## Annotated Bibliographies

Lancaster, K., & Boyd, J. (2015). Redefinition, Differentiation, and the Farm Animal Welfare Debate. *Journal of Applied Communication Research*, 43(2), 185–202.

<https://doi.org/10.1080/00909882.2015.1019541>

This is a case study regarding the crisis communication strategy of Conklin Dairy Sales. In April of 2010, Gary Conklin, owner of Conklin Dairy Sales LLC, hired an individual named Jason Smith to be a farmhand. Unbeknownst to Conklin, Smith was an undercover investigator for an organization called Mercy for Animals (MFA). Smith claimed to have dairy farming experience, and also had references that turned out to be fake. For the next month, the investigator took videos of animal abuse on the farm. On May 25th, 2010, MFA posted this video on YouTube, and it went viral. The primary perpetrator was a Conklin employee named Billy Joe Gregg. Gregg was filmed punching, stabbing, and kicking the cows on the farm. In one section of the video, owner Gary Conklin is shown kicking a cow (Lancaster & Boyd, 2015).

Gary Conklin fired Gregg immediately and collaborated with the sheriff to have him arrested. To distance himself from the incident, Conklin invited multiple government agencies to inspect his facilities. No issues were found, and Conklin's animals were reported to be healthy. Throughout the investigation and trial that followed, Conklin emphasized that because of his busy travel schedule, he was often away from the farm and had no idea that the abuse was taking place, and that such behavior is not condoned. Conklin was also able to address his own alleged abuse that was depicted in the video. Testimony from multiple veterinarians corroborated with Conklin's assertion that he was not abusing the cow. In the end, Conklin was not charged, and Conklin Dairy Sales survived the crisis. This success was due to Conklin's redefinition of the act of kicking the cow – apparently if cows lay down too long, they can lose the strength to get up



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and will die. Despite the fact that Conklin Dairy Sales still has terrible reviews and the video is still on YouTube, this small family business survived due to excellent PR strategies.

Bottom Line: Even in the face of a terrible public relations crisis, a good communication strategy can save your organization.

Links to: Demonstrate the ability to assess complex organizational environments and achieve communication goals (LO2).

Key Words: Animal abuse, crisis communication, public relations, redefinition.

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National Geographic. (2021, June 15). *Deepwater Horizon In Their Own Words (Full Episode)* / *In Their Own Words*. YouTube. Retrieved July 31, 2022, from <https://www.youtube.com/watch?v=vbl7QeqfE-Q>

The documentary about the Deepwater Horizon disaster was heartbreaking to watch. As I watched, I was reminded of something that we have learned in our Crisis Communication class - that it is necessary to prepare for disasters, even if they are disasters that you do not think could be possible. It is clear from the survivors' accounts that they had received safety and emergency training, however they were still unprepared for a disaster of this magnitude. For example - I believe the supply boat should have had a clear path for paramedics in case of emergency. That being said, it is clear that this safety training was very beneficial. The workers described following the steps of their emergency plan. This was not always possible - for example, one person recounted how he went to his assigned emergency station - but then discovered that the station had been blown up and no longer existed. It is unfortunate that 11 people died, however I am astounded that the number is so low considering that there were 126 people on the rig. The quick actions on the part of the crew saved many lives.

In terms of the crisis itself - I did a little reading about the incident, and it was apparently caused by weakly constructed cement in the well. This is proof that it is important not to cut corners when it comes to construction. Not only was human life lost, but this tragedy had a terrible effect on the environment, and the cost of the disaster definitely outweighed any possible cost of building the well correctly. It was very frustrating to see that the Trump administration weakened regulations put in place to prevent another tragedy like this. Unfortunately, something like this will probably happen again.

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Bottom Line: Prepping for a crisis can save lives, but it also important not to cut costs at the expense of safety.

Links to: Be equipped to influence change (D4).

Key Words: Crisis communication, emergency preparedness, safety.