

human relations

STRATEGIES FOR SUCCESS

Fifth Edition



Lowell H. Lamberton
Leslie Minor

human relations

STRATEGIES FOR SUCCESS

Fifth Edition

Lowell Lamberton

Leslie Minor





HUMAN RELATIONS: STRATEGIES FOR SUCCESS, FIFTH EDITION

Published by McGraw-Hill Education, 2 Penn Plaza, New York, NY 10121. Copyright © 2014 by McGraw-Hill Education. All rights reserved. Printed in the United States of America. Previous editions © 2010, 2007, and 2002. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of McGraw-Hill Education, including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning.

Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

This book is printed on acid-free paper.

1 2 3 4 5 6 7 8 9 0 DOW/DOW 1 0 9 8 7 6 5 4 3

ISBN 978-0-07-352468-9

MHID 0-07-352468-9

Senior Vice President, Products & Markets: *Kurt L. Strand*

Vice President, Content Production & Technology Services: *Kimberly Meriwether David*

Managing Director: *Paul Ducham*

Executive Brand Manager: *Michael Ablassmeir*

Executive Director of Development: *Ann Torbert*

Managing Development Editor: *Laura Hurst Spell*

Marketing Manager: *Elizabeth Trepkowski*

Content Project Manager: *Kathryn D. Wright*

Senior Buyer: *Debra R. Sylvester*

Design: *Matt Diamond*

Cover Image: © Getty Images

Content Licensing Specialist: *Joanne Mennemeier*

Typeface: *10.5/13 New Baskerville*

Compositor: *Laserwords Private Limited*

Printer: *R. R. Donnelley*

All credits appearing on page or at the end of the book are considered to be an extension of the copyright page.

Library of Congress Cataloging-in-Publication Data

Lamberton, Lowell H.

Human relations : strategies for success / Lowell Lamberton, Leslie Minor. — Fifth edition.

pages cm

Includes index.

ISBN-13: 978-0-07-352468-9 (alk. paper)

ISBN-10: 0-07-352468-9 (alk. paper)

1. Psychology, Industrial. 2. Personnel management. 3. Interpersonal relations. 4. Group relations training. I. Minor, Leslie. II. Title.

HF5548.8.L24 2014

158.7—dc23

2013032594

The Internet addresses listed in the text were accurate at the time of publication. The inclusion of a Web site does not indicate an endorsement by the authors or McGraw-Hill Education, and McGraw-Hill Education does not guarantee the accuracy of the information presented at these sites.

www.mhhe.com



Lowell Lamberton is a business professor with an extensive background in both writing and business. He has worked as an expert consultant to many businesses, especially in the area of human behavior, specializing in organizational behavior and management. He currently teaches management, human relations, and business communications classes at Central Oregon Community College. He lives in Bend, Oregon, with his wife, Ruth, who is an artist.

He holds two degrees in English, one from Walla Walla College and the other from the University of Nebraska. He also holds an MBA and an advanced professional certificate (APC) in management from Suffolk University in Boston, Massachusetts.

Besides this textbook, he has also coauthored *Working with People: A Human Relations Guide* with Leslie Minor.

Leslie Minor is a social psychologist and sociologist with a bachelor's degree in psychology from the University of Washington (Seattle), and a master's degree and Ph.D. from the School of Social Ecology at the University of California (Irvine). Her teaching career spans more than 20 years, with teaching experience at large and small colleges, public and private, two-year and four-year institutions, in the United States and abroad, in online and traditional formats. Currently, she is a member of the management team at Long Beach City College in Long Beach, California. She also continues to teach online as an adjunct faculty member at Linfield College in Oregon. Dr. Minor believes that her most rigorous and satisfying on-the-job training in teaching and administration came from rearing her three sons, Demetrius, Zamir, and Jawan.

authors

preface

Throughout our years of teaching and consulting in the fields of social science and organizational behavior, we have become increasingly aware of the need for a textbook that is down-to-earth, experience based, and grounded in sound research and theory. We believe strongly in the importance of understanding the relationship between self-esteem and human relations, and, by extension, the relationship between human relations skills and ongoing career success. On the other hand, we do not condone the approach of the “self-esteem peddlers” who encourage self-esteem building outside of a context of the real world. What realistic strategies and techniques can we teach our students to encourage their growth in human relations success, on and off the job site? How can students tap into the power that comes from working well in one-on-one situations, in groups, and in organizations large and small?

Human Relations: Strategies for Success attempts to provide answers to these questions and guidance in developing human relations skills that transfer from the classroom to the real world of work. Our commitment to the creation of a book that is at once interesting to read, motivating to study, and relevant to a wide variety of students has been the driving force behind *Human Relations: Strategies for Success*.

This text covers time-tested, research-based social science and management principles, as well as newer theories and philosophies of human relations drawn from management theory, group theory, personality theory, and relationship theory. More than ever, effective human relations skills are crucial to business success as organizations grow and compete in a global business environment. Employees must have the knowledge and skill to adapt to a workplace where change is as frequent as it is inevitable.

FEATURES OF THE FIFTH EDITION

This fifth edition features the following changes from previous editions:

Chapter 1

- New introductory vignette is more current, and better sets the tone for the book
- Updated figures and diagrams
- Updated demographic data
- Additional “Review Question” to reinforce learning, and generate discussion on how the growth of the Internet has affected human relations in business
- New, more contemporary “Case Study” to reinforce Chapter 1 themes
- Minor textual edits throughout the chapter to update contemporary understanding of issues

Chapter 2

- New text revisions and inserts throughout the chapter to promote understanding and clarity
- Revised figure(s)
- Minor textual edits throughout chapter to update contemporary understanding of issues

Chapter 3

- Streamlined (deleted) and updated “Real World Examples” for improved continuity
- Two new, more contemporary “Case Studies” provided to reinforce Chapter 3 themes
- Minor textual edits throughout the chapter to update contemporary understanding of issues

Chapter 4 (combined former Chapters 4 & 5)

- Minor textual edits throughout the chapter to update contemporary understanding of issues
- Condensed and consolidated material on attitudes (former Chapter 4) and values (former Chapter 5) to concentrate a focus on the most relevant aspects of values and attitudes in the workplace
- Removed material from Csikszentmihalyi, with concepts of “flow” and optimal experience, and placed them in the chapter on creativity
- Updated historical references and research study results

Chapter 5 (former Chapter 6)

- Updated opening vignette to reflect contemporary economic environment
- New text revisions and inserts throughout the chapter to promote understanding and clarity
- Removal of discussion on “Theories X and Y” and “intrinsic and extrinsic rewards” (the former are briefly discussed in Chapter 1)
- Improved presentation of figures, and other layout improvements
- New figures provided to illustrate changing demographic and employment (workplace) trends
- Minor textual edits throughout the chapter to update contemporary understanding of issues

Chapter 6 (former Chapter 7)

- Updated opening vignette to reflect more contemporary workplace scenario

- New subsection on “Online Communication” has been included to provide students with strategies for successful online communication, as well as the pitfalls that can occur with these transactions
- New “Real World Example” to connect students’ learning about communication with a prominent contemporary workplace scenario
- New text provides contemporary discussion on our “wired” culture, including how smartphones and social networking platforms can skew effective listening techniques
- Improved presentation of figures, and other layout improvements
- Minor textual edits throughout the chapter to update contemporary understanding of issues

Chapter 7 (combined former Chapters 8 and 9)

- Minor textual edits throughout the chapter to update contemporary understanding of issues
- Combined former Chapter 8 and former Chapter 9 to consolidate and streamline the most relevant information on groups and leaders (former Chapter 8) with teamwork (Chapter 9)
- Reduced the focus on TQM and ISO 9000, replaced it with a more general discussion of quality organizations
- Moved the material on the types and components of corporate culture to the “Online Resources Package”
- Consolidated material on corporate/organizational culture and the “new” corporate culture

Chapter 8 (former Chapter 10)

- Updated discussion on Gardner’s “Ninth Intelligence”
- Minor textual edits throughout the chapter to update contemporary understanding of issues
- Streamlined “The Games People Play” section
- Streamlined “Working It Out” section

Chapter 9 (former Chapter 11)

- Updated discussion on organizational changes resulting from technology, (i.e., the rise of the Internet as a critical business tool)
- Minor textual edits throughout the chapter to update contemporary understanding of issues
- Improved presentation of figures, and other layout improvements
- New “Real World Example” included to enhance students’ connection between conceptual ideas presented in the chapter with real world scenarios
- Streamlined (deleted) “Real World Example(s)” to promote clarity

- Completely revised section on international and intercultural business practices, de-emphasizing the “Japanese Approach” with introduction of new term, “Kaizen”
- New “More About” to connect students’ learning with real world examples (e.g., Kaizen)
- Streamlined (deleted) “Case Study 11.2” to promote overall clarity

Chapter 10 (former Chapter 12)

- Improved presentation of figures, and other layout improvements
- Minor textual edits throughout the chapter to update contemporary understanding of issues
- Entirely new section on “Flow” and creativity has been added
- Enhanced discussion of creativity in the workplace
- Enhanced discussion of Csikszentmihalyi (“Big C / little c”), creativity theory, with new discussion on “Four C’s of Creativity”
- Several new “More About” sections added to connect students’ learning with real world examples (e.g., “Four C’s of Creativity”)
- New, more contemporary “Real World” example included as Steve Jobs’ ‘Creating “iCulture”’
- Introduction of two new terms into the chapter, “flow” and “optimal experience”
- New “Critical Thinking” question added to challenge students’ views on the role of college/higher learning in achieving successful creative endeavors
- Streamlined “Working It Out” section

Chapter 11 (former Chapter 13)

- Updated demographic data
- New figures provided to illustrate changing demographic and employment (workplace) trends
- Improved presentation of figures, and other layout improvements
- Minor textual edits throughout the chapter to update contemporary understanding of issues

Chapter 12 (former Chapter 14)

- New information on stress reflecting the latest research on the topic
- New and enhanced “More About” sections include useful information for students on dealing with stress in college, the connection between chronic illness and stress, and more
- New images and figures provided to illustrate changing demographic and employment (workplace) trends
- Improved presentation of figures, and other layout improvements

- Streamlined (deleted) and updated “Real World Examples” for improved continuity
- Minor textual edits throughout the chapter to update contemporary understanding of issues

Chapter 13 (former Chapter 15)

- New and enhanced “More About” sections provide information on ethics in the workplace
- New section, “Customer Service Ethics,” provides a more contemporary discussion of ethics in the workplace, including the evolving ethics of the Internet
- Minor textual edits throughout the chapter to update contemporary understanding of issues

Chapter 14 (former Chapter 16)

- Updated demographic data
- New text revisions and inserts throughout the chapter reflect changing U.S. economic and political climate
- New figures provided to illustrate changing demographic and employment (workplace) trends
- Improved presentation of figures, and other layout improvements
- Minor textual edits throughout the chapter to update contemporary understanding of issues

Chapter 15 (former Chapter 17)

- Improved presentation of figures, and other layout improvements
- Minor textual edits throughout the chapter to update contemporary understanding of issues
- New “Real World Example” illustrates contemporary business ethics issues surrounding technology and use of the Internet as a business tool
- New “More About” section discusses the role of and potential ethical issues involved with so-called “hactivism” in the discussion on whistleblowers
- New “Critical Thinking” question about the role of business ethics in our technologically advanced society

Chapter 16 (combined former Chapters 18 & 19)

- Minor textual edits throughout the chapter to update contemporary understanding of issues
- Combined material on workplace productivity (former Chapter 18) with material on future success (former Chapter 19)

- Streamlined material on family and individual issues leading to lower productivity in the workplace, with a focus on the most relevant issues occurring in the workplace
- Condensed time management information and movement of applied exercises on time logs to the Online Learning Center
- Streamlined material from Chapter 19 on attaining future success, and moved the most relevant information to Chapter 16, with elimination of Chapter 19
- Moved all job search material from Chapter 19 to the Online Learning Center for instructors to allow access to the information

TEXTBOOK-WIDE CHANGES

- Deletion of all “Internet Exercises” from the textbook—these will now appear in the publisher’s comprehensive, single-source Online Learning Center
- Moved the deleted opening vignettes and case studies to the Online Learning Center for instructors who prefer to use them

Each chapter includes the following pedagogical features to facilitate student comprehension and to show how chapter concepts apply to the real world:

Strategies for Success. To highlight the connection between human relations theories and their real-world applications, this textbook contains a unique series of strategies that are integrated into all of the chapters. These strategies offer concrete guidance on how to use human relations skills to address situations that all people face.

Opening Vignettes. Each chapter opens with a short vignette to set the tone of the chapter. These vignettes use the narrative approach to make the chapter concepts more real to students at the outset, before they begin to absorb concepts and terms.

Key Terms. Important terms are highlighted within the text and called out in the margin. They are also listed at the end of each chapter and are defined in the glossary.

Review Questions and Critical Thinking Questions. Each chapter closes with thought-provoking questions. These questions call on students to go beyond simply reading the chapter, by asking them to consider its implications for their lives in the classroom and beyond. Many questions tap students’ creativity and problem-solving abilities as they encourage students to think beyond the boundaries of the book.

Case Studies. Two realistic, job-based case studies (each with questions) are presented in every chapter. These classroom-tested case studies are drawn from familiar experiences in a wide variety of workplace settings. These cases allow students to resolve realistic human relations problems

for which there is usually more than one viable solution. Each case study can be used as a springboard for classroom discussion and group problem-solving activities.

“Working It Out” Exercises. For most students, active participation is motivating, rewarding, and crucial to reinforcing learning. In a variety of classroom-tested Working It Out exercises, students are encouraged to build on their human relations skills as they role-play, interview each other, assess their own and each other’s strengths and weaknesses, work on setting goals and developing strategies, practice giving and receiving feedback, and explore other applications of chapter topics.

The following teaching and learning resources are also available for instructors and students.

Online Learning Center—www.mhhe.com/lamberton5e

Instructor’s Resource Manual. This teaching aid includes teaching suggestions for each chapter in the form of lecture outlines, answers and guidelines for all in-text questions, review questions, case study questions, and Working It Out exercises. Many additional in-class activities are also provided.

Test Bank. True-false, multiple-choice, fill-in-the-blank, and short answer questions are provided for each chapter.

PowerPoint Slides. These slides outline the key points and exhibits from the text.

Student Resources. Online self-grading quizzes, Internet exercises, and a glossary are available for students.

Organizational Behavior Video DVD Vol. 2. This collection of videos features interesting and timely issues, companies, and people related to organizational behavior and interpersonal skills.

acknowledgments

Many people were involved in the writing and production of this book. We especially would like to thank Laura Hurst Spell, our development editor from McGraw-Hill Higher Education, for her help, kindness, and patience. Also, our project manager, Kathryn Wright, worked very hard with problems, many of them unforeseen. Mike Ablassmeir, our sponsoring editor, has also been hard at work behind the scenes. Thanks, Mike. At home, too many students to mention have offered suggestions and help since the last edition.

We would also like to thank our colleagues and co-workers, friends, and family members for the help they have offered by presenting real-life situations involving human relations issues. This real-life material has been incorporated into opening vignettes and even into a few case studies. A special thanks goes out as well to our families who provided ongoing support and assistance: Lowell's wife, Ruth Lambertson; and Leslie's sons, Demetrius Zeigler, Zamir Zeigler, and Jawan Davis.

Solid previous editions have made this one possible. In the first edition, Betty Morgan, our adjunct editor, created the "Strategies" approach, for which we are extremely grateful. Heather Lambertson spent many hours doing research for nearly all of the chapters. Brian Dement contributed material for the Instructor's Manual and Test Bank. And without Carla Tishler, our first editor, we would never have completed the project. In the second edition, we were helped greatly by Cheryl Adams, adjunct editor for Glencoe/McGraw-Hill. Tammy Higham was invaluable in the creation of the third edition. Of course, the instructors and students who have used the textbook over the past decade have a special place in our hearts as well.

We would also like to thank the following people for their feedback and guidance as reviewers of this edition of the manuscript:

Cynthia Adams, *Bryant & Stratton College, Syracuse North*

Christopher Black, *Salt Lake Community College*

Christian Blum, *Bryant & Stratton College*

Alfred L. Cole, *Salt Lake Community College*

Rolayne Day, *Salt Lake Community College*

Neal Engers, *National College*

Christopher Dale, *Bryant & Stratton College*

Melodie Fox, *Bryant & Stratton College*

Cristina Gordon, *Fox Valley Technical College*

Neil Kokemuller, *Des Moines Community College*

Kristina M. Marshall, *Baker College of Owosso*

Kimberly Moore, *National College*

Barbara Purvis, *Centura College*

Pamela R. Simon, *Baker College of Flint*

Maria E. Sofia, *Bryant & Stratton College*

Debra K. Wicks, *Pittsburgh Technical Institute*

brief contents

Part 1:

Human Relations and You

- 1 Human Relations: A Background
- 2 Self-Concept and Self-Esteem in Human Relations
- 3 Self-Awareness and Self-Disclosure
- 4 Attitudes and Values in Human Relations
- 5 Motivation: Increasing Productivity

Part 2:

Human Relations in Groups

- 6 Communication and Human Relations
- 7 People, Groups, and Teams
- 8 Achieving Emotional Control

Part 3:

Building Your Human Relations Skills

- 9 Individual and Organizational Change
- 10 Creativity and Human Relations
- 11 Conflict Management
- 12 Stress and Stress Management
- 13 Your External and Internal Customers

Part 4:

Thriving in a Changing World

- 14 Human Relations in a World of Diversity
- 15 Business Ethics and Social Responsibility
- 16 A Productive Workplace and Success

« part 1

Human Relations and You

Chapter One

2 Human Relations: A Background

- What Is Human Relations?
- The Importance of Human Relations Skills
- Current Challenges in Human Relations
- What Human Relations Is *Not*

Strategy for Success 2.2 Steps toward Combating Low Self-Esteem by Defeating the Pathological Critic

Chapter Three

48 Self-Awareness and Self-Disclosure

- What Is Self-Awareness?
- Awareness-Related Barriers to Effective Human Relations
- The Johari Window
- What Is Self-Disclosure?

contents

- Areas of Major Emphasis
- A Brief History of Human Relations
- Strategy for Success 1.1 Develop Mutual Respect
- Strategy for Success 1.2 Build Your Communication Skills

Chapter Two

26 Self-Concept and Self-Esteem in Human Relations

- What Is Self-Concept?
- The Four Parts of the Self-Concept
- Focusing on the Real and Ideal Selves
- Pleasing Yourself and Pleasing Others
- What Is Self-Esteem?
- Self-Esteem and Work Performance
- Types of Self-Esteem
- Origins of Self-Esteem
- Strategy for Success 2.1 Steps toward Achieving Higher Self-Esteem

- Outcomes of Failing to Self-Disclose
- Levels of Communication as They Relate to Disclosure
- Making Assumptions about Other People
- The Risk Factor of Disclosure
- Strategy for Success 3.1 Know When to Stop
- Strategy for Success 3.2 Pay Attention to Differences
- Strategy for Success 3.3 Facing Fear of Self-Disclosure

Chapter Four

72 Attitudes and Values in Human Relations

- What Is an Attitude?
- What Makes a Good Attitude?
- Changing Existing Attitudes
- Attitudes and Job Satisfaction
- What Are Values?

Where Your Values Come From
Value Conflicts
Values in an International Economy
Strategy for Success 4.1 Changing
Pessimism to Optimism
Strategy for Success 4.2 Building Positive
Attitudes
Strategy for Success 4.3 Redefining Your
Personal Values: The Rath Test

Chapter Five

100 Motivation: Increasing Productivity

What Is Motivation?
Need-Based Theories of Motivation
Behavior-Based Theories of Motivation
Reinforcement Theory and Behavior
Modification
Motivation and Self-Esteem
Strategy for Success 5.1 Applying
McClelland's Theory
Strategy for Success 5.2 Changing Your
Behavior

« part 2

Human Relations in Groups

Chapter Six

128 Communication and Human Relations

Communication and Miscommunication
Listening—and How It Can Fail
The Timing of Messages
Communicating without Words
Functions of Nonverbal Messages
Communicating in an Organization

International and Intercultural
Communication
Strategy for Success 6.1 Become a Better
Listener
Strategy for Success 6.2 Practice High-
Context Communication

Chapter Seven

154 People, Groups, and Teams

People in Groups
Group Development
Barriers to Group Effectiveness
Leadership: What It Is and What It
Requires
Leadership Styles
Team Building
Organizational Climate: The Weather of
the Workplace
Organizational or Corporate Culture:
Shared Values
Strategy for Success 7.1 Watching for
Hidden Agendas
Strategy for Success 7.2 Building a
Successful Team

Chapter Eight

180 Achieving Emotional Control

The Eight Forms of Intelligence
Emotional Intelligence
Learning to Apply Emotional
Intelligence
Dealing with Anger
Assertiveness, Aggressiveness, and
Anger
Defensive Behaviors
Scripts
Games People Play
Strategy for Success 8.1 Stopping Games
before They Start

« part 3

Building Your Human Relations Skills

Chapter Nine

206 Individual and Organizational Change

- Change as a Fact of Life
- The Seven Major Life Changes
- The Seven Stages of Personal Change
- Models of Organizational Change
- Why Employees Resist Change
- The Japanese Approach
- Organizational Development
- Strategy for Success 9.1 Managing Personal Change in the Workplace
- Strategy for Success 9.2 Breaking Down the Resistance to Change in Your Organization

Chapter Ten

232 Creativity and Human Relations

- The Creativity Connection
- What Is Creativity?
- Perception and Creativity
- Inside the Creative Process
- Creativity in the Workplace
- Creative Methods for Groups
- Creative Problem Solving
- Strategy for Success 10.1 Increase Your Creativity
- Strategy for Success 10.2 Roger von Oech's "Ten Mental Locks"
- Strategy for Success 10.3 Use SCAMPER to Solve Problems

Chapter Eleven

260 Conflict Management

- Types of Conflict
- Sources of Conflict
- Conflict Analysis
- Potential Solutions
- Styles of Conflict Management
- Dealing with Special Conflict Cases
- Strategy for Success 11.1 Negotiate Win-Win Solutions
- Strategy for Success 11.2 Make Collaboration Work
- Strategy for Success 11.3 Stop Conflicts before They Start

Chapter Twelve

286 Stress and Stress Management

- Causes of Stress
- Sources of Stress
- Type A and Type B Personality Behavior
- The Physical Effects of Stress
- The Cost of Stress in the Workplace
- Strategy for Success 12.1 Discard Irrational Beliefs
- Strategy for Success 12.2 Change Your Behaviors to Reduce Stress
- Strategy for Success 12.3 Take Care of Yourself

Chapter Thirteen

314 Your External and Internal Customers

- What Do Customers Really Want?
- Customer Service: A Definition
- The Internal Customer
- The Two Simplest Principles of Customer Service
- Issues in Customer Service

Handling the Difficult Customer
Going the Extra Mile
Customer Service Ethics
Who Is Running the Business?
Poor George Story
Strategy for Success 13.1 Establish a Bond
with the Customer
Strategy for Success 13.2 Support the
Customer's Self-Esteem
Strategy for Success 13.3 Handle the
Difficult Customer Professionally

Rationalizing Unethical Behavior
Ethics in Context
The Influence of Group Goals
Global Ethics Issues
Social Responsibility
Blowing the Whistle
Strategy for Success 15.1 Making Ethical
Decisions: A Quick Ethics Test from
Texas Instruments
Strategy for Success 15.2 Becoming
Culturally Aware of Ethical Conduct

« part 4

Thriving in a Changing World

Chapter Fourteen

342 Human Relations in a World of Diversity

A Diverse Society
Prejudiced Attitudes
Origins of Prejudice
Types of Discrimination
Sexual Harassment
Prejudice, Discrimination, and Self-Esteem
Looking Ahead
Strategy for Success 14.1 Assess Your
Knowledge
Strategy for Success 14.2 Reducing Sexual
Harassment

Chapter Fifteen

372 Business Ethics and Social Responsibility

What Is Ethics?
Codes of Ethics

Chapter Sixteen

400 A Productive Workplace and Success

A Productive Workplace
Time Management
Behaviors that Reduce Workplace
Productivity
Responses to Substance Abuse and Other
Nonproductive Behaviors
Human Relations in Your Future
Self Motivation, Self Direction,
and Success
Fear: The Enemy of Success
Positive Psychology
Finding Your Niche
Prepare for a Career Choice
Strategies for Success 16.1 Goals for
Success
Strategies for Success 16.2 Make an
Inventory of Your Skills

Glossary 432
References 444
Credits 457
Index 459

PART ONE

« « human relations and you

1 Human Relations: A Background

2 Self-Concept and Self-Esteem in Human Relations

3 Self-Awareness and Self-Disclosure

4 Attitudes and Values in Human Relations

5 Motivation: Increasing Productivity

In Part One we'll explore the foundations of human relations skills. Specifically, how does each one of us develop the necessary tools to work well together at home, in school, and on the job? What aspects of our personality contribute to our success at human relations? Are there strategies we can use to build human relations skills?

Chapters 1 through 5 define human relations, then look closely at the relationship between self-understanding and communication. These chapters will test your ability to ask questions about personal and global values, and help you discover how to tap motivational strategies for yourself and others. These are important first steps to develop the human relations skills you need for success in personal life and in the world of work.



1

CHAPTER ONE

HUMAN RELATIONS

A Background

« « LEARNING OBJECTIVES

After studying this chapter, you will be able to:

- LO 1-1 Define human relations.
- LO 1-2 Explain the importance of human relations in business.
- LO 1-3 Discuss the challenges of human relations as these factors affect success in business.
- LO 1-4 Identify what the study of human relations does *not* include.
- LO 1-5 Describe the areas of emphasis for human relations in today's workplace.
- LO 1-6 Discuss a short history of the study of human relations.

« « STRATEGIES FOR SUCCESS

- Strategy 1.1 Develop Mutual Respect
- Strategy 1.2 Build Your Communication Skills

Flying in Rough Weather

SITUATION

The pilot hesitated. Weather conditions were terrible on that day in 1982. Freezing rain was falling in Washington, D.C., and his young copilot was bugging him. The younger man kept asking puzzling questions. “Why does this gauge read like this? Are you sure we’re all right to take off? Is it safe?”



certain, though, that a serious human relations problem was involved in this tragedy. Once it became clear that the plane was in trouble, the two men, who had previously been formal with each other, began to call each other by first names. But it was too late for a better relationship to help this situation.

If communication lines had remained open between the two men—if the younger man had felt confident enough about himself to speak out forcefully and the older man more willing to listen—this tragedy would likely have been avoided.¹

DISCOVERY

The pilot had to decide. “Let’s go!” he finally grunted. Less than 30 minutes later the plane had crashed. The crew and most of the passengers were dead, drowned in the icy Potomac River. When the airplane’s black box was examined, FAA investigators heard that a young copilot with some honest misgivings about take-off was ignored by an older pilot—for reasons no one could fully explain. We can be

THINK ABOUT IT

Think about how human relations affect most situations. Can you think of a circumstance that might have been improved by better human relations in your own life?

» WHAT IS HUMAN RELATIONS?

Not all human relations decisions involve life-or-death outcomes, but they can have very serious impacts. The importance of human relations in our personal and work lives cannot be exaggerated. The skills that are necessary for good relations with others are the most important skills anyone can learn in life.

human relations

The skill or ability to work effectively through and with other people.

Human relations is the skill or ability to *work effectively through and with other people*. Human relations includes a desire to understand others, their needs and weaknesses, and their talents and abilities. For anyone in a workplace setting, human relations also involves an understanding of how people work together in groups, satisfying both individual needs and group objectives. If an organization is to succeed, the relationships among the people in that organization must be monitored and maintained.

In all aspects of life, you will deal with other people. No matter what you do for a living or how well you do it, your relationship with others is the key to your success or failure. Even when someone is otherwise only average at a job, good human relations skills can usually make that person seem better to others. Sadly, the opposite is also true: Poor human relations skills can make an otherwise able person seem like a poor performer. A doctor who respects patients, a lawyer who listens carefully to clients, a manager who gets along well with others in the workplace: all of these people will most likely be thought of by others as successful.

» THE IMPORTANCE OF HUMAN RELATIONS SKILLS

Other reasons for studying human relations include the following:

more about...

Internal customers can be defined as a department's employees, or as employees in other departments within an organization.

trust

To rely on, or have confidence in, the honesty and integrity of a person.

1. **Human rights.** Today, managers and employees have a greater awareness of the rights of employees. This awareness calls for more skillful relations among employees, using tact, **trust**, and diplomacy with greater skill. The rights of all others involved in the dealings of an organization must be respected and protected as well. In today's workplace, the term *internal customer* is often used. This identifies a new attitude toward employees as the other customers in a company. Companies must also protect the human rights of traditional customers, managers, and even competitors.
2. **The global marketplace.** The United States seems to have fallen into disfavor in many countries—even countries we had long considered to be our friends. Often, when anti-American stories are told, they involve Americans using poor human relations skills when doing business with people from other cultures. Improving interpersonal skills (the skills associated with getting along with others) can be a factor in fighting the widespread anti-Americanism that sometimes seems to be growing worldwide.²

3. **Emphasis on people as human resources.** Two decades ago, many forecasters predicted that by this time in history, strong computer skills would be the number one factor in the workplace. However, now, perhaps more than ever, managers and corporate planners are placing great emphasis on the human factor. The two sets of behaviors now considered the most important for new job applicants are communication skills and human relations abilities.³ This trend, emphasis on what are often called business “soft skills,” will likely continue in the future.
4. **Renewed emphasis on working groups.** Today’s employees tend to like working as teams and being involved in making decisions as a group. Helping groups work well together in such endeavors (as either a team member or leader) requires a great deal of human relations skill. Both managers and employees need to understand the dynamic of group interaction if such participation is to be effective.
5. **Increasing diversity in the workplace.** Few countries on earth contain the diversity of race, religion, and culture that exists in the United States. The number of foreign-born Americans in the United States in 1970 was estimated at 10 million. By the year 2000 the number had grown to 28 million (about 10 percent of the total population), and the number is projected to reach 48 million by the year 2020.⁴ The United States gains an international migrant every 25 seconds.⁵ Add to this reality the increase in the number of women in the workplace today compared with past years, and the number of employees staying in the workplace past typical retirement age. Experts predict that the number of older workers will increase more than five times faster than the overall labor force over the next several years, and that ethnic and racial diversity will continue to increase as well.⁶ A deep understanding of the differences that diversity brings is one of the most important skills in human relations.



Group work is a necessity in today’s workforce.

Human Relations and You

The study of human relations can help you in several ways. Human relations skills can help you get a job, enjoy your work, be more productive at it, and stay there longer with better chances for advancement. An understanding of yourself and others can help you be happier and more productive in all areas of your life.

You, the Manager

A percentage of students who read this book will one day become managers. For a manager, no skill area is more important than human relations abilities. A manager with good human relations skills will retain employees longer, be more productive, and provide employees with an enjoyable environment. The most common reason for failure in the job of manager is faulty human relations skills.⁷ Because interpersonal skills are so important, experts often suggest that new managers should put as much effort into studying people as they put into developing technical skills.⁸

An **entrepreneur** is someone who organizes and assumes the risks of beginning a business enterprise.

You, the Entrepreneur

In the 21st century, an increasing number of today's business students are entering the exciting realm of entrepreneurship: owning their own businesses. When you are the owner and operator of a business, your people skills—or human relations—are the most important factors in your success. In an e-commerce business, although there is less face-to-face contact with customers and suppliers, the ability

to work with people and to fulfill their needs remains extremely crucial to success.

In a larger sense, your knowledge of human relations helps the work you do—or the business you own—provide fulfillment. Famed Russian author Fyodor Dostoyevsky wrote, “If it were desired to reduce a man to nothingness, it would be necessary only to give his work a character of uselessness.”⁹ Many entrepreneurs become business owners to escape the feeling of uselessness associated with their former jobs. The entrepreneur is in the position of being able to control the human climate of the business he or she owns and operates.

You, the Employee

Underdeveloped interpersonal skills represent the single most important reason for failure at a job. This is especially true in the early days and weeks on a new assignment.¹⁰ Making a good impression on your superiors, your peers, and all other co-workers will set you on a good track. Developing interpersonal skills is extremely important to the advancement of your career and will affect the ways in which your fellow employees, supervisors, and customers view your overall performance.¹¹

» CURRENT CHALLENGES IN HUMAN RELATIONS

Generation X is the generation of Americans born between 1965–1980, following the Baby Boomers who were born during the years 1946–1964.

Generation Y, also called the “Millennial Generation,” generally refers to Americans born after 1980, especially students who are now graduating from high school and either going to college or entering the job market. The Millennial Generation is a fast-growing segment of today's workforce.

Today's Generation Y, the generation now entering the job market, can tend to find that good, sustainable-wage jobs are hard to come by, and advancement is very difficult. The problems faced by this group and by Generation X are often blamed on the “Baby Boomers,” the late-middle-aged people who are mostly in management positions above them. Although a “generation gap” is nothing new in our history, this one affects human relations in the workplace directly and forcefully.¹² You will learn more about this topic in Chapter 14, which discusses issues of workplace diversity.

Increased Competition in the Workplace

Competitiveness reaches into all areas—urban, suburban, and rural—and affects all businesses, large and small. Small businesses feel pressure to meet the high international standards of the foreign market, and of the huge multinational companies that dominate the economy. When a chain retailer such as Walmart moves into a small town, the competition felt by local business owners is very real. Likewise, the increasing number of people doing business on the Internet has created a source of competition unlike anything else in human history.

Higher paying jobs for all age groups are more competitive than before. Having a college degree is no longer a ticket to a meaningful career, as it was only a generation ago. This new reality causes a great deal of frustration for many people in the workplace, and many human relations problems result.

Another very important factor in competition is the current strength of some Asian countries, especially China, which have an ever-increasing share of the world economy. During the past two decades, for example, China developed economically at the average rate of 9.2 percent annually.¹³

Economic factors that have made this power position possible are lower labor costs, a nationwide desire to compete, and a government role that allows potent government help to businesses. Experts predict that countries such as China, India, Japan, and other Asian nations will continue to have a major impact on world markets, and continue their growth and competition with the traditionally dominant West.¹⁴

Dual-Career Families

Most families now need income from both adult members to survive comfortably. This reality has placed a strain on the family and its members—a strain that is felt in the workplace in several ways. First, additional financial pressures cause workplace stress. Second, the time needed for the everyday realities of child rearing—such as visits to the family doctor and transportation to and from school—create difficulties for everyone involved.

Single-Parent Families and Divorce

Two important factors have contributed to the existence of a higher number of single parents than was prevalent among the baby boomer generation: a high divorce rate and an increase in the number of never-married parents. The parent—often the mother—must be the provider, taxi service, spiritual guide, and emotional support source. These many roles often result in a spillover effect of frustration and stress in the workplace. This type of worker can be truly overloaded.

A divorced person typically has to go through a period of emotional recovery, during which many emotional issues can form. Such issues often negatively affect job performance and attitudes, harming relationships with

Divorce: a heavy impact on employees' lives



co-workers, bosses, and fellow employees. Besides the already-heavy burdens of single parenthood that divorced, single workers have, they are often dealing with challenging issues of self-worth and self-esteem.

Two Generations of Dependents

People are living longer now than ever before.¹⁵ This rise in life expectancy, along with fewer high-income jobs for senior citizens, and cuts to pension funds and post-retirement health insurance, means that many middle-age adults now find themselves helping to support their own children along with their aging parents and parents-in-law—all at the same time. These middle-aged adults who find themselves squeezed for time and finances are often referred to as the “sandwich generation” (with the elderly dependent parents as one piece of bread, and the dependent children as the other). The added responsibilities exist when parents or in-laws live with the adult children and their families, but also when elderly parents live alone or in retirement homes. The emotional impact affects all involved, including the dependent parent who usually would prefer self-sufficiency.

» WHAT HUMAN RELATIONS IS NOT

Now that you know what human relations is, and how it has developed into what it is, it's time to look at some characteristics it *does not* have. First, human relations is not a study in understanding human behavior in order to manipulate others. Good human relations means being real, positive, and honest. Practicing effective human relations means *being yourself at your very best*.

Second, learning better human relations skills is not a cure-all. Nor is it a quick-fix for deep and ongoing personal problems. The skills you will learn in this book are skills to be built upon, developed, and tried out whenever you can as part of your own experience on the job and throughout your life.

Last, human relations is not just *common sense*. This argument is often used by people who think a book like this is unnecessary. “Common sense,” they may say, “will carry you through!” In the area of human relations, however, common sense (meaning ordinary good sense and judgment) is all too *uncommon*. The abuses of many workers on the job today, the misunderstandings that cost thousands of companies millions of dollars every year, the unhappiness of many workers with the jobs they have: all of these factors illustrate the need for a strong foundation in human relations—even if much of it seems like simple common sense.

Despite all of the progress in human relations during the past decades, the 21st century has produced some “nay-sayers” who will argue that mistreating employees actually works. According to *Bloomberg Businessweek* magazine, Dish Network's boss, Charlie Ergen makes that claim. He says that “ruling with an iron hand” is one of his success secrets.¹⁶ Perhaps then, it is not surprising that his company was named “America's worst company to work for” by a watchdog Web site.¹⁷

We invite you to track the Dish Network and see if they continue to thrive. If they do, perhaps we'll make room for an exception. Only time will tell. Rarely, if ever, does an abusive attitude pay off for any manager.

» AREAS OF MAJOR EMPHASIS

In the broadest sense, the study of human relations has two goals: personal development and growth, and achievement of an organization's objectives. (See Figure 1.1.) All of the following areas of emphasis take both of those goals into consideration. You will notice that each of the areas is further developed in the following chapters of this book. Most of them overlap, and some are dependent upon others. Those relationships will become clearer as you read further.

Self-Esteem

Self-esteem is your feeling of confidence and worth as a person. Psychological research has shown that lower self-esteem is related to a variety of mental health problems, including alcoholism, anxiety, and depression—all of which cause problems on the job. Higher self-esteem, on the other hand, improves attitudes, job morale, and overall quality of life. In the workplace, healthy self-esteem is the key to top performance and high-quality work—especially when the work directly affects other people.

Self-esteem is a buzzword in business circles today. Most Americans seem to have discovered this important part of themselves and its influence on every other factor in their lives. More than a mere buzzword, though, self-esteem is at the core of most issues in human relations. Because it is so important, Chapter 2 is dedicated to that subject.

self-esteem

A person's feeling of confidence and worth as a person.

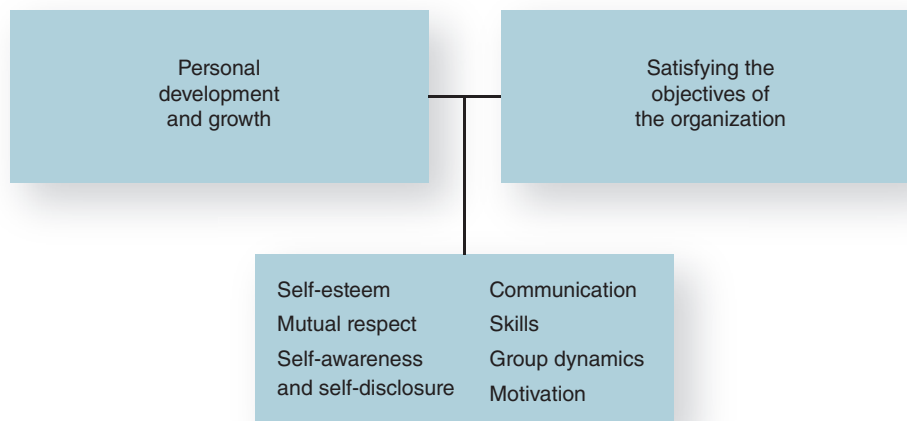


figure 1.1

MAJOR GOALS AND EMPHASIS AREAS OF HUMAN RELATIONS

Which of these areas do you personally consider most important to effective human relations?