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Leadership Alerts

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November 1 2013

[RIORDAN, C. M. \(2013\). Foster a culture of gratitude. *Finweek*, 40.](#)

The article discusses the need to develop a culture of gratitude at workplaces in order to gain high job satisfaction that leads to the growth of an individual as well as the organization. It mentions various ways to inculcate such a culture which includes helping others to develop, involving employees in decision-making, and supporting the concept of camaraderie. It also mentions about the work culture at internet-related service provider Google, that promotes feelings of employee value.. [ABSTRACT FROM AUTHOR]

Fournier, S., & Lee, L. (2009). Getting Brand Communities Right. *Harvard Business Review*, 87(4), 105-111. Search [Business Source Premier](#) for this article

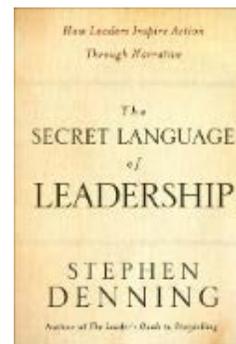
Marketers in a variety of industries are trying to increase customer loyalty, marketing efficiency, and brand authenticity by building communities around their brands. Few companies, however, understand what brand communities require and how they work. Drawing from their research as well as their experience at Harley-Davidson, the authors dispel some common misconceptions about brand communities and offer design principles, cautionary tales, and new approaches to leveraging those communities. The authors offer an online "Community Readiness Audit" that can help you find out if your

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organization is up to the task of building a brand community.
[ABSTRACT FROM AUTHOR]

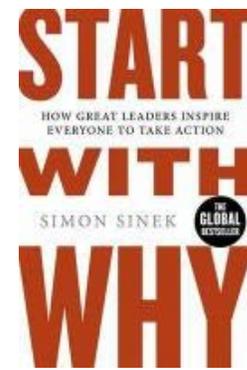
Tannen, D. (1995). The Power of Talk: Who Gets Heard and Why. *Harvard Business Review*, 73(5), 138-148. Search [Business Source Premier](#) for this article

Most managerial work happens through talk--discussions, meetings, presentations, negotiations. And it is through talk that managers evaluate others and are themselves judged. Using research carried out in a variety of workplace settings, linguist Deborah Tannen demonstrates how conversational style--that is, how we communicate--often overrides what we say, affecting who gets heard, who gets credit, and what gets done. Tannen's linguistic perspective provides managers with insight into why there is so much poor communication. We all think the way we talk is "natural," but in fact language is learned social behavior, and therefore what is natural depends on where and how you were raised. Gender plays an important role. Boys and girls learn different linguistic norms through play with other children of the same sex. The result is that women and men tend to have different speaking styles, much like people who grew up in different cultures. Tannen argues that a better understanding of linguistic style will make managers better listeners and more effective communicators, allowing them to develop more flexible approaches to a full range of managerial activities--such as how they run or participate in meetings, how they mentor or advance the careers of others, and how they evaluate performance. [ABSTRACT FROM PUBLISHER]

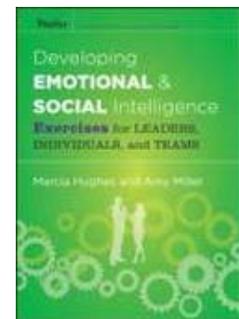
[Morgan, N. \(2008\). How to Become an Authentic Speaker. *Harvard Business Review*. 86\(11\). 115-119.](#)

Like the best-laid schemes of mice and men, the best-rehearsed speeches go oft astray. No amount of preparation can counter an audience's perception that the speaker is calculating or insincere. Why do so many managers have trouble communicating authenticity to their listeners? Morgan, a communications coach for more than two decades, offers advice for overcoming this difficulty. Recent brain research shows that natural, unstudied gestures -- what Morgan calls the "second conversation" -- express emotions or impulses a split second before our thought processes have turned them into words. So the timing of practiced gestures will always be subtly off -- just enough to be picked up by listeners' unconscious ability to read body language. If you can't practice the unspoken part of your delivery, what can you do? Tap into four basic impulses underlying your speech -- to be open to the audience, to connect with it, to be passionate, and to "listen" to how the audience is responding -- and then rehearse your presentation with each in mind. You can become more open, for instance, by imagining that you're speaking to your spouse or a close friend. To more readily connect, focus on needing to engage your listeners and then to keep their attention, as if you were speaking to a child who isn't heeding your words. To convey your passion, identify the feelings behind your speech and let them come through. To listen, think about what the audience is probably feeling when you step up to the podium and be alert to the nonverbal messages of its members. Internalizing these four impulses as you practice will help you come across as relaxed and authentic -- and your body language will take care of itself. [ABSTRACT FROM AUTHOR]

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