

Teaching to Make a Difference PDW at the Academy in Boston (Session #: 10331

## Teaching about Positive Relationships

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### 1. Designing a course on Positive Relationships

#### Managing Professional Relationships: Winter 2012 (MBA-3 classes.20 hours of class)

- a. **The pitch:** Effective leadership is effective relationship management. This course is designed to help managers think and act effectively to build high quality relationships with others. For individuals, high quality relationships generate and sustain energy, equipping people to do their work, and do it well. High quality relationships offer other benefits as well. In a world of continuous change, downsizing, and a press for speed, high quality relationships enable effective individual growth and adaptation to change. Research on managerial effectiveness and derailment also suggests that successful managers are skilled at understanding, managing and leveraging high quality relationships with others. High quality relationships also facilitate the speed and quality of learning, particularly where knowledge is tacit as opposed to explicit. In organizations where knowledge is the basis for competitive advantage, high quality relationships between people enable more effective individual and organizational learning. Finally, in the new economy and free-agent nation, individuals' commitment and identification with their work organization is no longer a given. Organizations can no longer trade employment security for cooperation and commitment. High quality relationships in organizations build individual commitment and cooperation. Managers of the 21<sup>st</sup> century need to be effective at building high quality relationships for themselves, and enabling the creation of high quality relationships for others.

**Course goals:** Enhance self-awareness about your own relationship-building skills and experiences;

1. Develop awareness and specific skills for effectively building high quality professional relationships;
2. Develop awareness and skills for minimizing damage from low quality, corrosive professional relationships;
3. Build a logic for building and managing organizations with relational capability as an organizational strength;
4. Explore and assess the important dimensions of relational leadership

**Required text:**

Jane E. Dutton, 2003 *Energize your workplace: How to create and sustain high quality relationships at work*, San Francisco: Jossey-Bass

## Assignments:

**Learning Log (60 pts)** A learning log provides you with an opportunity to reflect on the ways in which the issues and concepts raised in class affect you personally and your role as a manager.

**HQC with Clients Analysis (40 points):**

**Letter of Contribution (40 points)**

**Managing Relationally Essay (60 points)**

## DAY 1

**Module 1: The Relationship Imperative: Why is managing relationships important from an individual and organizational perspective?**

### Required readings

\*Dutton, Energize your workplace, Chapter 1.

### Extra Readings (Optional) on C-tools

Heaphy, E. and J. Dutton, 2008. "Positive Social Interactions and the Human Body at Work: Linking Organizations and Physiology". Academy of Management Review, Vol. 33, No. 1, 137-162.

Jody Hofer Gittel 2009 Chapters 3-5 in High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience (Boston: McGraw- Hill)

## I. Building Relational Skills

**Module 2: Enabling the Success of Others: Building Relationships Through Task Enabling**

\*Dutton, Energize your workplace, Chapter 3.

Video: MO Cheeks

**Module 3: Recognizing, Respecting, Listening: Building Effective Relationships Through Respectful Engagement**

### Required readings

\* Hallowell, Edward M., 1999. "The Human Moment at Work." Harvard Business Review, January-February. (Coursepack)

\*Dutton, Energize your workplace, Chapter 2.

**Module 4: True Blue: Building Relationships through Trusting Others**

\*Dutton, Energize your workplace, Chapter 4.

**Module 5: Playing**

### **Video: Fish extract on Play**

#### **Extra readings (Optional)**

Taking play seriously. By Robin Marantz Henig, *New York Times Magazine*, Feb 17, 2008.

<http://www.nytimes.com/2008/02/17/magazine/17play.html?ex=1203915600&en=6871f50fa00bce08&ei=5070&emc=eta1>

Video of Jill VIALET, founder of Playworks USA

[http://www.ashoka.org/video/jill\\_tedxf](http://www.ashoka.org/video/jill_tedxf)

Extra video if interested: (Power of touch—part of why play is so powerful a connecting building mechanism. See Dacher Keltner

[http://greatergood.berkeley.edu/gg\\_live/science\\_meaningful\\_life\\_videos/speak/dacher\\_keltner/dacher\\_keltner\\_on\\_touch/](http://greatergood.berkeley.edu/gg_live/science_meaningful_life_videos/speak/dacher_keltner/dacher_keltner_on_touch/)

## **Day 2**

## **II. Mastering Relationship Challenges**

### **Module 6: Dealing with Corrosive Relationships at Work**

#### **Required Readings**

\*Frost, P. and S. Robinson, 1999. "The Toxic Handler: Organizational Hero – and Casualty." Harvard Business Review, July-August, pp. 95-106. (Coursepack)

Dealing with a Technical Prima Donna (Video case)

#### **Extra Readings (Optional)**

Alan Webber: "Danger Toxic Company" Fast Company  
(<http://www.fastcompany.com/online/19/toxic.html>)

Chris Pearson and Christine Porath 2009 The Cost of Bad Behavior: How Incivility is Damaging Your Business and What to do About it ( Chapters 13 and 14 (On c-tools))

### **Module 7: The Challenge of Power and Bad Times**

#### **Required reading**

\* How to be a Good Boss in a Bad Economy 2009 Harvard Business Review, June, 42-50 (coursepack)

#### **Extra readings (optional)**

The power trip: *Wall Street Journal*, August 14, 2010

<http://online.wsj.com/article/SB10001424052748704407804575425561952689390.html>

## **Module 8: The Challenge of Building Connection across Cultural Differences**

### **Extra Readings (Optional) on C-tools**

J. Sanchez-Burks and M. M Barak “Interpersonal Relationships in a Global Work Context” In M. Mor Barak Managing Diversity in an Age of Globalization : Toward a World-Wide Inclusive Workplace. 114-168. Thousand Oaks: Sage.

## **III. Managing Relationally**

### **Module 9: Relational Leaders**

#### **Required Readings**

\*Dutton, J. E., J. P. Frost, M. Worline, J. Lilius and J. Kanov, 2002. “Leading in traumatic times.” Harvard Business Review, January. (Coursepack)  
Video: John Chambers

### **Module 10: Designing the Relational Organization**

#### **Required Reading**

\*Dutton, Energize your workplace, Chapter 6

#### **Optional Readings (on C-tools)**

Rollag, K., Parise, S. & Cross, R. (2005). A Relational View of Rapid On-Boarding: Getting Newcomers Connected and Productive Quickly. *Sloan Management Review*. 46(2): pp. 35-41

Baker, W. and J. Dutton (2007) Enabling Positive Social Capital in Organizations. In J. Dutton and R. B Ragins (Eds). Exploring Positive Relationships at Work. Mahwah, N.J. Lawrence Erlbaum Publishers (325-346)

Also look at Gittell (2009, cited for the first class). Her book documents the impact of different work practices and systems’ features on relational quality and performance.

## **DAY 3**

**Module 11: Simulation: Managing Relationships in the New Economy** (We are going to do an extended exercise that will require getting on the floor. Please wear comfortable clothing – avoid skirts and/or dresses.)

### **Module 12: Living Relationally: Being a Contribution**

#### **Required Reading**

\*Zander and Zander, The Art of Possibility, Chapter 4 Being a contribution (Coursepack)

For class notes that might help with each of these modules, go to

<http://www.centerforpos.org/the-center/teaching-and-practice-materials/course-syllabi/>