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Leadership Techniques, Organizational Skills, and Interpersonal Relationships Affect Workplace

Productivity

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Introduction

In all workplaces there are individuals who display leadership skills in order to guide the company to success. The majority of workplaces measure success by the amount of work they produce for profits at year end in order to be in the black. Along with leadership skills come organization; organization of how the workplace functions and organizational skills so that all employees and leaders are able to perform their tasks. Most employees spend significant amounts of time at their workplace, resulting in interpersonal relationships being built. Having positive relationships brings engagement and happiness to employees resulting in higher productivity. Leadership techniques, organization traits personally and environment structure, and interpersonal relationships have a direct impact onproductivity level in workplaces.

In addition, communication must be present with all these factors, and is the foundation for all interaction between staff members. Communication is used to display leadership when communicating to staff. the organization of the workplace and personal organization traits are displayed through verbal and nonverbal communications. The development of interpersonal relationships between staff members are built on communication. Equal attention to workplace is a challenge that must be tackled to create productive employees, resulting in high productivity levels.

This paper describes in detail how leadership theories, quality of leaders, communication used in leadership, and leadership styles have coloration with productivity. Organizational skills, workplace organization suggestions, and work-family conflict can reflect the amount of production as well. The development of interpersonal relationships, interpersonal communication used to develop those relationships, how engaged employees and goal sharing will factor in the level of production.

RQ: How do leadership techniques, organizational skills, and interpersonal relationships affect workplace productivity?

Literature Review

Leadership

Guidance, direction, management, and control could all be synonyms for the word- "leadership". Leadership is the act of leading a group of people or organization (Oxford Dictionaries, 2017). The person leading the group is in charge of making sure that a goal is reached, ensuring that the goal that was set is obtainable as well.

A leader must be someone whom others can trust, and who is willing to take the followers where they need to go. A key note in becoming a leader is that the individual needs to be someone that others want to follow, without being forced. The right to lead can only be earned, and that takes time (Maxwell, 2001). An effective leader must let go of their ego and realize that the leadership position isn't for personal gain, but rather to serve others. In order to guide others, learn how to become a good follower first, before starting to lead. Having positive interpersonal relationships with others is another key factor is becoming a great leader. A leader is an influential person and that needs to lead in a positive manner (Dick, 2015).

Herb Rubenstein wrote about the evolution of leadership in the workplace. He asked, "Where and how is leadership evolving?" According to Rubenstein, there are ten modern leadership theories. Leadership can improve our workplaces, productivity, employee retention, profits, and reduce strife inside the workplace (Rubenstein 2005). Rubenstein's *"Leaders of Leaders"* summarizes Peter Northouse's nine leadership theories and Rubenstein has added a tenth theory to the list.

Theories of Leadership: (Rubenstein, 2005)

1. *The Trait Theory*-Either you have the characteristics to be a leader or you don't. Some people argue that the soft skills can't be taught. Some individuals hold certain qualities for being a leader include physical, mental, personality type, and emotional traits that can influence one's ability to serve in a leadership position.

2. *The Style Approach*-Depending on what type of style of leadership one can bring to the table will depend on how one leads the organization. For each organization there are standards and abilities that an individual needs in order to succeed in a leadership role. If one is leading a team on authority-compliance agency, a country club leadership, a less formal style is preferable.

3. *The Situational Approach*-This approach reflect situations at hand and how the leader reacts to the particular issue at hand. These leaders will research an issue before coming to a conclusion, and try to address how to lead followers. Being able to grasp a full understanding of what is needed will directly affect their role as leaders.

4. *The Contingency Theory*- Leaders will have a direct impact when choosing this approach. Leadership moments can be grouped into leader-member collaboration, task oriented assignments, or straight power leadership in which all control is given to the leader.

5. *Path-Goal Theory*-There is nothing better than having a motivated leader. It is very empowering when your leader is enthusiastic and willing to lead people to success. A major goal of this theory is to do just that for all the individuals involved; to get everyone motivated. There are some classic characteristics that a leader must present in order to

get their coworkers to "fall in line," get the people to "buy in", and to identify goals that are needed to be completed. Once goals are determined, what are the obstacles that the company or workplace will face while making the goal? Leaders will need to assure coworkers if training or education is needed to reach goal, proper training would be provided. Organize and delegate tasks, check in with the employees to see how progress is going, monitor the activity from a far before addressing changes and lead the actions to achieve goals. Great leaders will always acknowledge their subordinates for being successful. The leader should never take all the glory, don't forget about the people that helped execute the vision. Lastly, set new goals and repeat the process.

6. *Leader-Member Exchange Theory*-This approach considers the leadership position not all about control, but more of a partnership agreement. Powers are shared equally with all that are involved.

7. *Transformational Leadership*-Keeping in touch with a leader's followers is crucial. Staying in touch with the needs of the followers will make the bond with followers stronger and will increase productivity. Promoting change and improvement will be reached by the leader *and* the follower's assistance.

8. *Team Leadership*-Everyone are considered leaders. The entire group helps set goals, assesses what is needed to reach and act on the goals, keep supplies, set standards on what behavior will be accept and won't be accepted, give direction to the group as a whole, and maintain internal functioning for the success of set goal.

9. *Psychodynamic Approach*-Psychological attributes directly relate to the emotional and mental state of a human being. If an individual can be in touch with their emotions and mental state when leading, this will lead to effective leadership. The roots of a person

can affect the personal attitude, behaviors, and how they respond to the leadership role. The leader should be aware of their follower's maturity levels and what drives and motivates the followers. Being about to pick up on nonverbal communication and body language of the followers will expose inner feelings towards the goal set and how the leadership role is helping or hurting the end goal. As a leader one must create a balance of how dependent and independent the followers are to the leader. Good leaders or will not be missed because they have shared and taught others knowledge to stand on their own. Keeping interpersonal relationships between the followers and leader is under this theory.

10. *Leaders of Leaders*-This is the tenth theory that Herb wanted to add to what Peter had written. Leaders of followers are mainly "problem solvers." Leaders of leaders are visionary "platform setters" (Rubenstein, 2005). Typically a platform is help higher than other items around it. This isn't to belittle others, but more of a "look up to" attitude to take on the platform role. I believe this is a great theory to focus on especially when a company wants to ensure a long term presence. The platform that is created will continue to improve over time by the leaders of leaders and the leaders of followers will try to test that platform.

Leadership can occur anytime a person attempts to influence the beliefs, opinions, or behaviors of individuals are groups (Asamani, Naab, Ofei, 2016). Once again turning to motivational factors for maximizing productivity the path goal theory of leadership does just that. A question that comes to a lot of employees' minds is "what is in it for me?" Path-Goal theory allows the leader to lay down the path of how tasks should be completed and defines the goal in an organized, clear manner (Rubenstein, 2005). Effort, rewards, and importance are key

terms when defining this theory. How much effort is required to complete the task or goal, what are the rewards, and how is it important to the employee. When a leader lays out that foundation when establishing a goal, productivity will peak (Conn, 2013).

Communicating how the task will be completed, giving employees the boundaries and means on how to execute the task is a must. Distinguishing the roles that will be needed to fulfill the goal needs to be addresses as well. When employees know what their needed for and what is expected of them, they will be more apt to completion. The leader should inform employees on how we the workplace know when the goal or task has been met and what criteria this will be judged. Leaders should always provide coaching, support, and help overcome obstacles that might interfere with the end result (Bucata & Rizescu, 2017).

The path-goal theory stresses that if the subordinate finds the leadership style to be satisfying and if it meets their expectations, they will be motivated towards the goal of leadership (Gupta, 2009). When there is not a defined line on what is needed to get to the end result, stress and dissatisfied employees emerge. Without happy employees, productivity will decrease. The main objective of path-goal theory is motivation.

This theory has three major components leadership style, subordinate preference, and task structure. Directing, coaching, participating, and delegating are the styles that this model reflects (Gupta, 2009). Now, how each employee reacts to the style chosen is the second component to the theory. Organizing the task or goal and how it is presented to the workplace is the third component. The leader should give precise expectations to the entire group.

Qualities of Leadership

The organization must tap into their employee's ask get all to their full ability to contribute to the organization (Boekhorst, 2015). By delegating leadership tasks and

responsibilities throughout the entire company, you bring engagement to all. When employees

are engaged, this gives them empowerment, and therefore will excite them to be employed at the

company. When one feels needed to come into work, their mindset changes and they become

more efficient and work at a higher rate, resulting in great bottom line results.

As mentioned prior, time management has a direct effect on productivity (Manchini,

2003). Being in the leadership role, the leader can set boundaries to ensure time is being used

effectively. A workplace with efficient time management skills will always out produce a

workplace not using time efficiently. That is common sense. By reducing or restructuring how

people are trained and how much workload a certain position has, reviewing these topics will

promote how time is spent in these processes.

Leadership to promote effective time management begins in the hiring phase (Conn,

2013). The best candidate will not only be skilled at the type of training that is needed to fill the

position, but also has a sense of time management. By selecting mentors for the newer staff, the

senior staff can be useful to guide the newcomers onto a great path for success in the company.

Sometimes having a mentor is the best tool someone could have. Rather than spending hours in

a training facility, getting hands-on-training from employees that do the day to day operations

would be just as helpful as training classes.

An in-house succession plan must be enforced because the senior staff isn't going to

work forever. Having mentors to fill those position are a must if the company wants to survive

and continue to thrive when the senior employees decide to retire. Another plan that will be

enforced is one that has set accomplishments for the year. The plan can be used as a reference

point for assessing research productivity during annual faculty evaluations (Conn, 2013)

Leaders should be diligent about keeping their employees informed on what is expected of them (Bucata & Rizescu, 2017). The employees should meet annually with their supervisors as a check back system to ensure progress is being made. Visiting how the work loads are distributed throughout the staff should be looked at annually as well (Conn, 2013).

Effective leaders not just address faculty low productivity, but they also reward high productivity (Conn, 2013). The acknowledgement could be a salary increase, desirable positions, or nominations for offices in local, regional, or state awards. Positive reinforcement lets employees know there are rewards for high productivity. This once again another shed a light on how to increase the company's bottom line.

Successful leadership does not depend on what or how much you know, or even your IQ. Instead the best leaders know how to use their skills and knowledge to connect with other people, according to Kevin DeShazo, founder of Fieldhouse Leadership. Making that connection with your followers plays a key role in raising productivity. "If you can't connect with those you lead, you can't lead them," DeShazo states.

Gears of Productivity

According to Kevin DeShazo, "Where your eyes go your mind goes," if you stop writing an important email to answer a call or a text, your mind temporarily goes from that email to the phone. He uses a gear shifting approach to boost productivity and improve leadership. Knowing what gear you're in and when to switch will help leaders to lead better and improve productivity (McCarthy, 2016).

When someone is unplugged, relaxing, and resting that is gear one. This is an important gear to relax and recharge. Everyone needs a down gear, but you can't get stagnant in this gear. If one stays in this gear to long, production starts to slow and stress creeps in because one is not

getting necessary tasks done. An individual is in second gear when active listening is occurring and engagement in deep conversation. With this engagement comes asking the other individual how they are doing and giving advice if needed. Be careful not to push the other person into giving more information than what they are ready to share (McCarthy, 2016).

The third gear of productivity could cause you to avoid work because you are too busy small talking. You might be socializing at parties, chatting over lunch in the break room, or running into someone you know at the grocery store. When an individual appears to be multitasking and being reactive to situations, this is a sign of fourth gear productivity. Engaging in spreadsheets, phone calls, texts, emails, or conversation with coworkers, this stage an individual is busy and focused on many tasks at once. This is a hard gear to transition out of. Find a visual marker on the way home to signal your transition to home life (McCarthy, 2016).

Fifth gear is when someone is "in the zone". The person is strictly focused on one single task, putting all the energy in effort into completing that one activity in front of them. During this gear one might even block interruptions by placing a "do not disturb" sign on the office door or putting your cell phone in airplane mode. Do not let work take priority over everything, remember, switching out of this gear promotes freshness of the mind and freedom resulting in higher productivity (McCarthy, 2016).

Communication through Leadership

Communication needs to flow not only from the top of the corporate ladder down, but board members and head executive needs to always be opened to listen to issues that arise from the bottom up. The leadership style of the leaders directly affect employees and the HR's ability to steer the hiring process a certain direction on what is needed for the workplace to be successful (Boekhorst, 2015). How change is integrated throughout the workplace, how

decisions are made and who makes them, open forms of communication, and how resources are replenished are factors that correlate with leadership style that will affect productivity.

Leadership Styles

Leadership is the ability to move a group towards a common goal that would not me met if a leader has not been there (Graham, 1997). Carlin Val and Jess Kemp took the task to determine if a certain type of leadership affected the dynamic of a large group. The research broke down the leadership styles into three styles: autocratic (authoritarian), democratic (participate), and laissez-faire (abdicratic).

Autocratic leaders tend to make most of the decisions on their own, not consulting with the group prior to the ultimate decision (Val & Kemp, 2012). This leader will use observations and assess what they think is needed or wanted for the group to succeed. A more relaxed approach would be the democratic style of leading. They are still in control, yet having a consultation with the group will be needed before a decision is made. When they receive suggestions from the group, the suggestions are considered, but the ultimate decision will be in the hands of the leader. A "hand off" approach will be the leader of the laissez-faire style. This leader would encourage the group to discuss the issues within themselves. This idea supports a critical thinking and problem solving approach (Val & Kemp, 2012).

As mentioned in the path-goal theory, (Gupta, 2009) four leadership styles were conveyed. Directive leadership is when the leader of the group clearly defines the path the group will take to complete task. He or she should provide organized instructions. This style tends to be effective when the task might appear difficult. When employees lack the need for wanting to remain independent, directive leadership would be the way to go.

Supportive leadership will give the employees the psychological support they need. This could include guidance in understanding, companionship, strength, and compassion to name a few. This approach creates an open and friendly workplace environment (Gupta, 2009). When the employees seem stressed or uneasy about the task, the supportive approach promotes confidence and lowers the stress level of employees resulting in productivity and completion of tasks.

When the leader takes a more active role in the workplace, participative style is present. The employees need to have their leader present and not only have his or her advice, but employees want their advice to be heard and executed as well. The leader encourages involvement of employees in decision making and operations (Gupta, 2016).

If employees have the confidence in themselves and feel assured about their task delegation leadership occurs. The leader assigns responsibilities and employees take control of the task. This tends to occur when motivation is high and the employees are achievement oriented.

Organizational skills

Organizational skills are a key component in being a successful employee in the workplace. This is a basic soft skill that is needed to be productive. Soft skills are what we commonly refer to as people skills-the non-technical skills and traits that affect a person's ability to interact effective with coworkers and customers (Anderson, 2017). According to the Standford Research Institute and Carnegie Mellon Foundation, 75 percent of long-term success is directly related to soft skills, while only 25 percent of success is attributed to technical skills.

In a study of 42 manufacturing companies, subsequent productivity was significantly correlated in controlled analysis with eight aspects of organization climate (e.g) skills

development and concern for employee welfare) and also with average job satisfaction. A worker's behavior is a can be a reflection of their environment. A workplace "climate" must be organized to result in productivity (FlexStudy).

OT: Let's Get Organized (OT:LGO) is a 20 week program that helps individuals with their organizational skills. Time management is a component in staying organized and the program helps individuals to take control and be active in what they have to accomplish each day. Each session follows a similar structure in order to build organization habits and promote consistency (Chen, Nuamah, & Sperry 2014). The program focuses on minimizing time on less important tasks and focuses on the important ones. More energy is used to prioritize the tasks so they will be executed in a timely manner.

Depending on the workplace's size will affect how the structure of the workplace runs. Factors to consider are national or multinational, employee owned or privately owned (FlexStudy). The policies and ethics that a workplace depicts will need to fit how many employees are in the workplace, how many branches or departments there are, and how complicated the management ladder of executives are.

In order to maintain relevant in the specific market you serve, a workplace must always be on the lookout for the future and what it can do to survive and prosper in times of change. Some degree of research should be allocated in order to oversee the process and products from start to finish. Having skilled employees in different areas could maximize a workplace's profit by having all hands on deck when analyzing new and improved ways to produce a product or service potential clients (FlexStudy). For the HR coordinator, that is a challenge to consider at the time of hire.

Maurie McGarvey, Senior Vice President/Director of Talent and Culture of Paducah Bank to give insight on how hiring the right people is a key to productivity for a workplace. Here is her response:

"Ours is a unique culture thriving in a traditional industry. We must provide a return for our shareholders' investment, and we do so by capitalizing on our strengths . . . we know what differentiates us from our competition. Here is how I describe it:

Some 25 years ago, the Board and owners of Paducah Bank made a commitment to themselves and to our community . . . that our organization would remain a locally-owned bank, committed to the health, vitality and growth of our community. We committed that each decision made would be for the ultimate benefit of our shareholders, customers, employees and community. Perhaps the most significant move was the creation of an Employee Stock Ownership Plan through which each employee would be owners of stock in the bank. While this ownership can ultimately lead to personal financial strength for the individual employee upon retirement, the more powerful impact may be the mindset of ownership with which each employee approaches his/her responsibilities within the organization. The ownership mindset is far deeper and more broad than simply being employed in a "job"; knowing that one is a member of a team who together own stock in and are responsible for the success of the bank is THE primary differentiating factor of our organization.

This degree of responsibility in one's employment is not for everyone; many are not looking for this depth of engagement. We are looking for those who realize that winning individually comes only when the team wins. We have learned that productivity is highest when individuals feel valued for their unique contributions to the team's success, when all are collaborative with others, are creative, and try new ideas. All are encouraged to learn when

mistakes are made, to avoid blame, and to work together to find solutions. By attracting and developing individuals who want to have meaningful interpersonal relationships in life and work, we have discovered that individuals will lead themselves . . . personal leadership borne out of responsibility to themselves and others creates a culture in which those in leadership roles set the strategic direction and then support each member of the team in ensuring the strategic goals are met and exceeded.

Knowledge and skills are readily available; most come to the organization with education and experience, but we have learned that we can teach many of the skills necessary for each individual's and the team's success. We can also create the environment in which engagement may be nurtured, but each individual must decide that the effort is worth it. When we do, the success comes naturally. It has been proven by our profits and growth each year for the past nearly 25 years."

Organizational skills are needed to anywhere an individual is employed. Just because someone has years of education and work experiences does not equal favorable outcomes for all types of social groups. The school-to-work transition is not always enough to ensure an exceptional job offer. Work habits and work behaviors are often a root of career success. Do high schools teach enough hard skills for student to be immediately ready for work after graduation? Linda Dorsten explains in an artless whether teaching strategies in high school contribute to success in the search of a job for immediate employment.

It has been found that how a teacher organizes classrooms could impact how well students work at their employer. The linkages between social relations and personal performance have evoked compelling scholarly interest (Dorsten, 1993). A few common strategies include an open floor when it comes to classroom discussions, higher expectations and

higher volume on homework assignments, and vitalize accountability. Relationships with

teachers could impact work motivation as well. One's demeanor and positive attitudes can be

reflected in how well a relationship is established with teachers.

Normative, pragmatic, and coercive conformity are three different techniques used in a

classroom to decipher the best way to ensure organizational skills are acquired before heading

into the workplace (Dorsten, 1993). Teachers with normative approach teach with a group-based

setting, using groups often to build teamwork and teach how to work well with others and

allowing feedback (positive and negative) when discussing key issues on the assignment. These

teachers also encourage the use of students have authority and showing leadership in a controlled

manner.

Normative conformity students tend to "act like the teacher" which follows the teaching

allowing them to practice leadership. Group activities promote asking others questions when

they are unsure of an answer and negotiate special needs (Dorsten, 1993).

Pragmatic classrooms teachers will have more of a routine style of teaching, promote

individual styles of learning rather than group, and might be unsure what advice and tools to give

to who want to be work-ready (Dorsten, 1993). Students in this type of setting act neutral

towards teacher, asking questions only when necessary, and often show signs of helplessness.

Coercive teachers support self-discipline and support pressure to get tasks complete

(Dorsten, 1993). Students in this classroom were observed not asking questions to the teacher,

challenged the teacher, and only talking to students about problems.

7s model

One way to analyze if a company is well organized is to review it by using McKinsey's

7s model. The 7s model was developed in the 1980s by Tom Peters, Robert Waterman, Julien

Philips, Richard Pascake, and Anthony Athos. The seven elements include strategy, structure, systems, shared values, style, staff, and skills. If the seven elements are used effectively the workplace could achieve their objectives.

Hard Ss include strategy, structure, and systems and the soft Ss are style, staff, skills, and shared values. The hard elements are much easier to identify and manage when compared to the soft elements. On the other hand,. Soft areas, although harder to manage, are the foundation of the workplace and are more likely to create he sustain competitive advantage (Ravanfar, 2015).

A workplace's strategy is a plan that is set to achieve success and be competitive within their market (Ravanfar, 2015). A good strategy is clearly articulated and will having a long term and short term goals. The "chart" of a workplace would be the structure of how the workplace is operated. Who reports to whom? Who does what and when? The structure allows people to know who and how to do operations and this is framework of the workplace that can be easily adjusted if necessary.

Systems are the area of the firm that determines how business is done and it should be the main focus for managers during a change (Ravanfar, 2015). A workplace's policies, procedures, day to day functions would be included in this hard S category. Employees must have skills to be successful in their workplace and the leader needs to ensure hiring is doing that correctly. Skills include an individual's competence and capabilities to perform.

Staff element is concerned with what type and how many employees an workplace will need and how they will be recruited, trained, motivated, and rewarded (Ravanfar, 2015). How people are motivated and rewarded directly affects how they will produce for the workplace. Employees tend to stay with a company longer and build loyalty when they feel needed and rewarded for their achievements.

The way the superior leaders act with fellow employees will be the style of the workplace. How the higher leaders communicate and allow feedback from lower level employees is a key factor in keeping a workplace organized. What leadership style the leader chooses will impact the style of the workplace as a whole (Conn, 2013).

In the center of the 7s model is shared values. The culture, ethics, morals of the company is the heart of a workplace. Having all employees on board with the culture keeps the engagements high and productivity high as well. The foundation of the workplace will be its' shared values.

Decision making

A number of studies show that various inclusive and interactive work processes increase productivity (Zoghi, Mohr, Meyer, 2010). By using the employees' knowledge, the workplace can organize the environment to increase profits and greater returns. Three tools can be used to raise the productivity level: decentralized decision-making, information-sharing, and incentive pay.

Decentralized decision-making and information sharing allows the employees to voice their opinions on how they believe tasks and goals should be handled. Allowing them to freely share their thoughts gives the power back to the employees and less on the leadership. When employees' ideas are implemented, they feel accomplished and useful, therefore increasing the productivity in the workplace. Both decentralized decision-making and information-sharing should be positively correlated with innovations (Zoghi, Mohr, Meyer, 2010).

When information is shared from the bottom up, this could reduce the amount of monitoring that the leader has to oversee and positively align the lower employees together as one unit. There is nothing more beneficial than being able to share information and thoughts

between all your other employees. This allows the flow of ideas through multiple heads and

leaves for improvements. Additionally, top-down information-sharing could enable decentralized

workers to make better decision as well (Zoghi, Mohr, Meyer, 2010).

When incentive pay is involved in the organization, work will increase and productivity

will rise (FlexStudy). Let's be honest, money talks. Individuals are more apt to work longer,

harder, smarter if they are well compensated for their efforts. This goes back to the thought of

"what's in it for me?" Money drives work and work grows profits.

Work-family conflicts

Work-family conflicts are common in the workplace. Around 70 percent reports some

interference with work and non-work responsibilities (Schieman, Milkie & Glavin 2009). Face it,

the amount of time individuals spend at their work is often more than what they spend with their

actual family. Conflict is bound to happen. Conflicts stem from missing time from family while

at work, long hours, and stress that carries over from work to the household There are ways how

the workplace is organized that can reduce the amount of conflicts that occur.

A study using 608 employees from a white-collar organization was implemented to

determine if how the scheduling process was could reduce the amount of conflict at work (Kelly,

Moen, & Tranby 2011). Schedule-control potential impacted the above factors that cause work-

family conflict. Schedule control would involve letting employees choose their time of work,

how many hours they work, and the location of their work environment. The ability to manage

his or her work and non-work responsibilities in a more fluid manner was reflected in allowing

schedule control for employees.

Conflict at home can often carry over into the workplace. When this occurs attitudes in

the workplace turn negative and engagement levels decrease, resulting in lower production.

Schedule control draws attention to better working conditions and may help minimize work-

family conflict (Schieman, Milkie and Glavin 2009).

What days employees work and how many hours they work are based on an

organization's schedule and work load. Whether the employee is salary based or hourly based

there is some form of a schedule they follow. Most companies have paid time off (PTO), but

flexible time off (FTO), means that you are not restricted by a policy regarding the amount of

time an employee can take off. Also, there will be no more accumulation of time as the

employee works. This policy would change the way a workplace organizes the schedule.

Self-Organized Patterns

Self-organized patterns of behavior can help or hinder a workplace's performance

(Henning, 2008). Individualism has been pushed in this thesis, but a leader must maintain

control and not lead employees down a path that includes disruptive organization. Leaders want

to maintain a work environment that is cohesive with the policies and goals that the workplace is

striving to keep. Failure to notice self-organization could lead to confusion and misguidance

among the employees.

Four categories that can be watched are viewing organizations as tools, the "problem"

label, that stance of "expert", and entertainment (Henning, 2008). As mentioned, leaders must

set aside their pride when in a leadership position. Leadership should not be founded on the idea

to only make oneself better than the rest. If the leader is only using the workplace as a tool to

achieve success, that could cause disruption in the workplace. The "problem" label is an

obstacle to consciousness of self-organized patterns (Henning, 2008). The labeling can be

unintentional, but it happens. The problem label might refer to the characteristic the person is

portraying and the label could be a distressed reaction.

People become entertained in self-organized groups. They tend to take up the actions, speech and body language that is being demonstrated. The "expert" might be the first one to miss the development of self-organized situations. To detect and understand self-organized dynamics, corporate pattern analysts must learn to temporarily bracket or suspend their business expertise (Henning, 2008). This requires them to disengage their normal thinking patterns to be able to notice to unusual activities that could be occurring in the workplace.

Training in the workplace

How training occurs in the workplace is part of the organizational structure of that particular environment. It is important that employees of the company get the adequate training needed to provide exceptional service and productivity. Increased training for workers has been identified as essential for remaining competitive in this rapidly changing environment (Hodson, Hooks, Rieble, 2017).

In order to avoid a training gap, policies need to be in place to guide new employees by leaders to create correct training. Making sure that all employees receive the same training will create a fluid work environment that has a smooth transition for new employees coming into the workplace. To transfer jobs, a firm must not only invest in training of the individuals occupying these jobs, it must also be willing to reallocate responsibility and authority to allow the workers trained to exercise greater discretion (Hodson, Hooks, Rieble, 2017). This strategy should be considered when leaders organized training for employees. Investing in the employees not only help employees gain knowledge and accomplishment, but will keep employees engaged and allow productivity to maintain.

Job Satisfaction

Workplace organization is based on cleanliness, organization, and visual order of the workplace (Hosseini, M. A., Hanieh, A. N., & Dalvandi, A. 2016). How ideas are communicated and techniques are implanted affects the overall job satisfaction of employees.   If the workplace is not organized in a well manner, chaos could start and time and energy will be spent on unnecessary tasks. Factors like these may result in the loss of energy, fatigue, and ultimately reducing satisfaction among the staff (Hosseini, Hanieh, & Dalvandi, 2016). When satisfaction is low, morale is low, and production lowers.

Participation will be higher when the workplace is organized. Participation causes engagement, which results in higher quality of work from the employees (FlexStudy). When employees are more engaged accuracy is increased, workplace is safer, and a there will be a sense of control and calmness. No one wants to work in an unorganized place.

Interpersonal Communication

Interpersonal communication is derived from the prefix "inter" which ultimately means "between". This form of communication literally is the communication between people. The Oxford English Dictionary defines communication as "the imparting, conveying, or exchange of ideas, knowledge, information, etc. (whether by speech, writing, or signs)". Having good interpersonal communication leads to the development of intrapersonal relationships.

Interpersonal relationships in the workplace can lead to promotions, a raise in salary, shared goal accomplishment, and overall job satisfaction. Basically, it is an individual's best interest to play well with others; something that has been taught to us since pre-k years. No matter the degree you hold, title in the company, or prior experiences, an individual should strive to development solid relationships with the people at their workplace.

The effectiveness of interpersonal communication can be seen through various channels; the organizational structure, informal communication networks, and interactions between individuals (Hutagaling, 2017).   When interpersonal communication is present then relationships build resulting in a cohesive work environment that is less likely to explode with conflict. Communication can be considered the lifeblood of an organization (Hutagalung, 2017). When there is no communication employees are left powerless and in the dark resulting on confusion and frustration that can build tensions within the environment. The lack of communication could result in the dismemberment of employees and lower production and possibly cause workplace abandonment.

Interpersonal communication involves two people interacting and starting a bond with one another. Proper interpersonal communication can result in positive results for the workplace. It will ensure good relations and cooperation between areas in the workplace optimizing the maximum productivity level, when employees are more unit-like and familiarity forms, and interpersonal communication helps solve problems conversationally verses being argumentative. Interpersonal communication is helpful in coordinating and monitoring tasks, building a comfortable working atmosphere and shy away from boredom and stiffness (Hutagalung, 2017).

Five dimensions of effective communication are openness, empathy, supportive behavior, and similarity. With openness, once again the leader must show interests in the employees and the goal that is trying to be reached. Presence must be known by the leader, either by face, phone calls, or email. When employees know that their leader is present, it makes it seem that the leader is still engaged on their level.

Linking back to the psychodynamic approach leadership theory, empathy existence must be present. The employees placing themselves in the other's shoes opens eye to everyone involved and sends appreciation to all. If there is a problematic work unit, then the corresponding work unit will help to find suitable solutions (Hutagalung, 2017). Supporting the workplace means to acknowledge the same mission and vision the company is striving for and supporting each other through relationships that have been established.

Being able to communicate openly with other employees in a positive manner is considered a fourth dimension of interpersonal communication. Sharing similarities, such as the shared goal theory, brings the value of communication, attitude, behavior, and experience (Hutagalung, 2017).

Susan M. Heathfield, a human resource expert, for the Society for Human Resource Management, suggests seven ways to work well with others in the workplace to make better, stronger interpersonal relationships. The easy part of a road block at work, is the problem itself. It is easy to identify problems; more difficult issue would to come up with a solution to the problem. When one shows willingness to solve problems and give their opinion on solutions this will result in teambuilding and a sense of accomplishment that touches everyone in the group when the "group" works together to ensure a problem is resolved.

Nobody should immediately point the finger at the individual causing problems. Individuals will alienate their coworkers, supervisors, and reporting staff (Heathfield, 2017). Try asking the question "what in the workplace policy or practices that caused or allowed for the failure?" Throwing coworkers under the bus creates enemies and when you have enemies production will not be at its peak. Workplaces need allies in order to complete goals, tasks, and productivity.

Remember not only your verbal communication, but the nonverbal cues. Body language, an individual's distance, eye contact, and your appearance can factor into nonverbal communication. Being mindful of these things will allow a more direct, positive message that is trying to be delivered. Respect for all should be a key note employees consider.

Never blindside a coworker, boss, or reporting staff (Heathfield, 2017). Before bringing the topic up in front of an entire group of coworkers, be sure you give the main individual involved a heads up before this is going to be discussed. Surprising a coworker can lead to a distrustful attitude towards the speaker. Once again, having allies in the workplace allow for a smooth, easy way to accomplish goals and tasks yielding higher productivity rates.

The individuals who make a commitment should stand by them. Falling through on what one stated he or she would do, makes others not trust the next time he or she says they will commit to a task. Do not let deadlines quietly slip by. Others might be depending on those results in order to complete their task or goal. Make everyone involved aware that a new due date has been assigned and what happened to more original date change (Heathfield, 2017).

It is very rare that an individual accomplishes a goal without some help from another. Susan suggests giving credit to all that are involved in the accomplishment. Taking the time to acknowledge others will lead to more individuals wanting to help out. Everyone likes a compliment and can make someone's day brighter. When a coworker "shares the wealth" this builds more respect and trust for everyone, deepening the interpersonal relationship (Heathfield, 2017).

What makes each workplace so unique is that everyone has different talents and capabilities (McGarvey, 2017). Human Resources hire a variety of people to ensure all bases are covered in a workplace. Helping others fine tune their best quality drives motivation to be as

useful as possible in their environment. Those interpersonal relationships are treasured for all

parties involved of the nurturing of a talent.

In 1979, Habermas defines communication as "a speaker's capacity to introduce a clearly

formulated sentence that is in accordance with reality and with the latter's orientation towards

mutual understanding." In order to have an interpersonal relationship, an individual must be

communicating clearly. Understand is possible if the sender relays the message on a level that

the receiver can understand. Being able to adapt to who an individual is speaking with is a factor

on how well the relationship grows.

BH Spitzberg and WR Cupach have seven areas that should be considered when trying to

communicate in the most effective manner:

1. Fundamental competence is the general ability to adapt to a new environment in order to
   have the most effective way to communicate the set objectives of the conversation.

2. When the communicator has social competence, they have the characteristics to show and
   give empathy and interact in a meaningful manner with the receiver.

3. The communicator needs to have good understanding of their social abilities that permits
   them to interact well with the listener.

4. Interpersonal competence knowledge allows the communicator to fulfill the task of
   communicating by using communication to get the point across, not allowing the listener
   to guess what he or she is saying.

5. The ability to use language is a fundamental factor in communicating, whether that is
   sign language or verbal language.

6. Effectively using the correct language with the listener is a must. Therefore language
   will not be a barrier in the communication process.

7. Relational competence is being able to thoughtful use all the six categories to allow the

receiver to receive the message in the best, clear, correct way possible.

Interpersonal communication can be transmitted through both verbal and nonverbal

messages between two people that are sending and receiving the message that needs to be

communicated. A key thing that interpersonal communication involves is not only what is being

said, but how it's being said, what body language is being used, and what the expression on the

sender's face was.

Blaga and Marius (2017)

As a management tool, communication intends to establish good interpersonal

relationships, non-confrontational and based on the achievement of common goals: to

increase level of skills, the needs to mobilize employees on the path of change goals, in

order to exploit to the fullest of their work force the evolution of forms of production. It

resembles some of the factors that could explain the objective of increasing the role of

communication. (p.50)

Workplaces that acknowledge that the amount of engagement employees have will affect

their amount of work they put into their organization. One way to enrich this behavior is to

support interpersonal relationships. In order to encourage this behavior is to have training how

effective interpersonal relationships can help the workplace achieve a set goal. Research by

Riketta (2008) exemplifies more recent studies that confirm a direct causal relationship between

work performance and factors such as satisfaction, motivation, and positive attitude.

Herzberg's theories of motivation states the one's attitude can directly impact a person's

productivity level and reaching their work-related goals. Leaders must concentrate on molding

their employees' motivation factors of production needs to be raised. Being in touch with an

employees' needs when it comes to their motivation is important in meeting that satisfaction.

Herzberg considers the following factors to be involved in reaching peak motivation:

achievement, recognition for achievement, responsibility, nature of the work itself, and

advancement (FlexStudy)

Finding what exactly motives the employees is easier said than done. Each individual

might have different ways they are motivated, not only in the professional sphere, but their

personal elements as well. The way the employees work is appreciated is one factor in helping

motivation i.e. salary, titles, etc. How others react to the employees work also could affect ones

motivation level. High motivation equals high productivity (FlexStudy).

By helping employees gain interpersonal relationships this will increase their

engagement, raise their moral, and result in higher work productivity. According to Sam H

DeKay, recent research has identified interpersonal communication skills as critical attributes for

new employees and more experienced workers seeking promotion. An interpersonal relationship

within the workplace is an area that has not been explored as much as it needs to be.

The Association for Business Communication's Annual Convention in Montreal, Reinsch

and Gardner (2011) reported the results of a national survey revealing that senior business

executives maintain that employees with strong interpersonal skills are more likely to be

considered for promotions. If people are maintaining good relationships within the workplace

and deepening their stay with the company, that means that are being productive. You can't

receive a promotion without backing it up with your work load.

Shared goals

The article Dynamics of Interpersonal Relationships in Shared Goal Pursuit takes a well-

known weight loss program and shares how the dynamic of having other's to help reach a goal

drastically increases the outcome to be positive. This study shows that if we look into how individuals interact with each other who share a common goal, results will prove that having these relationships and conversations will raise productivity. Essentially they are sharing a journey together.

When people pursue the same individual goal and are at approximately the same stage of pursuit, they are striving for the same end result. (Huang, Broniarczyk, Xhang, and Beruchashvili 2014) Co-workers who have relationships with one another in the workplace co-exist happily and will want to meet goals and standards a company has. Observing others as they pursue a goal could remind and advocate the same goal in one's association network, consequently leading to initiate the same pursuit (Aarts, Gollwitzer, and Hassin 2004).

Employees

Even though coworkers come from different backgrounds, race, sex, religion, etc., when they are in the workplace they are there to do one main thing, produce, be productive! They are often not significant others or close friends, but we have one important thing in common-we share the pursuit of the same individual goal when working for the same company. Key drivers in success are productive personal to support and reach the goal. With relationships built, individuals are accustomed to navigating toward one another since the end goal is the same.

Research shows that interpersonal relationships encourage productivity in the workplace. In addition, it has been found that people assume active roles in managing their interpersonal relationships ensure successful goal attainment.

Employee attitudes could by far be the most influential factor of all that affects productivity.   The way that employees are involved in the vision of the workplace for which they are employed is crucial in getting their peak performances. Leaders must first consider the

people. Employees need to feel appreciated. This does not require money necessarily, but time; time to acknowledge the employee, in doing so he or she will be more motivated, efficient, and more effective at their workplace (FlexStudy).

The climate or what I call engagement level has a major factor is a workplace's productivity outcome (FlexStudy). Without happy employees, positive results will slowly decrease. When people are not engaged in their work it is shown that they aren't as present in the work as they would be if they were happy. Workplace's must consider incentive programs, paid time off, and reward programs to keep the engagement level high at the workplace. Positivity can be spread throughout the workplace and help communicate decisions more effectively and making more sound decisions.

The moral of a workplace can spread like wildfire, whether it is positive or negative. Employees are factors that determine if workplace succeeds and what could potentially cause it to fail as well. Not only are employee education an important piece to the productivity puzzle, their motivation levels and enthusiasm to not only do their jobs, but to them well factor into success. Depending on what policies and procedures a workplace has, the employees political, social, personal, and religions views could impact productivity as well.

Contributions made by employees help a workplace hit their primary goal, which is productivity. The balance of the above factors does not come easy. Leadership that stands behind the priority of having an organized workplace will see results that clear the red line. Productivity and profitability are the goals to ensure a successful workplace.

In order to keep productivity at a high a workplace must execute the art of planning. Not only is this a leaders role, but every employee should demonstrate this basic soft skill. Typically your average work has some sort of a timeline that you are on. Target dates are set and are

expected to be met in a timely manner. In order to meet deadlines, an employee must plan. No

plan would leave to failed goals which inevitably affect productivity.

Scheduling also goes hand in hand with planning. How HR schedules employees can

directly impact productivity. If a workplace tends to have more calls at a certain time of day, a

higher number of employees need to be scheduled in order to meet the customer's demands.

Unhappy customers could result in lower sales which means productivity will drop as well. HR

should consider peak times and project due dates when scheduling employees.

Leaders that meet deadlines consistently have the ability to prioritize tasks, delegate, and

be productive, according to Reference for Business. How a workplace and its employees

manage time reflect what tasks get accomplished and what tasks are left for the next day. In

order to be the most productive, time management is a key organizational skill that allows the

most efficient use of the hours in the day. Meeting deadlines requires time management skill,

which is an important organizational skills itself (Suttle, 2017).

Greg Coker presents an idea in his book *Soft Skills Field Manager* about engagement and

productivity. He states 26% of employees are engaged, 55% are partially engaged, while 19%

are totally disengaged. The top reason for employee engagement is a personal relationship with

supervisor. Note that this is a fine line, but to be able to have a level of comfort with your

superior makes an employee feel more like a person, rather than just a pawn making the

company money. People want to feel a human connection with their manager. Employees will

work harder, smarter, longer when they have that relationship with their manager.

Opportunity within the company is a factor of engagement. With employees knowing

there is room for improvement, they are more likely to continue being engaged and willing to

learn more hard skills. People want to apply their skills and talents. Greg also states that

showing employees appreciation keeps engagement levels up as well. Lastly, having the

interpersonal relationships with colleges; if you like who you work with, it makes a difference.

Environmental

The environment in which a workplace operates affects its level of productivity.

Geographic location, political issues, and economic factors form to create a workplace's

environment. These cannot be controlled, therefore a workplace has to be able to adapt to the

environment in which it lays. The basic environmental factor is what comes to mind first:

location. Is the workplace in a rural, urban, national, or international setting? (FlexStudy).

Political and social issues due to the surrounding areas will affect its employees as well. How

will they arrive to work? Do employees live in houses or apartments? What is the average cost

of living? Depending on the surrounding competition of similar jobs, there might also be low or

high demand for the particular type of work the organizational has.

Over the past few years the government has put its thumb on several types of industries

resulting in new rules and regulations for certain workplaces. Environmental protection laws and

the American with Disabilities Act (ADA) have affected the productivity of workplaces. As

mentioned prior, organizations must learn to adapt to these regulations or face penalties.

Management's decisions on staffing depend directly on economic conditions. Economic

conditions have impacts on how much labor is needed to maintain production yet still make

profits.

A study that discusses how having an interpersonal relationship with your hairdresser

affects how loyal an individual will be with their stylist. True interpersonal relationships are

therefore a key determinant of their business success (Wan, Luk, Fam, Wu, Chow 2012).

Having a positive relationship between a customer and a business will increase sales and

therefore boost the productivity needed to maintain product or service. The customer will develop a tolerance, commitment, preference, productivity, and efficiency (Wan, Luk, Fam, Wu, Chow 2012).

A leader must know how to cooperate with his or her staff. Leadership skills are extremely important for a workplace to succeed, but how the relationships are between the staff and the leader is equally as important. Not only do leaders gain profits for the workplace, but knowing how to put together a solid group of employees and effectively communicating to each and every one is extremely vital to productivity and profits.

As a management tool, communication intends to establish good interpersonal relationships, non-confrontational and based on the achievement of common goals (Bucata and Rizescu, 2017). Interpersonal relationship building should start with the leader as he or she can bring employees together and build bridges to overcome differences. Intentional conversations between employees that make clear, precise messages easy to receive will ensure that relationships will last. Communication leadership is viewed as a form of interpersonal relationships.

Analysis

The style which leaders lead their employees, how well a workplace is organized, and the manner in how employees interact with one another directly affects the productivity in the workplace. In order to have productivity at its highest level, all three must be balanced. The research I have gathered confirms there are correlations between the three factors and appear to be the root of success of a workplace and making it efficient as possible.

The ten modern leadership theories (Northouse, 2003) can guide leaders in the direction they choose to lead their staff. Great leaders should be able to adjust to accommodate how their

staff functions their best when a certain type of leadership is displayed. I personally take

interested in the Trait Theory (Northouse, 2003) which references to if the certain individual

holds the characteristics to lead. Some either have it or they don't. Not all individuals should

lead, some our meant to follow. There is not a wrong or right on whichever side of the fence

someone falls on.

Path-goal theory (Northouse, 2003) ties in the shared goal approached shared in the

interpersonal relationship review. Shared goal, which you find in the well-known program of

Weight Watchers, suggest that when individuals are on the same path coordinating to reach the

same goal, relationships are developed and accountability is established. These findings have

important implications for the research on interpersonal relationships in self-regulatory process

(Fitzsimons and Finkel 2010). Research suggested that shared-goal pursuit plays a role in social

relationships (Huang, Broniarczyk, Zhang, and Beruchashvili 2015) having the "in the same

boat" mindset will help elevate stress and confusion.

The idea of how to lead employees when emotions play a part comes from the

Psychodynamic approach (Northouse, 2003). Everyone has a bad day in their workplace, this

will affect their productivity. Being able to cope with employees that are demonstrating

emotional stress makes to a more dimensional leader and can help employee deal with situation

at hand and lead back on the path of high level performance.

Sound qualities of a leader influence how employees work which leads to productivity

levels. Qualities can include, but are not limited to, time management, mentor characteristics,

hiring techniques, and top-down communication. Time is money. Rick Suttle, a writer for the

Houston Chronicle stated "one of the most important organizational skills is the ability to meet

deadline and use time wisely." How efficient an employee is in the workplace inevitably affects

their ability to produce. Leaders should monitor employees' time and help manage time constraints; this starts with leaders and connects to their organization skills which links to productivity.

Mentoring abilities starts with holding this characteristic as a leader and having the mindset that mentoring is beneficial to establish in the workplace. Mentoring is a form of succession planning. Organizing the workplace to where there is a succession plan in force will ensure that productivity will not decrease when key member of the company decide to retire. In order for a company to last for years, succession planning thought leadership must be aware of to continue success for further generations.

Knowing your gears of productivity (McCarthy, 2016) and when to switch into higher gears will be a key factor for leaders to have as well. Not only should leaders be familiar with these gears, but displaying them so other will follow. Leader's actions and communication should not only flow from top down, but allowing the bottom up to thrive as well. In John C. Maxwell's book *The Right to Lead,* he discusses that a leader should be an individual that others want to follow, not only having to follow.

From the most controlling to further from control (autocratic, democratic, and laissez-faire) all have characteristics that the fellow leader has when displaying their leadership (Val and Kemp (2012). Path-goal theory gave four leadership styles, directive, supportive, participate, and delegating (Gupta, 2009). Depending on what style of leadership is displayed, could affect the productivity level. A lot of the productivity will depend on the employees as well; which is why the hiring phase is an important process of the workplace environment.

A pattern emerged that leadership styles (Val and Kemp, 2012) affect organizational skills. Depending on what type of leadership style the leader displays that will correspond with

how the workplace is organized. The autocratic leader, who tends to make decisions on their

own, their organization will be based on their personal style. If they are an organized individual

then most likely their traits will carry over to the workplace. The opposite would be true too. In

contrast, a leader that lacks the skills, then the workplace will be less organized. Since autocratic

leaders like the full control, they are apt to not take advice from others that might have the

organizational skills they're missing.

The democratic style (Val and Kemp, 2012) is more lax with the control factor; however

the ultimate decision will remain in the hands of the leader. With this style, a leader will be open

to hearing the other employees' suggestions and advice. Their thoughts will be considered.

Based on the group *and* the leader's organizational skills, this will affect the overall workplace's

environment.

The loosest style of leadership will be the laissez-faire approach (Val and Kemp 2012).

A leader with this style encourages the employees to use their critical thinking skills and problem

solving mindset. If the group has great organizational skills this will be present in the workplace

because the leader will be less likely to intervene with the process the group comes up with.

Laissez-faire promotes group efforts in order to lead the group as a whole.

Directive and delegating leadership styles are more organized than supportive and

participative. Both directive and delegation gives the leader the jump on analyzing the situation

and informing employees what is exactly needed to complete the task. Directive sets the path for

the employees to follow. This will require organization from the leader and work prior to

instructing the group of the set path. Organizational skills would be a key factor when

displaying this style of leadership. The leader will have to show his or her work and plans to the

group for all to understand what is needed.

The same goes for the delegation style. With this style of leadership again, organization

is key. The leader is assigning to task specially to each employee. This will take work. In order

to maximize productivity the leader should be aware of his or her employees' needs and wants.

This will be a factor in assigning particular tasks to certain employees. The leader wants the

group to succeed, so in turn, will assign tasks that the individual can feel confident in

completing.

Time management is the component that the OT:LGO program focuses on. Learning to

manage time efficiently will help anyone succeed. This programs help to learn how not only the

management of time, but the priority aspect of time is crucial as well. Time management is a

factor of organizational skills, which is considered a tangible soft skill that should be learned.

Developing these skills would allow for advancement in the workplace, creating high

productivity, and helping with interpersonal relationships by knowing when you have time to

chat and when it is time to grind.

In hindsight, let us use the term workplace for classroom and leader instead of teacher

and employees for students to discuss the analysis of how environment can affect organization

skills for the workplace. Normative environments tend to give the best working conditions. As

mentioned earlier, being able to work well with others is an extremely important skills to learn

early on. While having this exposure early in education, as in the normative teaching approach,

the skills will be a great tool when seeking employment.

Pragmatic and coercive environments created resistance to leaders and did not support

group activities. In a workplace, bringing opposition to your leader could cause problems and

stress for the workplace. Communicating your concerns without undermining your leader's

authority should be considered. Having pragmatic and coercive environments will lower

productivity and disorganize the workplace creating stress and unhappiness.

In my personal experience in the financial industry, I work for a company that culture is

the center of everything the company does. The center of McKinsey's 7s model is shared values.

The shared values make up a workplace's culture, ethics, and morals. A commitment card

signifies a company's values. The card consists of service behaviors, motto, employee promise,

core values, credo, and basics. Every employee that starts at this workplace gets a throughout

overview of these shared values. This starts the employee in the "center" of the company.

With all employees having the knowledge about the workplace's values, this gives

immediate pride and ownership of the workplace. When an employee feels valued he/she tends

to produce more. If someone knows that they are working for a company that has good ethics

and standards productivity will increase.

This is the concept discussed in decentralized decision making. Organizing the

workplace where not all decisions come from executives could boost production. With less

centralized decision making and more information sharing (Zoghi, Mohr, Meyer 2010) the

workplace is allowing individuality to come through to the employees. In return, the employees

feel ownership. Note, ownership was a term that Marie McGarvey mentioned in her except.

Having the mentality of an owner verses an employee has shown to be extremely beneficial.

To be the premier provider of financial services s strategy must be in place. A strategy is

a plan to achieve success in the workplace. This is a common goal for all employees. As

mentioned in the research of the article Dynamics of Interpersonal Relationship in Shared Goal

Pursuit, when people pursue the same individual goal and are approximately the same stage of

pursuit, they are striving for the same end result (Huang, Broniarczyk, Xhang, and Beruchashvili

2014). Goal sharing brings employees together and increases productivity. When employees are aware of what they are needed to do, they will perform to those expectations.

Maintaining interpersonal relationships within a workplace setting have proven to be another factor in the productivity level. Employees that get along with one another, work effectively as one unit, and keep one another on track when meeting goals are components of sure success for a work environment. One way to encourage this behavior is to have training how effective interpersonal relationships can help the workplace achieve a set goal (Riketta 2008). Notice that goal setting is a common denominator in productivity and how that goal is set and obtained directly impact productivity.

According to Greg Coker more than half of a workplace's are only partially engaged. Why? Not having a personal relationship with their supervisor links to disengagement and when your workers are not engaged, they perform less, lower productivity. Having a relatable conversation of topics besides just "work talk" will help develop that relationship. This helps the employee feel more than a worker and less like a pawn in a chess game.

I currently meet quarterly with my supervisor. Not only is this helping me keep a personal relationship with my supervisor, but we also review GPS, which stands for Grow, Prosper, Serve. If the workplace is growing than there must be production involved. Touching base on what employees are doing to keep the workplace growing helps the manager give insight to the superior leaders of the company. In order to be successful a company must grow. When a company grows, the company must be productive.

The prosper aspect of the GPS would be retention, controlling expense, executing tasks, and how efficient an employee is at the workplace. If you keep the workplace and workstation organized the more apt one would be in being all those factors. Organization is a key element in

maintaining budget, ensuring tasks are completed in a timely manner, and being proficient on tasks.

An individual's engagement level, commitment to the company, and their passion consists of the serve portion of the GPS strategy. When an employee is engaged in their task, this results in higher productivity than employees who aren't engaged. A workplace needs to have programs that obtain employee's engagement. Engaged employees will outperform those who aren't engaged.

Regular meetings with a member of leadership will enhance the employees' experience. Having meaningful, intentional conversations will ensure all hands are on deck and are doing the correct task on deck. These meetings are often good opportunities to discuss any issues that are occurring in the workplace. Often, companies use the annual review to discuss an employee's progress and if there are any issues. How is that fair to the employee? Quarterly meetings keep the employee and supervisor on track. Therefore, no surprises when their annual review occurs.

 Often, only more privileged employees are granted schedule control. These employees are often salary based and they do not have set hours or days. Extending this offer to all employees could turn into a huge benefit for the workplace. Allowing employees more freedom and flexibility with their working hours and days could yield higher productivity. This deems to be a logical explanation behind how schedule control and productivity goes hand in hand.

Flexible time off (FTO) is a policy that is based on ownership. FTO will allow an even level playing field for all employees regardless of how long an employee has been working for the company or their title. Leadership would ultimately control FTO requests, but this program would grant schedule control more in the hands of the employees.

FTO is considered a concept that is driven by communication and organization. It will allow employees to develop interpersonal relationships with one another to discuss adequate coverage for their area. Sufficient coverage is crucial to ensure productivity does not decrease if there is one less body in the workplace. The head leadership team could organize this policy and present it to all employees.

The foundation of interpersonal relationships is the effectiveness of communicating with individuals. The seven components that were introduced by Spitberg and Cupach give us a foundation on how we can be the best communicators. A leader must communicate with colleagues, organizational skills involve communication, and of course when you have a relationship with someone communication is a factor of the big picture as well.

Susan M. Heathfield gave ideas regarding how to develop and maintain interpersonal relationships. Having strong interpersonal relationships with coworkers make the workplace not only a happier environment, but a more productive one as well. The ability to work well with others lowers stress levels, creates trust and respect, and allows room for growth between individuals. Interpersonal relationships create allies between coworkers and having solid allies helps maintain production and yields a high productivity rate. When coworkers are getting along, even though this idea sounds generic, it works; goals are set and met in a timely manner.

The result in working together as a team oriented workplace, I can rest assured that if I am out sick or out for an appointment, productivity will stay the same because we all want a good bottom line result at the end of the year. If applicable, letting my teammates know that I will be out of the office in advance gives them the opportunity to adjust their list of priorities to ensure my priorities are met as well. Time management and knowing what needs to be done first will keep production high and not lowering when one person is out of the office.

Being aware of nonverbal cues has been something I strive to focus on. I never want someone to be under the impression that I don't want to listen to what they are saying or make this feel like they aren't important. If this is done, this could create bitterness between employees and affect their work relationship. Once again, getting along with others affects production and results in productivity.

Praising employees for their efforts keeps them producing for the company. Everyone needs to be acknowledged for their hard work. By noticing when individuals go above and beyond to complete a task or goal, giving praise and recognition raises their motivation to continue going the extra mile. When you have employees continuing getting praised for their good work, production will stay at a peak and productivity will remain high.

Recommendations

At the base of leadership styles, organizational skills, and interpersonal relationship lies communication. Effective communication is required in the above factors for success. The linear model of communication includes a sender, communicator, or the source. The sender must communicate the message in a way that can be interpreted by the receiver. The receiver or interpreter comprehends the message and decodes whatever is trying to be communicated. The message, which is the final part of the basic communication process, is the idea or thought of what needs to be communicated.

The way or medium that is used to send the message could be text message, e-mail, or speaking. Once the message is received, the sender will wait for the feedback that indicated comprehension of the message. There can be external and internal factors that can affect the communication process. External could be outside noise such as the environment you are trying

to communicate in, technical issues, or the legibility of the message. Internal noise would be

physical problems, emotions, or language barriers.

Any way you look at it, communication is the key component is producing the highest

level of productivity. If your employees understand how to communicate effectively, that is a

hard skill is needed in order to maintain goo leadership, an organized workplace, and positive

interpersonal relationships. This might sound elementary, but this hard skill of communication

should be present in the workplace. Not just from the top down in the corporate ladder, but

bottom up as well. When a workplace's employees are engaged with their own individual

communication patterns and are effective at this task, the stage is set for a productive

environment.

Some practices that would ensure all employees are aware of their expectations would to

have set service behaviors of what is expected of them while in the workplace. Key words to

include in the service behaviors would be communication, organization, leadership, customer

service, success, positivity, and relationships. This structure gives employees an outline on how

to have a healthy workplace all while maintaining peak production. With standards comes

consistency and with consistency comes great results.

Annual surveys could be another suggestion to consider when deciding how well the

workplace environment truly is. The survey could be a blind format meaning the employees

would be able to give honest feedback. Questions could cover topics regarding the leadership,

organizational efforts, and workplace relationships with superiors and other colleagues.

Flexible Time Off (FTO) could be implemented in a pilot program. The pilot program

would allow a certain area of the workplace to try out FTO before launching the program office

wide. As mentioned, FTO will only be successful if communication is clear and solid

interpersonal relationships are in force. FTO allows the employees to engage with one another to

ensure coverage for their area. This gives employees schedule control flexibility and grants

ownership. A pilot program would allow the workplace to test FTO to get out all kinks and

roadblocks prior to stating it in workplace policies.

Selecting a book to read as a company to engage in would be a great idea to showcase

leadership, organization, and the development of interpersonal relationships. Even though book

clubs might seem elementary positive factors result in simultaneous book reading. Groups could

be assigned leading to the development of interpersonal relationships, within those groups

different individuals would be selected to lead sections of the book, allowing the display of their

leadership styles, and being able to have group discussions and questions showcase the abilities

of organizational skills.

Conclusion

Leadership tactics, organizational skills, and interpersonal relationships must be a

supportive network as a whole in order for a workplace to be at its highest productivity level.

Each factor relates to one another to reinforce a productive workplace. How a leader leads and

manages employees, how the workplace is structured and the policies that are in place and the

manner in *how* the employees engage in one another directly affects what the workplace can

produce.   These three factors would be encouraged to have for the workplace to achieve high

productivity levels.

The average individual is employed to make money and to support themselves and family

if necessary. If an employee considers these findings they will be sure to succeed in their work

environment. Leaders can be guided with the theories suggested, the qualities that have been

discussed, how gears of productivity can be engaged in leadership, how to communicate as a

leader, and styles that a leader can produce, must all be used in form of communication. Leaders

must set aside their ego and not do what is best for them, but is for the wellness of the group.

Leaders need to not be selfish and consider several factors when leading in the workplace. The

base of a good leader comes from being a good follower.

Peter Northouse outlines nine theories of leadership and Herb Rubenstein added one

more to make the list a total of ten theories: Trait Theory, Style Approach, Situational Approach,

Contingency Theory, Path-Goal Theory, Leader-Member Exchange, Transformational

Leadership, Team Leadership, Psychodynamic Approach and the tenth being Leaders of Leaders.

The Leaders of Leaders would be considered problem solvers in the workplace.

Problems happen, life happens. Not all problems can be avoided, but how a leader leads during

those situations mold his leadership to a new level. How to continue to rise during conflicts and

still remain productive is a must if the workplace wants to survive the market. Having leaders

that can solve problems should be a high consideration in the hiring phase.

The Kevin DeShazo phrase, "your eyes go where your mind goes" starts the gears of

productivity. When leaders can use their knowledge of gear productivity for the common

knowledge of their employees, production will increase. Communicating the different gears of

productivity to the workplace will help employees be aware of what level they are producing.

Communication normally comes from the top of the company to the bottom. However,

these finding support that having a more open communication floor results in engagement levels

to be higher, individuality awareness, and acknowledgement of ownership, which in turn, results

in higher forms of productivity. When an employee feels valued, they take pride in their work

and in the workplace. The common goal is reached quicker when everyone is on the same page.

Leaders are encouraged to keep that in mind when thinking about the future of the workplace.

Employees want to know where the company is going, what might be changing, what to look forward to, and progress on current implications. Communication is key when all is onboard and all working for the common goal.

Organization skills and how a workplace is organized affect the bottom line. Organizational skills are soft skills, which Standford Research Institute and Carnegie Mellon Foundation 75 percent of long term success s directly related to soft skills. This statistic provides great backing for the question that relates to productivity and organizational skills. Organizational skills give us means to control sensory overload. When there is so much to accomplish in the workplace, how can we accomplish it; organization. Whether this means an individual's actual skills or how the workplace is organized to ensure productivity is high.

Since we cannot control how many hours there are in a day, we must learn time management. Time management is a skill that all need to learn, but most importantly the leaders who lead the workplace. Leading by example and ensuring time management is present will allow followers to take notice that time is valuable; it cannot be replaced or rewound. Acting presently in the moment and planning will help reduce short falls on deadlines and projects. Remember, time is money.

The normative environment has been found most successful when it comes to productivity. This type of environment allows for group discussions, which results in teambuilding and the form of interpersonal relationships. Supporting feedback as a whole group, positive and negative, will help form healthy arguments and debates. Everyone is different in a workplace and not everyone will all agree, learning to disagree in a manner that allows both parties to be heard and listened to will lower the chances of complete disruption when an issue

arises. Normative settings will often give authority to others besides the leader, developing

empowerment and ownership throughout the workplace.

The 7S model gives an amazing example of how the small details matter. This format

shows how a workplace setting could be organized and touches all three factors that relate to

productivity; leadership, organization, and interpersonal relationships. The hard Ss include

strategy, structure, and systems. The strategy would include the long and short term goals of a

workplace. Leaders set these and employees are encouraged to follow. Titles of employees

often start here at this point and the ladder of "who reports to who". The structure is comparable

to knowing who will be performing the policies and procedures to ensure productivity. A

workplace's day to day operations fall under the system aspect. The tasks must be completed

and therefore the staff must be skilled in the correct areas in order to execute the system.

Now staff is a soft skill that must be filled with the correct number to fulfill the workload

of the workplace. How will staff be hired, trained, motivated, and rewarded. Motivation does

affect productivity! Turnover is less and employees stay longer when they are acknowledged

and rewarded for their efforts. The style of leadership is displayed when the leader choosing to

lead in a manner he or she thinks is most effective for their team. Leaders should carry multiple

styles because all groups of people are different. Learn the employees and find out what type of

style tends to produce the most production.

The center of all the Ss will be shared values. Most companies have values, ethic codes,

mission statement, etc. The core of how the companies act with each other and the customers

they serve will affect their business. Nobody wants to be at work miserable and hating their job,

just like no customers want to be treated unfairly or unjust. Always try and view things from not

only internal eyes, but the outsider's views as well.

Ownership grants the ability to exercise one' owns talents, thoughts, and ideas. Leaders should allow some form of communication where it is open for all employees to voice their opinions and concerns. Decentralizing a little bit of decision making can go a long way. When employees feel there voice counts, they are more apt to do more and feel more like owners of the workplace. Think of this as your home, you own your home, get to make improvements and treat it with respect. The same concept applies in the workplace. Ownership raised motivation levels which result in more work that employees produce.

Interpersonal relationships start with communicating with one another. Relationships of any sort involve communication. The development of interpersonal relationships lead to several advantages in the workplace, not just having a friendship with your coworkers, but salary increases, shared goals, and being happy at your workplace. The shared goals factor has been proven to bring people together. When there is a goal that is common and people come together to met the goal, this creates not only productivity, but a meaningful relationship was built along the way. Employees must learn to work and succeed together. Teamwork builds self-esteem, raises engagement, and gives a bigger sense of accomplishment rather than a solo approach.

Communication competence is crucial when developing interpersonal relationships. Knowing how to communicate might in fact be the biggest skillset needed of them all. To communicate in the most effective manner an individual should consider seven areas of focus: the environment, social skills, social abilities, interpersonal competence, using language, the correct form of language, and tying all those categories in is considered relational competence. This might seem overbearing, but will ensure the best communication with others when considered.

Motivation was proven to be an essential factor in the amount of productivity and employee can achieve. Leaders should recognize what motives their employees and capitalize on that knowledge. How can a leader do that? By engaging in conversations and building interpersonal relationships with their employees. The increased level of engagement and moral will effect positively on productivity. Sam H. DeKay provides that interpersonal relationships are vital for new employees as well as existing employees.

Some employees frown upon group efforts, but research shows that shared goals bring a sense of group awareness to the workplace and provide accountability for one another. When others know that their work matter, they are more apt to ensure the work is done. Striving to meet a common goal and keeping in touch with other coworkers again brings the need to develop interpersonal relationships with each other. Discussing where the tasks stands, what is needed to complete, and setting a deadline to ensure the goal is met, requires communication. Leaders should follow up with the group and provide guidance if needed.

The attitudes and the mindset of employees affect the productivity in the workplace. Attitudes can start with how employees feel about their leaders, if set policies are working, their own personal skill set, and relationships throughout the workplace. Once again, all the factors tie in together. It is a web that is woven throughout the entire workplace that should be considered vital to success.

Communication is the glue that holds the workplace together. Through leadership, organization, and interpersonal relationships, the factors are undoubtedly codependent on another other in order to have the highest productivity as possible. Different forms of leadership including theories, qualities, and communication, together, unite a productive workplace yielding high productivity. Organization skills, procedures/policies, and the 7S idea, sets the stage for

how a workplace can be its most productive. Interpersonal communication is the base of

interpersonal relationships and should be established throughout the environment from the

leaders down to the employees. Relationships mold and shape the environment; having solid,

relationships between all create the upmost productive environment as possible with high

productivity levels.

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