

# Reflexive Communication in the *Culturally Diverse* Workplace

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John F. Kikoski and  
Catherine Kano Kikoski

# Reflexive Communication In The Culturally Diverse Workplace

**Jane Jackson**



## **Reflexive Communication In The Culturally Diverse Workplace:**

**Reflexive Communication in the Culturally Diverse Workplace** John Kikoski, Catherine Kikoski, 1996-07-22 America's rapid and drastically changing demographics pose new challenges to society and particularly to the workplace. Taking as their theme that the only antidote to stereotyping and discrimination is to know each other as individuals, the authors look carefully at the direction in which America is heading demographically and where it will be in the 21st century. They discuss what the workplace will be like and how it will be affected by the characteristics of the people who will comprise it. The essence of the problem, say the authors, is communication: the face-to-face interaction between people of different ethnicities, races, and genders. They may be speaking to each other but are not being heard. Exploring the relationship between culture, communication, and management, this new research in management introduces and applies the theory of Reflexive Communication and the microskills necessary for using it in day-to-day work situations. The authors lay out the patterns of culture-specific values and behaviors of the major demographic groups in the workplace: white males, women, African Americans, Hispanics, and Asian Americans. In each of these chapters, the authors apply their theory and show step-by-step how individuals within each group can be accessed and trained by the precepts of Reflexive Communication. The book concludes with a thoughtful examination of the future of diversity and diversity training in America and reasserts the need for people of differing cultures to find ways to work together not only for their own personal benefit but for the benefit of their workplaces and organizations. The authors lay out the patterns of culture-specific values and behaviors of the major demographic groups in the workplace: white males, women, African Americans, Hispanics, and Asian Americans. In each of these chapters, the authors apply their theory and show step-by-step how individuals within each group can be accessed and trained according to the precepts of Reflexive Communication. The book concludes with a thoughtful examination of the future of diversity training in America and reasserts the need for people of differing cultures to find ways to work together not only for their own personal benefit but for the benefit of their workplaces and organizations.

### **The Inquiring Organization**

Catherine Kikoski, John Kikoski, 2004-07-30 This book provides the context and tools to create knowledge via a proven process of inquiry: questions and conversation. It introduces the theoretical background to explain why, as well as the practical hands-on skills and processes to demonstrate how to surface tacit knowledge that which we know but which we have not yet made explicit in conversation: e.g., background, education, and experience, and create new knowledge in collaboration with colleagues. In the information economy, knowledge is an asset and a currency. The creation of new knowledge therefore enhances an organization's position in the marketplace. How do we create new knowledge? We don't do it by learning what is already known. The learning organization is already past. Instead, we do it by inquiring, which is a method of bringing tacit knowledge to the forefront of awareness. The inquiring organization surfaces tacit knowledge which is what its employees bring to the table: their background, education, experience, character, and judgment, and transforms that knowledge into new explicit

knowledge that can be transferred from one employee to another through conversation That is true knowledge creation and this book provides the tools skills techniques and processes for executives and professionals in any field to accomplish this task in today s fluid environment      *The SOLVE Communication Method* Joanne Yamauchi,Claire L. Tse,2009 The first handbook of a reality based values communication style approach to solve communication issues among culturally diverse co workers Introduction of The SOLVE Communication Method TM a proven method of matching values and communication to reach your colleagues managers and clients Insights from American organizational experts of African Black Asian Pacific European Hispanic Latino and Native American Alaskan Native heritages Hundreds of practical tips to prevent and treat communication breakdowns based on real life examples      *New Directions in Interpersonal Communication Research* Sandi W. Smith,Steven R. Wilson,2010 Smith and Steven R      *A Handbook of Corporate Communication and Public Relations* Sandra Oliver,2004-04-22 A bold addition to existing literature this book provides an excellent overview of corporate communication Taking an interdisciplinary approach it offers readers the in depth analysis required to truly understand corporate communication corporate strategy and corporate affairs as well as the relevant public relations issues With a refreshing ne      *Marketing Communication* Richard Varey,2002-09-11 Providing a fresh and innovative framework for the management of marketing communication processes this textbook uses references to communication studies cultural studies and critical management studies to shift the focus from message making to relationship building Providing a contemporary examination of marketing as a social process author Varey focuses on a planned integrated marketing communication programme He combines a managerial perspective with current communication and marketing theory to develop a contemporary set of principles incorporating such recent developments as e communication and new media It investigates the issues of organizing and locating marketing in a business corporation management responsibility for planning and decision making the role of the marketing communication manager in contemporary society With a good balance of theory and practice and UK and European case studies this noteworthy book covers a range of issues of significance to both the public and private sectors and large medium and small businesses      **Cross-Cultural Management** Jean-François Chanlat,Eduardo Davel,Jean-Pierre Dupuis,2013-07-24 All cultures appear to share the belief that they do things correctly while others until proven otherwise are assumed to be ignorant or barbaric When people from different cultures work together and cannot take shared meanings for granted managers face serious challenges An individual s parsing of an experience and its meaning may vary according to several cultural scales national professional industrial and local Awareness of cultural differences and the willingness to view them as a positive are therefore crucial assets This edited textbook sets itself apart from existing cross cultural management texts by highlighting to the reader the need to avoid both ethnocentrism and the belief in the universality of his or her own values and ways of thinking the success of international negotiations and intercultural management depends on such openness and acceptance of real differences It encourages the

development of nomadic intelligence and the creative use of a culture's resources according to a symbolic anthropology perspective Through the essays and case studies in the chapters readers will become aware of the intercultural dimension of business activities and better understand how they affect work Cross Cultural Management will help interested parties students of business management international relations and other disciplines and business managers and other professionals develop their ability to interact take action and give direction in an intercultural context **EBOOK:**

**Experiencing Intercultural Communication: An Introduction** Judith Martin, Thomas Nakayama, G.P. van Rhee de van Oudtshoorn, Paul Schutte, 2013-07-16 The new Southern African edition of this popular introductory textbook offers students a practical and accessible framework for developing their intercultural communication skills It provides a global perspective on intercultural communication while allowing students to contextualise their knowledge with relevant examples applications and perspectives Recognising that students in Southern African come from diverse cultural ethnic and linguistic backgrounds it provides discussion of issues and perspectives they can apply to everyday life and to broader contexts **Gender in**

**Communication** Catherine Helen Palczewski, Danielle D. McGeough, Victoria Pruin DeFrancisco, 2023-01-12 Gender in Communication A Critical Introduction embraces the full range of diverse gender identities and expressions to explore how gender influences communication as well as how communication shapes our concepts of gender for the individual and for society at large Authors Catherine Helen Palczewski Danielle D McGeough and Victoria Pruin DeFrancisco equip readers with the critical analysis tools to form their own conclusions about the ever changing processes of gender in communication This comprehensive gender communication book is the first to extensively address the roles of religion the gendered body single sex education an institutional analysis of gender construction social construction theory and more The Fourth Edition has streamlined the text to make it more accessible to students without sacrificing the sophistication of the book's trademark intersectional approach **International and Multicultural Organizational Communication** George Cheney, George A.

Barnett, 2005 This book focuses on the current research on and implications of globalization for social organizations and the study of organizational communication The chapters are wide ranging in terms of how they approach international and intercultural issues The authors draw on a wide range of literatures international development international migration postcolonialism and social movements The organizations studied represent all major sectors and a variety of national and ethnic contexts and the chapters feature empirical interpretive and critical postures toward research and engage practical as well as theoretical issues The authors reflect on the changing shapes of organizations and institutions in today's world

The Psychology of Working David Blustein, 2013-01-11 In this original and major new work David Blustein places working at the same level of attention for social and behavioral scientists and psychotherapists as other major life concerns such as intimate relationships physical and mental health and socio economic inequities He also provides readers with an expanded conceptual framework within which to think about working in human development and human experience As a result this

creative new synthesis enriches the discourse on working across the broad spectrum of psychology's concerns and agendas and especially for those readers in career development counseling and policy related fields This textbook is ideal for use in graduate courses on counseling and work or vocational counseling

*The Latino Patient* Nilda Chong, 2002-06-02 One book every health care professional needs By 2030 Latinos will comprise roughly 20 percent of the population of the United States Growing numbers of health professionals are realizing the importance of understanding Latino cultural values as they impact the clinical encounter Such knowledge can enhance their ability to communicate with and treat Latino patients effectively and respectfully The Latino Patient provides an in depth exploration of Latino diversity relevant cultural values health status beliefs and practices and effective communication strategies The author has developed an original practice oriented model that leads the reader from greeting the patient to ultimately negotiating treatment The book is hands on and provides numerous vignettes gleaned from the author's experience The Latino Patient should be high priority reading for physicians nurses physician's assistants therapists clinical psychologists social workers and other clinicians

**Latino Talent** Robert Rodriguez, 2007-12-21 Praise for Latino Talent Latino Talent is an invaluable resource for anyone interested in learning about Hispanic Americans in the workplace and in leveraging and maximizing their contributions This unique book written by an expert who's deeply respected in this field provides a practical and compelling perspective on why organizations should continue to invest in developing this young and increasingly influential population segment RAYMOND ARROYO Chief Diversity Officer Aetna Inc and President PRIMER Latino Talent is a must read for diversity and HR executives who are responsible for Latino initiatives in their organizations The book also provides justification as to why organizations need to raise the sense of urgency regarding their Latino related workplace practices TIM RICHMOND Vice President Talent Acquisition Abbott Laboratories Latino Talent includes wonderful insights gleaned from practitioners in the field Readers are exposed to corporate best practices when it comes to Latino talent management initiatives The strategies and solutions provided in Latino Talent are proven applicable and deliver results ISAIAS ZAMARRIPA Director Talent Acquisition General Mills Corporation America has awakened to the large and growing Latino demographic in this country and now wants to tap into this fast growing consumer base The best way to make inroads into this demographic is by building your Latino talent pool so they can create successful programs that get results Whether you're at a Fortune 1000 company government agency academic institution or not for profit organization you'll want to read this strategic approach to building your Latino leadership ABE TOMAS HUGHES II CEO Hispanic Alliance for Career Enhancement HACE Employers interested in maximizing the contributions of Latinos in the workplace will find Latino Talent to be very useful and practical In this book Dr Rodriguez has done extensive research to help companies and employees build bridges for understanding and inclusion JULIE FASONE HOLDER Corporate Vice President Human Resources The Dow Chemical Company

*Leadership and the Force of Love* John R. Hoyle, 2001-11-06 Through vivid real world examples and an engaging approach to effective leadership

visionary author John Hoyle masterfully illustrates the key to success in any industry whether the setting is the classroom or the boardroom *Leadership and the Force of Love* is a profound yet straightforward exploration of how leaders can inspire others to greatness through these six key actions Visioning Communicating Teamworking Empowering Mentoring Evaluating Though educators are frequently faced with the challenges of politics hostility selfishness and violence Hoyle demonstrates that overcoming these obstacles requires teamwork motivation empowerment and communication While many have written about moral leadership the notion of leading with love has been largely ignored Hoyle discusses the implications for love in leadership and affirms once and for all that if you can't love you can't lead

*Factors to Consider in Blending Active and Reserve Manpower Within Military Units* Harry Thie, 2007 A 2002 Department of Defense DoD report stated that the military services developed or adopted many innovative approaches to unit structures and organization as force size changed and operational tempo increased The report suggested that organizational concepts leading to a more flexible capable force must be implemented more broadly to better capitalize on the capabilities and strengths of the reserve components In particular such organizational concepts include blending active component AC and reserve component RC workforces in military units We define blending as any arrangement or event that brings active and reserve manpower together within organizations for a common purpose At the organizational level where mission work is actually done there is interest in workforce integration between the components

**Gender, Race, and Ethnicity in the Workplace** Margaret Foegen Karsten, 2006-07-30 Despite tremendous strides that have led to increasing numbers of women and minorities entering the workplace and achieving positions of power and influence there is still much ground to be gained Blending theory and practice statistics and analysis this three volume set presents the latest research from the fields of management sociology psychology law and public policy to shed new light on the dynamics of gender and race ethnicity in the workplace The first volume details the corporate paths of women and minorities to date highlighting continuing challenges and gaps Volumes 2 and 3 tackle such complex issues as corporation socialization and how it excludes women and minorities the impact of affirmative action decisions on practice and policy the fine line between office romance and sexual harassment and work life balance These volumes also showcase innovative practices in promoting diversity and leadership development Featuring contributions from such influential authors as Nancy Adler Gail Evans and Gary Powell this set presents a unique collection of perspectives on the dynamics of race ethnicity and gender in the workplace and considers how they both reflect and reinforce the culture at large Since women were first admitted to the Harvard Radcliffe business program in 1959 they have made remarkable progress in assuming leadership and management positions traditionally held by white men more recently African Asian Hispanic and Native American women and men have joined the professional realm in increasing numbers with profound implications for organizations Nevertheless the statistics still tell a discouraging story women make up nearly 50 percent of the workforce but only 16 percent of the corporate officer pool in America's 500 largest companies for every dollar a white

man earns a black man earns 76 cents in a recent survey 70 percent of women cited lack of an influential mentor as a key obstacle to attaining business success The leading business experts assembled here consider what is behind these statistics and what can be done to change the culture that creates them Blending theory and practice statistics and analysis this three volume set presents the latest research from the fields of management sociology psychology law and public policy to shed new light on the dynamics of gender and race ethnicity in the workplace The first volume details the corporate paths of women and minorities to date highlighting continuing challenges and gaps Volumes 2 and 3 tackle such complex issues as socialization and how it excludes women and minorities the impact of affirmative action decisions on practice and policy the fine line between office romance and sexual harassment the depth of racial and gender stereotypes work life balance and unwritten codes of power and influence These volumes also showcase innovative practices in promoting diversity and leadership development Featuring contributions from such influential authors as Nancy Adler Gail Evans and Gary Powell this set presents a unique collection of perspectives on the dynamics of race ethnicity and gender in the workplace and considers how they both reflect and reinforce the culture at large Tapping Diverse Talent in Aviation Mary Ann Turney, 2017-03-02 It has seldom been more critical for the aviation industry to evaluate the future employee talent pool Projected skills shortages new security concerns and the cost of training have generated a pressing need for aviation training professionals to find and develop new and diverse talent capable of safe informed and accurate communication This intelligent and topical new book provides succinct and authoritative research based information to assist decision makers plan the changes required to training facilities materials and methods and in the reinforcement and assessment of the training environment itself It will spark considerable interest among airline management personnel collegiate flight training programs military training contractors and governmental agencies and serve as a text for collegiate aviation programs and as a valuable knowledge base reference for practitioners Including comprehensive data on future world workforce composition and demographic projections for the next decade it examines the key issues of increasing cultural diversity and the measures required in the training of women and minorities Topics covered include culture and inter group relationships values and orientation in mixed crews non native English speakers gender leadership and training learning styles and preferences mentoring and role models learning style preferences and training outcomes and nonverbal communication California Management Review, 1999 Organizational Behavior Don Hellriegel, John W. Slocum, Richard W. Woodman, 1998 Organizational Behavior is designed to help students professionals managers develop competencies and skills that are needed to contribute most effectively to the organization This proven text's strengths lie in its classic research and coverage of contemporary topics It introduces and emphasizes five core competencies Mobilizing Innovation and Change Conceptualization Creativity Risk Taking and Visioning The full color format and pedagogy provide a framework for understanding behavior employed in organizations After reading this book students are properly prepared for what they will



face in the real world      *The Routledge Handbook of Language and Intercultural Communication* Jane Jackson, 2020-04-29

The Routledge Handbook of Language and Intercultural Communication provides a comprehensive historical survey of language and intercultural communication studies with a critical assessment of past and present theory research and practice as well as an insight into future directions. Drawing on the expertise of leading scholars from different parts of the world, this second edition offers updated chapters by returning authors and many new contributions on a broad range of topics including reflexivity and criticality, translanguaging and social justice in relation to intercultural communication. With an emphasis on contemporary critical perspectives, this handbook showcases the varied range of issues, perspectives and approaches that characterise this increasingly important field in today's globalised world. Offering 34 chapters with examples from a variety of languages and international settings, this handbook is an indispensable resource for students and scholars working in the fields of intercultural communication, applied linguistics, TESOL, TEFL and communication studies.

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### **Reflexive Communication In The Culturally Diverse Workplace Introduction**

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