

MSOL Written Assignment 1

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What is Dialogue and why is it important in an organizational setting? In the book *Organizational Communication: Balancing Creativity and Constraint*, the authors define dialogue as “balanced communication, or communication in which each individual has a chance to both speak and be heard.” (Eisenberg, E. M., Trethewey, A., LeGreco, M., & Goodall, H. L. (2017)). In other words, Dialogue involves the exchange of information between two people in which both have an equal opportunity to listen, contribute, and participate in a conversation. In an organization, this kind of dialogue is imperative to the overall effectiveness of the organization in many ways. This paper will discuss how dialogue can impact employee motivation, the challenges that can occur, and possible solutions to these challenges.

How does dialogue impact employee motivation? In an article from the international *Journal of Business Communication*, the authors did a study on various IT workers within an organization, to explore “dialogue—or lack thereof—between employees’ opinions and organization-wide communications relates to employees’ identification with the organization.” (Atouba, Y. C., Carlson, E. J., & Lammers, J. C. (2019)). As a result of this study they determined that the adequacy of how an organization communicates, the amount of employee work participation, and how the worker identifies themselves within the organization directly correlates with an employee's level of job satisfaction. (Atouba, Y. C., Carlson, E. J., & Lammers, J. C. (2019)). For example, if an organization has great communication between employers and employees and the organization allows for the employee to play an active role in the organization, there is a greater likelihood that the employee will have a positive outlook on their identity and be more satisfied with their job within this organization. This active dialogue is significant because it not only prevents employee burnout and decreases turnover rates, but it

will also improve the overall effectiveness of the organization by creating a positive work environment that listens to and motivates its employees.

It is also important to note that there are some challenges that can occur when engaging in this type of dialogue. For example, In the book “The Dialogical Challenge of Leadership development” by Rob Koonce, he explains that “when a discussion suddenly turns to one of the partners in a conversation saying: “Yes, but i disagree.....,” we immediately face the risk that the partners will start reasoning from their own perspectives instead of continuing to listen and trying to understand what is being said by the other. To overcome this risk, Isaacs suggests creating a container in which the members of a group can safely express themselves and experiment with new behavior without the risk of being ridiculed.” (Rob Koonce. (2019)). In other words, when conflict or disagreements occur in an organization, it can become difficult for each party to put aside their perspective on a situation and hear the other person out. For example, an employee may not agree with their assigned hours, but are unable to effectively express their concerns because the employer may be too focused on their own situation or responsibilities. Therefore the author suggests a container, or a safe space in which effective dialogue can take place. I believe that creating this container could include providing supervision meetings with employees or even the creation of a committee in order to provide a safe place for our employees to express their thoughts and opinions.

In conclusion, dialogue plays an important role in an organization because it allows the communication of ideas, and allows employees opportunities to find their voice and identities within an organization. All of which is important because it not only increases the effectiveness of the organization as a whole, but it can also, if used properly, increase job satisfaction, worker participation, and create an overall positive work environment. Dialogue can sometimes be

difficult to integrate, especially when a person gets such on their perspective and doesn't take the time to hear others involved. However, this can easily be resolved within an organization by taking the time to listen and support other members on the team through supervision meetings or even starting a committee. The possibilities are endless.

References

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