

**The Bill Blackwood
Law Enforcement Management Institute
of Texas**

**The Police Chief and City Manager:
Cultivating and Maintaining A Practical
Line of Communication and Philosophy in the Workplace**

**A Research Project Submitted in Partial Fulfillment
of the Requirements for the Graduate, Management Institute**

**By
Larry E. Crow, Sr.
Chief of Police**

**LaMarque Police Department
LaMarque, Texas**

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ABSTRACT

The Police Chief and City Manager too often do not effectively communicate. The environmental setting of the Police Chief and City Manager should be considered extremely stressful due to the constant exposure to the media, personnel issues, demands of City Government, and general public. Additional research will be conducted involving:

1. Defining Communication
2. Channels of Communication
3. Skills
4. Barriers
5. Overcoming Barriers of Communications
6. Downward, Upward, and Lateral Communications
7. Improving Communications

A questionnaire will be formulated and forwarded to Texas Cities having the following population levels:

1. 1,000-10,000
2. 10,000-19,999
3. 20,000-29,999
4. 30,000-39,999
5. 40,000-49,999
6. 50,000-59,999
7. 60,000-69,999
8. 70,000-79,999

ACKNOWLEDGMENT

To my wife, Barbara Jean, I will always be mindful of your encouragement and support throughout my law enforcement career. When I felt discouraged and felt I would be unable to complete this project, you would be there to encourage me to continue and get it behind me. Thank you for always being there.

To my son, Gene, who has made law enforcement his career also, continue to learn as much as possible throughout your career. When the opportunity comes, take advantage of the Bill Blackwood Law Enforcement Management Institute of Texas. Thank you for your support and encouragement.

To the staff members of the Bill Blackwood Law Enforcement Management Institute of Texas, I want to take this opportunity to extend my thanks, for giving me the opportunity to participate in the practical management program. The quality instructors made available as well as the materials provided, enabled me to more effectively carry out my duties and responsibilities as Chief of Police.

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INTRODUCTION

Communication is the conveying of, as well as, the mutual understanding of a common idea. This process encompasses a message being transmitted by a sender, to a receiver. The word communication is derived from the Latin communis, meaning common. Therefore, communication is the transfer of a mutually understood idea, feelings, or some form of data.

Communication enables a messenger to conduct daily operations. It may be considered a medium of management by acting in the form of a mechanism whereby he/she transmits and receives data essential to maintain organizational stability.

Management, through effective communication, may achieve designated objectives through the planning process when this communication has been transmitted and understood by employees. The sender (management) should continuously encode messages that would be mutually understood by the receiver (employees). When this message(s) has been received, the employee will decode and convert it into a meaning. The message received, can be in the form of a symbol(s) or skill(s). A symbol can be defined as a word, action, language, or idea. A skill may be considered as either spoken word, written word, or ideas.¹ The response from the receiver to sender may be termed as feedback. Effective

¹ Gregory Moorhead and Ricky W. Griffin, Organizational Behavior 2nd Edition, Chapter 18 "Communication and Information Pressing", Boston, 1989, pp. 587-588.

communication in the organizational setting is critical. It is the responsibility of management to maintain a positive working environment in the workplace and address the mutual needs of personnel.

The Police Chief and City Manager too often do not effectively communicate with one another. When this occurs, a barrier(s) develops that ultimately prevents a cohesive working relationship from evolving. A breakdown consequently develops that adversely affects productivity, job performance, and mutual trust. This will substantially endanger the tenure of the Police Chief.

The environmental setting of the Police Chief and City Manager is extremely stressful. Both individuals are continuously exposed to the media, personnel issues, demands of City Government, and the citizens. They become the "first line of defense" for City Government and the community. Daily, each must accept the potential of civil liability. In the event a complaint is filed against the Police Department, both are immediately placed in the spotlight. The City Government encompasses elected officials, city personnel, and the community. The community consist of the populous, complaining citizens, and the media. A practical line of communication is vital for the Police Chief and City Manager, to effect an acceptable plan of operation and to address the needs of the community in a quality manner.

CHAPTER I: THE SELECTION PROCESS

The selection of a police chief and city manager have many similarities. The criteria utilized encompasses efficiency and administrative competence; education and training; prior experience; professional reputation to include contacts; a Baccalaureate degree, and pursuit of an advanced degree. The police chief and the city manager must possess the competence to work effectively with the media, personnel, labor associations, politicians, and citizens residing in the community.

Appointment of a police chief and city manager creates a great risk to those empowered with the task. The process is very comprehensive and must include an in-depth background investigation as well as interview. If budgeting funds permit, the process should entail an Executive Search Consultant Committee.² This committee would bring to council or city manager five (5) to ten (10) qualified candidates.

A profile must be composed by council or city manager concerning the type of police chief or city manager desired. This profile becomes a benchmark to measure the qualifications of candidates.

² Bill Kirchhoff, "Everything You Want to Know About Becoming A Police Chief", Arlington, 1990, pp. 25-30.

Once resumes arrive, they are forwarded to council or city manager who will select five (5) to eight (8) qualified candidates. The council or city manager will begin to evaluate each candidate using the initial profile as a benchmark. This evaluation involves:³

- A. Personality
- B. Managerial style
- C. Strengths and weaknesses
- D. Accomplishments
- E. Track record
- F. Academic credentials
- G. Professional qualifications

Resume:

The resume should be compiled with considerable effort and understanding of its importance. It is the mechanism initially used to compare candidates seeking the position of police chief or city manager. This document is a primary communication that projects a first impression.

A resume should be customized to the position sought and indicate a sincere interest in the position. The format should possess basic information including name, address, educational background (including major), home or work number, marital status, number of children, and date of birth.⁴ graduate status. The candidate should state his/her major in resume submitted. This resume is the key to a successful interview or disqualification.⁵

³ Bill Kirchhoff, "Executive Search Consultants, p. 26.

⁴ Bill Kirchhoff, "The Resume", p. 33.

⁵ Bill Kirchhoff, "The Resume", pp. 34-37.

Interview Process:

Upon receiving notification of an interview, the candidate should to prepare himself. It is advantageous to conduct a self assessment of his image and appearance. Appearance is of primary importance in the interview process. In all likelihood, he/she will be approved or disapproved to move forward from the interview process in the first forty (40) seconds. The dress of the candidate must reflect taste, sound judgment, and strict attention to details. Caution should be taken not so as to overdress or underdress. The male candidate should wear a suit that fits properly. He should check the width of the collar, its lapels, the shape or condition of the jacket, and its shoulder line. It should not be dated, but consistent with the general trend. A dark suit is perceived as authoritative and should be either blue, black, gray, or brown. It is discouraged for a candidate to wear a plaid or checked suit. The shirt should be white or pale blue cotton. It should be long sleeved having either hardcuff or French cuff. The selection of a tie should include the choice of a silk fabric having a subtle pattern to compliment the shirt and suit. The belt should match shoes worn and the color should be either black or brown. Selection of shoes should be leather wing tips or polished dress, slip-on type. Unshined shoes are a sign of weakness. Finally, socks should be either black, navy, or brown to match the suit worn. Any accessories should be carefully chosen also. A briefcase should be a leather type burgundy, tan, brown, or black in color. If a raincoat is worn, it should be beige; and, if an

overcoat is needed, it should be brown or navy. The length of either coat should be below the knee. Any jewelry worn should be kept to a minimum. A wrist watch should be gold or silver and rings should be limited to wedding band or signet ring. The candidate should be clean shaven and hairstyle acceptable to date.

The female candidate should be dressed in a navy, beige, or black suit. It should project an in-control image. The suit should be skirted, styled to date, fully lined, and long-sleeved. The coat should be single-breasted and conservative. The skirt should be straight, indicating authority and power. Darker colors, such as navy, charcoal gray, burgundy, or black, project assertiveness. The suit color chosen should compliment the candidate's hair and makeup.

During the actual interview, the candidate should display confidence, maturity, intelligence, good body control, expectable posture, eye contact, a strong handshake, and clear articulation. He should be polite and project leadership qualities through courteous behavior. Sincerity and self-awareness indicate credibility and a perceived interest in the position sought. Throughout the interview, the candidate must project leadership qualities; ability to solve policy problems, skill to effectively communicate, a proficiency in technology, a quality planner, ability to conceptualize, a strategic thinker, and success in performing

tasks assigned.⁶ Some of the questions asked in the interview process include, but are not limited to:

- A. Career goals and achievement
- B. Interest in position sought and what the candidate can offer City Government and the community.
- C. Management style in relation to interaction with supervisor, staff of peers, personnel supervised, citizens, and special interest groups in community.
- D. Budgeting methodology concerning low expenditures can be controlled.
- E. Personal experience concerning addressing problem areas.
- F. Process and procedure in working with personnel associations and unions.
- G. Standing encompassing personnel or staff recommendations. Commitment in carrying and policy decisions and direction if not in agreement with personal philosophy.
- H. Method of motivating personnel to work together in achievement of goals and objectives that would be in the best interest of the community.
- I. Experience in cutbacks or downsizing.
- J. Informing council or city manager concerning sensitive issues or operations.
- K. Skills and experience possessed involving a comprehensive public relation effort that would project a positive image of the city or police department.
- L. Philosophy concerning training.
- M. Ability to be a police chief or city manager.⁷

When the interview concludes, the candidate should once more express an interest in the position sought. If a position of police chief or city manager is offered, the candidate should request reasonable time to prepare a list of conditions and be able to defend each of them.

⁶ Bill Kirchhoff, "The Interview", pp. 41-47.

⁷ Bill Kirchhoff, "The Interview", pp. 46-48.

Follow-up Interview:

When the interview process has concluded and the city council or city manager is prepared to make a job offer, a follow-up interview should be scheduled. The prospective police chief or city manager should prepare for this interview also. The following issues should be addressed and be professionally defended.

- A. Salary
- B. Benefit package
- C. Moving expenses
- D. Civic membership
- E. Vacation leave
- F. Conference attendance
- G. Professional development⁸

The candidate should receive a better understanding of the position of police chief or city manager and the person(s) for whom he will be working. At this time, he should negotiate terms of employment and the opportunity for the spouse to visit the community. All aspects of the community should be considered at this time.

⁸ Bill Kirchhoff, "The Interview", pp. 50-51.

CHAPTER II: TAKING CHARGE AS POLICE CHIEF OR CITY MANAGER

The police chief or city manager should take charge in a gradual but progressive manner. It should be done in a three (3) phase operation style.

Phase I:

The newly appointed police chief or city manager, prior to beginning his position, should forward a telegram or fax to the police department or City Hall projecting positive feelings on being accepted. The telegram should further state that he is looking forward to positive working relationships with the personnel of the police department or city staff. No comment concerning expectations should be made at this time. An informal meeting should be scheduled with staff prior to taking over to convey expectations and management style.

Phase II:

The newly appointed police chief or city manager should be a good listener. During the first thirty (30) days, few decisions should be made. Temptation should be resisted in taking over too soon. Advise city personnel and council that the interim police chief or city manager will continue to handle day-to-day operations. During this period, the newly appointed police chief or city manager should be afforded the opportunity to personally meet with each division and attend all scheduled meetings. Notification by the police chief or city manager should be made to supervisor(s) that an assessment report will be completed and

forwarded for review in thirty (30) days. During this time interval, the police chief or city manager should meet with as many community leaders as possible, seeking input and background information.

Phase III:

The assessment report is forwarded as advised by the newly appointed police chief or city manager. A discussion with city manager or city council will be made at this time concerning personnel changes, funding, needs, and soliciting support. Upon receiving needed support (political, administrative, and financial), the police chief or city manager will then implement a plan of operation. At this time, personnel will be notified of expectations and the necessity of team effort.

John J. Gabarro of Harvard Business School submitted that a newly appointed police chief or city manager should follow a prescribed plan of operation:

- A. Take Hold: Orientation, evaluation learning, and corrective action.
- B. Immersion: Little change takes place but involved with more reflective and penetrating learning.
- C. Reshaping: Make major change.
- D. Consolidation: Earlier changes consolidated.
- E. Refinement: Should have acquired necessary in-depth understanding and the impact he/she has on it.

The effective police chief or city manager should possess the skills and ability to make a final decision, be goal oriented, work for the future, think in a holistic manner, be concept oriented, face the challenge(s) of external politics, be a planner, and have the skill and ability to communicate with the media, politicians,

civic leaders, union representatives, clergy, minorities, and other special interest groups. This same individual must possess the skill and ability to negotiate, be an effective speaker, a liaison with elected officials, a diplomat, innovator, problem solver, team player, leader, and most of all possess a positive and enthusiastic personality.⁹

⁹ Bill Kirchhoff, "Taking Charge and Getting Fired", pp. 81-84.

CHAPTER III: LEADERSHIP

The purpose of this section is to outline the skills necessary for effective leadership. Communication is a key skill of effective leaders. These skills are:

- A. **Questioning:** Allow the employee to discover things for themselves by asking questions.
- B. **Listening:** Hearing words as stated by employee, processing data internally, and utilizing data received to formulate a cohesive relationship. A leader must continually project verbally and nonverbally to employee that he/she is truly listening. A trust is established at that point.
- C. **Projection of Appropriate Image:** Trust will be developed; a belief of what is said; and acceptance of being a leader, when the image projected is professional, authoritative, knowledgeable, successful, and enthusiastic.
- D. **Voice Tone:** Awareness of what is said as well as vocal intonations of employees.
- E. **Use of Body Language:** Most important element of nonverbal communication. Be aware of silent messages communicated to employee.
- F. **Spatial Arrangement:** Use of time, space, and things send messages. Keeping people waiting sends a message of not having time to spend with employee. Do not intrude too close to employees personal space because it creates a feeling of being uncomfortable or uneasy.
- G. **Feedback:** Verification of understanding exactly what others are communicating. It is being sensitive to nonverbal and verbal messages communicated by employers.

A leader is continually involved in a complexity of activity. He is called on to possess a humanistic, multicultural-cultural style. This individual is flexible, effective, and possesses the skill to adjust to social change as well as address social problems in the workplace. He must be a good listener and be prepared to

effect needed change. The leader is visionary and motivated to meet expected goals and objectives. An effective leader is committed to achievement by being open-minded, challenging, curious, and highly innovative. A leader should be able to take risks, effectively communicate, listen, and address needs. A leader is employee-oriented, sensitive, and builds on cultural differences. He/she shares in decision making, successfully arbitrates, mediates, persuades, and brings people together.¹⁰

The leader encourages and strives for a work environment whereby personnel are treated with respect and continually have opportunities to actively pursue goals. This gives the employee a feeling of being competent and independent. Personnel become more effective when felt understood by their supervisor. Trust requires openness and honesty.¹¹

The interactive leader is a counselor and problem solver. Assisting the employee in what would be the best course of action and how to implement it is a top priority. Verbal as well as nonverbal communication projects trust, confidence, patience, empathy. Being a helper is a win-win relationship. The leader incorporates a two-way dialogue where there is discussion and feedback. He is knowledgeable of listening communication skills. Leaders blend short-term and long-term objectives allowing personnel breathing room to solve their own

¹⁰ Gregory Moorhead and Ricky W. Griffin, Organizational Behavior, Chapter 11 "Leadership", New York, pp. 119-154.

¹¹ Hugh J. Arnold and Daniel C. Feldman, Organizational Behavior, Chapter 5 "Leadership", New York, pp. 119-154.

problems within a reasonable period. This builds an effective work team. A working environment such as this may take longer to produce desired results, but it decreases resentment, builds trust, increases long-term morale, and team effectiveness. The ultimate objectives of the leader is to have personnel that is motivated, not forced, to accomplish organizational goals.

Conflict Leadership:

Conflict is inevitable and humans continually struggle with it. As it increases, concern for self increases. Saving face becomes very important. As conflict increases people become harmful to others. Overall organizational conflict can usually be identified.

The leader focuses on helping personnel feel at ease; being approachable; being friendly, and treating them equally. He/she projects concern for personnel by doing little things and demonstrating a concern for family matters. As a leader, he is supportive of personnel; looks out for their welfare; and continually works for maintaining a good working personnel by saying what is expected of them, setting of goals, and emphasizing deadlines. He assigns and coordinates by assignment and scheduling of tasks. The leader promotes participation by involvement, stimulating open discussion, and putting suggestions made by personnel into action. The effective leader involves personnel in decision making by obtaining opinions, consulting, and sharing decisions with them. Group relationship are defined by establishing channels of communications and spelling out ways to get

the job done. The leader must be considerate through understanding, maintaining respect, cultivating a mutual trust, and having a true concern, as well as displaying compassion. The leader, being goal oriented, must develop a path to follow. It should be his/her objective to assist others in attaining satisfaction in the organization.¹²

¹² Phillip L. Hunsaker and Anthony L. Alessandra, The Art of Managing People, Semon & Schuster, Inc., New York, 1986, pp. 4-14.

CHAPTER IV: THE COMMUNICATION PROCESS

To be effective, supervisors, managers, and subordinates must continually maintain a clear line of communication. Communication becomes the mechanism, or means, to achieving goals and objectives within an agency. Communication is learned behavior. It is the transmission mutually understood information or ideas.

The sender is required to encode a message, via a series of symbols, that will be understood by the receiver. The receiver must be able to decode the message and its meaning decoded be the same as what was intended. The response from the receiver to the sender is called feedback. What a city manager says or does not say, has an effect on the police chief as well as what the police chief says or does not say has an effect on the city manager. This communication process will either contribute or be an obstacle to be an effective relationship between them. Communication can be a bond between the police chief and city manager if it is shared understanding. Reality is achieved between the two individuals when each identifies with the needs of the other. Communication becomes the bridge between the two minds. An orderly structure in strategy or framework is defined. This strategy is tailored to address a variety of situations through an interactive systems of skills. It is a win process that provides immediate and continual support of ideas proposed by the police chief or city manager to one another. The interaction of skills, sets in place the opportunity for

both the police chief and city manager to think ideas and proposals through, effectively write them down, avoid “shooting from the hip”, utilize good common sense, and project sound judgment.

Communication becomes a continuous process involving a sequence of events that projects a specified difference between speaking and being heard. The police chief and city manager formulate and achieve goals and objectives effectively when they possess the ability to communicate. It is not a noble language, but the development of an understandable language accepted by another.

Effective communication may be equated to a child growing. The climate established becomes the nourishment that stimulates individuals to share thoughts, plans, and ideas. It becomes the foundation in the development of a tracking desire for the police chief and city manager to strategically position ideas as well as implement them successfully. Communication between the police chief and city manager enables coordinated action, information sharing, effective decision making, open expression of feelings, and the ability to express emotion. The lack of this coordination, would only have an adverse effect for both. An obstacle(s) would develop between the police chief and city manager that would adversely affect the police department. Formal communication is a necessity within an organization. Communication has a direct effect on the motivation of the police

chief and city manager. A base must be established for effective planning, organizing, staffing, leading, and directing.

The police chief and city manager should project empathy to each other and identify the feelings and thoughts of the other. If this is realized, this same empathy will be more effective with city personnel and the public. As a facilitator, the police chief and city manager become good listeners. This skill enables them to more accurately uncover problem areas, and initiate positive solutions. The police chief and city manager should continually be aware of their nonverbal communications to each other, personnel, and the community. Approximately 90% of first impressions are based on nonverbal communications.

1. Crossed legs and folded arms indicates a possible defensive posture or dislike of a situation.
2. Leaning forward or backward in a relaxed manner indicates a more open position.
3. Facing away or putting hands in pockets may be interpreted as a negative position.
4. Free use of hand gesturing indicates emotional, relaxed, or carefree.
5. Limited hand movement indicates a tense individual.
6. Free use of hands indicates a positive attitude.
7. Clenching of jaws indicates nervousness, discomfort, or unfavorable attitude.
8. Stroking or rubbing chin or forehead indicates neutrality in thinking or evaluating of an issue.
9. Facial expressions project anger, interest, happiness, disgust, contempt, surprise, fear, or love.¹³

¹³ Barry L. Reece and Rhonda Brandt, *Effective Human Relations In Organization* 4th Edition, Boston, 1990, pp. 121-122.

The police chief or city manager must be continually aware of signals or nonverbal communication they project to one another. The majority of nonverbal communication is unconscious. Behavior and attitude affect communication. If demeanor or tone of voice are interpreted as judgmental, the listener may become defensive. If on the other hand the same person's demeanor or tone of voice is supportive, the listener will in all likelihood be receptive.¹⁴ When the police chief and city manager make it very clear they are attempting to work together in solving a problem, a supportive climate evolves and an improved line of communication is inevitable. Two-way communication will exist where rank does not become an obstacle.

¹⁴ David W. Edwing and Pamela M. Banks, "Listening and Responding to Employees Concerns", Harvard Business Review 58, January-February 1980, pp. 101-114.

CHAPTER V: COMMUNICATION STYLE

The police chief and city manager have their own individual communication style. It is based on impressions formed based on the premise of what is observed, said, or done. Both should be continually aware of this, and comprehend their own style. This knowledge can substantially contribute to enhancing their relationship. Both must accept that styles are different, but not inferior. Once fully comprehended, the police chief and city manager should be more sensitive and tolerant of one another. Carl Jung, a Swedish Psychiatrist states:

Every individual develops a primary communication style that remains stable throughout life.¹⁵

This style Carl Jung speaks of is derived from a combination of hereditary and environmental factors. It begins at birth and is enhanced within the first three (3) to five (5) years. The basic style model consists of the following:

1. Low dominance
2. High dominance
3. Low sociability
4. High sociability¹⁶

The dominance style model is a take charge attitude. David Johnson, author of Reaching Out, indicates two dominance styles. The person possessing a low

¹⁵ Barry L. Reece and Rhonda Brandt, "Understanding Communication Styles:", pp. 121-122.

¹⁶ Barry L. Reece and Rhonda Brandt, p. 125.

dominance style is cooperative and eager to provide assistance to others. He has low assertiveness and a willingness to be directed by others. The person having a high dominance frequently provides advice, is a leader, and has an agenda of demands. He is assertive and has little difficulty in controlling others.¹⁷

To fully understand where each fits in the dominance continuum, the police chief and city manager must embark on an objective assessment. They should seek out four (4) or five (5) persons known by them, and request those individuals to complete a dominance indicator. This assessment, as opposed to a self assessment, should be objective and provide data that will have a truer perspective. Those low in dominance should begin training themselves to be more assertive. The police chief or city manager should be able to influence one another without being too aggressive or insensitive. Both must be responsive to the other without giving up principles. The police chief or city manager who is perceived as strong willed or inflexible may in all likelihood have difficulty in establishing a cooperative relationship. They should work harder in obtaining objectives without stepping over others.

The police chief or city manager who is friendly and expresses his feelings openly, should be at or near the peak of the sociability continuum. This continuum seeks out and enjoys social relationships. It is a measuring devise for the police chief or city manager to easily understand whether he controls or merely

¹⁷ Barry L. Reece and Rhonda Brandt, pp. 124-125.

expresses his feelings. Those high in sociability express their feelings freely. A low in sociability type person is open, talkative, and desires personal associations. The low sociability type is more reserved and more formal in social relationships.

Charles Margerison, author of How To Assess Your Managerial Style advises:

A manager who is a high sociability person desires to interact with others. Further a low sociability manager is a person who desires to have a working environment where he has increased time to himself and decreased in making conversations with others.¹⁸

The police chief or city manager who is low on the sociability continuum projects a no-nonsense attitude concerning working relationship. This behavior of being too guarded or too reserved could become a barrier to effective communication. The perception is that the police of chief or city manager is unconcerned in regard to feelings of others and more interested in getting the job done. Indifference gives deteriorative perception to the quality management guidelines.

The four (4) basic communication styles are emotive, directive, reflective, and supportive.

Emotive:

The emotive police chief or city manager displays an action oriented behavior. He talks fast and expresses his views with vigorous hand gestures and prefers informality by operating on a first name basis. This person has a natural

¹⁸ Barry L. Reece and Rhonda Brandt, p. 128.

persuasiveness. This style combines high dominance and high sociability by being at ease when expressing his/her point of view in a dramatic forceful manner.

Director:

The director police chief or city manager combines high dominance and low sociability. He/she projects a serious attitude (no-nonsense) expressing strong opinions or determination to take control. This person may project indifference because it is difficult to communicate a warm or caring attitude. It is difficult for him to deviate from a formal approach when working with others.

Reflector:

The police chief or city manager expresses opinions in a formal, deliberate manner. He does not project the appearance of being in a hurry. On the contrary, he will communicate measurable opinions. The police chief or city manager gives the appearance of being preoccupied and causes others to feel the same. This gives the appearance of being aloof and difficult to know. He/she desires orderliness because there is a desire to have an agenda to review details and make decisions slowly.

Supportive:

The police chief or city manager listens very attentively. He avoids the use of power and relies on friendly persuasion. Decisions are communicated in a low key, thoughtful, and deliberate manner.¹⁹

¹⁹ Roy G. Foltz, "Internal Communication, Give Them Facts", Public Relations Journal 36, October 1980, New York, p. 25.

I perceive myself as somewhat:



Cooperative
 Submissive
 Accommodating
 Hesitant
 Reserved
 Compromising
 Cautious
 Patient
 Complacent
 Quiet
 Shy
 Supportive
 Relaxed
 Restrained

Competitive
 Authoritative
 Domineering
 Decisive
 Outgoing
 Insistent
 Risk Taking
 Hurried
 Influential
 Talkative
 Bold
 Demanding
 Tense
 Assertive

Dominance Indicator
 p. 126

Figure 1: Dominance Indicator Barry Reece and Rhonda Brandt, Effective Human Relations In Organization, "Successful People Can be Found at all Points of the Continuum; pp. 125-126.

I perceive myself as somewhat:

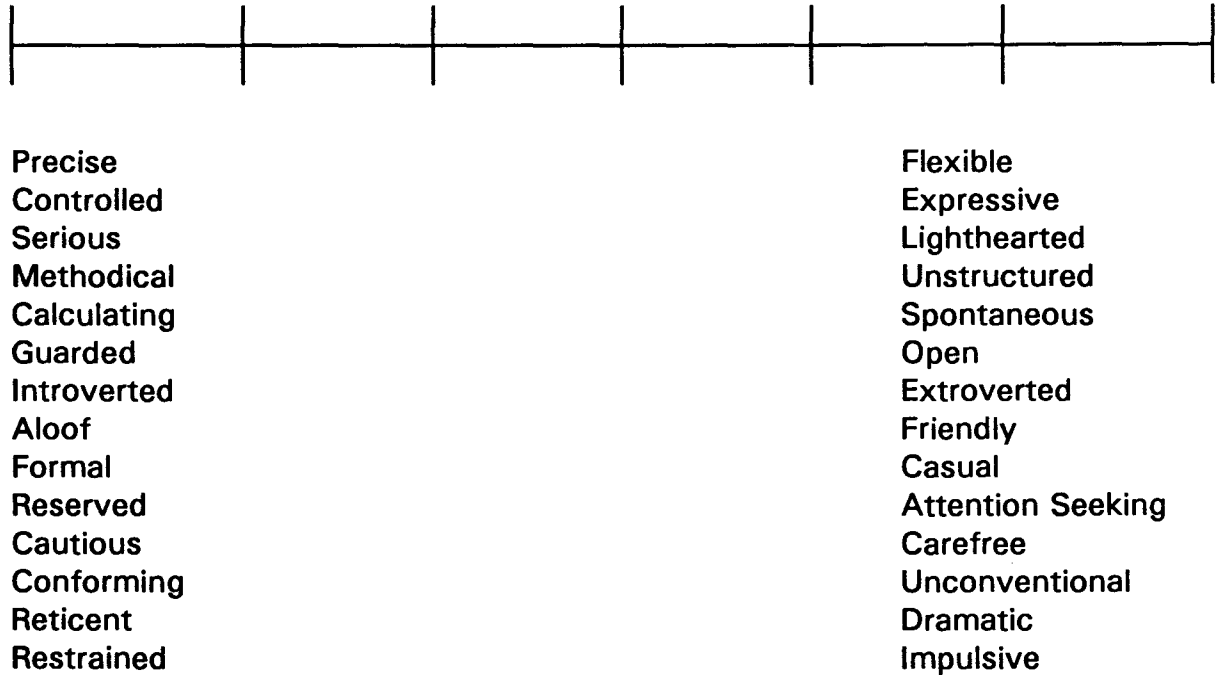


Figure 2: Sociability Indicator, Further An Organization Setting, p. 129.²⁰

²⁰ Barry L. Reece and Rhonda Brandt, pp. 128-130.

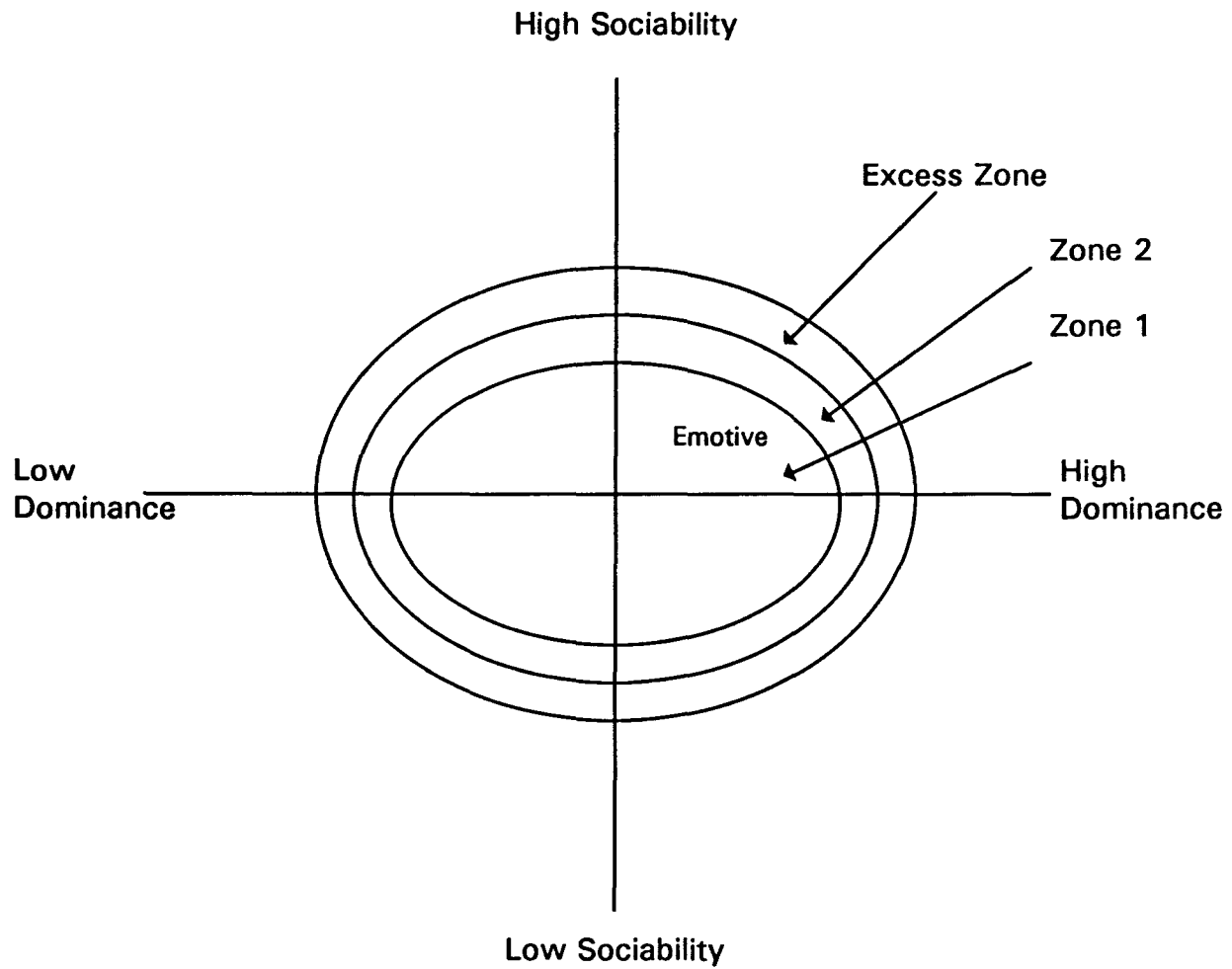


Figure 3. Emotive Style. Gerald L. Manning and Barry L. Reece, Selling Today: A Personal Approach, p. 131.

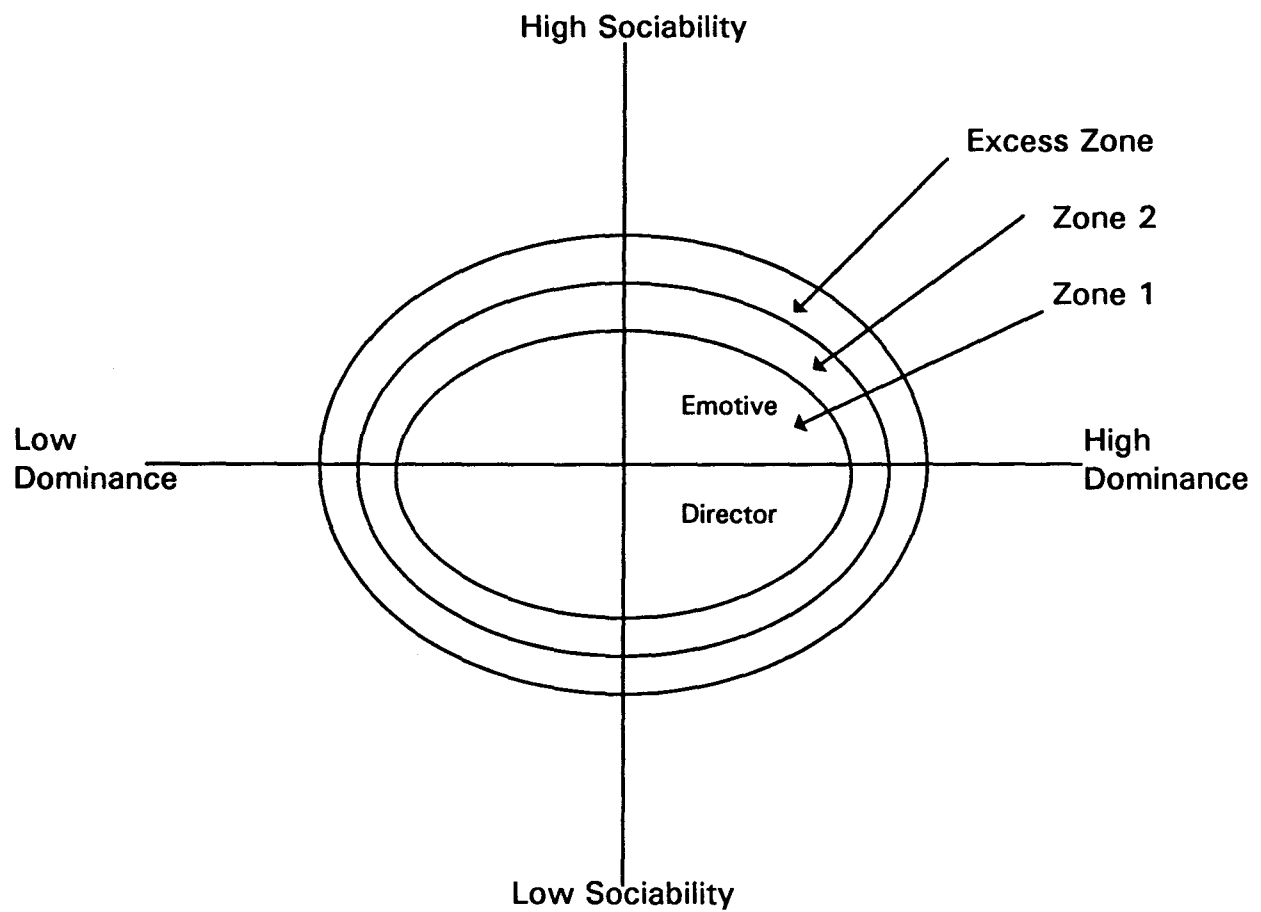


Figure 4. Director Communication Style, Source: Gerald Manning and Barry L. Reece, Selling Today: A Personal Approach, p. 132.

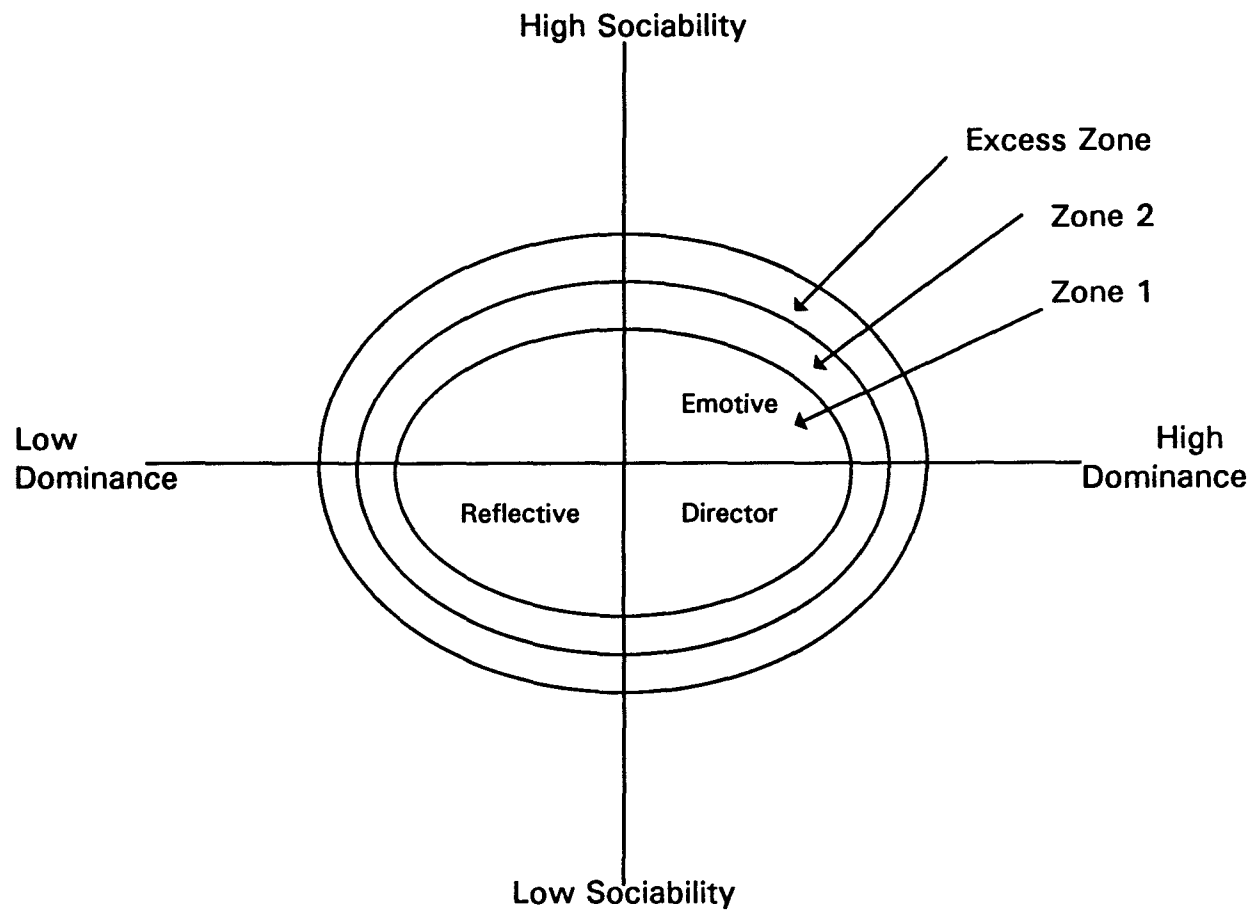


Figure 5. Reflective Communication Style, Source: Gerald Manning and Barry L. Reece, Selling Today: A Personal Approach, p. 135.

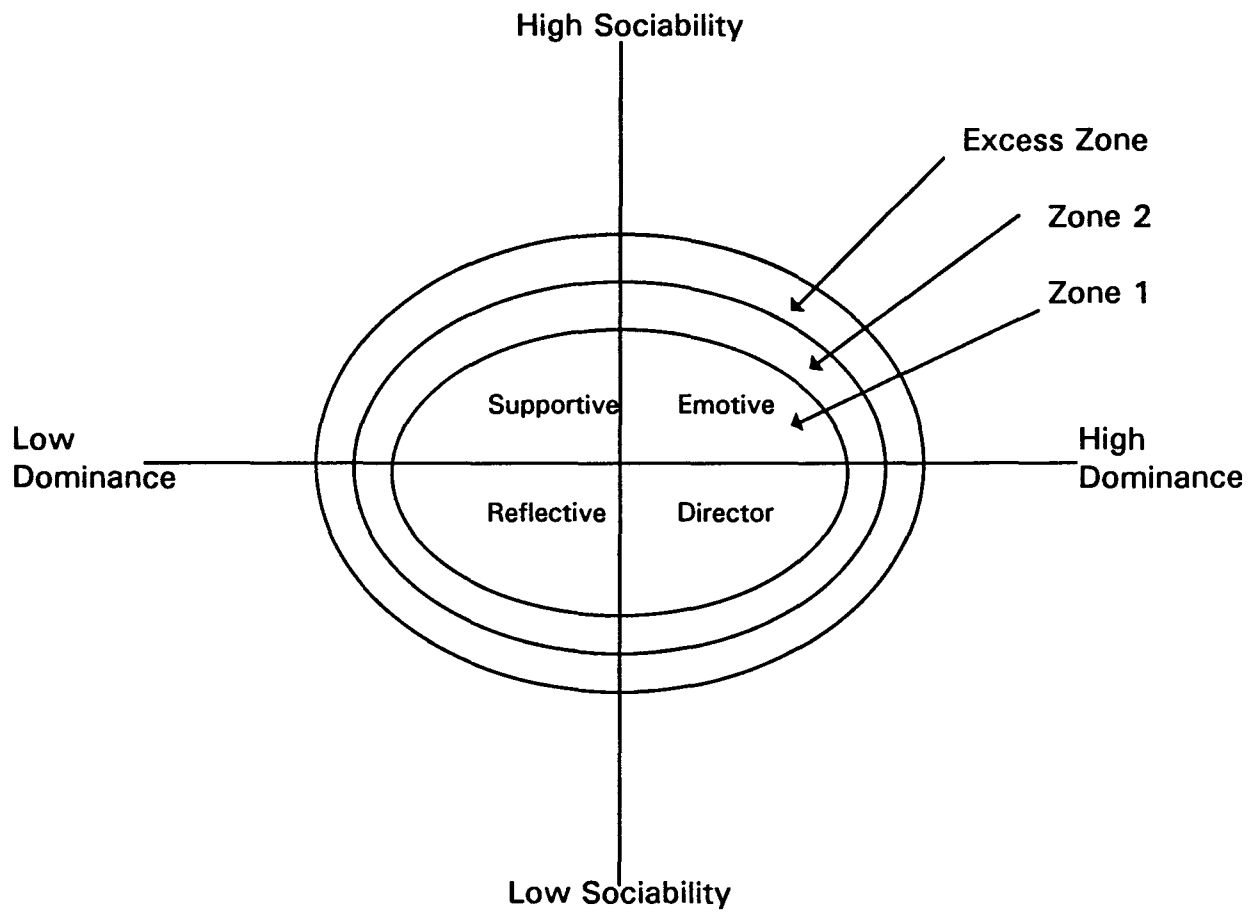


Figure 6. Supportive Communication Style, Source: Gerald Manning and Barry L. Reece, Selling Today: A Personal Approach, p. 135.

Analysis of Communication Style

The following communication styles will be defined as illustrated in Figures 3, 4, 5, and 6.

Emotive: High dominance matched with high sociability

Directive: Dominance right of center and sociability below center mark

Reflector: Low dominance matched with sociability

Supportive: Dominance left of center and sociability above center

Zone of Each Style:

Zone 1: Less intensity, not obvious in gestures; tone of voice; speech patterns, or emotional expressions

Zone 2: Greater intensity; style flexing

Expressive Zone: High degree of intensity and rigidity (danger zone). This person become inflexible and displays a lack of versatility. He/she will interfere with good human relations.²¹

There is no "best" style. Each has its own distinctive strong points. An emotive police chief or city manager is stimulating. The reflective police chief or city manager has emotional control. A directive police chief or city manager is too demanding and may be viewed as pushy. The supportive police chief or city manager may be too hard to please because of being wishy washy. Too many times strengths are relied on too heavily and new skills are not developed.

Style of a police chief or city manager should be flexible to build an honest and constructive relationship. The versatile police chief or city manager has a

²¹ Barry L. Reece and Rhonda Brandt, pp. 131-136.

definite competitive edge. The style flexible police chief or city manager can change or alter style to meet the needs of another. He on a temporary basis, acts in harmony with another person's dominant communication style to enhance communication.

CHAPTER VI: THE INDIVIDUAL

The environment interacts with the internal characteristics of the individual. The individual provides leadership and decision making within the context of an organization. The police chief and city manager should continually seek to clarify ideas. They should determine the identity and importance of issues and make every effort to adapt to an acceptable tone and approach so that meaning and intent are positively conveyed. They must continuously be aware of their tone of voice to one another, expression, receptiveness to a given response, and consideration of each others interests and needs. They should ask questions of one another and encourage expressions of opinions. This is cultivating a positive feedback to determine whether it was truly understood. Finally, the police chief and city manager should be fully aware of their actions. It will determine support of an issue(s). When speaking to one another, they should be attuned to the unspoken reactions.²²

Four Panes of the Johari Window:

Joseph Loft and Harry Singham developed the concept of the Johari Window which considers information about an individual and how that affects communication with others. When an individual hides information and feelings,

²² Burton Kaplan, Strategic Communication, Boston, 1990, pp. 31-36.

there is less communication with others. There are four panes to the Johari Window:

1. Open: Most effective interaction when two people feel comfortable with one another. The more open area, the more favorable impression there will be of not hiding something.
2. Blind: The person interviewing is aware of something the person interviewed is oblivious to.
3. Hidden: Information known by one individual but unknown to the other. Private feelings, needs, and past experiences is unknown to others.
4. Unknown: Unrecognized talents that can be made public with open communication.²³

The police chief and city manager should continually seek to understand one another and clarify ideas. They should be aware of overtones and basic content of each message forwarded to one another. The tone of his/her voice, an expression, the receptiveness to a response and the consideration of the other's interests and needs, will substantially affect long range goals. Both should ask questions and encourage expression or reactions. This will create the opportunity for feedback that would be better understood, and more appropriate results will then be attained. In final analysis, the police chief and city manager should be fully aware of their actions. There should be a clear understanding of an assignment and responsibility and authority, and sound policy enforcement in

²³ Joseph Luft, Group Process: An Introduction to Group Dynamics, 2nd Edition, New York, 1970, pp. 22-110.

place. This should be attributed to the other's unspoken reactions as well as undertones.

Attitudes:

The attitude of the police chief or city manager originates from any strong belief or feeling involving prior situations. It may be either favorable or unfavorable. It may include, but not be limited to, unions, politics, or other social issues. It does not encompass quick judgment that can easily be changed or altered. On the contrary, it is ingrained into the individual's personality. When the police chief or city manager is called on to address an issue(s) in the community, the citizen has an expectation of receiving quality service. The police chief and city manager must maintain sufficient control of their attitudes by possessing an inner strength to alter thinking when the need arises. The police chief and city manager should think for themselves and not permit external pressures to be in control. Both should maintain an open mind to issues (internal or external). Favorable attitudes exist when positive conditions exist.

The attitude displayed by the police chief and city manager may be influenced by their families or educational background. An attitude(s) may be apparent because he is psychologically threatened. Having this type of attitude, could possibly create a stumbling block, for either or both, in achieving needed goals and objectives.

The most common method to change or alter an attitude, is sensitivity training. This offers the police chief and city manager the opportunity to evaluate themselves. They critically and objectively:

1. face personal inadequacies.
2. address resistance to change.
3. address pride and misguided sense of self-preservation.
4. observing themselves personally as they are not what they would like themselves to be.²⁴

Improving Communication:

Learning how to communicate effectively can significantly improve productivity. Because communication is a learned behavior, the police chief and city manager should endeavor to fully understand and have clear lines of communication with one another. To accomplish this ongoing task of effectively communicating with one another, the police chief and city manager must cultivate and actively participate as professionals, in order for them to provide quality service to their customers. Individually, both should possess the following:

1. Empathy: Identify with feelings and thoughts of one another. They will then have a better understanding of why they speak and act in a certain manner.
2. Listening: Discovering of the issue both are concerned with and mutually assist in determining solutions.
3. Reading Skills: Both should be able to read items rapidly and understand what is being communicated.
4. Observation: Supplements listening and reading skills by observing each others actions for a clearer understanding.

²⁴ Joyce D. Gilden and Myron Emanuel, "Internal Communicator The Import on Productivity", Public Relations Journal 36, February 1980, pp. 8-12.

5. Projective: Each projecting himself/herself by placing themselves in the position of the other to understand viewpoints.
6. Word Choices: The police chief and city manager should choose words carefully.
7. Body Language: Physical actions by the police chief and city manager convey thoughts and emotions. A substantial number of first impressions are based on nonverbal communication.
8. Actions: What one does or does not do has a substantial impact on the other.
9. Transactional Analysis: Attitudes and other types of communication can originate from Parent Egos State, Child, or Adult. The Parent Ego State is where the actions of an individual can be similar to actions of parents while the individual was growing to adulthood. The child analysis can be attributed to childhood. This type of individual is spontaneous, impulsive, expressive, self-centered, affectionate, curious. The little professor is manipulative and creative. The adaptive reacts similar to a parental figure. The adult analysis evaluates situations and makes decisions based on information and facts.²⁵

Too many times we view communication as a one-way mechanism and we operate as if we are the only thing happening to the listener. Human communication thrives on the satisfaction of mutual needs. "No man is an island unto himself." The chief of police and city manager, together, should strive for a workable line of communication to achieve acceptance, admiration, reassurance, and respect of one another. To have effective, on-the-job communication the police chief and

²⁵ John Persinos, "Getting Together", Chicago, 1995, p. 116.

city manager should have a shared understanding, a work related relationship, and the bridging of two minds in order to shape concepts, language, and style.

This happens by the unification of an orderly structure called strategy. The police chief and city manager make designated choices concerning what to say and how to say it. This will be accomplished when it is consistent with mutual goals and needs to provide a common quality service to the community. Each must think things out and maintain sound judgment. They must recognize communication as a continuous process or sequence of events. The police chief and city manager should encourage mutual respect for one another by eliciting thoughts from one another, their staffs and the community. At the same time, both should defuse their emotions, provide the opportunity of feedback to one another, and have the fortitude to overcome resistance to change. The police chief and city manager should have the inner strength to filter through the barriers of personal wants, needs, and wishes to achieve a goal that would have an ultimate positive impact. The ability to communicate does not necessitate creation of a noble language, but creating a language that will be acceptable by another.²⁶ The effective communicator knows his/her target better than they know themselves. He/she learns what makes the other "tick" and position thoughts accordingly. Communication comes from within. The police chief and city manager should continually develop a sharing of thoughts, plans, and ideas. This

²⁶ Mary Munter, Guide to Managerial Communication, New York, 1982, pp. 32-42.

will enable them to accurately anticipate each others views, and strategically position effective ideas for successful outcomes.

Communication arises out of human needs. The police chief and city manager, through a mutual understanding of one another, should compliment one another by developing each others strengths and provides reinforcement for weaknesses as a teamplayer.

CHAPTER VII: POWER AND POLITICS

The police chief and city manager face power and politics continually. It is their choice to be professional and address them together to be successful, or to individually address them and usually be unsuccessful. To survive, communication becomes a necessity.

Power can be defined as the imposing of one's will or behavior on targeted person(s) by endeavoring to influence attitudes and behavior. There can be six (6) variations of power facing the police chief and city manager.

Legitimate power involves the police chief or city manager formally asking for compliance of tasks. They exhibit total command of a given situation. Clear instructions are provided to insure thorough understanding of a task. The police chief or city manager should be prepared to explain reason(s) for pursuing a certain goal. It is their responsibility to be responsive and enforce compliance.

The police chief and city manager have reward power. It involves pay, promotions, work assignments, and praise. The manner this power is used, influences the attitude and behavior of subordinates. If it is imposed positively, the response will be in like manner. Rewards should be attainable, reasonable, and carried out equitably.

Coercive power is probably the most difficult for the police chief and city manager. Coercive power effects an individual physically and psychologically. It

must be consistent, progressive, and fair. When sanction is appropriate, it can be more easily accepted when he/she can learn from it. Detail information should be received by the police chief or city manager prior to any considerations of disciplinary action. Creditability must be maintained and severity of any punishment be based on the seriousness of violation.

Referent power is trust, acceptance, affection, a willingness to follow, or emotional involvement. The police chief and city manager should trust one another and accept each other for who they are. They should be willing to follow and empower each other based on creditability and trust. The police chief and city manager should be mutually involved in decision making.

Position power is based on position of authority and responsibility. The police chief and city manager should respect each other's position. It is very important that power is not abused or misused based on position. Even though the city manager has overall power because of his position, he and the police chief should function together as a unit.

Personal power is based on how one identifies with the other individual. When there is a mutual respect for one another, it is easier to respect the position held. Personal power can have a reverse effect, because someone who is knowledgeable, credible, and trustworthy, can be a subordinate, and have the power. Working together, the city manager should relinquish or empower the police chief to direct the overall operations of the police department.

Expertise power of the police chief and city manager should be expounded in a subtle manner. Both should project their qualifications in a subtle manner. They should be aware of concerns of others and take appropriate steps to address them. Neither should flaunt their expertise nor have a know-it-all attitude.²⁷

The aforementioned can effectively be administered when there is a clear line of communication between the police chief and city manager. It can be destructive when they address power individually and have difficulty working together. This also permits outside involvement and can have an effect on the tenure of one or both. Working together, the police chief and city manager can also address and minimize the effects of politics.

Politics is considered activities carried out by people to acquire, enhance, and use power and other resources to obtain their preferred outcomes in a situation where there is uncertainty or disagreement. It is a means the people attempt to obtain or use power.²⁸ Many times it is used to sustain outmoded systems of power as well as introduce new ones that cannot be justified. It is a system of influence that secures the strongest members. The authority of politics knows only a simple chain of command. It can be the alternative or displacement of current legitimate power that has become counter productive outmoded, or inappropriate. Politics can be viewed as productive by the police chief and city

²⁷ Gregory Moorhead and Ricky W. Griffin, Chapter 12, "Power Politics and Conflict", Boston, 1989, pp. 355-381.

²⁸ G. J. Laing, "Communication and Constructing on the Structure of Organizations", Omega 8, Boston, 1980, pp. 287-301.

manager when it is a functional bridge from one legitimate system of power, to another. What they must guard against is working separately through an important issue. They should maintain a clear line of communication with one another.

Politics has a functional role in an organization projecting power that could be considered illegitimate. Usually it is conflictive and puts individuals against one another. The political game is intricate but subtle to resist established authority and effect ultimate change within an organization. A power base is built by using person(s) in a supervisory or management position. The individual(s) involved directly in the political game, professes loyalty with a person(s) in a supervisory or management position, in return for mutual power status. An alliance is built within the power base internally to advance the new philosophy within the organization.

As politics grow, line managers continue to build power bases individually with subordinates. The price of defecting a rival is resources and power. This rivalry involves line managers having formal decision making authority against staff that has specialized expertise. It is an exploitation of legitimate power in an illegitimate manner.²⁹

Individual(s) seek, through political means, to promote his/her favored changes. It could include, but is not limited to, operating personnel, line

²⁹ Henry Mintzberg, Mintzberg On Management, New York, 1989, pp. 236-252.

managers, senior managers, or chief executives promoting his/her candidates politically. It encompasses empire building, alliances, and rival camps.

The life cycle of a political organization encompasses the following:

1. Impetus: Outside groups entering the organization structure seeking to consolidate power internally. A power base is established to exploit or enhance power.

2. Development: Internally pressures produce challenges seeking power. Challenges lead to conflict and quick resolution.
3. Resolution: Conflict can cause the demise of the organization. Intense conflict represents a political arena or free-for-all. Moderate conflict continually exist but the organization survives.³⁰

Politics become a necessity to correct certain deficiencies and can be legitimate to bring a legitimate system of influence. Together the police chief and city manager can use politics to construct and minimize internal conflicts or political arenas. If there is not a clear line of communication, political strongholds can develop causing distrust and ultimate demise of both in their perspective positions. It is realized that power and politics exist in the public sector. The police chief and city manager can effectively work together and provide quality service to the community when there is a mutual trust and understanding for each other.

³⁰ Andrew S. Targouski, "The Management Wheels: A Technique of Applying Management Philosophies", Data Management 25, October 1987, pp. 12-14.

POLICE CHIEF AND CITY MANAGER

SURVEY RESULTS

Dear

I am currently in the Bill Blackwood Law Enforcement Management Institute of Texas. This program encompasses 420 hours of classroom training and the completion of a Research Project. I have completed the required 420 hours of classroom and am currently in the process of completing my Research Project entitled "The Police Chief and City Manager Cultivating And Maintaining A Practical Line of Communications And Philosophy In The Workplace".

Enclosed is a survey, requesting information in regards to you and your position as _____. Your participation will be greatly appreciated. I can assure you, I will follow the standards of research ethics in relation to confidentiality. Neither your name, nor the name of the city you are affiliated with, will be released. The number in the upper right hand corner of the survey will identify you for data purposes only.

I want to take this opportunity to extend my sincere appreciation for your participation and look forward to your reply.

Respectfully,

Larry E. Crow, Sr.
Chief of Police
LaMarque Police Department

LEC003/Int/1

Questionnaire For City Manager

Please attach to this questionnaire the essential functions (job description) for the position of City Manager.

Education Background:

1. High School Diploma _____ GED _____ Year _____
2. Undergraduate
 - A. Name of College/University _____
Location _____
 - B. Degree B/S _____ B/A _____
 - C. Major _____
3. Graduate School
 - A. Name of University _____
Location _____
 - B. Degree M/A _____ M/S _____ Year _____
 - C. Major _____
 - D. Number of hours earned to date
(If you have not received a degree) _____

Public Management/Administrative Experience:

1. Total years to date _____
2. Tenure with current municipality _____
3. How many municipalities have you served in capacity of City Manager? _____
4. Tenure with individual municipality:

<u>Name</u>	<u>Tenure</u>
_____	_____
_____	_____
_____	_____

Selection Process:

- | | | |
|----|---|------------------|
| 1. | Interview with City Council | Yes ____ No ____ |
| 2. | Oral Interview Board
(Citizens or otherwise) | Yes ____ No ____ |
| 3. | Assessment Center | Yes ____ No ____ |
| 4. | Other (List and explain) | Yes ____ No ____ |

Total Number of Personnel in Current Municipality:

- | | | |
|----|------------------------|-------|
| 1. | Division Heads | _____ |
| 2. | Departmental Heads | _____ |
| 3. | Personnel Distribution | _____ |
| | A. Administration | _____ |
| | B. Public Safety | _____ |
| | a. Police | _____ |
| | b. Fire | _____ |
| | C. Public Works | _____ |
| | D. Finance | _____ |

Communication Between City Manager and Chief of Police:

- | | | |
|----|--------------------------------------|------------------|
| 1. | Expectations | |
| | A. Written Guidelines | Yes ____ No ____ |
| | B. Verbal Guidelines | Yes ____ No ____ |
| | C. Understanding of What Is Expected | Yes ____ No ____ |
| 2. | Provide feedback | Yes ____ No ____ |
| | A. Written | Yes ____ No ____ |
| | B. Verbal | Yes ____ No ____ |

3. Have you worked with more than one Chief of Police: Yes ____ No ____
- A. How many: _____
- B. Did philosophy and expectation change? Yes ____ No ____
- C. Tenure of individual Chief _____
4. Do you have meetings (scheduled) with the Chief of Police? Yes ____ No ____
- A. What are the intervals?
(daily, weekly, monthly, etc.) _____
- B. Span of time (average) per meeting _____
- C. Type of report Written ____ Unwritten ____
5. When a major proposal is presented by the Chief of Police, has he researched it sufficiently to provide a presentation that results in a mutual understanding when presentation is concluded? Yes ____ No ____
6. When communicating with the Chief of Police
- A. Are you a good listener? Yes ____ No ____
- B. Is the Chief of Police a good listener? Yes ____ No ____
- C. Do you project empathy? Yes ____ No ____
- D. Does the Chief of Police project empathy? Yes ____ No ____
- E. Are you conscious of your body language? Yes ____ No ____
- F. Is the Chief of Police conscious of his/her body language? Yes ____ No ____
- G. Method of communication between you and chief? Written ____ Verbal ____ Both ____
- H. Majority of your communication with Chief of Police
- Constructive ____ Destructive ____
- Confusion ____ Antagonistic ____
- I. Is there a positive cohesiveness between you and the Chief of Police? Yes ____ No ____

Dear

I am currently in the Bill Blackwood Law Enforcement Management Institute of Texas. This program encompasses 420 hours of classroom training and the completion of a Research Project. I have completed the required 420 hours of classroom and am currently in the process of completing my Research Project entitled "The Police Chief and City Manager Cultivating And Maintaining A Practical Line of Communications And Philosophy In The Workplace".

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Respectfully,

Larry E. Crow, Sr.
Chief of Police
LaMarque Police Department

LEC003/Int/1

- C. Module II Yes ____ No ____
- D. Module III Yes ____ No ____
- E. Research Project Yes ____ No ____

Subject: _____

Certification Level: (To Date)

1. Basic _____
2. Intermediate _____
3. Advanced _____
4. Masters _____

Law Enforcement Experience:

1. Total years to date _____
2. Tenure as Chief of Police _____
- A. Current Agency as Chief of Police _____
- B. Were you promoted through ranks to position as Chief?
Yes ____ No ____
- C. Were you appointed from outside? Yes ____ No ____
- D. How many agencies have you served in the capacity of Chief? _____
- E. List agencies and tenure of service as Chief of Police
- | <u>Name of Agency</u> | <u>Tenure</u> |
|-----------------------|---------------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

Selection Process:

1. Interview with City Manager only Yes ____ No ____
2. Interview with City Manager and members of Council Yes ____ No ____

3. Oral Interview Board (Citizens from Community) Yes ____ No ____
4. Assessment Center Yes ____ No ____
5. Other (Please Explain) Yes ____ No ____

Departmental Personnel/Organization Design and Distribution:

1. Total Personnel _____
2. Administration _____
3. Command Staff _____
4. CID _____
5. Uniform Patrol _____
- A. Supervisors _____
- B. Police Officer Rank _____
6. Reserve Force _____
7. Civilian Personnel _____
- A. Records _____
- B. Secretary _____
- C. Telecommunications Operator _____
- D. Other _____

Population of Jurisdiction: _____

Square Miles of Jurisdiction: _____

Current Overall City Budget
(FY1993/94): _____

Current Departmental Budget
(FY 1993/94): _____

Philosophy Concerning Future Policing:

- | | | |
|----|--------------------------|------------------|
| 1. | Community Based Policing | Yes ____ No ____ |
| 2. | Citizen Police Academy | Yes ____ No ____ |
| 3. | D.A.R.E. Program | Yes ____ No ____ |

Departmental Training Program:

- | | | |
|----|---|------------------|
| 1. | In-house | Yes ____ No ____ |
| 2. | Letn | Yes ____ No ____ |
| 3. | Supplemental Outside Training | Yes ____ No ____ |
| 4. | Budgeted Funds FY 1993/94 For Training (Line Item Amount) | _____ |
| 5. | Do you have a Training Coordinator? | Yes ____ No ____ |

Productivity and Quality of Service Delivered:

- | | | |
|----|---|-------|
| 1. | Total Calls for Services - Calendar Year 1993 | _____ |
| 2. | Number of Port I Crimes Reported (1993) | _____ |
| 3. | Number of Port II Crimes Reported (1993) | _____ |
| 4. | Cost Per Capita for Police Department (1993) | _____ |
| 5. | Records Processed in Police Department (1993) | _____ |
| 6. | Adult Arrest (1993) | _____ |
| 7. | Juvenile Arrest (1993) | _____ |
| 8. | Prisoners Processed (1993) | _____ |

Communications Between Chief of Police and City Manager:

- | | | |
|----|---------------------------------|------------------|
| 1. | Do you have written guidelines? | Yes ____ No ____ |
| 2. | Do you have verbal guidelines? | Yes ____ No ____ |

3. Do you understand what the City Manager expects from you? Yes ____ No ____
4. Have you worked under the supervision of more than one City Manager? Yes ____ No ____
- A. How many? ____
- B. Did philosophy and expectations change? ____
- C. Tenure of individual City Manager worked for as Chief of Police. ____
5. Do you have scheduled meetings with City Manager for updating purpose? Yes ____ No ____
- A. What are the intervals (daily, weekly, monthly, etc.)? ____
- B. Span of time average per meeting? ____
- C. What type of report is required? Written ____ Unwritten ____
6. Do you and City Manager provide feedback to one another? Yes ____ No ____
7. When you present a major proposal to your City Manager, have you researched that proposal sufficiently to provide a presentation that results in a mutual understanding when presentation has concluded? Yes ____ No ____
8. When communicating with City Manager,
- A. Are you a good listener? Yes ____ No ____
- B. Is your City Manager a good listener? Yes ____ No ____
- C. Do you project empathy? Yes ____ No ____
- D. Does your City Manager project empathy? Yes ____ No ____
- E. Do you structure your choice of words? Yes ____ No ____
- F. Does your City Manager structure his/her choice of words? Yes ____ No ____
- G. Are you conscious of your body language? Yes ____ No ____

- H. Are you conscious of your City Manager's body language? Yes ____ No ____
- I. Method of communication between you to the City Manager. Written ____ Verbal ____ Both ____
- J. Method of communication from City Manager to you. Written ____ Verbal ____ Both ____
- K. Majority of your communication with City Manager
Constructive ____ Destructive ____
Confusion ____ Antagonistic ____
- L. Is there a positive cohesiveness between you and City Manager? Yes ____ No ____

1,000 - 10,000 POPULATION**City Manager
(8)****Chief of Police
(6)****High School Diploma**

1951-55	(1)
1956-60	(3)
1961-65	(2)
1966-70	(2)
1971-75	(0)

--	
--	
(2)	1961-65
(2)	1966-70
(2)	1971-75

Undergraduate Degree/Major

Education	(2)
Political Science	(3)
Civil Engineering	(1)
Geography	(1)
Public Admin.	(1)
Business	(1)
Industrial Arts	(1)
Math	(1)

(1)	Law Enforcement
(4)	Criminal Justice
(1)	History

Graduate Degree/Major

Education	(1)
Community & Regional Planning	(1)
Geography	(1)
Public Admin.	(2)

(1)	Criminal Justice
(1)	Law School

Total Years of Service**City Manager****Chief of Police**

1-5 years	(2)
6-10 years	(1)
11-15 years	(0)
16-20 years	(2)
21-25 years	(3)
26-30 years	(1)
31-35 years	(2)
36-40 years	(0)

(0)	11-15 years
(1)	16-20 years
(5)	21-25 years
(1)	26-30 years

11,000 - 19,999 POPULATION

**City Manager
(11)**

**Chief of Police
(12)**

High School Diploma/Year

1951-55 (1)
1956-60 (2)
1961-65 (3)
1966-70 (2)
1971-75 (2)
1976-80 (1)
1981-85 (0)

(1) 1956-60
(3) 1961-65
(4) 1966-70
(3) 1971-75
(0) 1976-80
(1) 1981-85

Undergraduate Degree/Major

None (2)
Political Science (6)
Economics (1)
Physical Education (1)
Criminal Justice (1)
Business (1)
West Point (1)

(2) None
(2) Public Admin.
(1) History
(1) Social Science
(7) Criminal Justice
(1) Business

Graduate Degree/Major

None (3)
Political Science (0)
Economics (1)
Urban Affairs (1)
Public Admin. (7)
General (1)
Criminal Justice (1)

(4) None
(5) Public Admin.
(1) Adult Ed. Admin.
(1) Communications
(1) Social Psychol.
(2) Criminal Justice

Total Years to Date

1-5 years (1)
6-10 years (2)
11-15 years (1)
16-20 years (4)
21-25 years (2)
26-30 years (2)
31-35 years (1)

--
--
(1) 11-15 years
(3) 16-20 years
(5) 21-25 years
(4) 26-30 years
(1) 31-35 years

21,000 - 29,999 POPULATION

City Manager
(1)

Chief of Police
(5)

High School Diploma/Year

1961-65 (1)
1966-70 (3)
1971-75 (3)

(1) 1961-65
(3) 1966-70
(1) 1971-75

Undergraduate Degree/Major

Criminal Justice (2)
Environmental Sci. (1)
Political Science (3)
Building Construc. (1)

(5) Criminal Justice

Graduate Degree/Major

None (1)
Public Admin. (5)
Urban Planning (1)

(1) Criminal Justice
(1) Public Admin.
(1) Social Psychol.
(2) None

City Manager
(7)

Chief of Police
(5)

Total Years to Date

6-10 years (1)
11-15 years (2)
16-20 years (2)
21-25 years (2)
26-30 years (0)

(1) 16-20 years
(3) 21-25 years
(1) 26-30 years

30,000-39,999 POPULATION**City Manager**

(7)

1951-55	(1)
1956-60	(0)
1961-65	(0)
1966-70	(1)
1971-75	(1)
1976-80	(3)
1981-85	(1)

High School Diploma/Year**Chief of Police**

(4)

(4) 1966-70

Undergraduate Degree/Major

Civil Engineering	(2)
Political Science	(3)
Finance	(1)
Marketing	(1)

(1) Journalism
(1) Criminal Justice
(1) None
(1) Political Science

Graduate Degree/Major

Public Admin.	(5)
Interdisciplinary	
Studies	(1)
None	(1)

(1) Public Admin.
(1) Psychology
(1) None
(1) Criminal Justice
Mgmt.

Total Years of Service

6-10 years	(3)
11-15 years	(2)
16-20 years	(2)
21-25 years	(0)

(4) 21-25 years

40,000-49,999 POPULATION

**City Manager
(3)**

**Chief of Police
(1)**

High School Diploma/Year

1951-55 (1)
1956-60 (0)
1961-65 (0)
1966-70 (2)

(1) 1966-70

Undergraduate Degree/Major

Civil Engineering (1)
Political Science (1)
Sociology (1)

(1) Criminal Justice

Graduate Degree/Major

Public Finance (1)
Public Admin. (1)
None (1)

(1) None

Total Years of Service

16-20 years (2)
21-25 years (0)
26-30 years (0)
31-35 years (0)
36-40 years (1)

(1) 21-25 years

50,000 - 59,999 POPULATION

City Manager
(5)

Chief of Police
(6)

High School Diploma/Year

1946-50 (1)
1951-55 (0)
1956-60 (1)
1961-65 (3)
1966-70 (0)

(2) 1956-60
(1) 1961-65
(3) 1966-70

Undergraduate Degree/Major

Civil Engineering (1)
Business (1)
Political Science (3)

(3) Criminal Justice
(1) Sociology
(1) Psychology
(1) Education

Graduate Degree/Major

Public Admin. (2)
None (3)

(2) Public Admin.
(1) Sociology
(3) None

City Manager
(5)

Chief of Police
(5)

Total Years to Date

6-10 years (1)
11-15 years (0)
16-20 years (0)
21-25 years (2)
26-30 years (2)

(1) 16-20 years
(1) 21-25 years
(3) 26-30 years

60,000 - 69,999 POPULATION

City Manager
(2)

Chief of Police
(1)

High School Diploma/Year

1961-65 (1)
1966-70 (1)

(1) 1956-60
(0) 1961-65
(0) 1966-70

Undergraduate Degree/Major

Political Science (1)
Public Admin. (1)

None

Graduate Degree/Major

Public Admin. (1)
None

None

Total Years of Service

21-25 years (1)
26-30 years (1)

(1) 21-25 years
(0) 26-30 years

70,000 - 79,999 POPULATION

City Manager
(2)

Chief of Police
(2)

High School Diploma/Year

1961-65 **(1)**
1966-70 **(1)**

(1) 1956-60
(0) 1961-65
(1) 1966-70

Undergraduate Degree/Major

Recreation/Park
Administration **(1)**
Business Admin. **(1)**

(2) Criminal Justice

Graduate Degree/Major

Public Admin. **(1)**
None **(1)**

(2) None

Total Years of Service

21-25 years **(1)**
26-30 years **(1)**
31-35 years **(0)**

(1) 21-25 years
(0) 26-30 years
(1) 31-35 years

Population	CITY MANAGER Tenure with Current Municipality	CHIEF OF POLICE Tenure with Current Municipality	CITY MANAGER # of Municipalities Serving as City Mgr.	CHIEF OF POLICE # of Municipalities Serving as Chief of Police	CHIEF OF POLICE Tenure in Position of Chief
1,000- 10,000	1-5 yrs. <u>7</u> 6-10 yrs. <u>1</u> 11-15 yrs. <u>3</u> 16-20 yrs. <u>0</u>	1-5 yrs. <u>3</u> 6-10 yrs. <u>3</u> 11-15 yrs. <u>0</u> 16-20 yrs. <u>1</u>	1 <u>4</u> 2 <u>2</u> 3 <u>2</u> 4 <u>2</u> 5 <u>0</u> 6 <u>0</u> 7 <u>1</u>	1 <u>5</u> 2 <u>2</u>	1-5 yrs. <u>2</u> 6-10 yrs. <u>2</u> 11-15 yrs. <u>1</u> 16-20 yrs. <u>2</u>
11,000- 19,999	1-5 yrs. <u>10</u> 6-10 yrs. <u>1</u> 11-15 yrs. <u>1</u> 16-20 yrs. <u>0</u>	1-5 yrs. <u>6</u> 6-10 yrs. <u>4</u> 11-15 yrs. <u>3</u> 16-20 yrs. <u>1</u>	1-5 <u>12</u> 6-10 <u>2</u>	1-5 <u>14</u>	1-5 yrs. <u>6</u> 6-10 yrs. <u>4</u> 11-15 yrs. <u>3</u> 16-20 yrs. <u>1</u>
20,000- 29,999	1-5 yrs. <u>3</u> 6-10 yrs. <u>3</u> 11-15 yrs. <u>0</u> 16-20 yrs. <u>0</u> 21-25 yrs. <u>0</u> 26-30 yrs. <u>1</u>	1-5 yrs. <u>2</u> 6-10 yrs. <u>2</u> 11-15 yrs. <u>1</u> 16-20 yrs. <u>1</u>	1-5 <u>7</u>	1-5 <u>5</u>	1-5 yrs. <u>1</u> 6-10 yrs. <u>2</u> 11-15 yrs. <u>3</u> 16-20 yrs. <u>1</u>
30,000- 39,999	1-5 yrs. <u>4</u> 6-10 yrs. <u>3</u>	1-5 yrs. <u>2</u> 6-10 yrs. <u>1</u> 11-15 yrs. <u>0</u> 16-20 yrs. <u>1</u>	1-5 <u>7</u>	1-5 <u>4</u>	1-5 yrs. <u>3</u> 6-10 yrs. <u>1</u>
40,000- 49,999	1-5 yrs. <u>2</u> 6-10 yrs. <u>0</u>	1-5 yrs. <u>1</u> 6-10 yrs. <u>0</u>	1-5 <u>2</u> 6-10 <u>0</u>	1-5 <u>2</u> 6-10 <u>0</u>	1-5 yrs. <u>1</u> 6-10 yrs. <u>0</u>
50,000- 59,999	1-5 yrs. <u>1</u> 6-10 yrs. <u>2</u> 11-15 yrs. <u>0</u> 16-20 yrs. <u>1</u> 21-25 yrs. <u>0</u> 26-30 yrs. <u>1</u>	1-5 yrs. <u>4</u> 6-10 yrs. <u>0</u> 11-15 yrs. <u>1</u> 16-20 yrs. <u>1</u> 21-25 yrs. <u>0</u>	1-5 <u>5</u> 6-10 <u>0</u>	1-5 <u>6</u> 6-10 <u>0</u>	1-5 yrs. <u>3</u> 6-10 yrs. <u>0</u> 11-15 yrs. <u>2</u> 16-20 yrs. <u>0</u> 21-25 yrs. <u>1</u>
60,000- 69,999	1-5 yrs. <u>0</u> 6-10 yrs. <u>1</u> 11-15 yrs. <u>0</u> 16-20 yrs. <u>0</u> 21-25 yrs. <u>1</u>	1-5 yrs. <u>1</u> 6-10 yrs. <u>0</u>	1-5 <u>2</u> 6-10 <u>0</u>	1-5 <u>1</u> 6-10 <u>0</u>	1-5 yrs. <u>1</u> 6-10 yrs. <u>0</u>

	CITY MANAGER	CHIEF OF POLICE	CITY MANAGER	CHIEF OF POLICE	CHIEF OF POLICE
Population	Tenure with Current Municipality	Tenure with Current Municipality	# of Municipalities Serving as City Mgr.	# of Municipalities Serving as Chief of Police	Tenure in Position of Chief
70-000	1-5 yrs. <u>1</u>	1-5 yrs. <u>2</u>	1-5 yrs. <u>4</u>	1-5 yrs. <u>2</u>	1-5 yrs. <u>2</u>
79,999	6-10 yrs. <u>0</u>	6-10 yrs. <u>0</u>	6-10 yrs. <u>0</u>	6-10 yrs. <u>0</u>	6-10 yrs. <u>0</u>
	11-15 yrs. <u>0</u>				
	16-20 yrs. <u>0</u>				
	21-25 yrs. <u>1</u>				

POPULATION	CHIEF OF POLICE	CHIEF OF POLICE	CHIEF OF POLICE	CHIEF OF POLICE	CHIEF OF POLICE	CHIEF OF POLICE
	Promoted thru Ranks	Appointed from Outside	Training Hours to Date	National FBI Academy	LEMIT	Certificate Status
1,000 - 10,000	yes <u>2</u> no <u>5</u>	yes <u>5</u> no <u>2</u>	500- 1000 <u>2</u> 1000- 1500 <u>3</u> 1600- 2000 <u>0</u> 2100- 2500 <u>0</u> 2600- 3000 <u>2</u>	yes <u>3</u> no <u>4</u>	yes <u>3</u> no <u>4</u>	Basic <u>0</u> Inter. <u>0</u> Adv. <u>2</u> Masters <u>5</u>
11,000- 19,999	yes <u>7</u> no <u>7</u>	yes <u>7</u> no <u>7</u>	500- 1000 <u>3</u> 1100- 1500 <u>5</u> 1600- 2000 <u>5</u> 2100- 2500 <u>1</u>	yes <u>5</u> no <u>9</u>	yes <u>3</u> no <u>11</u>	Basic <u>0</u> Inter. <u>0</u> Adv. <u>5</u> Masters <u>9</u>
20,000- 29,999	yes <u>1</u> no <u>4</u>	yes <u>4</u> no <u>1</u>	500- 1000 <u>0</u> 1100- 1500 <u>0</u> 1600- 2000 <u>2</u> 2100- 2500 <u>1</u> 2600- 3000 <u>2</u>	yes <u>2</u> no <u>3</u>	yes <u>1</u> no <u>4</u>	Basic <u>1</u> Inter. <u>0</u> Adv. <u>0</u> Masters <u>4</u>
30,000- 39,999	yes <u>2</u> no <u>2</u>	yes <u>2</u> no <u>2</u>	500- 1000 <u>1</u> 1100- 1500 <u>0</u> 1600- 2000 <u>3</u>	yes <u>1</u> no <u>3</u>	yes <u>0</u> no <u>4</u>	Basic <u>0</u> Inter. <u>0</u> Adv. <u>1</u> Masters <u>3</u>

POPULATION	CHIEF OF POLICE		CHIEF OF POLICE		CHIEF OF POLICE		CHIEF OF POLICE		CHIEF OF POLICE		CHIEF OF POLICE	
	Promoted thru Ranks		Appointed from Outside		Training Hours to Date		National FBI Academy		LEMIT		Certificate Status	
40,000-49,999	yes	<u>1</u>	yes	<u>0</u>	1600-2000	<u>1</u>	yes	<u>1</u>	yes	<u>0</u>	Masters <u>1</u>	
	no	<u>0</u>	no	<u>1</u>			no	<u>0</u>	no	<u>1</u>		
50,000-59,999	yes	<u>3</u>	yes	<u>3</u>	500-1000	<u>1</u>	yes	<u>5</u>	yes	<u>6</u>	Basic <u>0</u>	
	no	<u>3</u>	no	<u>3</u>	1100-1500	<u>0</u>	no	<u>1</u>	no	6	Inter. <u>0</u>	
					1600-2000	<u>2</u>					Adv. <u>0</u>	
					2100-2500	<u>1</u>					Masters <u>6</u>	
					2600-3000	<u>2</u>						
60,000-69,999	yes	<u>1</u>	yes	<u>1</u>	1600-2000	<u>1</u>	yes	<u>0</u>	yes	<u>1</u>	Masters <u>1</u>	
	no	<u>0</u>	no	<u>1</u>								
70,000-79,000	yes	<u>1</u>	yes	<u>1</u>	1600-2000	<u>2</u>	yes	<u>1</u>	yes	<u>0</u>	Basic <u>0</u>	
	no	<u>1</u>	no	<u>1</u>			no	<u>1</u>	no	<u>2</u>	Inter. <u>0</u> Adv. <u>0</u> Masters <u>2</u>	

POPULATION	CITY MANAGER	CHIEF OF POLICE	CITY MANAGER	CHIEF OF POLICE	CITY MANAGER	CHIEF OF POLICE	CITY MANAGER	CHIEF OF POLICE
	Interviewed with City Council	Interviewed by City Manager	Oral Interview Board	Oral Interview Board	Assessment Center	Assessment Center	Other	Other
1,000- 10,000	yes <u>10</u> no <u>1</u>	yes <u>1</u> no <u>6</u>	yes <u>4</u> no <u>7</u>	yes <u>5</u> no <u>2</u>	yes <u>2</u> no <u>9</u>	yes <u>1</u> no <u>6</u>	yes <u>0</u> no <u>11</u>	yes <u>2</u> no <u>5</u>
11,000- 19,999	yes <u>7</u> no <u>6</u>	yes <u>6</u> no <u>8</u>	yes <u>5</u> no <u>8</u>	yes <u>3</u> no <u>11</u>	yes <u>3</u> no <u>10</u>	yes <u>3</u> no <u>11</u>	yes <u>4</u> no <u>9</u>	yes <u>6</u> no <u>8</u>
20,000- 29,999	yes <u>6</u> no <u>1</u>	yes <u>4</u> no <u>6</u>	yes <u>1</u> no <u>6</u>	yes <u>2</u> no <u>3</u>	yes <u>0</u> no <u>7</u>	yes <u>0</u> no <u>5</u>	yes <u>1</u> no <u>6</u>	yes <u>0</u> no <u>5</u>
30,000- 39,999	yes <u>5</u> no <u>2</u>	yes <u>2</u> no <u>2</u>	yes <u>3</u> no <u>4</u>	yes <u>0</u> no <u>4</u>	yes <u>0</u> no <u>7</u>	yes <u>1</u> no <u>3</u>	yes <u>1</u> no <u>6</u>	yes <u>1</u> no <u>3</u>
40,000- 49,999	yes <u>1</u> no <u>1</u>	yes <u>4</u> no <u>1</u>	yes <u>2</u> no <u>0</u>	yes <u>2</u> no <u>3</u>	yes <u>2</u> no <u>0</u>	yes <u>0</u> no <u>5</u>	yes <u>0</u> no <u>2</u>	yes <u>0</u> no <u>5</u>
50,000- 59,999	yes <u>4</u> no <u>1</u>	yes <u>3</u> no <u>3</u>	yes <u>0</u> no <u>5</u>	yes <u>2</u> no <u>4</u>	yes <u>1</u> no <u>4</u>	yes <u>4</u> no <u>2</u>	yes <u>1</u> no <u>4</u>	yes <u>0</u> no <u>6</u>
60,000- 69,999	yes <u>1</u> no <u>1</u>	yes (no response) no (no response)	yes <u>0</u> no <u>2</u>	yes (no response) no (no response)	yes <u>0</u> no <u>2</u>	yes (no response) no (no response)	yes <u>1</u> no <u>1</u>	yes (no response) no (no response)
70,000- 79,999	yes <u>1</u> no <u>1</u>	yes <u>2</u> no <u>0</u>	yes <u>0</u> no <u>2</u>	yes <u>1</u> no <u>1</u>	yes <u>0</u> no <u>2</u>	yes <u>1</u> no <u>1</u>	yes <u>1</u> no <u>1</u>	yes <u>0</u> no <u>2</u>

POPULATION		CITY MANAGER VERSION PROJECT EMPATHY		CHIEF OF POLICE VERSION PROJECT EMPATHY		CITY MANAGER VERSION CONSCIOUS OF BODY LANGUAGE		CHIEF OF POLICE VERSION CONSCIOUS OF BODY LANGUAGE		CITY MANAGER METHOD OF COMMUNICATION		CHIEF OF POLICE METHOD OF COMMUNICATION	
		CM	COP	CM	COP	CM	COP	CM	COP	Written Verbal		Written Verbal	
1,000- 10,000	YES	10	10	5	5	6	6	6	6	Written Verbal	<u>11</u>	Written Verbal	<u>7</u>
	NO	1	1	2	2	4	4	1	1				
11,000- 19,999	YES	10	12	13	13	8	8	10	9	Written Verbal	<u>13</u>	Written Verbal	<u>14</u>
	NO	3	1	1	1	5	5	4	5				
20,000- 29,999	YES	7	7	5	5	5	4	4	3	Written Verbal	<u>7</u>	Written Verbal	<u>5</u>
	NO	0	0	0	0	2	3	1	2				
30,000- 39,999	YES	6	5	4	4	6	5	3	3	Written Verbal	<u>6</u>	Written Verbal	<u>3</u> <u>1</u>
	NO	0	1	0	0	0	1	1	1				
40,000- 49,999	YES	2	2	1	1	2	2	1	1	Written Verbal	<u>2</u>	Written Verbal	<u>1</u>
	NO	0	0	0	0	0	0	0	0				
50,000- 59,999	YES	4	4	6	6	4	3	5	5	Written Verbal	5	Written Verbal	6
	NO	1	1	0	0	1	2	1	1				
60,000- 69,999	YES	2	2	0	0	2	2	1	1	Written Verbal	<u>2</u>	Written Verbal	<u>1</u>
	NO	0	0	1	1	0	0	0	0				
70,000- 79,999	YES	1	1	2	2	1	1	2	2	Written Verbal	2	Written Verbal	2
	NO	1	1	0	0	1	1	0	0				

POPULATION	MAJORITY OF COMMUNICATION		POSITIVE COHESIVENESS BETWEEN CHIEF TO CITY MANAGER	
	CM	COP	CM	COP
1,000-10,000	Constructive 11	Constructive 7	Yes 11 No 0	7 0
11,000-19,999	Constructive 13	Constructive 14	Yes 13 No 0	14 0
20,000-29,999	Constructive 7	Constructive 5	Yes 7 No 0	5 0
30,000-39,999	Constructive 5 Antagonistic 1	Constructive 4 0	Yes 5 No 1	4 0
40,000-49,999	Constructive 2	Constructive 1	Yes 2 No 0	1 0
50,000-59,999	Constructive 5	Constructive 5 Confusion 1	Yes 5 No 0	5 1
60,000-69,999	Constructive 2	Constructive 1	Yes 2 No 0	1 0
70,000-79,999	Constructive 2	Constructive 2	Yes 2 No 0	2 0

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