

## Contents

Glossary of Terms .....	2
Acronyms and Abbreviations.....	4
List of Legislation .....	4
List of Websites .....	4
Bibliography .....	5

# Glossary of Terms

Term	Definition
Aggression	A pattern of behaviour that focuses on 'winning at all costs', while ignoring the rights of others. Aggressive behaviour often leads to conflict with other people.
Assertiveness	Behaviour that acknowledges the rights of an individual, while at the same time accepting and respecting the rights of other people.
Authoritarian leadership	A style of leadership in which the supervisor or manager makes the decisions for the group and demands compliance from his or her subordinates.
Criteria	(Plural form) see Criterion
Criterion	(Singular form) A principle, standard or test by which a thing is judged, assessed or identified.
Democratic leadership	A style of leadership in which the supervisor or manager encourages group members to determine their own goals and methods for goal attainment and problem solving; members of the group are involved in the decision-making process.
Derogatory labelling	A statement, made about a person of another culture or group, made with the intention of delivering a 'put down' to the person.
Extra visibility	The practice of placing emphasis on a difference such as sex, race or ethnic background, as a means of demeaning members of an identifiable group of people. People practising this form of discrimination usually place emphasis on obvious signs of difference (e.g. Islamic headscarves, Sikh turbans).
Feedback	In communication theory, the receiver's response to the sender's message.
Halo effect	A kind of error that may occur during subjective measurement of an employee's performance, in which the rating given to one aspect of job performance influences ratings on other aspects of performance.
Herzberg theory of motivation	A theory that attempts to describe the origins of motivation in employees, based on the differing effects of hygiene and motivational factors and the importance of drives and needs within the individual.
'I' Message	A method of making statements that promotes assertion and shows openness to others, and may include two, three or four parts (feeling + behaviour + effects + acceptable alternative).
Imposed labelling	The practice of using one single generic name for a number of different groups of people as a means of reinforcing the majority group's view. Imposed labelling has negative effects when the minority lacks the power to define themselves.
Invisibility	The intended outcome when a person attempts, by labelling, naming or applying terms, to subsume members of one ethnic or cultural group into another group. Usually, the alternative grouping is inappropriate or inaccurate.

Term	Definition
Killer phrases	Words or phrases that tend to discourage people from freely contributing ideas during a brainstorming session.
Laissez-faire leadership	Laissez faire leaders resist exerting their influence on the group and tend to act mainly as consultants to the employees, who are responsible for achieving the results.
Leadership	A term capable of many definitions; the one adopted for the purposes of this training manual is “the process supervisors and managers of organisations use to influence people to work willingly towards group objectives”.
Leniency error	A kind of error that may occur during subjective measurement of employee performance, in which the supervisor tends to assign high performance ratings to all or most employees, regardless of their actual job performance.
Non-assertion	See Submission
Paternalistic leadership	A style of leadership in which the supervisor or manager is directive in much the same way as an authoritarian leader, but adds an element of concern for the welfare of the subordinates and permits limited feedback from staff.
Quit stay	A pattern of behaviour in which a person has reached a low and unacceptable level of energy and commitment to the job.
Self-esteem	The degree (either high or low) to which individuals like or dislike themselves as they currently are.
Situational leadership	The practice of adopting different leadership styles (such as directing, coaching, supporting, or delegating) depending on the situation; for example, the levels of competence and commitment in the workforce may vary from time to time.
Stereotyping	Making statements about a person of another culture or group that tend to isolate or exaggerate certain factors and generalise them to all people in the group.
Strictness error	A kind of error that may occur during subjective measurement of employee performance, in which supervisors tend to give most employees moderate to low ratings.
Submission	A pattern of behaviour in which a person is unable to assert or promote a point of view, even if it is perfectly acceptable to do so in the situation.
Theory X organisation	An organisation in which the underlying beliefs about employees are negative about the desire of employees to work or achieve results without supervision.
Theory Y organisation	An organisation in which the underlying beliefs about employees are positive about the desire of employees to work, accept responsibilities and achieve organisational results.
Undercurrent	The hidden part of a message that can be sensed but not understood.

## Acronyms and Abbreviations

Acronym or abbreviation	Meaning
nAch	A need or drive, felt by an individual in an organisation, to excel and to achieve in relation to a set of standards (need for achievement).
nAff	A need or drive, felt by an individual in an organisation, to be liked and accepted by others (need for affiliation)
nPow	A need or drive, felt by an individual in an organisation, to have an impact, be influential, and to control others (need for power).

No other acronyms or abbreviations that are not in common, everyday use were referred to in this topic.

## List of Legislation

No acts, regulations, advisory standards or other legislative instruments were referred to in this topic.

## List of Websites

Topic 9 includes information sourced from the following websites:

[www/ldc.govt.nz](http://www ldc.govt.nz)

[www.leadingtoday.org](http://www.leadingtoday.org)

[www.andrews.edu](http://www.andrews.edu)

[www.dfat.gov.au/](http://www.dfat.gov.au/)

[www.careerone.com.au](http://www.careerone.com.au)

<http://humanresources.about.com>

<http://mhnet.org/psyhelp>

[www.unimelb.edu.au](http://www.unimelb.edu.au)

# Bibliography

The following textbooks are recommended:

Dwyer, J. (1997). *The Business Communication Handbook*. (4th edn). Prentice-Hall: Sydney.

Robbins, S.P., Millett, B., Cacioppe, R., Waters-Marsh, T. (1998). *Organisational Behaviour: Leading and Managing in Australia and New Zealand*. Prentice-Hall: Sydney.