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Article

New Paradigm of Thinking

Tessema B.Woldegiorgis (Ph.D.)

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ABSTRACT

Scientific knowledge can be advanced by accepting new paradigms in the social world. Researchers and scientists' discoveries a new knowledge and facts that were previously hidden from academia and practitioners due to multiple reasons. Proactive leadership always transforms the organization with a new thinking in the contemporary social world. "Leadership makes or breaks organizations." Therefore, every aspect of leadership should be analyzed prudently; styles, types, reasons, and rewards, so that effective leadership can be appropriately placed and applied to accept new thinking to survive and compete with the dynamic environment of the business world. Considering the turbulent environment organizations are required to broaden one's horizons by investigating the existing reality of their situations. Scholars, practitioners, and leaders displaying strong leadership communication skills can foster trust, instill motivation in others, and help team members be as productive as possible. Leadership communication skills form clear connections among your team

members, fostering a stronger sense of community among everyone. From communicating with team members to keeping executives updated on daily operations, leaders must be able to effectively communicate in a variety of ways with all types of people.

Keywords: Scientific Knowledge, New paradigms, scholar-practitioners, proactive leadership, contemporary social world, new thinking, effective communication skills, and turbulent environment.

Introduction

According to Scott & Davis (2007), there are three different thinking paradigms currently used when discussing organization structure. These three paradigms are rational, natural, and open (Scott & Davis, 2007). Each paradigm has its purpose and strengths and weaknesses of the organization. Rational paradigm is the most prominent used in organizations which are goal oriented. Natural paradigm is more of an informal structure that focuses on the behavior of the participants rather than the structure enforcing the behavior (Scott & Davis, 2007). Open paradigm is more related to the environment and its surroundings and how they play a role in the organization. Scott & Davis (2007) stated that open systems are "capable of self-maintenance by the throughput of resources from the environment" (Pg. 95). As a development practitioner and novice researcher my experience in teaching at graduate school helped me to come up with a new thinking paradigm that would benefit organizations. A new paradigm that I think would be beneficial is a communications paradigm that places communication among managers and employees at the center of all decisions and actions. This paper will discuss and shed light the new paradigm and how it relates to an organization which I am familiar with, perspectives of

missing literature as it relates to the scholar practitioners and leader (SPL) Model, a visual representation of my paradigm, and ethical considerations of the new paradigm.

New Paradigm

The workplace communication may contribute to the effectiveness and growth of the organization to be competitive and productive in the business world. According to Peers (2006), every one of us makes countless choices every day. Every decision we make has an impact on our lives and organizations. Even seemingly insignificant choices can affect what we experience and sometimes how we feel as we move through the day. The more important the decision made in a participative manner, the more profound its effect. For instance, communication in one organization may not be only the single decision of the CEO but also the interest of the entire diverse team of the organization. For example, my organization developed communication policy in 2019, and the entire team was involved in the process of the Emmanuel Development Association (EDA) Communication policy 2016). Therefore, the involvement of diverse team in the organization could contribute to the effective policy formulation of the organization. What they like and what or how they choose to communicate in the organization could be taken as the best strategy to develop the communication policy.

The major decisions by employees of an organization have a profound impact not only on how their lives unfold but also on how they feel about themselves and how they relate to others in their day-to-day communication in the organization. Every choice they make, however, big or small, affects them in some way. The employees should be clear in their intention of choosing based on what's best for them and all involved. The staff as a part of an organization, choosing what's best will gradually become a natural part of who they are. If all employees engage their decisions become easier and more focused, and their life becomes much richer and

fuller when interacting and communicating with the organization. So, as they move through each day of their lives, they will do their best to choose what's best for all of them.

Narsallah, Levitt, & Glynn (2003) discusses communication effectiveness and how some organizations thrive when communication is highly structured, and others thrive when employees can pick and choose who they want to communicate. These observations show that no matter how communication is established, it is a vital role in all organizations. I previously worked in a civil service organization that lacked communication between management and employee as well as experienced barriers when communicating with employees in different departments located in the same vicinity. This lack of communication caused a lot of tension and misunderstanding among all people in the department. Employee morale was low, and productivity was at an all-time low. I was asked to come in to help them get caught up on filing and scanning because the employees did not do it. The change was taking place in the department, and the lack of communication caused tension among the employees because they were not aware of what was happening around them nor were they confident that their job was going to remain the same. For an organization to run efficiently at a high level of productivity employee morale needs to be high so that the productivity level does not decrease. Baird and Bradley (1978) stated that even though several factors can contribute to employee morale, the lack of close communication both upward and horizontal in the organization may influence the morale of employees. Communication is important in all aspects of personal, professional, and academic areas (Babich, B. E. (2003).

Perspectives and the SPL Model

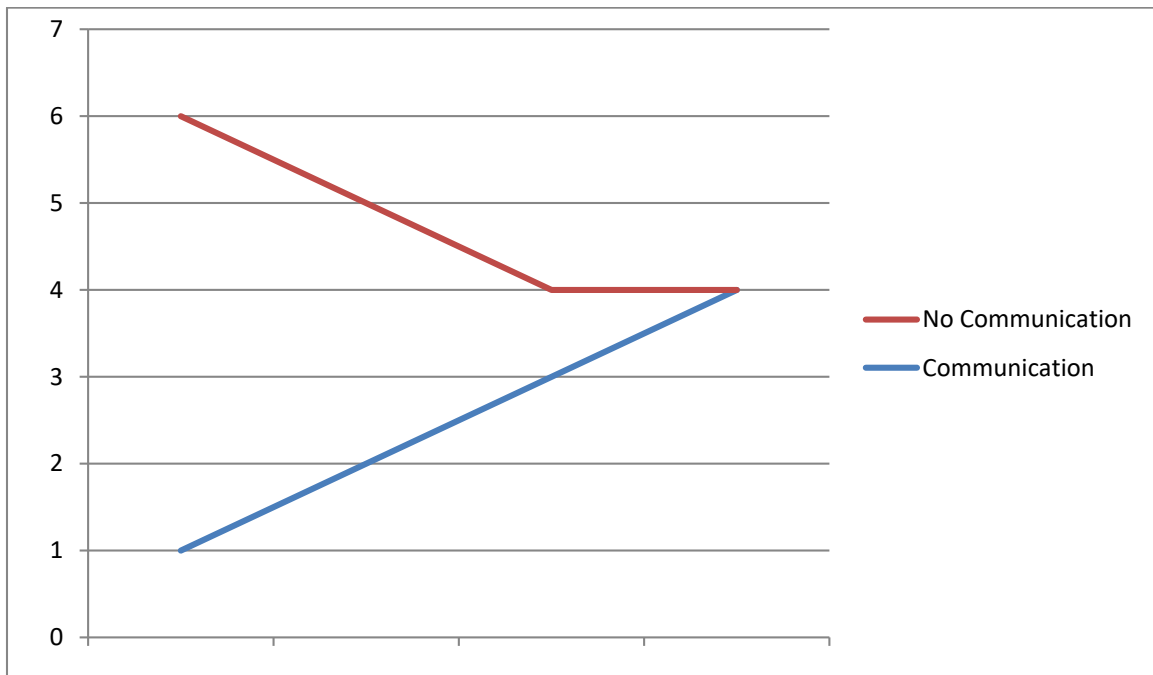
The Scholar-Practitioner-Leader framework is designed to develop a graduate who embodies this framework as a Scholar-Practitioner-Leader (SPL). Each SPL has learned to be a curious, reflective thinker. They are capable of responding quickly to emerging opportunities, and diagnosing and addressing immediate and local problems. SPLs are often seen driving

innovation and creating new products and processes, ultimately advancing the community of practice.

SPLs are interested in lifelong learning. They are adept as learners because of their tri-part development and perspective. Self-determination theory (SDT) (Deci & Ryan, 1985; Ryan & Deci, 2000), a needs-based theory of motivation, identified the quest for competence as one of three basic human needs and a basis for action. As scholars, SPL learners value competence, confidently believe they can accomplish goals, and are willing to take on new challenges on their own or with others (Bandura, 1977; Bandura, 2012). SPLs are adults, like those observed by Knowles, Holton, and Swanson (2005), who need to know, are ready to learn, and respond well to problem-centered challenges (Kelley, 2023)

(Bandura, 1977; Bandura, 2012) stated that higher education, particularly doctoral studies provides students with an SPL model thinking which stands for Scholar, Practitioner, and Leader. As novice researchers, we are expected to be scholarly in our research, practice what we learned to lead with integrity and a high standard of ethics. There are several journal articles that are “scholarly” written academic papers to conduct further research. Moreover, there are several different articles available regarding communication as well in organizations. As it relates to the SPL model, it is our job as scholars to determine if the material is scholarly, and then we have to make sure we understand the material and can lead with what we learn. It seems as though research has been conducted on the importance of communication, however, in my research, I could not find a particular report regarding the direct effects of communication in organizations as a whole. This process could be because it is a newer phenomenon being researched and organizations do not focus on the importance of communication. Organizations might feel that communication will just happen naturally and therefore they do not push people to communicate or offer lessons on effective communication (Harper, Nancy L. (1979).

Visual Representation



The above table demonstrates the effects that communication can have on organizations.

With no communication, employee morale and productivity remain the same or could potentially decrease over time. With communication, issues of diversity in the organization could be addressed; employee morale and productivity may increase over time. Its main function is to inform, persuade and promote goodwill. The flow of communication could be formal or informal. Communication plays a pivotal role in information sharing. Individuals working together in the same organization need to speak to each other to keep themselves abreast with the latest developments in the organization. Communication helps in the transfer of information from one party also called the sender to the other party called the receiver. The message has to be clear and well-understood in effective communication. (Armour, 1998 and Schnake et al., 1990) stated that there are two types of communication in an organization: 1. Interpersonal Communication (ONE-TO-ONE) - Interpersonal communication generally takes place between two or more individuals at the workplace. Such communication may take several forms. Messages may be verbal (that is, expressed in

words), or they may not involve words at all but consist of gestures, facial expressions, and certain postures ("body language"). Nonverbal messages may even stem from silence.

2. Organizational Communication - Communication taking place at all levels in the organization refers to organizational communication.

Ethics

Any company that aims to be socially and ethically responsible must make a priority of ethical communication both inside the company and in its interactions with the public. In theory, many consumers prefer to do business with companies they believe are ethical which gives those ethical businesses an advantage in the market (Singh, P., 2006). As with any organization, ethics in the organization are critical and should be taken due consideration. With an organization, there are going to be people from all different backgrounds regarding their nationality, experience, beliefs, norms, and values. Communication can come in all forms and can be misinterpreted (Argandona, A. (2008). With that in mind, managers and employees will have to be mindful of how they are communicating to make sure that the information is being interpreted correctly as well as the receiver is not being offended. For instance, language can be tough to understand if English is not your first language. Words such as "would" and "wood" sound the same but have very different meanings and "whether" and "weather" again sound the same but mean different things. Effective communication is difficult to achieve, and management might want to offer classes that would address the issues presented such as effective communication techniques and classes that address ethical issues. Some people have beliefs about different tribes that can hinder them from communicating with those nationalities. This issue would have to be handled on a personal basis when it arises. When work is conducted involving people, it is important to be mindful of the fact that everyone is an individual with their own system of beliefs, values, understandings, and opinions (Lackey, 2008), Lackey and Sosa ,2006).

Conclusion

As a scholar, practitioner, and leader working in a diverse community in the not-for-profit sector is a critical challenge to harmonize and balance the barriers of communication among and between workforce. Leaders always position themselves to be aware of different opinions and perspectives to think "outside the box" and to avoid biases so as to make evidence-based decision-making in the best interest of the organizations. Workplace communication is a powerful tool that can influence the success of an entire organization. In any relationship or setting, professional and personal, communication is crucial in maintaining peace and collaborating effectively. Essentially **what** you communicate and **how** you frame it affects the way that others receive your message (Carly, 2023). Science is revealing more and more about how our minds work. Understanding the latest thinking will make you smarter and improve the decisions that you make. Here, the author and expert on applied cognition, KJP Sheedy, reveals how understanding our Thinking Paradigms can improve our lives and society (Sheedy, 2018).

Communication is an important part of organizations, and I believe that many organizations believe communication will happen naturally, therefore they do not place any emphasis on how to involve (address) diverse groups, train employees, and managers to communicate with each other effectively. They do not realize that lack of communication can lead to decreases in employee morale and productivity. Communication in the workplace improves overall workplace culture. Solid organizational communication eliminates barriers and resolves problems. While at the same time building stronger workplace relationships for increased productivity (Richards (2013)). In personal and corporate life when something happens such as an argument among the workforce, it is usually due to a lack of communication. Leaders always combine knowledge, skills, and leadership abilities and, more often than not, leads to greater personal effectiveness. This paper briefly discussed a new paradigm and how it relates to an organization which I am familiar with, perspectives of missing

literature as it relates to the Scholar-Practitioner-Leader SPL Model, a visual representation of my paradigm, and ethical considerations of the new paradigm.

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