



***FRATERNIZATION:
PUBLIC vs. PRIVATE***

FRATERNIZATION: PUBLIC VERSUS PRIVATE

GOALS

1. Apply Maslow's Hierarchy of Needs to the role of a leader.
2. Control fraternization so as to remain an effective leader.
3. Determine effective open questions as a leader.

KEY WORDS OR APPLICATION

1. Fraternization
2. Self-Actualization
3. Public vs. Private
4. Beneficial Uncertainty

OBJECTIVITY VERSUS FRATERNIZATION

You were (or will be) hired to do a job! That means that upon hiring you were trusted and considered competent to make difficult, logical, fair, and progressive decisions. You might have a board for trustees (or whatever your advisory people are called); however, because you are the leader you are legally accountable for the role, for which you must have and always should have veto power! The most powerful and accurate decisions on your part are an outgrowth of your leadership experience and ability to be objective. Objectivity is often clouded by inappropriate fraternization—association with others in an inappropriately friendly way as a leader.

SELF ACTUALIZATION AS A GOAL

The Maslow's Hierarchy of Needs gives rise to the fact that loving and belonging needs are crucial to the upward attainment of Self Actualization. To be Self-Actualized is to recognize your personal potential through leadership growth and having autonomy.

Your loving and belonging needs (on your way to actualization) come from and are fulfilled from effective management and leadership. Others will admire you and respect you for your ability to help others on your staff to remain focused on tasks during the work day as they work toward *their* Self Actualization. Helping others toward this goal is your job as a leader.

Daily review with staff as to the attainment of past expected outcomes and today's goals will help staff members successfully accomplish their stewardship as a successful employee. If these meetings occur on a regular basis, the message is clear that accountability is the name of the Self-Actualization game.

PUBLIC VERSUS PRIVATE

This almost sounds like you should be a robot and isolated from the everyday communication of the office staff. No—this simply means that you are aware and choose the information that you share in the office and with office staff in any situation whether it be in the office or in a social gathering. You must determine where the line is between public and private information. There is a “work crowd” and then there is a “private crowd.” The communication between the two “crowds” often do not mix successfully for getting the work done at work in the manner for which you were hired. This, also, means that there is a geographical line that, as you cross it on your way home or elsewhere after your hard day’s work, the climate of your very being changes from work to personal/private existence. The separation of the two “crowds” will mean successful work and a successful private life.

The consequences for sharing personal information are not all bad. Sharing commonalities may be a good thing if you are trying to establish a close working relationship with another employee. However, to maintain a leadership role and influence on a leadership hierarchy with employees require some restraint. The problems of excessive personal sharing with employees under your leadership can lead to attempts of employee manipulation, blackmail, or misrepresentation of the shared comments to others in an untoward manner. Before sharing your personal information, the question for you as a leader might be, “How could this information be misconstrued, misused, or how could it be used against me.” If this concern appears paranoid—well, so be it for your own good! Believe it or not—all of your cohorts do not have your best interest in mind.

BENEFICIAL UNCERTAINTY

The personal sharing between your employees under your direction is time consuming, distracting to getting the job done, and is, basically, non-productive. Being in close proximity to employees under your direction at their *unexpected* moments will tell you if they are on task. Your presence as an unexpected person watching their performance is called, BENEFICIAL UNCERTAINTY. In other words, they never know for sure when you are going to be present or plan to be present. If you notice a deviation of behavior that is counterproductive during your unexpected presence, you merely ask the employee a specific open-ended question (cannot be answered by, “Yes” or “No”) about the job they were hired to do.

For example, an open-ended question might be:

Sally, what did you tell me about Mr. Jones?

I see Mrs. James’ family was here. How did she enjoy the visit?

Conversely, and is NOT as productive as an open-ended question, a closed-ended question might be:

Sally, was Mr. Jones walking in the hall tonight? (Yes or No)

I see Mrs. James’ family was here. Did she enjoy the visit? (Yes or No)

Legally, as the leader, you can be held accountable for what you say, do, and don't do. Learn the discipline (related to the job) to always calculate your words and behavior wisely. You are the **example** for correctness in all situations. your restraint and professionalism is why you were given this leadership responsibility. Remember you were hired because you were special. Prove it!

QUESTIONS:

1. The meaning of fraternization is:
 - A. Belonging to a fraternity
 - B. Doing for others what they cannot do for themselves
 - C. Being aloof to employees
 - D. Associating with others in an inappropriate friendly way

2. The "two crowds" a leader appropriately associates with are:
 - A. Good or bad
 - B. Right or wrong
 - C. Work or private
 - D. Social or family

3. Beneficial uncertainty means:
 - A. Never knowing what is being done by the employees
 - B. Letting things happen with no control from the leader
 - C. Just hoping that things turn out right most of the time
 - D. Employees cannot be sure when you will be present or review their work

4. An open-ended question is:
 - A. Where were you this morning?
 - B. Did you get your work done?
 - C. Do you think you got the right answer?
 - D. Have you finished your charting?

ANSWERS:

1. D
2. C
3. D
4. A

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