Dis-respectful Leadership:
The Case of HHO's Planned Change Messages

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In this talk, Dr. Bisel examines the importance of organizations' ability to shape the identities of their employees and its consequences. By examining a multiyear case study, Dr. Bisel identified the ways in which the leadership of a home healthcare organization created personnel troubles by positioning employees' identities in unfavorable ways with their planned change messages. In short, disrespectful change messages caused more trouble than they solved. Dr. Bisel explains how skillful leadership communication recognizes the identity-formation function of messages and designs messages with that function in mind in order to achieve strategic ends.