



Mindful Email: Strategies for Leaders

Patty Prado, Master of Arts Candidate

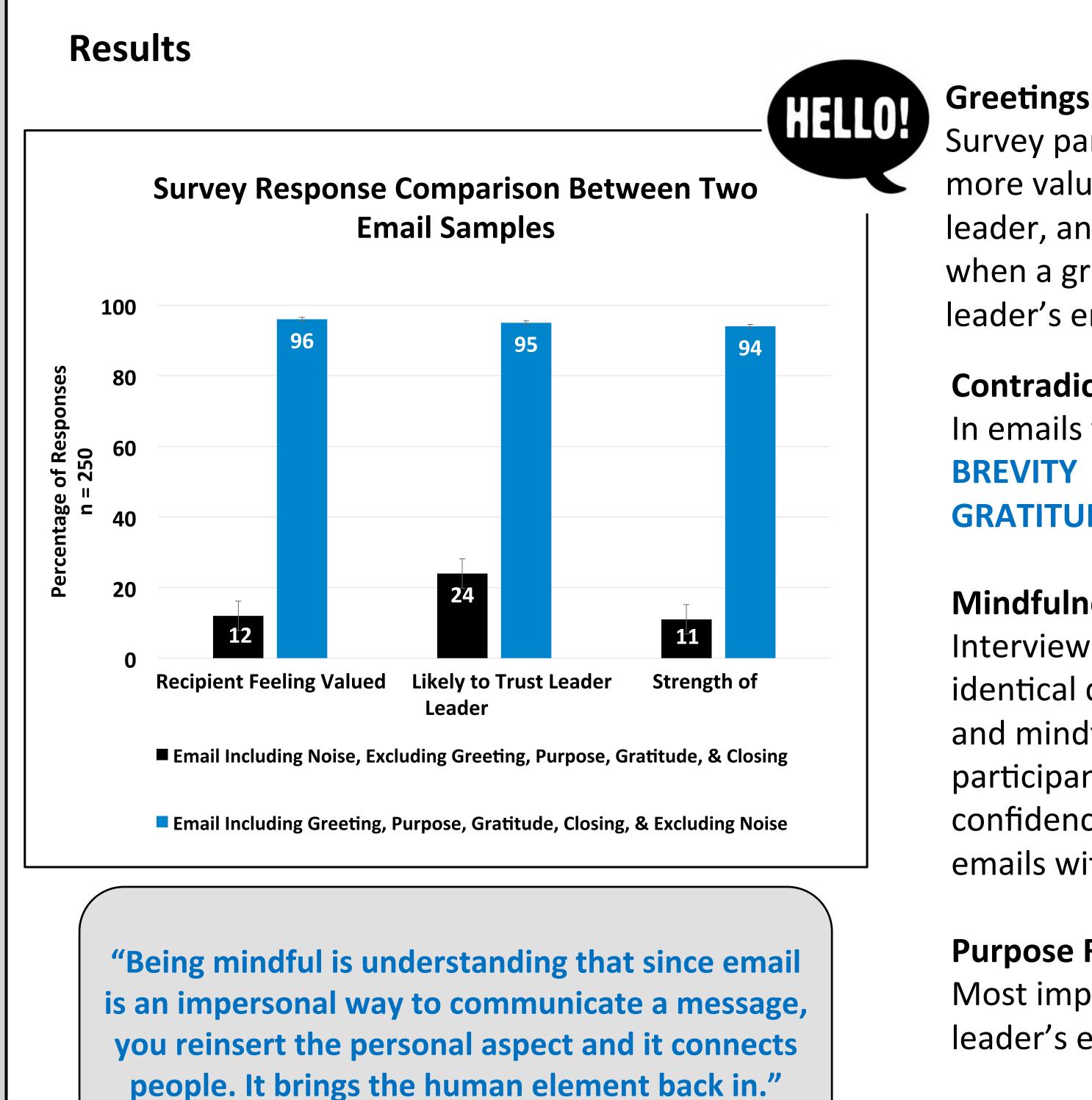
Human Dimensions of Organizations, The University of Texas at Austin

Introduction

I aim to explore different ways to think about the concept of mindfulness and how it relates to professional email communication.

Goal: Identify mindful email practices for leaders that can be easily implemented and most impactful in the workplace.

Methods Literature Academic, historical, Review and management texts 10 staff members at The One on One University of Texas at Interviews Austin 250 anonymous U.S. Online residents through Survey **Mechanical Turk**



Greetings Matter

Survey participants reported feeling more valued, more likely to trust a leader, and more strength of leadership when a greeting was included in a leader's email.

Contradictions from Interviews

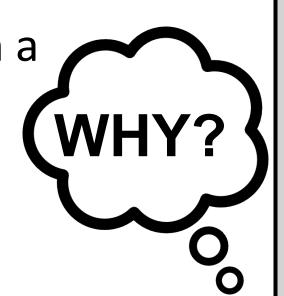
In emails from leaders: **BREVITY** admired & detested **GRATITUDE** necessary & superficial

Mindfulness is Effective

64% Interviews reported almost identical descriptions of effective and mindful email. Survey participants reported low confidence in a leader who sends emails with errors.

Purpose Ranks #1

Most important element in a leader's email is purpose.



Conclusions

More employers and organizations should recognize this important aspect of professional communication and provide resources, such as guidelines, trainings, and opportunities for honest conversations about email behavior.

Mindful Email: Strategies for Leaders

Be clear with your intent - include expectations and relevance to recipient(s)

Keep messages short – but long enough to include important information

Provide clues for tone - demonstrate emotions related to intent and purpose of message

Be precise – with message information and recipients chosen

When possible, include the elements of a greeting, purpose, gratitude, a closing, and exclude errors

Determine when another method of communication is more appropriate than email

Literature Cited

Barge, Kevin and Christine Oliver. "Working with Appreciation in Managerial Practice." The Academy of Management Review 28, no. 1 (2003): 124-142. Byron, Kristin. "Carrying Too Heavy a Load? The Communication and Miscommunication of Emotion by Email." The Academy of Management Review 33, no. 2 (2008): 309-327.

Grice, Paul. "Logic and Conversation." In Cole, P.; Morgan, J. Syntax and Semantics. 3: Speech Acts. New York: Academic Press (1975): p. 41-58. Hook, Derek, Bradley Franks, and Martin W. Bauer. The Social Psychology of Communication. London: Palgrave McMillan, 2011.

Kahneman, Daniel. Thinking, Fast and Slow. New York: Farrar, Straus, and Giroux, 2011.

Morgan, Gareth. Images of Organizations. California: Sage Publications, Inc., 2006.

Acknowledgments

The expertise and support of the HDO faculty and staff

UT Austin staff members interviewed for this research

Encouraging and understanding colleagues in The Office of Admissions and the School of Nursing

Further Thoughts

Other topics to consider for mindful email: recipients, environment, timing, and style.

Extend mindful communication beyond email to practice mindfulness with every form of professional interaction.