

### SPOTLIGHT ON THE EMOTIONAL ORGANIZATION

## 58 ORGANIZATIONAL CULTURE

### Manage Your Emotional Culture

It's a vital component of what makes organizations tick. Sigal Barsade and Olivia A. O'Neill

# 68 **PSYCHOLOGY**The Limits of Empathy

Empathy is widely touted as a critical leadership tool, but too much of a good thing can cause individual and organizational performance to suffer.

Adam Waytz

### 74 MANAGING PEOPLE Collaborative Overload

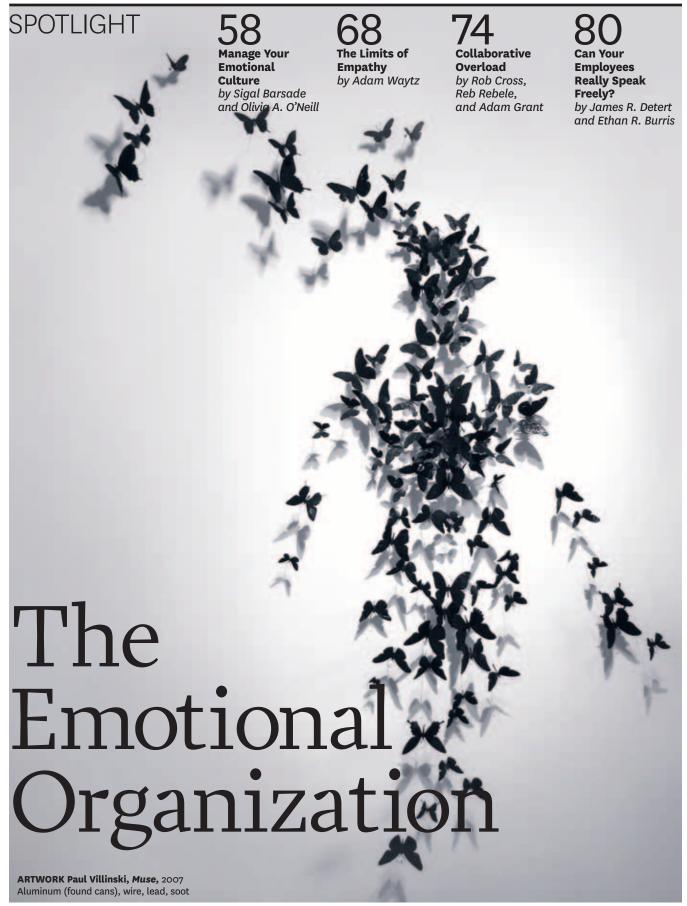
Heavy and uneven demands from colleagues can lead to burnout or a lack of engagement. Rob Cross, Reb Rebele, and Adam Grant

# 80 LEADERSHIP Can Your Employees Really Speak Freely?

Despite your intentions, you may be shutting them down—and missing critical information as a result.

James R. Detert and Ethan R. Burris

ABOVE
Paul Villinski
Epigram, 2007
Aluminum (found cans), soot, wire



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**ARTWORK Paul Villinski,** *Orbit Series***,** 2010 Aluminum (found cans), wire, plywood, vinyl paint



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management at George Mason University and a senior scholar at the school's Center for the Advancement of Well-Being.



# AIANAGE AN YOUR ENIOTIONAL CULTURE

Most leaders focus on how employees think and behave—but feelings matter just as much. by Sigal Barsade and Olivia A. O'Neill

58 Harvard Business Review January-February 2016



**SPOTLIGHT** 

**ARTWORK Paul Villinski, Heαt,** 2014 Aluminum (found cans), wire, soot

# Collaborative Overload

Too much teamwork exhausts employees and saps productivity. Here's how to avoid it.

BY ROB CROSS, REB REBELE, AND ADAM GRANT



ARTWORK Paul Villinski, Diaspora, 2010
Vinyl LP records, record covers, turntable
and stainless steel wire

# Can Your Employees Really Speak Freely?

Despite their best intentions, managers tend to shut people down. BY JAMES R. DETERT AND ETHAN R. BURRIS