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The Emotional Organization

ARTWORK Paul Villinski, *Muse*, 2007
Aluminum (found cans), wire, lead, soot

SPOTLIGHT

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



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MANAGE YOUR EMOTIONAL CULTURE

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



ARTWORK Paul Villinski, *Return*, 2014
Aluminum (found cans), wire, vinyl paint

Adam Waytz is an associate professor of management and organizations at Northwestern University's Kellogg School of Management.

The Limits of Empathy

BY ADAM WAYTZ

SPOTLIGHT

ARTWORK Paul Villinski, *Heat*, 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

SPOTLIGHT



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

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Can Your Employees Really Speak Freely?

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