Online Appendix: Practical Guidelines Toward Wise Communication

Table 1: Making membership negotiation communication wiser

	Integrative	Practical	Relational
Communication should be…	Holistic, dynamic, and constitutive	Active, contextual, and pragmatic	Compassionate, open-minded, and humble
The goal of such communication:	Emphasize the importance of the larger system[1] to which each member belongs	Emphasize the importance of continual iteration regarding members' roles and expectations	Emphasize the importance of relationships in the ongoing flow of the system and environment within which it operates
Possible actions leaders and members can take:	• Choose yes/and statements • Use holistic wording • Encourage all parties to share voice[2] • Embrace dynamism: train members to craft their job roles and communicate with flexible, cross functional teams[3]	• Communicate regularly and frequently[4] • Be aware of and provide context[5] when determining people's roles and functions • Emphasize agency of all members[6] • Continually iterate by seeking regular feedback • Incorporate prior experiences into job roles and titles	• Care for and support employees beyond their work role and emphasize their value for the firm[7] • Active and reflective listening[8] • Ask open-ended questions[9] • Use empathetic language • Emphasize questions over answers • Acknowledge others as whole persons, not just their roles or job functions • Explain job roles with transparency[10] • Encourage humility and accountability in leadership presentation[11]

Sources: 1 Harris and De Chernatony (2001); Gallo (2011). 2 Milliken et al. (2015); Lee et al. (2023). 3 Webber (2002). 4 Gajendran and Joshi (2012); Jian and Dalisay (2018). 5 Firth et al. (2014). 6 Seeck and Parzefall (2008). 7 Lilius et al. (2008). 8 Kramer (2007); Goens (2021). 9 Brooks and John (2018); Di Stasi et al. (2022). 10 Vogelgesang et al. (2013). 11 Owens et al. (2013); Kelemen et al. (2023).

Table 2: Making institutional positioning communication wiser

	Integrative	Practical	Relational
Communication should be…	Holistic, dynamic, and constitutive	Active, contextual, and pragmatic	Compassionate, open-minded, and humble
The goal of such communication:	Affirm the interconnectedness of the institution within concentric spheres of stakeholders	Acknowledge the iterative nature of institutional positioning	Clarify that a web of relationships positions the institution within and without its (fluid) boundaries
Possible actions leaders and members can take:	- Use expansive imagery[1] - Emphasize cause and effect[2] - Choose normative wording[3] - Use future-oriented and long term-oriented language[4]	- Continuously gather data about internal and external factors as well as other institutions[3] - Remind parties that business is a repeated set of interactions leading to learning[5] - Seek to break down barriers between internal and external communication acts by envisioning future stakeholders as the recipients of the communication[6] - Strike a balance between applying universal ethical principles and recognizing the unique aspects of each situation[7]	- Emphasize relational ties in all interactions[8] - Roles can shift: relationships beyond roles will endure - Identify and highlight the prosocial aspects of business[9] - Acknowledge uncertainty with humility

Sources: 1 Inkson (2004); 2 Loftus and Tanlu (2018); 3 Firth et al. (2014). 4 Liang et al. (2018); Christoph et al. (2013); Schriber et al. (1987); 5 Vanneste and Puranam (2010); 6 Grant (2007). 7 Vergés (2010); 8 Grant and Parker (2009); Ployhart and Hale (2014). 9 Grant (2012).

Table 3: Making self-structuring wiser

	Integrative	Practical	Relational
Communication should be…	Holistic, dynamic, and constitutive	Active, contextual, and pragmatic	Humble, open, and compassionate
The goal of such communication:	Emphasize the higher values self-structuring serves	Continuously align self-structuring systems with institutional goals and values	Emphasize the importance of relationships, not just roles
Possible actions leaders and members can take:	- Structure self-structuring processes around core values so their relationship to principles is not divorced from their function - Emphasize process excellence, not just goal attainment[1]	- Develop positive language around continuous, data-driven improvement in self-structuring systems - Design self-structuring documentation to be continuously improved and to map onto institutional goals and values - Design feedback systems to be continuous and decentralized[2]	- Reward both individual and group successes[3] - Emphasize relationships between roles and between different institutional functions in artifacts that communicate institutional structure - Explain job roles and reporting lines with transparency[4]

Sources: 1 Grunig et al. (2013); 2 King and Grace (2005), 3 Heneman, and Von Hippel (1995), Pearce and Ravlin (1987), 4 Bernstein, E. S., & Li, S. (2017).

Table 4: Making activity coordination wiser

	Integrative	Practical	Relational
Communication should be…	Holistic, dynamic, and constitutive	Active, contextual, and pragmatic	Humble, open, and compassionate
The goal of such communication:	Position activity coordination in larger contexts, including institutional goals and employee wellbeing	Prioritize efficiency but resist silos	Stress inter-reliance of team members to complete work
Possible actions leaders and members can take:	- Prioritize visuals[1] and data summaries, especially for repeated data - Data visuals should show predictions and past trends and be updated dynamically - Practice and institutionalize safe disagreement practices - Develop positive language around continuous improvement	- Discourage claims that aren't data-driven - Prioritize simple, data-driven, graphic interfaces - Prioritize flexibility and modularity in systems that coordinate and track day-to-day operations - Allow editing in standardized systems when possible - Use templates for standardized communication - Emphasize language featuring efficiency for day-to-day tasks but exploratory language for more high-level tasks	- Use positive language toward humility and uncertainty - Use normative language when referring to self-responsibility - Build team-level identity connected to but distinct from overall institutional identity - Reduce barriers to cross team communication and coordination[2]

Sources: 1 Kattman et al. (2012); 2 Majchrzak and Faraj (2012).

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