
Michael Gordon’s thesis is that organizations do not emphasize or value good communication when they ought to. Numerous examples of how organizational cultures devalue or fail to reward effective communication are provided. Conversely, Michael Gordon also provides examples how organizations can change their cultures vis-à-vis communication and he provides concrete suggestions for doing so. As a professor of management at the Rutgers business school, Michael Gordon is an expert who has published scholarly articles on this topic. While *Communication World* is a professional trade journal, the targeted audience consists of managers and executives who are likely readers of this publication. The information is current today even though the article was published six years ago. However, the works cited are out of date. This article is useful for anyone interested in both communication and organizational cultures but the lack of up to date references means other articles must supplement this one.
Michael Gordon’s thesis is that organizations do not emphasize or value good communication when they ought to. Numerous examples of how organizational cultures devalue or fail to reward effective communication are provided. Conversely, Michael Gordon also provides examples how organizations can change their cultures vis-à-vis communication and he provides concrete suggestions for doing so.

As a professor of management at the Rutgers business school, Michael Gordon is an expert who has published scholarly articles on this topic. While Communication World is a professional trade journal, the targeted audience consists of managers and executives who are likely readers of this publication. The information is current today even though the article was published six years ago. However, the works cited are out of date.

This article is useful for anyone interested in both communication and organizational cultures but the lack of up to date references means other articles must supplement this one.