

# Part 4:

## LEADERSHIP & EFFECTIVE COMMUNICATION

# The Nature of Leadership

- Many styles of leadership can be effective.
- People, influence, and goals.

# Servant Leadership

- Work exists for the development of the worker
- Servant leaders transcend self-interest to serve others
- Servant leaders give away power, ideas, information, recognition, credit, and money

# Authentic Leadership

- ✓ Leaders who know and understand themselves
- ✓ Inspire trust and commitment
- ✓ Staying true to one's values and beliefs
- ✓ Respect diverse viewpoints

# Authentic Leadership (cont')

- ✓ Espouse and act with higher order ethical values
- ✓ Encourage collaboration
- ✓ Help others learn, grow, and develop as leaders

# Interactive Leadership

- ✓ Consistent with Level 5 leadership
- ✓ Consensual and collaborative
- ✓ Influence derived from relationships



# Leadership Traits

- Early research on leadership focused on traits
  - *Great Man Approach* to leadership
- Traits are reemerging as a leadership interest
- Combine trait research with other leadership ideas
- ***Effective leaders possess varied traits and combine these with their strengths***



# Behavioral Approaches

- Research beyond leadership traits
- Defined two leadership behaviors:
  - Task-oriented behavior
  - People-oriented behavior
- Foundation of important leadership studies



# Michigan Studies

- Employee-centered leaders (most effective)
  - Establish high performance goals
  - Display supportive behavior
- Job-centered leaders (not effective)
  - Less concerned with goal achievement/human needs
  - Focus on meeting schedules, cost-management, and efficiency

# Contingency Approaches

***How do situations influence leader effectiveness?***

- ✓ Situational Model of Leadership
- ✓ Leadership Model (Fiedler)
- ✓ Substitutes for leadership concept

# Situational Theory of Leadership

- Extension of behavioral theories
- Focus on characteristics of followers
- Seek appropriate leadership behavior
- Leadership is based on ***relationship with followers and readiness level of followers***

# Fiedler's Contingency

- Leader's style is **task oriented or relationship oriented**
- Goal is to match the leader's style with organizational situation
- Analyze the leader's style to the favorability of the situation

# Transactional Leadership

## *Transactional*

- Clarify tasks
- Initiate structure
- Provide awards
- Improve productivity
- Hard working
- Tolerant & fair-minded
- *Focus on management*



# Transformational Leadership

## *Transformational*

- Innovative
- Recognize follower needs
- Inspire followers
- Create a better future
- Promote significant change



# John C Maxwell 5 Level Leadership Model

- Power
- Relationship
- Result
- Reproduction
- Self-actualized

# What is Communication?

Communication is the *process* by which *information is exchanged* and *understood* by two or more people, usually with the intent to *motivate or influence behavior*

# Communication Channels

- Managers must choose appropriate channel to convey messages
  - Routine versus nonroutine messages
- Each communication channel has advantages and disadvantages
- ***Channel richness*** – the amount of information that can be communicated in an episode

# Nonverbal Communication

- Message sent through human actions and behavior
  - ✓ Body language
  - ✓ Facial expressions
  - ✓ Gestures
  - ✓ Touch
  - ✓ Use of space
- Can express enthusiasm, warmth, confidence, arrogance, indifference, and displeasure

# Listening

***The skill of grasping both facts and feelings to interpret a message's meaning***

- Listening to employees and customers is important
- Information in organizations flows from the bottom up
  - *Managers today know the importance of feedback*
- Blogs are being used to stay in touch with employees and customers



# Organizational Communication

- Managers are responsible for establishing and maintaining formal communication
- Formal communication channels flow within the chain of command
- ***Communication in organizations:***
  - Downward
  - Upward
  - Horizontal



# Personal Communication Channels

- Personal communication may exist with formal channels
- ***Personal communication network*** is personal networking across organizational boundaries
- ***The grapevine “gossip”*** can be a valuable tool for managers; it links people across the organization
- ***Written communication*** is a key skill with the growth of email and collaboration

# Climate of Trust and Openness

- Open communication and dialogue encourage honesty
- Enhanced interpersonal skills can also foster openness, honesty, and trust
- Using multiple channels increases effectiveness of communication

# Thank you