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Fundamentals of Organizational Communication

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Lecture #3

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



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**Shockley-Zalabak,
9e Update**

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Chapter 7

Leadership and Management Communication



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Global Business leaders





Richest Arabs Leaders





Arabs CEO Leaders





Why People believes in, like and love Superhero's?



Learning Objectives (1 of 2)



7.1 Describe leadership from trait, style, situational, transformational, and discursive approaches

7.2 Practice analysis capabilities and skills using cases, transcripts of meetings, and group activities

Learning Objectives (2 of 2)



7.4 Distinguish between leadership and management

7.5 Describe the need for leadership from all organizational members

7.6 Describe leadership styles, strategic objectives, and tactics

7.7 Recognize the role of self-awareness as a key to effective leadership



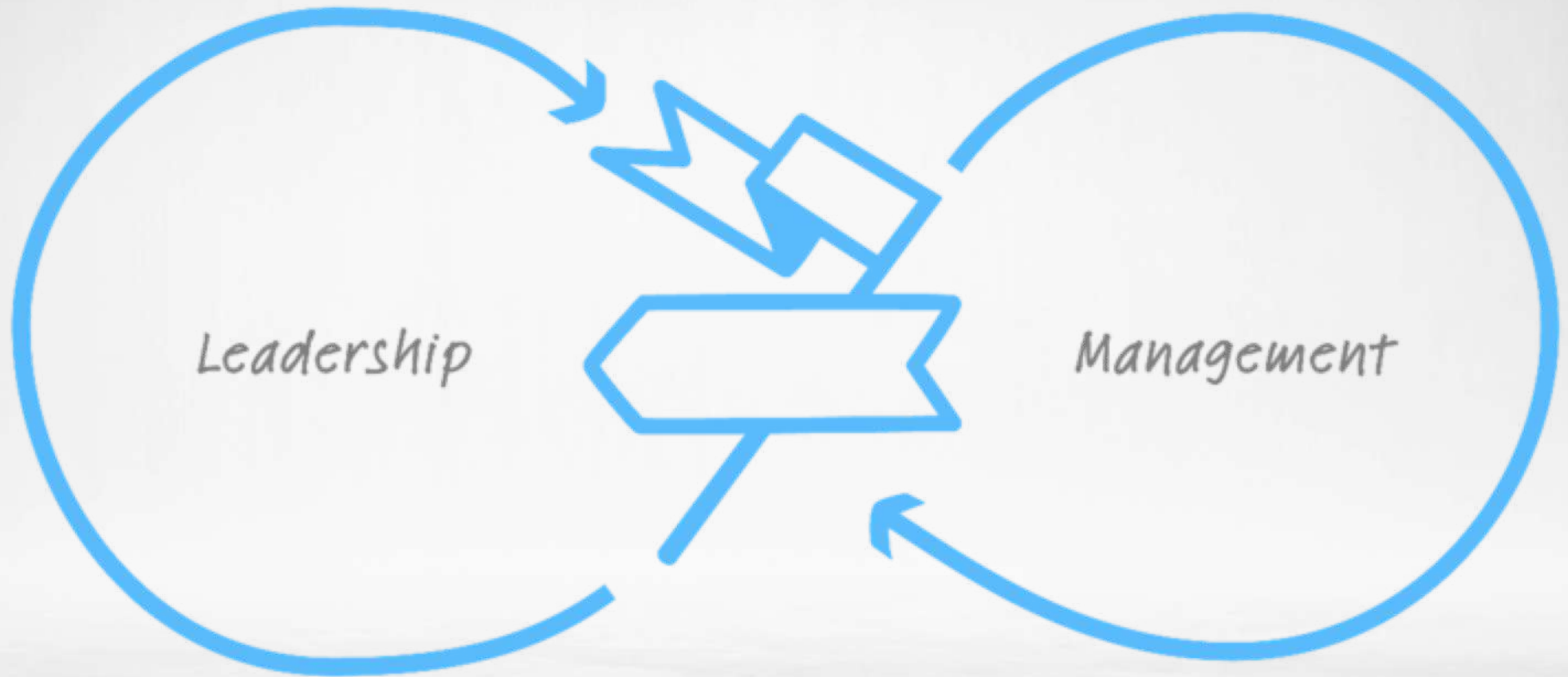
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Global Political leaders



Distinctions Between Leadership and Management



What do you Think !

LEADERSHIP VS MANAGEMENT



Distinguish between leadership and Management

MANAGER

- gives direction
- has subordinates
- holds authority
- tells you what
- has good ideas
- reacts to change
- tries to be a hero
- exercises power

VS

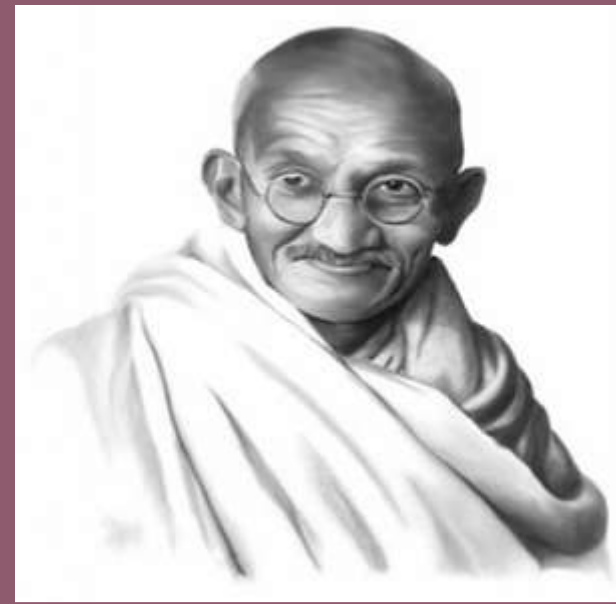
LEADER

- asks questions
- has followers
- is motivational
- shows you how
- actions good ideas
- creates change
- makes heroes
- develops power

Introduction: Leadership and Management Communication

Objective 7.1 Describe leadership from trait, situational, transformational .





Statements Describing Leaders and Leadership

1. Leaders are *born*.
2. Leadership *ability* can be *developed*.
3. Leaders are high in *intelligence*.
4. Leaders take *initiative*.
5. Leaders *deviate* from norms.
6. Leaders have *good communication* skills.
7. Leaders are in the *right place* at the right time.
8. Leaders are *democratic*.
9. Leaders are *autocratic*.
10. Leaders are *risk takers*.
11. Leaders take a *hands-off* approach.
12. Leadership is *situation-specific*.
13. Leaders *block ideas* and *punish opposition*.
14. Leaders *seek ideas* and *encourage disagreement*.
15. Leaders *ignore conflict*.
16. Leaders *solicit feedback*.
17. Leaders are *outcome-oriented*.
18. Leaders *share praise*.
19. Leaders *set goals*.
20. Leaders *blame* those who fail.
21. Leaders *control* their followers.

How the effective leaders should communicate ?

What
leadership
Style is
The most
Effective?



7.1 Introduction: Leadership and Management Communication



- Leadership and management
- Communication competencies

Point 1 – Leadership and management

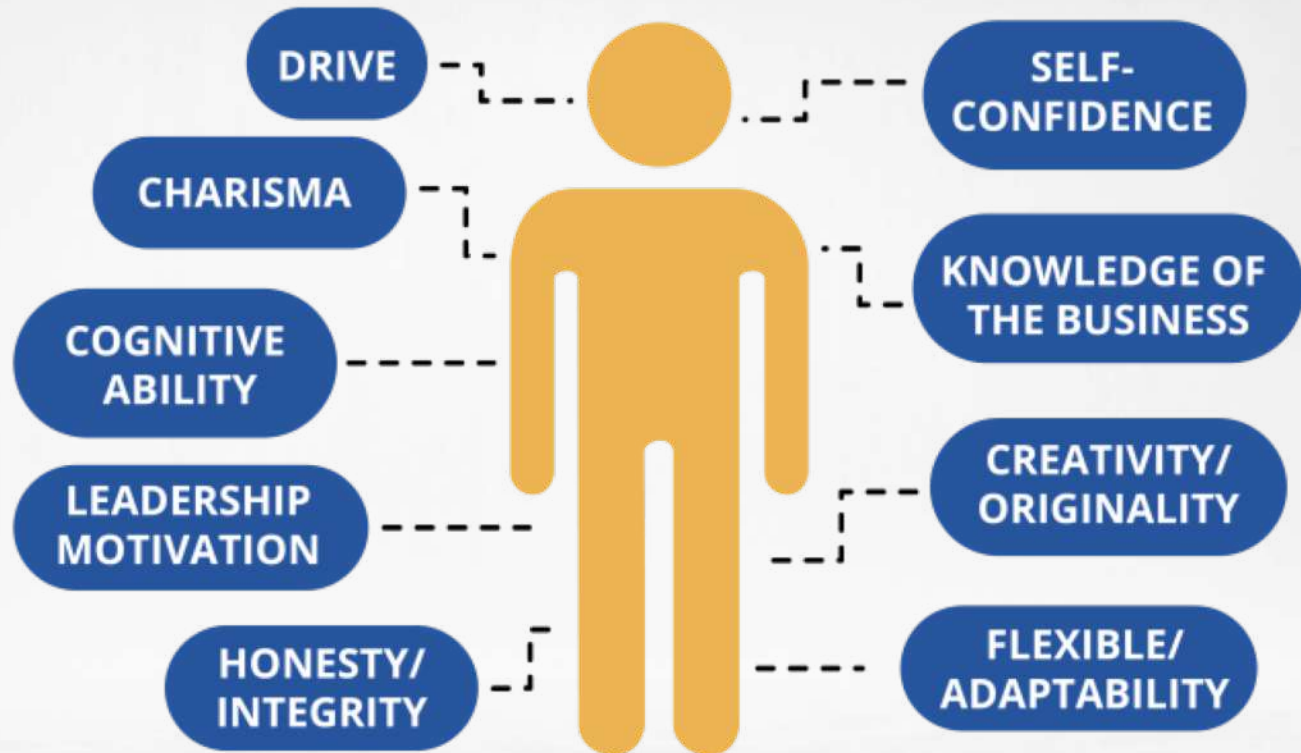
- Traits
- Styles
- Approaches

Point 2 – Communication competencies

- Knowledge
- Sensitivity
- Skills
- Values



CORE TRAITS OF A LEADER



7.2 The Importance of Leadership and Management Communication



- Leadership and management communication : Leadership communication is a type of communication most commonly used by leaders to relay information about the company's culture, core values, mission, and crucial messages to build trust and encourage employees. In practice, it involves delivering a shared vision and inspiring others to buy into that vision

Point 1 – Leadership

- Through communication
- Ability to influence

Point 2 – Management

- Legitimate power

is a formal authority that a person has over subordinates within an organization. A person with legitimate authority receives recognition because of their job title or assigned position.

- Routine compliance

Point 3 – Leadership and management communication

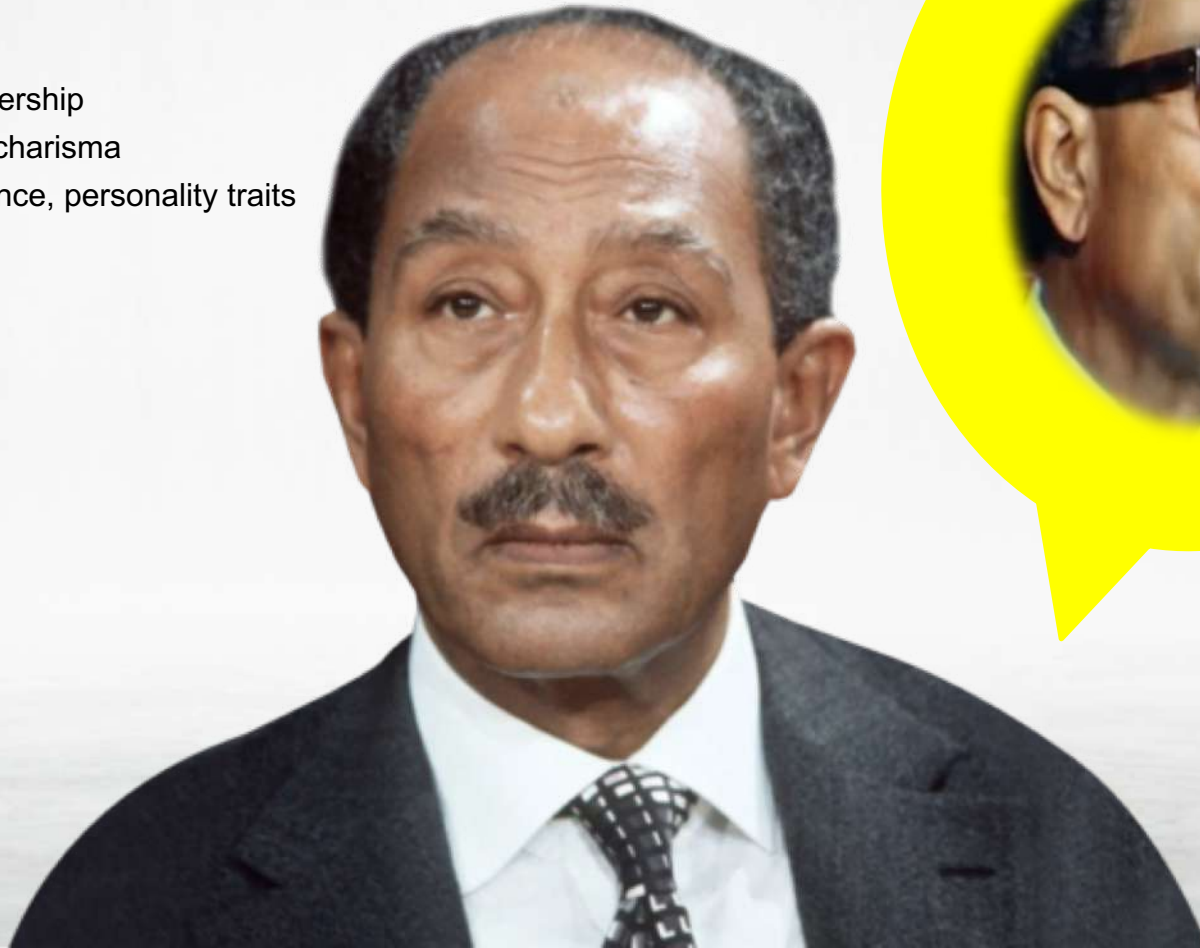
- Powerful influences
- Related to trust in individuals and organization

7.3 Theories of Leadership and Management (1 of 4)

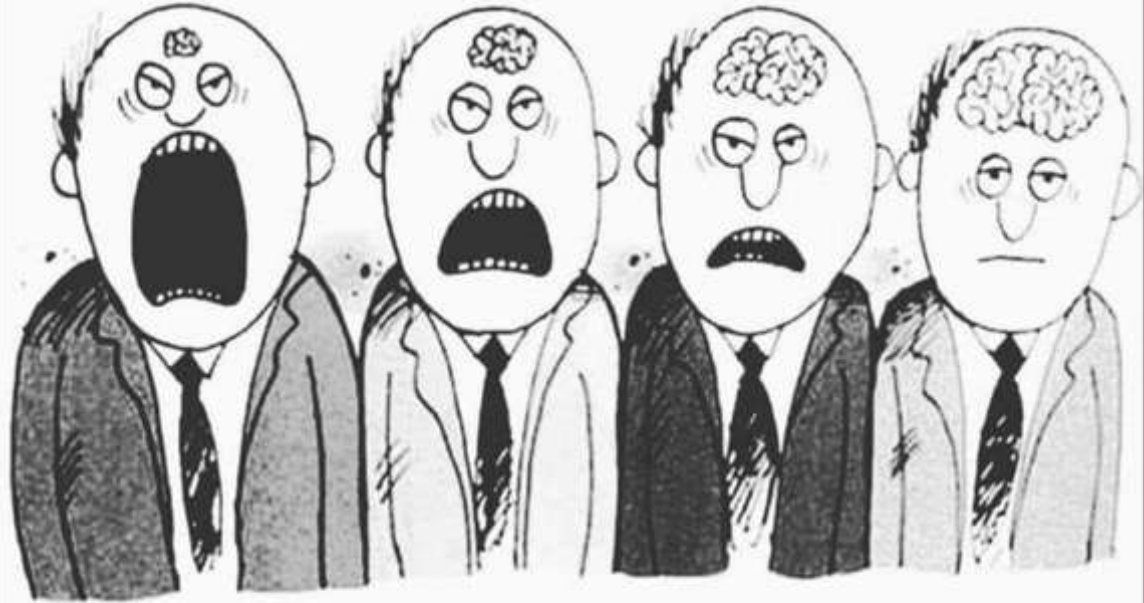
- Charismatic leadership

Point 2 – Charismatic leadership

- Attempt to define charisma
- Persuasion, influence, personality traits



Theories of Leadership & Management



7.3 Theories of Leadership and Management (2 of 4)

Style Approaches

Point 1 – Style approach

- Influence goal achievements

Point 2 – Types of styles

- Autocratic
- Democratic
- Laissez-faire

Point 4 – **Middle-of-the-Road management**

- Balances task and people concerns
- Compromise leadership
- Sandwich position
- Emphasis on interpersonal relationships
- Low emphasis on goal achievement

Point 7 – Team management

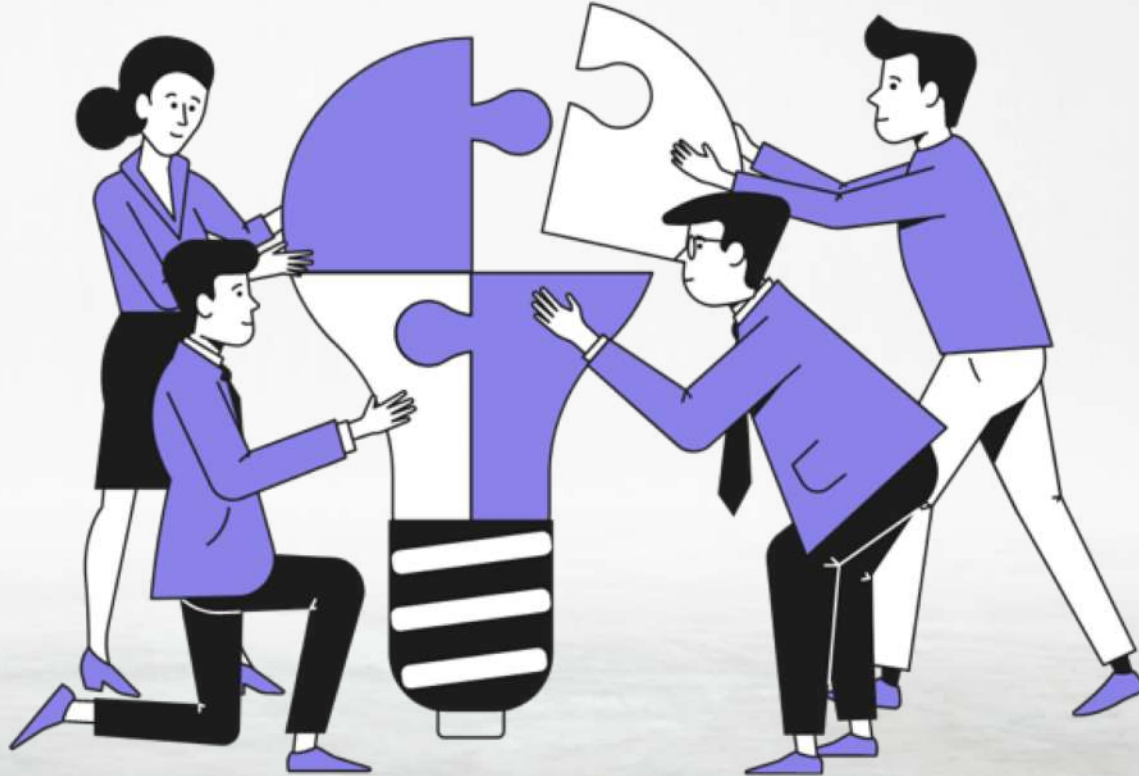
- Theoretical ideal
- Concern for both task and relationships

- Style Approaches
 - Style approach
 - Types of styles
 - Impoverished management
 - Middle-of-the-Road management
 - Country club management
- Team management



Autocratic





Impoverished Management



Low concern
For
interpersonal
Relationships

Leaders are
Excellent
Technically



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Laissez-faire



Country Club Management 1.1



Country Club Management 1.2

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الهيئة العامة للترفيه
General Entertainment Authority



عيشها

تقويم لأكثر من 50 نشاط ترفيهي في جميع مدن المملكة لإثراء التجربة الترفيهية تماشياً مع رؤية المملكة 2030 لتوفير الخيارات والفرص الترفيهية لكافة شرائح المجتمع في المملكة وإثراء الحياة ورسم البهجة



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7.3 Theories of Leadership and Management (3 of 4)



- Situational Approaches
 - Situational approach
 - Group's maturity level
- Transformational Approaches
 - Transformational approach

Situational Approaches

Point 1 – Situational approach

- Considers leader's **power position**
- Leader effectiveness related to selection of behavior appropriate to the maturity level of group

Point 2 – Group's maturity level

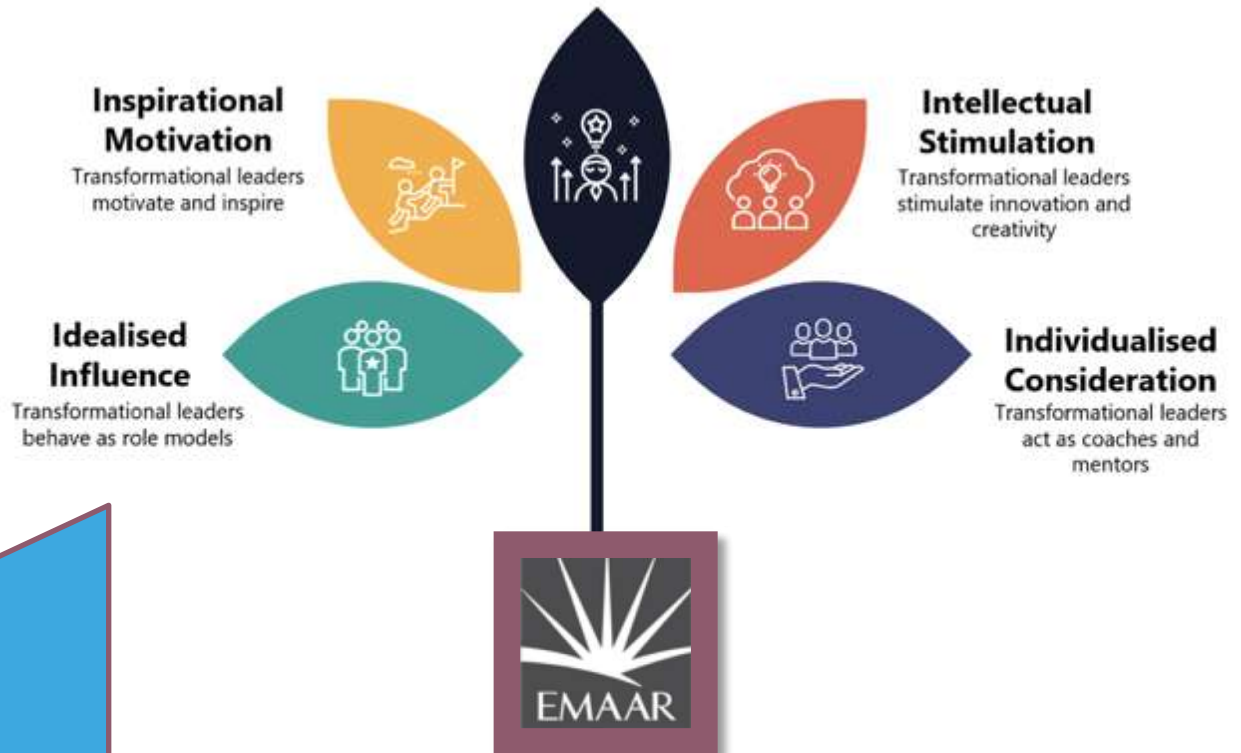
- Based on achievement, motivation, ability, education, experience, the willingness to participate in goal-oriented activities



Transformational Approaches

Point 1 Transformational approach

- Transforms situations through personal example and vision
- Leaders are creative, interactive, visionary, empowering, passionate



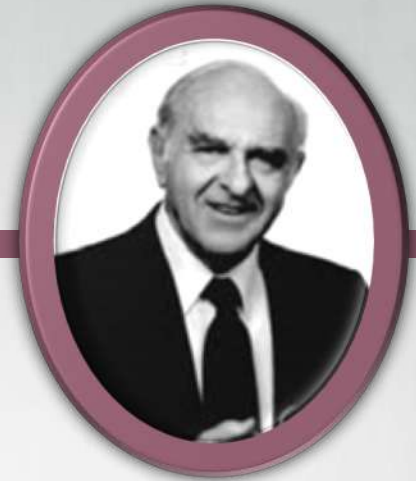
Point 2 – Super Leadership

- Establish a vision
- Define goals
- Reinforce individuals
- Manage and facilitating change
- Enhance the self-efficacy of followers
- Use models to teach behaviors

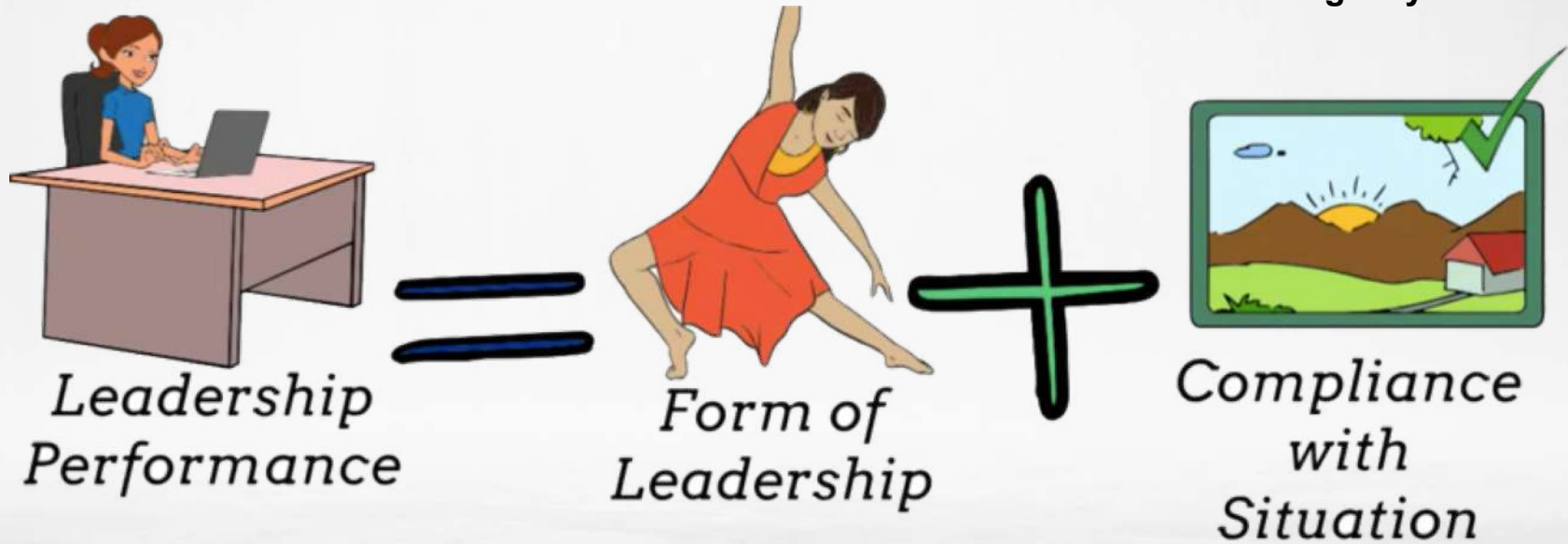


Transformational

Situational approach



“Fred Fiedler”
Contingency Model





Democratic Leadership
Decisions based on input



Autocratic Leadership
Decisions from a single source



Laissez-Faire Leadership
Decisions come from individual employees



Strategic Leadership
Decisions based on strategy and goals



Transformational Leadership
Pushing to think and work in new ways



Transactional Leadership
Employees get rewarded for work



Coaching Leadership
Leader nurtures individuals



Bureaucratic Leadership
Decisions come from company policy



Visionary Leadership
Energetic focus on the future



Pacesetter Leadership
Leaders set ambitious goals



Situational Leadership
Decisions and leadership styles vary by situation



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Leadership and Management Challenges

Objective 7.5 Describe the need for leadership from all organizational members



7.5 Leadership and Management Challenges (1 of 3)



- - Leader response strategies
- Changing Organizational Forms
 - Organizations of the future
 - New organizational forms



Point 2 – Leader response strategies

- Acknowledging mistakes
- Taking responsibility
- Demonstrating repentance
- Announcing intentions to rectify mistakes

Changing Organizational Forms

Point 1 – Organizations of the future

- Networks
- Clusters
- Cross-functional teams
- Temporary systems
- Ad hoc task forces
- Modules
- Matrices

Point 2 – New organizational forms

- Virtual organizations
- Post-bureaucratic organizations



7.5 Leadership and Management Challenges (2 of 3)



Global and Multicultural Changes

- Economic challenges
- Attempts to reward productivity

Chaos, Flux, and Speed

- High speed management
- Generation flux



Global and Multicultural Changes

Point 1 – Economic challenges

- Increasing competition on global scale
- Emphasis on speed, service, information
- Mandate for flexibility and change
- Creative and conceptual demands of a computer-based work setting
- Embracing previously un(der)employed workers an economic necessity

Point 2 – Attempts to reward productivity

- Gain sharing
- Profit sharing

Chaos, Flux, and Speed

Point 1 – High speed management

- Goals achievement and maintenance of sustainable competitive advantage
- Affected by breakthroughs in information and communication technologies, increased world trade, and a volatile business

Point 2 – Generation flux

- Pace of change in the economy making chaos a defining feature of modern organizations
- Psychographic, not a demographic



7.5 Leadership and Management Challenges (3 of 3)

- Inclusive-Participation Processes
 - Inclusive participation
 - Principles of leadership for the new inclusive-participation environments
- Building Trust
 - Trust
 - Impact of lack of trust

Inclusive-Participation Processes

Point 1 – Inclusive participation

- **Concept of multiple stakeholders**
- Emerges for marketplace competitiveness

Point 2 – Principles of leadership for the new inclusive-participation environments

- Focus on the issue, not the person
- Maintain the self-confidence of others
- Maintain constructive relationships
- Take the initiative to make things better
- Lead by example

Building Trust

Point 1 – Trust

- A primary leadership challenge
- Trust crash

Point 2 – Impact of lack of trust

- We-versus-them behaviors
- Lower employee commitment to productivity goals
- Fear and destructive behaviors
- Less favorable crises management
- Expensive



Determinants of Leadership Effectiveness

Objective 7.6 Describe leadership styles, strategic objectives, and tactics



7.6 Determinants of Leadership Effectiveness (1 of 3)



EFFICIENCY

Leadership Communication

Point 1 – Task and people relationships

- Relates to our assessment of our competencies, needs of the situation, receptivity of a follower group, our potential to influence

Point 2 – Communication competencies

- Those high in anxiety about communication are less likely to engage in leadership
- Style and situational approaches are preferences leaders bring to situations

Communication Competencies as Determinants of Leadership Effectiveness

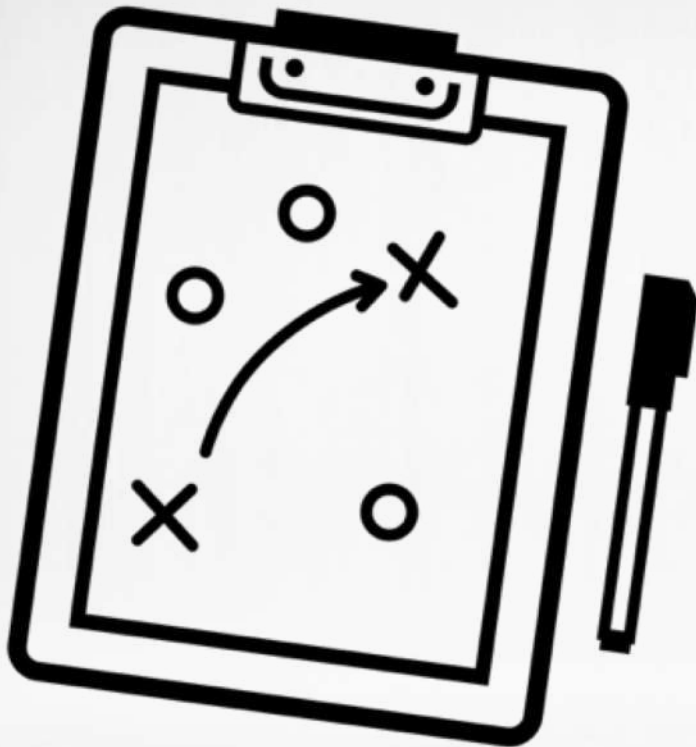
Point 1 – Communication competencies

- Necessary for organizational excellence
- Knowledge
- Sensitivity
- Skills
- Values

Point 2 – Dimensions of leadership

- | | |
|--------------------------|----------------------|
| • Envisioning | • تخيل |
| • Empowering | • التمكين |
| • Energizing | • تنشيط |
| • Designing and aligning | • التصميم والمحاذاة |
| • Rewarding and feedback | • مكافأة وردود الفعل |
| • Team building | • فريق البناء |
| • Outside orientation | • التوجه الخارجي |
| • Global mind-set | • عقلية عالمية |
| • Tenacity | • صلابه |
| • Emotional intelligence | • الذكاء العاطفي |

7.6 Determinants of Leadership Effectiveness (2 of 3)



Strategic Communication Objectives for Leadership

Point 2 – Various strategies for leadership

- Management of attention through vision
- Meaning through communication
- Trust through positioning
- Deployment of self through positive self-regard

Communication Tactics for Leadership

Point 2 – Categories of tactics

- Authoritarian
- Participative
- Avoidance
- Vision-setting
- Meaning-management
- Trust-generating
- Positive regard

سلطوي

تشاركي

تجنب

تحديد الرؤية

إدارة المعنى وليس المقصد

يولد الثقة

احترام إيجابي



leadership Tactics

"People are the most important resource this company has. For that reason I am asking all of you and all the management team to take a 10 percent pay cut so that no one will have to be without a job."

"I am asking each department head to meet with me over the next few months. I want to know what is going on and have people free to come to me."

Positive Regard and Success Tactics

"I know you consider this move a mistake. I consider that you have learned a valuable lesson."

"This is the best new product release this company has ever produced."

"Look, we are all in this together. It doesn't matter as much whose fault it was as what we need to do next."

"I know the economy is troubled, but this gives us a chance to really see what we are worth. After all, anyone can be successful when things are going well. The mark of excellence is now."

2. *Identifying values* and relating values to needed action

3. *Encouraging access* through planned communication interactions

1. *Providing support* for individual effort

2. *Offering praise* for efforts

3. *Avoiding blame* and seeking solutions

4. *Identifying challenges and opportunities* when others see problems

7.6 Determinants of Leadership Effectiveness (3 of 3)



Power Bases for Leaders

Point 1 – Power

- Related to ethical abuses and failures as well as ethical achievements and successes
- Enables one person to be more influential than another

Point 2 – Power types

- Legitimate power
- Reward power
- Coercive power
- Expert or information power
- Connection power

Situational Analysis for Leadership

Situational Analysis for Leadership

Point 1 – Situational analysis

- Understanding situations requiring leadership is fundamental
- Help define problems and generate solutions

Point 2 – Leadership

- Contribute to the selection of influence strategies
- Good problem-solving and analysis skills are essential



Increasing Leadership Effectiveness

Objective 7.7 Recognize the role of self-awareness as a key to effective leadership



7. 7 Increasing Leadership Effectiveness (1 of 2)

Principled, Excellent, and Ethical Leadership

– Ethical communication

- Fundamental to principled leadership and excellence
- Explores the complexity of issues
- Encourages opposing viewpoint
- Presents information openly and fairly
- Shares motivations or biases that may influence positions



7. 7 Increasing Leadership Effectiveness (2 of 2)



Identifying Constructive Communication Behaviors for Leadership

Point 1 – Task responsibilities

- Facilitating problem analysis
- Idea generation and evaluation
- Solution generation
- Decision implementation

Point 2 – Procedural responsibilities

- Goal setting
- Agenda making
- Discussion clarification
- Consensus and disagreement identification

Point 3 – Interpersonal responsibilities

- Participation
- Group climate
- Conflict management (To be discussed Next lecture.)





التميز بين التواصل العادي ونظيره القيادي !

Team Leader Principles

1. Avoid compromising the team's objective with political issues.
2. Exhibit personal commitment to team goals.
3. Do not dilute the team's efforts with too many priorities.
4. Be fair and impartial toward all team members.
5. Be willing to confront and resolve issues associated with inadequate performance by team members.
6. Be open to new ideas and information from team members.

Team Member Principles

1. Demonstrate a realistic understanding of one's role and accountabilities.
2. Demonstrate objective and fact-based judgments.
3. Collaborate effectively with other team members.
4. Make the team goal a higher priority than any personal objective.
5. Demonstrate a willingness to devote whatever effort is necessary to achieve team success.
6. Be willing to share information, perceptions, and feedback openly.
7. Provide help to other team members when needed and appropriate.
8. Demonstrate high standards of excellence.
9. Stand behind and support team decisions.
10. Demonstrate courage of conviction by directly confronting important issues.
11. Demonstrate leadership in ways that contribute to the team's success.
12. Respond constructively to feedback from others.

Team Leader Behaviors for Decision Making

1. Trust team members with meaningful levels of responsibility.
2. Give team members the necessary autonomy to achieve results.
3. Present challenging opportunities that stretch the individual abilities of team members.
4. Recognize and reward superior performance.