



Business communication. Leadership and communication

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LEADER



MANAGER



Definition and history

What is leadership? It's the action of leading a group towards a common goal.

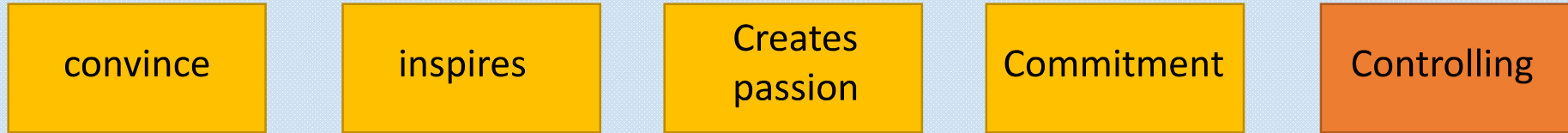
People who lead have three common attributes: share the vision, act on the vision, help to act and reach the vision

The word *leader* comes from the Old English word 'lædan' meaning 'to go before as a guide'. It was first used in English in the 14th century to describe a person in charge, and then various other uses came about later. Use of the word *leader* in reference to an opinion article in a British newspaper is from 1837.

What is management? It's the process of dealing with or controlling things or people. But the emphasis does tend to be on things rather than people.

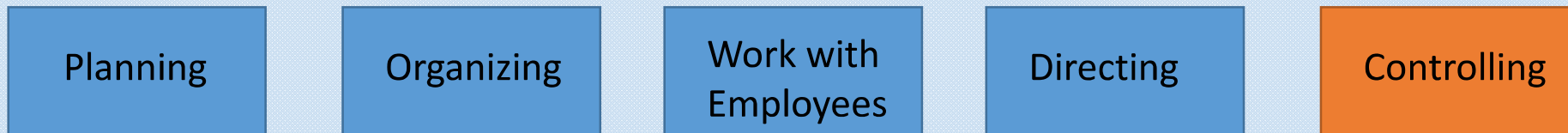
1560s, "to handle, train, or direct" (a horse), from the now-obsolete noun manage "the handling or training of a horse; horsemanship" (see [manege](#), which is a modern revival of it), from Old French manège "horsemanship," from Italian *maneggio*, from *maneggiare* "to handle, touch," especially "to control a horse," which ultimately from Latin noun *manus* "hand" (from PIE root [*man-](#) + "hand").

Leaders



President Dwight D. Eisenhower said, "Leadership is the art of getting someone else to do something you want to be done because he wants to do it"

Managers perform



Management consultant, educator and author Peter F. Drucker, who said, "What's measured gets improved."

Different approaches on the same aspect of work

Managers		Leaders
Someone who manages the whole organization	Meaning	Someone who influences to reach a desired goal
Directing and controlling someone	Aims	Motivating and inspiring people
Employees	People	Followers
Quick decision making	Key skill	Farsightedness
plans details	Approach	Set directions
manager uses transactional leadership style	Leadership style	transformational leadership style

Managers

Process

React

Avoids

Short perspective

VERSUS

Focuss

Changes

Conflict

Perspective

Leaders

People

Creates

Uses

New horizons

Qualities

Qualities of a Leader

Ability to inspire

Vision

Confidence

Positive Attitude

Good communication skills

Open minded

Enthusiastic

Qualities of a Manager

Discipline

Committed to work

Confidence

Effective Decision-Making

Competence

Patience

Etiquette

Leadership Theories

The Great Man theory

The Trait theory

The Behavioral theory

The Transactional theory

The Transformational theory

The Situational theory

“The history
of the world
is but the
biography of
great men.”

Thomas Carlyle

© Thomas Carlyle



Traits Associated With Great Leadership



Intelligence



People skills



Decisiveness



Creativity



Competency



Trustworthiness



Trait Theories of Leadership

- ❑ Theories that consider personality, social, physical, or intellectual traits to differentiate leaders from non-leaders
 - ❑ Not very useful until matched with the Big Five Personality Framework
 - ❑ Traits can predict leadership, but they are better at predicting leader emergence than effectiveness.

Leadership Traits

- Extroversion
- Conscientiousness
- Openness
- Emotional Intelligence (Qualified)

Behavioral theory of leadership

- Focuses on the study of specific behaviors of a leader;
- Behavior theory consists of skills and styles that differ from traits since behaviors can be developed;
- Assumes that anyone can become a leader by developing their skills, instead of being born with the talent to lead.

Behavioral theory of leadership

Strengths:

- 1) Supports the idea that leadership traits can be learned through development and experience.
- 2) Allowed more recent leadership theory research that is based on developing the leaders to produce intended results.

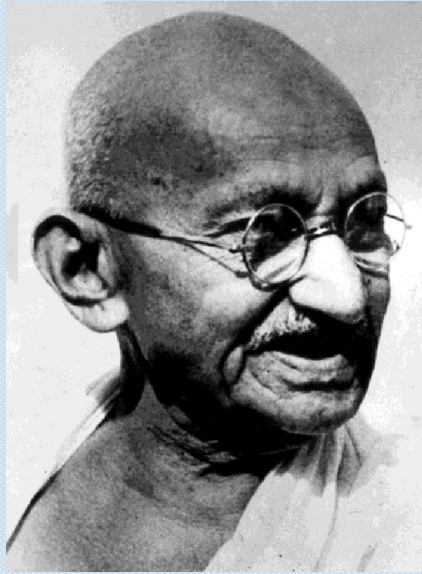
Behavioral theory of leadership

Weaknesses:

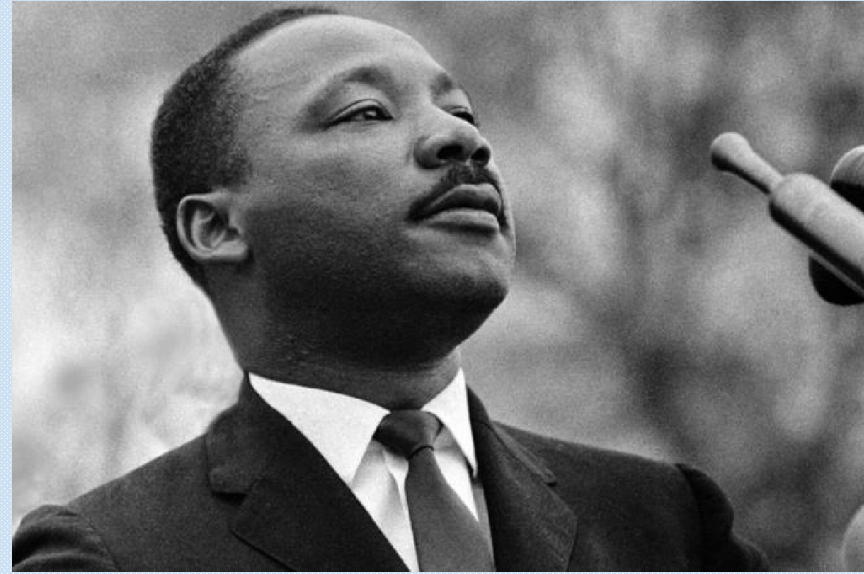
- 1) Knowing when to behave one way or another, and becoming adept in these behaviors is a very challenging task.
- 2) Adaptability - a lack of knowledge on how behavior theory can be used in various cultural contexts and situations.

Types of leadership behaviors

- **Task-oriented:** Contingent reward, directives, and initiating structure.
- **Relational-oriented:** Comprised of consideration, empowerment, developing and enabling others.
- **Change-oriented:** Are transformational and exhibit charisma



Mahatma Gandhi was the leader of the Indian independence movement, using nonviolent civil disobedience to remove the yolk of British colonialism from his country. India is a large and diverse country, with many competing religions seeking power, yet he was able to rally the nation under one cause that made them blind to their differences and focused on what they all shared in common.



Martin Luther King, Jr. took the lessons of Gandhi and applied them to address the injustice of the black population in the United States. He, like Gandhi, had many challenges, and not all involved in the civil rights movement shared his belief in nonviolence. However, as a Southern minister, he was able to use the social gospel to illustrate the second-class citizenry of black people in the United States in such a way that eventually couldn't be ignored—even in the powerful halls of government.



Maria Theresa She earned her seat when she inherited rule of her country, Austria, in 1740. At that time, Austria was without funds and poorly governed. She gathered a team of skilled advisors and delegated responsibilities, turning around the economy, revitalizing the military and instituting mandatory public education for both boys and girls. Not even two wars could dethrone her, nor giving birth to 16 children!

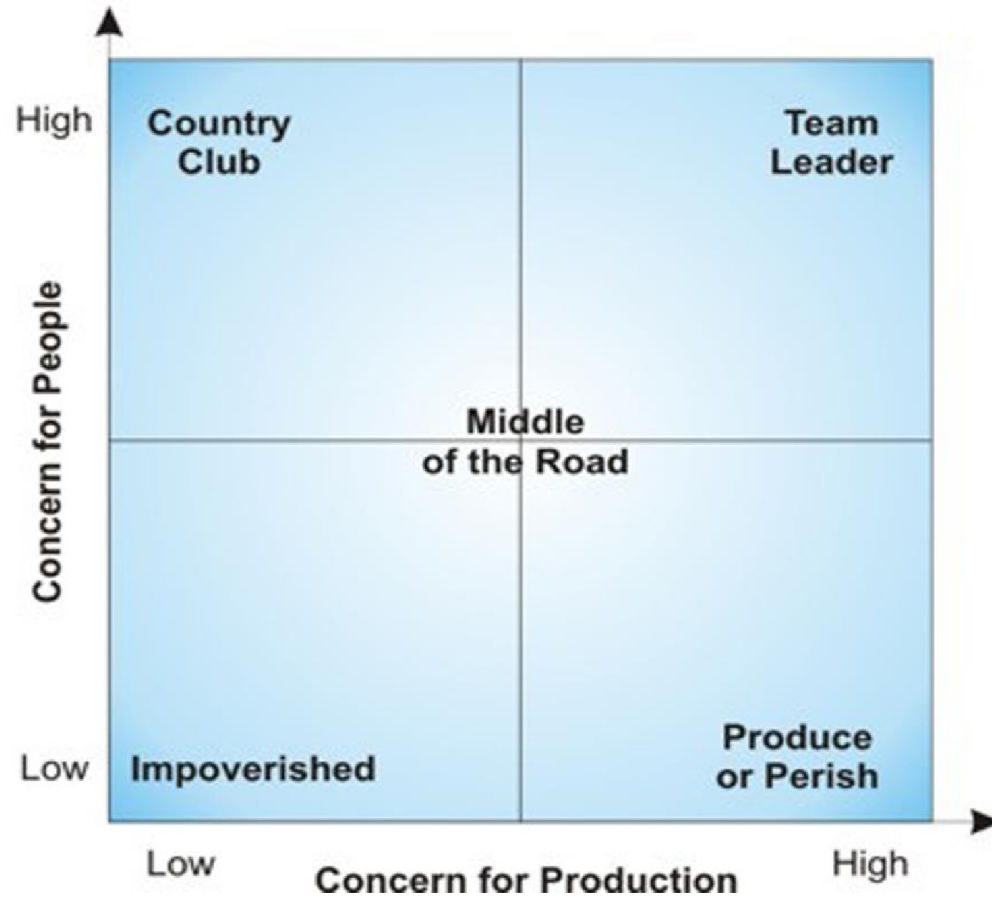
Behavioral styles



Transactional vs. Transformational

- **Transactional** - punishment and reward motivate people and this underpins transactional leadership theories. There must be a well-defined hierarchy, where everyone knows who the leader is and who is follower.
- **Transformational** - believe that people are motivated by the task that must be performed. The more structured an organization is, the greater the success.

Figure 1: The Blake Mouton Grid



<https://www.youtube.com/watch?v=k3zDhuTBEIY>

CONTINGENCY LEADERSHIP

- Fiedler's contingency model is based on the relationship between leadership style and situational favourableness
- He created a **Least Preferred Co-worker (LPC) scale**
- The scale distinguishes two different kinds of leadership styles: **task-oriented leaders** and **relationship-oriented leaders**
- *There is not a right or unique way to run an organization or company, but there are many different best leadership styles to adopt in many different situations*

SITUATIONAL FAVOURABLENESS

3 FACTORS:

- **Leader-member relation** measures the level of trust and confidence that the team has in the figure of the leader.
- **Task structure** analyses the type of task; it can be clear and structured, or vague and unstructured.
- **Positional power** measures how much authority a leader needs to influence his team.

CRITICISM

The most important criticism to Fiedler's model is that **it does not allow flexibility in leaders.**

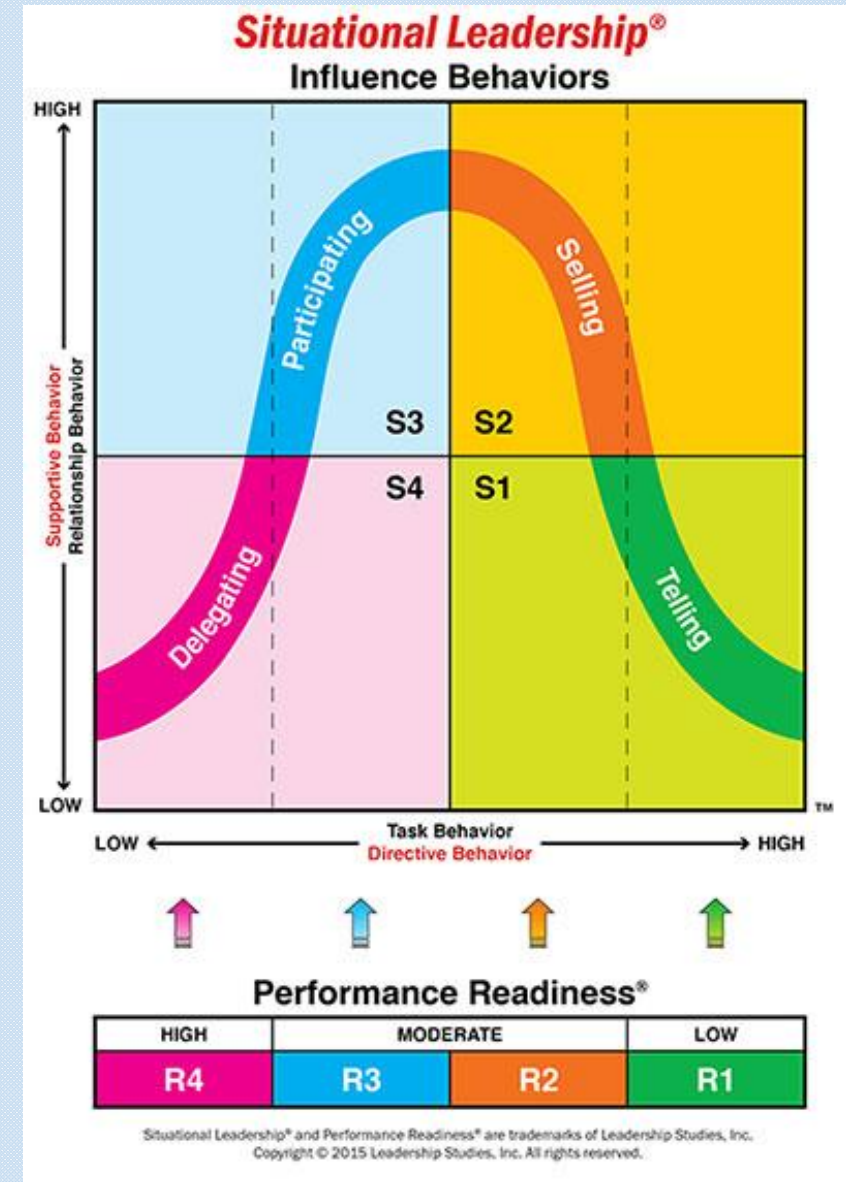
Fiedler believed that leadership style is something fixed that cannot change.

A singular leader cannot handle too many different situations, but he has to be substituted by another one able to handle the new situation.

Situational Leadership

The Situational Leadership® methodology is based on the relationship between leaders and followers and provides a framework to analyze each situation based on the Performance Readiness® Level that a follower exhibits in performing a specific task, function or objective. Then, based on the leader's diagnosis, the necessary amounts of relationship behavior and task behavior are applied and communicated to the follower in order to support their needs and advance development.

Hersey, P., Blanchard, K. H. Management of Organizational Behavior (1972).



Styles of Leadership



Theories of Leadership

TRAIT
THEORY



BEHAVIORAL
THEORY



CONTINGENCY
THEORY



SITUATIONAL
THEORY

- Achievement drive
- Motivation
- Self-confidence
- Good judgment
- Knowledge
- Emotional
- Maturity

Theories of Leadership

TRAIT
THEORY



BEHAVIORAL
THEORY



CONTINGENCY
THEORY

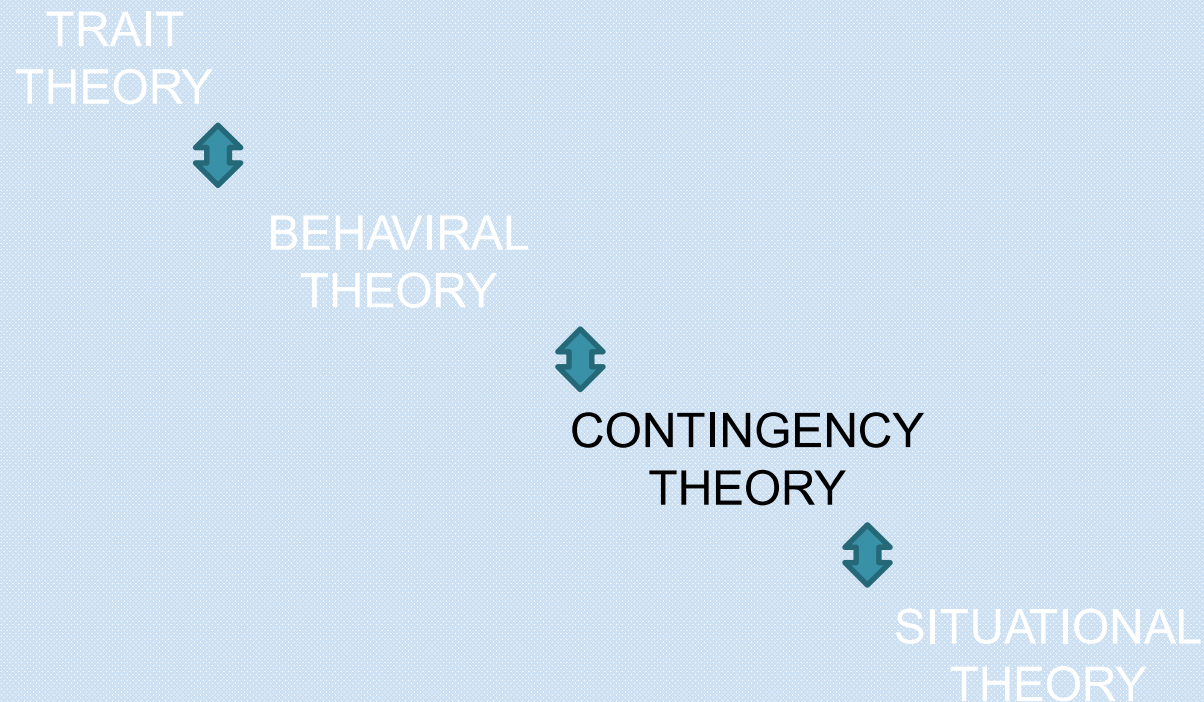


SITUATIONAL
THEORY

Skills

- Technical
- Human
- Conceptual

Theories of Leadership



FIEDLER'S CONTINGENCY MODEL

- Leader-member relations
- Task structure
- Position power

Theories of Leadership

TRAIT
THEORY



BEHAVIORAL
THEORY



CONTINGENCY
THEORY



SITUATIONAL
THEORY

Blanchard's
situational theory

- Telling
- Selling
- Participating
- Delegating

Authentic Leadership

The Rokeach Value Survey (RVS) is a classification system of values. Developed by social psychologist Milton Rokeach, the system consists of two sets of values, 18 individual value items in each. One set is called terminal values the other instrumental values

*Instrumental values**Terminal values*

Ambitious (hard working, aspiring)

Broadminded (open-minded)

Capable (competent, effective)

Cheerful (light-hearted, joyful)

Clean (neat, tidy)

Courageous (standing up for your beliefs)

Forgiving (willing to pardon others)

Helpful (working for the welfare of others)

Honest (sincere, truthful)

Imaginative (daring, creative)

Independent (self-reliant, self-sufficient)

Intellectual (intelligent, reflective)

Logical (consistent, rational)

Loving (affectionate, tender)

Obedient (dutiful, respectful)

Polite (courteous, well-mannered)

Responsible (dependable, reliable)

Self-controlled (restrained, self-disciplined)

A comfortable life (a prosperous life)

An exciting life (a stimulating, active life)

A sense of accomplishment (lasting contribution)

A world at peace (free of war and conflict)

A world of beauty (beauty of nature and arts)

Equality (brotherhood, equal opportunity for all)

Family security (taking care of loved ones)

Freedom (independence, free choice)

Happiness (contentedness)

Inner harmony (freedom from inner conflict)

Mature love (sexual and spiritual intimacy)

National security (protection from attack)

Pleasure (an enjoyable, leisurely life)

Salvation (saved, eternal life)

Self-respect (self-esteem)

Self-recognition (respect, admiration)

True friendship (close companionship)

Wisdom (a mature understanding of life)

Foundations of effective Leadership

Commitment to make a positive difference

Strong Foundation of faith and belief

Build leaders, not followers

Repetition ,repetition , repetition

Always thankful, but never satisfied

Qualities that make a great leader

- Confidence
- Passion
- Decisiveness
- Empowerment
- Communication

References:

Yukl, G.A., 2013., *Leadership in Organizations*, 8th Edition, Pearson.

Bass, B.M. & Bass, R., 2008. *Bass's Handbook of Leadership*.

Thank you very much!