

Leadership Using Effective Communication

A LEADER

is one who knows **THE WAY,**
goes **THE WAY,**
and shows **THE WAY.**

-John C. Maxwell

Leadership =

Using communication to achieve desired outcomes.



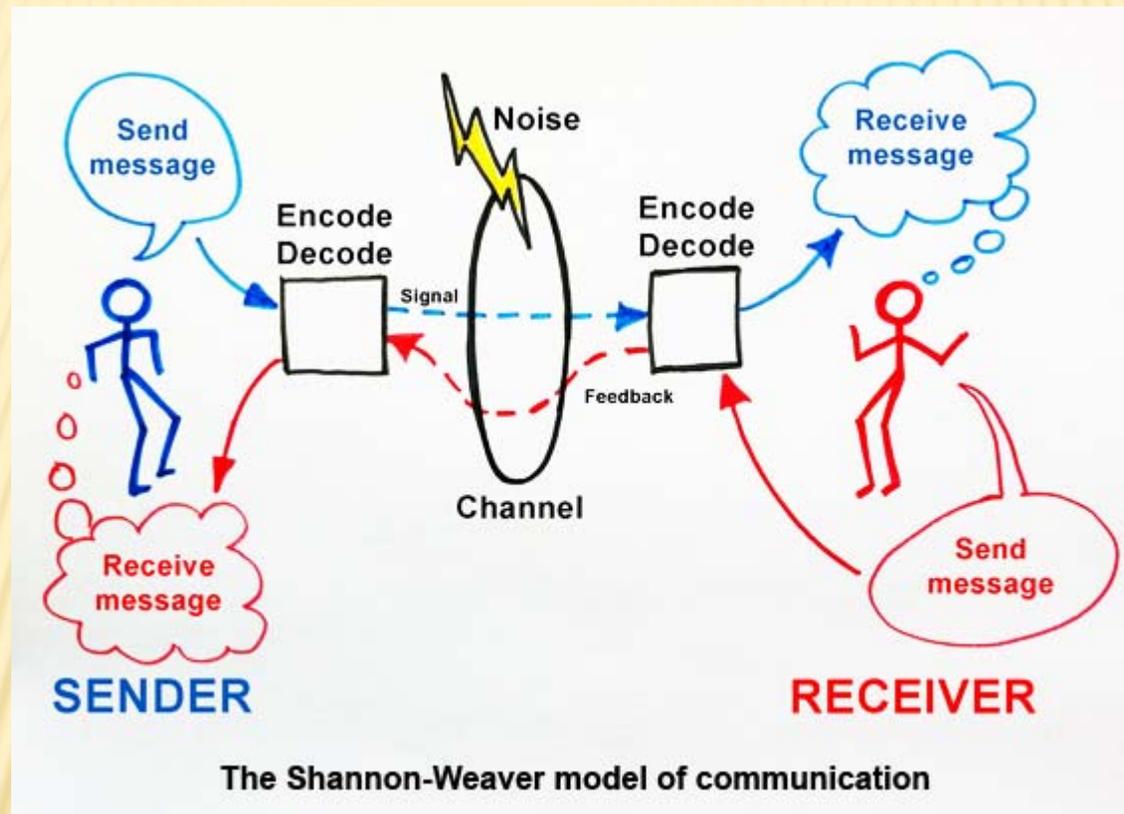


Why is communication central to leadership?



Because effective leaders work with and through others.

Communication is circular, not linear. Instead...



Communication is a transactional process through which messages are simultaneously sent and received.

Communication has both
verbal and non-verbal dimensions.



Communication style is tied to leadership type.



Types of Leaders:

- **Authoritarian**
- **Democratic**
- **Laissez-Faire**



Which leadership style is best depends upon:

- an organization's purpose,
- the conditions in which it operates,
- the composition of its members.

Authoritarian Leadership Traits:

- Unilaterally sets goals, policies, procedures
- Top down communication
- Controls discussion
- Rewards obedience and punishes mistakes



Democratic Leadership Traits:

- Followers involved in setting goals, policies, and procedures
- Two-way, open communication
- Facilitates discussion
- Rewards good work, resorts to punishment as last resort





Laissez-Faire Leadership Traits:

- Followers enjoy free rein
- Noncommittal communication
- Avoids directing discussion
- Offers few if any rewards or punishments

Pros and Cons of Authoritarian Leadership

Pros

- High efficiency
- Quick and appropriate solutions if leader is knowledgeable



Cons

- Creates conditions for discontent
- Discourages innovation
- Increases turnover and absenteeism
- Fosters culture of dependency

Pros and Cons of Democratic Leadership

Cons

- Decision-making can be slow and contentious
- Majority may be wrong
- Minority might feel possible resentment



Pros

- Encourages innovation within accepted parameters
- Decreases turnover and absenteeism
- Increases participation by fostering sense of buy-in

Pros and Cons of Laissez-Faire Leadership

Cons

- Diffused decision-making
- Lack of clear direction
- Potential chaos



Pros

- High innovation if org'l members are knowledgeable and motivated
- Increases productivity and satisfaction for highly motivated experts



Leadership ≠ Authority

Managing versus Leadership

(exercise)

**MANAGEMENT
IS DOING THINGS RIGHT;**

**LEADERSHIP
IS DOING THE RIGHT THINGS.**

PETER F. DRUCKER

Followers

Cannot have leaders without followers.



Leaders and followers are relational partners who play complementary roles in working toward achieving goals.



Treat people as if they were what they ought to be and you may help them become what they are capable of being.

— *Johan Wolfgang von Goethe*

There are two primary forms of communication between leaders and followers:



Task (report talk)
Relational (rapport talk)

Theory X



Theory Y

A word about the challenges to leaders posed by millennials.



Three key traits:

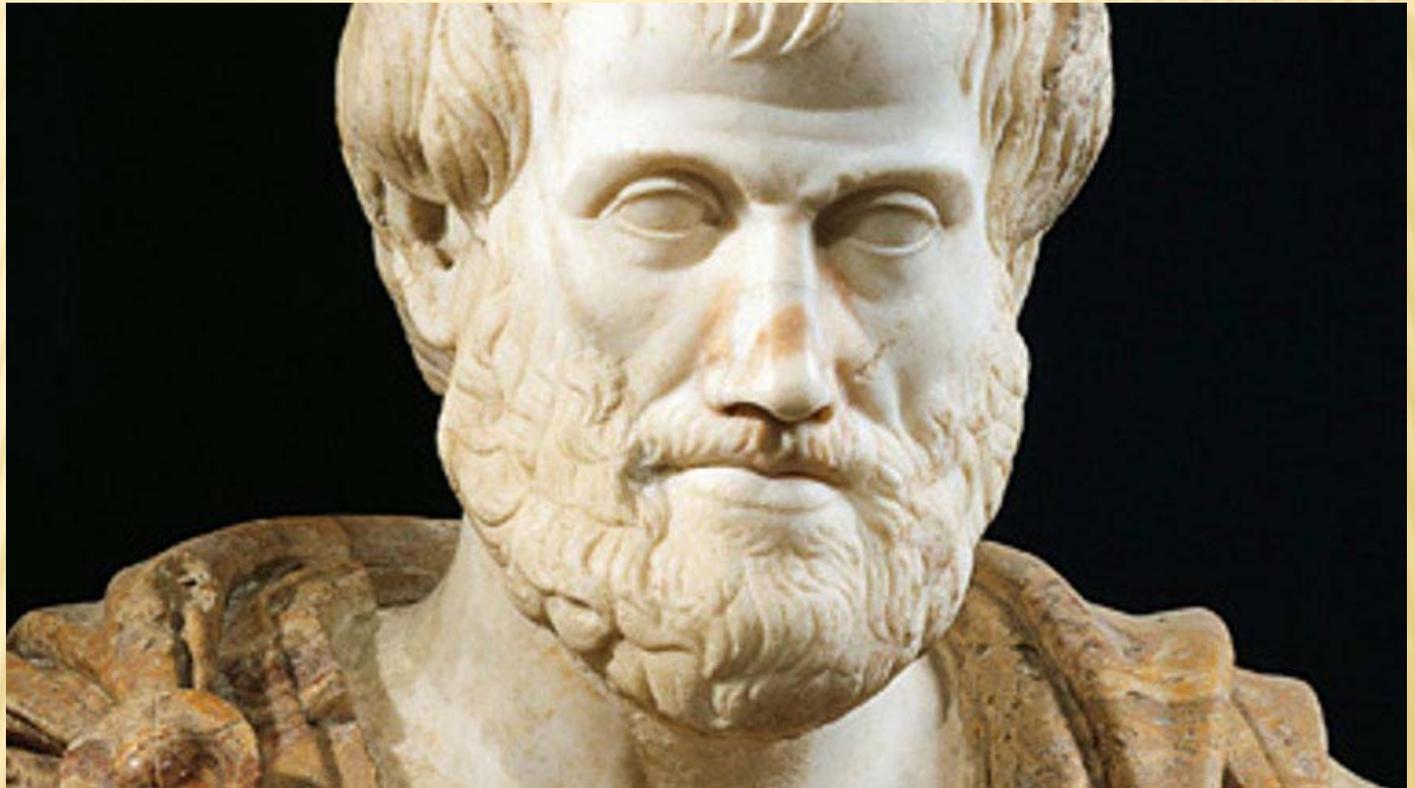
Demanding politically correctness

Privileging of personal opinions

Craving positive feedback

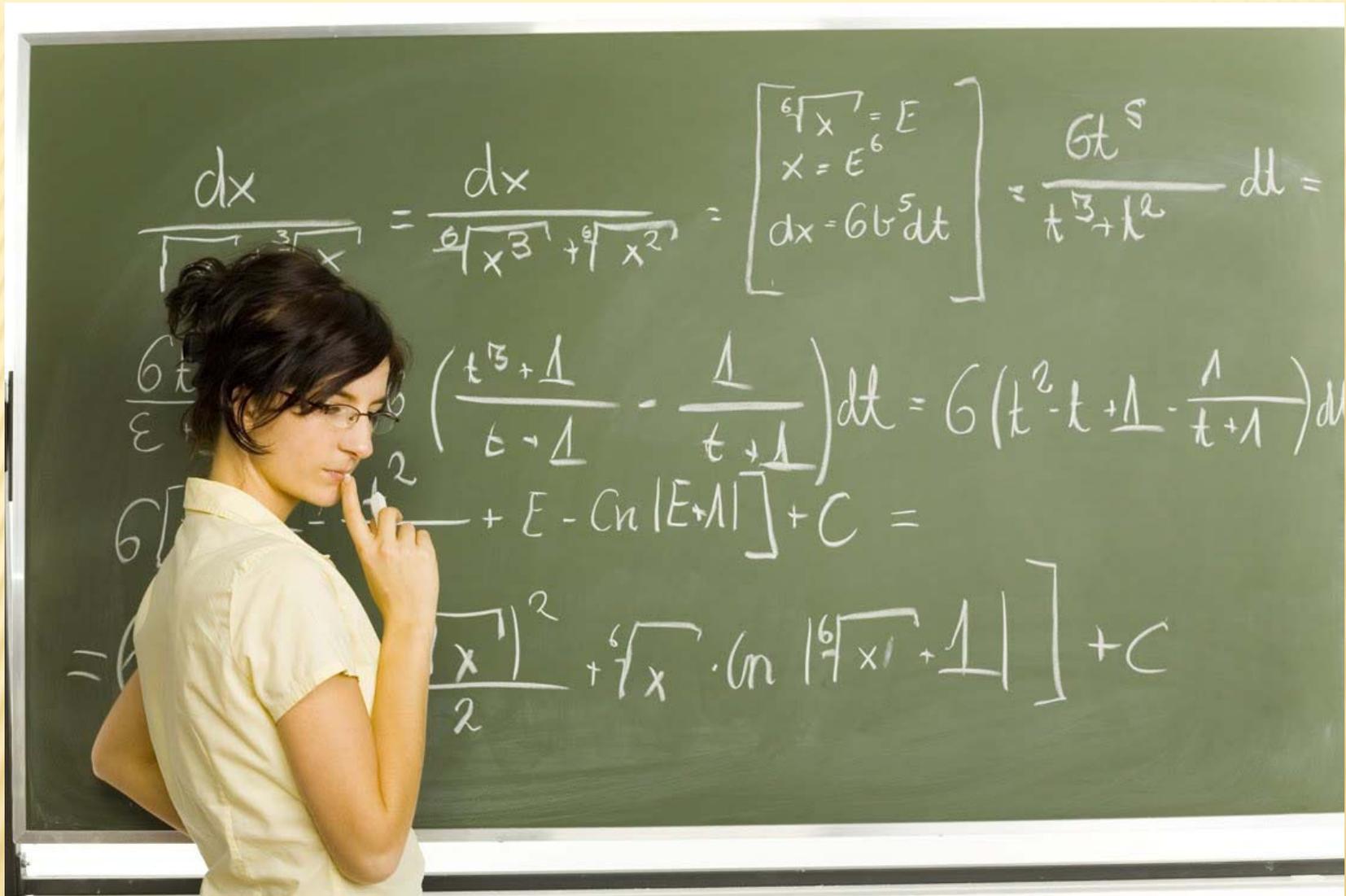
Effective Communication:

- Ethos
- Logos
- Pathos



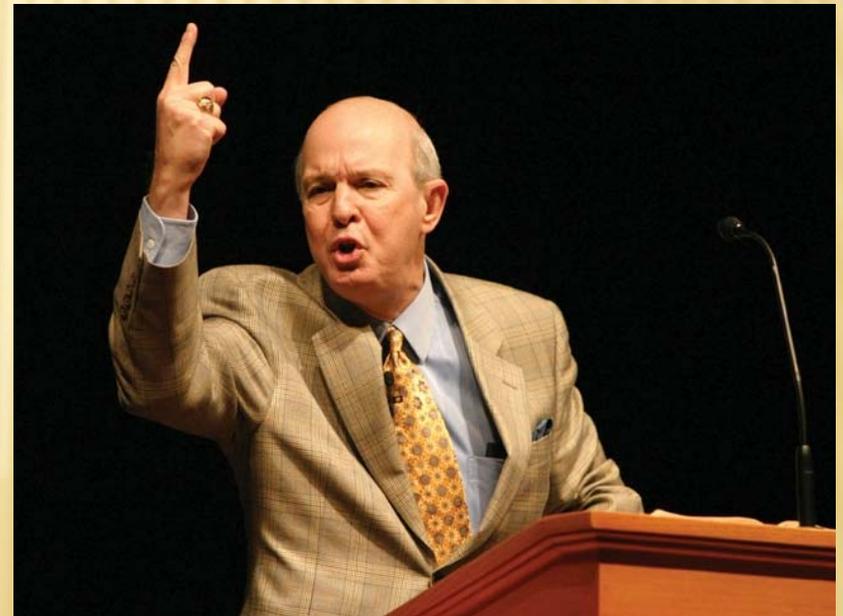
Ethos =
credibility





Logos = logic

Pathos =
emotional appeal



Compliance gaining communication





Power language



The End