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Festus ngure

Organizational Communication

(Lead 706)

Beulah Heights University

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## Leadership and management communication

### LEADERSHIP AND MANAGEMENT COMMUNICATION

Leadership- Process for guiding individuals, groups, and entire organizations in establishing goals and sustaining action to support goals.

Leadership communication is a process of influence whereby leaders attempt to convince followers to attain specific goals or broad organizational outcomes.

Communication relationships between managers and employees influence innovation, decision making, work satisfaction, and perceptions of organizational climate.

Management- Responsibility, specifically assigned by the organization, to direct and evaluate the work of others.

#### **Theories of Leadership and Management.**

Theories of leadership and management describe leaders and managers in terms of personal traits or characteristics, preferences for leadership styles or approaches, and responsiveness to leadership requirements in specific situations.

Trait approach- Theory of leadership that assumed that leaders possessed innate traits that made them effective; commonly referred to as the great-man theory. This theory is prevalent today among those who believe that leadership cannot be developed, that you either have leadership qualities or you don't.

#### Style Approaches

Theories that attempt to identify a range of general approaches leaders use to achieve goals. The approaches are thought to be based on a leader's assumptions about what motivates people to accomplish goals. The three primary styles identified are autocratic, democratic, and laissez-faire.

The autocratic leader or manager makes decisions with little influence from others.

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Democratic leaders involve followers in decision making.

Laissez-faire Style of leader or manager who behaves as a non-leader.

Individuals and groups are expected to make their own decisions because of a hands-off approach from the leader.

Impoverished leader- makes few attempts to influence people toward task or goal achievement. This leader frequently dislikes leadership responsibilities and lets others take responsibility that rightfully belongs to the leader.

Middle-of-the-road management leader- balances task and people concerns; commonly referred to as compromise management or leadership. This leader is more concerned with practical versus excellent solutions.

Country club management leader- This leader provides an interpersonal relationship bond that is low on task emphasis and high in interpersonal support. This leader wants to be liked and to have a group of followers who feel supported by the leader.

Task management leader- Is concerned with goals or task achievement while exhibiting little concern for personal relationships; commonly referred to as autocratic leadership.

Team management leader- Team leaders exhibit high concern for both task and interpersonal relationships by emphasizing goal accomplishment while supporting people. Team leaders respect different points of view and value diversity as long as all contribute to the group effort.

### **Situational Approaches**

Leadership theories that explore how leaders interact with followers and the requirements of a particular environment.

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Blake and Mouton, Paul Hersey and Kenneth Blanchard (1977) proposed a concept of leadership that suggested the appropriateness and effectiveness of leadership behaviors could not be determined by the specific behavior of the leader but by the appropriateness of the behavior in a particular situation.

Hersey and Blanchard's situational leadership theory suggested that effectiveness of a particular leader was related to the leader's selection of behavior appropriate to the maturity level of the follower group. Maturity was based on achievement, motivation, ability, education, experience, and the willingness to participate responsibly in goal-oriented activities.

### **Transformational Approaches**

Leadership theories that explore how leaders motivate followers by personal example, through appeals to higher level needs, and by the establishment of vision.

The transactional leader is most concerned with the satisfaction of physiological, safety, and belonging needs. To meet these needs, a transactional leader exchanges rewards or privileges for desirable outcomes.

Hackman and Johnson, in summarizing research on transformational leaders, conclude five primary characteristics appear in one form or another. Transformational leaders are creative, interactive, visionary, empowering, and passionate.

Dispersed leadership is characterized by leaders attempting to develop leadership in others.

Dispersed leadership rests on sharing power and responsibility for leadership among those formally designated as leaders and others involved in a given goal, project, or work assignment.

Super Leadership is the process of leading others to lead themselves.

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### **Discursive Approaches**

Examine leadership process through discourses that influence the accomplishment or lack of accomplishment of tasks and goals.

To understand leadership processes, discursive approaches examine talk, text, and social practices in organizations along with the enduring systems of taken-for-granted assumptions about how power and other relationships work and what is considered not only appropriate but also rational.

### **Distinctions between Leadership Management**

The problem with many organizations, and especially the ones that are failing, is that they tend to be over-managed and under led.

We can readily understand how a manager becomes a leader when inspiring employees to excellent performance.

What we do not as readily see is the leadership role of the employee who identifies a needed work change, a possible new product, or an improved service opportunity and proceeds to influence others to share that vision of an improved organization.

This employee's assumption of leadership responsibility is highly desirable for the fast-paced information age.

### **Leadership and Management Challenges**

Leadership is described as both a lonely and a highly participative endeavor. The increasing complexity of a technologically connected global environment places new demands on leaders and managers.

### **Confronting ethics and Failures**

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High-visibility ethical abuses and a host of failures and mistakes have put new pressures on leaders and managers to respond rapidly when problems arise.

Executives derailed because they were challenged by; problems with interpersonal relationships, failure to meet business objectives, failure to build and lead a team, and inability to change or adapt during a transition. Leaders and organizations who decline exhibit five general stages of decline; hubris born of past success, undisciplined pursuit of more in almost all categories, including profit, denial of pending risks and peril, grasping for solutions and giving in to irrelevance or final endings

Helena Liu (2010) describes leader response strategies to recover from failures; underscored the importance of acknowledging mistakes, taking responsibility, demonstrating repentance, and announcing intentions to rectify mistakes.

Many leaders face ethical abuses and organizational failures. The outcomes for the leader and the organization often are directly related to the communication approaches employed.

### **Changing Organizational Forms**

Work teams are given higher degrees of autonomy and control over immediate work situations. The goals are to increase competitiveness and improve employee morale.

Traditional responsibilities of managers are replaced by passing power and control to lower levels in the organization. Managers become facilitators, coaches, teachers, and experts, whereas previously they may have been controllers, directors, planners, and rewarders.

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The new responsibilities are roles, not new organizational positions. In 1996, Michael Hammer contended a historic chain reaction was under way, forcing deep changes in management structure, strategic planning, and financial structures precipitated by the rise of the demanding customer.

### **Global and Multicultural Changes**

Several global issues affecting leadership challenges today include; increasing competition among firms on a global basis, emphasis on speed, service, and information, a mandate for flexibility and change in organizations, creative and conceptual demands of a computer-based work setting, with great opportunities for value-added labor, and the economic necessity of embracing previously under-employed workers. Leaders and managers are designing flatter, more decentralized organizations, with greater employee need for self-management and concomitant accountability.

Determinants of Leadership effectiveness both leadership and management are enacted through human communication. With this perspective comes an examination of how communication competencies, influence (power bases), and analysis abilities contribute to leadership effectiveness.

### **Communication Competencies as Determinants of Leadership effectiveness**

Communication competence is necessary for organizational excellence. Knowledge, sensitivity, skills, and values must all be understood and developed for both individuals and entire organizations to be effective in our emerging information era.

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Historically leadership experts such as Chris Argyris (1962), Peter Drucker (1966), and Bennis and Nanus (1985) described communication effectiveness as a central element for overall managerial effectiveness.

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### **Predispositions for Leadership Communication**

Highly task-oriented individuals are more likely to adopt leadership styles reflecting task emphasis, whereas those preferring close interpersonal relationships are more likely to adopt styles reflecting their concern for people.

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Concerns for task and people relationships, follower maturity, personal assessments of communication competence, and assessments of influence or power positions also are reflected in our predispositions for leadership communication, predispositions that subsequently influence strategic objectives and tactical choices.

### **Power Bases for Leaders**

Power bases are the Influence an individual has over another as a result of dependency on the powerful person. Power bases are commonly identified as legitimate, reward, coercive, referent, expert, and connection.

Legitimate power comes from the positions, titles, or roles people occupy. Supervisors have legitimate power over employees. Employees have the legitimate power of their positions.

Reward power is based on the leader's control and distribution of tangible and intangible reward resources. A leader can influence with the promise of rewards only as long as those rewards are within the leader's control and perceived by followers as rewarding.

Coercive power can be understood as the sanctions or punishments within the control of the leader. Coercive power is the ability to punish for not complying with influence attempts. To be effective, coercive power must not be threatened beyond what the leader is willing to administer.

Referent power is a result of others identifying with the leader or individuals within a group. It is a power base only indirectly related to an individual's overt influence attempts.

Expert or information power is Power based on information the leader knows as a result of organizational interaction or areas of technical specialty. It can be

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used without coercive power and often contributes to the development of referent power.

Connection power is the influence people have as a result of whom they know and the support they have from others in the organization. This power is understood by observing communication networks and how individuals are linked throughout the organization.

### Conclusion.

Good communication skills increases

- ✓ innovation,
- ✓ early identification of problems,
- ✓ creates the mastery goal orientation needed for exceptional productivity.

Enable employers to

- ✓ get closer to employees,
- ✓ build trust,
- ✓ promote dialogue,
- ✓ engage employees,
- ✓ align their communication with organizational strategy.

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