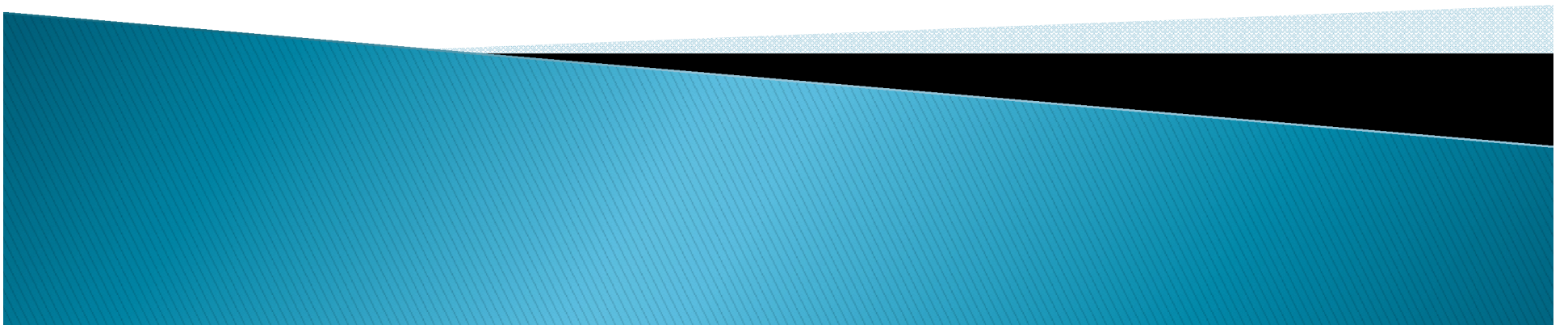
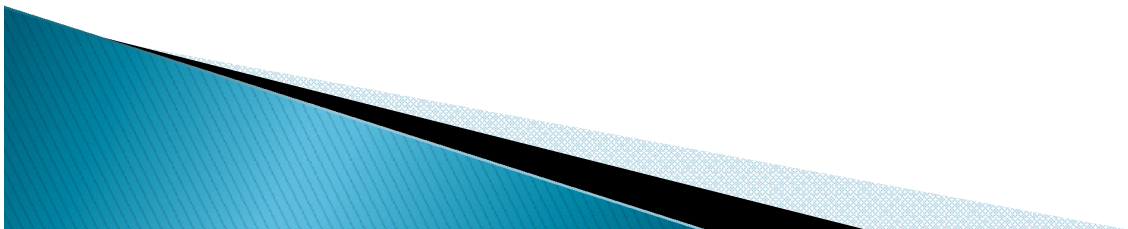


# Communication & Leadership



# Communication

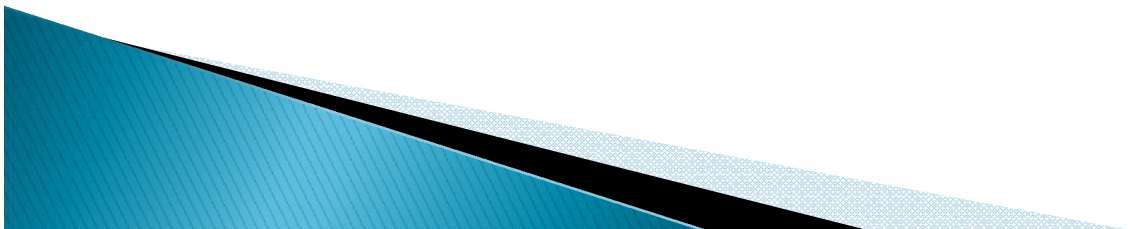
- ❖ The term 'communication' originates from the Latin word *communicare*, which means to share or impart.
- ❖ Communication is the process of exchanging of facts, ideas and opinions and a means that individuals or organisations use for sharing meaning and understanding with one another.
- ❖ Communication is a process, which involves organising, selecting and transmitting symbols in an appropriate way to ensure the listener perceives and recreates in his own mind the intended meaning of the communicator.





# Communication

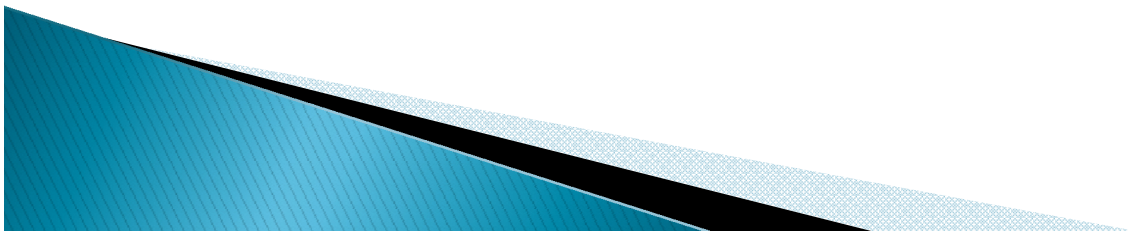
- ▶ Communication is a two-fold process between two parties- the sender and the receiver. It involves an exchange and progression of thoughts, ideas, knowledge and information towards a mutually accepted goal or direction.



# Communication

According to Behind Brown:

“ Communication is the transmission and interchange of facts, ideas, feelings or course of action.”

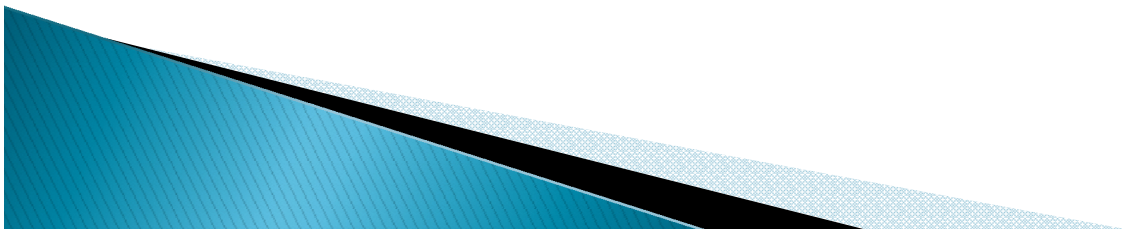


# Communication

COMMUNICATION IS THE ART OF TRANSMITTING INFORMATION, IDEAS AND ATTITUDES FROM ONE PERSON TO ANOTHER. COMMUNICATION IS THE PROCESS OF MEANINGFUL INTERACTION AMONG HUMAN BEINGS.

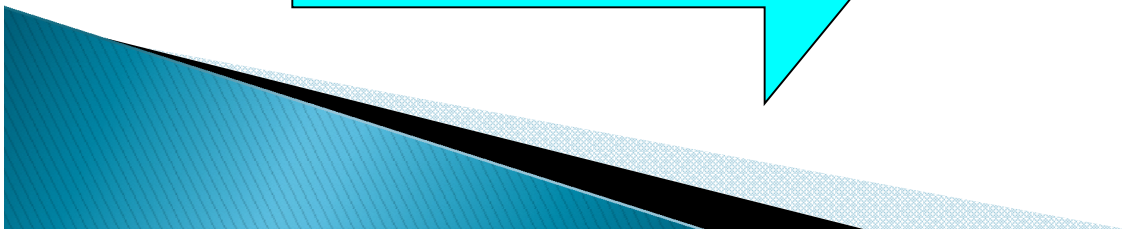
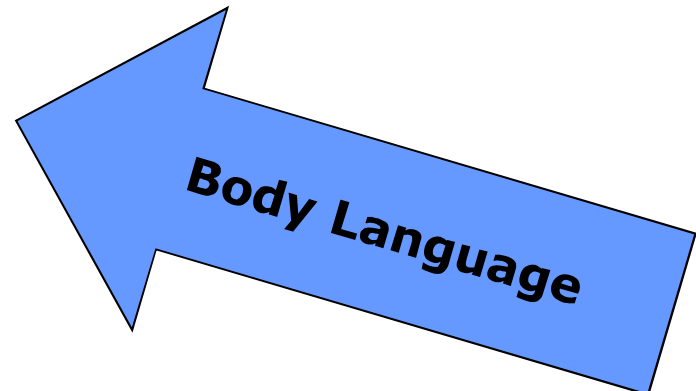
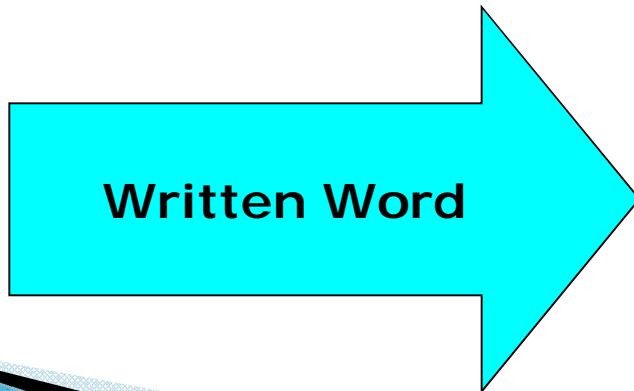
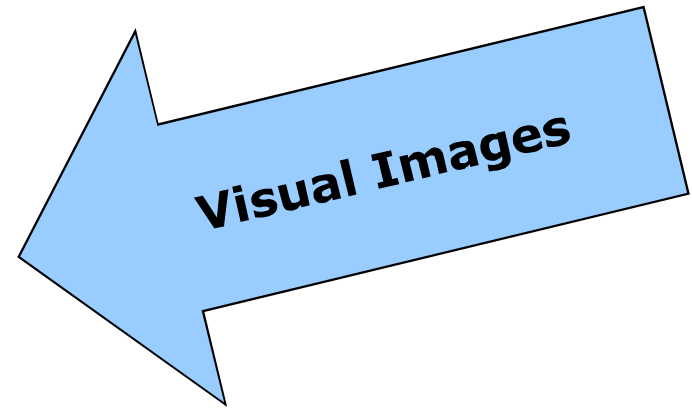
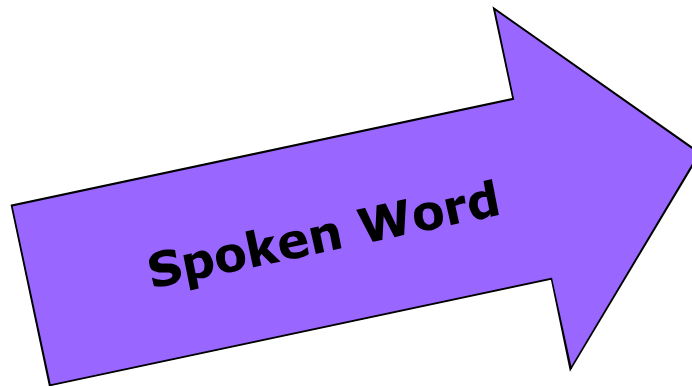
## ITS ESSENCES :

- ★ PERSONAL PROCESS
- ★ OCCURS BETWEEN PEOPLE
- ★ INVOLVES CHANGE IN BEHAVIOUR
- ★ MEANS TO INFLUENCE OTHERS
- ★ EXPRESSION OF THOUGHTS AND EMOTIONS THROUGH WORDS & ACTIONS.
- ★ TOOLS FOR CONTROLLING AND MOTIVATING PEOPLE.
- ★ IT IS A SOCIAL AND EMOTIONAL PROCESS.



# Communication

- ▶ What are the most common ways we communicate?



# Communication

## **Downwards Communication :**

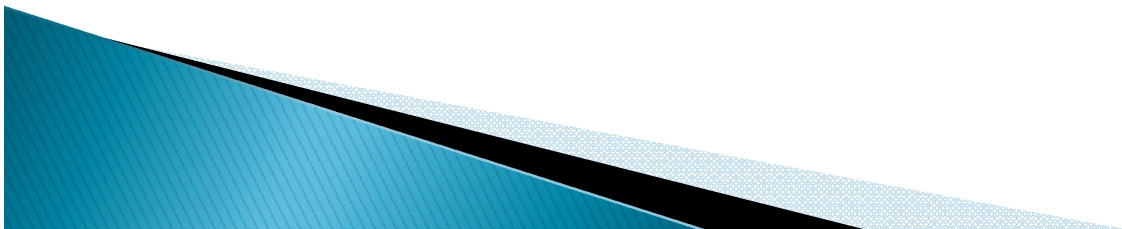
Highly Directive, from Senior to subordinates, to assign duties, give instructions, to inform to offer feed back, approval to highlight problems etc.

## **Upwards Communications :**

It is non directive in nature from down below, to give feedback, to inform about progress/problems, seeking approvals.

## **Lateral or Horizontal :**

Among colleagues, peers at same level for information level for information sharing for coordination, to save time.



# Communication

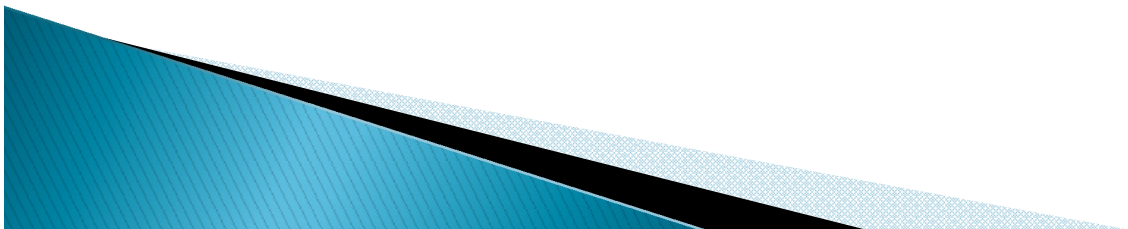
In modern business environment communication extends beyond written or spoken words to listened word.

Visual dimension added by T.V., computers has given to new meaning to communication.

## COMMUNICATION NETWORKS

**Formal Network** : Virtually vertical as per chain go command within the hierarchy.

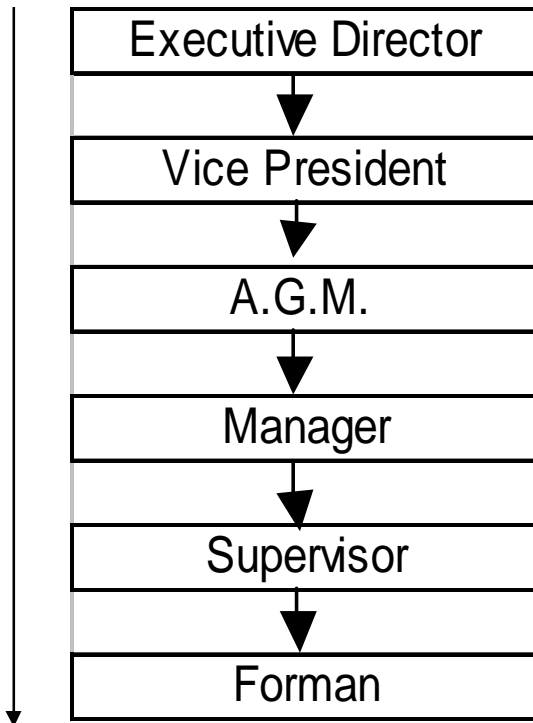
**Informal Network** : Free to move in any direction may skip formal chain of command. Likely to satisfy social and emotional needs and also can facilitate task accomplishment.



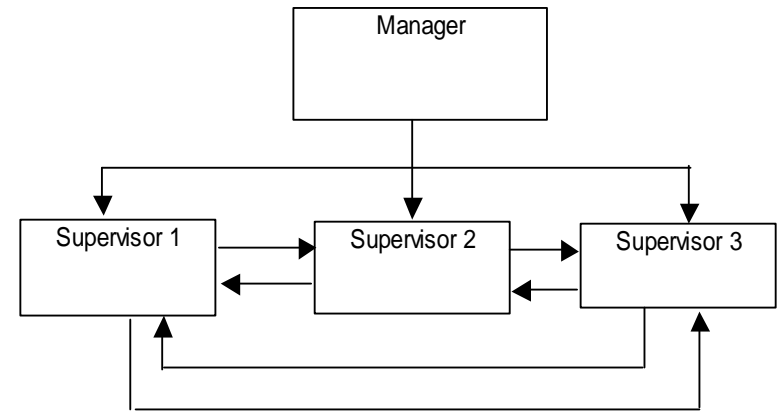


# HIERARCHY LEVEL

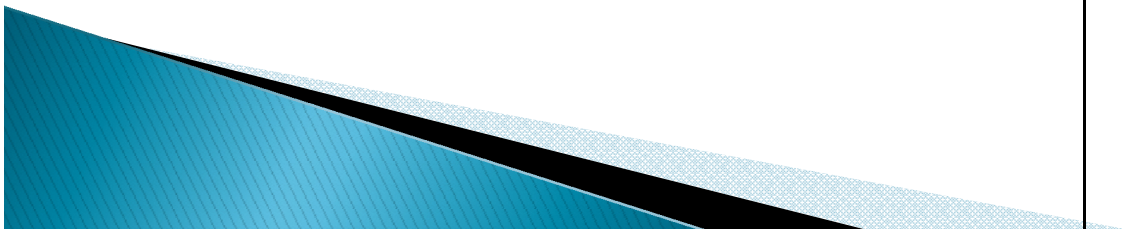
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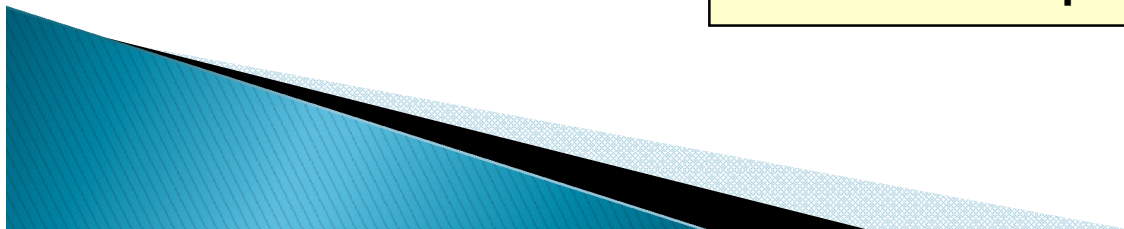
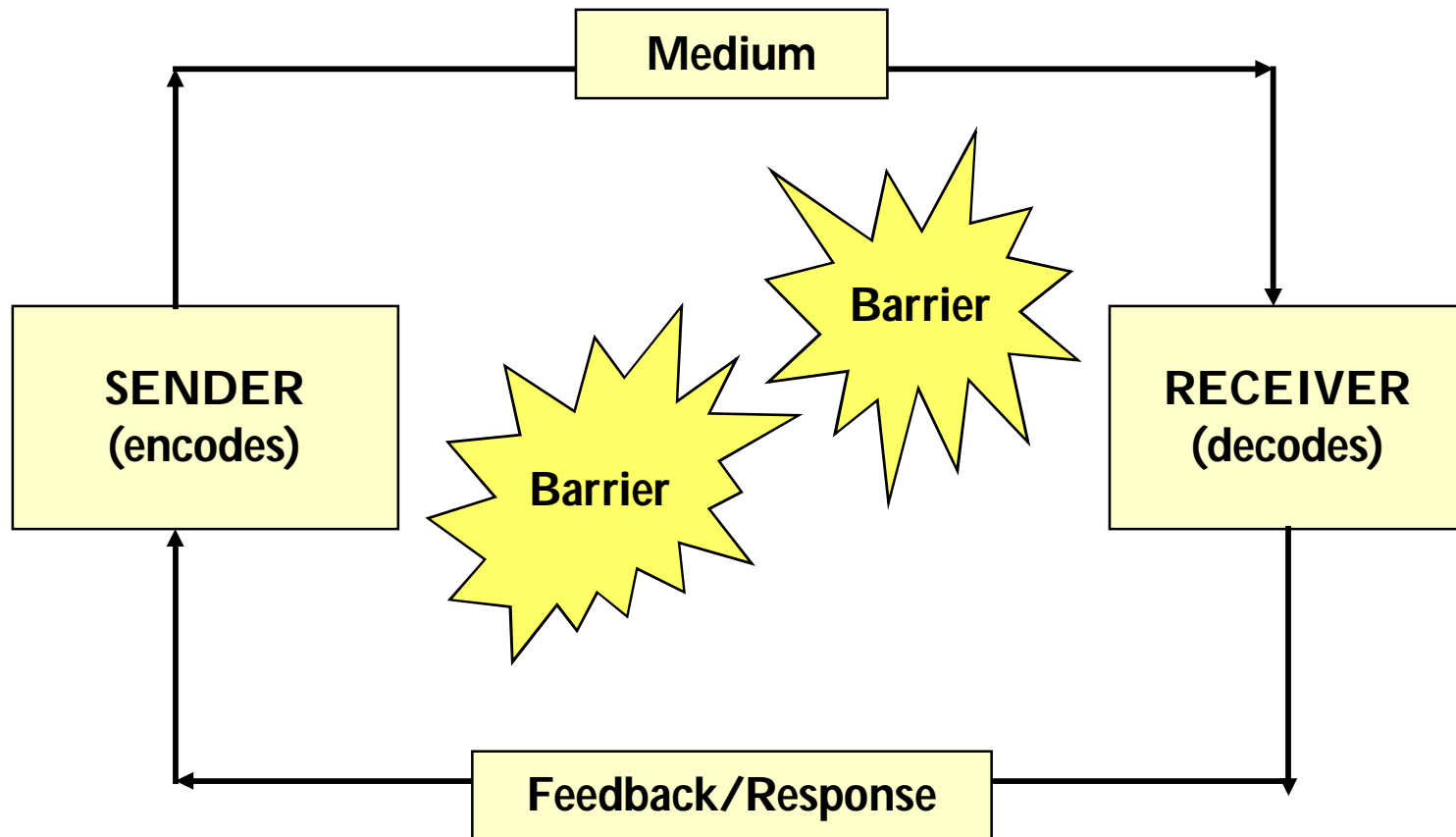
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**Horizontal Comm.**

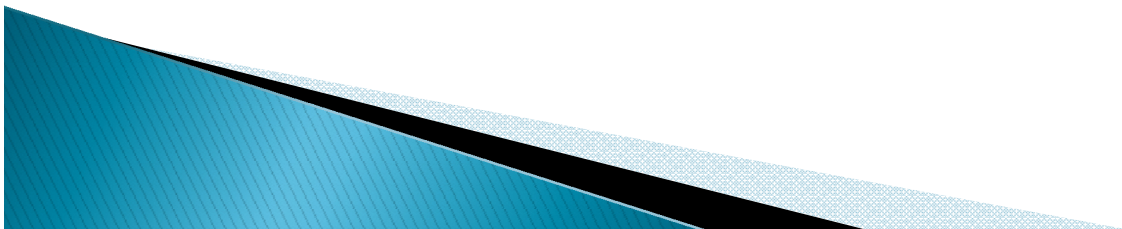


# The Communication Process



# Barriers to Communication

- Noise
- Inappropriate medium
- Assumptions/Misconceptions
- Emotions
- Language differences
- Poor listening skills
- Distractions

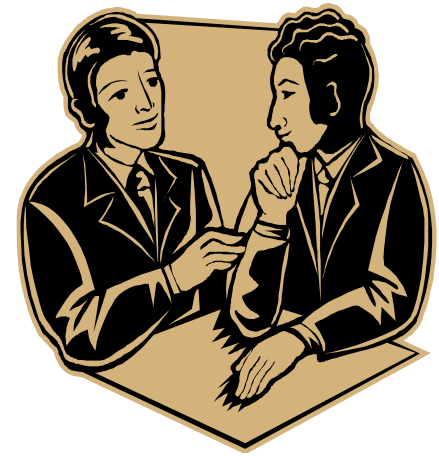


# Hearing Vs Listening

**Hearing** – Physical process, natural, passive



**Listening** – Physical as well as mental process, active, learned process, a skill



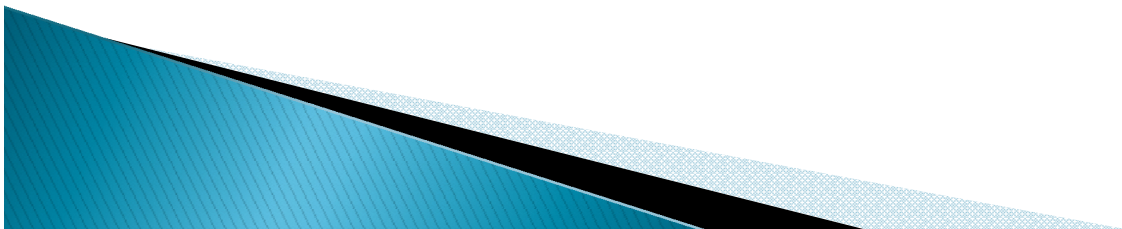
Listening is hard.

You must choose to participate in the process of listening.

# VALUE OF LISTENING



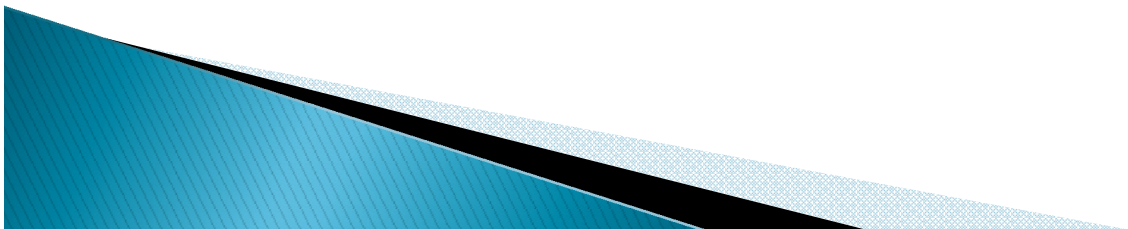
- ★ Listening to others is an elegant art.
- ★ Good listening reflects courtesy and good manners.
- ★ Listening carefully to the instructions of superiors improve competence and performance.
- ★ The result of poor listening skill could be disastrous in business, employment and social relations.
- ★ Good listening can eliminate a number of imaginary grievances of employees.
- ★ Good listening skill can improve social relations and conversation.
- ★ Listening is a positive activity rather than a passive or negative activity.



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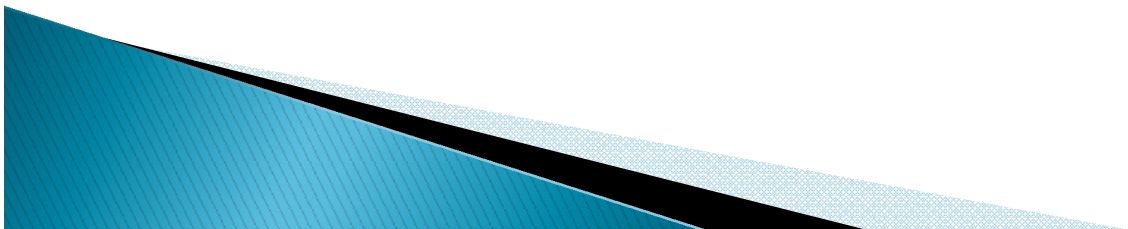




# ESSENTIALS OF COMMUNICATION

## Dos

- ★ Always think ahead about what you are going to say.
- ★ Use simple words and phrases that are understood by every body.
- ★ Increase your knowledge on all subjects you are required to speak.
- ★ Speak clearly and audibly.
- ★ Check twice with the listener whether you have been understood accurately or not



# ESSENTIALS OF COMMUNICATION

## Dos

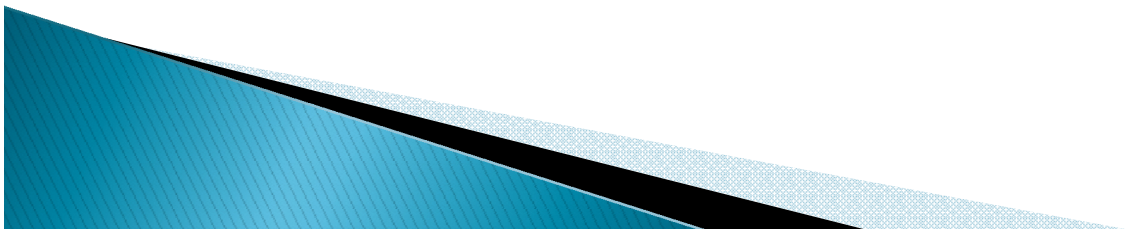
- ★ In case of an interruption, always do a little recap of what has been already said.
- ★ Always pay undivided attention to the speaker while listening.
- ★ While listening, always make notes of important points.
- ★ Always ask for clarification if you have failed to grasp other's point of view.
- ★ Repeat what the speaker has said to check whether you have understood accurately.



# ESSENTIALS OF COMMUNICATION

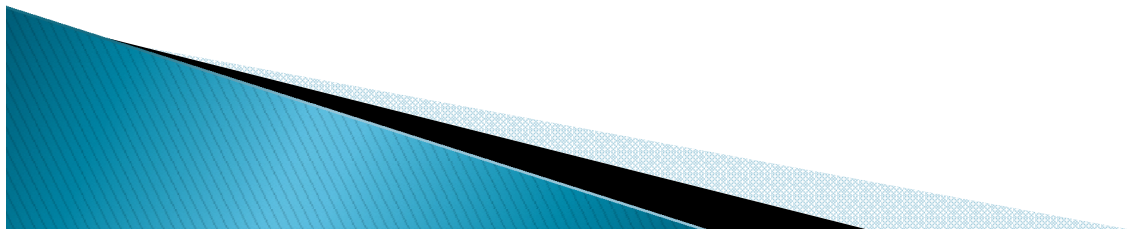
## DON'Ts

- ★ Do not instantly react and mutter something in anger.
- ★ Do not use technical terms & terminologies not understood by majority of people.
- ★ Do not speak too fast or too slow.
- ★ Do not speak in inaudible surroundings, as you won't be heard.



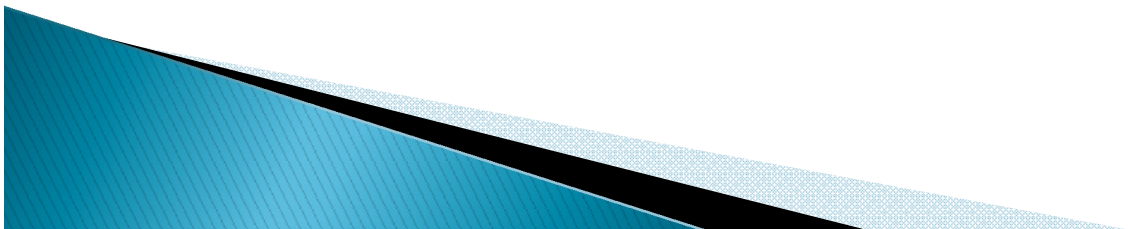
# ESSENTIALS OF COMMUNICATION DON'Ts

- ★ Do not assume that every body understands you.
- ★ While listening do not glance here and there as it might distract the speaker.
- ★ Do not interrupt the speaker.
- ★ Do not jump to the conclusion that you have understood every thing.



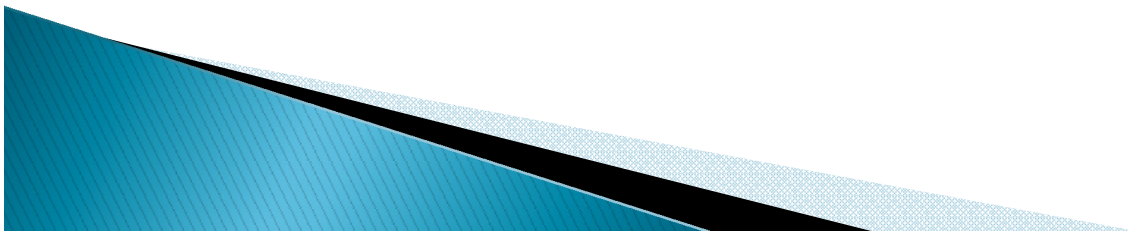
# How to Improve Existing Level of COMMUNICATION?

- ★ IMPROVE LANGUAGE.
- ★ IMPROVE PRONUNCIATION.
- ★ WORK ON VOICE MODULATION.
- ★ WORK ON BODY LANGUAGE.
- ★ READ MORE
- ★ LISTEN MORE
- ★ AVOID READING OR WATCHING OR LISTENING UNWANTED LITERATURE, GOSSIP, MEDIA PRESENTATION ETC.



# How to Improve Existing Level of COMMUNICATION?

- ★ INTERACT WITH QUALITATIVE PEOPLE.
- ★ IMPROVE ON YOU TOPIC OF DISCUSSION,
- ★ PRACTICE MEDITATION & GOOD THOUGHTS.
- ★ THINK AND SPEAK.
- ★ DO NOT SPEAK TOO FAST.
- ★ USE SIMPLE VOCABULARY.
- ★ DO NOT SPEAK ONLY TO IMPRESS SOMEONE.
- ★ LOOK PRESENTABLE AND CONFIDENT.





# Improving Body Language - Tips

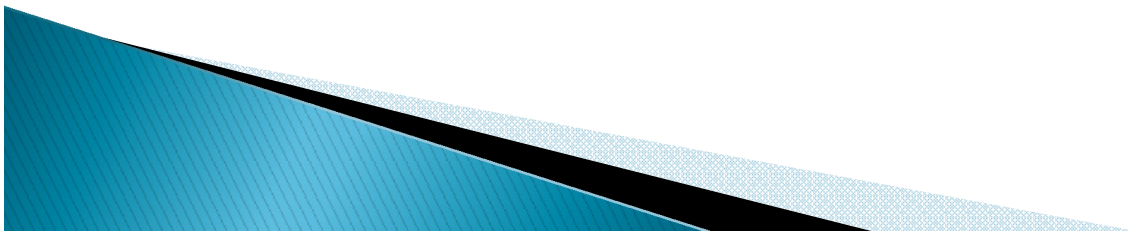
- Keep appropriate distance
- Touch only when appropriate
- Take care of your appearance
- Be aware - people may give false cues
- Maintain eye contact
- Smile genuinely



# Importance of Communication

## 1. Coordination:

- ❖ Modern complex organizations are large, consisting of numerous employees working towards accomplishing common goals.
- ❖ Effectual systems of communication encourage better coordination.



# Importance of Communication

## 2. Smooth Working:

- ❖ Smooth and uninterrupted working of an enterprise, largely depends on good communication network.

## 3. Effective Decision-Making:

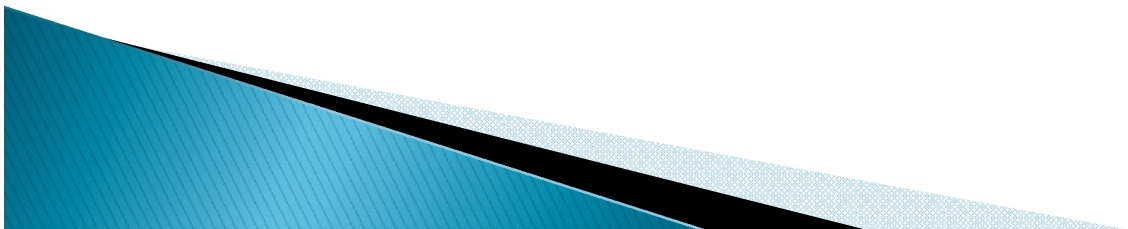
- ❖ It is essential to have a record of past and present data for immediate and effective decision-making.
- ❖ Communication is the primary base by means of which information is supplied to further help in making decisions.



# Importance of Communication

## 3. Managerial Efficiency:

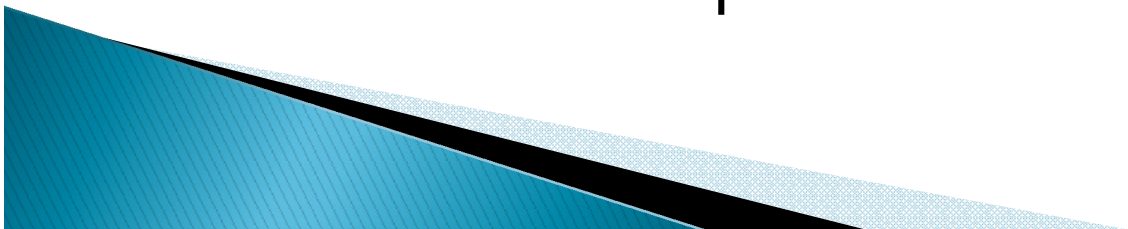
- ❖ Efficiency lays in the manner individuals and groups are assigned their respective targets..
- ❖ Managerial functions like planning, control, coordination, motivation cannot be discharged without communication.



# Importance of Communication

## 4. Co-operation:

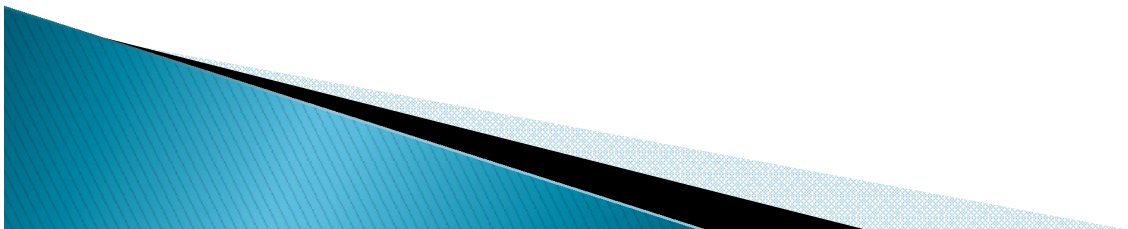
- ❖ Co-operation among workers is possible only when there is an exchange of information between individuals and groups and between the management and the employees.
- ❖ This not only promotes the industrial peace but also maximizes production.
- ❖ The two-way communication network enhances co-operation between people.



# Importance of Communication

## 5. Effective Leadership:

- ❖ Leadership implies the presence of a leader and followers. There is always a continuous process of communication between them.
- ❖ Communication is the basis for direction, motivation as well as establishment of effective leadership.





# Importance of Communication

## 6. Job Satisfaction:

- ❖ Communication is essential for achieving job satisfaction. Management conveys messages, which promote mutual understanding.
- ❖ Reception and recognition provide job satisfaction to employees.
- ❖ Two-way communication creates confidence, which leads to job satisfaction among employees.

Openness, straightforward expression

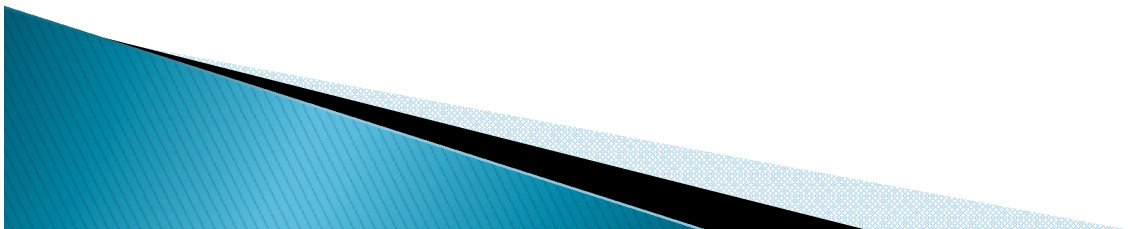
- ▶ of opinions is necessary in this direction.



# Importance of Communication

## 7. Increase Productivity:

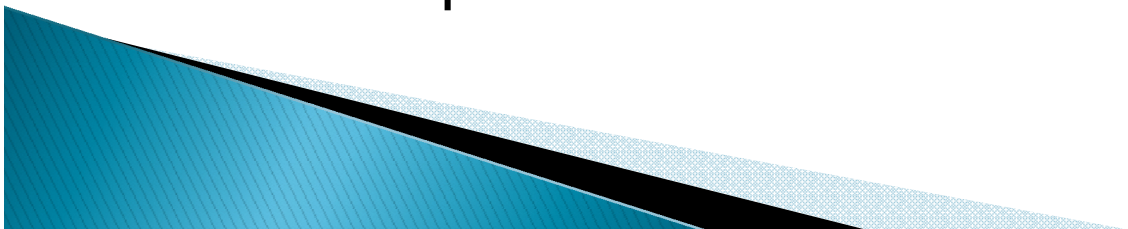
- ❖ Communication helps the management in achieving maximum productivity with minimum cost and eliminating waste. These are the main objectives of the management.
- ❖ It is remarked that an archenemy of communication is the very illusion of it. This illusion can be avoided only with an effective system of communication.
- ❖ It is through communication that the workers can be well informed about the process of production, new methods of production and the activities of the workers in a similar organisation.
- ❖ Thus, a good system of communication helps the management to achieve maximum productivity with minimum cost, elimination of waste, reduction of cost etc.



# Importance of Communication

## 8. Morale Building:

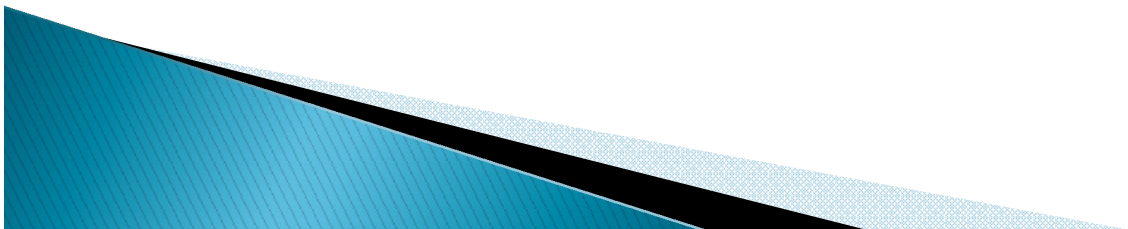
- ❖ Morale and good relations in the organisation are essential for achieving goals of the organisation and promoting its benevolence goodwill in the public.
- ❖ An effective system, of communication builds good morale and improves human relations.
- ❖ Participatory communication is the best technique of morale building and motivation.



# Importance of Communication

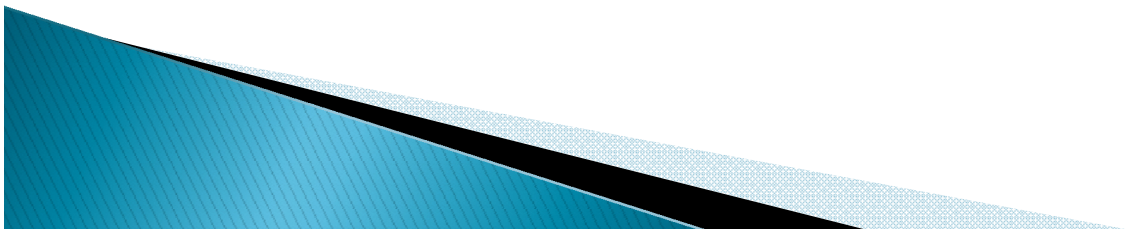
## 9. Achieving Managerial Roles:

- ❖ Henry Mintzberg has described a manager's job by assigning three roles, namely inter-personal roles, informational roles and decisional roles.
- ❖ Communication plays a vital role in these three types of role.
- ❖ In case of interpersonal role, a manager has to constantly interact with subordinates.
- ❖ In informational role, a manager has to collect information from various people and supply the necessary information to others both inside and outside the organisation.
- ❖ A manager in a decisional role or written media of communication discharges interpersonal, informational and decisional roles as well.



# What is a Leader?

- ▶ A Leader is someone in authority to lead others to accomplish a goal(s). A leader needs to be able to motivate others to accomplish a goal(s) while at the same time encourage others to work toward their own professional goals.



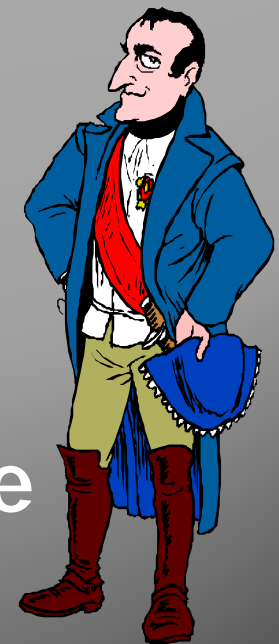
# What is leadership?

Leading people

Influencing people

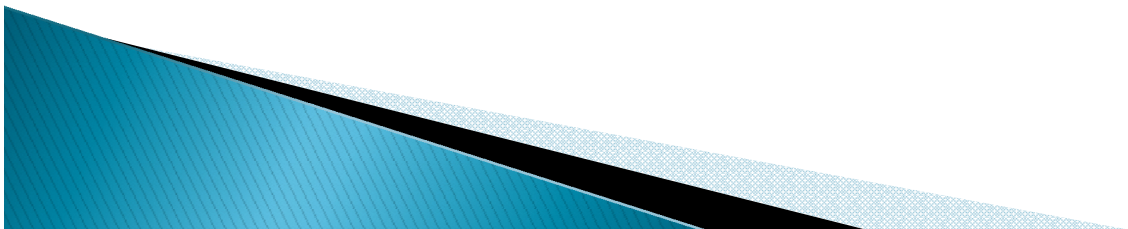
Commanding people

Guiding people



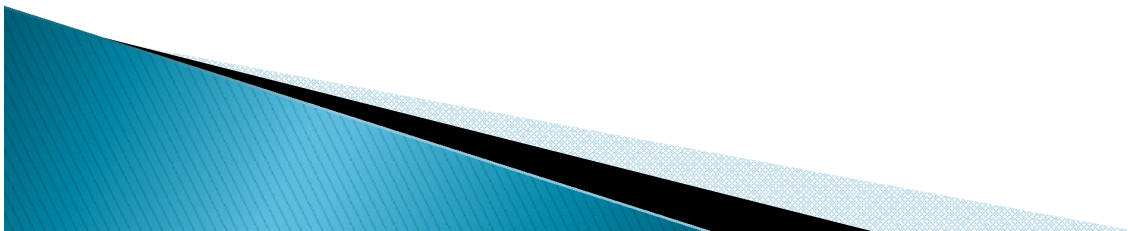
# The Nature of Leadership

- **Leadership** is a 'process' [focusing on what leaders actually do] and a 'property'.
- As a **process**, leadership is the use of non-coercive influence to shape the group's or organization's goals, to motivate behavior toward the achievement of those goals, and to help define group or organizational culture.
- As a **property**, leadership is the set of characteristics attributed to individuals who are perceived to be leaders.



# The Nature of Leadership

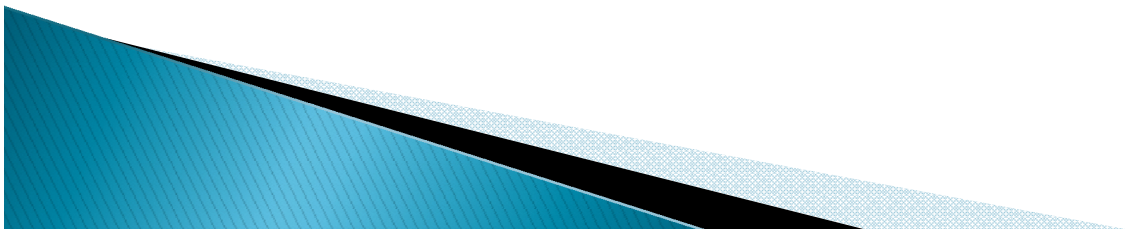
Leaders are people who can influence the behaviors of others without having to rely on force or people whom others accept as leaders.





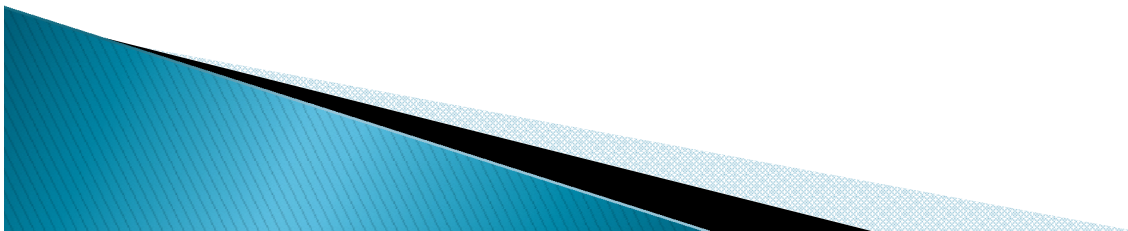
# Leadership and Management

- Leadership and management are related, but they are not the same.
- Organizations need both leadership and management if they are to be effective.
- Leadership is necessary to create change; management is necessary to achieve orderly results.



# Types of Leaders

- ▶ **Leader by the position achieved**
- ▶ **Leader by personality, charisma**
- ▶ **Leader by moral example**
- ▶ **Leader by power held**
- ▶ **Intellectual leader**
- ▶ **Leader because of ability to accomplish things**



# Managers vs. Leaders

## Managers

- ▶ Focus on things
- ▶ Do things right
- ▶ Plan
- ▶ Organize
- ▶ Direct
- ▶ Control
- ▶ Follows the rules

## Leaders

- ▶ Focus on people
- ▶ Do the right things
- ▶ Inspire
- ▶ Influence
- ▶ Motivate
- ▶ Build
- ▶ Shape entities

# Common Activities

- ▶ **Planning**
- ▶ **Organizing**
- ▶ **Directing**
- ▶ **Controlling**



# Planning

## Manager

- ▶ Planning
- ▶ Budgeting
- ▶ Sets targets
- ▶ Establishes detailed steps
- ▶ Allocates resources

## Leader

- ▶ Devises strategy
- ▶ Sets direction
- ▶ Creates vision



# Organizing

## Manager

- ▶ Creates structure
- ▶ Job descriptions
- ▶ Staffing
- ▶ Hierarchy
- ▶ Delegates
- ▶ Training

## Leader

- ▶ Gets people on board for strategy
- ▶ Communication
- ▶ Networks

# Directing Work

## Manager

- ▶ Solves problems
- ▶ Negotiates
- ▶ Brings to consensus

## Leader

- ▶ Empowers people
- ▶ Cheerleader



# Controlling

## Manager

- ▶ Implements control systems
- ▶ Performance measures
- ▶ Identifies variances
- ▶ Fixes variances

## Leader

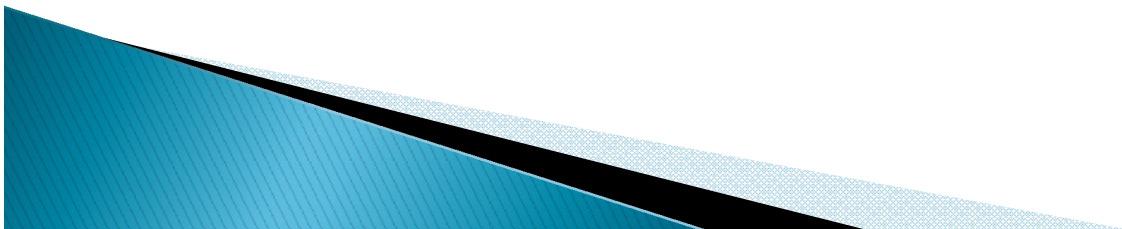
- ▶ Motivate
- ▶ Inspire
- ▶ Gives sense of accomplishment



# 3 Styles of Leadership

## ▶ Autocratic

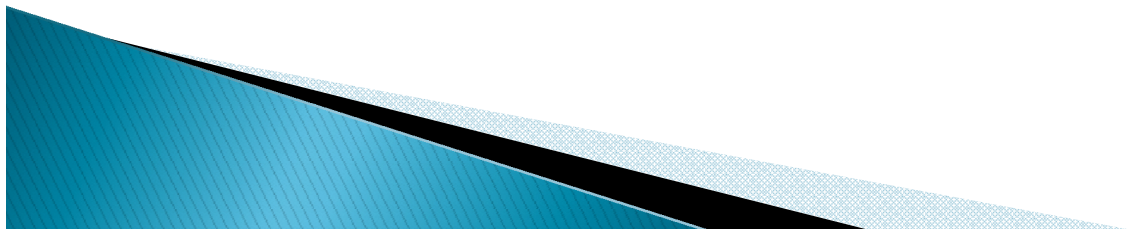
- Authoritarian
- Tells employees/students what they want done and how to do it (without getting the advice from others).
- Works well if you don't have much time to accomplish goals or if employees are well motivated.
- Generally, this style is not a good way to get the best performance from a team.



# Leadership Styles Con't.

## ▶ Democratic

- Participative style
- The leader involves one or more employees/students in the decision making process (to determine what to do and how to do it).
- Leader maintains the final decision making authority.
- Allows everyone to be part of a team—everyone feels that they have participated and contributed.
- Encourages participation, delegates wisely, values group discussion.
- Motivates by empowering members to direct themselves and guides w/a loose reign.
- Negative—everything is a matter of group discussion and decision—doesn't really lead.

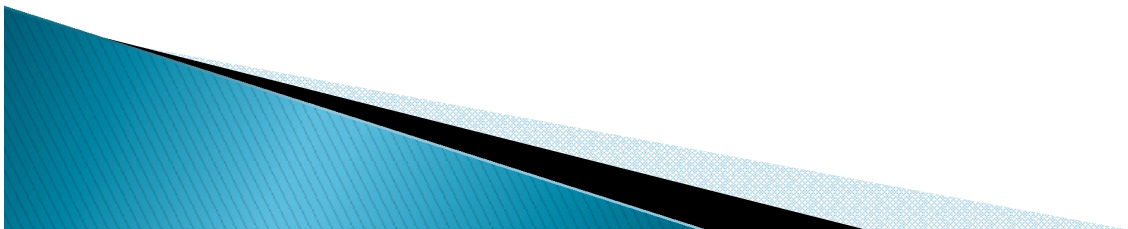


# Leadership Styles Con't



## ▶ Delegative

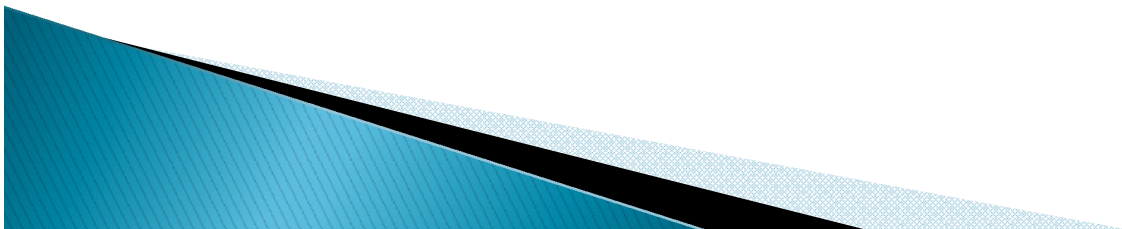
- Free Reign (laissez faire)
- Leader allows employees/students to make the decisions.
- Leader is still responsible for the decisions.
- Employees/students analyze the situation and determine what needs to be done and how to do it. Leader sets priorities and delegates.
- Leader has little control. Team has little direction or motivation.



# Managers vs. Leaders

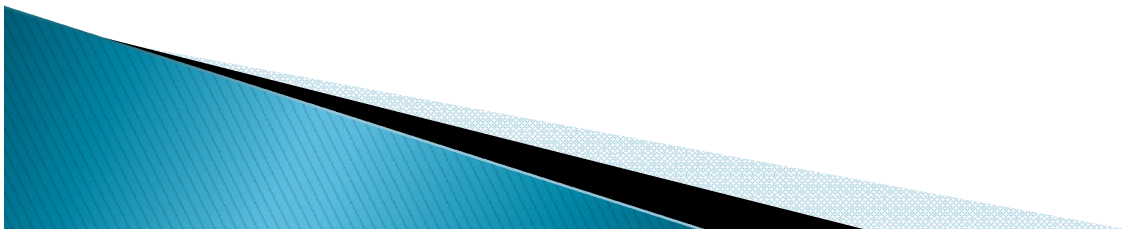
- ▶ “Managers are people who do things right, while leaders are people who do the right thing.”

*Warren Bennis*



# Leadership Goals

- ▶ Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.
- ▶ Leaders vary their styles. A leader is not strictly one or another style. Most leaders use all three styles; one style, however, becomes the dominate one.
- ▶ Positive Leaders use rewards (independence, education) to motivate employees.
- ▶ Negative Leaders use penalties with employees. These leaders act domineering and superior w/people. Negative penalties include: days off without pay, reprimanding in front of others, assigning unpleasant job tasks.



Thanks

