Chapter 1: Communicating and Leading at Work

# Chapter Context

This chapter describes the importance of communication and leadership to your career, the relationship between leadership and communication, and the five major communication principles.

# Outcome-based Outline

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| **Outcome** | **Learning Objectives** |
| Critical Thinking | 1.1 Review how communication skills determine leadership qualities |
|  | 1.3 Examine how the leadership quality of influencing others through communication is an art |
| Communication | 1.4 Describe the five fundamental principles to effectively increase communication and leadership skills |
| Knowledge of Discipline | 1.2 Recognize that communication occurs only when it reaches the desired audience |

# Discussion Question Bank

This discussion question bank provides a listing of discussion questions (1-2 per module), which are included for in-class use.

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| **Module** | **Discussion Question(s)** |
| 1.1 Communication and Leadership | 1. Discuss the role of communication at the workplace. 2. Consider a manager at your workplace, and assess whether possessing effective communication skills makes him or her successful at his or her job. |
| 1.2 Communication: Making Sense and Sharing Sense | 1. How can you describe the process of human communication? Examine its different elements. 2. Discuss the components that comprise a complete communication process. Why is transactional communication important at the workplace? |
| 1.3 Leadership: Influencing Others Through Communication | 1. How are leadership and communication skills related to each other? What is the difference between a manager and a leader? 2. Recall a political leader who was technologically challenged. How did this affect his or her leadership ability? Why? |
| 1.4 Leading Others: Applying Communication Principles at Work | 1. Discuss the five principles that provide you with a framework for understanding communication at work. 2. What is ethical communication? Why is it helpful at the workplace? |

# Research Assignments

The following research assignments pertain to the main topics and/or themes of the chapter. Please respond by writing a paper consisting of 1,000-1,500 words.

## Leadership: Influencing Others through Communication

Leadership is the process of influencing others to achieve goals through verbal and nonverbal messages.The quality of leadership influences virtually every aspect of what it feels like to be in any organization. Write a report analyzing how your leadership influences others through your communication with them. Also, discuss the relationship between communication and leadership principles. Explain how leaders and followers are linked together. Examine the growing importance of technology in influencing a person’s leadership ability.

# Experiential Activity

**Project Runway**

Goals

* + To demonstrate authoritarian, democratic, and laissez-faire leadership styles.
  + To determine results of production under each leadership style.
  + To increase awareness as to effect of leadership style on subordinates.

Group size

Divide the class into three groups.

Time required One hour

Materials

Three black cotton dresses Material scraps

Ribbons

Boas

3 Hot glue guns 3 Scissors

Optional: Music for the fashion show

Procedure

1. The facilitator gives students numbers: 1, 2, 3, thus dividing the class into three equal groups.
2. One participant is selected to be the leader. He/she is given instructions from the facilitator as to the leadership style he/she is to assume. The facilitator briefs the leaders on their roles. They may not divulge their leadership style to group.
3. The materials are set up in the center of the room. The facilitator announces that

the groups have twenty minutes for the task that will be judged by the class upon completion on the basis of creativity, beauty, and functionality. Group one receives autocratic instructions, group two receives democratic, and group three receives laissez-faire. The dresses are designed according to the leader’s style. One student is chosen to model the dress.

1. After the fashion show, the dresses are voted on by the class, according to creativity, beauty and functionality.
2. At the end of the voting process, the groups rate their leader using a Likert scale of 1-5, 1 being the lowest and 5 the highest in three areas: satisfaction with leadership, satisfaction with their own participation; satisfaction with product. This is tallied on the board or flip chart, according to groups 1, 2, 3.
3. After votes, groups determine their leadership style and discuss their feelings about the leadership style under which they worked. Then ask leaders their satisfaction level with their leadership style and the participation of the group members.

Discussion

Discussion should include how leadership style affects group performance in complex ways.

Which leadership style encouraged creativity?

# Was there ownership bias when the votes were counted? Did leadership style affect satisfaction with participation? How does brief amount of time affect product?