



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 55

THE ART OF COMMUNICATION

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DEPARTMENT OF MANAGEMENT STUDIES



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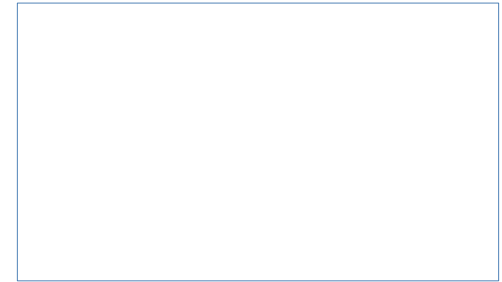


Image Source: <https://resumeengineer.com/blog/resume-help/communication-skills>

“The Art of Communication is
the language of leadership.”

-James Humes



Effective Communication

- Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior (*Merriam-Webster Dictionary*)
- Communication effectiveness is the degree to which someone tells others something and ensures that they understand what was said (Bass & Stogdill, 1990).
- Effective communication involves the ability to transmit and receive information with a high probability that the intended message is passed from sender to receiver.

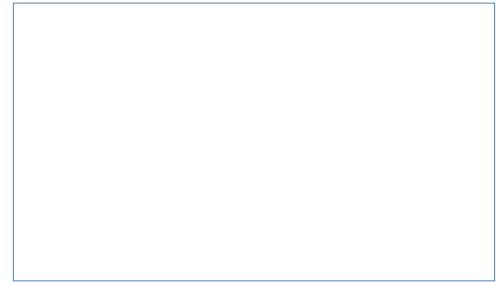


Image Source: <https://www.shutterstock.com/image-vector/communication-colorful-typography-banner-overlapping-squares-1398444674>

Importance of Effective Communication

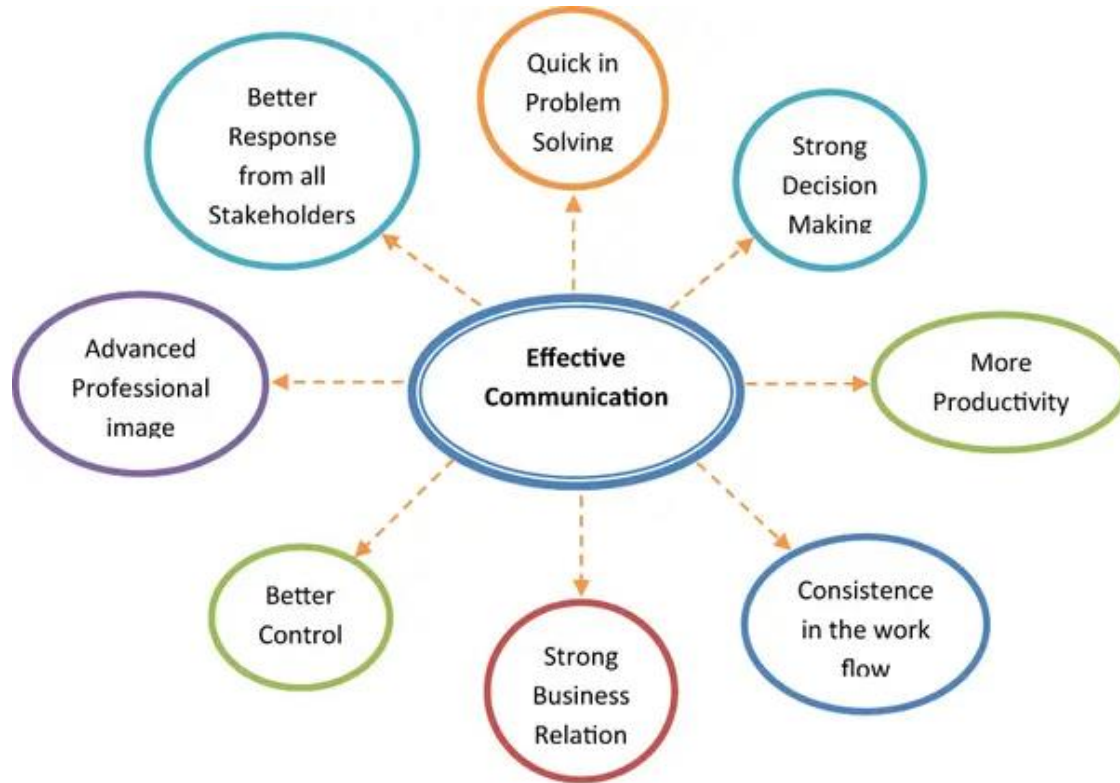


Image Source: <https://blog.smapr.com/top-5-communication-skills-and-how-to-improve-them>

Example of Effective Communication

Google CEO motivational speech

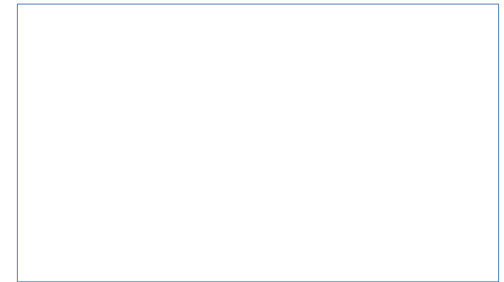
Some of effective ways applied in communication practice by Sundar Pichai

- Use of Humor
- Clarity about the ideas
- Non verbal actions
- Body Language
- Use of Visual Aids
- Moderate Pace of Speech
- Use of whole stage (Continuous movement)



Google CEO Sundar Pichai's I/O 2017 keynote

Video Source: <https://www.youtube.com/watch?v=vWLCyFtni6U>



Inspirational Communication

- One of dictionary meaning of Inspiration is “communication to the spirit”
- Even though everyone can communicate, most people can’t communicate in an inspirational way.
- The source of inspirational communication comes from the heart, not the head. It is based on the vision a leader has for his business, and it is conveyed on a level that surpasses and transcends the brain. It is more heart than head. More engaging than informing.
- Inspirational communication is all about creating that energy and motivation to get people to do what you want them to do and follow your lead.



How to be Inspirational Communicator

- **Finding Your Inspirational Side** - The biggest and most important feature of something that is inspirational is in the underlying message of the story. That message uses a powerful belief that moves the audience. In a sense, the belief behind your story is what makes your communication speak to the spirit.
- **Something People Can Believe In** - Not every belief will work though. It has to be something your audience can directly relate to. It's also important to make the underlying belief of your story something believable.
- **Be Uplifting and Empowering** Your message needs to be positive and uplifting so it leaves the person feeling better than before.
- **Articulate your vision** The delivery of your inspiring belief is just as important as the belief itself.



Source: <https://dosomethingcool.net/how-to-be-an-inspirational-communicator/>

Example of Inspirational Communication

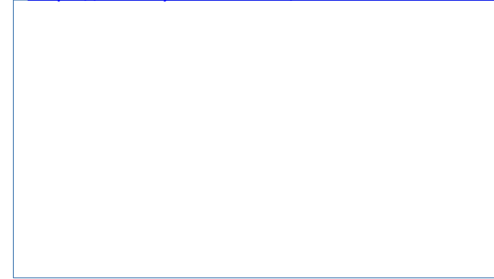
Three lessons Indra Nooyi shared in her speech

1. Please be a lifelong student and don't lose that curiosity
2. Whatever you do throw yourself into it throw your head heart and hands into it I look at my job not as a job I look at it as a calling as a passion
3. Help others rise, greatness comes not from a position but from helping build the future all of us in positions of power have an obligation to pull others up you know



Never be happy with what you know: Indra Nooyi

Video Source: <https://www.youtube.com/watch?v=24d4rfnsOxg>



Example of Inspirational Communication

Team Building communication for Chak De India!

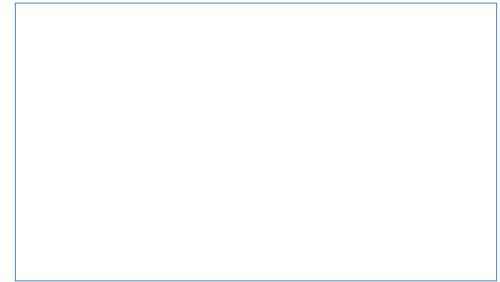
- You have seventy minutes.
- In the coming years, no matter what happens, whether you win or lose....no body can take these seventy minutes away from you.
- I am not going to tell you how to play this game. Instead, you will tell me - by playing the game.
- If every player in this team, plays the best hockey of her life...then even God himself cannot take these seventy minutes away from you.



Chak De India Movie Inspirational Communication by Sharukh Khan Playing role of hockey team Coach

Video Source:

<https://www.youtube.com/watch?v=xK3x7EOA30s>



Supportive Communication

- Supportive Communication is a kind of interpersonal communication that helps you communicate accurately and honestly, especially in difficult circumstances, **without jeopardizing interpersonal relationships.**
- It is not hard to communicate supportively—to express confidence, trust & openness—when things are good and when people are doing what you like.
- But when you have to correct someone else's behavior, when you have to deliver negative feedback, or when you have to point out shortcomings of another person, communicating in a way that builds and strengthens the relationship is more difficult.

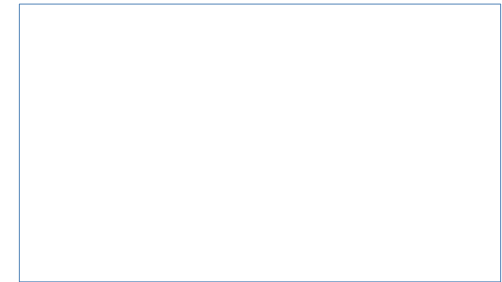
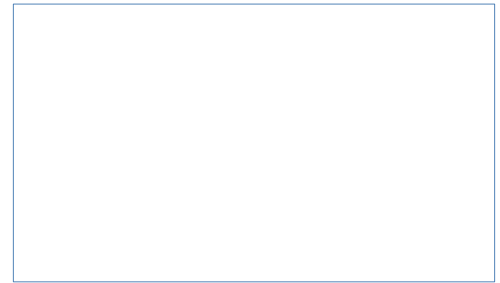


Image Source: <http://www.rise-learning.co.uk/lunch-learn-supportive-communication.html>

Eight Principles of Supportive Communication

1. Supportive Communication Is Based on Congruence, Not Incongruence

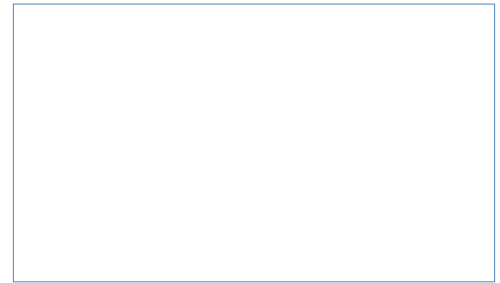
- The best relationships, are based on congruence. That is, what is communicated, verbally and nonverbally, matches exactly what you are thinking and feeling.
- Two kinds of **incongruence** are possible:
 - One is a mismatch between what you are experiencing and what you are aware of. E.g. Deep seeded anger, sadness, or fear
 - Second is a mismatch between what you think or feel and what you communicate. E.g. feeling guilty about one's thoughts or feelings, thinking them to be inappropriate or wrong



Eight Principles of Supportive Communication (Cont.)

2. Supportive Communication Is Descriptive, Not Evaluative

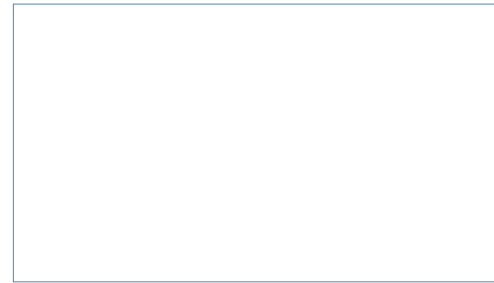
- **Evaluative communication** makes a judgment or places a label on other individuals or on their behavior: “You are doing it wrong.” “You are incompetent.” “You messed up.”
- **Descriptive communication** is designed to reduce the tendency to evaluate and to perpetuate a defensive interaction. It involves three step:
 - **Step 1** : Describe objectively the event, behavior, or circumstance
 - **Step 2** : Focus on the behavior and your reaction, not on the other person’s attributes.
 - **Step 3** : Focus on solutions and avoid discussing who’s right or wrong.



Eight Principles of Supportive Communication (Cont.)

3. Supportive Communication Is Problem-Oriented, Not Person-Oriented

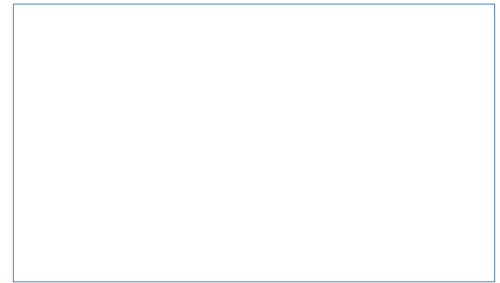
- Person-oriented communication focuses on the characteristics of the individual, not the event.
- Problem-oriented communication focuses on problems and solutions rather than on personal traits.
- “**This is the problem**” rather than “**You are the problem**” illustrates the difference between problem and person orientation
- In building positive, supportive relationships, problem-oriented communication should also be linked to accepted standards or expectations rather than to personal opinions.



Eight Principles of Supportive Communication (Cont.)

4. Supportive Communication Validates Rather Than Invalidates Individuals

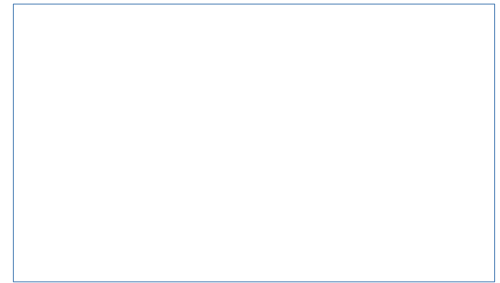
- Validating communication helps people feel **recognized, understood, accepted, and valued**
- Communication that is invalidating arouses negative feelings about self-worth, identity, and relationships to others. It denies the presence, uniqueness, or importance of other individuals. You can invalidate people in four main ways.
 - **Superiority-oriented** Communication
 - **Rigidity** in Communication
 - **Indifferences** in Communication (not acknowledge person's existence or importance)
 - **Imperviousness** (not acknowledge the feelings or opinions of the other person.)



Eight Principles of Supportive Communication (Cont.)

4. Supportive Communication Validates Rather Than Invalidates Individuals (Cont.)

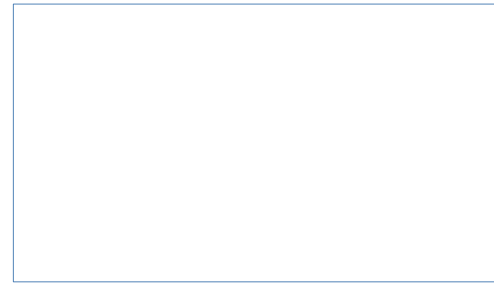
- Validating Communication has four attributes:
 - **Respectful, egalitarian communication** (the opposite of superiority-oriented communication) is especially important when a person with a higher status interacts with a person of a lower status.
 - **Flexibility in communication**
 - **Two-way communication**
 - Fourth way to express validation **based on agreement** is to identify positive behaviors, positive attitudes, and positive consequences.



Eight Principles of Supportive Communication (Cont.)

5. Supportive Communication Is Specific (Useful), Not Global (Non-useful)

- The more specific a statement is, the more effective it is in motivating improvement.
- For example, the statement “You have trouble managing your time” is too general to be useful, whereas “You spent an hour scheduling meetings today when that could have been done by your assistant” provides specific information that can serve as a basis for behavioral change.
- Global(non-useful) statements are usually extremes & absolute that lead to defensiveness or disconfirmation
- E.g. You never ask for my advice.
- You have no consideration for others’ feelings.
- You either do what I say or I’ll fire you,



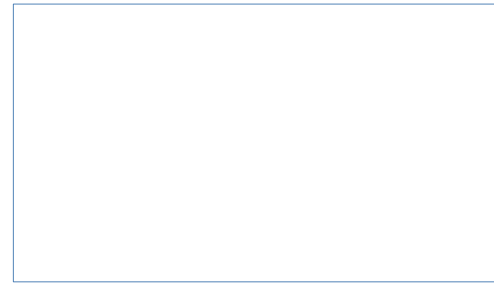
Eight Principles of Supportive Communication (Cont.)

6. Supportive Communication is Conjunctive, Not Disjunctive

- Conjunctive communication is connected to previous messages in some way. It flows smoothly.
- Disjunctive communication is disconnected from what was stated before.

7. Supportive Communication Is Owned, Not Disowned

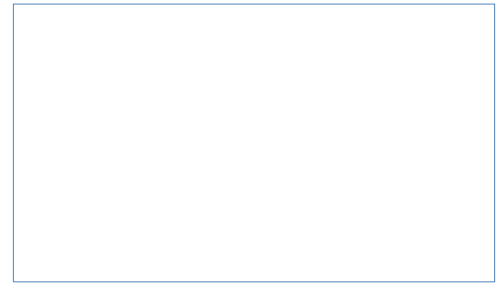
- Taking responsibility for your statements and acknowledging that the source of the ideas is yourself and not another person or group is called owned communication.
- Disowned communication is suggested when you use third person or first-person-plural words: “We think,” “They said,” or “One might say.”



Eight Principles of Supportive Communication (Cont.)

8. Supportive Communication Requires Supportive Listening, Not One-Way Message Delivery

- The previous seven attributes of supportive communication all focus on message delivery, where you are the initiator of the communication. But another aspect of supportive communication—**listening and responding effectively** to someone else's statements.
- Maier, Solem, and Maier (1973, p. 311) stated:
“In any conversation, the person who talks the most is the one who learns the least about the other person. The good supervisor therefore must become a good listener.”



Example of Supportive Communication

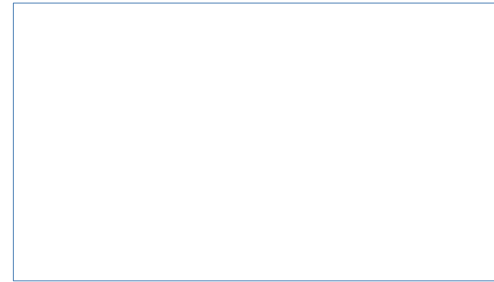
A Leader Should Know How to Manage Failure: APJ Abdul Kalam

- *“We thought we were ready for Launch. At four minutes before the satellite launch, the computer began to go through the checklist of items that needed to be checked.”*
- *“One minute later, the computer program put the launch on hold; But I bypassed the computer, switched to manual mode, and launched the rocket.”*
- *“In the first stage, everything worked fine. In the second stage, a problem developed. Instead of the satellite going into orbit, the whole rocket system plunged into the Bay of Bengal.”*



Dr. APJ Abdul Kalam at Wharton India Economic Forum in Philadelphia, Video Source:

<https://www.youtube.com/watch?v=I4k2jHNNid8>



Example of Supportive Communication (Cont.)

A Leader Should Know How to Manage Failure: APJ Abdul Kalam

- *“Prof. Satish Dhawan, had called a press conference. It was my failure, but instead, he took responsibility for the failure as chairman of the organisation.”*
- *July 1980, we tried again to launch the satellite — and this time we succeeded. Again, there was a press conference. Prof. Dhawan called me aside and told me, “You conduct the press conference today.”*
- *“I learned a very important lesson that day. When failure occurred, the leader of the organisation owned that failure. When success came, he gave it to his team.”*



Dr. APJ Abdul Kalam (Project Director – Roshini 1979) &
Prof. Satish Dhawan (Chairman ISRO-1979)

Video Source: https://www.youtube.com/watch?v=Tx_ulXcRa2c

Source: <https://dosomethingcool.net/how-to-be-an-inspirational-communicator/>

Research Paper



Corporate Communications: An
International Journal
Vol. 19 No. 2, 2014
pp. 147-165
© Emerald Group Publishing Limited
1356-3289
DOI 10.1108/CCIJ-02-2013-0007

Received 8 February 2013
Revised 28 May 2013
Accepted 10 July 2013

Purpose

The concept of “communicative leadership” is used in organisations that analyse and develop leaders’ communication competence. A scholarly definition of this concept is lacking, and the implications of leaders’ communication and the development of communication competence for organisations are rarely discussed.

Conceptualizing communicative leadership

A framework for analysing and developing leaders’ communication competence

Catrin Johansson

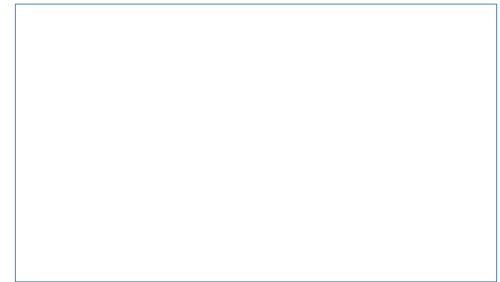
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Research Paper

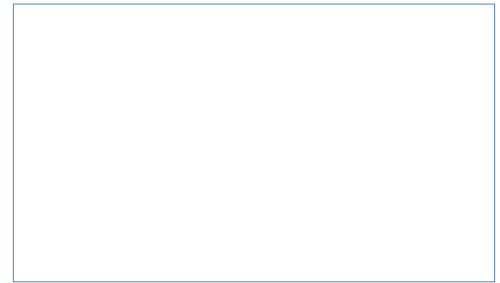
Purpose (Cont.)

The purpose of this paper is to create a theoretical framework around the concept of “communicative leadership”, which can contribute to future research and development of leaders’ communication competence.

Design/methodology/approach

Three research questions were addressed: what communicative behaviours are central to leaders? How can “communicative leaders” be characterized? What is a “communicative leader”? Literature from the leadership and communication research fields was reviewed and related to these questions

Findings - Four central communicative behaviours of leaders (i.e. structuring, facilitating, relating, and representing), eight principles of communicative leadership, and a tentative definition are presented.



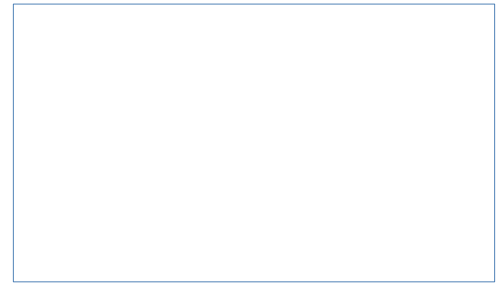
Research Paper

Findings (Cont.)

A communicative leader is defined as someone who engages employees in dialogue, actively shares and seeks feedback, practices participative decision making, and is perceived as open and involved.

Originality/value

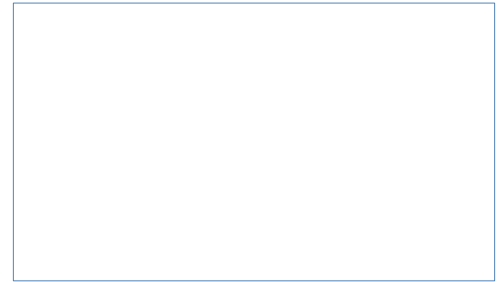
Communicative leadership is a concept emerging from organisational needs, articulated by corporate and public organisation leaders. This article links its core constructs to academic quantitative and qualitative research in an integrated framework, which can guide further research and the development of leaders' communication competence.



Research Paper

Practical implications

A theoretical foundation to the practice of analysing and developing leaders' communication competence is provided, which is related to employee engagement and organisational performance.



Case Study : Communication via hierarchy

- Ram is GM (exports) of ABC Co. was sitting with his deputy Shyam who was responsible for exports to Europe at 10 am with a serious issue at hand Their biggest deal in Europe, Alexander, had sent a mail that as the Euro has crashed by 5% and he was already uncompetitive by 5%, he would not be able to place further orders unless ABC Co. reduced prices by minimum 10%.
- Ram has visited Alexander 10 months back, and Alexander was happy with the quality of ABC Co. He exclusively sold its products in five countries of Europe under a joint Indo-French co-brand. At that time ten months ago, Europe had appreciated by 5%, and the raw material was also up.
- Ram requested, in fact pleaded with Alexander for a 3% price increase but, Alexander did not agree.

Case Source: (Batra, 2018)



Case Study : Communication via hierarchy (Cont.)

- Ram was discussing the options with Shyam and contemplating to refuse giving any further discount as the SKUs which Alexander brought were already at a thin margin. Giving further discount would make them negative margin.
- As there was some exigency, Ram stopped the discussion and told Shyam that they would continue it post lunch.
- Around 2 pm as Ram and Shyam were continuing the discussion about Alexander, the CEO Mahesh walked into the room. Ram was surprised as the CEO hardly meet him once per week, that also mostly on scheduled meetings.
- Both Ram and Shyam Got up. Ram thought some other matter had cropped up, but Mahesh mentioned he had come to discuss about Alexander only as Shyam had called him to inform about the mail Alexander had sent.

Case Source: (Batra, 2018)



Case Study : Communication via hierarchy (Cont.)

- Shyam has forwarded Alexander mail to Mahesh. *“So what is your plan of action Ram?”*
- There was a pause, and Ram was thinking about what to say. Before he could give his opinion, the CEO Mahesh blured out *“I think we should agree to Alexander’s demand as shyam was mentioning that Alexander has started looking for other suppliers. We should not lose our top European distributor at any cost.”*
- Ram was **staring** at Shyam. He already had one problem on hand, now he had two. Either he agree with Mahesh and sell at a lose to Alexander, or he counters him by talking him through the entire facts of how Alexander was a aggressive party who needed Alexander as much or even more than Alexander needed him.

Case Source: (Batra, 2018)



Case Study : Communication via hierarchy (Cont.)

- Ram decided to postpone the discussion and told Mahesh, he would think over it and get back to him.
 - After Mahesh left, Ram blasted Shyam, but Shyam was unapologetic. Shyam said, *“One wrong decision, and we would lose Alexander. He contributes 40% of my total territory. I do not want to be a non-achiever, so I went to Mahesh.”*
1. What should be the prospective negotiation strategy of ABC Co. without price reductions of 10%?
 2. What Communication strategies can Ram adopt for dealing with Alexander?
 3. What criteria should be put forth by ABC Co. in case it looks for other distributors in the long run?
 4. Was the decision of Shyam right to opt an out of hierarchy Communication?

Case Source: (Batra, 2018)



Book Recommendation

Communicate Like a Leader : Connecting Strategically to Coach, Inspire, and Get things done

Authors: Dianna Booher
Publisher: Berrett-Koehler Publishers;
(June, 2017)
Language: English
Paperback: 208 Pages
ISBN-10: 1626569002
ISBN-13: 978-1626569003

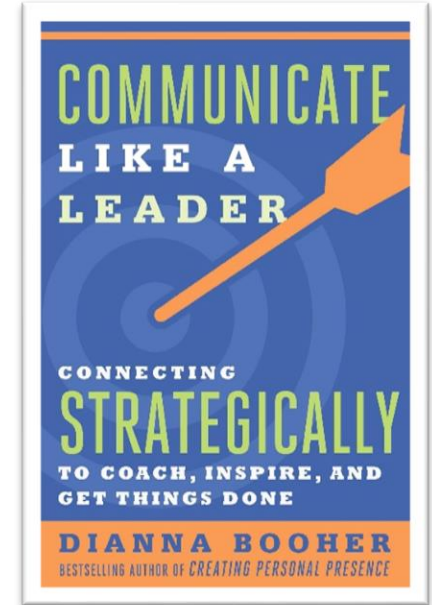


Image Source: <https://www.amazon.in/Communicate-Like-Leader-Connecting-Strategically/dp/1626569002>



Book Recommendation

Draw Them In, Don't Drive Them Away!

- When People often get promoted to leadership positions without knowing how to communicate an inspiring strategic vision to the people who report to them, they become stuck in micromanagement mode.
- Author wants to prevent micromanagement before it happens by providing you with the right leadership communication skills. This book offers practical guidelines to help professionals think, coach, converse, speak, write, meet, and negotiate strategically to deliver results.
- In 36 brief chapters, Author present how to communicate effectively to audiences up and down the organization so one can fulfill most essential responsibilities as a leader.

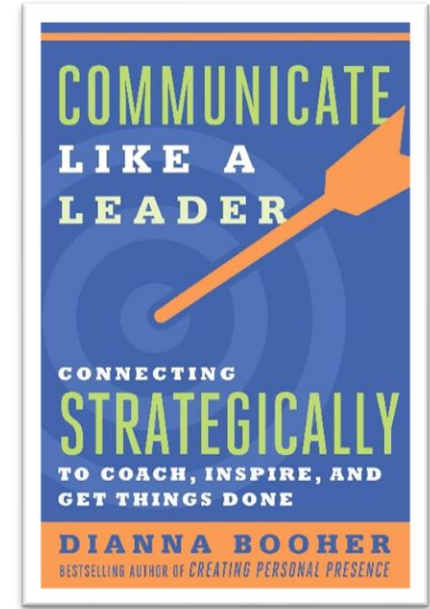


Image Source: <https://www.amazon.in/Communicate-Like-Leader-Connecting-Strategically/dp/1626569002>

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Thank You

