- ❖ Functions of communication
  - ➢ Control
    - ✓ Serves as an **authority tool/hierarchy** and **formal guidelines** that employees are required to follow. E.g. lodging grievances. Informally: teasing/ harassing a group member who produces too much (look bad)
  - ➢ Motivation
    - ✓ Foster motivation by clarifying what's to be done, how well they're doing it and what can be done
  - ➢ Emotional expression
    - ✓ Social interaction in a group (frustrations, feelings of satisfaction, fulfilment)
  - ➢ Information
    - ✓ facilitate decision making process: by providing relevant info individuals/groups require
- ❖ The communication process
  - ➢ The sender initiates a message by encoding a thought
  - ➢ The message is the actual product of the sender's encoding.
  - ➢ The channel is the medium through which the message travels.
  - ➢ The receiver is the person(s) to whom the message is directed, who must first translate the symbols into understandable form.
  - ➢ Feedback is the check on how successful we have been in transferring our messages as originally intended
  - ➢ Formal channels – transmit messages related to professional activities.
  - ➢ Informal channels – are spontaneous and emerges as a response to individual choices
- ❖ Directions of communication
  - ➢ Vertically (downwards or upwards) or laterally
  - ➢ Downwards communication
    - ✓ Communication flows from one level of a group or organization to a lower level
    - ✓ Instructions, assigning org goals, inform on policies & procedures, point out problems that needs attention
    - ✓ Forms of downward: oral (face-2-face)/writing (memo. Letters, circular, email etc.)
    - ✓ Problems: in most cases it's a one-way communication

  - ➢ Upwards communication
    - ✓ Flows to a higher level in the group or organization
    - ✓ Used to provide feedback to higher-ups, inform them of progress toward goals, and relay current problems.
    - ✓ Keeps managers informed/aware of how employee feel about their jobs, co-workers, & org in general
    - ✓ Rely on upward communication for ideas on how to improve things
  - ➢ Lateral communication
    - ✓ When communication happens among members of the same work group at the same level, among managers at the same level, or among any other horizontally equivalent personnel
    - ✓ It facilitates coordination and saves time
- ❖ Interpersonal communication

- ➢ Ways people transfer meaning between each other
  - ✓ Oral
    - * Advantages of oral (face-to-face)
      - • Speed and feedback
    - * Disadvantage of oral
      - • When a message has to be passed through a number of people
  - ✓ Written
    - * Include memos, letters, fax transmissions, email, instant messaging, organizational periodicals, notices placed on bulletin boards, or any other device that is transmitted via written words or symbols
    - * Advantages:
      - • They are tangible and verifiable (both sender/receiver have a record of the communication)
    - * Disadvantages:
      - • Time consuming
      - • delivery
      - • Interpretation
  - ✓ Nonverbal communication
    - * Always when we say/convey message to someone we also impart a nonverbal message
    - * A stare, pose, smile, glance, frown a provocative body movement
    - * The intonations or emphasis we give to words, facial expressions and physical distance between the sender and the receiver
- ❖ Organisational communication
  - ➢ Three ways communication take place in org:
    - ✓ Formal small-group networks
      - * They turn to be complicated (1oos of ppl & half-dozen or more hierarchical levels)
      - * To simplify: broken into 3 common groups consisting of five people
        - • Chain
          - ▪ Follows formal chain of command, approximates the communication channels found in a rigid three-level organization
        - • Wheel
          - ▪ Relies on central figure to act as a conduit for all of the group's communication
        - • All-channel
          - ▪ Permits all members to actively communicate with each other, often characterised in practice by self-managed teams, where all are free to contribute and no person takes leadership role
    - ✓ The grapevine
      - * Survey found that 75% of employees hear about matters through the grapevine/rumours
      - * Three main characteristics:
        - • It is not controlled by management

- It is perceived by most employees as being more believable and reliable than formal communiques
- It is largely used to serve the self-interests of people within it
        - ✓ Electronic communication
            - *   Email
            - *   IM/Text
            - *   Networking software
            - *   Weblogs/blogs
            - *   Video conferencing
- ❖ Choice of communication channel
    - ➢ Channels differ in their capacity to convey information
    - ➢ Some are rich in that they can (1) handle multiple cues simultaneously, (2) facilitate rapid feedback, and (3) be very personal.
    - ➢ The choice of channel depends on whether the message is routine
- ❖ Barriers to effective communication
    - ➢ Filtering
        - ✓ Sender purposely manipulates info so it will be seen more favourably by the receiver
    - ➢ Selective perception
        - ✓ When the receiver selectively sees and hear what he needs to base on motivations, experience, background, and other personal characteristics
    - ➢ Information overload
        - ✓ When info we have to work with exceeds our processing capacity
            - *   It makes people to select, ignore, pass over, or forget information
    - ➢ Emotions
        - ✓ Receivers feelings at the time of receiving information affects how it might be interpreted
    - ➢ Language
        - ✓ Words mean different things to different people
    - ➢ Communication apprehension
        - ✓ 5 to 20% of the population suffer from debilitating communication apprehension/anxiety
        - ✓ People who suffer from it experience undue tension and anxiety in oral presentation, written communication or both
    - ➢ Gender differences
        - ✓ Research by Deborah shows that men turn to use talk to emphasise status while women use it to create connections
        - ✓ Her generalization: women speak language of connection and intimacy while men speak power, status and independence
    - ➢ Politically correct communication
        - ✓ Communication so concerned with being inoffensive that meaning and simplicity are lost or free expression is hampered
- ❖ What is leadership
    - ➢ Is the ability to influence a group toward the achievement of a vision or set of goals.
    - ➢ Difference between Leadership and Management

Management	Leadership
Coping with complexity	Coping with change

Bringing order and consistency through formal plans	Establishing direction by developing a vision of the future
Designing rigid organisation structures	Aligning people by communicating the vision & inspiring them to overcome hurdles
Monitoring results against the plans	
Use of authority inherent in their designated ranks to obtain compliance	

- ➢ Source of influence may be formal (possession of managerial rank)
- ➢ Due to the authority ship of rank, many assume the leadership role. NB: not all leaders are managers or vice versa.
- ➢ Therefore, rank of manager/management role does not guarantee/assure good leadership
- ➢ Nonsanctioned leadership: ability to influence arising outside the formal structure of the organisation (often found to be more important than formal influence)
- ➢ This implies that leaders can emerge from within a group as well as by a formal appointment to lead the group

- ❖ Trait theories of Leadership
  - ➢ What is toxic leadership?
    - ✓ A pattern of destructive and generally deliberate, repeated demeaning or mistreatment of subordinates over a period of time
  - ➢ What they do:
    - ✓ They create their own destructive behaviours and dysfunctional personality qualities
    - ✓ Serious and enduring poisonous effect on the individuals, families and organisations they lead
    - ✓ Normally believe an atmosphere of fear and intimidation is best in achieving the organisations and their own goals while destroying organisational morale, tem building and employee confidence and competence
    - ✓ They enjoy putting others in their place and show them who's boss
  - ➢ Toxic leadership behaviour includes
    - ✓ Rude, foul and abusive language
    - ✓ Repeatedly threatening of dismissal
    - ✓ Constant criticism, no one can deliver as he/she can
    - ✓ Lack of trust in employees
    - ✓ Sticks to his or her guns regardless
    - ✓ Badmouthing employees
    - ✓ Blaming employees in open forums
    - ✓ Assigning meaningless tasks
    - ✓ Unreasonable job demands
    - ✓ Humiliating and demanding conduct in front of others
    - ✓ Ridicule taunts
    - ✓ Confusing and contradictory instructions or constant changing instructions
    - ✓ Undermining subordinates
  - ➢ Impact of toxic leaders to victims
    - ✓ Affect victims' health, well-being and productivity to an alarming extent

- ✓ Suffer depression, aggression, stress, anxiety, insomnia and stress related illnesses
- ✓ Other workers nontargets may also be drawn into the conflict and suffer personal stress affecting their productivity as well
- ✓ Long term effect of victims may result in post-traumatic stress disorder
- ✓ Worst case, it leads to suicide
- ➢ Impact to the organisation
  - ✓ Organisations will experience reduced productivity, commitment and creativity
  - ✓ Increased absenteeism and turnover, and possibly bad publicity due to court cases
  - ✓ Loss of qualified individuals, getting alternative employments
  - ✓ May be very costly to the organisation due to human capital
- ➢ How victims react to victimisation of toxic leaders
  - ✓ Most often they are scared to report incidents
  - ✓ Feel extremely disempowered and are afraid that if they do report, the victimisation will escalate
  - ✓ May perceive the barriers to escape the victimisation as too high, and just live with it
  - ✓ Enter a circle of demoralisation and feel incompetent to even combat or confrontation
  - ✓ As victim become less confident, the toxic leader escalates the behaviour
  - ✓ Circle continues till victim resigns
  - ✓ Most often they find reporting to HR or management is not taken serious
  - ✓ There's usually lack of procedures and policy guidelines on how to deal with toxic leadership issues
  - ✓ Most often, the offender remains in the organisation and the victim leaves (illness, resignation, dismissal)
- ➢ How victims should deal with a toxic leader
  - ✓ Confront the toxic leader: speak to him/her to solve and the issues
  - ✓ If it doesn't work: either decide to accept the situation, live with it and try to avoid the toxic leader or
    - * Avoidance may lead to low commitment, detachment and heightened levels of employee stress
  - ✓ Decide to take it further
  - ✓ 2 ways of taking it further:
    - * Escalating it to management/HR
    - * Planning an exit strategy
  - ✓ Take a stand: even at some risk, do not let the toxic leader get away with it
  - ✓ Scared subordinates, passive bystanders are as much to blame as bad leadership
  - ✓ Empower yourself, you do have a say and rights, and the right to be respected and valued
  - ✓ Easiest way for the powerless to become powerful is to find other like-minded souls with whom to work (in numbers there is strength)
  - ✓ Know what processes to follow and where to turn to
- ➢ Role of HR in dealing with toxic leadership
  - ✓ In less severe incidents: can be the peacekeepers in calming the waters and smoothing over the emotional ripples

- ✓ Can coach toxic leaders into improving their interpersonal relations, and also victims in how to deal with toxic leaders
- ✓ Take disciplinary steps or implement corrective action
- ✓ Investigate and intervene in response to incidents or complaints about toxic leadership
- ✓ Have a policy, process and procedures in place and need to advice victims on policy
- ✓ If HR reports directly to toxic leaders, complaints need to be escalated higher
- ✓ In extreme cases, outside interventions like a consultant, lawyer, or court may be necessary to resolve conflict
- ✓ Psychotherapy might be needed for the toxic leader, to change his/her behaviour, and some of the traumatised victims

➢ How does management deal with the toxic dilemma
  - ✓ All top management are ultimately accountable and should also react
  - ✓ However, they're usually reluctant to deal with toxic leadership since it reflects on their recruitment and placement processes, and their appointment decisions
  - ✓ Therefore, they become inclined to protect their own
  - ✓ In most instances, they hear the toxic leader's side of the story than the victims'
  - ✓ This most often results in the toxic leader remaining in the org, and the victim leaving or silenced
  - ✓ This is however regarded as toxic leadership being condoned or rewarded

➢ How should both HR and Management deal with toxic leaders
  - ✓ Take claims seriously
  - ✓ Prevent and monitor attempts to retaliate against the victim for reporting victimisation
  - ✓ Confront toxic leaders using feedback from staff and peer groups
  - ✓ Monitor turnover and absenteeism
  - ✓ Conduct confidential employee satisfaction surveys and exit interviews to locate problem areas
  - ✓ Train all leaders to understand the effect of their behaviour on others and in interpersonal communications. Helps in giving feedback in a non-threatening productive way
  - ✓ Implement an employee hotline for reporting incidents of victimisation
  - ✓ Implement an anti-harassment policy that specifically addresses toxic behaviour

➢ Can a toxic leader change?
  - ✓ In some cases, they act out their psychological games and agendas consciously and intentionally
  - ✓ In others, it appears they're out of touch with their own behaviour and its destructive path
  - ✓ Research revealed: It be due to the environment (dog-eat-dog world) while building their career path
  - ✓ Sometimes they have no idea that their behaviour is destructive or offensive
  - ✓ Coaching may suffice to modify their behaviour, in extreme cases psychotherapy may be necessary

- ➢ Conclusion on toxic leadership
    - ✓ To eradicate toxic leadership:
        - * Both leaders and followers need to defy bad leadership
        - * Everyone in the organisation is responsible (all to take a stand)
        - * Toxic leadership is not a figment of the imagination of employees in attempt to cause trouble or resistant to change
        - * Toxic leadership is real and can destroy employee's lives and careers
        - * Best way to deal with it is through prevention strategies:
            - • Recruiting practices
            - • Early interventions
            - • Taking complaints and early signs seriously
            - • In SA cultural diversity, riffed with social identity conflict, special note should be taken that toxic leadership does not get conflated with, camouflaged by, or blamed on racism
            - • Remember, toxic leader can be more than just a toxic leader, it can be the death of an organisation
- ❖ Inspirational approaches to leadership
    - ➢ To become a good and profound leader you should also be a good communicator
    - ➢ **Framing:**
        - ✓ is a way of communicating to shape meaning
        - ✓ a way for leaders to influence how others see and understand events
        - ✓ How they perceive and value what they do
        - ✓ It includes selecting and highlighting one or more aspects of the subject, while excluding others
    - ➢ **In summary**: It's the ability of the leader to inspire others to act beyond their immediate self-interests through the creation of meaning
    - ➢ Example:
        - ✓ An employee working at a production line of a pharmaceutical company to bottle pills
    - ➢ Job crafting:
        - ✓ The physical and cognitive changes an individual make in the task or relational boundaries of their work
        - ✓ This enable employee to change the way they approach the tasks in their work, therefor increasing/decreasing no# of tasks they do as part of their job, and changing the no# & nature of the relationships they have with other people that they encounter in the work environment
- ❖ Authentic leadership: Ethics and trust are a foundation of leadership
    - ➢ **Authentic leaders**:
        - ✓ Know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly
        - ✓ Their followers consider them to be ethical people
        - ✓ They share information, encourage open communication, and stick to their ideals
        - ✓ People turn to have faith in them
    - ➢ Their **primary quality**:
        - ✓ Is trust, which is produced by authentic leadership
- ❖ A definition of power

- ➢ Refers to a capacity that A has to influence the behaviour of B so that B acts in accordance with A's wishes
- ➢ Power may exist but not be used, it is therefore a capacity or potential (having power but not using it)
- ➢ important aspect of power: function of dependency (>B dependency on A = more power for A in a relationship)
- ➢ If A has what B desires, A will have power over B
- ➢ E.gs: obtaining a degree; financial assistance; work opportunities and promotions
- ❖ Contrasting leadership and power
    - ➢ The two concepts are closely intertwined:
    - ➢ Leaders use power as a means to achieve goals
    - ➢ Leaders achieve goals, and power is a means of facilitating their achievement
    - ➢ Difference:
    - ➢ 1st
        - ✓ Relates to goal compatibility
        - ✓ Power does not require goal compatibility, merely dependence
        - ✓ Leadership requires congruence between the goals of the leader and those being led
    - ➢ 2nd
        - ✓ The direction of influence
        - ✓ Leadership focuses on the download influence on one's followers
        - ✓ It minimises the importance of lateral and upward influence patterns
- ❖ Basis of power
    - ➢ Formal power
        - ✓ Based on individual's position in an organisation
        - ✓ It can come from the ability to coerce or reward or formal authority
            - * **Coercive power**
                - • is dependent on fear (person react out of fear of the negative results that might occur if she failed to comply
                - • At organisational level, A has coercive power over B if A can dismiss, suspend, or demote B, assuming B values his/her job
            - * Reward power
                - • People comply with the wishes or directives of another because doing so produces positive benefits
                - • One that can distribute rewards that others view as valuable will have power over those others
                - • Rewards can be either financial (controlling pay rates, raises, bonuses) or nonfinancial (recognition, promotions, work assignments, friendly colleagues, and preferred work shifts, sales territories
            - * Legitimate power
                - • It represents the formal authority to control and use organisational resources
                - • Positions of authority include coercive and reward powers
                - • However, it is broader than the power to coerce and reward

- Specifically, it includes acceptance by members in an organisation of the authority of a position
  - Personal power
    - ✓ Does not require formal position in an organisation
    - ✓ E.g.: chip designers like Intel, have power, but aren't manager and have no formal power
    - ✓ It comes from individuals' unique characteristics
    - ✓ Two bases of power:
      - * Expertise
        - Influence wielded as a result of expertise, special skill, or knowledge
        - It is most powerful as the world has become more technology oriented
        - Due to jobs being more specialised, dependencies are more on experts to achieve goals
        - Experts include: computer specialists, tax accountants, economists, industrial psychologists etc.
      - * The respect and admiration of others (Referent power)
        - based on identification with the person who has desirable resources or personal traits (like, admire someone can make them exercise power over you because they want to please you)
        - Develops over admiration of another and a desire to be like that person
        - E.g. celebrities (paid a lot to endorse products so they can attract and sell)
        - It can be achieved through charisma (the charismatic dynamism, likability, and emotional effect on others)

- ❖ What is organisational culture
  - ➢ Definition of organizational culture
    - ✓ Refers to a system of shared meaning (a set of key characteristics) held by members, distinguishing the organization from other organization
    - ✓ Culture includes the organizations values, visions, Norms, working language, systems, symbols, beliefs and habits
    - ✓ It affects the way people and groups interact with each other, with clients, and with stakeholders
  - ➢ 7 characteristics that capture the essence of an organization's culture
    - ✓ **Innovation and risk taking**: the degree to which employees are encouraged to be innovative and take risks
    - ✓ **Attention to detail**: the degree to which employees are expected to exhibit precision, analysis, and attention to detail
    - ✓ **Outcome orientation**: the degree to which management focuses on results/outcomes rather than on the techniques and processes used to achieve these outcomes
    - ✓ **People orientation**: the degree to which management decisions takes into consideration the effect of the outcomes on people within the organization

- ✓ **Team orientation**: the degree to which work activities are organized around teams rather than individuals
- ✓ **Aggressiveness**: the degree to which people are aggressive and competitive rather than easy-going
- ✓ **Stability:** the degree to which organizational activities emphasise maintaining the status quo in contrast to growth

❖ What do culture do
  ➢ They perform a number of functions:
    - ✓ Boundary-defining role: create distinctions between one organization and other organizations
    - ✓ Conveys a sense identity to organization members
    - ✓ Facilitates commitment to something larger than individual self-interest
    - ✓ Enhances social system stability
    - ✓ Social glue that helps to bind the organization by providing appropriate standards for what employees should say and do