

Chapter 12

Communication and Conflict Resolution Skills

LEADERSHIP: Research Findings, Practice, and Skills

Andrew J. DuBrin, 8th Edition

Chapter Outline

CHAPTER OUTLINE

Communication Networks for Leaders

Face-to-Face Communication Networks
Social Media Networks

Inspirational and Powerful Communication

Speaking and Writing
The Six Basic Principles of Persuasion
Nonverbal Communication Including Videoconferencing
and Telepresence

Listening as a Leadership Skill

Show Respect
Selective Listening to Problems
Making the Rounds

Overcoming Cross-cultural Communication Barriers

The Leader's Role in Resolving Conflict and Negotiating

Conflict Management Styles
Resolving Conflict Between Two Group Members
Negotiating and Bargaining

Summary

Key Terms

Guidelines for Action and Skill Development

Leadership Case Problem A

Leadership Case Problem B

Notes

Learning Objectives

- Describe how leaders use communication networks to accomplish their tasks.
- Describe the basics of inspirational and emotion-provoking communication.
- Describe key features of a power-oriented linguistic style.
- Describe the six basic principles of persuasion.
- Describe the challenge of selective listening, and the basics of making the rounds.
- Be sensitive to the importance of overcoming cross-cultural barriers to communication.
- Identify basic approaches to resolving conflict and negotiating.

Communication Networks for Leaders

- **Face-to-Face Communication Networks**
 - Conversation
 - Factors behind its importance include organizational change and generational change
 - Peer Leadership Network
 - Operational Network
 - Personal Networks
 - Strategic Networks
- **Social Media Networks**
 - Strong versus Weak Ties
 - Direct versus Indirect Ties

Inspirational and Powerful Communication

- **Speaking and Writing**

- Be Credible
- Gear Your Message to the Learner
- Sell Group Members on the Benefits of Your Suggestions
- Use Heavy-Impact and Emotion-Provoking Words
- Use Anecdotes to Communicate Meaning
- Back Up Conclusions with Data
- Minimize Language Errors, Junk Words, & Vocalized Pauses
- Write Crisp and Clear Memos, Letters, & Reports that Include a Front-Loaded Message
- Use Business Jargon in Appropriate Doses
- Use a Power-Oriented Linguistic Style

Inspirational and Powerful Communication

- **Six Basic Principles of Persuasion**

- *Liking*: People Like Those Who Like Them
- *Reciprocity*: People Repay in Kind
- *Social Proof*: People Follow the Lead of Similar Others
- *Consistency*: People Align with Their Clear Commitments
- *Authority*: People Defer to Experts
- *Scarcity*: People Want More of What They Can Have Less Of

Inspirational and Powerful Communication

- **Nonverbal Communication**

- Use Perfect Posture
- Use Positive Head and Hand Gestures
- If Standing, Stand Up Straight with Feet Outward
- Speak at a Moderate Pace with Confident Voice
- Smile Frequently and Naturally
- Maintain Eye Contact
- Gesture in a Natural, Friendly Way
- Have a Big Desk or Chair – Take up Space

Nonverbal Communication – Videoconferencing & Telepresence

- Etiquette tips for making a strong nonverbal presence during a videoconference or telepresence conference:
 - Choose your attire carefully.
 - Speak in crisp conversational tones and pay attention.
 - Remember the video is always on you.
 - Avoid culturally insensitive gestures.

Listening as a Leadership Skill

Listening is a fundamental management and leadership skill.

- Impediments to effective listening include:
 - Not enough time
 - Speed and difference between speaking and listening
 - Average rate of speaking is 110-200 words per minute
 - Average person listens in the range of 400-3,000 words per minute
 - This difference provides a great deal of time to let your mind wander.

Listening as a Leadership Skill

- **Strategies Towards Enhancing Your Listening Skills:**
 - Show Respect
 - Selective Listening to Problems
 - Making the Rounds
 - Getting out of your office to have conversations with group members, employees, etc.
 - Also referred to as “Management by Wandering Around”
 - Allows the leader to stay alert to potential problems.

Overcoming Cross-Cultural Communication Barriers

- Be sensitive to the fact that cross-cultural communication barriers exist.
- Challenge your cultural assumptions.
- Show respect for all workers.
- Use straightforward language, and speak slowly and clearly.
- Look for signs of misunderstanding when your language is not the listener's native language.
- When the situation is appropriate, speak in the language of the people from another culture.
- Observe cross-cultural differences in etiquette.
- Do not be diverted by style, accent, grammar, or personal appearance.
- Avoid racial or ethnic identification except when it is essential to communication.
- Be sensitive to differences in nonverbal communication.
- Be attentive to individual differences in appearance.

The Leader's Role in Resolving Conflict and Negotiating

- **Conflict Management Styles**

- **Competitive Style** – Desire to achieve one's own goals at the expense of the other party, or to dominate.
- **Accommodative Style** – Favors appeasement, or satisfying the other's concerns without taking care of one's own.
- **Sharing Style** – Prefers moderate but incomplete satisfaction for both parties, resulting in a compromise.
- **Collaborative Style** – reflects a desire to fully satisfy the desires of both parties.
- **Avoidant Style** – combines lack of cooperation and unassertiveness
- A leader's personality influences how much conflict he or she has to resolve.

Negotiating & Bargaining

- Listen First to Investigate What the Other Side Wants
- Being with a Plausible Demand or Offer
- Focus on Interests, Not Positions
- Be Sensitive to International Differences in Negotiating Style
- Allow for Face Saving

Summary

- Effective leaders are effective communicators.
- Face-to-face communication networks allow for helpful conversations.
- Leaders may develop inspirational and powerful speaking and writing by following a set of suggestions.
- A power-oriented linguistic style is one way to communicate with inspiration and power.
- Leaders can improve their communication by following principles of persuasion.
- Leaders can also develop their use of nonverbal communication, which is especially helpful for videoconferencing and telepresence.
- Overcoming cross-cultural communication barriers is another leadership challenge.
- Leaders must also be skilled in conflict management and negotiations.