

## Chapter 11 - Leadership: Communication Approaches

### THIS CHAPTER WILL DISCUSS:

1. How all group members can perform leadership functions.
2. The ways in which leaders emerge from previously leaderless groups.
3. The importance of group members' perceptions about leadership.
4. How charismatic leaders affect group performance.
5. Gender differences in leadership.

### INTRODUCTION

In the last chapter, we described the trait, style, situational, and contingency approaches to leadership. All four have been very influential, and have lead to expansions of our knowledge about such issues as what types of personality leads to people becoming leaders, what type of method leaders should use, and in what situations are particular types of personalities and particular types of leadership methods best.

However, none of the perspectives described in the last chapter take communication into serious consideration. Yet, in the context of group discussion, leadership occurs through the process of communication. Therefore, to have a complete understanding of how leadership works, we also need approaches that tell us what role communication plays in the leadership process. In this chapter, we will consider four approaches to leadership in which communication performs a critical role. We will also talk about whether there are gender differences in leadership.

### THE FUNCTIONAL APPROACH TO LEADERSHIP

The functional approach to leadership first appeared at about the same period of time (the late 1940s and early 1950s) that scientists began questioning the trait and style approaches. As we discussed last chapter, some scientists responded to the problems with the trait and style approaches by adopting the situational and contingency perspectives.

As you recall, each of these approaches has a unique perspective on leadership. For instance, the trait approach is concerned with the permanent characteristics of a leader. The style point of view maintains that the method a leader uses is most important. The situational perspective looks for differences in leadership style across different circumstances. Finally, the contingency approach examines leadership by looking at the association of trait and situation. These four points of view all have one thing in common, however: All of them, in the end, are concerned with a particular person in a leadership role.

The functional perspective, in contrast, is concerned with the *behaviors* of a group. Specifically, the functional approach examines the behaviors that allow the group to reach its goals. In Chapter 8, we discussed how behaviors serve functions that help a group solve its task and maintenance problems. Certain behaviors serve as *leadership functions*. For instance, leadership functions include actions that serve to help the group perform its task and clarify the group's goals. They also include behaviors that help the group interact effectively and give members social support.

The functional approach maintains that a group need not have only one particular member who performs these leadership functions. Any group member can perform them. This means that any member can lead. If we accept the functional perspective, we have the potential to uncover

# Chapter 11 Leadership Communication Approaches

**Dennis K. Mumby, Timothy R. Kuhn**



## Chapter 11 Leadership Communication Approaches:

**Organizational Communication** Dennis K. Mumby, Timothy R. Kuhn, 2018-11-29 While traditional in its coverage of the major research traditions that have developed over the past 100 years Organizational Communication is the first textbook in the field that is written from a critical perspective while providing a comprehensive survey of theory and research in organizational communication Extensively updated and incorporating relevant current events the Second Edition familiarizes students with the field of organizational communication historically conceptually and practically and challenges them to critically reflect on their common sense understandings of work and organizations preparing them for participation in 21st century organizational settings Linking theory with practice Dennis K Mumby and new co author Timothy R Kuhn skillfully explore the significant role played by organizations and corporations in constructing our identities *Approaches to Managing Organizational Diversity and Innovation* Erbe, Nancy D., 2014-04-30 Many contemporary skills and approaches have emerged as the result of researching and working with diverse global partnerships teams networks companies and projects Due to the increasingly innovative global community it is necessary adapt to these developments and aspire to those most important for their particular involvement *Approaches to Managing Organizational Diversity and Innovation* presents a variety of practical tools skills and practices that demonstrate effective ways to positively impact the global community through effective management practice Demonstrating different ways to manage diversity and innovation this publication provides models and approaches capable of transforming societies citizens and professionals so they are better prepared to embrace diversity This reference work is particularly useful to academicians professionals engineers and students interested in understanding how globalization impacts their discipline or practice *Amplifying Your Leadership Voice* Leah M. Omilion-Hodges, 2025-12-02 *Amplifying Your Leadership Voice* is a transformative guide designed to help professionals at all levels to discover refine and amplify their leadership voice This step by step evidence based approach moves beyond basic communication skills emphasizing self awareness confidence and authenticity to expand your influence impact and presence Since communication is the primary yardstick by which others assess your leadership whether or not you have a formal title the more attention and practice you give to verbal nonverbal and written expression the more confident and effective you will become This book empowers you to communicate with intention and lead with purpose Through four distinct levels discover refine amplify and sustain you will learn to assess your strengths identify growth areas craft compelling stories navigate difficult conversations and leverage digital tools Each chapter offers actionable tips real world examples reflective exercises and expert insights to help you speak up more often and influence others Whether you are an emerging leader or an experienced executive these strategies will help you overcome fear build resilience and foster meaningful connections to advance your career and create lasting impact If you are ready to move beyond silence and step into your leadership power this book is your essential guide to sustained growth and success Ideal for both new and seasoned professionals it is also an

excellent resource for executive education MBA and graduate courses in leadership communication     Leadership Education ,1996     *The Leadership Experience* Richard L. Daft,Pat Lane,2002 Packed with interesting examples and real world leadership this readable upper level textbook helps students develop an understanding of theory while acquiring the necessary skills and insights to become effective leaders It is written for courses teaching leadership theory and application

*Sport Psychology* Catherine Sanderson,2017 This book is a comprehensive review of key theories and current research in sport psychology presented in a streamlined 13 chapter format with an engaging narrative It emphasizes the science underlying the field of sport psychology and includes research in action boxes and focus on neuroscience boxes in every chapter Each chapter starts with a real world contemporary example and includes pictures and specific quotes from modern day athletes Chapter 9 covers all types of prejudice and discrimination in sport including gender race and sexual orientation The book has a test yourself feature in each chapter connecting sport to student s lives students can rate themselves on issues such as burnout perfectionism disordered eating The book also includes information relating to youth sport with boxes in every chapter called Impact on Youth     Promoting Health and Academic Success David A. Birch,Donna M.

Videto,2015-02-17 There is increasing evidence that health and academic success go hand in hand Now educators and health professionals have a new model the Whole School Whole Community Whole Child WSCC approach to use in promoting health and learning in the schools This new approach developed by leaders in education and health is a transition from the coordinated school health CSH model that was introduced in 1987 Promoting Health and Academic Success is a new resource for the transition from CSH to WSCC Written by national leaders in education and school health some of whom were involved in the development of WSCC this book provides direction for education and school health professionals interested in promoting student health It is valuable for individuals and groups interested in advocating for WSCC and for those engaged in the planning implementation and evaluation of this new approach The book also is a resource for both undergraduate and graduate students in courses that address a coordinated approach to school health Each chapter includes application activities that engage students in translating their learning in the context of WSCC simulations In addition the School Health in Action feature provides case studies that demonstrate the impact school health programs are having in schools across the United States Applicable to both students and professionals Promoting Health and Academic Success includes an appendix that presents a thorough guide to using school health assessment tools created by organizations such as the Centers for Disease Control and Prevention Association for Supervision and Curriculum Development and the National Association of State Boards of Education Following is a partial listing of the tools The School Health Index helps schools improve health and safety policies The State Schools Health Policy Database facilitates sharing of policies across states The Health Education Curriculum Analysis Tool encourages children to adopt and maintain health enhancing behaviors The Physical Education Curriculum Analysis Tool assists schools in analyzing their curricula and comparing it to national physical

education standards A Parent Engagement tool shares strategies for involving parents in school health The book is presented in five parts Part I unveils the new WSCC model explains its components and provides a historical overview of coordinated school health Part II offers insights into the Whole Child initiative and examines the evidence linking health and academic success Part III explores the crucial role of school administration in ensuring success ways to meet the diverse needs of students and their families and methods for getting the community involved Part IV delves into planning implementation and evaluation aspects of WSCC Part V looks to the future for WSCC and provides perspectives from the field The appendix supplies the assessment instruments and tools

**Handbook of Organizational Communication** Gerald M. Goldhaber, George A. Barnett, 1988 This comprehensive handbook features work on organizational communication research authored by the leading scholars in the field This broad based overview is intended for both students scholars and professionals It is organized into three sections that present the theoretical and methodological directions of the field along with insights into the future growth of new communications technologies and their effects on public and private sector organizations The volume addresses many questions What is the current state of the discipline How do we define the parameters of organizational communication What paradigms and philosophical approaches define this field What theoretical propositions have evolved from the past two decades of research in organizational communication What research trends and themes have been supported and discounted Where is there agreement among scholars Where is there differentiation among viewpoints What direction is current and future research taking in the field

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**Leadership** Andrew J. DuBrin, 2001 Incorporating new research and topics Leadership provides students with the solid foundation they need to build leadership skills Discussion topics include knowledge management KM emotional intelligence helping others overcome organizational changes and open book management Cases focus on subjects such as e commerce mergers corporate takeovers and superstores

**Marketing Management** George Albert Field, John Douglas, Lawrence X. Tarpey, 1966

**A Diagnostic Approach to Organizational Behavior** Judith R. Gordon, 1991 Includes bibliographical references and index

**Change Management** Mark Hughes, 2006 This text covers all the key elements of organisational team and individual change with a critical edge Because change is a complex subject area that is often difficult to categorise it also offers a critical perspective that challenges assumptions in this area as well as ensuring that the complexities of this area remain clear

**Instructional Design**, 2001

**Instructor's Resource Guide to Accompany Organizations** Courtney Hunt, Monty Lynn, 2000

**Clinical Leadership in Nursing** Judith Rocchiccioli, Mary Sayre Tilbury, 1998 This text provides the leadership and management skills that nurses need to succeed in today's changing healthcare environment It cultivates proficiency in fiscal management supervision and delegation case

management information systems legal and ethical principles cultural diversity group process quality management and much more A focus on the managed care environment equips readers with the particular skills and competencies that it requires And a wealth of learning tools including research boxes learning activities case studies and discussion questions help to promote mastery of the material      **Organizational Behavior** Donald D. White,1991 Includes bibliographical references and index

*Invitation to Effective Speech Communication* John T. Masterson,Steven A. Beebe,Norman H. Watson,1989

**Organizations** James L. Gibson,John M. Ivancevich,James H. Donnelly,2000      **Developing the Next Generation of Military Leaders** Julie Bélanger,Psalm Lew,2011 Today s military problems require today s solution and this also applies to military leadership development Through presentation of theoretical frameworks case studies and applied research we can see how the militaries of various IMLA International Military Leadership Association member nations prepare their current and future generations of military leaders to lead their soldiers in uncharted terrain coping with complexity in an interlinked world this book will contribute to a more thorough understanding of how military organizations in various parts of the world cope with the challenges of preparing their future leaders for challenges that are very different from the previous generations P v

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