



Display 19.1 Leadership Roles and Management Functions Associated With Organizational, Interpersonal, and Group Communication

LEADERSHIP ROLES

1. Understands and appropriately uses the informal communication network in the organization
2. Communicates clearly and precisely in language that others will understand
3. Is sensitive to the internal and external climate of the sender or receiver and uses that awareness in interpreting messages
4. Appropriately observes and interprets the verbal and nonverbal communication of followers
5. Role models assertive communication and active listening
6. Demonstrates congruency in verbal and nonverbal communication
7. Recognizes status, power, and authority as barriers to manager-subordinate communication; uses communication strategies to overcome those barriers
8. Maximizes group functioning by keeping group members on course, encouraging the shy, controlling the garrulous, and protecting the weak
9. Seeks a balance between technological communication options and the need for human touch, caring, and one-on-one, face-to-face interaction

MANAGEMENT FUNCTIONS

1. Understands and appropriately uses the organization's formal communication network
2. Determines the appropriate communication mode or combination of modes for optimal distribution of information in the organizational hierarchy
3. Prepares written communications that are clear and uses language that is appropriate for the message and the receiver
4. Consults with other departments or disciplines in coordinating overlapping roles and group efforts
5. Differentiates between "information" and "communication" and appropriately assesses the need for subordinates to have both
6. Prioritizes and protects client and subordinate confidentiality
7. Ensures that staff and self are trained to appropriately and fully utilize technological communication tools
8. Uses knowledge of group dynamics for attaining goals and maximizing organizational communication

Figure 19.1. In all communication, there is at least one sender, one receiver, and one message. There also is a mode or medium through which the message is sent—for example, spoken, written, or nonverbal.

An internal and an external climate also exist in communication. The *internal climate* includes the values, feelings, temperament, and stress levels of the sender and the receiver. Weather conditions, temperature, timing, and the organizational climate itself are parts of the external climate. The *external climate* also includes status, power, and authority as barriers to manager-subordinate communication.

Both the sender and the receiver must be sensitive to the internal and external climate because the perception of the message is altered greatly depending upon the climate that existed at the time the message was sent or received. For example, an insecure manager who is called to meet with superiors during a period of stringent layoffs will probably view the message with more trepidation than a manager who is secure in his or her role.

Because each person is different and thus makes decisions and perceives differently, assessing external climate is usually easier than assessing internal climate. In assessing internal

climate, the message expected is greatly affected if the message is not effective.



Effective Communication

VARIABLES AFFECTING COMMUNICATION

Formal communication within the organization occurs because of the organizational climate. The quality of communication is affected by the internal and external climate. Not only does the climate affect what message is sent, but it also affects what message is received.

LEARNING OBJECTIVES

Large Group

Have you ever experienced a communication breakdown in a large group? What factors contributed to the breakdown?