

teams allows people to collaborate with others. Finally, communication in the public context takes place through effective business and professional presentations. Although each context is different, the communication principles remain the same. You use the same five principles to develop and manage relationships as you do to make effective sales presentations to potential customers. What's different is how the communication principles are applied. You will see how the five communication principles are woven throughout the three contexts (interpersonal, team, and public) and how the context determines how the principles are applied to achieve communication goals as you assume leadership roles. In the model in Figure 1.2 you'll note that the same five principles are present regardless of whether the skill is relating, collaborating, or presenting. In each context, you draw on all five fundamental principles.

Relating to Others: Interpersonal Communication

A **relationship** is an ongoing connection we make with others through interpersonal communication.⁴⁷ To relate to someone is to give and take, listen and respond, act and react. When we talk about a good or positive relationship with someone, we often mean that we are together, or “in synch.” You will develop and manage relationships with your manager, your coworkers, with the people you lead, and with your customers and clients. Communication allows the relationships to develop. Without communication, there are no relationships. To relate to others effectively, you should be aware of your communication, effectively use verbal and nonverbal messages, listen and respond, and appropriately adapt your messages to others in interpersonal situations.

Interpersonal communication occurs when at least two people interact with each other to mutually influence each other, usually for the purpose of developing and managing their relationship. You engage in interpersonal communication when you interview for a job or visit with a colleague. You communicate with an interviewer with the hope of influencing the person and developing a relationship—convincing him or her that you're the most qualified for the position. When talking with a colleague, you may be swapping office stories or just talking about the weather.

Yet true interpersonal communication occurs not simply when you interact with someone, but when you treat the other person as a unique human being. Think of all human

terms & definitions

Relationship an ongoing connection developed with another person through interpersonal communication.

Interpersonal communication communication that occurs when two people interact to mutually influence each other, usually for the purpose of managing relationships.

Media richness theory theory that a communication medium is rich if it has (1) potential for instant feedback, (2) verbal and nonverbal cues that can be processed by senders and receivers, (3) natural language, and (4) a focus on individuals.



FIGURE 1.2 Communication Principles and Skills for Leadership

Communication Ethics @ Work

What's Your Ethics Credo?

Ethics are the beliefs, values, and moral principles by which we determine what is right or wrong. An ethical communicator is one who considers the thoughts, feelings, and considerations of the people with whom a communicator is interacting. The National Communication Association has developed a Credo for Communication Ethics to emphasize the importance of being an ethical communicator:

Ethical communication is fundamental to responsible thinking, decision making, and the development of relationships and communities within and across contexts, cultures, channels, and media. Moreover, ethical communication enhances human worth and dignity by fostering truthfulness,

fairness, responsibility, personal integrity, and respect for self and others.⁴⁶

In the workplace it's especially important to be mindful of your ethical principles because of the trust others place in you, especially when managing other people's money or having access to private information such as medical or financial records.

What's your personal ethics credo? As you work with others in business and professional contexts, what are key ethical principles that guide you in communicating with others? Imagine you are being interviewed for a job and the interviewer asks you what your ethical principles are. What would you say?

each other because of gender differences in communication. Your ability to lead and influence others effectively depends on your ability to adapt messages appropriately to others.

Another way to tailor your communication is to adapt to another person's personality. Some people are talkative; others are quiet. Some people enjoy a good argument; others find arguing upsetting. Your ability to adapt and adjust your communication makes others more comfortable and enhances understanding. In Chapter 5 we discuss this principle in greater detail by discussing how you can lead more effectively by adapting to personality, culture, and gender differences.

Leading Others: Applying Communication Skills at Work

In the workplace you communicate—make sense and share sense with others—to achieve specific work objectives. You achieve those objectives through three sets of communication skills: you relate, you collaborate, and you present messages to others. Communication in the interpersonal context helps develop and manage workplace relationships. Communication in

terms & definitions

Ethics the beliefs, values, and moral principles by which we determine what is right and wrong.

RECAP

Communication Principles for Leadership

Communication Principle	Description
Principle One: Be aware of your communication with yourself and others.	Be mindful of your communication and conscious of what motivates you and others to communicate.
Principle Two: Effectively use and interpret verbal messages.	Select appropriate symbols to clearly communicate messages to others, and decode others' messages carefully.
Principle Three: Effectively use and interpret nonverbal messages.	Use unspoken symbols to communicate the emotional and relational aspects of your message.
Principle Four: Listen and respond thoughtfully to others.	Actively listen to others, using responses to ensure and demonstrate you have understood the message correctly.
Principle Five: Appropriately adapt messages to others.	Customize messages to enhance message clarity; consider the personal, social, and cultural characteristics of listeners.