

## 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 led 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

**Donald D. White**



## 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 *Decision Making Under Pressure* Christine Owen, David Parsons, 2026-02-27 In today s world the need for effective crisis management extends far beyond traditional emergency response personnel With an increasing number of people facing high stakes decisions under pressure the demand for agile resilient and critical thinking problem solvers is higher than ever The aging demographic in emergency services and the high turnover due to burnout makes it challenging to build expertise through experience alone This book addresses these issues providing a knowledge base to help individuals and teams operate effectively in volatile uncertain complex and ambiguous environments This comprehensive guide covers a range of topics essential for navigating and leading in crises It offers insights into the trends contributing to today s turbulent landscape and provides strategies for resilient and agile problem solving Readers will learn how to lead teams in uncertain conditions mobilize and manage resources effectively and enhance coordination among multiple organizations By using a framework to explore the challenges for the self the social context and the problem solving situation the authors present a series of practical tools to help practitioners navigate through volatility uncertainty complexity and ambiguity to guide action It will equip any reader with the skill set to confidently tackle incidents disasters and crises in whatever setting they find themselves in *Decision Making Under Pressure*

A Crisis Management Sourcebook for Practitioners is an ideal read for practitioners educators scholars and students looking to enhance their decision making and leadership skills in high pressure situations especially those in occupational health and safety risk management and organizational resilience ergonomics and human factors emergency management crisis leadership and professional development *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 ll become This book empowers you to communicate with intention and lead with purpose Through four distinct levels discover refine amplify and sustain you ll 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 re 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 re 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

**Strategic Sport Communication** Paul Mark Pedersen,Pamela C. Laucella,Edward Kian,Andrea N. Geurin,2021 This book explores the multifaceted segment of sport communication This text presents a standard framework that introduces readers to the many ways in which individuals media outlets and sport organizations work to create disseminate and manage messages to their constituents Leadership Education ,1996

**Communication and Sport** Andrew C. Billings,Michael L. Butterworth,Paul D. Turman,2011-02-10 Offering the most comprehensive and diverse approach to the study of communication and sport currently available at the undergraduate level this book helps readers understand sports media rhetoric culture and organizations from both micro and macro perspectives Epistemologically diverse and theoretically grounded the book explores youth amateur and professional sports through the lens of mythology community and identity *Management* R. Wayne Mondy,Shane R. Premeaux,1995

This text adopts a pragmatic approach to management striking a balance between theory and practice It offers a real world view of each management function planning organizing influencing and controlling from the standpoint of how each function fits into the overall management process *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

**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

*Organizations*, 2006

**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

*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

*Fundamental Concepts of Educational Leadership and Management* Taher A. Razik, Austin D. Swanson, 2010 In a time of high educational expectations and professional accountability today s educational leaders need to possess a broad variety of skills that enable them to function comfortably and effectively in changing environments and under highly politicized conditions Under these circumstances change is the only constant The mission of this book is to foster understanding of this reality among those preparing for administrative and managerial careers in pre collegiate educational institutions and to help them develop skills necessary for working competently within those institutions This text is eclectic in approach not ideological and emphasizes an action research perspective that compels readers to consider critically the theoretical underpinnings of current educational practice and motivates them to seek practical alternative approaches to

solving both common and unique problems This book addresses general principles underlying the knowledge base of leadership and management as specifically applied to educational institutions It stirs learners thoughts through the review of scholarship in a wide range of areas encouraging them to critically consider the theoretical underpinnings of administrative practice

**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

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

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