Beyond the "Open Door" Policy of Leadership Communication

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## KU Department of Communication Studies

- **Teach in / manage** the KU-Edwards Professional Workplace Communication 4-course graduate certificate program

- **Industry experience:** Employee communication, Training & Development, PR, Consulting

- **Research:** Socialization processes, organizational exit, organizational culture

- **Topics of interest**: Organizational change, structure/bureaucracy, change communication, organizational rhetoric, diversity and inclusion, power and conflict in organizations

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Agenda

- Define and differentiate management and leadership
- Define structural and relationship dynamics that can impact our leadership effectiveness
- Identify specific communication strategies for engaging in meaningful leadership communication with both direct reports and leaders
- Define your own leadership brand – what do you want to be known for as it relates to leadership communication?

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Management and Leadership: Skills or Roles?

Management   **Leadership**
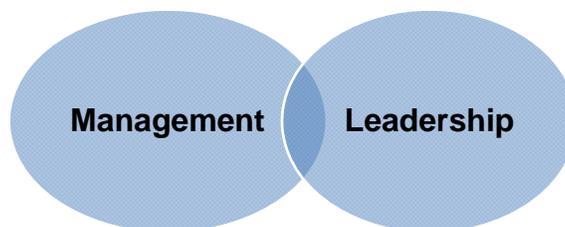
- The manager asks how and when; the leader asks what and why.

- The manager focuses on systems and structure; the leader focuses on people.

- The manager's eye is always on the bottom line; the leader's eye is on the horizon.

- The manager relies on control; the leader inspires trust.

- The manager does things right; the leader does the right thing.   (Bennis, 1989)

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Followers Face Challenges, Too

- A leader's main job is to **inspire others** to follow him or her – and to recognize the unique set of demands and challenges followers face:

  - Followers have obligations to multiple stakeholders.
  - Followers must obey orders and directives, even ones they don't like.
  - Followers have much less legitimate power to draw on, and are often left out of the loop.
  - Followers must express dissent in an "appropriate" way and to the "right" person.
  - Followers need the courage and skills to deliver bad news upwards. (Johnson, 2012)

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3 Goals of Communication

1. **Instrumental goals –** achieve a goal, complete a task (duPre, 2014)

2. **Relational goals –** maintain effective, trusted relationships (West & Turner, 2007)

3. **Identity goals –** maintain consistency with how we [want to] see ourselves and live our values (Mead, 1934)

   - *We are often trying to achieve all of these goals in a single interaction – or we should be.*

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Types of Power:
Which Do You Use Most Often? Why?

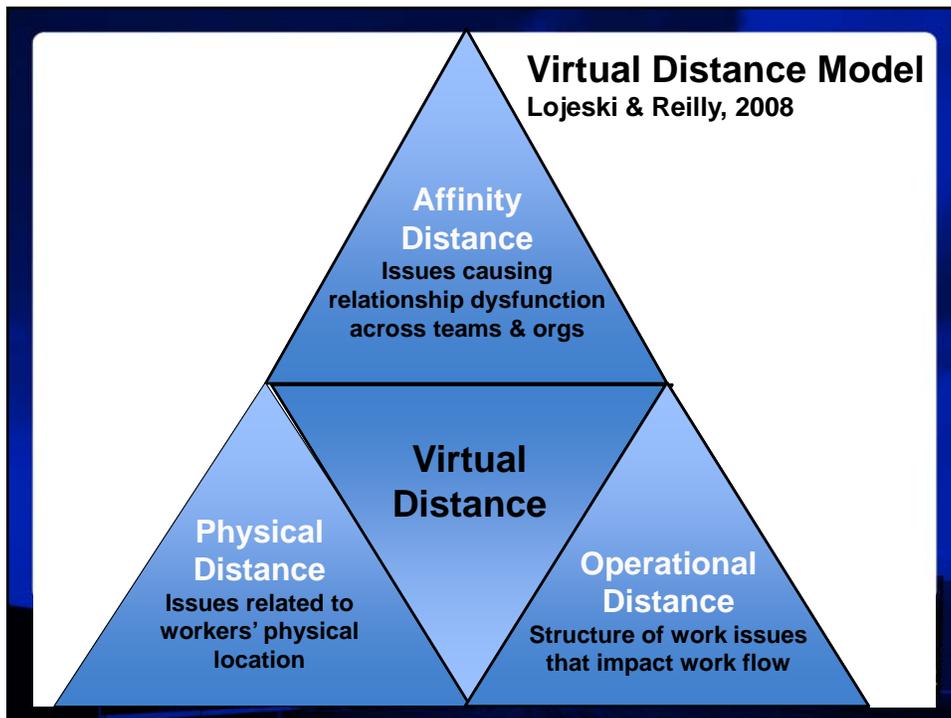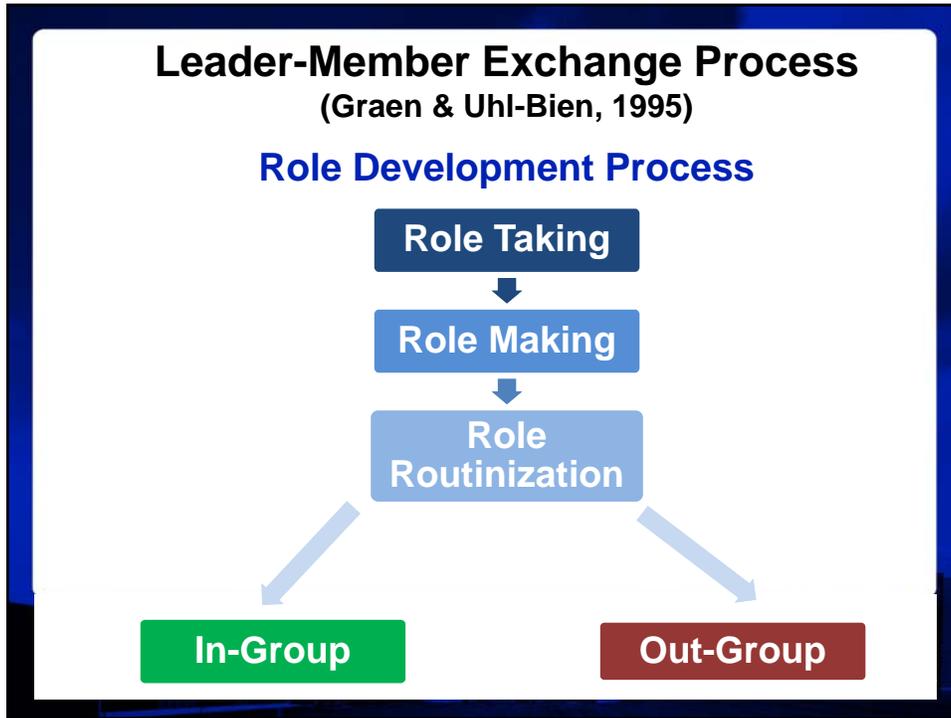|	
Legitimate	based on job title, officially designated/selected as leader
Referent	granted by others because they like, trust, want to work with you
Connection	ability to connect people to other individuals, networks, opportunities
Expert	based on your subject matter, technical expertise
Reward	based on ability to grant formal rewards, assignments, promotions, etc.
Coercive	based on your ability to threaten, discipline

Problematic vs. People-Focused Leadership (Pastorek, 2015)

Problematic
1. Breaking promises
2. Inauthentic cheerleading
3. Pulling rank
4. Inflicting abuse
5. Harming organization

People-focused
1. Encouraging me
2. Making me feel known
3. Going to bat for me
4. Investing in me

Leader-Member Exchange Process
(Graen & Uhl-Bien, 1995)

Role Development Process

Role Taking

↓

Role Making

↓

Role Routinization

In-Group   **Out-Group**

Virtual Distance Model
Lojeski & Reilly, 2008

Affinity Distance
Issues causing relationship dysfunction across teams & orgs

Virtual Distance

Physical Distance
Issues related to workers' physical location

Operational Distance
Structure of work issues that impact work flow

FIGURE 1-1b

Informal Structure as Revealed by Social Network Analysis
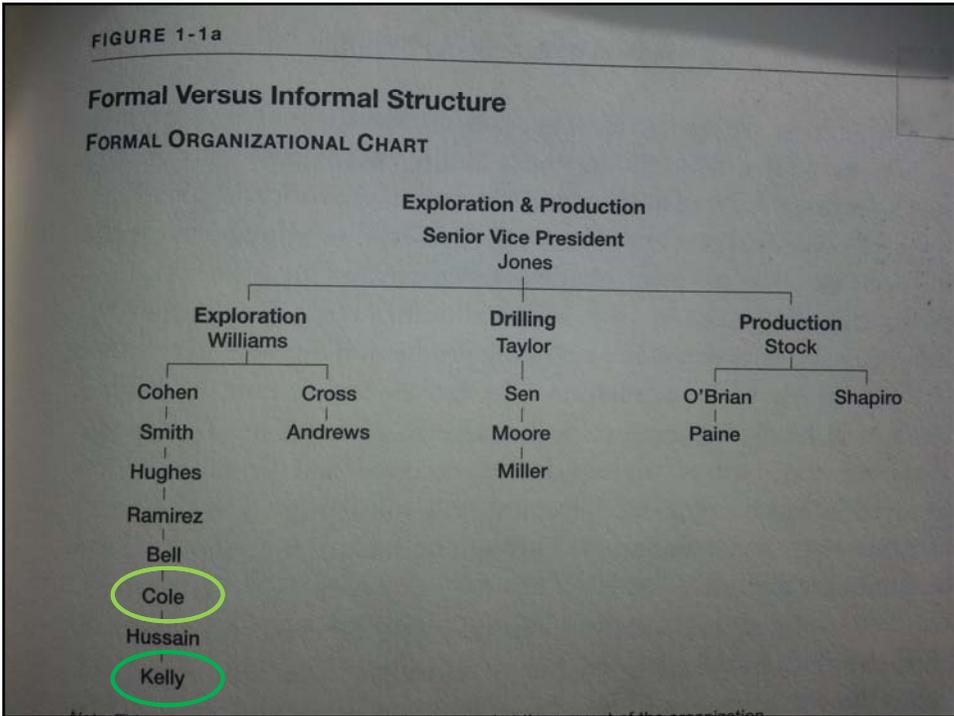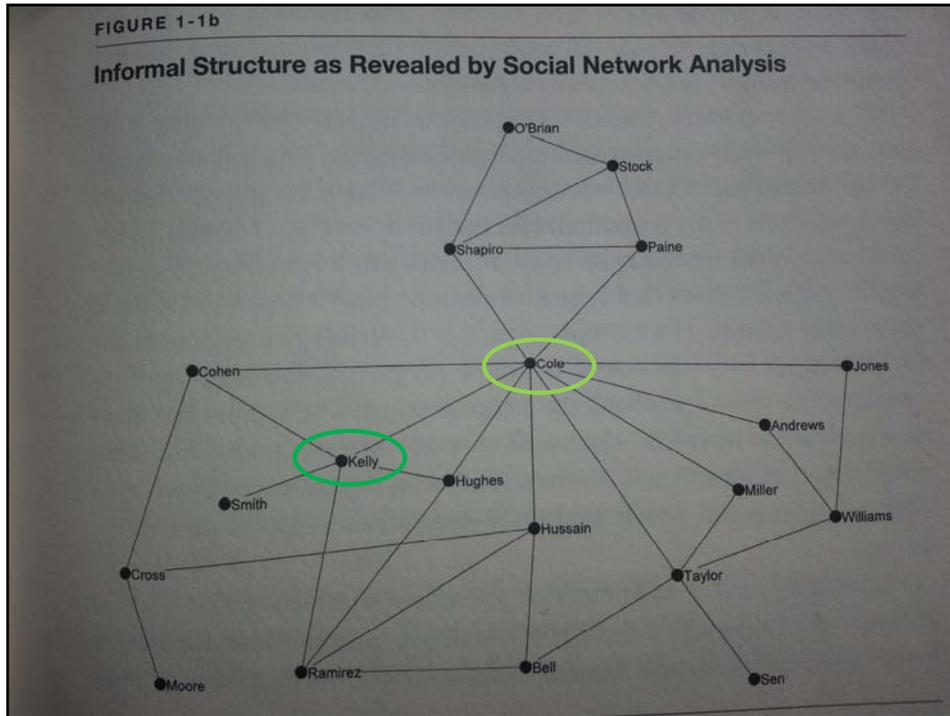
Types of Informal Networks in the Workplace (Joshi et al., 2010)

	Description
Cohort-based	Group of employees who start at or near the same time.
Age-based	Group of employees who share same values and attitudes about work.
Incumbency-based	Coworkers we work with when starting a new job – teammates, manager, leader. Key relationships in shaping our sense of membership and connection to opportunities.

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Bringing People Together:
Framing & the Power of Language

- Framing involves the ability to **shape the meaning** of a subject, to define its character and significance through the **meanings we include and exclude**, as well as those **we emphasize** when communicating (Fairhurst, 2011).

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Framing: 5 Core Framing Tasks

1. Develop a collective sense of goals, objectives, and strategies

2. Instill knowledge of the organization's environment and its work

3. Generate enthusiasm, confidence, optimism, cooperation, and trust

4. Encourage flexibility in decision-making and change

5. Construct and maintain a meaningful organizational identity

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A Sampling of Frames
(Fairhurst, 2011)

Frame	Frame Focus
Technology	Features, uses, applications
Military	Control, order, hierarchy
Environmental	Ecology, sustainability, recyclable
Science	Scientific principles, study, objectivity, reliability
Quality	Continuous improvement, zero defects
Coaching	Mentoring, support, career, skill development, growth
Team	Collaboration, team spirit, sharing
Leadership	Metaphors, stories, future, innovation
Change	Organization, improvement, growth, development, efficiency
Ethics	Moral responsibility, values, accountability

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Activity: Mental Model & Framing Analysis

"I live in a world of uncertainty, I'm not naïve any longer…I come in the morning now and I'm a skeptic. I say, 'Okay, first tell me about all of the casualties, I want to set priorities. What are the things that might take us out of business today?' I'm not being wise, I'm being a realist…Right now we're wrestling with keeping two boilers up and running…We got a game plan and we try to set a course of direction, but then I live with the reality of the situation. I go back Monday and the boiler is down — so how do we address this problem?

You really have to be nimble of foot here, you've got to be able to react, you don't know what's going to be thrown at you. You try to prepare yourself for the unexpected, and with a number of eyes looking ahead with me, maybe we'll see a few of the potholes that are approaching us…If you look at the plant, the plant itself is like a rickety old car with band aids and rubber bands.*

*From Cunliffe, 2004

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Activity: What are Some of Your Core Framing Tasks?

- Give and receive feedback

- Manage conflicts

- Set team, project or unit direction

- Monitor the performance of direct reports

- Others?...

1. Choose one of the framing tasks at left.

2. Then, check the framing tasks most helpful/relevant in your current role.

3. Finally, write one well-framed message you can share with your team or a specific colleague.

From *The Power of Framing* by Gail T. Fairhurst, Copyright © 2010, John Wiley & Sons, Inc.

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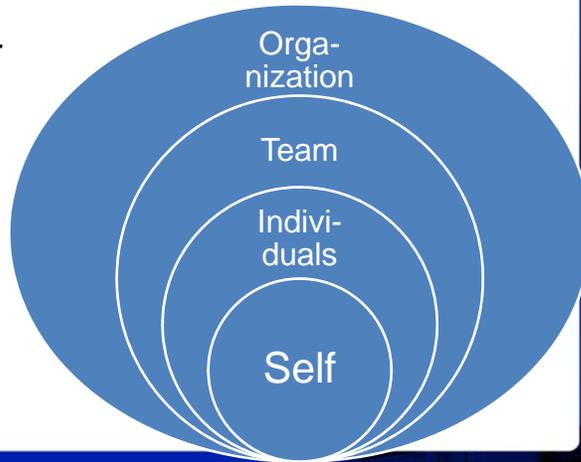Edwards Campus

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Tactical Communication Strategies for Everyday Leadership

- **Be physically present**
  - Practice MBWA: "Management by Walking Around"

- Ask authentic questions

- Provide context
  - Help your followers understand the "Why" not just the "What" and "When" of their daily work

- Recognize and acknowledge emotions

- Structure meetings for interaction and information/ resource sharing

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What's Your Style?

- What does your team need?

- What do individual members need from you?

Orga-nization

Team

Indivi-duals

Self

Defining Your
Personal Leadership Style

Responding When Your Expertise Is Challenged

Deepa Purushothaman
PRINCIPAL, DELOITTE CONSULTING LLP

Types of Leadership

Type	Description
Trait (Carlyle)	"Great man theory" – ""great leaders are born not made"
Transactional	Leadership is based on rewards and punishments leader has power to distribute
Situational (Hersey & Blanchard, 1969)	Leader skilled at adapting style based on situational needs, follower readiness
Transformational (Burns, 1978; Bass, 1985)	Craft and communicate the vision; lead by example, inspire followers
Servant (Greenleaf, 1970)	Lead through service to team members; identifies needs of team and of individuals
Adaptive (Heifetz, 2009)	Focus on identifying opportunities; challenges "the way we've always done it" to facilitate positive change.

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  - **Facilitated by Angie Pastorek, Ph.D.**

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- Everyday Communication Skills for Navigating Workplace Relationships and Conflicts
  - **Facilitated by Tracy Russo, Ph.D.**

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- Making Meetings Meaningful
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