

Leadership and Team Effectiveness
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Lecture - 55
The Art of Communication

In leadership and team effectiveness, the other crucial dimension that makes your leadership more compelling is the art of communication. The way the leader communicates with the followers and then gets motivated and their performance is affected.

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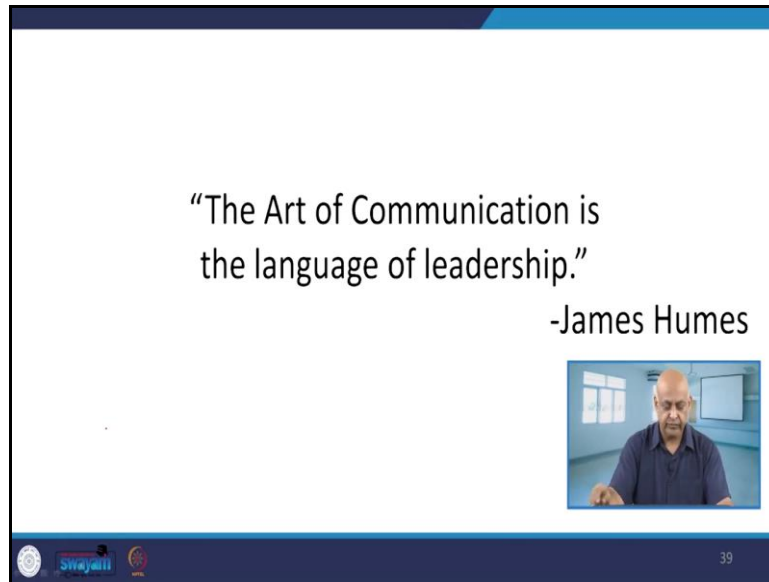
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Image Source: <https://resumegenius.com/blog/resume-help/communication-skills>

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So, we will talk about the importance of effectual communication, Examples of effective communication, inspirational communication, how inspirational communicators examples of inspirational communication, and supportive communication. Then the eight principles of supportive communication examples support; then we will take specific examples with this, and then, as usual, we will talk about the research paper, and case studies in the book recommendations are concerned.

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So, communication is the language of the leadership, and I always emphasize that whenever we are talking about the behaviour, behaviour between any two persons is concerned, then definitely the bridge, the bridge is the communication is there. Communication is not only the mode by which they communicate the message, but in addition to communicating the message, it also reflects your emotional state.

Furthermore, therefore the persons perceive the way you communicate what you communicate are you can use the communication as a mechanism to influence the behaviour of others or not because you see communication influence a lot. Furthermore, therefore, it is not only verbal communication. Even non-verbal communication is also concerned; you will find that it is also affecting you.

So, I will give you an example of the workplace when you find that is your boss though he is not having any verbal communication, his body language and the way he interacts with you, the way he reflects on your behaviour that all will be decided based on that is the how this communication has been placed by between the follower, and the leader is concerned.

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Effective Communication

- Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior (*Merriam-Webster Dictionary*)
- Communication effectiveness is the degree to which someone tells others something and ensures that they understand what was said (Bass & Stogdill, 1990).
- Effective communication involves the ability to transmit and receive information with a high probability that the intended message is passed from sender to receiver.




Image Source: <https://www.shutterstock.com/image-vector/communication-colorful-typography-banner-overlapping-squares-1398444674>

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So, we know that effective communication is the information exchanged between individuals through a standard system of symbols science of behaviour is concerned, and it is a degree to which someone tells others something ensures. So, I will not go into much detail about this because it is an essential communication process, and I am sure this much communication knowledge you have about the process of communication is there .

We will see the behavioural aspects of this effective communication. So, it involves the ability to transmit this information with a high probability that the intended message is from sender to receiver.


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Example of Effective Communication


Google CEO motivational speech

Some of effective ways applied in communication practice by Sundar Pichai

- Use of Humor
- Clarity about the ideas
- Non verbal actions
- Body Language
- Use of Visual Aids
- Moderate Pace of Speech
- Use of whole stage (Continuous movement)



Google CEO Sundar Pichai's I/O 2017 keynote
Video Source: <https://www.youtube.com/watch?v=vWUcyfTe6U>




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Now, whenever we talk about the examples of effective communication. So, that is where we will take Google's CEO motivational speech that is a Sundar Pichai is in the 2017 keynote address. So, these are the salient features like that: the use of humour, clarity about the ideas, and then the nonverbal actions that affect the followers. Body language, use of visual aids, moderate pace of speech, and the use of the whole stage continuous movement make him the giving a message. That is how active and energetic the leader is.

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Inspirational Communication

- One of dictionary meaning of Inspiration is “communication to the spirit”
- Even though everyone can communicate, most people can't communicate in an inspirational way.
- The source of inspirational communication comes from the heart, not the head. It is based on the vision a leader has for his business, and it is conveyed on a level that surpasses and transcends the brain. It is more heart than head. More engaging than informing.
- Inspirational communication is all about creating that energy and motivation to get people to do what you want them to do and follow your lead.



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When we talk about what inspirational communication is concerned with, one of the dictionary meanings of inspiration is communication to the spirit is concerned. So, this inspirational

communication comes from the heart, not the head. Now you see the way whenever you communicate with your team members. So, that is how you express your thought process, and that is becoming inspirational is there.

So, therefore if the leader if he is very vibrant and energetic, communicates, and the high goals are set, the priorities are decided, and planning is done. So therefore, in that case, the surprises and then it sensitizes the followers' brains. So, if you are slow or the leader is not that much taking an interest in communicating with the followers is concerned, or it is not that the active, energetic and vibrant, then definitely your followers the brain what will your brain, the brain will sleep.


So therefore, in that case, it is essential that is the involvement. Involvement of the leader is a must, and that is why it is said it is more brutal than head and more engaging than informing is there. So, that engagement, engagement of your team members that are very, very important is there. So, inspirational communication is all about creating that energy and motivation to get people to do what you want them to do and follow your lead.

So, therefore always it is essential that is the energy and motivation so that people will perform in the best manner.

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How to be Inspirational Communicator

- **Finding Your Inspirational Side** - The biggest and most important feature of something that is inspirational is in the underlying message of the story. That message uses a powerful belief that moves the audience. In a sense, the belief behind your story is what makes your communication speak to the spirit.
- **Something People Can Believe In** - Not every belief will work though. It has to be something your audience can directly relate to. It's also important to make the underlying belief of your story something believable.
- **Be Uplifting and Empowering** Your message needs to be positive and uplifting so it leaves the person feeling better than before.
- **Articulate your vision** The delivery of your inspiring belief is just as important as the belief itself.



Source: <https://dosomethingcool.net/how-to-be-an-inspirational-communicator/>

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Now finding the inspirational side, the most significant and essential feature of something that is the inspiration is in the story's underlying message. So, you use a powerful belief that moves the audience and, therefore, your authority and authority on your belief. So, therefore it is not that you are supposed to motivate your followers, which is why you are motivating your followers.

Now whatever you communicate, the follower will feel motivated. So, it should be the intrinsic process rather than the extrinsic process. So, in a sense, the belief behind your story is what makes your communication speak to the spirit is there. Furthermore, that is why it should come from the heart. Something people can believe in; not every belief will work though it must be something your audience can directly relate to.

So, it is also essential to make the underlying belief of your story something believable is there correct. Be uplifting and empowering is there always you see that is the in inspirational communication what the person will perceive that he is the how I can be afflicted how I can make my horizon wide and expanded. So, therefore, in that case, that is uplifting, and the is there, and the empowering is there.

If we are giving that empowerment, we will find that the yes, the person can have, the better the inspirational communication. Articulate your vision; now you see that articulation of the vision because what a leader does right from the beginning, we are talking about is he is creating the vision and directing the followers to achieve that particular vision and goal.

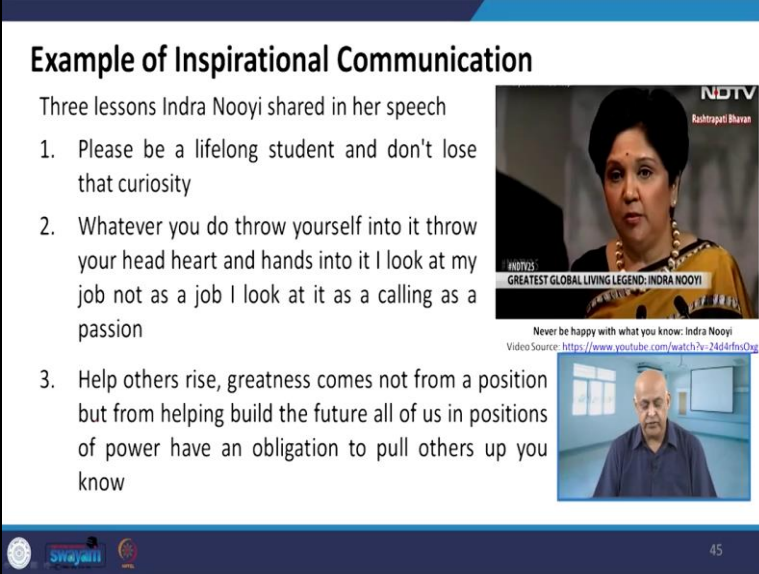
Furthermore, that competency mapping is also the part of your articulation of the vision is there. So, inspiring belief is just as important as the belief itself.

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Example of Inspirational Communication

Three lessons Indra Nooyi shared in her speech

1. Please be a lifelong student and don't lose that curiosity
2. Whatever you do throw yourself into it throw your head heart and hands into it I look at my job not as a job I look at it as a calling as a passion
3. Help others rise, greatness comes not from a position but from helping build the future all of us in positions of power have an obligation to pull others up you know



Never be happy with what you know: Indra Nooyi
Video Source: <https://www.youtube.com/watch?v=2444fns0tq>

Moreover, if you have that belief in yourself, you will be able to direct your team members towards the achievement of that particular goal. Furthermore, here is an example of inspiration communication: the three lessons that are the Indra Nooyi we shared in speeches now, please be a lifelong student and do not lose that curiosity is the continuous learning process.

Moreover, therefore, in that case, the day the person thinks that I have enough knowledge and the person is intellectually dead. So therefore, in that case, the leader, leader has to pursue he or she should never stop and always try to get that is the whatever his experience is there whatever he is learning is where the sharing of knowledge sharing and then in that case that that in that knowledge sharing the people find many things to learn.

So, there is curiosity is there. So, that is the ok I have to go as I mentioned about the motivational needs also level 1, level 2, level 3, level 4 and then this level is the non-ending level is there. So, that curiosity remains to be always there for the next level. Now whatever you do, throw yourself into it, throw your head, heart and hands into it. I look at my job not as a job; I look at it as a calling as a passion is there.

Furthermore, this is always you find it is every successful leader is saying, even the doctor Kalam said that is it is not that I am doing the job. So, I am just what I want to do. I am fulfilling my hobby, and as a result, I am getting my salary. So, in that case, it is a passion; it is a hobby

and not a job somebody is doing. The day you think it is my job which I am doing to earn money and then, in that case, your involvement and engagement with that particular job will be shallow.


So, helping others rise to greatness comes not from a position but from helping build the future; all of us in positions of power must pull others up, you know. Furthermore, this is a message that we are always talking about that what the leader has to give.

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Example of Inspirational Communication

Team Building communication for Chak De India!

- You have seventy minutes.
- In the coming years, no matter what happens, whether you win or lose....no body can take these seventy minutes away from you.
- I am not going to tell you how to play this game. Instead, you will tell me - by playing the game.
- If every player in this team, plays the best hockey of her life...then even God himself cannot take these seventy minutes away from you.



Chak De India Movie Inspirational Communication by Sharukh Khan Playing role of hockey team Coach
Video Source:
<https://www.youtube.com/watch?v=xK3x7EOA30s>



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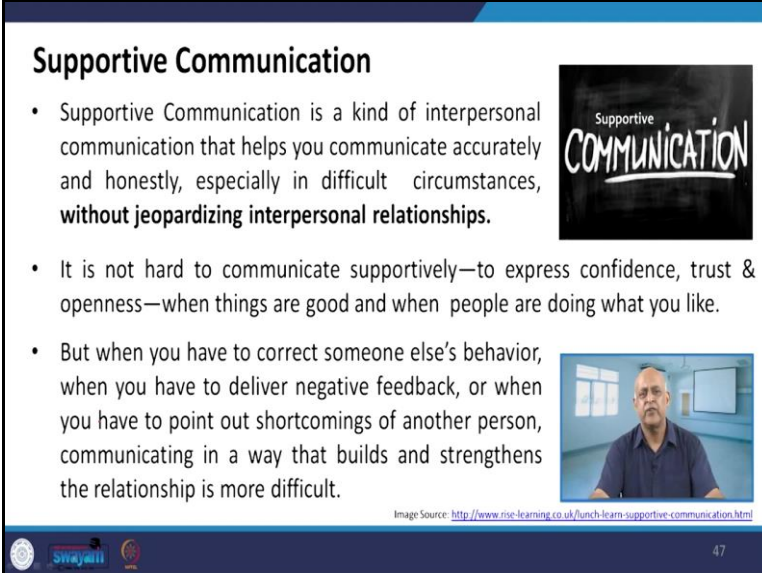
The leader has to give this particular message that he is not doing the leadership for his self-interest; he is doing the leadership for the upliftment of others. Like in India, we find it is our prime minister he which is always whenever talks about the upliftment of the society, and therefore we find it is not it is a person who is behind the position; instead, the position is an instrument for the appointment of the society is there.

So, team building communication here the example for the Chak de India movie. So, we find it is where the leader talks about that you have the 70 minutes only exemplary and in the 70 minutes that is at the do or die situation is there. So, no matter what happens, whether you win or lose, nobody can take these 70 minutes away from you. So, therefore you have to give your best, and your whole life is like this drama.

So, this stage where you are having the particular number of years are there they are fixed and therefore in that year that is the nobody should take away those minutes or the years from you and therefore you have to do your best. As a result of which, you find it is the end of the day right then we find it is the yes, we have performed our role, and that is the satisfaction there is the satisfaction which comes from ourselves, within.

So, therefore I am not going to tell you how to play this game; instead, you will tell me by playing the game. So, therefore it is the demonstration. Demonstration by doing it is not the demonstration just for the purpose or to do the demonstration it is not for the doing sake rather than it is for the perceiving this that particular goal. So, if every player in this team plays the best jockey of our life, you will find it the person will be able to achieve the goal or what we can say the satisfaction is there.

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Supportive Communication

- Supportive Communication is a kind of interpersonal communication that helps you communicate accurately and honestly, especially in difficult circumstances, **without jeopardizing interpersonal relationships.**
- It is not hard to communicate supportively—to express confidence, trust & openness—when things are good and when people are doing what you like.
- But when you have to correct someone else's behavior, when you have to deliver negative feedback, or when you have to point out shortcomings of another person, communicating in a way that builds and strengthens the relationship is more difficult.

Image Source: <http://www.risc-learning.co.uk/lunch-learn-supportive-communication.html>

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So, in supportive communication, another dimension is supported communication. So, we have seen inspirational communication, and now we will talk about supportive communication; interpersonal communication helps you communicate accurately and honestly. Now you see that your honesty in your communication should reflect right, especially in the difficult circumstances, and it is not that I am with you; I am with you.

Moreover, the person who has to be with you in a difficult situation is there. So, without jeopardizing the interpersonal relationship is concerned and then if the situation demands, the one should be present. It is not hard to communicate supportively to express confidence, trust and openness when things are good and when people are doing what you like. So, therefore you can judge there is no need to take any survey or like this.

Furthermore, therefore whenever your confidence is there, it will be expressed the trust; trust is how do you in the communication that the communicate the trust itself is the reflecting. Moreover, the way you talk to the other person, the person understands whether the person has the trust in me or not. However, when you have to correct someone's else behaviour, when you have to deliver negative feedback or when you have to point out the shortcomings of another person communicating is a way that builds and strengthens the relationship is more difficult is there.

Now here, we have to understand the role of communication here. So, therefore, in that case, whenever we have to take the correct actions right, it is not the question of punishment it is a question of that is that we want to correct the behaviour of others and then, in that case, the way we communicate. So, instead of saying that your weaknesses are this rather than there is a scope of improvement in you in this particular area are concerned. And then definitely, in that case, that will be the communication support is there.

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Eight Principles of Supportive Communication

1. Supportive Communication Is Based on Congruence, Not Incongruence

- The best relationships, are based on congruence. That is, what is communicated, verbally and nonverbally, matches exactly what you are thinking and feeling.
- Two kinds of **incongruence** are possible:
 - One is a mismatch between what you are experiencing and what you are aware of. E.g. Deep seeded anger, sadness, or fear
 - Second is a mismatch between what you think or feel and what you communicate. E.g. feeling guilty about one's thoughts or feelings, thinking them to be inappropriate or wrong



So, dear friends, whenever we are talking about business communication, which is true in the supported communication, we have to follow these eight principles; the first principle is that supported communication is based on congruence, not the incongruence is concerned. So, therefore it is always the congruence communicated verbally and non-verbally that matches precisely what you are thinking and feeling.

You see, people understand in your behaviour what you are saying and what you what do you mean and therefore in that case if you mean and you what you say and what you did then in that case definitely if there is a consistency there is a correlation. Then you will be able to develop that particular support for communication, and therefore there is no incongruency.

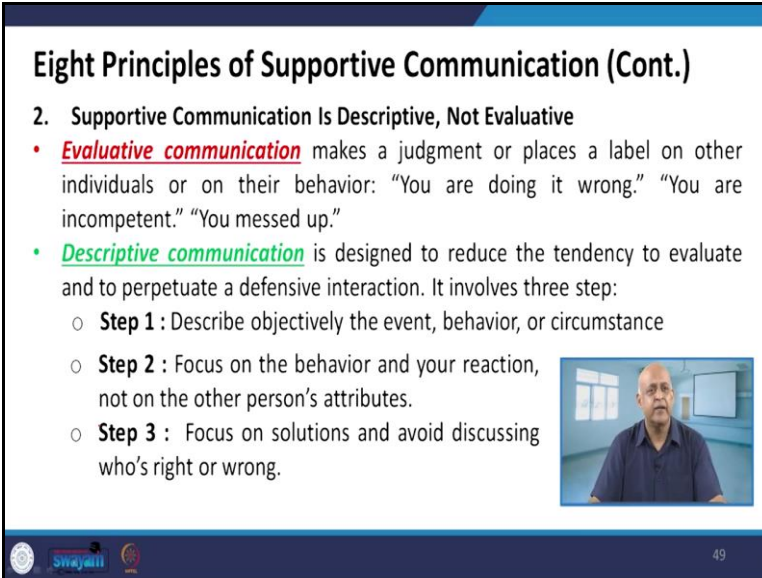
So, as a result of this, always it is better that is the whatever in the team building specialists and when we are working with our followers then definitely whatever is in our mind that we should create a particular environment where the supportive communication is there. Now the two kinds of incongruence are possible; one is the mismatch between what we are experiencing and what you are aware of.

Furthermore, therefore there is a deep-seated anger, sadness, or fear and somebody asks you why there is something that seems to be wrong right, and then the person says no, there is nothing, I am ok. So, therefore that is incongruence is possible second is a mismatch between what you

think or feel and what you communicate. So, feeling guilty about one's thoughts or thinking them to be inappropriate or wrong is there.

Moreover, therefore, in that case, always pleasant, especially in the team building and working with our superior we should have the congruence and not the incongruence because as soon as if you are having these this type of these inappropriate or wrong the communication or the mismatch is there then definitely that it will affect the interpersonal relationship with your supervisor is concerned.

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Eight Principles of Supportive Communication (Cont.)

2. Supportive Communication Is Descriptive, Not Evaluative

- **Evaluative communication** makes a judgment or places a label on other individuals or on their behavior: "You are doing it wrong." "You are incompetent." "You messed up."
- **Descriptive communication** is designed to reduce the tendency to evaluate and to perpetuate a defensive interaction. It involves three steps:
 - **Step 1** : Describe objectively the event, behavior, or circumstance
 - **Step 2** : Focus on the behavior and your reaction, not on the other person's attributes.
 - **Step 3** : Focus on solutions and avoid discussing who's right or wrong.

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The second is that supported communication is descriptive and not evaluative. So, evaluative communication makes a judgment or places a level on other individuals or their behaviour. So, you are doing it wrong; you are incompetent, messed up, and therefore, in that case, the evaluative communication is there. So, always please try that is you are not that harsh that is in your communication that is you are always the evaluative judging others right.

So, therefore it is not advisable that if we talk about whether you are incompetent or messed up, you are doing it wrong because you see what you have learned. So far, there is leadership in the followers and communication that has to be the part of building the relationship. It should provide that your communication should not be part of breaking the relationship. So, often the leader, because of their stress and because of the job demands, there is a task demand.

So, what they do is that their communication is distorted and whenever that is this or not non fulfilment of the expectations is there and where the failures are especially. So, in that case, that it is that time of communication right and then that should not be the evaluative communication is to be there right. Furthermore, that evaluative communication is required to have you approach the positive.

It will reduce the tendency to evaluate and perpetuate a defensive interaction. So, it involves three steps describing the event behaviour or circumstances objectively, focusing on the behaviour and your reaction, not on the other person's attributes and the, focusing on the solutions and avoiding discussing who is right or wrong. So, always now, despite focusing on the person, it is better to focus on the event that if anything has been gone wrong, then why it went wrong.

Furthermore, therefore we have to try to understand, analyse and take corrective actions. So, focus on the behaviour and your reaction, not the person's attributes. Moreover, usually what happens you see is that whenever there is a failure, the person attacks the ego of others and, therefore, that is a blunder. So, it will never create this team building is concerned because the people may forget when you are physically attacked.

Nevertheless, whatever the verbal you are taking, they will never forget. So, therefore, in that case, be very careful about this, focus on solutions and avoid discussing who is right, who is wrong and why it happened. So, because you see the progressive leaders, they do not know to go for the post mortem right. So, in that case, it is corrective action, and there is a difference between the feedback and there is a difference between the criticism is there.

So therefore, in that case, it is always better that we give the feedback and the follower leader both understand that if they want to deliver the desired goals, then the next time, these corrective actions are to be taken.

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Eight Principles of Supportive Communication (Cont.)

4. Supportive Communication Validates Rather Than Invalidates Individuals

- **Validating communication** helps people feel **recognized, understood, accepted, and valued**
- Communication that is **invalidating** arouses negative feelings about self-worth, identity, and relationships to others. It denies the presence, uniqueness, or importance of other individuals. You can invalidate people in four main ways.
 - **Superiority-oriented** Communication
 - **Rigidity** in Communication
 - **Indifferences** in Communication (not acknowledge person's existence or importance)
 - **Imperviousness** (not acknowledge the feelings or opinions of the other person.)



Then supported communications are problem-oriented, not person-oriented. Therefore, in that case, focus on the individual and what are the characteristics and not the event focus on this will be the person-oriented communication that is to be avoided. So, what is required to focus on the problems and the solutions rather than on personal traits? Now you see that it is always better for a leader to understand that whatever the failures are there, why these values are there; once you understand the why, I am sure that almost 50% of problems will be solved.

This is the problem rather than you are the problem and this illustrates the difference between the problem and the person's orientation is there right and therefore task even the failures right that is to be discussed and not it is a that who is responsible for this. So, therefore yes, for the performance, the accountability has to be there, but when the account has failed, you have to find out that it is a why and where is the gap.

So, in building positive, supportive relationships, problem-oriented communication should also be linked to the accepted standards or the expectations rather than to personal opinions are concerned, and therefore what is essential for your expectations is to be realistic. So, many times we keep very high expectations. Now so, any parent, if any parents have that very high expectation from their child which he cannot perform.

Then what will be the outcome? The outcome will be that the failure is the mismatch will be there, and therefore, in that case, there will not be any part of this communication which will be helping the person. So, supportive communication validities rather than the individual individuals are there. So, validating communication helps people feel reorganized now, which I was trying to mention in the previous slides. Also, whenever there is a failure, discuss the event and then give the direction.

So, therefore you can reorganize. So, well, getting the communication is there understood accepted and valued is there and understand exactly. Why does it is happened, and then they accept that yes if the child is not able to perform, he will not be able to perform? So, whether you make them cry, you make the hue and cry, and you create the benchmarks and all these things. So, therefore that we have to accept and value it.

The value to the child is the why the child is now. Similarly, in leadership and team effectiveness, we have to understand. However, I understand your question that is the where will be the barrier; there will be a limit where the end of the scope, and that debt is to be decided between the leader and the follower by understanding the limitations and the students the each other.

The communication invalidates negative feelings about self-worth, identity and relationships with others. It denies the uniqueness of the importance of other individuals, which is very sad. So, you can invalidate people in the four main ways: superiority oriented, rigidity in communication, indifference in communication, not acknowledge persons existence or importance, and the imperviousness not acknowledge the feeling or the opinion of the other person concerned.

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Eight Principles of Supportive Communication (Cont.)

5. Supportive Communication Is Specific (Useful), Not Global (Non-useful)

- The more specific a statement is, the more effective it is in motivating improvement.
- For example, the statement “You have trouble managing your time” is too general to be useful, whereas “You spent an hour scheduling meetings today when that could have been done by your assistant” provides specific information that can serve as a basis for behavioral change.
- Global(non-useful) statements are usually extremes & absolute that lead to defensiveness or disconfirmation
- E.g. You never ask for my advice.
- You have no consideration for others’ feelings.
- You either do what I say or I’ll fire you,



So, then in India, what is to be done that is a respectful egalitarian communication is there opposite of the superiority-oriented communication. When a person with a higher status interacts with a person of lower status, it is there also to have to understand. That is the many times that ego and many times that is the excellent empowerment feeling and that may lead to this type of the issues we have discussed in the previous slide.

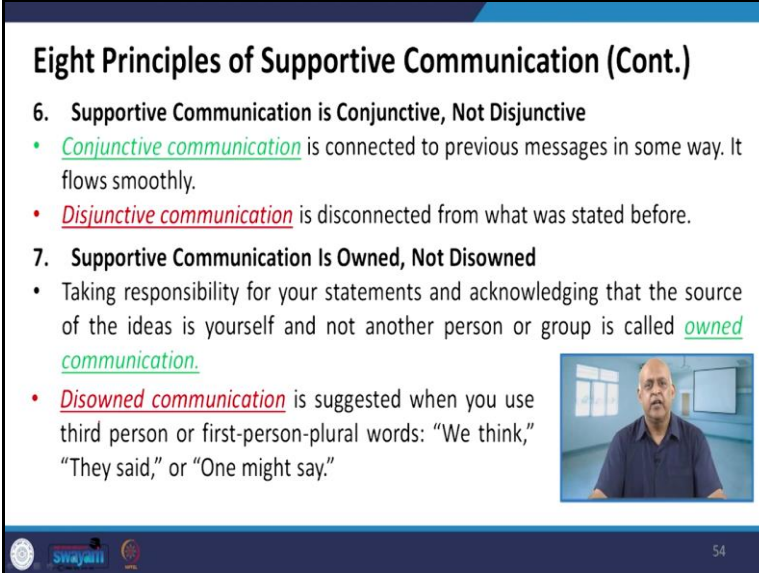
So, therefore please understand that is the who is who. Moreover, flexibility in communication is essential for two-way communication; the fourth way to express validation based on the agreement is to identify positive behaviours, attitudes, and the positive consequences—the supportive communication is specific and not global and non-useful. So, the more specific the statement is, the more effective it is in motivating the improvement.

You have trouble managing your time is too general to be valid, whereas you spent on scheduling meetings today when your assistant could have done that. So, therefore, in that case, you see that delegation and empowerment will help you many times. So, those who are helping you, those who are supporters. So, provide specific information that can serve as the basis for behavioural change.

The global non-useful statements are usually extremes and absolute that lead to the defensiveness of the disconfirmation you never ask for my advice; you have no consideration for


others' feelings; you either do what I say, or I will fire you. So, therefore these are the sentences we which are for the forever; this is not like that is the ones you will say and the period will be over, and the person will forget.


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Eight Principles of Supportive Communication (Cont.)

6. **Supportive Communication is Conjunctive, Not Disjunctive**
 - *Conjunctive communication* is connected to previous messages in some way. It flows smoothly.
 - *Disjunctive communication* is disconnected from what was stated before.
7. **Supportive Communication Is Owned, Not Disowned**
 - Taking responsibility for your statements and acknowledging that the source of the ideas is yourself and not another person or group is called *owned communication*.
 - *Disowned communication* is suggested when you use third person or first-person-plural words: "We think," "They said," or "One might say."



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So, therefore be careful by using this particular communication is concerned. So, supportive communication is conjunctive, not disjunctive. So, there is a concern to the previous message somehow; it flows smoothly, and it is disconnected from what was stated before. Supportive communication is owned and not disowned, and therefore take responsibility for the statements you have given. So, the idea is yourself and not another person or group.

So, many times it happens, that is a leader, whenever there is a success, they take the ownership when there is a failure they live to others. So, that is to be avoided. You use the third person first person play rewards we think they said or one might say, and it is our task is there.

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Eight Principles of Supportive Communication (Cont.)

8. Supportive Communication Requires Supportive Listening, Not One-Way Message Delivery

- The previous seven attributes of supportive communication all focus on message delivery, where you are the initiator of the communication. But another aspect of supportive communication—**listening and responding effectively** to someone else's statements.

- Maier, Solem, and Maier (1973, p. 311) stated:

"In any conversation, the person who talks the most is the one who learns the least about the other person. The good supervisor therefore must become a good listener."



Supported communication requires supportive listening; no one-way message delivery is there. Therefore, all focus on message delivery of the initial communication, but another aspect of supporting a combination of listening and responding effectively to someone else's statement is there. So, Maier, Solem and Maier stated that in any conversation, the person who talks the most is the one who learns the least about the other person. Furthermore, the excellent supervisor must also become a good listener.

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Example of Supportive Communication

A Leader Should Know How to Manage Failure: APJ Abdul Kalam

- "We thought we were ready for launch. At four minutes before the satellite launch, the computer began to go through the checklist of items that needed to be checked."
- "One minute later, the computer program put the launch on hold; But I bypassed the computer, switched to manual mode, and launched the rocket."
- "In the first stage, everything worked fine. In the second stage, a problem developed. Instead of the satellite going into orbit, the whole rocket system plunged into the Bay of Bengal."



Dr. APJ Abdul Kalam at Wharton India Economic Forum in Philadelphia, Video Source: <https://www.youtube.com/watch?v=14kZfNNi0E>



So, this is an example of the supportive communication should know how to manage the failure that Dr APJ Abdul Kalam mentioned; we thought we were ready for launch; four minutes before

the satellite launch, the computer began to go through the checklist of the items that needed to be checked. One minute later, the computer program put the launch on hold, but I bypassed the computer, switched to the manual mode, and launched the rocket.


In the first stage, everything worked fine; in the second stage, a problem developed. Instead of the satellite going into orbit, the whole rocket system plunged into the Bay of Bengal.

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Example of Supportive Communication (Cont.)

A Leader Should Know How to Manage Failure:
APJ Abdul Kalam

- *"Prof. Satish Dhawan, had called a press conference. It was my failure, but instead, he took responsibility for the failure as chairman of the organisation."*
- *July 1980, we tried again to launch the satellite — and this time we succeeded. Again, there was a press conference. Prof. Dhawan called me aside and told me, "You conduct the press conference today."*
- *"I learned a very important lesson that day. When failure occurred, the leader of the organisation owned that failure. When success came, he gave it to his team."*



Dr. APJ Abdul Kalam (Project Director - Roshni 1979) & Prof. Satish Dhawan (Chairman ISRO-1979)
Video Source: https://www.youtube.com/watch?v=Tx_uXkBa2c



Source: <https://dosomethingcool.net/how-to-be-an-inspirational-communicator/>

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Thus, how to manage the failures in this case that a professor Satish Dhawan had called a press conference about my failure, but instead, he took responsibility for the failure as the chairman of the organization is concerned. In July 1980, we tried again to launch the satellite and this time, we succeeded; again, there was a press conference professor Dhawan called me aside and told me you conducted the press conference today.

I learned a vital lesson that day when a failure occurred, the leader of the organization takes that failure when success comes; he is getting to his team. Furthermore, this is a beautiful and very realistic example that gives us a lesson on how to work with our team members as a leader in the true sense. How one can be an inspirational leader like Dr Kalam.

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Research Paper

Corporate Communications: An International Journal
Vol. 19 No. 2, 2014
pp. 147-165
© Emerald Group Publishing Limited
1356-3289
DOI 10.1108/CCIJ-02-2013-0007

Received 8 February 2013
Revised 28 May 2013
Accepted 10 July 2013

Emerald


Conceptualizing communicative leadership
A framework for analysing and developing leaders' communication competence

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Purpose
The concept of "communicative leadership" is used in organisations that analyse and develop leaders' communication competence. A scholarly definition of this concept is lacking, and the implications of leaders' communication and the development of communication competence for organisations are rarely discussed.



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Here we will talk about these; as usual, the research paper conceptualizes communicative leadership and analyses and develops leaders' communication competence; it talks about right.


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Research Paper

Purpose (Cont.)
The purpose of this paper is to create a theoretical framework around the concept of "communicative leadership", which can contribute to future research and development of leaders' communication competence.

Design/methodology/approach
Three research questions were addressed: what communicative behaviours are central to leaders? How can "communicative leaders" be characterized? What is a "communicative leader"? Literature from the leadership and communication research fields was reviewed and related to these questions

Findings - Four central communicative behaviours of leaders' (i.e. structuring, facilitating, relating, and representing), eight principles of communicative leadership, and a tentative definition are presented.



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Furthermore, you will find that this leadership eight principles of communicative leadership which we have talked about how they are making the applications.

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Case Study : Communication via hierarchy

- Ram is GM (exports) of ABC Co. was sitting with his deputy Shyam who was responsible for exports to Europe at 10 am with a serious issue at hand Their biggest deal in Europe, Alexander, had sent a mail that as the Euro has crashed by 5% and he was already uncompetitive by 5%, he would not be able to place further orders unless ABC Co. reduced prices by minimum 10%.
- Ram has visited Alexander 10 months back, and Alexander was happy with the quality of ABC Co. He exclusively sold its products in five countries of Europe under a joint Indo-French co-brand. At that time ten months ago, Europe had appreciated by 5%, and the raw material was also up.
- Ram requested, in fact pleaded with Alexander for a 3% price increase but, Alexander did not agree.



Case Source: (Batra, 2018)



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As usual, this case study finally refers to this case study and the answer to the questions given at the end of the case study.

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Book Recommendation

Communicate Like a Leader : Connecting Strategically to Coach, Inspire, and Get things done

Authors: Dianna Booher
Publisher: Berrett-Koehler Publishers;
(June, 2017)
Language: English
Paperback: 208 Pages
ISBN-10: 1626569002
ISBN-13: 978-1626569003



Image Source: <https://www.amazon.in/Communicate-Like-Leader-Connecting-Strategically/dp/1626569002>



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Moreover, this book may help you understand more about communicating like a leader, connecting strategically to coach, inspiring, and getting things done.

(Refer Slide Time: 27:44)

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So, this is about the book; these are the references for the study material and future readings. I am sure that interpersonal relationships with your team members with this learning through this session will be very effective; thank you.