







Leadership and Communication

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Learning Objectives

- Major factors which determine leadership
- Qualities of a good leader
- Five stages of group development
- Five tips to communicate effectively.
- Techniques to deal with each of the five types of disruptive behaviors

Practical Experience and Social Scientist Say -

- **Leaders are not born**
- **Leadership can be learned**
- **Leadership varies with specific situations**



Leadership: A Definition

Leadership is an interpersonal influence process in a situation within which the leader attempts to gain group support to achieve a specified goal or goals.

Qualities of a Leader

Effective leaders possess the following attributes:

- * Intelligence
- * Faith in himself/others
- * Cooperativeness
- * Considerateness
- * Empathy
- * Goodwill
- * Fellowship



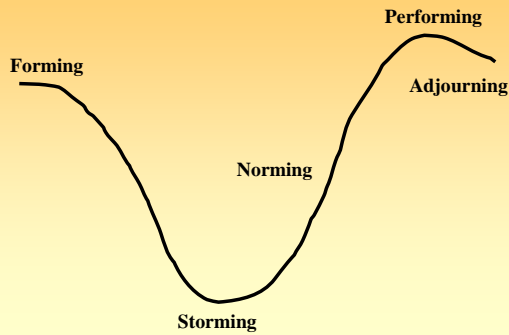
How Groups Grow and Operate

Two basic components of group:

- 1. The Human Component**
- 2. The Tactic Component**

All groups develop in a predictable and sequential way. By identifying these stages leaders are better able to time interventions, diagnose problems and bring out the human resources of the group.

Stages of Group Development



Stage I: FORMING

People Component: *Dependency*

- * polite
- * get acquainted
- * stereotyping
- * cliques begin
- * need for group approval

Task Component: *Orientation*

- * Why are we here?
- * What are we supposed to do?
- * How are we going to get it done?
- * What are our goals? Objectives?

Stage II: STORMING

People Component : *Conflict*

- competition
- close – minded
- cliques wield influence
- hidden agendas become visible
- need for group approval declines
- group identity is low
- active participation with wide differences in amount
- uncomfortable

Task Component: *Organization*

- Who is responsible?
- Who is the leader?
- What are the work rules? Limits?
- What is the reward system?
- What are the criteria?
- What is the group structure?
- Voting/compromise/arbitration?

Stage III: NORMING

People Component: *Cohesion*

- groupness
- team spirit
- sharing ideas and feelings
- openness
- feedback
- cliques dissolve
- range of participation narrows
- hard to introduce new members
- playfulness

Task Component: *Data-Flow*

- shared information
- shared leadership
- idea generation
- group problem solving
- alternative exploration
- practical creativity
- constructive
- team building activities
- progress

Stage IV: PERFORMING

People Component: *Interdependence*

- high people orientation
- high group identity
- high commitment
- even group participation
- high morale
- closed group
- group loyalty
- high trust
- cliques absent
- collaboration/functional competition

Task Component: *Problem-solving*

- High task orientation
- Support for experimentation
- Individuality/creativity
- synergy

Stage V: ADJOURNING

- People component: *Separation* Task Component: *Evaluation*
- Distancing
 - Regression
 - dignity
 - Review of accomplishments
 - Future plans

Communicating Effectively

Communication effects our daily lives. The average person may spend up to 40% of their typical day communicating one-on-one with others.



However “Communication Breakdowns” continue to occur in today’s environment.

Consider the following example:

Operation: Haley’s Comet



Use the Following Tips to Improve Our Communication

1. Think through what your want to say before you say it.
2. Once you have made your point, ask for feedback.
3. Speak clearly and concisely

Communication Tips:

4. Speak with enthusiasm and expressiveness
5. Develop a natural and informal style



Deal with Disruptive Behavior

A major challenge of meeting management is dealing with disruptive or problem-causing participants. The inappropriate and disruptive behavior of some participants slows the progress of the meeting.



Types of Problem Participants

Some basic types of problem participants and suggestions for dealing with them include:

The **LATE-COMER** who always arrives late and makes a big production upon arrival.

- Don't stop the meeting to catch them up or stall the start time.
- Don't confront the person in front of the group.
- Following the meeting, ask the person why they are always late.
- Ask the person to arrive early to help set up the room for the next meeting, to be a recorder, or to assist in facilitation (if appropriate).

The **CRITIC** who is always negative

- Ask the person to defend his/her criticism with facts for offer suggestions.
- Interrupt and cut off the unwarranted criticism.
- Have the group agree to a process of "evaluating ideas" during a set period of time.

The LONG-WINDED LOUDMOUTH
who dominates the meeting, talks too much
and too loudly, and refuses to stop talking.

- Subtly move closer to them while they are talking, maintaining eye contact. When you are standing in front of them, focus on someone else and call on them.
- When (if) they quit talking, don't yield the floor to them again.
- Direct your conversation to another person.
- Talk with them outside of the meeting, explaining that their actions are preventing others from participating.

The HARPOONER or ATTACKER
who personally attacks other group
members or the meeting leader

- Move between the attacker and the person being attacked. Have them talk to you rather than each other.
- Remind participants that the meeting is not a forum in which to resolve personal differences.
- When you (the leader) are being attacked, resist becoming defensive. Thank the attacker for the comments and then turn the issue back to the attacker, asking for positive suggestions.

**The RABBIT CHASER or WAR
STORY TELLER** who wanders off the
subject.

- Ask the person, "How do you feel that relates to our situation?"
- Clarify the topic under discussion: "We seem to have gotten off the subject."
- Present a summary of progress and suggest moving to the next subject area.

The WHISPERER or SIDE CONVERSATIONALIST who constantly whispers with neighbors and makes side comments.

- Maintain eye contact with the whisperers and allow group to be silent until the side conversations cease.
- Ask the person to share his/her comments with the entire group.
- Make a general announcement: "We can't get things accomplished if we are going in all directions. Let's hold it down."
- As a final resort, rearrange the seating in the meeting.

Questions?
