Leadership Communication

Third Edition

Deborah J. Barrett

Rice University



351

Table of Contents

1

Preface xvi

SECTION ONE

CORE LEADERSHIP

COMMUNICATION

COMMUNICATION 1		Improvement
Chapter 1 What Is Leadership Communication? 2	Application 1.2 Application 1.3	Plan 23 A Question of Ethics 26 Defining
Identifying Leadership 3 Connecting Leadership to Communication 4 Defining Communication 5 Defining Leadership Communication 6 Relating Leadership Communication to Other Fields of Communication Studies 6 Applying the Leadership Communication Framework 8 Core Communication 9 Organizational Communication 10 Corporate Communication 10 Projecting a Positive Leadership Ethos 10 Defining Ethos 11 Projecting a Positive Ethos 12 Connecting Ethos to Audience Motivation 13 Connecting Ethos and Ethics 16 Being an Ethical Leader 17 Making Ethical Decisions 19 Establishing an Ethical Environment for Others 22	Chapter 2 Leadership Co Purpose, Strat and Structure Establishing a C Clarifying the Pa Generating Idea Connecting This Communicating Determining Co Strategy 37	Transformational Leadership: A Communication Profile 27 mmunication egy, 29 Elear Purpose 30 urpose 31 25 32 uking and 35 mmunication Communication V Framework 38 ion Plan 41 ences 42 33 uking Style 44

Application 1.1 Assessing

Leadership

Abilities and

Communication

Establishing an

of a Presentatio	Map to the Structure on 185 ionships and Concepts	Application 6.3	Exercise in Designing Visuals 215	
Visually 186 Support Asserti		Application 6.4	Team Graphics and Oral	
Emphasize Imp Maintain and F	oortant Ideas 190 Enhance Interest 190		Presentations 216	
Employing Fun				
Graphic Conten		SECTION TWO)	
Principles 191		ORGANIZATIO		
Conveying Mes.	sages Clearly and	LEADERSHIP		
Effectively 19		COMMUNICAT	TION 210	
Selecting the M	ost Effective	COMMUNICAL	110N 219	
Colors 193		Chapter 7		
Selecting the M	ost Effective	Emotional Inte	elligence and	
Fonts 196	onimia - Effection	Interpersonal	_	
	esigning Effective	Leaders 220		
	99 Souting Data 201		1 0 1 1	
	senting Data 201	_	Value of Emotional	
_	ngful and Effective	Intelligence 22		
Text Layouts 202 Making the Most of		Understanding Emotional		
•		Intelligence 22		
PowerPoint as a Design and Presentation Tool 205		Connecting Emotional Intelligence		
		to Leadership Styles 224 Increasing Our Own		
Focusing on Meaningful Content 206		Self-Awareness 229		
Selecting the Layout and		Using Popular Psychological Profiles to Understand Ourselves Better 230 Using the MBTI 230 The Value of Knowing the MBTI 233 Developing an Approach to Improving Emotional Intelligence 234 Improving Nonverbal Skills 235		
Template 208				
Designing Original Templates 208				
Creating Documents Using				
PowerPoint 209				
Inserting Graphs and Other				
Objects 210				
Using Animation 212				
Application 6.1	Creating	Improving Liste	_	
A 1: .: < 2	Graphs 214	Motivating and	<u> </u>	
Application 6.2	Selecting and	Motivating 24		
	Designing	Mentoring 243		
	Graphics	Delivering Feedl		
	Exercise 215	Networking 24	+1	

Application 7.1 Application 7.2	Improving Listening Habits 250 Providing	Application 8.4	Designing International Communication Programs 277		
Application 7.2	Feedback 250		Trograms 277		
Application 7.3		Chapter 9 Meetings: Leadership and Productivity 279			
	You 252	Deciding When	a Meeting Is the		
Chapter 8 Cross-Cultural Literacy and Communication 254		Best Forum 280 Consider Purpose 281 Consider Audience 281 Completing the Essential			
Defining Culture	e 257	Planning 282			
The Layers of C	ulture 257	,, o .	Clarifying Purpose and Expected Outcome 282 Determining Topics for		
Recognizing Ma	jor Cultural	-			
Differences 26	0				
Context 262		the Agenda 28			
Information Flo	ow 265	Selecting Attend			
Time 265		Considering the Setting 284 Determining When to Meet 285			
Language 266		Establishing Needed Meeting			
Power 267		Information 286			
Collectivism versus		•	Conducting a Productive		
Individualism 269 Spirituality and Tradition 270		Meeting 286			
Connecting and	,	_	Decision-Making		
Communicating		Approach 286	_		
Cultures 271	, across	Clarifying Lead	er and Attendee Roles		
Further Reading	y 273	-	and Responsibilities 287		
Application 8.1		Establishing Mo	eeting Ground		
Application 0.1	Managing	Rules 287	n 11 01 1		
	Diversity 274		Problem-Solving		
Application 8.2	Creating	Approaches 2			
Application 6.2	International		ing Problems and		
	Correspon-	Conflict 295	fic Mactina		
	dence 274	Handling Speci Problems 295			
Application 8.3	Preparing an	Managing Meet			
application 0.5	International		ultural and Personality		
	Briefing 276	Differences 30			

Ensuring That Meetings Identifying Advantages and Ch			
Lead to Action 301	of Virtual Teams 330		
Application 9.1: Evaluating	Addressing the Challenges of Virtual		
Experiences in	Teams 331		
Meetings 302	Application 10.1	Assessing Team	
Application 9.2 Planning a		Performance and	
Meeting 302		Developing an	
Application 9.3 Conducting a		Improvement	
Problem-Solving	11 11 10 0	Approach 336	
Meeting 303	Application 10.2	Assessing Team	
		Members and	
Chapter 10		Providing	
High-Performing Team	. 14	Feedback 337	
Leadership 305	Application 10.3	Managing Team	
-	. 1	Conflict 338	
Building an Effective Team 306	Application 10.4	Launching	
Deciding to Form Teams 306		a Virtual	
Forming the Team 307		Team 340	
Establishing the Necessary Team			
Work Processes 308	SECTION THRE	:E	
Creating the Team Charter 309	CORPORATE LEADERSHIP		
Using Action and Work Plans 312 Delivering the Results 315			
Learning from the Team	COMMUNICAT	ION 343	
Experience 319	Chapter 11		
Managing the People Side	Leadership Thr	ough Strategic	
of Teams 320	Internal Comm		
Position and Responsibilities 320			
Team Experiences 321	Recognizing the		
Expectations 321	Cultural Role of I	1 3	
Personality 322	Communication	-	
Cultural Differences 322	Establishing Effe		
Handling Team Issues	Communication		
and Conflict 324	Supportive Mana		
Types of Team Conflict 324	Targeted Message		
Approaches to Handling Team	Effective Media a Well-Positioned S		
Conflict 326 Helping Virtual Teams	Ongoing Assessn	**	
Succeed 329	Assessing Employ		
Defining Virtual Teams 330	~ 1 .	Effectiveness 352	

Assessment 424

Discussion 430

Analysis and

Appendix D Successful Case

Using Missions and Visions to		Establishing the Most Effective			
Strengthen Internal		Medium or Forum 390			
Communication	354	Determining	the E	Best Timing 390	
Understanding th	e Importance of	Monitoring t	the Re	esults 393	
Missions and Vis	- ,	Building and	Building and Maintaining a Positive		
	s and Visions 355	Corporate Im	Corporate Image 394		
Ensuring That th	e Mission and	Working with	Working with the News Media 397		
Vision Are Effecti		Understanding the Media's Role and			
Building an Effec	ctive Mission	Importance	_		
and Vision 357		Deciding Wh	Deciding When to Talk to the		
Designing and Im	plementing	Media 398			
Effective Change		Preparing for	r and	Delivering a Media	
Communication	363	Interview 399			
Determining the Scope of Change		Handling Cri	Handling Crisis		
Communication 364		Communicat	Communications 400		
Structuring a Con	mmunication	Application 12.1 Communication			
Program for Majo		* *		with Customers	
Application 11.1	_			after a	
11	Benefits 371		-	Crisis 403	
Application 11.2	Communicating	Application 1	22	Writing a Press	
PP	Bad News to	rippiication i		Release 404	
	Internal	Application 1	2 3	Developing	
	Audiences 372	Application	2.5	an External	
Application 11.3				Communication	
Application 11.5	Change				
	Communication			Strategy 405	
•		APPENDIXE	·e		
	Strategy 375	AI I ENDIAL	.5		
Chapter 12		Appendix A	Self	-Assessment	
Leadership Thr	ough Effective		of L	.eadership	
External Relation	_		Con	nmunication	
External Relation			Cap	abilities 407	
Developing an Ex	ternal Relations	Appendix B	The	Business of	
Strategy 380		Appendix		mmar 415	
Clarifying Purpos	se and Strategic				
Objectives 381	_	Appendix C	Usa	ge Self-	
Identifying Major	r External		Asse	essment 424	

384

Stakeholders 383

Creating the Major Messages

Selecting and Coaching the

Spokesperson(s) 389