

# LEADERSHIP:

## Theory, Application, Skill Development

2d Edition  
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# Chapter 6

## Communication, Coaching, and Conflict Skills

# Chapter 4

## Learning Outcomes

- Oral message sending process
- Three parts of message receiving process
- Paraphrasing
- Feedback
- Coaching model
- 5 Management conflict styles
- Conflict resolution model

# What is Communication?



# What is Communication?

- Communication is the process of conveying information and meaning
- Effective communication involves the ability to transmit and receive information with a high probability that the intended message is passed from sender to receiver

# What is Communication?

- The sharing of information between individual or groups to reach a common understanding in order to accomplish organizational goals and objectives

# Is Communication an Important Leadership Skill?

# Is Communication an Important Leadership Skill?

- Effective leaders are effective communicators
- Organizations with effective communications systems are more likely to be successful
- An important part of a manager's job is to give instructions

When you want to send a message, what is the first step you should take?

When you want to send a message, what is the first, very important, step you should take?

**Plan the Message**

# What Messages Should a Leader Plan?

# What Messages Should a Leader Plan?

- All Messages
  - Oral, face-to-face
  - Oral, telephone
  - Written
    - On paper
    - E-mail
- Then review and edit or practice
- The activities will greatly enhance communications effectiveness



# Plan Your Messages

- Purpose of message (goal)?
- To whom (receiver)?
- How (media)?
- When (timing)?
- Where (setting)?
  - Limit distractions (called noise)

# Oral Message Sending Process



# Who Has the Primary Responsibility to Ensure that a Message is Understood?

# Who Has the Primary Responsibility to Ensure that a Message is Understood?

- The sender
  - Knows what the message is supposed to convey
- But this doesn't let the receiver off the hook
  - Must do everything possible to understand received messages

# Message Receiving Process



## Listening

- Pay attention
- Avoid distractions
- Stay tuned in
- Don't interrupt
- Watch nonverbals
- Ask questions
- Take notes
- Convey meaning

## Analyzing

- Think
- Evaluate after listening

## Check Understanding

- Paraphrase
- Watch nonverbals

# Don't Forget to Analyze

## Analyze what?

# Don't Forget to Analyze

- Think about the message
- Translate it from symbols to thought
  - Words
  - Numbers
  - Graphs
- Analyze and Evaluate

# What is the Most Powerful Method to Ensure that Messages You Send are Understood?



# What is the Most Powerful Method to Ensure that Messages You Send are Understood?

- Ask the receiver(s) to paraphrase
  - What in the world is “paraphrase”?

# Paraphrasing

the process of  
having the  
receiver restate  
the message in  
his or her own  
words to ensure  
that  
communication has  
taken place



## 2 Common Approaches to Getting Feedback *(and why they don't work)*

- Send the entire message and assume it has been conveyed with mutual understanding
- Give the entire message followed by asking "Do you have any questions?"

# 4 Reasons Why People Do Not Ask Questions

Receivers feel ignorant

Receivers are ignorant

Reluctance to point  
out sender's ignorance

Receivers have  
cultural barriers

# Paraphrasing Helps to Resolve These Problems

- There will still be problems
- But when paraphrasing is done correctly
  - communication effectiveness improves drastically

Paraphrasing is  
One type of - - -  
(what) ?

# Paraphrasing is One type of - - - (what) ?

- Feedback
  - The process of verifying messages and determining if objectives are being met
- Then what in the world is “negative feedback”?

# Then what in the world is "negative feedback"?

- Criticism

- No one really likes criticism
- Effective leaders learn to deal with criticism directed at them
  - The best leaders ask for it
  - It helps them to improve
  - Need to handle emotion and defensiveness



# So just what is this coaching thing all about?

- Little league?
- Soccer?
- Debate?

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- Little league?
- Soccer?
- Debate Team?

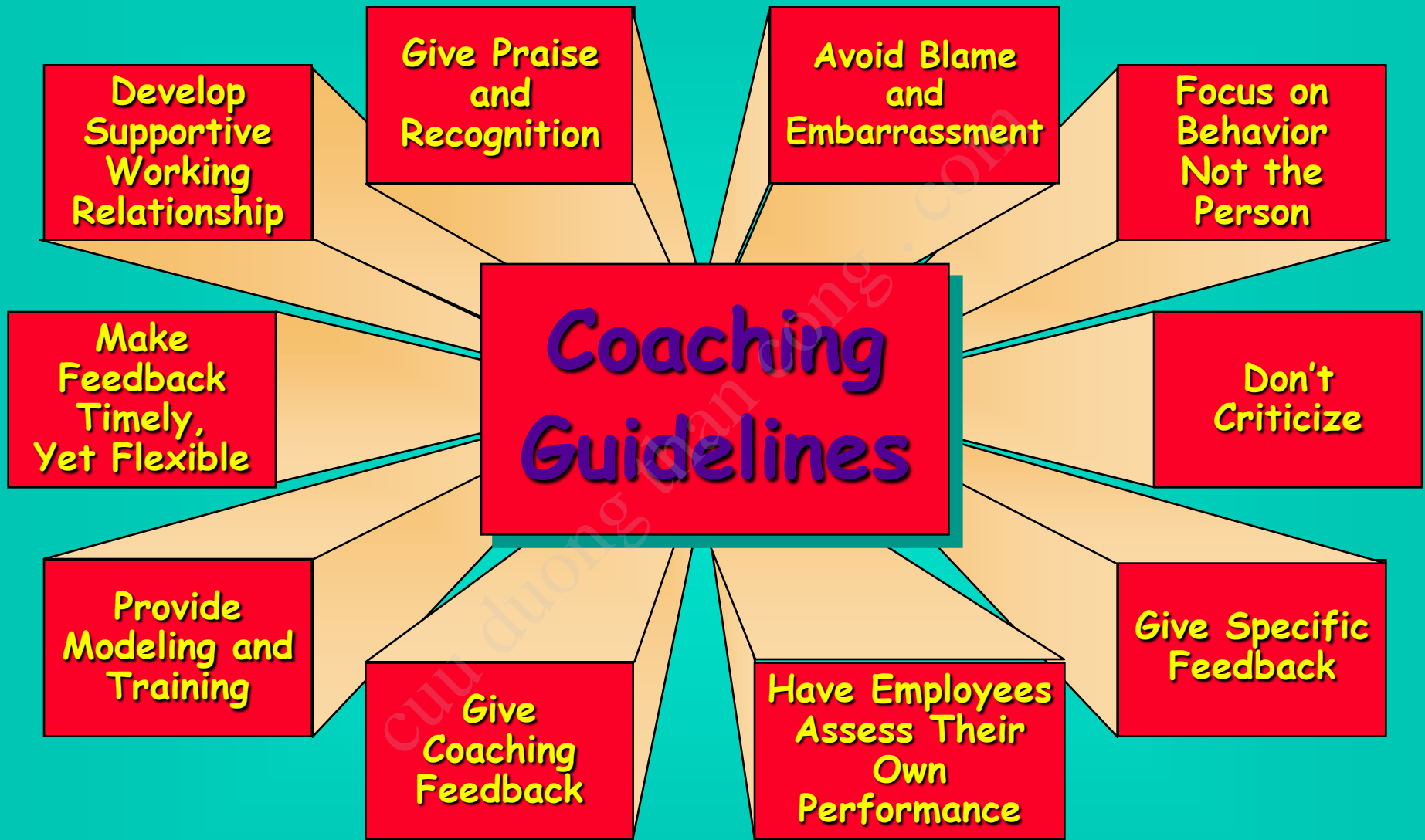
*No but the concepts  
are much the same!*

# What is a Coach?

# What is a Coach?

- A teacher
- Someone who shows an individual or team how to improve skills and performance
  - Is this ever a need in business or other organizations?

*So why do we always think in terms of some competitive activity?*



# Coaching Feedback vs Criticism

- *Coaching feedback* is based on a good supportive relationship and on the follower doing a self-assessment of performance. It is specific, descriptive, and makes people feel like winners.
- *Criticism* is judgmental and makes people feel like losers.

# What is an effective method of coaching?

# Job Instructional Training (Coaching) Steps

Preparation of the trainee



Trainer presentation of the task



Trainer performance of the task

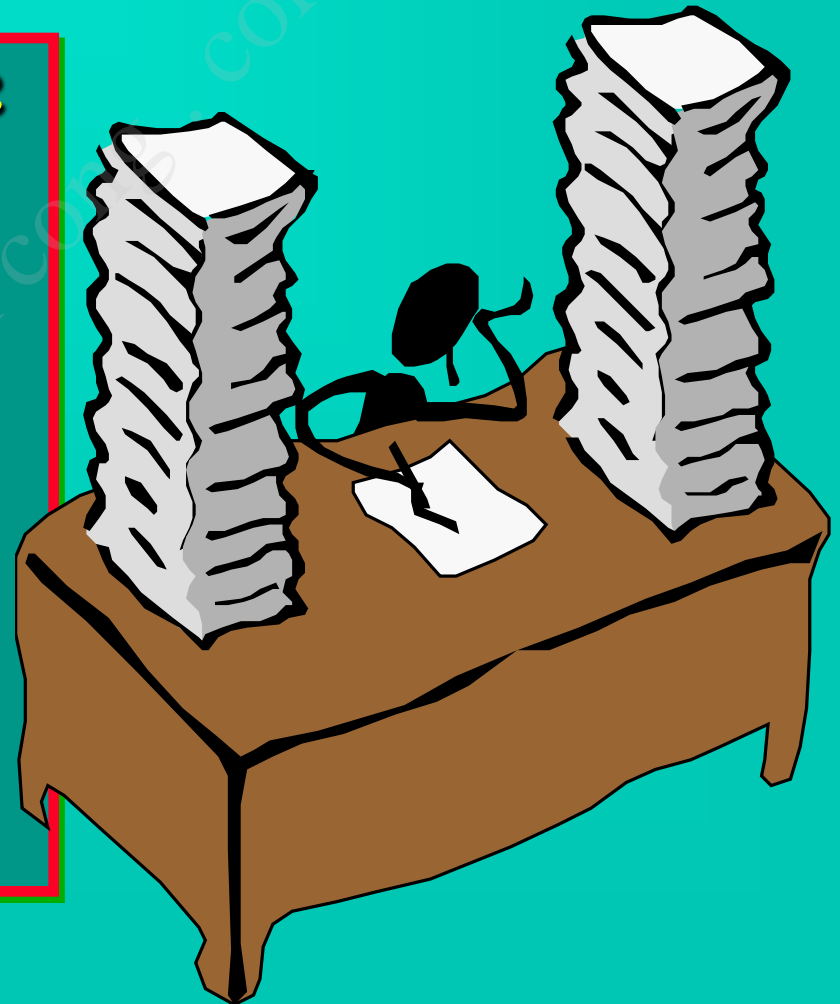


Follow-up



# Attribution Theory

is used to explain the process managers go through to determine the reasons for effective or ineffective performance and deciding what to do about it



**The  
Performance  
Formula  
(Coaching)**  
*Also works  
with conflict  
resolution*

**1. Describe  
Current  
Performance**

**2. Describe  
Desired  
Performance**

**3. Get a  
Commitment  
to the Change**

**4. Follow Up**

# What is Mentoring?

# What is Mentoring?

- A form of coaching
- Usually between an experienced manager and a young manager
  - To develop the protégé
  - Helps to build mentor's power base
- May be formal (assigned) or informal
  - Informal seems to work best
  - Like most relationships, based on chemistry between participants

# What is Conflict?

# What is Conflict?

A conflict exists whenever people are in disagreement and opposition



# Conflict Management Styles



# Why Should Leaders be Concerned with Conflict?



# Why Should Leaders be Concerned with Conflict?

- Inevitable fact of life & leadership
- Conflict Resolution is an important skill of leadership

*So what is this thing called "conflict"?*

# Conflict: Good or Evil?

Conflict occurs when two opposing parties have interests or goals that appear to be incompatible due to:

- Strong differences in values, beliefs, or goals
- Competing for resources and rewards
- Leaders acting in a manner inconsistent with the vision & goals of the organization

# Conflict: Good or Evil?

- Can be organizational (work related) or personal
  - Personal can start as organizational
  - Personal is most difficult to resolve
  - Can become institutionalized
    - Live on long after the protagonists have moved on
    - Cause of conflict may not even be remembered

# Conflict: Good or Evil?

## What are the Possible Positive Effects?

# Conflict: Good or Evil?

## Possible Positive Effects:

- Increased effort
- Suppressed feelings get aired
- Better understanding
- Impetus for change
- Better decision making
- Key issues surfaced
- Critical thinking stimulated

# Conflict: Good or Evil?

## What are the Possible Negative Effects?

# Conflict: Good or Evil?

## Possible Negative Effects:

- Reduced productivity
- Decreased communication
- Negative feelings
- Stress
- Poorer decision making
- Decreased cooperation
- Political backstabbing

# Conflict Management Styles

- Avoiding
  - Passive
  - Ignore it
  - Lose-lose
- Accommodating
  - Passive
  - Cooperative (passive)
  - Lose-win
- Forcing
  - Aggressive
  - To get own way
  - Win-lose



# Conflict Management Styles

- Negotiating
  - Assertive
  - Horse trading
  - Win-win/Lose-lose
- Collaborative
  - Assertive
  - Cooperative (Active)
  - Win-Win

# Initiating Conflict Resolution Model

**Step 1.** Plan a BCF (Behavior, Consequences, Feelings) statement that maintains ownership of the problem.

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**Step 2.** Present your BCF statement and agree on the conflict.

---

**Step 3.** Ask for, and/or give, alternative conflict resolutions.

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**Step 4.** Make an agreement for change.

# What is a Mediator?

# What is a Mediator?

- A neutral third party who helps resolve a conflict
- Acts as a facilitator or go-between
- Helps the parties resolve their conflict

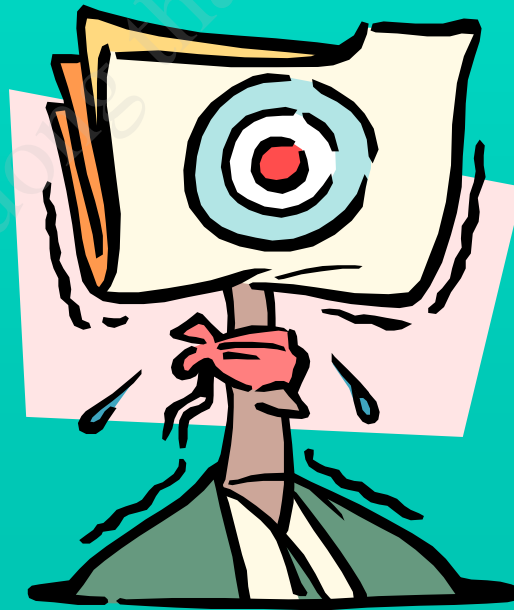
# What is a Arbitrator?

# What is a Arbitrator?

- A neutral third party who makes a binding decision to resolve a conflict
- May compromise
- May choose one side or the other
- A growing profession
  - Top group: The Federal Mediation and Conciliation Agency

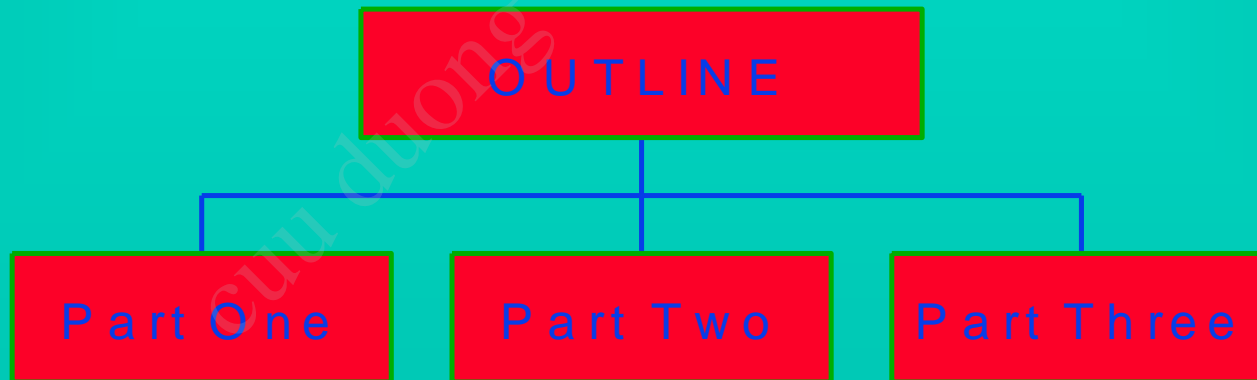
# Discussion Question 1

What should be included in your plan to send a message?



# Discussion Question 2

What are the three parts of a written outline?



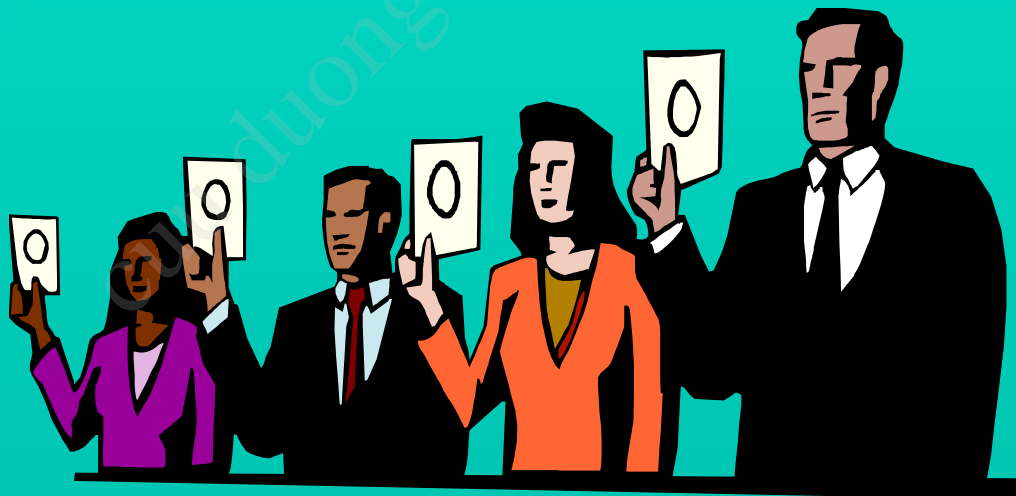


# Discussion Question 3

As an average, how many words should a sentence have, and how many sentences should there be in a paragraph?

# Discussion Question 4

Which personality traits are associated with being close to feedback?



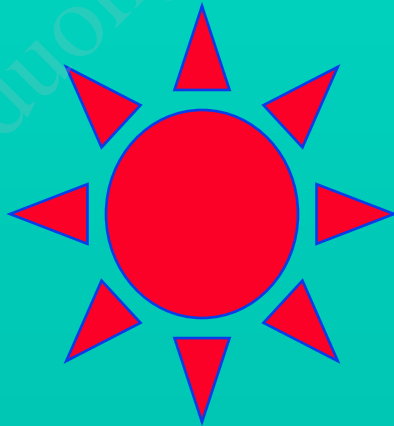
# Discussion Question 5

What are the four guidelines to getting feedback on messages?

1. ?      2. ?  
3. ?      4. ?

# Discussion Question 6

What is 360-degree feedback and are many organizations using it?



# Discussion Question 7

Should a supportive working relationship be a true friendship?

# Discussion Question 8

Why doesn't  
criticism work?

# Discussion Question 9

## Are all managers mentors?



# Discussion Question 10

How do you know when you are in a conflict?





# Discussion Question 11

What is the difference between functional and dysfunctional conflict, and how does each affect performance?

# Discussion Question 12

What is meant by  
*maintaining ownership of  
the problem?*

# Discussion Question 13

How is the BCF  
model used?



# Discussion Question 14

What is the difference between a mediator and an arbitrator?