



# LEADERSHIP



Do You Believe  
Leaders Are Born  
Or  
Are They Made?

Leadership  
is best understood  
from a  
communication standpoint.

(Hackman and Johnson)

# LEADERSHIP COMMUNICATION

- ❖ Defining Leadership Communication
- ❖ Believing in your Verbal Style
- ❖ Tips for improving leadership communication:
  - The Power of Your Voice
  - Using Powerful/Powerless Language
  - Avoiding Language Traps



Can Effective  
Communication Skills  
Impact Your Leadership?

Not sure....

Kinda

Maybe

Probably

**ABSOLUTELY!!!**

Effective leaders use  
language  
as their single most  
tangible tool for  
achieving desired  
outcomes.

(Gail Fairhurst and Robert Sarr)

“A leader has the vision and conviction that a dream can be achieved. S/he inspires the power and energy to get it done.”

-- [Ralph Nader](#)



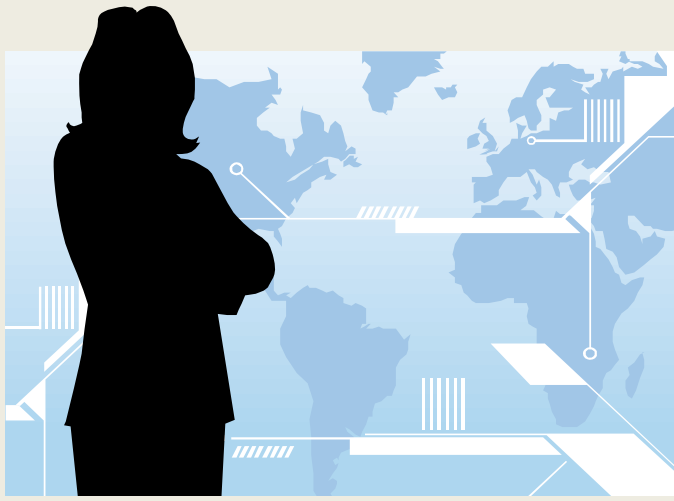
"Good leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion."

A leader must be able to communicate his or her vision in terms that cause followers to buy into it. He or she must communicate clearly and passionately, as passion is contagious. (Jack Welch)

# Leaders vs. Managers

- ❖ Leading and managing are closely related, but there are differences.
- ❖ Managers are good problem solvers;
- ❖ Leaders are good problem identifiers.
- ❖ Managers deal with the individual here and now;
- ❖ Leaders look at the big picture of a group for the future.
- ❖ Managers maintain organizational stability;
- ❖ Leaders are associated with innovation, change, and crisis.
- ❖ Managers work the status quo;
- ❖ Leaders are concerned with the direction of the group.

He/she does not set out to be a leader, but becomes one by the quality of his/her actions and the integrity of his/her intent.



The purpose of the  
Massachusetts Association  
of Public Health Nurses  
is to strengthen the  
**LEADERSHIP** role  
of the public health  
nurse in the Commonwealth of  
Massachusetts.



# Four Themes of Leadership

(Hackman, Johnson, Leadership: A Communication Perspective, p. 34)

Leadership is about:

who you are,

how you act,

what you do,

how you work with others.

Do not wait for leaders;  
do it alone,  
person to person."

Mother Teresa



# SELF LEADERSHIP

- Develop self-discipline and a positive attitude
- Set short-term goals to accomplish projects
- Don't wait for feedback from others, evaluate your own performance
- If achieving your short-term goals, reward yourself
- Remove distractions from your goals
- Focus on the positive aspects of the project
- Think positively (PMA)...I know I Can...

*"Our life is what our thoughts make it."*

Marcus Aurelius



I don't think I can be  
an effective leader  
because I do not like

**Public  
Speaking!!!!**





"NO ONE CAN MAKE YOU  
FEEL INFERIOR WITHOUT  
YOUR CONSENT"

--ELEANOR ROOSEVELT

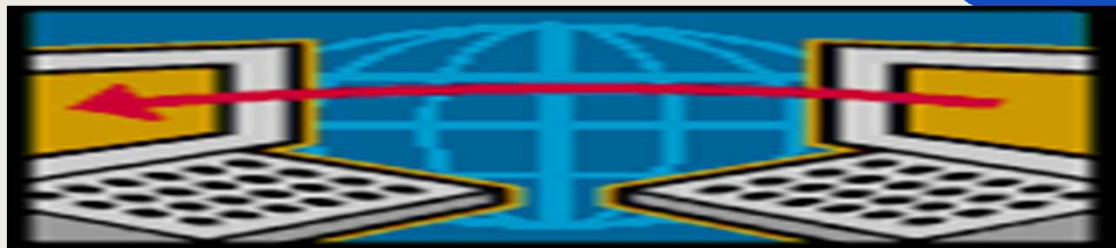
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graph BT; A[It is not what we say, but how we say it] --> B[Meaning lies within people]; B --> C[Intent vs. Impact]; C --> D[Perception vs. Reality];
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Perception vs. Reality

Intent vs. Impact

Meaning lies within people

It is not what we say, but how we say it





VERBAL ASSESSMENT

**POWERFUL**  
**VS.**  
**POWERLESS**  
**SPEECH**

**Powerful speech  
is speech without  
powerless features.**

(Hackman and Johnson)

# FORMS OF POWERLESS TYPES OF TALK

HESITATIONS: Uh, Ah, well, um, you know

HEDGES: Kinda, I think, I guess

TAG QUESTIONS/UPSPEAK

DISCLAIMERS: Don't get me wrong, but. I know this sounds  
crazy, but

ACCOUNTS: Excuses or justifications

SIDE PARTICLES: Like, really, you know,

Hackman, Johnson

# Recognize Language Traps

(taken from *Managing Business and Professional Communication*, Dodd, p. 82)

## The Talking Down Trap

To convey superiority standing back, folding arms.

## The Power Communication Trap

Interrupting, increasing volume, verbal putdowns.

## The Either /Or Language Trap

Creating polar opposites in describing an event, person, or situation.

## The Labeling Trap

Sexism, ageism, racism.

## The Jargon Trap

Specialized Language. Straight-out-of-college jargon.

## Word Complexity Trap

Big sounding words, Double-speak



SAY YOUR WORDS  
LIKE  
YOU WANT THEM TO  
MEAN




I didn't say he stole the dog.

# PRAISE IN PUBLIC



Criticize in Private





A true leader has the  
confidence to stand alone,  
the courage to make  
tough decisions,  
and the compassion to  
listen to the needs of others.

"Ok, maybe I can positively impact others one-on-one but these are turbulent times and not everything I have to say is positive! How can I be an effective leader if I am giving negative messages."



What emotional resources do leaders need to thrive amidst chaos and turbulent change?

What gives a leader the inner strength to be honest about even painful truths?

What enables a leader to inspire others to do their best work to stay loyal when other jobs beckon?

How do leaders create an emotional climate that fosters creative innovations, all-out performance, or warm and lasting customer relationship?

In a crisis, all eyes turn to the leaders for emotional guidance. Because the leader's way of seeing things has special weight, leaders *manage meaning* for a group offering a way to interpret or make sense of, also react emotionally to, a given situation.

# **Emotional Intelligence**

**The ability to recognize,**

**control, and**

**express emotions.**



**EMOTIONAL INTELLIGENCE  
COMPETENCIES**

**Self Awareness**

**Self Management**

**Social Awareness**

**Social Skill**



*You have to believe  
in yourself  
before others can  
believe in you.*

By understanding a little more about leadership,

By believing in your own communication skills,

By recognizing and managing your emotions and the emotions of others,

By practicing powerful language

By recognizing and avoiding Language traps.....



Can Effective  
Communication Skills  
Impact Your  
Leadership?



**ABSOLUTELY!!!**



A good leader  
inspires others  
with confidence in him;  
a great leader inspires them  
with confidence in themselves. Unknown