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Leaders must be Effective Communicators

Communication is the effective transfer of meaning.....

“In many ways the saying ‘Know thyself’ is lacking. Better to know other people.”

---Menander (about 300 BD)



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Understanding Communication Styles

- ∞ Getting and staying into the colleague's or student's world
- ∞ Selling is not "telling."
- ∞ You have a defined communication style—
- ∞ People in England don't drive on the wrong side of the street

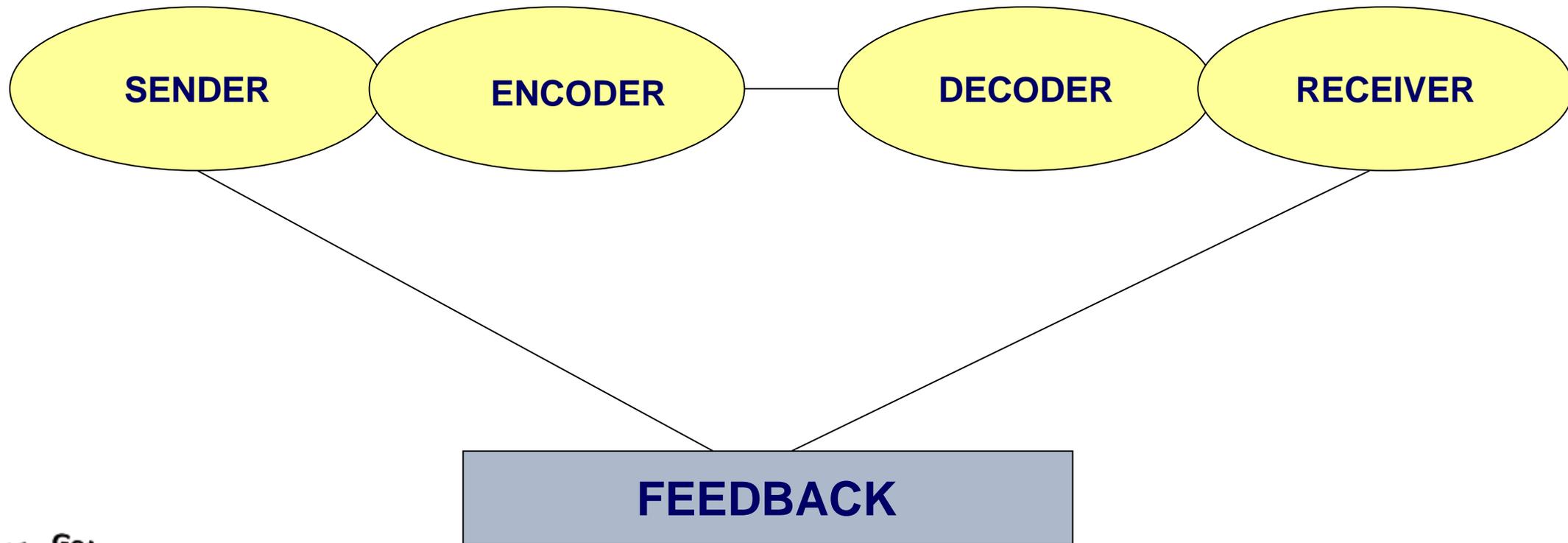


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Cybernetic Model of Communications



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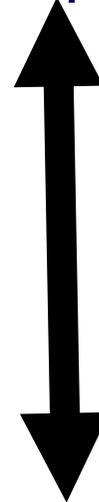
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The Power Dimension

Assertive

High power

Fast pace



Low Power

Slow Pace

Receptive



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The Emotion Dimension **VASFAA Conference 2017**



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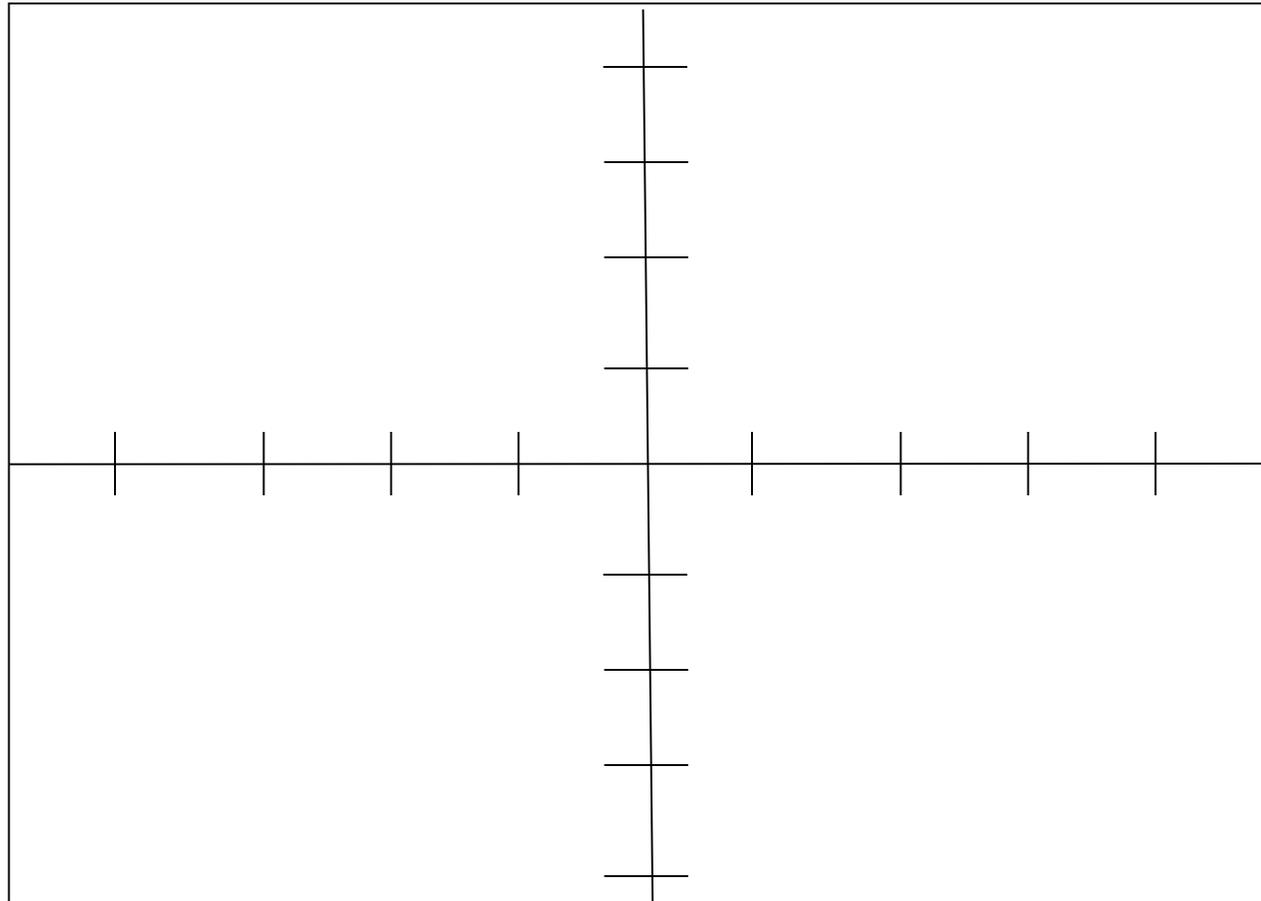
2017

Assertive

The Grid

Reserved

Responsive



Receptive

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Driver Style Propensities

- Needs: to lead or control, hit goals
- Communication: direct/concise, bottom-line or “cut to the chase” tendencies. Does not like loquacious people.
- Decisions-Making: Do it now-practical
- Time usage: Abrupt and focused, efficient, tightly scheduled—has time for *useful* people.
- Likes: Conclusions first.
- Dislikes: Introductions and backgrounds



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Expressive Style Proclivities

- Idea Oriented—enjoys “out of the box” thinking
- Risk taker
- Usually over scheduled
- Dislikes too much focus on structure and process
- Advocacy and appeals have emotional tendency
- Likes the “silvery” thing



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Friendly Style Proclivities

- ☞ Needs: to like and be liked—to gain approval
- ☞ Communication: patient, agreeable, informal amiable
- ☞ Decision Making: Wants “ buy in” from everyone-tentative, prefers group consensus
- ☞ Time: Relaxed and flexible-loosely scheduled-has time for everyone
- ☞ Likes: Opinions from all-discussions
- ☞ Dislikes: High pressure, conflict



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Analyzing Style Propensities

- Needs: Must be right-be sure-to have knowledge
- Communication proclivities: precise, well-documented
- Decision-making *modus Operandi*—being sure-conservative—discovers alternative—procrastinates (latin definition)
- Time Orientation: Highly scheduled, under capacity, has time and enjoys competent people
- Must have—Documentation and an intelligent audience
- Hates—Exaggerated claims



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*Communication
Style*

<p>Driver</p> <p>Assertive & Reserved</p> <p>Fast Pace, highly structured</p> <p>Results oriented, competitive, well organized</p>	<p>Expressive</p> <p>Assertive & Responsive</p> <p>Fast Pace, loose structured</p> <p>Dynamic, Impatient, Emotional, & risk tolerant</p>
<p>Analyzing</p> <p>Receptive & Reserved</p> <p>Slow Pace, highly structured</p> <p>Task Oriented, Logical, Cautious, & Thorough</p>	<p>Friendly</p> <p>Receptive & Responsive</p> <p>Slow Pace, loose structured</p> <p>People oriented, Conversational, & Likes Harmony</p>



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Traits of Excellent Leaders

1. Has set goals
2. Is fair gives positive reinforcement
3. Is knowledgeable
4. Respects subordinates
5. Is interested in subordinates
6. Is honest
7. Sets the example
8. Has common sense
9. Is decisive



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... cont

- ∞ Is a teacher
- ∞ Backs subordinate's decisions
- ∞ Is a good listener
- ∞ Delegates work
- ∞ Doesn't Monday morning quarterback
- ∞ Is available
- ∞ Communicates well



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... cont

- ☞ Is responsible for their own actions
- ☞ Is consistent
- ☞ Is willing to help
- ☞ Takes command
- ☞ Doesn't hold grudges
- ☞ Show enthusiasm for their work
- ☞ Gives constructive feedback
- ☞ Doesn't overmanage



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Traits of Poor Supervisors

1. Is close-minded
2. Is two-faced
3. Over manages
4. Under-manages
5. Is insensitive to subordinate's needs
6. Is Inconsistent
7. Doesn't accept responsibility



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...Poor Traits cont.

- ❧ Is arrogant
- ❧ Lacks experience
- ❧ Takes credit for other's work
- ❧ Publicly criticizes subordinates
- ❧ Shows favoritism
- ❧ Fails to recognize subordinate's good work
- ❧ Is indecisive



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.... cont

- ❧ Holds grudges
- ❧ Communicates poorly
- ❧ Overly critical
- ❧ Is lazy
- ❧ Uses power to intimidate subordinates
- ❧ Is insecure or dishonest
- ❧ Fails to teach
- ❧ Fail to back subordinate's decision



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Two Different Modes of Thought

↻ Extrinsic

↻ Rosabeth Moss Kanter

↻ Kurt Lewin

↻ Norman Maier

Emphasis on “hygiene” matters: pay, entrepreneurship, bottomline, task-taking

↻ Intrinsic

↻ Fredrich Herzberg

↻ Douglas McGregor

↻ Warren Bennis

↻ Harry Levinson

Emphasis on leadership through parity, greater involvement, vertical motivators.



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The Basics—Maslow's Hierarchy

1. Physiological needs: basic needs for food, water and sex.
2. Safety needs: a safe and secure environment
3. Belongingness needs: accepted by peers, to have friendships, to be loved
4. Growth needs/esteem: desire worthy self image, recognition, and attention
5. Self actualization: need for self-fulfillment. Individual meeting fullest potential.



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Advocating to State and Federal Stakeholders

- Have a message and stay on it
- Know the best time to approach your stakeholder
- Be specific and be brief
- Establish yourself as the “trusted source”



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Advocating to the “Higher-ups”

- ∞ Articulate FAO’s value proposition- “We are responsible for X number of dollars at the insitution or “non- compliance could put us at the following risks-”
- ∞ Speak THEIR language not “financial aid speak”
- ∞ Show connectedness with other offices



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Accentuate the Positive!!!

➤ General Training-Specific Training

In-house, associations, Department of Education, higher education webinars, mentors

➤ Encourage outside education.

Classes, certificate programs, self-instruction

➤ Cross-functional training/Cross-departmental training

➤ Conferences

asfaa's, product related, ACUBO's ACRAO's



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