

LEADERSHIP COMMUNICATIONS IN PROFESSIONAL ENVIRONMENT

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Annotation. An effective leader must be able to effectively communicate, because communication is the exchange and flow of information and ideas from one person to another, which includes the sender, ideas or information transmission to the receiver. The organizational structure should facilitate the process of communication. Skill leaders play a key role for the efficient process of quality management in organisations.

Key words: leadership, communications, professional environment, leadership communication, communication tools.

Having a competitive edge in globalizing world is often difficult, but successful companies are realizing that their true competitive advantage lies in their people. In today's rapidly changing world of work, where dramatic, unpredictable and complex change is redefining the way in which organisations are to be managed, a realisation has emerged that the intra- and interpersonal communication techniques of people are fundamental in organisational success.

Knowledge-based organizations are working in a different way from the former mechanistic industries. Mechanic work has been automated and in many cases transferred to the cheap production countries and knowledge work has stayed in developed countries. Besides, knowledge-based work can be done anywhere due to communications technologies, and thus globalization in the business environment has changed remarkably.

Information and knowledge management is emphasized, because information exists at all levels of organizations and, in addition, outside organizations. In knowledge-based organizations leaders are not anymore the only persons that have and who need information. Employees have become experts, who often know more than their leaders about the job tasks. Besides, employees also make strategic and operative decisions, which affect the product, services, customers, markets and performance of the organization.

Communication is a power which moves the information. Besides, it affects emotions, motivation, and well-being and work satisfaction. Earlier in the mechanistic industry, leaders owned the information and controlled the information flow in the organization. They decided how the information was communicated and with whom. In knowledge-based organizations leaders are still in a key position what comes to information, but for different reasons.

Leadership communication is a method for leaders to direct actions in the organization, and to ensure that all employees have the information what they need to get their work done. The organization's strategy, values and mission direct leadership communication and define the objectives of communication. Leadership communication should be continuous, open and interactive, because in knowledge-based organizations all parties should be able to create their interpretation of the information together.

Leadership can be defined in various ways, but most researchers agree that leaders are individuals who direct, manage, motivate and inspire others. They are men and women

who influence others in organizations or communities. Leaders have the ability to persuade others to follow them in order to achieve the objectives that have defined leaders. They, at the same time, control the whole situation and improving the performance of the organization in order to achieve the intended results. Through effective communication leader leads followers.

Good communication skills allows, nurtures and creates trust and understanding necessary to encourage others to follow the leader. Without effective communication manager cannot become an effective leader. One of the first studies Harvard Business School as one of the key elements required to achieve success and emphasizes the importance of communication to starting a leader who wants to advance on the job "is being able to communicate, make important decisions, and do things with and through people.", communication and effects in achieving objectives through and with other people are bigger.

Skill leaders play a key role for effective quality management process. Every successful leader must possess the ability and potential to be a quality communicator. Hence, the ability to communicate is considered the most important characteristics of leaders and personalities who wants to become a leader. Without the ability to communicate has no charisma or transporting their own vision of followers and other social actors. Participative style of delegating or not possible if the leader is not able to communicate effectively and influence spread to other members of the team or organization.

Through effective communication to achieve real-world interaction, creates trust and mutual understanding between the leaders and those who receive and transmit his ideas, concepts, warrants, orders, instructions and instruction. According to some data, leaders spend about 70% of the time to communicate. Good communication capabilities provide significant advantages leader: precision of expression of their views, providing vision, the power to incite others to action, to gain skills, and respect of associates and better utilization of the available time.

There are two main parts of successful communication: a) transmissions, which means that the information is to be transferred and must be in convenient form and is understandable to each participant of communication receipt, of which is the ability to recipient receives the message in a manner and form that is acceptable for him to fit his needs and capacities that are defined in the appropriate organizational roles; b) fair use, to use the information in accordance with the purpose, which involves the implementation of specific actions, the consequences of expected and desirable in a given organizational units [1].

Working in a team cannot be efficient without collaboration between all the members. In this context, on the road towards an increased efficiency, an organization needs to handle continuously internal and external communication with the aim of improving and perfecting it.

To communicate effectively, are important certain rules to be followed, such as: a) successful communication requires a specific transmission (transmission) of information, their reception, and the correct interpretation of fair use; b) the use of communication to achieve the necessary communication and not for impressing others; c) use of informal language where necessary, in accordance with the circumstances; d) reliance on facts and feelings of individuals and use them in a correct way; e) communication should focus on behavior, not on the personal aspects of a situation; f) in communicating a positive, natural, and know what to say, use the six Cs of communication processes such as: clear (clear),

concise (concise), correctly (correct), complete (complete), politely (courteous) and far (convincing) [2].

The above rule is particularly evident in the stage of communicating the vision of quality and convincing followers that the vision of the path to progress and prospects of the organization. Success largely depends on the persistence and determination of leaders to develop their own beliefs as feelings of followers and that the responsibility for the challenges that need to be shared embrace. It is a complex task facing the leader and his followers and includes an adequate form of communication acceptable to all participants with different levels of education, conviction and willingness to risk. Given the character, speeds, scope and magnitude of the changes, in most organizations, it is necessary to apply the transformational leadership that is based on the vision, energy, and encouraging followers.

The role of leaders is essential to identifying the needs of the changes and benefits of changes in the organization. The changes are based on the knowledge of the needs of the market, which may exist independently of the organization and its internal structure. Environment, market products and services, and dictates changes affect the performance of the new organization. The key role of the transformational leader who has their proactive behavior creates the necessary consciousness of the followers of the necessity of change, as a condition for the survival and development of enterprises. In this process, a key role is played by the ability of leaders to identify areas of crisis and its aftermath, to create a coalition for change, translating resistant forces in the active forces, supporters of the change complacency Demystifying social actors or groups who are not inclined to change and glorify the existing state and business results.

Creating a vision is a key activity of an efficient and effective transformational leaders. It is a process that includes visible and invisible effects of leadership, especially in conditions of turbulent environments. Vision word derives from the Hebrew word Ruach, which means breath, or breathe life. The main characteristics of visionary companies is the high level of spiritual intelligence. These companies and their leaders possess excellent technical knowledge and skills continually refined and upgraded.

Vision, as well as the perception of the future, desired state that should be sought, provides the direction of the company, a real landmark and inspired effort and energy, motivate employees, develop enthusiasm, inspires hope and great expectations. The vision should be realistic, attractive and promising communication transmitted to followers and understandable.

For a successful implementation of changes required teamwork in which to successfully integrate different skills, experiences and abilities, enhances the ability to act in uncertain circumstances, reduce possible resistance to change and encourages respect, self-confidence and creates confidence that promote social interaction and shared responsibility .

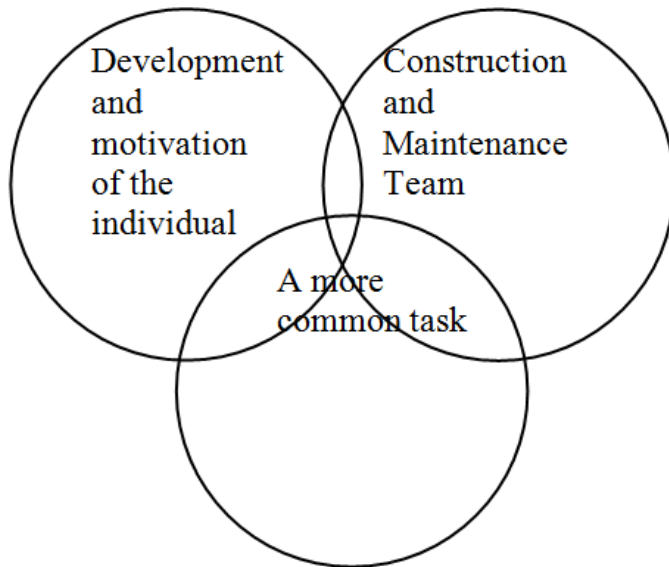


Figure 1. Adair's leadership model ("three circles")

Leading role in the implementation of the concept of total quality can be seen in a simple and accessible model of John Adair's where overlapping circles representing: a) task setting; b) are building and maintaining team; c) development of an individual [3].

Leaders have a unique role in the establishment of adequate teams can engage in a process of change, the best, efficient manner. The process of forming a team to begin work groups constituting less formal entities, which share certain common values and have complementary skills and abilities. They have low levels of cohesion and synergy potential. However, in achieving the objectives of the organization in which the leader functions are implemented, organizations or groups can not function effectively if the task is well defined, and if it is possible to accomplish in a given time interval. The task must be clear to all members of the group and feasible from the standpoint of its actual feasibility in practice. Thus form a real team, with the successful leadership, becoming the desired form high team cohesion, synergies and economic performance.

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