



Key Leadership Skills

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Lecture Objectives and Generic Skills



Objectives

- To understand the way effective communication helps effective leadership
- To gain insights from communication theory into your own leadership abilities, skills and style
- To be better prepared to undertake leadership role by using communicative principles

Skills

- To link theory and practice by using examples to identify and illustrate management related problems and solutions



Leaders Communicate

You will be
exterminated!



Hmmm.

This not what I
expected!

Why communicate?



Everyone communicates

To highlight
threats and
opportunities

To influence

To bargain

To learn

To coordinate
actions



Everyone communicates



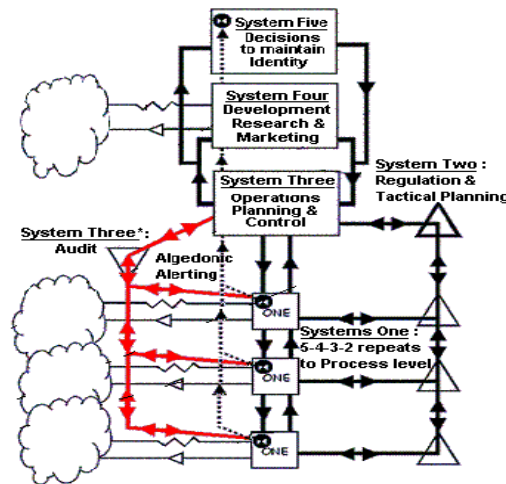
Psychology

e.g. Rosenberg's
Non-Violent
Communication



Cybernetics

e.g. Beer's Viable System
Model



Many theory viewpoints

Socio –
linguistics

e.g. Habermas' Theory of
Communicative
Action





What is needed for excellent
communication?

Write down three ideas now



Habermas's (1991) viewpoint

Messages passed between competent communicators with validity claims to:

Intelligibility

Acceptability

Sincerity

Facts

Gaps in these cause
communication failure

The “NVC” viewpoint – violence arises from unmet needs



Observations about
the way things
appear to be
“information”



Feelings about
the situation

Needs

Requests



How do we do NVC?



The “NVC” viewpoint

Non – judgemental
observation

Accurate
identification of
feeling

Accurate
identification of
needs

Making a request
of someone else
to fulfil that need



Skills are needed in each step



References

- Beer, S (1994) *The Brain of the Firm*, Wiley, Chichester, 2nd Ed.
- Habermas, J (1991) *The Theory of Communicative Action*, Polity, Cambridge.
- Rosenberg, M (2003) *Non – Violent Communication*, Puddledancer, Encinitas (see www.cnvc.org)