



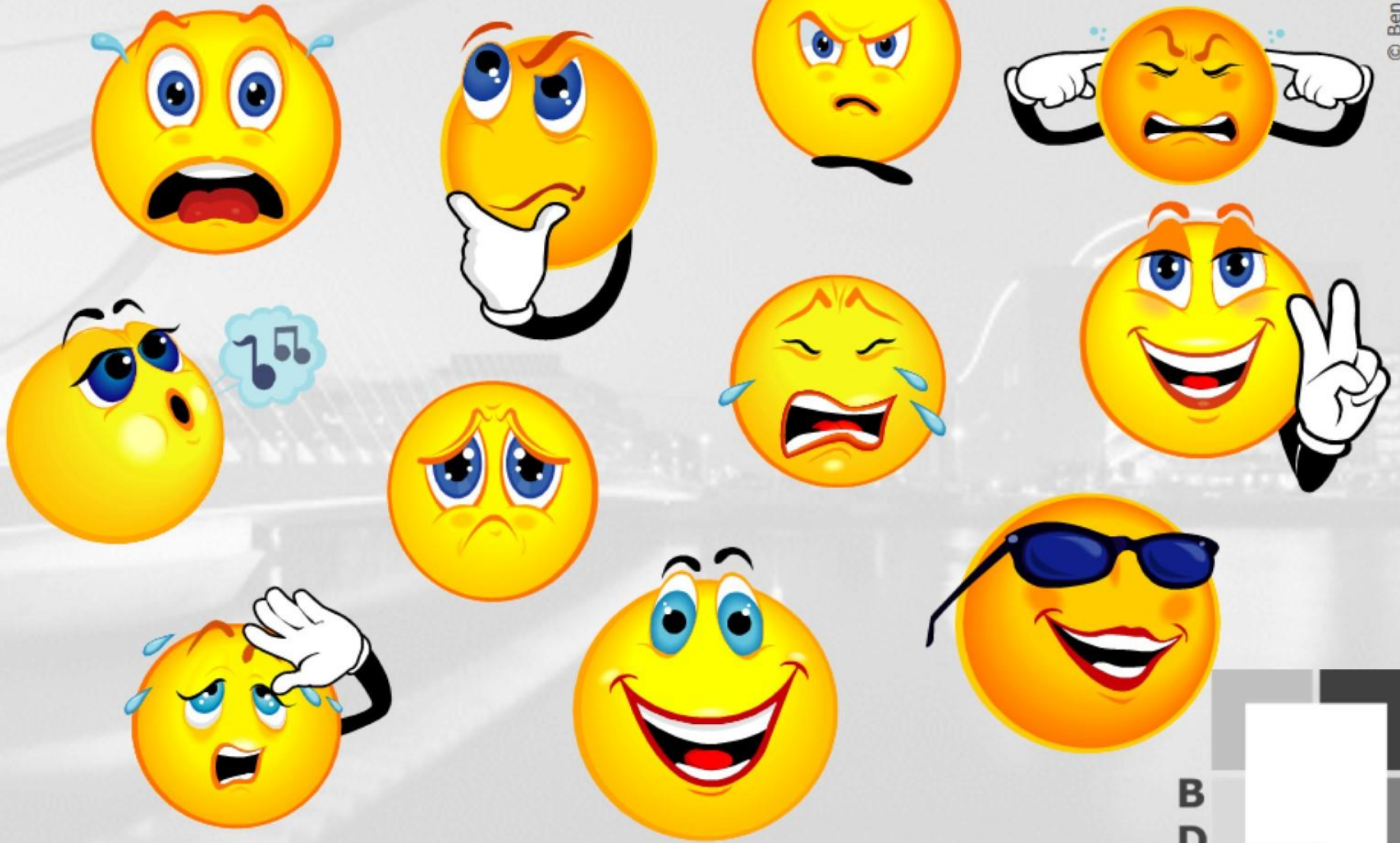
Developing Leaders and Leadership Through Communication Training

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@BDComms

How are You?



Some Starting Questions

What is leadership?

How does leadership differ from management?

What is the link between English language training and leadership?

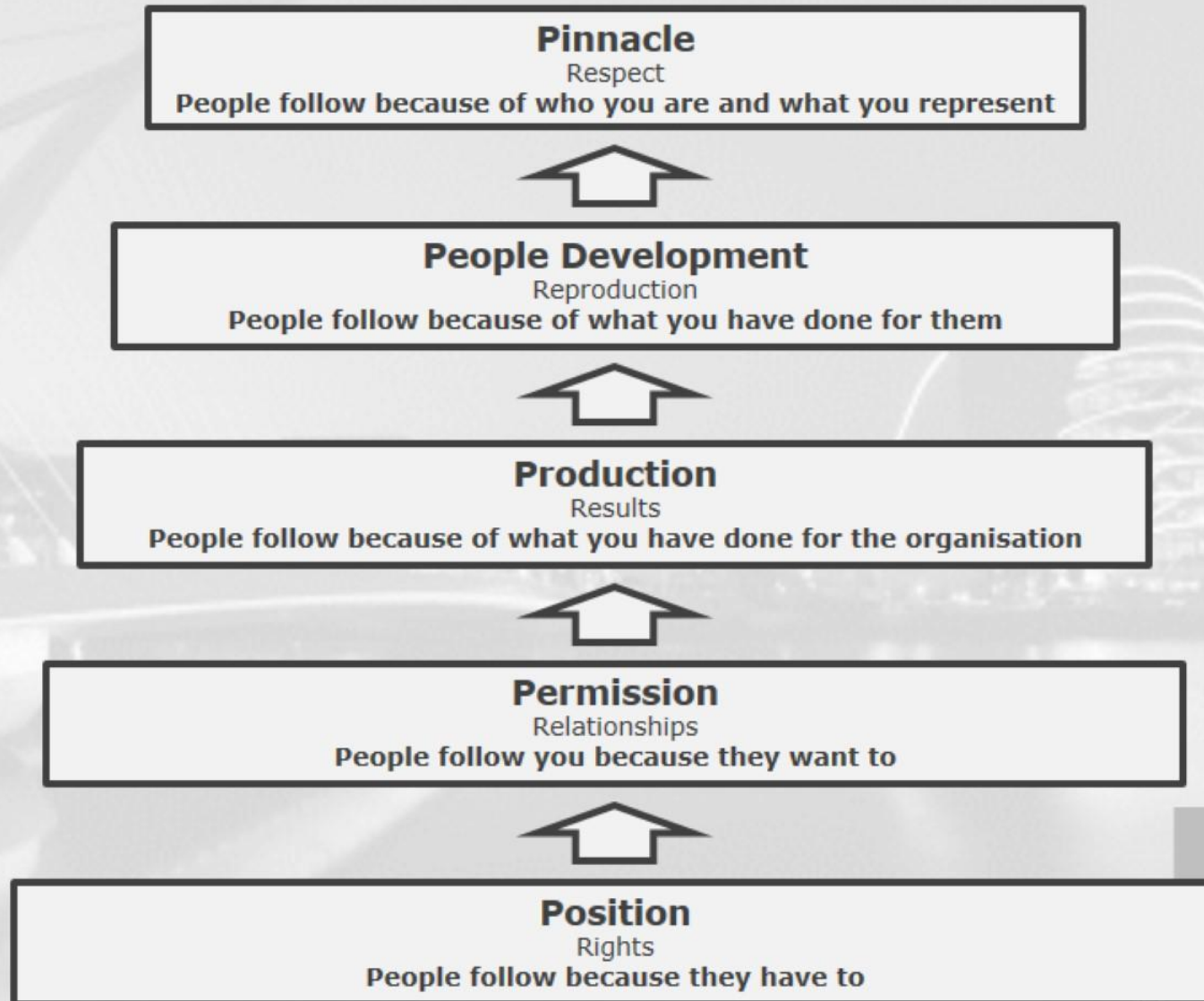
Lunenburg's Synthesis

Category	Management	Leadership
Thinking Process	Focuses on things	Focuses on people
	Looks inward	Looks outward
Goal Setting	Executes plans	Articulates a vision
	Improves the present	Creates the future
	Sees the trees	Sees the forest
Employee Relations	Controls	Empowers
	Subordinates	Colleagues
	Directs and coordinates	Trusts and develops
Operation	Does things right	Does the right things
	Manages change	Creates change
	Serves super-ordinates	Serves subordinates
Governance	Uses authority	Uses influence
	Avoids conflict	Uses conflict
	Acts responsibly	Acts decisively

Six Assumptions for Us

- 1.** Leadership will often be international and intercultural.
- 2.** International and intercultural leadership requires use of a lingua franca (i.e. English in our case).
- 3.** Leadership is a practical matter of interpersonal communication; it is, largely, a soft skill.
- 4.** We must think therefore not about what leadership is but about what a leader does.
- 5.** Language is the carrier for leadership communication.
- 6.** Therefore, it can become, in part or in whole, the domain of the teacher or trainer.

Maxwell's Levels



What a Leader Does

Leads people
Manages teams
Trains and develops others
Coaches and mentors
Has traits, qualities and skills
Communicates
Disseminates information
Manages time and resources
Presents and represent
Manages performance
Develops themselves and others
Motivates
Builds teams
Leads and manages change,
Manages projects
Manages themselves
Manages up
Utilises different styles
Negotiates

Has responsibility
Has accountability
Influences
Handles and uses conflict
Leads / chairs meetings
Makes and explains decisions
Provides feedback
Establishes trust
Explains and instructs
Innovates
Reports
Explains mission, vision and purpose
Analyses and strategises
Thinks critically and creatively
Shows ethics
Set goals and objectives
Communicates interculturally
Solves problems
Uses emotion / EI

Traits We Need to Work With



Situational Leadership and Style

High support
required

S3 - Coaching

S2 - Mentoring

Low support
required

**S4 -
Delegating**

S1- Directing

Low direction
needed

High direction
needed

Leadership Communication Case Study 1 – Gamification and Reflection

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Leadership Communication Case Study 2 - Delegating

- 1) Define the task in your own mind
- 2) Select the individual or team
- 3) Assess their ability and training needs

- 4) Meet with the delegatee and explain the task and reasons
- 5) State benefits of task and required results
- 6) Provide a developmental intervention if needed
- 7) Consider resources required
- 8) Highlight pitfalls and obstacles
- 9) Agree deadlines
- 10) Establish reporting method and frequency
- 11) Check for questions and answer as needed

- 12) Support and communicate as required

- 13) Coach delegatee on results
- 14) Feedback on results
- 15) Plan for next time
- 16) Praise and thank

Leadership Communication Case Study 3 - Coaching

Coach: I'd like to talk about your work. How do you think everything is going?

Coachee: Fine.

Coach: What do you think is going well?

Coachee: I'm getting through everything on time and the team are all very good.

Coach: Great. What is going not so well?

Coachee: Nothing I can think of.

Coach: (Nodding but silent)

Coachee: Occasionally my enthusiasm for the job is quite low.

Coach: Why do you think that is?

Coachee: I don't feel we are appreciated sometimes and the deadlines are so tight. Management don't seem to understand the pressures. It's not only me but the whole team who ...

Leadership Communication Case Study 4 – Influencing

Assertive (Push)

Responsive (Pull)

Views, needs, opinions, ideas

Active listening

Telling, stating, justifying

Eliciting

Incentives and warnings

Asking

Blanking or putting down

Giving in to pressure

Shouting over

Putting self-down

Attacking and threatening

Running away

Aggressive

Submissive

Leadership Communication Case Study 5 – Strategy / Cases

This will involve use of analytical tools:

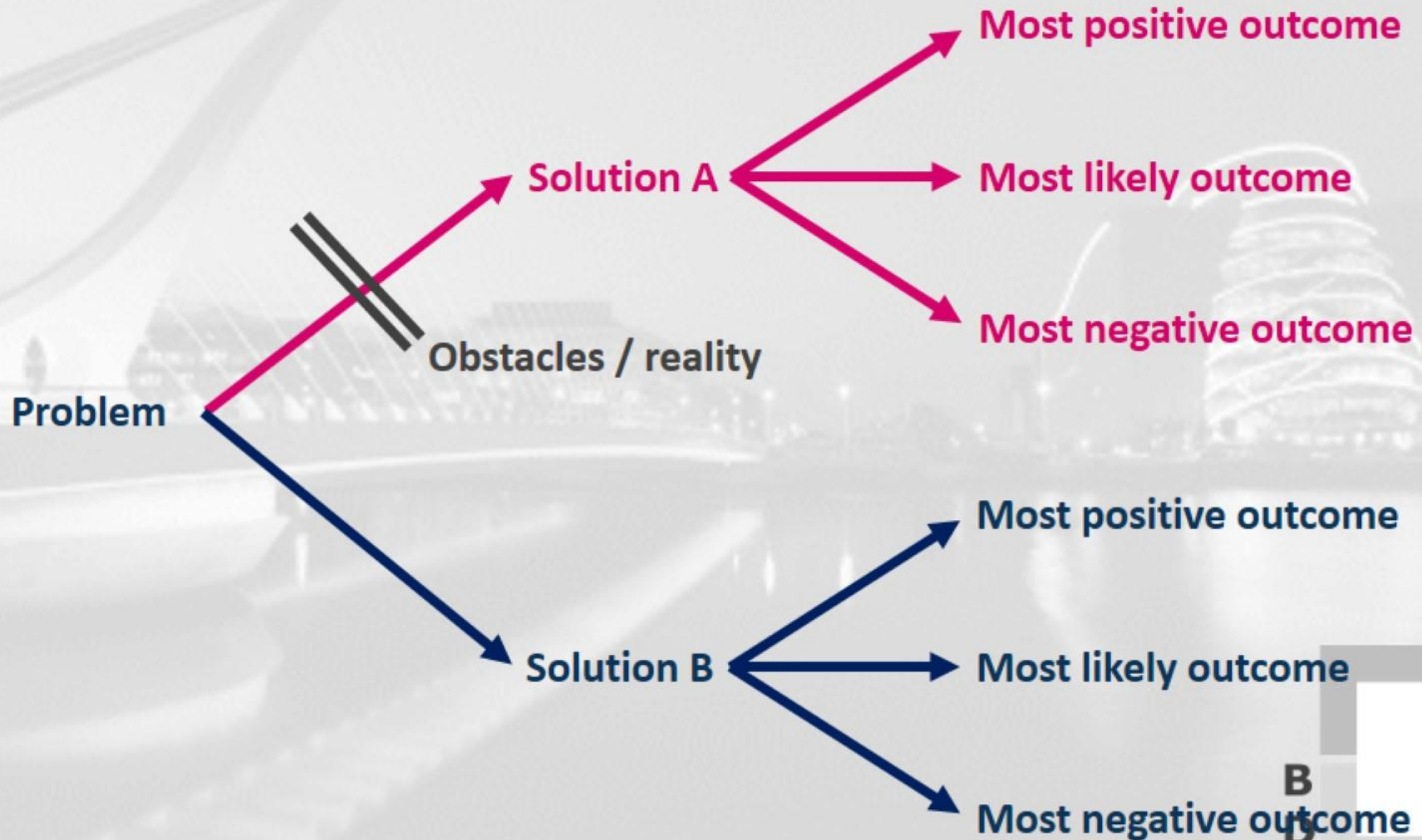
- **SWOT** to evaluate organisations
- **PESTLE** to analyse the current or potential environment or market
- **Five forces** to evaluate competition
- **Stakeholder analysis** to create plans for handling those who influence you
- **The marketing mix** (4 or 7 Ps) to plan marketing campaigns
- **The product life cycle** to evaluate a product's position in the market
- Many more

These may be presented in a **report or presentation**. They may be written in **paragraphs** or shown visually in a **matrix**.

These can be applied to a participant's **actual organisation** or to an **assigned case study**.

These **must be critical** and **not only descriptive**. They should be followed by recommendations.

Leadership Communication Case Study 6 – Decision Making

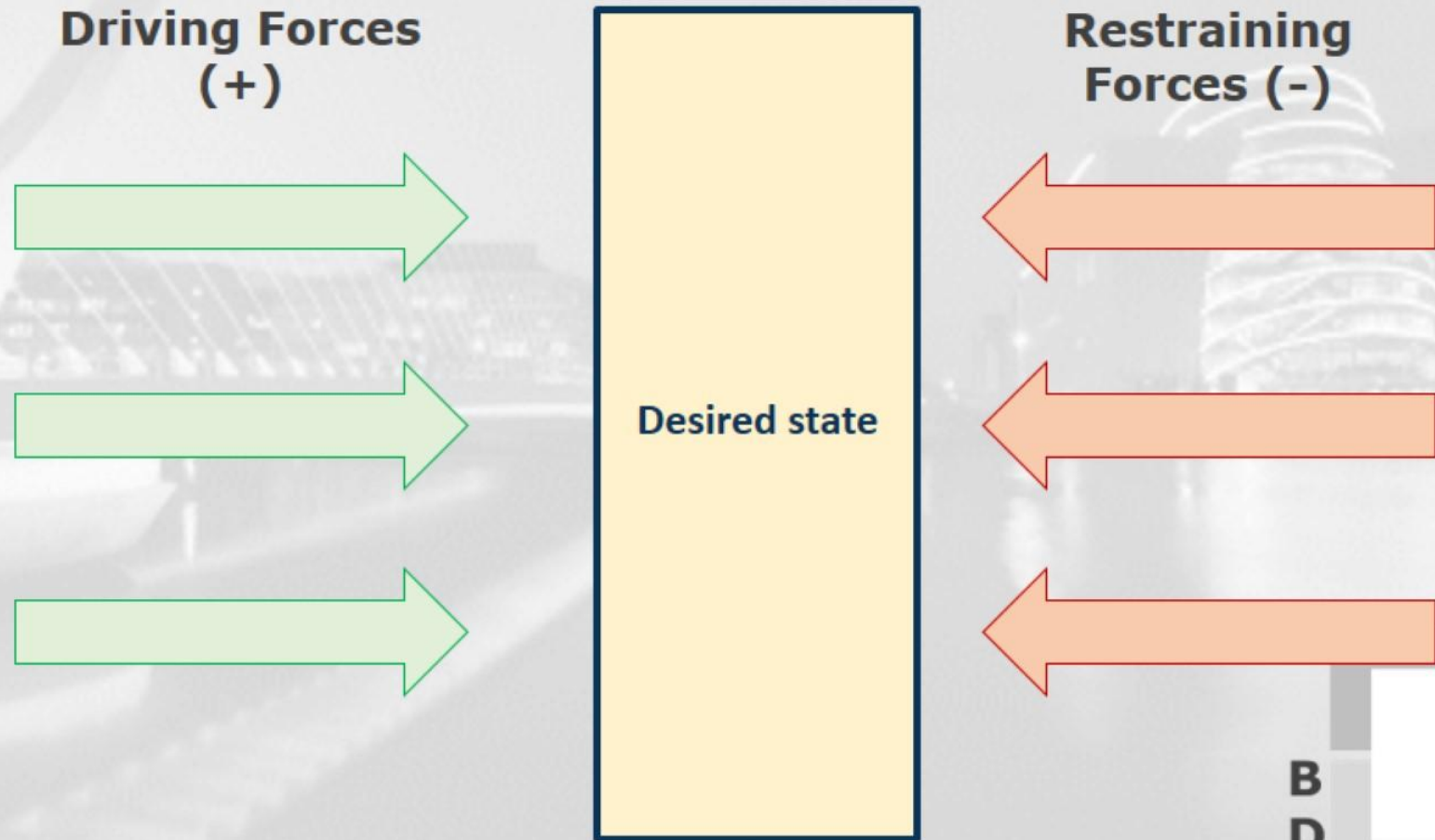


Leadership Communication Case Study 7 – Objectives (Whitmore)

These are different to goals, targets, vision, mission, purpose and strategy and require strong communication skills.

- | | | |
|---------------------|----------------------------|------------------------|
| S Specific | P Positively-stated | C Challenging |
| M Measurable | U Understood | L Legal |
| A Agreed | R Relevant | E Environmental |
| R Realistic | E Ethical | A Appropriate |
| T Time-bound | | R Recorded |

Leadership Communication Case Study 8 – Change Management



Leadership Communication Case Study 9 – Managing Up

This is about influencing (not manipulating) your management in a positive way. The result being a leader represents themselves and their team much better and established stronger relationships with those above in the hierarchy.

- | | | |
|----------|-----------------------|---|
| C | Communicate | Using assertive “push” and responsive “pull” influencing |
| A | Anticipate | Appreciating pressures of your boss and responding to unspoken needs |
| L | Laugh / listen | Be positive and listen to them; use some conversational coaching techniques |
| M | Manage / match | Explain (not complain), discuss; match their style |



Leadership Communication Case Study 10 – Presenting and Representing

1. Standard presentation
2. Representing presentation
3. Speech
4. “Pecha Kucha” presentation
5. Virtual presentation
6. Pitch (Dragon’s Den)
7. Briefing
8. Lecture

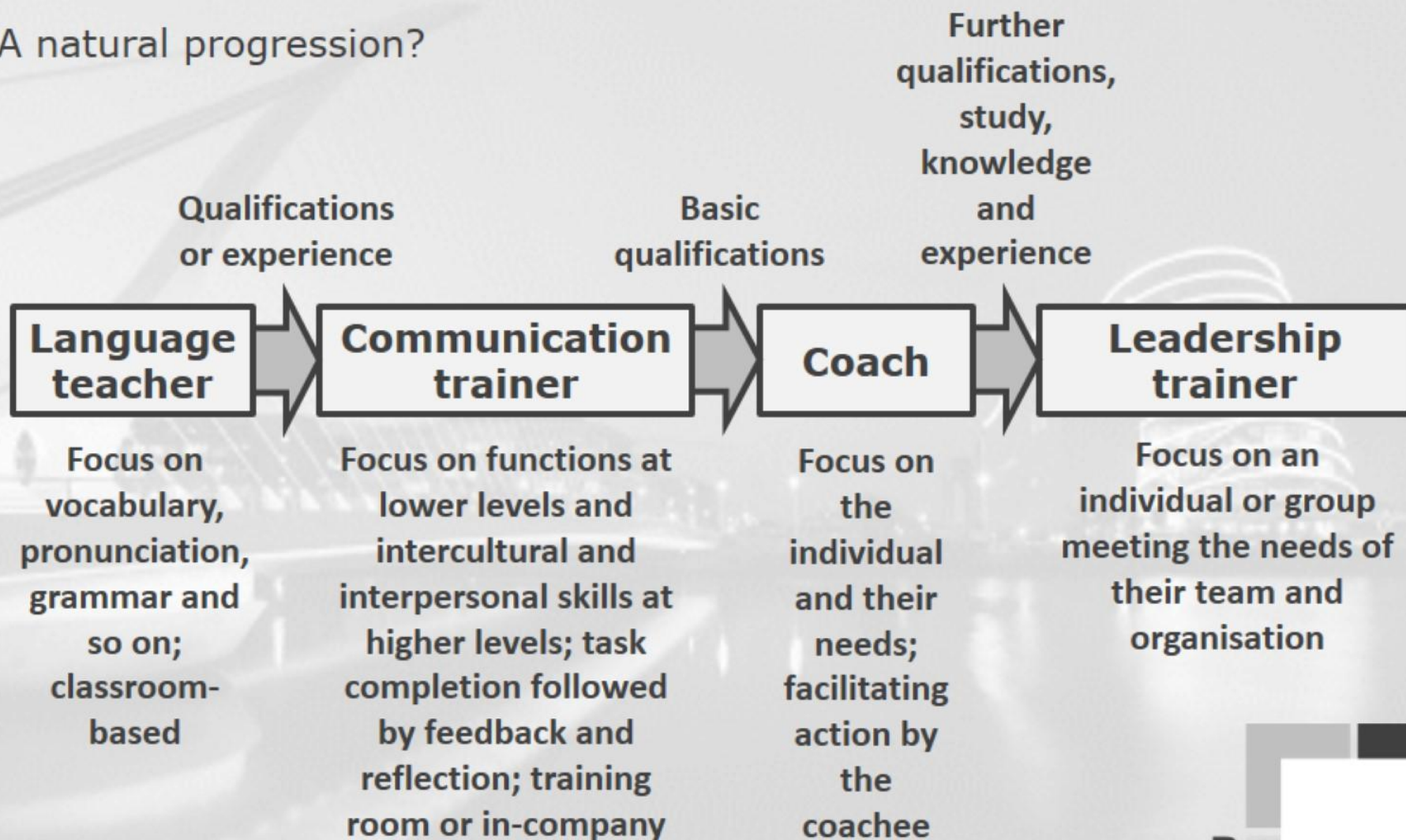


Leadership Communication Case Study 11 – Leading Meetings

- 1.** List the work roles you have and your different expertise.
- 2.** Together, think of a time when you would have to meet for business matters and why. This should be a formalised business meeting.
- 3.** Consider the objectives of the meeting and agree an agenda.
- 4.** Perform the simulation.
- 5.** Together, write the minutes of your meeting.
- 6.** Reflect and provide feedback on your performance.
- 7.** Provide feedback on the feedback.
- 8.** Create an action plan for future development.

Moving into Leadership Training

A natural progression?



Conclusions

- Leadership is a soft skill which contrast to management which is itself a mostly hard skill.
- Leadership involves the right skills and mindset in order to lead and to be a leader; a manager cannot function without being a leader.
- The vast majority of leadership roles stem from communication.
- To communicate, we need linguistic, paralinguistic, non-linguistic, intercultural and interpersonal competences
- Therefore, leadership training becomes either an extension of language training or something natural for a language trainer to progress into.
- We can develop leadership in various ways though complexity may mean it is at levels B2+.
- Numerous communicative tasks will consciously or unconsciously, implicitly or explicitly, develop the leadership of participants

Reading

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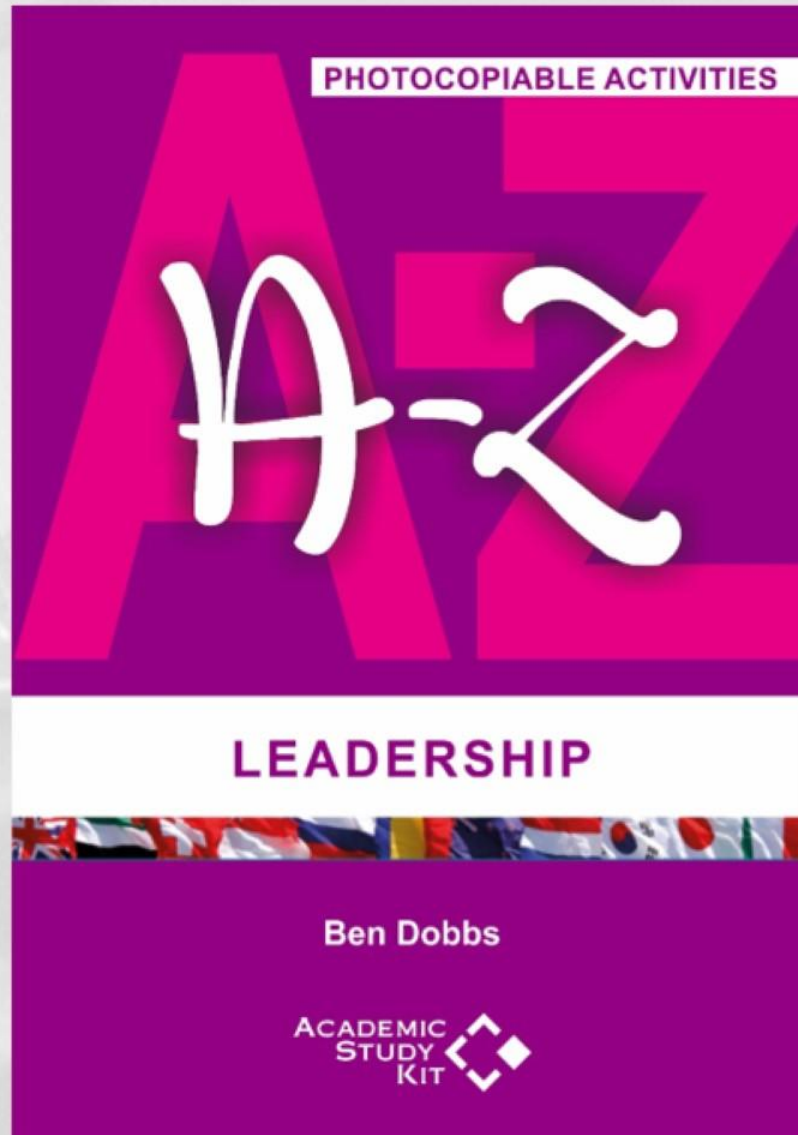
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Out Now



Forthcoming



Links

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Free Samples of *The A to Z of Coaching*:

<https://www.flipsnack.com/Juliekac/a-z-coaching-samplepdf.html>

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