9.1: Leadership and Small Group Communication

Learning Objectives

1. Discuss the various perspectives on how and why people become leaders.
2. Compare and contrast various leadership styles.
3. Discuss the types of power that a leader may tap into.

It's important to point out that although a group may have only one official leader, other group members play important leadership roles. Making this distinction also helps us differentiate between leaders and leadership (Hargie, 2011). The leader is a group role that is associated with a high-status position and may be formally or informally recognized by group members. Leadership is a complex of beliefs, communication patterns, and behaviors that influence the functioning of a group and move a group toward the completion of its task. A person in the role of leader may provide no or poor leadership. Likewise, a person who is not recognized as a "leader" in title can provide excellent leadership. In the remainder of this section, we will discuss some approaches to the study of leadership, leadership styles, and leadership and group dynamics.

Why and How People Become Leaders

Before we move onto specific approaches to studying leadership, let's distinguish between designated and emergent leaders. In general, some people gravitate more toward leadership roles than others, and some leaders are designated while other are emergent (Hargie, 2011). Designated leaders are officially recognized in their leadership role and may be appointed or elected by people inside or outside the group. Designated leaders can be especially successful when they are sought out by others to fulfill and are then accepted in leadership roles. Some people seek out leadership positions not because they possess leadership skills and have been successful leaders in the past but because they have a drive to hold and wield power. Many groups are initially leaderless and must either designate a leader or wait for one to
emerge organically. Emergent leaders gain status and respect through engagement with the group and its task and are
turned to by others as a resource when leadership is needed. Emergent leaders may play an important role when a
designated leader unexpectedly leaves.

Leaders Emerge Because of Their Traits

The trait approach to studying leadership distinguishes leaders from followers based on traits, or personal
characteristics (Pavitt, 1999). Some traits that leaders, in general, share are related to physical appearance,
communication ability, intelligence, and personality (Cragan & Wright, 1991). In terms of physical appearance,
designated leaders tend to be taller and more attractive than other group members. This could be because we
consciously and/or subconsciously associate a larger size (in terms of height and build, but not body fat) with strength
and strength with good leadership. As far as communication abilities, leaders speak more fluently, have a more
confident tone, and communicate more often than other group members. Leaders are also moderately more intelligent
than other group members, which is attractive because leaders need good problem-solving skills. Last, leaders are
usually more extroverted, assertive, and persistent than other group members. These personality traits help get these
group members noticed by others, and expressivity is often seen as attractive and as a sign of communication
competence.

The trait approach to studying leaders has provided some useful information regarding how people view ideal leaders,
but it has not provided much insight into why some people become and are more successful leaders than others. The
list of ideal traits is not final, because excellent leaders can have few, if any, of these traits and poor leaders can
possess many. Additionally, these traits are difficult to change or control without much time and effort. Because these
traits are enduring, there isn’t much room for people to learn and develop leadership skills, which makes this approach
less desirable for communication scholars who view leadership as a communication competence. Rather than viewing
these traits as a guide for what to look for when choosing your next leader, view them as traits that are made meaningful
through context and communication behaviors.

Leaders Emerge Because of the Situation

The emergent approach to studying leadership considers how leaders emerge in groups that are initially leaderless and
how situational contexts affect this process (Pavitt, 1999). The situational context that surrounds a group influences what
type of leader is best. Situations may be highly structured, highly unstructured, or anywhere in between (Cragan &
Wright, 1991). Research has found that leaders with a high task orientation are likely to emerge in both highly structured
contexts like a group that works to maintain a completely automated factory unit and highly unstructured contexts like a
group that is responding to a crisis. Relational-oriented leaders are more likely to emerge in semistructured contexts that
are less formal and in groups composed of people who have specific knowledge and are therefore be trusted to do
much of their work independently (Fiedler, 1967). For example, a group of local business owners who form a group for
professional networking would likely prefer a leader with a relational-oriented style, since these group members are
likely already leaders in their own right and therefore might resent a person who takes a rigid task-oriented style over a
more collegial style.

Leaders emerge differently in different groups, but there are two stages common to each scenario (Bormann &
Bormann, 1988). The first stage only covers a brief period, perhaps no longer than a portion of one meeting. During this first stage, about half of the group’s members are eliminated from the possibility of being the group’s leader. Remember that this is an informal and implicit process—not like people being picked for a kickball team or intentionally vetted. But there are some communicative behaviors that influence who makes the cut to the next stage of informal leader consideration. People will likely be eliminated as leader candidates if they do not actively contribute to initial group interactions, if they contribute but communicate poorly, if they contribute but appear too rigid or inflexible in their beliefs, or if they seem uninformed about the task of the group.

The second stage of leader emergence is where a more or less pronounced struggle for leadership begins. In one scenario, a leader candidate picks up an ally in the group who acts as a supporter or lieutenant, reinforcing the ideas and contributions of the candidate. If there are no other leader candidates or the others fail to pick up a supporter, the candidate with the supporter will likely become the leader. In a second scenario, there are two leader candidates who both pick up supporters and who are both qualified leaders. This leads to a more intense and potentially prolonged struggle that can actually be uncomfortable for other group members. Although the two leader candidates probably don’t overtly fight with each other or say, “I should be leader, not you!” they both take strong stances in regards to the group’s purpose and try to influence the structure, procedures, and trajectory for the group. Group members not involved in this struggle may not know who to listen to, which can lead to low task and social cohesion and may cause a group to fail. In some cases, one candidate-supporter team will retreat, leaving a clear leader to step up. But the candidate who retreated will still enjoy a relatively high status in the group and be respected for vying for leadership. The second-place candidate may become a nuisance for the new emergent leader, questioning his or her decisions. Rather than excluding or punishing the second-place candidate, the new leader should give him or her responsibilities within the group to make use of the group member’s respected status.

Leaders Emerge Based on Communication Skill and Competence

This final approach to the study of leadership is considered a functional approach, because it focuses on how particular communication behaviors function to create the conditions of leadership. This last approach is the most useful for communication scholars and for people who want to improve their leadership skills, because leadership behaviors (which are learnable and adaptable) rather than traits or situations (which are often beyond our control) are the primary focus of study. As we’ve already learned, any group member can exhibit leadership behaviors, not just a designated or emergent leader. Therefore leadership behaviors are important for all of us to understand even if we don’t anticipate serving in leadership positions (Cragan & Wright, 1991).

The communication behaviors that facilitate effective leadership encompass three main areas of group communication including task, procedural, and relational functions. Although any group member can perform leadership behaviors, groups usually have patterns of and expectations for behaviors once they get to the norming and performing stages of group development. Many groups only meet one or two times, and in these cases it is likely that a designated leader will perform many of the functions to get the group started and then step in to facilitate as needed.

Leadership behaviors that contribute to a group’s task-related functions include providing, seeking, and evaluating information. Leaders may want to be cautious about contributing ideas before soliciting ideas from group members, since the leader’s contribution may sway or influence others in the group, therefore diminishing the importance of varying perspectives. Likewise a leader may want to solicit evaluation of ideas from members before providing his or her
own judgment. In group situations where creativity is needed to generate ideas or solutions to a problem, the task leader may be wise to facilitate brainstorming and discussion.

A group leader with high communication competence can facilitate brainstorming and group discussion to enhance the creativity and quality of group members' ideas.

Luca Mascaro – Brainstorming – CC BY-SA 2.0.

This can allow the leader to keep his or her eye on the “big picture” and challenge group members to make their ideas more concrete or discuss their implications beyond the group without adding his or her own opinion. To review, some of the key leadership behaviors that contribute to the task-related functions of a group include the following (Cragan & Wright, 1991):

- Contributing ideas
- Seeking ideas
- Evaluating ideas
- Seeking idea evaluation
- Visualizing abstract ideas
- Generalizing from specific ideas

Leadership behaviors that contribute to a group’s procedural-related functions help guide the group as it proceeds from idea generation to implementation. Some leaders are better at facilitating and managing ideas than they are at managing the administrative functions of a group. So while a group leader may help establish the goals of the group and set the agenda, another group member with more experience in group operations may step in to periodically revisit and assess progress toward completion of goals and compare the group’s performance against its agenda. It’s also important to check in between idea-generating sessions to clarify, summarize, and gauge the agreement level of group members. A very skilled and experienced leader may take primary responsibility for all these behaviors, but it’s often beneficial to share them with group members to avoid becoming overburdened and foster inclusion. To review, some of the key leadership behaviors that contribute to the procedural functions of a group include the following (Cragan & Wright, 1991):
Leadership behaviors that contribute to a group’s relational functions include creating a participative and inclusive climate, establishing norms of reflection and self-analysis, and managing conflict. By encouraging participation among group members, a leader can help quell people who try to monopolize discussion and create an overall climate of openness and equality. Leaders want to make sure that people don’t feel personally judged for their ideas and that criticism remains idea centered, not person centered. A safe and positive climate typically leads to higher-quality idea generation and decision making. Leaders also encourage group members to metacommunicate, or talk about the group’s communication. This can help the group identify and begin to address any interpersonal or communication issues before they escalate and divert the group away from accomplishing its goal. A group with a well-established participative and inclusive climate will be better prepared to handle conflict when it emerges. Remember that conflict when handled competently can enhance group performance. Leaders may even instigate productive conflict by playing devil’s advocate or facilitating civil debate of ideas. To review, some of the key leadership behaviors that contribute to the relational functions of a group include the following (Cragan & Wright, 1991):

- Regulating participation
- Climate making
- Instigating group self-analysis
- Resolving conflict
- Instigating productive conflict

Leadership Styles

Given the large amount of research done on leadership, it is not surprising that there are several different ways to define or categorize leadership styles. In general, effective leaders do not fit solely into one style in any of the following classifications. Instead, they are able to adapt their leadership style to fit the relational and situational context (Wood, 1977). One common way to study leadership style is to make a distinction among autocratic, democratic, and laissez-faire leaders (Lewin, Lippitt, & White, 1939). These leadership styles can be described as follows:

- Autocratic leaders set policies and make decisions primarily on their own, taking advantage of the power present in their title or status to set the agenda for the group.
- Democratic leaders facilitate group discussion and like to take input from all members before making a decision.
- Laissez-faire leaders take a “hands-off” approach, preferring to give group members freedom to reach and implement their own decisions.

While this is a frequently cited model of leadership styles, we will focus in more detail on a model that was developed a few years after this one. It offers some more specifics in terms of the communicative elements of each leadership style.
The four leadership styles used in this model are directive, participative, supportive, and achievement oriented (House & Mitchell, 1974).

### Directive Leaders

Directive leaders help provide psychological structure for their group members by clearly communicating expectations, keeping a schedule and agenda, providing specific guidance as group members work toward the completion of their task, and taking the lead on setting and communicating group rules and procedures. Although this is most similar to the autocratic leadership style mentioned before, it is more nuanced and flexible. The originators of this model note that a leader can be directive without being seen as authoritarian. To do this, directive leaders must be good motivators who encourage productivity through positive reinforcement or reward rather than through the threat of punishment.

Directive leaders provide structure and clear expectations for their group. To be effective they must be skilled motivators.

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A directive leadership style is effective in groups that do not have a history and may require direction to get started on their task. It can also be the most appropriate method during crisis situations in which decisions must be made under time constraints or other extraordinary pressures. When groups have an established history and are composed of people with unique skills and expertise, a directive approach may be seen as “micromanaging.” In these groups, a more participative style may be the best option.

### Participative Leaders

Participative leaders work to include group members in the decision-making process by soliciting and considering their opinions and suggestions. When group members feel included, their personal goals are more likely to align with the group and organization’s goals, which can help productivity. This style of leadership can also aid in group member socialization, as the members feel like they get to help establish group norms and rules, which affects cohesion and climate. When group members participate more, they buy into the group’s norms and goals more, which can increase conformity pressures for incoming group members. As we learned earlier, this is good to a point, but it can become
negative when the pressures lead to unethical group member behavior. In addition to consulting group members for help with decision making, participative leaders also grant group members more freedom to work independently. This can lead group members to feel trusted and respected for their skills, which can increase their effort and output. The participative method of leadership is similar to the democratic style discussed earlier, and it is a style of leadership practiced in many organizations that have established work groups that meet consistently over long periods of time.

### Supportive Leaders

Supportive leaders show concern for their followers’ needs and emotions. They want to support group members’ welfare through a positive and friendly group climate. These leaders are good at reducing the stress and frustration of the group, which helps create a positive climate and can help increase group members’ positive feelings about the task and other group members.

A supportive leadership style is more likely in groups that are primarily relational rather than task focused. For example, support groups and therapy groups benefit from a supportive leader. While maintaining positive relationships is an important part of any group’s functioning, most task-oriented groups need to spend more time on task than social functions in order to efficiently work toward the completion of their task. Skilled directive or participative leaders of task-oriented groups would be wise to employ supportive leadership behaviors when group members experience emotional stress to prevent relational stress from negatively impacting the group’s climate and cohesion.

### Achievement-Oriented Leaders

Achievement-oriented leaders strive for excellence and set challenging goals, constantly seeking improvement and exhibiting confidence that group members can meet their high expectations. These leaders often engage in systematic social comparison, keeping tabs on other similar high-performing groups to assess their expectations and the group’s progress. This type of leadership is similar to what other scholars call transformational or visionary leadership and is often associated with leaders like former Apple CEO Steve Jobs, talk show host and television network CEO Oprah Winfrey, former president Bill Clinton, and business magnate turned philanthropist Warren Buffett. In many cases, the leader is specifically chosen because of his or her reputation and expertise, and even though the group members may not have a history of working with the leader, the members and leader must have a high degree of mutual respect.

### “Getting Plugged In”

Steve Jobs as an Achievement-Oriented Leader

“Where can you find a leader with Jobs’ willingness to fail, his sheer tenacity, persistence, and resiliency, his grandiose ego, his overwhelming belief in himself?” (Deutschman, 2012) This closing line of an article following the death of Steve Jobs clearly illustrates the larger-than-life personality and extraordinary drive of achievement-oriented leaders. Jobs, who founded Apple Computers, was widely recognized as a visionary with a brilliant mind during his early years at the helm of Apple (from 1976 to 1985), but he hadn’t yet gained respect as a business leader. Jobs left the company and later returned in 1997. After his return, Apple reached its height under his leadership, which was now enhanced by business knowledge and skills he gained during his time away from the company. The fact that Jobs was able to largely teach himself the ins and outs of business practices is a quality of achievement-oriented leaders, who are constantly
self-reflective and evaluate their skills and performance, making adaptations as necessary.

Achievement-oriented leaders also often possess good instincts, allowing them to make decisions quickly while acknowledging the potential for failure but also showing a resiliency that allows them to bounce back from mistakes and come back stronger. Rather than bringing in panels of experts, presenting ideas to focus groups for feedback, or putting a new product through market research and testing, Jobs relied on his instincts, which led to some embarrassing failures and some remarkable successes that overshadowed the failures. Although Jobs made unilateral decisions, he relied heavily on the creative and technical expertise of others who worked for him and were able to make his creative, innovative, and some say genius ideas reality. As do other achievement-oriented leaders, Jobs held his group members to exceptionally high standards and fostered a culture that mirrored his own perfectionism. Constant comparisons to other technological innovators like Bill Gates, CEO of Microsoft, pushed Jobs and those who worked for him to work tirelessly to produce the “next big thing.” Achievement-oriented leaders like Jobs have been described as maniacal, intense, workaholics, perfectionists, risk takers, narcissists, innovative, and visionary. These descriptors carry positive and negative connotations but often yield amazing results when possessed by a leader, the likes of which only seldom come around.

1. In what circumstances would you like to work for an achievement-oriented leader, and why? In what circumstances would you prefer not to work with an achievement-oriented leader, and why?

Leadership and Power

Leaders help move group members toward the completion of their goal using various motivational strategies. The types of power leaders draw on to motivate have long been a topic of small group study. A leader may possess or draw on any of the following five types of power to varying degrees: legitimate, expert, referent, information, and reward/coercive (French Jr. & Raven, 1959). Effective leaders do not need to possess all five types of power. Instead, competent leaders know how to draw on other group members who may be better able to exercise a type of power in a given situation.

Legitimate Power

The very title of leader brings with it legitimate power, which is power that flows from the officially recognized position, status, or title of a group member. For example, the leader of the “Social Media Relations Department” of a retail chain receives legitimate power through the title “director of social media relations.” It is important to note though that being designated as someone with status or a position of power doesn’t mean that the group members respect or recognize that power. Even with a title, leaders must still earn the ability to provide leadership. Of the five types of power, however, the leader alone is most likely to possess legitimate power.

Expert Power
A group member with expertise in an area relevant to the group’s task may draw on expert power to lead the group. For example, a transplant surgeon may lead a team of other doctors and nurses during the surgery while a critical care nurse may take the lead during postsurgery recovery.

Expert power comes from knowledge, skill, or expertise that a group member possesses and other group members do not. For example, even though all the workers in the Social Media Relations Department have experience with computers, the information technology (IT) officer has expert power when it comes to computer networking and programming. Because of this, even though the director may have a higher status, she or he must defer to the IT officer when the office network crashes. A leader who has legitimate and expert power may be able to take a central role in setting the group’s direction, contributing to problem solving, and helping the group achieve its goal. In groups with a designated leader who relies primarily on legitimate power, a member with a significant amount of expert power may emerge as an unofficial secondary leader.

Referent Power

Referent power comes from the attractiveness, likeability, and charisma of the group member. As we learned earlier, more physically attractive people and more outgoing people are often chosen as leaders. This could be due to their referent power. Referent power also derives from a person’s reputation. A group member may have referent power if he or she is well respected outside of the group for previous accomplishments or even because he or she is known as a dependable and capable group member. Like legitimate power, the fact that a person possesses referent power doesn’t mean he or she has the talent, skill, or other characteristic needed to actually lead the group. A person could just be likable but have no relevant knowledge about the group’s task or leadership experience. Some groups actually desire this type of leader, especially if the person is meant to attract external attention and serve as more of a “figurehead” than a regularly functioning group member. For example, a group formed to raise funds for a science and nature museum may choose a former mayor, local celebrity, or NASA astronaut as their leader because of his or her referent power. In this situation it would probably be best for the group to have a secondary leader who attends to task and problem-solving functions within the group.
Information Power

Information power comes from a person’s ability to access information that comes through informal channels and well-established social and professional networks. We have already learned that information networks are an important part of a group’s structure and can affect a group’s access to various resources. For example, the group formed to raise funds for the science and nature museum may need to draw on informal information networks to get leads on potential donors, to get information about what local science teachers would recommend for exhibits, or to book a band willing to perform for free at a fundraising concert.

Reward and Coercive Power

The final two types of power, reward and coercive, are related. Reward power comes from the ability of a group member to provide a positive incentive as a compliance-gaining strategy, and coercive power comes from the ability of a group member to provide a negative incentive. These two types of power can be difficult for leaders and other group members to manage, because their use can lead to interpersonal conflict. Reward power can be used by nearly any group member if he or she gives another group member positive feedback on an idea, an appreciation card for hard work, or a pat on the back.

Coercive power, since it entails punishment or negative incentive, can lead to interpersonal conflict and a negative group climate if it is overused or used improperly. While any leader or group member could make threats to others, leaders with legitimate power are typically in the best position to use coercive power. In such cases, coercive power may manifest in loss of pay and/or privileges, being excluded from the group, or being fired (if the group work is job related).

“Getting Real”

Leadership as the Foundation of a Career

As we’ve already learned, leaders share traits, some more innate and naturally tapped into than others. Successful leaders also develop and refine leadership skills and behaviors that they are not “born with.” Since much of leadership is skill and behavior based, it is never too early to start developing yourself as a leader. Whether you are planning to start your first career path fresh out of college, you’ve returned to college in order to switch career paths, or you’re in college to help you advance more quickly in your current career path, you should have already been working on your leadership skills for years; it’s not something you want to start your first day on the new job. Since leaders must be able to draw from a wealth of personal experience in order to solve problems, relate to others, and motivate others to achieve a task, you should start to seek out leadership positions in school and/or community groups. Since you may not yet be sure of your exact career path, try to get a variety of positions over a few years that are generally transferrable to professional contexts. In these roles, work on building a reputation as an ethical leader and as a leader who takes responsibility rather than playing the “blame game.” Leaders still have to be good team players and often have to take on roles and responsibilities that other group members do not want. Instead of complaining or expecting recognition for your “extra work,” accept these responsibilities enthusiastically and be prepared for your hard work to go unnoticed. Much of what a good leader does occurs in the background and isn’t publicly praised or acknowledged. Even when the group succeeds because of your hard work as the leader, you still have to be willing to share that praise with others who helped, because even though you may have worked the hardest, you didn’t do it alone.
As you build up your experience and reputation as a leader, be prepared for your workload to grow and your interpersonal communication competence to become more important. Once you’re in your career path, you can draw on this previous leadership experience and volunteer or step up when the need arises, which can help you get noticed. Of course, you have to be able to follow through on your commitment, which takes discipline and dedication. While you may be excited to prove your leadership chops in your new career path, I caution you about taking on too much too fast. It’s easy for a young and/or new member of a work team to become overcommitted, as more experienced group members are excited to have a person to share some of their work responsibilities with. Hopefully, your previous leadership experience will give you confidence that your group members will notice. People are attracted to confidence and want to follow people who exhibit it. Aside from confidence, good leaders also develop dynamism, which is a set of communication behaviors that conveys enthusiasm and creates an energetic and positive climate. Once confidence and dynamism have attracted a good team of people, good leaders facilitate quality interaction among group members, build cohesion, and capitalize on the synergy of group communication in order to come up with forward-thinking solutions to problems. Good leaders also continue to build skills in order to become better leaders. Leaders are excellent observers of human behavior and are able to assess situations using contextual clues and nonverbal communication. They can then use this knowledge to adapt their communication to the situation. Leaders also have a high degree of emotional intelligence, which allows them to better sense, understand, and respond to others’ emotions and to have more control over their own displays of emotions. Last, good leaders further their careers by being reflexive and regularly evaluating their strengths and weaknesses as a leader. Since our perceptions are often skewed, it’s also good to have colleagues and mentors/supervisors give you formal evaluations of your job performance, making explicit comments about leadership behaviors. As you can see, the work of a leader only grows more complex as one moves further along a career path. But with the skills gained through many years of increasingly challenging leadership roles, a leader can adapt to and manage this increasing complexity.

1. What communication competencies do you think are most important for a leader to have and why? How do you rate in terms of the competencies you ranked as most important?

2. Who do you know who would be able to give you constructive feedback on your leadership skills? What do you think this person would say? (You may want to consider actually asking the person for feedback).

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**Key Takeaways**

- Leaders fulfill a group role that is associated with status and power within the group that may be formally or informally recognized by people inside and/or outside of the group. While there are usually only one or two official leaders within a group, all group members can perform leadership functions, which are a complex of beliefs, communication patterns, and behaviors that influence the functioning of a group and move a group toward the completion of its tasks.

- There are many perspectives on how and why people become leaders:
  - Designated leaders are officially recognized in their leadership role and may be appointed or elected.
  - Emergent leaders gain status and respect through engagement with the group and its task and are turned to by others as a resource when leadership is needed.
  - The trait approach to studying leadership distinguishes leaders from followers based on traits or personal characteristics, such as physical appearance, communication ability, intelligence, and personality. While this approach is useful for understanding how people conceptualize ideal leaders, it doesn’t offer communication scholars much insight into how leadership can be studied and developed as a skill.
Situational context also affects how leaders emerge. Different leadership styles and skills are needed based on the level of structure surrounding a group and on how group interactions play out in initial meetings and whether or not a leadership struggle occurs.

Leaders also emerge based on communication skill and competence, as certain communication behaviors function to create the conditions of leadership. This approach is most useful to communication scholars, because in it leadership is seen as a set of communication behaviors that are learnable and adaptable rather than traits or situational factors, which are often beyond our control.

Leaders can adopt a directive, participative, supportive, or achievement-oriented style.

- Directive leaders help provide psychological structure for their group members by clearly communicating expectations, keeping a schedule and agenda, providing specific guidance as group members work toward the completion of their task, and taking the lead on setting and communicating group rules and procedures.
- Participative leaders work to include group members in the decision-making process by soliciting and considering their opinions and suggestions.
- Supportive leaders show concern for their followers’ needs and emotions.
- Achievement-oriented leaders strive for excellence and set challenging goals, constantly seeking improvement and exhibiting confidence that group members can meet their high expectations.

Leaders and other group members move their groups toward success and/or the completion of their task by tapping into various types of power.

- Legitimate power flows from the officially recognized power, status, or title of a group member.
- Expert power comes from knowledge, skill, or expertise that a group member possesses and other group members do not.
- Referent power comes from the attractiveness, likeability, and charisma of the group member.
- Information power comes from a person’s ability to access information that comes through informal channels and well-established social and professional networks.
- Reward power comes from the ability of a group member to provide a positive incentive as a compliance-gaining strategy, and coercive power comes from the ability of a group member to provide a negative incentive (punishment).

Exercise

1. Think of a leader that you currently work with or have worked with who made a strong (positive or negative) impression on you. Which leadership style did he or she use most frequently? Cite specific communication behaviors to back up your analysis.

References


