

# How business leaders communicate with their employees research paper example

[Sociology](#), [Communication](#)



The communication models have changed in recent years due the news dynamics in business as influenced by new technologies, globalization and customers relations. This has seen a paradigm shift from a “ command and control” approach to a more conversational approach of communication where discussions are part of communication as opposed to giving orders. A new concept in the communication leadership is known as organizational conversation. The state of the organizational leadership in 21st century has been advocated by business leaders and managers of large organizations to enhance the communication flow within their organizations.

(iveybusinessjournal. com, 2010). Professional communicators have all emphasized the role and importance of the conversational model of communication with their people. They are more ambitious to advance conversations within their companies from the highest ranks to the lowest levels of the organization. The research done shows that more than 200 leaders of USA and multinational organizations are advancing organizational conversation.

This model enhances four essential attributes of interpersonal conversational which are the inclusion, interactivity, intimacy and intentionality. Leaders who use the organizational conversation do not have to enhance all this aspects but in the end, these elements tend to reinforce each other and form a single integrated process.

Personal conversation develops when two people stay close figuratively or literally. The organizational model requires leaders to stay close to their employees by getting rid of the institutional and attitudinal distances.

Intimate conversations create trust between the players through listening to

juniors and incorporating their views in decision-making. Physical proximity may not be possible but mental proximity is the most important to enhance this intimacy

Social technology have played a major role in changing the leadership roles. Today's leaders are faced by a volatile and dynamic environments that defy long term planning. All organizations are interconnected to complex global networks that embrace co-evolution and creations around the globe. (iveybusinessjournal. com 2012). The social networks have inherent democratic and anti-hierarchical features that cuts across the boundaries and horizontally and creates collaboration and participation. Each member has an active voice and virtual connectivity to the rest of the peers. This makes a great catalyst for a new leadership concept of the 21st century. Leaders have a responsibility to understand the implications of their positions to effective communication and collaboration with the coworkers. The kind of communication models should be helpful to the organization in addressing the communication challenges. It is the quality of the company's conversation that will receive the incoming flow of information. Complexity of globalization and technology demands the leaders to adopt new communication models which are flexible and accommodative to the fast changing technology and capable of capitalizing on multiple leadership styles.

## **How business leaders have changed the way they communicate with their workers**

Business leader's ultimate goal is to earn the trust of stakeholders, and this is only possible to those who communicate openly and with a clear

communications policy. Communication creates an environment of trust around leaders that enables them to lead well. (Engage the employees and ultimately deliver the results. The paradigm shift of the communication strategies has been necessitated by ever changing business world due to globalization and technology changes. The business leaders have used the technology as a vital communication tool aimed at rationalizing the communication flow in the business.

The most effective form is a combination of formal and informal modes of communication. Informal methods are more frequent assessments that help to address issues that need quick address. Formal strategies are more expensive in terms of time, planning and execution hence the informal strategies are the best at times. (Blase, Joseph, and Jo Blasé, 2000)

Employee's engagement surveys help to estimate the level of trust of workers to their employers, and this is paramount in enhancing effective communication to build trust within an organization.

Leaders are engaging their employees in an ordinary person to person conversation that is a contrast of the traditional form of communication of giving and taking orders. Business leaders are initiating cultural norms that promote and enhance a conversational mode of communication in all levels of the organization. This helps a growing or a large organization function like a small business. This mode of communication, leaders are able to recapture some qualities such as tight strategic alignment and operational flexibility that enable young business compete with better-established competitors.

Social media have abolished the hierarchical obstacles within the

organization management. The traditional models of communication could not allow the lowest rank employee to engage senior leaders in an organization. “ Take and pass” strategy is the traditional form of communication that was vertical and upwards. Social media platforms have enabled communication both horizontally and vertically in the simplest manner. Employees can share ideas through these platforms or any other development within the organization. Managers and executives can engage with anyone at any level. New employees can share ideas with top leadership and this help them to understand their employees in a public way.

### **Leadership as a collaborative conversation?**

Leadership is all about collaborative conversations especially in business management. Conversation is a strong factor that determines the success of any business. Strong leaders and business focused leaders understands the critical role played by conversations in promoting a friendly working environment to the workers, building trust among employees and solving any work-related dispute.

Collaborative conversation is essential in any multicultural organization in that there is a sense of mutual respect between the employees, sharing ideas. (Brown, 2006) Conversation helps to share ideas and also strengthens mutual commitments to the organization values and culture. The ability of any leader to stem a fruitful conversation within an organization is an important parameter to gauge the leadership skills. (forbes. com, 2013). The leaders should come up with inquiring systems that will strengthen their capacity to learn, adapt and create a long-term business and social values.

Mastering the art and skills in framing powerful and resourceful questions that inspire a strategic conversation is a critical leadership skill. This question creates dissonance of the current perceptions and experiences while creating more opportunities for collective discoveries. Collaborative conversations can convene a learning opportunities. A leader's ability to facilitate a working conversation to enhance trust and reduce fear in the aspect of leadership.

Business leaders understand the importance of creating a conceptual leadership that creates a larger context within the group's that can brainstorm together. The leaders need to put in time and attention into devising a common language. This will also enable the collective sense making in times of change.

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