




WELCOME!



TALLINN UNIVERSITY OF TECHNOLOGY

Managerial Psychology
Prof. Mare Teichmann



TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY




Communication and Leadership styles

Content: Communication; Flows of communication; Barriers to effective supervisory communication; Classical leadership styles: autocratic, democratic, country club management, transactional and transformational; Red-line conflict in organization. Discussion

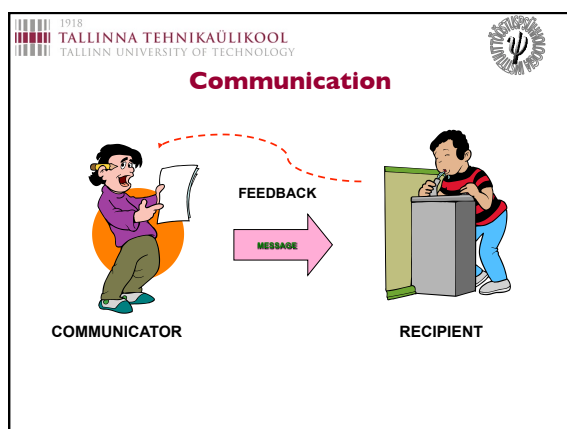


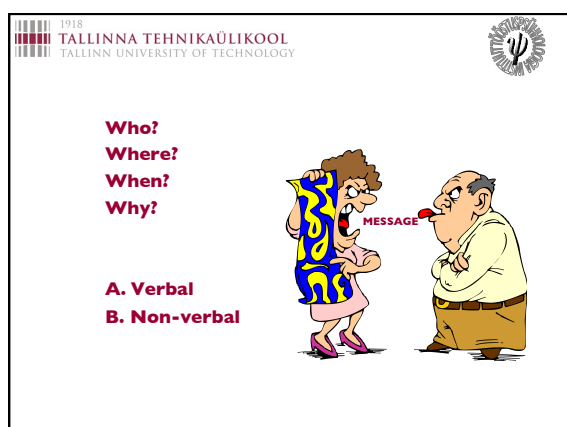
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

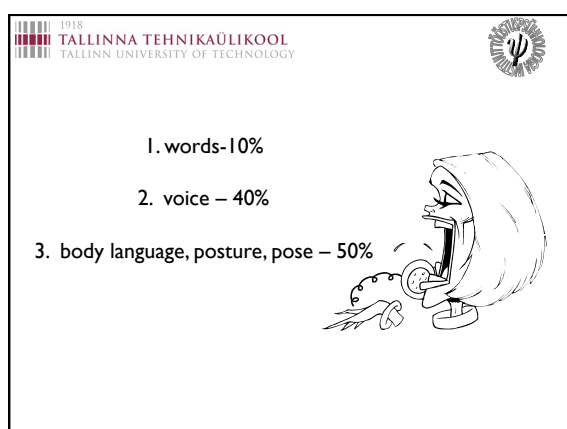


Communication and Leadership styles

Individual level communication



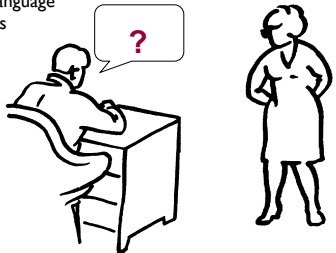




1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY


Non-verbal communication

Voice, language, pauses
Eye contact
Gesture, body-language
Face expressions
CLOTHING
Vocalizations
INTEREST
Humor



1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Functions of eye contact

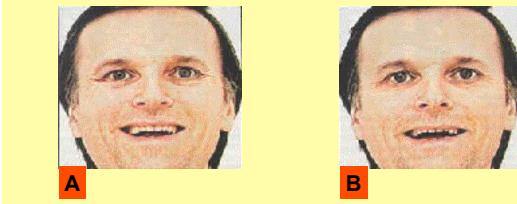


(1) expressive
(2) regulative
(3) monitoring

Normal eye contact
3 – 6 seconds

8

1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



A **B**

Which is more feigned a smile?

1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Kumb on teeseldud naeratus?

Orbicularis oculi +
Zygomaticus major +
A

Orbicularis oculi -
Zygomaticus major +
B

- **A** – The natural smile - face less tense, "chicken feet" around the eyes
- **B** – Keep smiling

(Duchenne de Bologne, 1862/1990, Ekman, 1990)

Natural or artistic smile?

1

Natural or artistic smile?

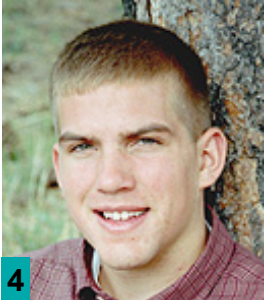
2

Natural or artistic smile?



3

Natural or artistic smile?



4

Natural or artistic smile?



5

Natural or artistic smile?



Natural or artistic smile?



Natural or artistic smile?



Natural or artistic smile?



Natural or artistic smile?







Natural smile: 1, 2, 5, 9, 10

Bill Clinton did lie

"I want to say one thing to the American people. I'm going to say this again. I did not have sexual relations with that woman, Miss Lewinsky. I never told anybody to lie. Not a single time. Never. These allegations are false and I need to go back to work for the American people."



Bill Clinton

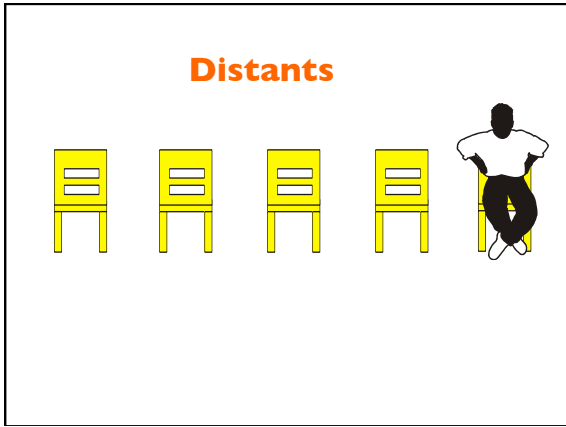


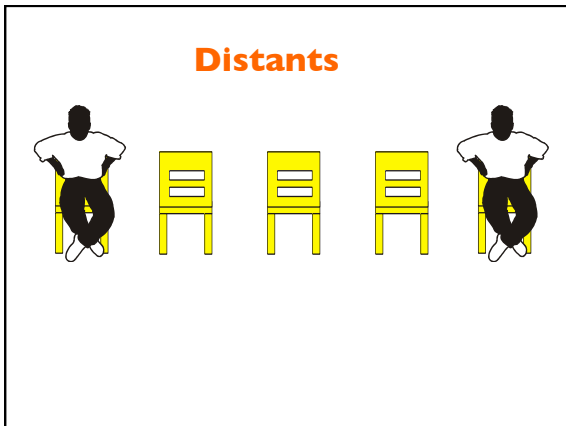
Monica Lewinsky

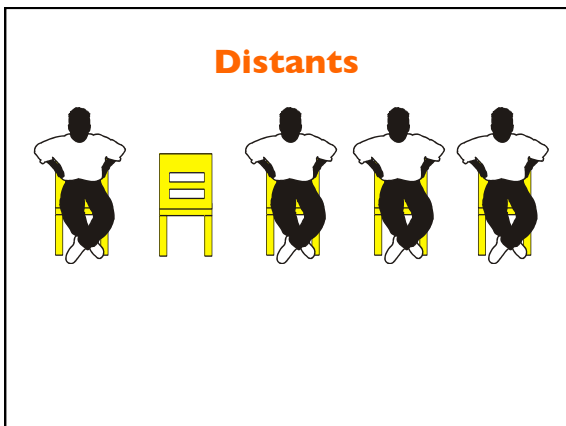
ANGER 	PAIN 	WORRY 
NASTY 	HAPPY 	SURPRISE 

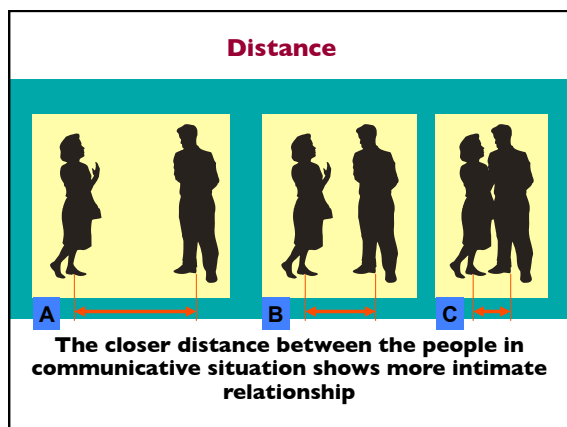


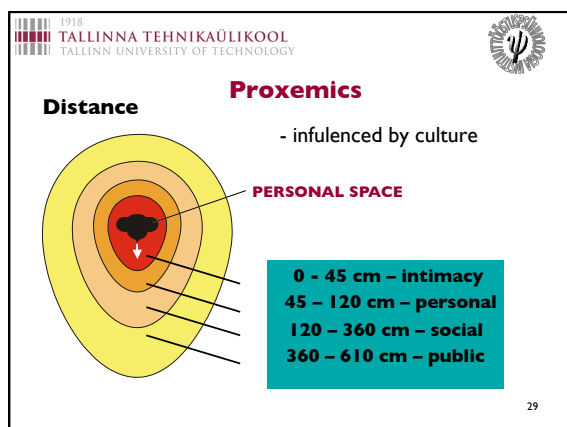
Body language

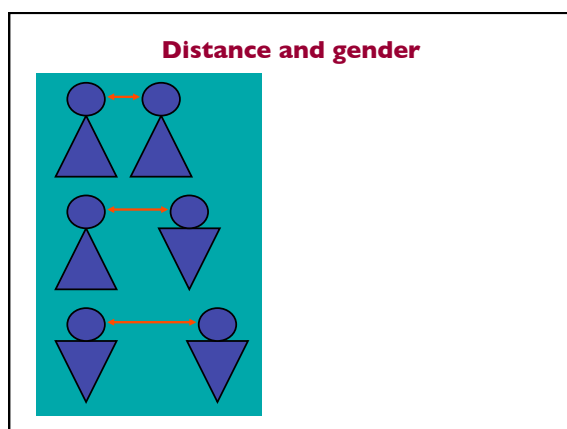












1918
TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY

Sympathy versus antipathy

The diagram shows two figures, a man on the left and a woman on the right, both in white lab coats. A large red arrow points from the woman to the man, labeled '90%'. A large green arrow points from the man to the woman, labeled '60%'. To the left of the man are two circular icons: a red one with a white minus sign and a green one with a white plus sign. The top right corner of the slide features a circular logo with a psi symbol.

TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY

Emblems

A photograph of a young man with dark hair, wearing a blue and white striped shirt, giving a thumbs up gesture. To the right of the image is a list of meanings for the thumbs up gesture.

- **Good luck!**
- **Have a nice trip!**
– USA, Euroopa
- **Well done!**
– Euroopa
- **Something nasty ("screw you")**
– Iran, Afganistan
- **Five (number)**
– Jaapan

The top right corner of the slide features a circular logo with a psi symbol.

TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY


Emblem

Two images are shown. The top one is a black square with the text 'Winston S. Churchill' next to it. The bottom one is a photograph of Edgar Savisaar, an older man with glasses, wearing a suit and tie, giving a peace sign gesture. Below his name is the text 'Candidate of Local Governmental elections 2003' and the number '113'. To the right of the images is a list of meanings for the peace sign gesture.

- **Victory**
– W-Europe, USA
- **Peace**
– USA 1960-s generation
- **Two (number)**
– in kindergarten
- **Warning (Глаза выколю!)**
– Russia

The top right corner of the slide features a circular logo with a psi symbol.


TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



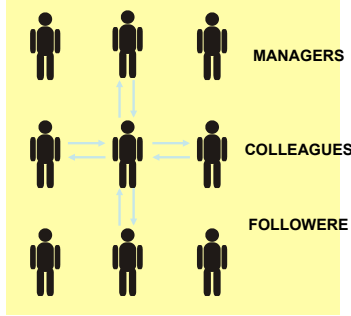
Communication and Leadership styles

Company level communication or Corporate communication

1918 TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



Communication in company




MANAGERS


COLLEAGUES

FOLLOWERE

1918 TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



Downward communication



Instructions - How to perform this task
A logical explanation of work task - how the job is related to other employees in the organization of the work

Policies and methods - an organization's overall engagement


Feedback – how satisfied employer is with the employee's work

Influencing - motivational

1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY




Bottom-up communication

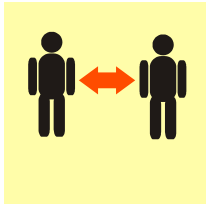


- What the employee has done
- What is done by fellow employees
- What are the employee problems
- What are the division of problems
- How an employee perceives (evaluate) their work results
- What should the employee believe that have to be changed

1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY




Horizontal communication

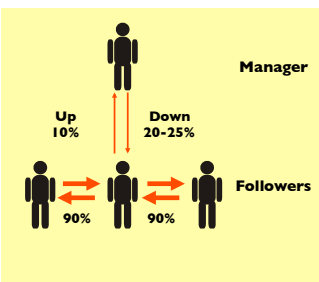


- Work, co-ordination tasks and activities
- Problem solving
- Distribution of information
- Conflict resolution

1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



Communication improvement



Manager


Up 10%

Down 20-25%

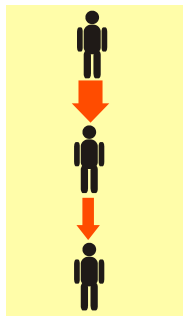
Followers

90%

1918
TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY




Communication improvement

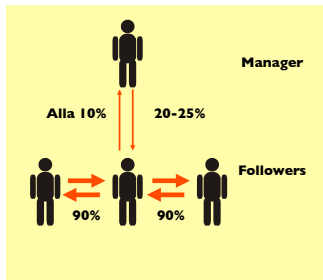


President 100%
Vice President 65%
Chairman of the Board 56%
Plant Manager 40%
Supervisor 30%
Employees 20% (Killian, 1968)

1918
TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY



Communication improvement




Manager

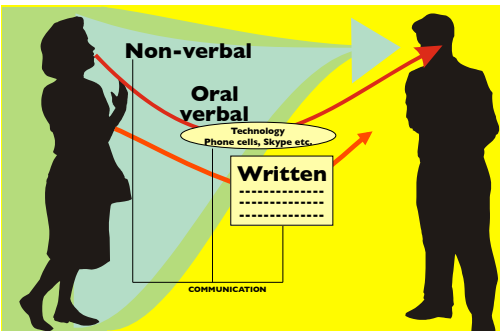
FEEDBACK!

Followers

1918
TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY



Best way to communicate



Non-verbal

Oral verbal

Technology
Phone cells, Skype etc.



Written

COMMUNICATION

1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

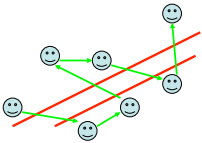
Rumors

Phone game: **A → B → C → D**




1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Message development




Main topic Associations




1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Communication mistakes

☹ Message forwarding expected level rather than the actual level




MESSAGE **expected**
actual
KNOWLEDGE LEVEL



1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Communication mistakes


- ✓ busyness
- ✓ waste of time
- ✓ information glut
- ✓ information deficit
- ✓ too formal
- ✓ message forwarding on the wrong level



1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

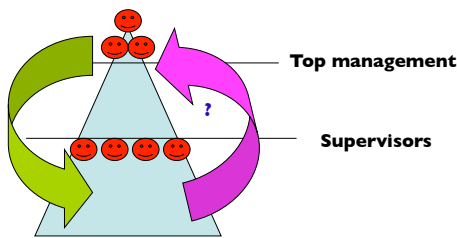
Communication

- ✓ Explain clearly
- ✓ Make sure the follower is involved
- ✓ Describe the expected results
- ✓ Show the confidence to follower
- ✓ Do not embarrass
- ✓ Support
- ✓ Be stable
- ✓ Know your colleagues and clients



1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Red-line conflict



Top management

Supervisors


1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Communication between managers and their subordinates

MESSAGE

Who needs what information?
Because he needs this information?
How relevant information is delivered - face-to-face, telephone call, e-mail, memos, written order ...?


Bottle effect



1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Details of Directive Information

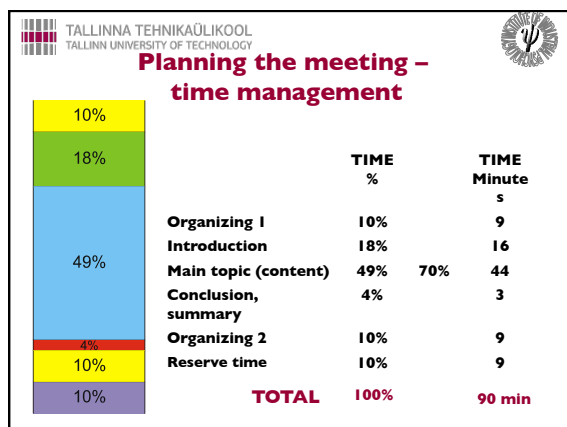
WHAT, WHO, WHEN, WHERE and HOW to work and perform the tasks

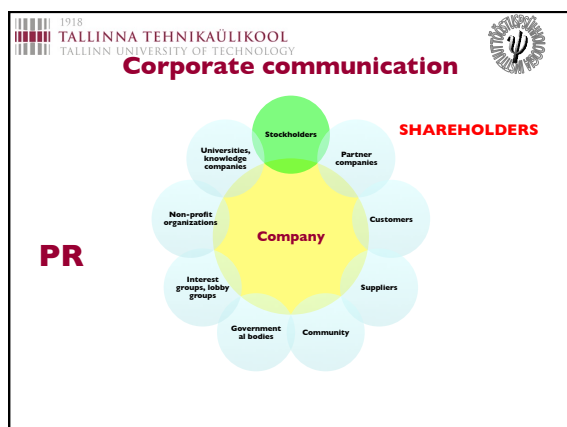


1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Meeting

- a) Introduction (25% of the time)
- b) Content (70% of the time) - the message arguments, attitude changing emotional and rational way
- c) Summary (5% of the time) – with whom it will be agreed? who does? what it does? when to do?







Communication and Leadership styles

Leadership styles

1918 TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY

Leadership classical styles


Country Club Manager	Democratic
Laissez-faire	Authoritarian

1918 TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY

Authoritarian


- ✓ Obedience and authority requesting
- ✓ People as a tool for organizational goals to achieve
- ✓ Do not care about the working conditions
- ✓ Ignores conflicts
- ✓ Control and filtering of information
- ✓ Decides autonomously
- ✓ Works himself a lot and requires a lot of others
- ✓ Establish the rules, instructions, manuals, etc.
- ✓ Suppresses individuality and initiative
- ✓ Team work is for him a time-wasting
- ✓ Sets up own goals
- ✓ Criticizes the predominantly and gives negative feedback



1918 TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY

Autocratic style is needed

- When the followers are incompetent
- Team is in formation stage
- In a crisis situation

1918
TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY



Democratic

- ✓ Oriented both as a result and people
- ✓ Believes that success is achieved through people
- ✓ Open communication
- ✓ Assesses the competence and professionalism
- ✓ Uses the advantages of teamwork
- ✓ Involves people setting objectives
- ✓ Supports and respects the personality development
- ✓ Intervenes in conflicts
- ✓ Listens to subordinates' ideas
- ✓ Successful problem-solver
- ✓ Delegates


1918
TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY



Democratic style is needed

- If it is necessary to implement changes
- If it is necessary to find new solutions
- If it is necessary to solve problems
- If you are competent subordinates
- If you are dealing with professionals
- If the work is more creative than a routine

1918
TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY



Country Club (Paternalistic) Manager

- ✓ People-oriented
- ✓ To some extent, interest in the work
- ✓ Adapts well
- ✓ Not wanting to be demanding
- ✓ It is a friendly, attentive, encouraging, understanding, compassionate
- ✓ Organises events
- ✓ A strong "we" feeling
- ✓ Lazy working atmosphere, comfortable, peaceful
- ✓ Avoids self-determination
- ✓ Organize supporters to lobby

1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Country Club management style is needed

- If the collective intrigues, conflicts
- Psychological microclimate is bad
- People do not trust each other
- The team is in storming stage



1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Laissez-faire


- ✓ Management of refusal or abandonment
- ✓ The driver drives his stuff (driver targets outside organization)
- ✓ Passive
- ✓ Minimum effort to get things done
- ✓ Delegates to both power and responsibility
- ✓ Avoids making decisions
- ✓ Attitude toward the job is formal
- ✓ Communicates with subordinates formally




1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Laissez-faire style is needed

- If things are progressing normally
- Team work is a stage
- Followers are high professionals
- The situation is routine
- Relationships are good
- The manager himself is incompetent



1918
TALLINNA TEHNIKAÜLIKOOL
 TALLINN UNIVERSITY OF TECHNOLOGY




Transactional

It is also known as managerial leadership, focuses on the role of supervision, organization, and group performance

Transactional leadership is a style of leadership in which the leader promotes compliance of his followers through both rewards and punishments

This type of leadership is effective in crisis and emergency situations, as well as when projects need to be carried out in a specific fashion

1918
TALLINNA TEHNIKAÜLIKOOL
 TALLINN UNIVERSITY OF TECHNOLOGY




Transformational

James MacGregor Burns (1978) first introduced the concept of transforming leadership in his descriptive research on political leaders, but this term is now used in organizational psychology as well (Bass & Riggio, 2006)

Leader enhances the motivation, morale, and performance of followers through a variety of mechanisms –

- 1) connecting the follower's sense of identity and self to the project and the collective identity of the organization
- 2) being a role model for followers that inspires them and makes them interested
- 3) challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers

1918
TALLINNA TEHNIKAÜLIKOOL
 TALLINN UNIVERSITY OF TECHNOLOGY



Transformational

Individualized consideration – the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs

Intellectual stimulation – the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas



Inspirational motivation – the degree to which the leader articulates a vision that is appealing and inspiring to followers

The visionary aspects of leadership

Idealized influence – provides a role model for high ethical behavior, instills pride, gains respect and trust

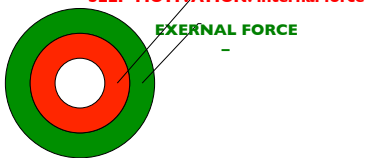
1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Case study I




TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Motivating people



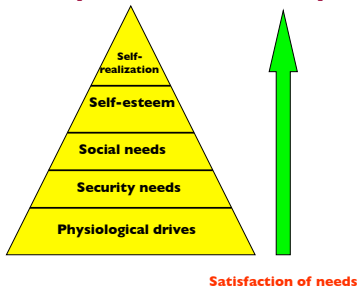
SELF-MOTIVATION: internal force

EXTERNAL FORCE



TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Maslow theory and stimulation system



Self-realization


Self-esteem

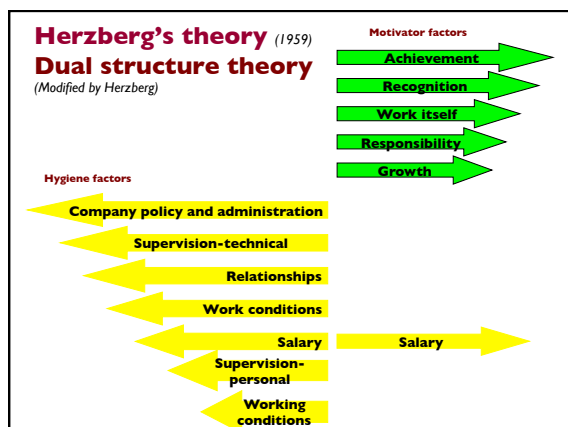
Social needs

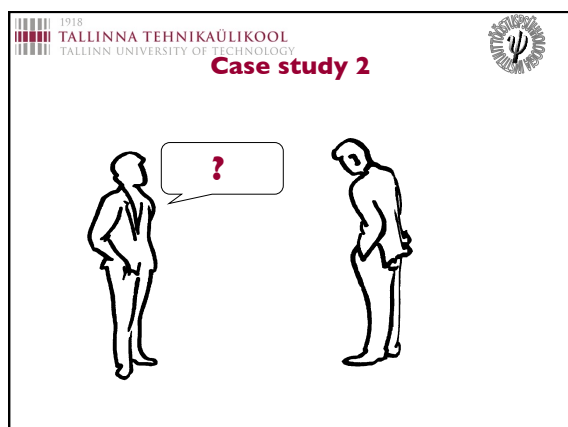
Security needs

Physiological drives

Satisfaction of needs










1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY


Case study 3



The illustration shows a person sitting at a desk with a computer monitor and keyboard. The person has a question mark above their head, indicating a problem or a question. The person is holding a folder or document.

1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY


Case study 4



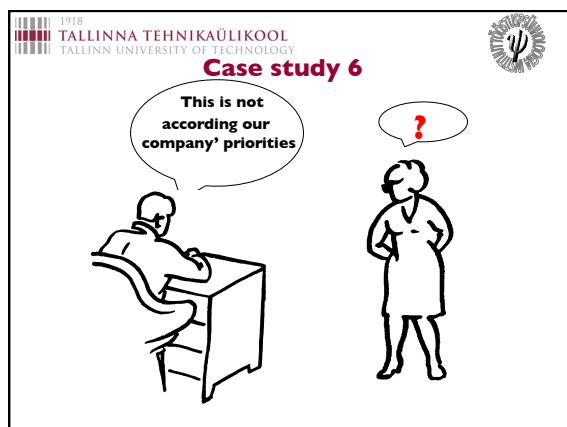
The illustration shows two women standing and talking. One woman is holding a folder or document. There is a question mark above them, indicating a question or a problem.

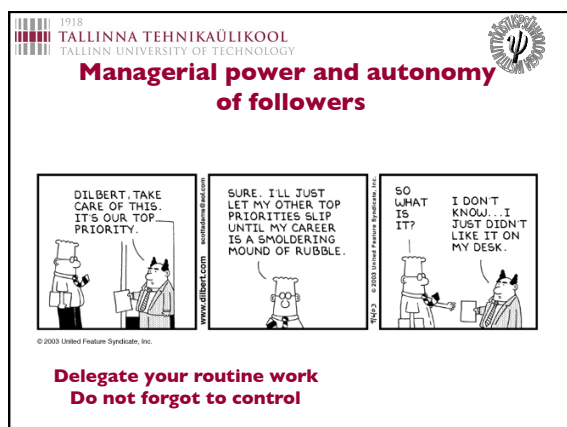
1918
TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Case study 5



The illustration shows a woman and a man standing and talking. The woman is holding a folder or document. There is a question mark above them, indicating a question or a problem.







 TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



Thank You!

mare@pekonsult.ee
