

CIFA

EFFICIENT LEADERSHIP CERTIFICATION PROGRAM

Objective of the program:

"In a world of uncertainties where change is experiencing dizzying speed, we believe that being able to demonstrate 21st century skills in order to deal with difficulties in the business environment will take business people who have undertaken the management function one step further.

Being a next-generation administrator means changing the way they do business, as well as changing perspectives and converting competencies. During this training, participants are targeted to experience their basic 21st century competencies and develop them. During the training period, participants will see at what stage they are at in these competencies and have come a long way towards improving their skills at the end of the training.

Who Can Participate?

The program is suitable for all participants interested in personal development, and it is aimed to appeal to a wide range of students, from senior managers.

Method: Online Learning

In addition to the theoretical information to be given, the program will be designed with the content on which participants will share their leadership experience and apply it.

Duration and Days:

Schedule: 6 weeks

Total Teaching Time: 72 hours

For registration and more information;

COURSE STUDY MATERIAL

PART1

21st. Century Human Skills

- Personal Awareness - Self-Knowledge
- The State of Good - Feel Whole and Good
- Communication, Climate and Emotion Management
- Collaboration - Working Together
- Creativity and Innovation
- Entrepreneurship
- Information, Media and Technology Literacy
- Critical Thinking
- Problem Solving Techniques and Decision Making
- Leadership

One of the most important competencies of the 21st century is that you will be able to create your own model with applications that you can recognize and achieve leadership competencies in this training.

PART2:

- 1. DEFINITIONS FOR LEADERS**
- 2. DIFFERENCES BETWEEN THE MANAGER AND THE LEADER**
- 3. LEADERSHIP MODELS**
- 4. WHICH LEADERSHIP MODEL IS EFFECTIVE WHEN?**
- 5. EFFECTIVE LEADER AND COMMUNICATION**
- 6. WHAT ARE THE CHARACTERISTICS OF SUCCESSFUL LEADERS?**

PART1.

WHAT ARE 21ST CENTURY SKILLS?

21st Century skills are 12 abilities that today's students need to succeed in their careers during the Information Age.

The twelve 21st Century skills are:

1. Critical thinking
2. Creativity
3. Collaboration
4. Communication
5. Information literacy
6. Media literacy
7. Technology literacy
8. Flexibility
9. Leadership
10. Initiative
11. Productivity
12. Social skills

These skills are intended to help students keep up with the lightning-pace of today's modern markets. Each skill is unique in how it helps students, but they all have one quality in common. They're essential in the age of the Internet.

The three categories that 21st Century skills fall into following categories;

The Three 21st Century Skill Categories

Each 21st Century skill is broken into one of three categories:

1. Learning skills
2. Literacy skills
3. Life skills

Learning skills (the four C's) teaches students about the mental processes required to adapt and improve upon a modern work environment.

Literacy skills (IMT) focuses on how students can discern facts, publishing outlets, and the technology behind them. There's a strong focus on determining trustworthy sources and factual information to separate it from the misinformation that floods the Internet.

Life skills (FLIPS) take a look at intangible elements of a student's everyday life. These intangibles focus on both personal and professional qualities.

Altogether, these categories cover all 12 21st Century skills that contribute to a student's future career.

This is not an exhaustive checklist of career readiness skills — but they're the career readiness skills that overlap with 21st Century skills!

Let's take a closer look at each category.

Category 1. Learning Skills (The Four C's)

The four C's are by far the most popular 21st Century skills. These skills are also called learning skills.

More educators know about these skills because they're universal needs for any career. They also vary in terms of importance, depending on an individual's career aspirations.

- Critical thinking: Finding solutions to problems
- Creativity: Thinking outside the box
- Collaboration: Working with others
- Communication: Talking to others

Arguably, critical thinking is the most important quality for someone to have in health sciences.

In business settings, critical thinking is essential to improvement. It's the mechanism that weeds out problems and replaces them with fruitful endeavours.

It's what helps students figure stuff out for themselves when they don't have a teacher at their disposal.

Creativity is equally important as a means of adaptation. This skill empowers students to see concepts in a different light, which leads to innovation.

In any field, innovation is key to the adaptability and overall success of a company.

Learning creativity as a skill requires someone to understand that "the way things have always been done" may have been best 10 years ago — but someday, that has to change.

Collaboration means getting students to work together, achieve compromises, and get the best possible results from solving a problem.

Collaboration may be the most difficult concept in the four C's. But once it's mastered, it can bring companies back from the brink of bankruptcy.

The key element of collaboration is willingness. All participants have to be willing to sacrifice parts of their own ideas and adopt others to get results for the company.

That means understanding the idea of a "greater good," which in this case tends to be company-wide success.

Finally, communication is the glue that brings all of these educational qualities together.

Communication is a requirement for any company to maintain profitability. It's crucial for students to learn how to effectively convey ideas among different personality types.

That has the potential to eliminate confusion in a workplace, which makes your students valuable parts of their teams, departments, and companies.

Effective communication is also one of the most underrated soft skills in the United States. For many, it's viewed as a "given," and some companies may even take good communication for granted.

But when employees communicate poorly, whole projects fall apart. No one can clearly see the objectives they want to achieve. No one can take responsibility because nobody's claimed it.

Without understanding proper communication, students in the 21st Century will lack a pivotal skill to progress their careers.

But the four C's are only the beginning. 21st Century skills also require students to understand the information that's around them.

Category 2. Literacy Skills (IMT)

Literacy skills are the next category of 21st Century skills.

They're sometimes called IMT skills, and they're each concerned with a different element in digital comprehension.

- Information literacy: Understanding facts, figures, statistics, and data
- Media literacy: Understanding the methods and outlets in which information is published
- Technology literacy: Understanding the machines that make the Information Age possible

Information literacy is the foundational skill. It helps students understand facts, especially data points that they'll encounter online.

More importantly, it teaches them how to separate fact from fiction.

In an age of chronic misinformation, finding truth online has become a job all on its own. It's crucial that students can identify honesty on their own.

Otherwise, they can fall prey to myths, misconceptions, and outright lies.

Media literacy is the practice of identifying publishing methods, outlets, and sources while distinguishing between the ones that are credible and the ones that aren't.

Just like the previous skill, media literacy is helpful for finding truth in a world that's saturated with information.

This is how students find trustworthy sources of information in their lives. Without it, anything that looks credible becomes credible.

But with it, they can learn which media outlets or formats to ignore. They also learn which ones to embrace, which is equally important.

Last, technology literacy goes another step further to teach students about the machines involved in the Information Age.

As computers, cloud programming, and mobile devices become more important to the world, the world needs more people to understand those concepts.

Technology literacy gives students the basic information they need to understand what gadgets perform what tasks and why.

This understanding removes the intimidating feeling that technology tends to have. After all, if you don't understand how technology works, it might as well be magic.

But technology literacy unmask the high-powered tools that run today's world.

As a result, students can adapt to the world more effectively. They can play an important role in its evolution.

They might even guide its future.

But to truly round out a student's 21st Century skills, they need to learn from a third category.

Category 3. Life Skills (FLIPS)

Life skills is the final category. Also called FLIPS, these skills all pertain to someone's personal life, but they also bleed into professional settings.

- Flexibility: Deviating from plans as needed
- Leadership: Motivating a team to accomplish a goal
- Initiative: Starting projects, strategies, and plans on one's own
- Productivity: Maintaining efficiency in an age of distractions
- Social skills: Meeting and networking with others for mutual benefit

Flexibility is the expression of someone's ability to adapt to changing circumstances.

This is one of the most challenging qualities to learn for students because it's based on two uncomfortable ideas:

1. Your way isn't always the best way
2. You have to know and admit when you're wrong

That's a struggle for a lot of students, especially in an age when you can know any bit of information at the drop of a hat.

Flexibility requires them to show humility and accept that they'll always have a lot to learn — even when they're experienced.

Still, flexibility is crucial to a student's long-term success in a career. Knowing when to change, how to change, and how to react to change is a skill that'll pay dividends for someone's entire life.

It also plays a big role in the next skill in this category.

Leadership is someone's penchant for setting goals, walking a team through the steps required, and achieving those goals collaboratively.

Whether someone's a seasoned entrepreneur or a fresh hire just starting their careers, leadership applies to career.

Entry-level workers need leadership skills for several reasons. The most important is that it helps them understand the decisions that managers and business leaders make.

Then, those entry-level employees can apply their leadership skills when they're promoted to middle management (or the equivalent). This is where 21st Century skill learners can apply the previous skills they've learned.

It's also where they get the real-world experience they need to lead entire companies.

As they lead individual departments, they can learn the ins and outs of their specific careers. That gives ambitious students the expertise they need to grow professionally and lead whole corporations.

Leadership alone isn't enough to get ahead though.

True success also requires initiative, requiring students to be self-starters.

Initiative only comes naturally to a handful of people. As a result, students need to learn it to fully succeed.

This is one of the hardest skills to learn and practice. Initiative often means working on projects outside of regular working hours.

The rewards for students with extreme initiative vary from person to person. Sometimes they're good grades. Other times they're new business ventures.

Sometimes, it's spending an extra 30 minutes at their jobs wrapping something up before the weekend.

Regardless, initiative is an attribute that earns rewards. It's especially indicative of someone's character in terms of work ethic and professional progress.

That goes double when initiative is practiced with qualities like flexibility and leadership.

Along with initiative, 21st Century skills require students to learn about productivity. That's a student's ability to complete work in an appropriate amount of time.

In business terms, it's called "efficiency."

The common goal of any professional — from entry-level employee to CEO — is to get more done in less time.

By understanding productivity strategies at every level, students discover the ways in which they work best while gaining an appreciation for how others work as well.

That equips them with the practical means to carry out the ideas they determine through flexibility, leadership, and initiative.

Still, there's one last skill that ties all other 21st Century skills together.

Social skills are crucial to the ongoing success of a professional. Business is frequently done through the connections one person makes with others around them.

This concept of networking is more active in some industries than others, but proper social skills are excellent tools for forging long-lasting relationships.

While these may have been implied in past generations, the rise of social media and instant communications have changed the nature of human interaction.

As a result, today's students possess a wide range of social skills. Some are more socially adept than others. Some are far behind their peers. And some lucky few may be far ahead, as socializing comes naturally to them.

But most students need a crash course in social skills at least. Etiquette, manners, politeness, and small talk still play major roles in today's world.

That means some students need to learn them in an educational setting instead of a social setting.

For them, it's another skill to add to their lives.

Now that we've established what 21st Century skills are, let's answer the next big question.

What's the Demand for 21st Century Skills?

While 21st Century skills have always been important, they've become essential in a worldwide market that moves faster by the day.

These skills all double back to one key focus.

Someone's ability to enact and / or adapt to change.

This is because any industry is capable of changing at a moment's notice. Industries are now regularly disrupted with new ideas and methodologies.

Those industries that haven't been disrupted aren't immune though. They just haven't been disrupted yet.

With that in mind, the world has entered an era where nothing is guaranteed.

As a result, students need to learn to guide the change that'll inundate their lives. At the very least, they need to learn how to react to it.

Otherwise, they'll be left behind.

This is especially true as customer demand accelerates in all industries along with expectations for newer features, higher-level capabilities, and lower prices.

In today's marketplace, falling behind means becoming obsolete.

That's a familiar concept to all of today's students as tomorrow's advancements make today's miracles quaint or unimpressive.

Today, the only consistency from year to year is change.

(Bri Stauffer on March 19th, 2020)

21st CENTURY SKILLS

HOW TODAY'S STUDENTS CAN STAY COMPETITIVE IN A CHANGING JOB MARKET



PART2

1. DEFINITIONS FOR LEADERS

A leader is the person who creates a new route to success for a group of people, a community, an institution or a whole nation.

A leader has capacity to make others follow him or her as a choice, not as a duty only.

Above are the favourite definitions of our course coordinator Dr. M. R. Ertanin.

Popular definitions for Leaders and Leadership in business environment are;

What is leadership? A simple definition is that leadership is the art of motivating a group of people to act toward achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

This leadership definition captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas (whether original or

borrowed), but won't happen unless those ideas can be communicated to others in a way that engages them enough to act as the leader wants them to act. 1

Put even more simply, the leader is the inspiration for and director of the action. They are the person in the group that possesses the combination of personality and leadership skills to make others want to follow their direction.

Business Leadership and the Bottom Line

In business, leadership is linked to performance, and any leadership definition has to take that into account. While it's not solely about profit, those who are viewed as effective leaders are the ones who increase their company's bottom lines. If an individual in a leadership role does not meet profit expectations set by boards, higher management, or shareholders, they may be terminated.

The terms "leadership" and "management" tend to be used interchangeably. Management refers to a company's management structure as its leadership, or to individuals who are actually managers as the "leaders" of various management teams.

Leadership, however, requires traits that extend beyond management duties. To be effective, a leader certainly has to manage the resources at their disposal. But leadership also involves communicating, inspiring and supervising—just to name three more of the primary skills a leader has to have to be successful.

Are Leaders Born or Made?

While there are people who seem to be naturally endowed with more leadership abilities than others, anyone can learn to become a leader by improving particular skills. History is full of people who, while having no previous leadership experience, have stepped to the fore in crisis situations and persuaded others to follow their suggested course of action. They possessed traits and qualities that helped them to step into roles of leadership.

Writing in Forbes magazine, Erika Andersen, author of "Leading So People Will Follow," says that, like most things, leadership capability falls along a bell curve. So, the fact is that most folks who start out with a modicum of innate leadership capability can actually become very good, even great leaders.³

The Evolution of a Leader

Steve Jobs is a classic example of someone who learned to lead despite not being born a natural leader. After starting Apple Computer with Steve Wozniak in 1976, he was fired by the board of directors in 1985 when the company was facing intense competition and internal disagreement about the future direction of the business. Later, after founding Pixar Animation Studios and NeXT Computer, he was eventually rehired by Apple in 1997 as CEO and went on to develop the revolutionary iPod, iPhone, and many other products.

By all accounts, Steve Jobs was a mercurial genius who, early in his career, routinely yelled at employees, co-workers, partners, and vendors. According to some ex-employees of Apple and NeXT, he was intolerant of anything he viewed as a failure, and his foul-mouthed tirades were the stuff of legend. He apparently believed in brutal honesty and considered other people's feelings irrelevant. He did not conduct formal reviews with employees and was sparing with praise for a job well done.⁴

However, according to biographies, such as "Steve Jobs" by Walter Isaacson, as Jobs matured his management style began to shift. He started to moderate some of his more negative traits and showed more empathy toward others, realizing that people had limits. Upon his return to Apple, he was forced to cut staff and was quoted as expressing concern for families of employees who were laid off.⁵

Jobs died on October 5, 2011, at the age of 56.⁶

Even after his death, his reputation and his company lives on. An October 2018 article in Forbes magazine stated, "Today, precisely seven years after [Jobs'] passing, his name is still synonymous with visionary, genius, innovator, and icon."⁷

He could not have accomplished much of what he did—and Apple probably wouldn't be around today—had Jobs not developed into a leader.

Sources

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5. Walter Isaacson. "Steve Jobs." Simon and Schuster, 2011.
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8. <https://www.thebalancesmb.com/leadership-definition-2948275>

1.1 TEN BASIC LEADERSHIP QUALITIES

All leaders are different, and finding out what kind of leader you are can help you take your skills to the next level. Whether you're responsible for leading a Fortune 500 company or striving to view yourself as a leader as you work to attain your personal goals, developing effective leadership qualities is absolutely essential to your success. Honing excellent leadership traits helps you surmount obstacles, take risks and find ways to live joyfully and thrive even during the most challenging times.

Many people believe that if they aren't displaying the stereotypical leadership traits like being outspoken, they'll never possess excellent leadership qualities. This couldn't be further from the truth. Don't hold yourself back thinking that the potential for leadership is something you have or don't. Limiting beliefs of this nature keep you from your full potential and exist only in your head. When you focus on and visualize what you want to be rather than what holds you back, you harness the power of acquiring and utilizing excellent leadership attributes.

WHAT ARE LEADERSHIP QUALITIES?

There are different types of leaders. Accepting that your leadership style is unique to your set of skills, and then working to cultivate your leadership qualities, is the best way to become the leader you need to be to reach massive success. But what are the qualities of a good leader? To answer this question, first consider what defines leadership. A dictionary definition of leadership includes being in a position of governance or control over people or an organization. A real-life leadership definition digs deeper into the nuances of what it means to be in charge. When you're running a business, you're leading people, and that means you must develop people skills in addition to business know-how. To be an effective leader, you must be able to consistently interact with your staff, colleagues and clients to achieve your goals. Great leaders don't force collaboration – they invite it. As Apple's Steve Jobs famously said, leadership is about inspiring people to accomplish what they thought they couldn't do, whereas management is about persuading people to do what they never wanted to do.

1.2 VITAL LEADERSHIP TRAITS

What are the qualities of a good leader? Leadership isn't something people are born with – it's a skill that can be cultivated over time. When you're able to develop strong leadership traits, you're positioned to inspire your entire team. Here are eight basic leadership qualities that everyone can refine in order to be a more productive leader:

1. CONFIDENCE

True leaders are confident and know they can think – and act – outside the box to take their companies to the next level. They know that leadership qualities like openness, emotional agility and resourcefulness are often more important leadership traits than being able to make a sale or wow a group of investors.

How does one display the confidence necessary to be a good leader? More than half of human communication comes from nonverbal cues. Know how to set the right tone as a leader by letting your confidence show. Confident leaders win over and inspire others because everyone else wants to embody confidence, too. Practice strong non-verbal communication by standing tall, making eye contact and learning to control you're fidgeting. When you appear confident – even if you don't actually feel confident – others will be more likely to follow your lead and believe in your authority.

2. FOCUS

Have you learned how to really focus in on what you want? Those who embody strong leadership qualities keep their eye on the prize. They are very organized and plan well ahead while still remaining spontaneous enough to handle unexpected challenges. Like a grandmaster in a chess game, a good leader thinks out each strategy and understands how each of his or her actions will affect the rest of any given scenario.

Distractions can be one of your biggest business saboteurs, but those who display strong leadership traits don't let them intrude. This is one of the key leadership strengths because, as Tony always says, where focus goes, energy flows. Limit distractions by creating an environment that is conducive to focus. For example, your office can have an open door policy between certain hours so your team can freely communicate, but make it known that you will not be as available during your "focus times." This helps you get deeper into your work without having to deal with the many moving parts of your business.

Keep your endgame in sight by cultivating your ability to focus. Having a clear purpose allows you to not only achieve your goals, but to foster leadership among your staff as well.

3. HONESTY

Many people believe that successful business and political leaders are inherently dishonest, but great leaders treat others just as they expect to be treated – in an honest fashion. Being honest is not only one of the leadership traits that will allow you to lead your business with integrity, but it's the only real way to make strong connections with others. Whether you're trying to lead your business or your family, the truth is that every single person you interact with looks to your own honesty and code of ethics to set his or her own bar. Make sure each member of your team or household knows what your culture and core expectations are, and show them how much you value honesty in your everyday interactions with others through setting a valuable example. Don't sugar-coat information, but find a way to deliver honest comments and feedback in a direct and compassionate manner.

4. POSITIVITY

One of the leadership qualities of truly great leaders is the sense of abundant positivity that energizes everyone around them. It's not that they never have moments of frustration or disappointment, but that they're able to take a positive approach to tackle challenging issues. Inspiring leaders know how to turn setbacks into successes and make a point to display optimistic leadership traits on a daily basis. Choose empowering beliefs that will propel you forward, not negative thought patterns that will weigh you down. Seeing challenges as opportunities rather than obstacles is one of the most important leadership qualities you can display to your teammates. When you practice positive thinking, it becomes your powerful cognitive habit and allows you to reassure and elevate those around you.

5. DECISIVENESS

Every single person in a leadership role of any kind sometimes has to make difficult decisions. How you handle these decisions is one of the most important leadership qualities. The ability to be decisive can mean the difference between getting through a tough time or crisis and folding under pressure. Making these kinds of calls doesn't always mean you will be well-loved, but when you use good judgment to make decisions, it will earn you the respect of others. Even if you make a wrong decision and need to correct it, showing decisiveness during tough times is a better leadership quality than waiting around for something to

happen or letting others make the decision for you. An effective leader is one who makes the decision that is right, not the decision that is easy.

6. ABILITY TO INSPIRE

We all bring natural gifts to our careers. Discovering what your natural leadership traits are is an excellent way to inspire others to also find their own strengths. One of the secrets to wild success is honing your leadership vision and communicating it to others. Inspiration is what pushes people to plough through difficult times – and to work on achieving their goals even when times are undemanding. You define yourself with your identity, or in business, your brand. Refocus and sharpen your identity often so you will inspire those on your team.

7. EFFECTIVE COMMUNICATION

Knowing your team's – and your own – communication styles is one of the leadership qualities that will strengthen your business the most. Great leaders don't just communicate information to their team – they also know how to communicate goals and their vision to get their team excited.

You can't underestimate the power of words. The best leaders know that words transform emotions and lead to breakthroughs. Like many important leadership qualities, being an effective communicator is often more about what you don't do than what you do. Constructive communication often means closing your mouth and opening your ears. Deep listening and asking thoughtful questions shows that you care about your employees' contributions.

8. ACCOUNTABILITY

As a leader, you're going to make mistakes. While handling them with positivity and a growth mind-set is one of the key leadership qualities you must possess, you must also take responsibility for those mistakes. Blaming others, justifying your actions or pretending like mistakes never happened erodes trust among your team and will discourage them from being accountable for their own mistakes. Great leaders take more than their share of blame and less than their share of credit, which creates an organizational culture of trust and humility. When you're accountable, you can also hold your team accountable for their actions, ultimately creating a sense of responsibility that will keep them continually striving for their personal – and your business' – goals.

Powerful leaders have a clear sense of purpose and are able to take their teams in the right direction. Additionally, as they lead their group, they utilize strong leadership qualities to create a supportive sense of community for all who are

involved. Becoming an empowering leader is about not only creating something that's better for the group, but encouraging those around you to embrace their strong leadership traits as well.

9. EMPATHY

What are the qualities of a good leader – and is empathy one of them?

According to the U.S. Army, it is. As Forbes reports, the Army Field Manual on Leadership Development states emphatically and repeatedly that empathy is essential for strong leadership. As surprising as this may seem, the logic is straightforward. When you're trying to reach someone, having empathy allows you to discern whether you've gotten your message across. When you're able to see another person's perspective, you're able to predict the effect your words and actions will have on them. Without empathy, the reverse happens and you risk alienating the very people you're attempting to create connections with, whether they're your customers, employees, colleagues or competitors. Cultivating empathy is the precursor to almost every other "soft skill" required for leadership, from self-awareness to critical thinking.

10. HUMILITY

Humility is one of the oft-misunderstood leadership qualities that's actually critical for heading any type of team. As the Huffington Post reports, humility is one of the most important leadership traits, but it doesn't mean being a doormat. Humility shapes your character so that you're able to embrace your own weaknesses without losing confidence. From this place of self-respect, you're receptive to others' feedback, which opens you up to new ideas and solutions. Humility also softens you to genuine connections with other people, since humility makes you approachable. You're able to interact with your team, customers and colleagues from a place of shared humanity, which breaks down communication barriers.

What are the qualities of a good leader, and how can you develop them? Getting to know yourself is your first step. Learn which of the six human needs drives you with Tony Robbins' quick assessment. From there, you're on your way to developing the leadership traits that will take your business – and your life – to the next level.

<https://www.tonyrobbins.com/career-business/6-basic-leadership-qualities/>

2. DIFFERENCES BETWEEN THE MANAGER AND THE LEADER

Leadership vs. Management, What's the Difference?

Is leadership good and management bad? Of course not, both are important. But there is a difference, and we explain their roles in project management.

Our topic is surprisingly controversial. There are many who stand on one side or the other of the great divide between leadership and management, demonizing one and praising the other.

You don't have to look far to find examples of either persuasive leaders who have done terrible things or efficient managers who lack the soft skills to lead and inspire. That's why we want to focus on what the differences between the two are and why a combination of both is ideal.

Leadership

What is leadership? It's the action of leading a group towards a common goal. People who lead have three common attributes:

1. They inspire others to share their vision.
2. They motivate others to act on that vision.
3. They encourage others and help them overcome obstacles in pursuit of that vision.

President Dwight D. Eisenhower said, "Leadership is the art of getting someone else to do something you want done because he wants to do it."

10 Leadership Skills

Here is a list of the skills that make up great leadership. We know that there are more, but these are some of the core values of a strong leader:

1. **Communication:** The ability to disseminate information and listen actively.
2. **Motivation:** Getting people to want to do what you need them to do.
3. **Delegation:** Knowing that you can't do everything and trusting others to help you carry the load by completing assigned tasks.

4. Positivity: Keeping a positive attitude, regardless of the situation, helps with morale.
5. Trustworthiness: People aren't going to listen to you or do what you ask if you don't first install a sense of trust.
6. Creativity: There will always be problems that can't be solved by rote; you must think creatively and be open to taking chances. Employ divergent thinking to find unique solutions.
7. Feedback: Leadership doesn't take place in a vacuum. Listen to your team, stakeholders, advisors, mentors, etc., and take their opinions seriously.
8. Responsibility: You can't expect people to follow you if you're not taking responsibility for the bigger picture and your behaviour.
9. Commitment: You also cannot expect to lead others if you are not committed to the project.
10. Flexibility: Things change, and rigidity can ruin a project, so you must be willing to adapt and not hold too tightly to anything.

Three Quintessential Leaders

Sometimes the best way to understand is to follow an example. What example could be more inspiring than these three great leaders?

- Mahatma Gandhi was the leader of the Indian independence movement, using nonviolent civil disobedience to remove the yolk of British colonialism from his country. India is a large and diverse country, with many competing religions seeking power, yet he was able to rally the nation under one cause that made them blind to their differences and focused on what they all shared in common.
- Martin Luther King, Jr. took the lessons of Gandhi and applied them to address the injustice of the black population in the United States. He, like Gandhi, had many challenges, and not all involved in the civil rights movement shared his belief in nonviolence. However, as a Southern minister, he was able to use the social gospel to illustrate the second-class citizenry of black people in the United States in such a way that eventually couldn't be ignored—even in the powerful halls of government.
- Maria Theresa might not be a household name like the two other leaders on our list, but she earned her seat when she inherited rule of her country, Austria, in 1740. At that time, Austria was without funds and poorly governed. She gathered a team of skilled advisors and delegated responsibilities, turning

around the economy, revitalizing the military and instituting mandatory public education for both boys and girls. Not even two wars could dethrone her, nor giving birth to 16 children!

Management

What is management? It's the process of dealing with or controlling things or people. But the emphasis does tend to be on things rather than people.

Managers are people who plan, organize and coordinate. They are methodical and are always reassessing their process to make sure they're progressing as planned. If not, they tweak to get back to their baseline assessment.

Management consultant, educator and author Peter F. Druker, who said, "What's measured gets improved." So, you can see a difference in that managers approach things more systematically, seeking metrics and tools to measure their progress and adapt their process accordingly.

Top 10 Management Skills

To further highlight the differences and the complementary nature of leadership and management, we list 10 of what are considered the most important skills for any manager to have.

Related: [How to Be a Good Manager](#)

1. **Interpersonal Skills:** While managers aren't exclusively dealing with people, they still must interface with them, and the better they do so, the smoother the management process.
2. **Communications:** Being able to manage is being able to communicate what you need to who needs to do it.
3. **Motivation:** The same is true for motivating people to follow your management lead.
4. **Organization:** You must be organized. Management is made up of many parts, and they cannot be handled on the fly.
5. **Delegation:** No one can manage everything themselves, and if they try, they're going to fail. So, share responsibilities and tasks with others.
6. **Forward Planning:** A manager is a planner who looks towards the future and how to set themselves up for it today.
7. **Strategic Thinking:** Part of that planning is thinking strategically about the project, the organization and how to align them moving forward.

8. Problem Solving: Managers face issues daily, and they must think creatively to solve them.
9. Commercial Awareness: Managers are not working in a vacuum and need to have a keen sense of the business and commercial environment in which they operate.
10. Mentoring: In order to get things done, sometimes a manager must become a mentor, offering guidance or training where it's needed.

Three Quintessential Managers

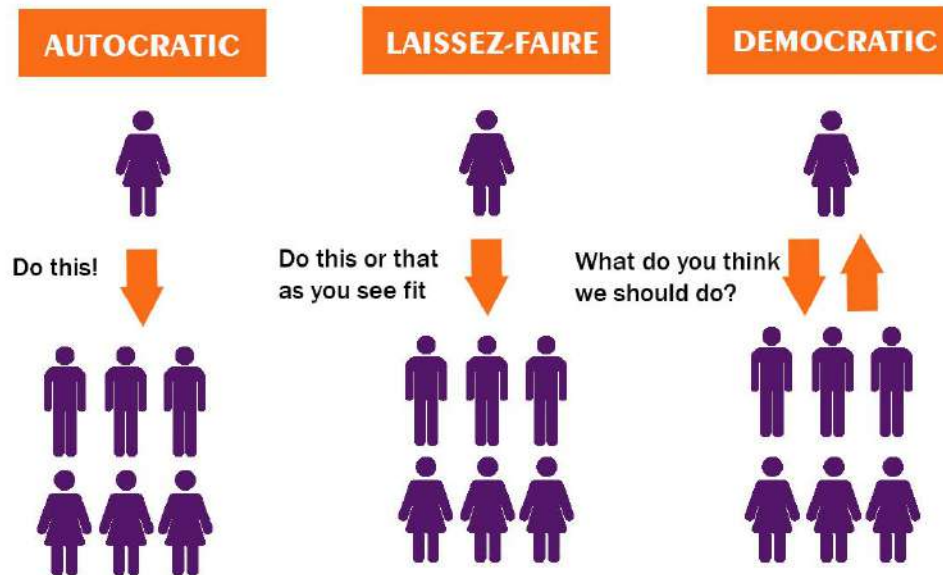
Just as there are great leaders, there are great managers. In fact, often the successful managers are more heralded than political leaders, as if their successes were somehow more relevant. They're not, of course, but they deserve their due. Here are three of the best.

- Henry Ford was the man we can thank for launching car culture, a dubious distinction but one to note. As a manager, however, his influence might even be more widespread. His approach to production was every bit as revolutionary as his approach to locomotion. He managed to increase efficiencies and lower the cost of materials and the final product.
- Madam C.J. Walker was an African-American woman who in the late nineteenth and early twentieth centuries developed and sold hair products targeting the neglected needs of an underserved demographic, African-American woman, like herself. That she was a gifted manager, who saw a niche and knew how to exploit it, wasn't enough. She also had to manage a deeply racist culture.
- Walt Disney has become a towering figure in global entertainment, but he started as a cartoonist. There are just so many comic strips you can draw, though, and he was able to tap the talent he recognized and manage it to work as a team, creating some of the most iconic characters the world has ever seen.

You probably have noticed that many of the skills for leadership and management are the same. Not all of them, but enough to build a Venn diagram where the best leaders and managers meet in the middle.

One thing they have in common is the need for a powerful, flexible and dynamic tool to help them get their work done.

3. LEADERSHIP MODELS



3.1 THE 7 MOST COMMON LEADERSHIP STYLES (AND HOW TO FIND YOUR OWN)

At first glance, we may think that some leadership styles are better than others. The truth is that each leadership style has its place in a leader's toolkit. The wise leader knows to flex from one style to another as the situation demands.

Leadership styles are on a continuum, ranging from autocratic at one end, to laissez-faire at the other, with a variety of styles in between.

The seven primary leadership styles are:

1. Autocratic Style

The phrase most illustrative of an autocratic leadership style is "Do as I say." Generally, an autocratic leader believes that he or she is the smartest person at the table and knows more than others. They make all the decisions with little input from team members.

This command-and-control approach is typical of leadership styles of the past, but it doesn't hold much water with today's talent.

That's not to say that the style may not be appropriate in certain situations. For example, you can dip into an autocratic leadership style when crucial decisions

need to be made on the spot, and you have the most knowledge about the situation, or when you're dealing with inexperienced and new team members and there's no time to wait for team members to gain familiarity with their role.

2. Authoritative Style

The phrase most indicative of this style of leadership (also known as "visionary") is "Follow me." The authoritative leadership style is the mark of confident leaders who map the way and set expectations, while engaging and energizing followers along the way.

In a climate of uncertainty, these leaders lift the fog for people. They help them see where the company is going and what's going to happen when they get there.

Unlike autocratic leaders, authoritative leaders take the time to explain their thinking: They don't just issue orders. Most of all, they allow people choice and latitude on how to achieve common goals.

3. Pacesetter Style

"Do as I do!" is the phrase most indicative of leaders who utilize the pacesetter style. This style describes a very driven leader who sets the pace as in racing. Pacesetters set the bar high and push their team members to run hard and fast to the finish line.

While the pacesetter style of leadership is effective in getting things done and driving for results, it's a style that can hurt team members. For one thing, even the most driven employees may become stressed working under this style of leadership in the long run.

An agile leadership style may be the ultimate leadership style required for leading today's talent.

Should you avoid the pacesetter style altogether? Not so fast. If you're an energetic entrepreneur working with a like-minded team on developing and announcing a new product or service, this style may serve you well. However, this is not a style that can be kept up for the long term. A pacesetter leader needs to let the air out of the tires once in a while to avoid causing team burnout.

4. Democratic Style

Democratic leaders are more likely to ask "What do you think?" They share information with employees about anything that affects their work

responsibilities. They also seek employees' opinions before approving a final decision.

There are numerous benefits to this participative leadership style. It can engender trust and promote team spirit and cooperation from employees. It allows for creativity and helps employees grow and develop. A democratic leadership style gets people to do what you want to be done but in a way that they want to do it.

5. Coaching Style

When you having a coaching leadership style, you tend to have a "Consider this" approach. A leader who coaches views people as a reservoir of talent to be developed. The leader who uses a coach approach seeks to unlock people's potential.

Leaders who use a coaching style open their hearts and doors for people. They believe that everyone has power within themselves. A coaching leader gives people a little direction to help them tap into their ability to achieve all that they're capable of.

6. Affiliative Style

A phrase often used to describe this type of leadership is "People come first." Of all the leadership styles, the affiliative leadership approach is one where the leader gets up close and personal with people. A leader practicing this style pays attention to and supports the emotional needs of team members. The leader strives to open up a pipeline that connects him or her to the team.

Ultimately, this style is all about encouraging harmony and forming collaborative relationships within teams. It's particularly useful, for example, in smoothing conflicts among team members or reassuring people during times of stress.

7. Laissez-Faire Style

The laissez-faire leadership style is at the opposite end of the autocratic style. Of all the leadership styles, this one involves the least amount of oversight. You could say that the autocratic style leader stands as firm as a rock on issues, while the laissez-faire leader lets people swim with the current.

On the surface, a laissez-faire leader may appear to trust people to know what to do, but taken to the extreme, an uninvolved leader may end up appearing aloof. While it's beneficial to give people opportunities to spread their wings, with a

total lack of direction, people may unwittingly drift in the wrong direction—away from the critical goals of the organization.

This style can work if you're leading highly skilled, experienced employees who are self-starters and motivated. To be most effective with this style, monitor team performance and provide regular feedback.

Choosing Leadership Styles

Knowing which of the leadership styles works best for you is part of being a good leader. Developing a signature style with the ability to stretch into other styles as the situation warrants may help enhance your leadership effectiveness.

1. Know yourself.

Start by raising your awareness of your dominant leadership style. You can do this by asking trusted colleagues to describe the strengths of your leadership style. You can also take a leadership style assessment.

2. Understand the different styles.

Get familiar with the repertoire of leadership styles that can work best for a given situation. What new skills do you need to develop?

3. Practice makes a leader.

Be genuine with any approach you use. Moving from a dominant leadership style to a different one may be challenging at first. Practice the new behaviours until they become natural. In other words, don't use a different leadership style as a "point-and-click" approach. People can smell a fake leadership style a mile away—authenticity rules.

4. Develop your leadership agility.

Traditional leadership styles are still relevant in today's workplace, but they may need to be combined with new approaches in line with how leadership is defined for the 21st century.

Today's business environments are fraught with challenges due to the changing demographics and the employee expectations of a diverse workforce. This may call for a new breed of leader who is an amalgam of most of the leadership styles discussed here.

As the Chinese proverb goes, the wise adapt themselves to circumstances, as water molds itself to the pitcher.

An agile leadership style may be the ultimate leadership style required for leading today's talent.

<https://www.americanexpress.com/en-us/business/trends-and-insights/articles/the-7-most-common-leadership-styles-and-how-to-find-your-own/>

4. WHICH LEADERSHIP MODEL IS EFFECTIVE WHEN?

Core Leadership Theories

Learning the Foundations of Leadership

Why are some leaders successful, while others fail?

The truth is that there is no "magic combination" of characteristics that makes a leader successful, and different characteristics matter in different circumstances.

This doesn't mean, however, that you can't learn to be an effective leader. You just need to understand the various approaches to leadership, so that you can use the right approach for your own situation.

One way of doing this is to learn about the core leadership theories that provide the backbone of our current understanding of leadership. We explore these in this article and in the video, below.

Our article on Leadership Styles explores common leadership styles that have emerged from these core theories. These include the "transformational leadership" style, which is often the most effective approach to use in business situations.

The Four Core Theory Groups

Let's look at each of the four core groups of theory, and explore some of the tools and models that apply with each. (Keep in mind that there are many other theories out there.)

1. Trait Theories – What Type of Person Makes a Good Leader?

Trait theories argue that effective leaders share a number of common personality characteristics, or "traits."

Early trait theories said that leadership is an innate, instinctive quality that you do or don't have. Thankfully, we've moved on from this idea, and we're learning more about what we can do to develop leadership qualities within ourselves and others.

Trait theories help us identify traits and qualities (for example, integrity, empathy, assertiveness, good decision-making skills, and likability) that are helpful when leading others.

However, none of these traits, nor any specific combination of them, will guarantee success as a leader.

Traits are external behaviours that emerge from the things going on within our minds – and it's these internal beliefs and processes that are important for effective leadership.

2. Behavioural Theories – What Does a Good Leader Do?

Behavioural theories focus on how leaders behave. For instance, do leaders dictate what needs to be done and expect cooperation? Or do they involve their teams in decision-making to encourage acceptance and support?

In the 1930s, Kurt Lewin developed a framework based on a leader's behaviour. He argued that there are three types of leaders:

- i. Autocratic leaders make decisions without consulting their teams. This style of leadership is considered appropriate when decisions need to be made quickly, when there's no need for input, and when team agreement isn't necessary for a successful outcome.
- ii. Democratic leaders allow the team to provide input before making a decision, although the degree of input can vary from leader to leader. This style is important when team agreement matters, but it can be difficult to manage when there are lots of different perspectives and ideas.
- iii. Laissez-faire leaders don't interfere; they allow people within the team to make many of the decisions. This works well when the team is highly capable, is motivated, and doesn't need close supervision. However, this behaviour can arise because the leader is lazy or distracted; and this is where this style of leadership can fail.

Clearly, how leaders behave affects their performance. Researchers have realized, though, that many of these leadership behaviours are appropriate at different times. The best leaders are those who can use many different behavioural styles, and choose the right style for each situation.

3. Contingency Theories – How Does the Situation Influence Good Leadership?

The realization that there is no one correct type of leader led to theories that the best leadership style depends on the situation. These theories try to predict which style is best in which circumstance.

For instance, when you need to make quick decisions, which style is best? When you need the full support of your team, is there a more effective way to lead? Should a leader be more people-oriented or task-oriented? These are all questions that contingency leadership theories try to address.

Popular contingency-based models include House's Path-Goal Theory and Fiedler's Contingency Model.

You can also use the Leadership Process Model to understand how your situation affects other factors that are important for effective leadership, and how, in turn, these affect your leadership.

4. Power and Influence Theories – What Is the Source of the Leader's Power?

Power and influence theories of leadership take an entirely different approach – these are based on the different ways that leaders use power and influence to get things done, and they look at the leadership styles that emerge as a result.

Perhaps the best-known of these theories is French and Raven's Five Forms of Power. This model highlights three types of positional power – legitimate, reward, and coercive – and two sources of personal power – expert and referent (your personal appeal and charm). The model suggests that using personal power is the better alternative, and that you should work on building expert power (the power that comes with being a real expert in the job) because this is the most legitimate source of personal power.

Another leadership style that uses power and influence is transactional leadership. This approach assumes that people do things for reward and for no other reason. Therefore, it focuses on designing tasks and reward structures. While this may not be the most appealing leadership strategy in terms of building relationships and developing a highly motivating work environment, it often works, and leaders in most organizations use it on a daily basis to get things done.

Similarly, leading by example is another highly effective way of influencing your team.

Effective Leadership Styles

As we mentioned above, transformational leadership is often the best leadership style to use in business.

Transformational leaders show integrity, and they know how to develop a robust and inspiring vision of the future. They motivate people to achieve this vision, they manage its delivery, and they build ever stronger and more successful teams.

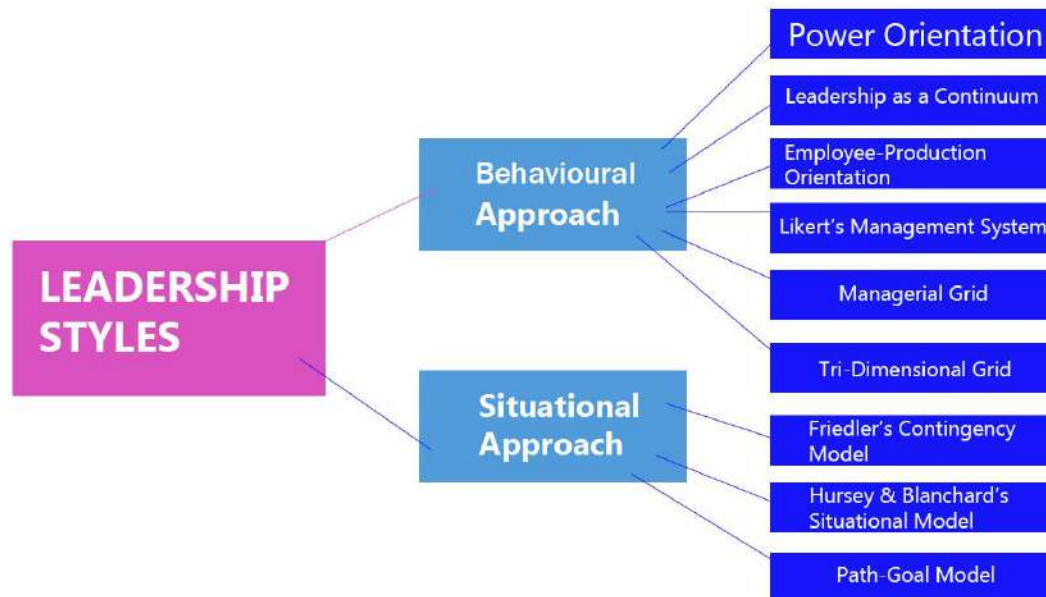
However, you'll often need to adapt your style to fit a specific group or situation, and this is why it's useful to gain a thorough understanding of other styles.

Key Points

Over time, several core theories about leadership have emerged. These theories fall into four main categories:

1. Trait theories.
2. Behavioural theories.
3. Contingency theories.
4. Power and influence theories.

"Transformational leadership," is the most effective style to use in most business situations. However, you can become a more effective leader by learning about these core leadership theories, and understanding the tools and models associated with each one.



5. EFFECTIVE LEADER AND COMMUNICATION

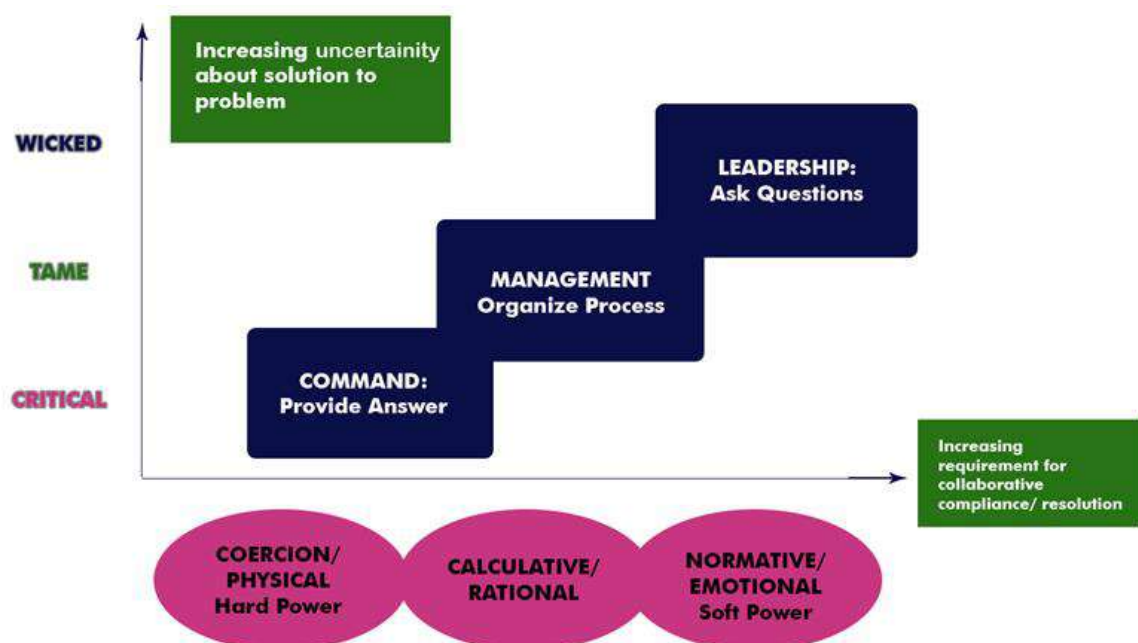
Introduction

Effective and accurate communication act as an important factor to grow as an efficient and successful leader or manager. To achieve professional success managers must be effective and convincing communicators. It is important that managers and their teams must learn the how to communicate perfectly as this will not only help teams to complete their projects successfully, but also enable organizations to achieve success and growth (Lee Froschheiser). According to many researchers, leader is one who has an ability to take charge, direct, encourage, or stimulate others. They have an attitude to convince others and to make them follow the goals or the participles defined by them. They are results oriented hence, well trained and expert in controlling difficult to difficult conditions and help to enhance the outputs of teams working with him. A leader could be anyone, as the person who has charge taking attitude is a leader. He could be a prime minister of any nation or an executive working in an organization. These people have cluster of leadership qualities, but are not able to lead if they are not good communicators. Communication enables them to share what they have and what they expect from others. So, it is effective

communication, which makes leaders to lead successfully (Frese. et.al. 2003, Deborah J. Barrett, 2006). Good communication skills help to develop better understanding and beliefs among people inspire them to follow the principles and values which their leader wants to inculcate in them. In the absence of good communication skills, a manager fails to achieve the goals set by him and by the organizations and a makes him an ineffective leader. By interacting more efficiently with his team and colleagues, a manager can increase his potential and will be able to get work done by members of his team. Good leaders are very well aware with the fact that productive communication is not a one way process rather there are two key factors which complete communication process: speaking and listening with understanding. They know that they cannot make this process continues until unless they are heard and understood appropriately by their team members. To make this process smooth an effective manager has well planned objectives in his mind which he has assumed to be achieved after communicating. For achieving the objectives of the communication leader imagines the opinion, emotions and knowledge level of the receiver and prepare action to support communication so as to make others understand the message wants to deliver. He delivers the well planned messages with persuasion and relates them to the aim and objectives to be achieved with the help of communication. Asking for conformation or understanding of the message indirectly is one of the key note qualities of a good leader. While receiving any message, he keeps all his doors open and try to figure out the main idea. Even in case of negative feedback he doesn't lose his heart and take it as an opportunity to learn new things. He always tries to understand the weak points and analyse the usefulness of the communication. In case of miscommunication taking corrective measure to rectify the mistake is also important and must be done by the managers or leaders. Hence, to establish oneself as a great and effective leader one must be an effective convincing communicator and needs to learn skilfully the art of extraordinary communication, this would further support manager and his team to attain new levels of quality leadership. Ethos is also acting as an important aspect of effective leadership. It is must for a leader to be sensitive towards moral ideologies. According to a research on leadership, the trust is a factor which any individual wants to have before following anyone enthusiastically in any situation, whether it may be a battleground or meeting room and want to get assured that the leader they are going to follow is truthful and ethical (James Kouzes and Barry Posner, 1993).In developing this trust factor a leader must be able to share his vision with them by interacting with them. Hence, for effective leadership, effective communication serves as a significant ingredient.

II. Communication: A Vital Aspect to a Leader's Fate The utmost essential key to great leadership is communication (Towler 2003). A Leader is among one of the employees with exceptional skills set and in one situation or another he has potential to step forward to take charge and mentor others who lack experience and skill set, tries to inculcate skills by motivating them and help them in achieving their individual, team and organizational targets. To become a great leader one should be a great communicator. Great leaders are always considered as first-class communicators, they have a clear set of values and they always believe in promoting and inculcating those values in others. It is due to this reason that their teams appreciate them and follow them as a leader. Being great communicator does not mean great talker. There is a big difference between the two, the thrust IJMBS Vol. 5, Issue 3, July - Sept 2015 ISSN: 2230-9519 (Online) | ISSN: 2231-2463 (Print) 44 www.ijmbs.com International Journal of Management & Business Studies of gaining more knowledge separates excellent communicator from a good talker, who lack knowledge and get confused while interacting with others, whereas great communicator speak in confidence and never get confused because of the knowledge they possess. They have ability to connect to passions and ambitions while communicating their ideas with others. They are aware of the thing that if fails to connect with the audience they might not be able pass their idea to them and purpose of communication will not be achieved. The best communicators always have a unique quality of listening peacefully to what others are speaking. This makes them good observer and enables them to read a person or group's mind by analysing the attitudes, behaviour, activities, ideals, anxieties and are able to modify their messages according to the situation. Leaders who communicate effectively to encourage and stimulate their people are considered to be the best leaders or managers. They ensure work, discipline, and a sense of responsibility among team members. They have strong and precise set of working principles and believe to incorporate the same in their teams and because of this they are highly appreciated and followed by their team members (Lee Froschheiser). When a leader inspires his team, group or people around him by communicating his ideologies and aims perfectly make them enough efficient to perform the entire assigned task effortlessly that concept is Leadership communication. It has been observed that all the managers or leaders are mostly busy in communicating with one or another while working and spend 70 to 90 percent of their time in group or team interactions every day (Mintzberg, 1973; Eccles & Nohria, 1991) and there is a significant increase in this percentage with the invention of new communication technologies like mobile phones, e-mail, messaging, social sites, etc. This vast percentage of time spent by managers in communicating highlights the importance strong communication skills for

leaders who want to expand their leadership positions. Even many researches have explained the concept that it is effective communication that takes an individual from lower level to the leadership spot. In fact, it has been proved that individual who can communicate exceptionally, capable of taking significant decision and are able to get the work done by others is recommended more frequently for leadership position in an organization (Bowman, Jones, Peterson, Gronouski, & Mahoney, 1964). Good communication skills support in creating an atmosphere for exceptional understandings of what is being communicated and encourage teammates to blindly follow their leader. Thus, to become an expert in leadership communication is indispensable priority for managers who want to attain excellence and remarkable growth in their professional career. A leader should make sure that communication is continuous and also ensure the appropriate use both informal and formal approaches (Bill Back). It is very good to use a combination of formal and informal approaches while communicating. Informal means of communication helps to get exact and more regular evaluations to report concerns more rapidly. Informal interaction during breakfast meetings, roundtable meetings are always proved effective and helpful for discussing and finding solutions of various issues like trust and credibility whereas formal approaches require proper planning and execution.



III. Leadership Communication

Leadership communication is defined as inspiring and encouraging an individual or a group by systematic and meaningful sharing of information by using excellent communication skills. Leadership communication is a complex process which starts from developing strategy for communicating, writing precisely and then speaking effectively to control difficult situations. Leadership communication has three major aspects: Core, Managerial, and Corporate. With an increase in leader's portfolio there is a need to improvise communication skills to manage large horizon and to become much more effective all possible situations. So, complexity increases with an increase in the level of leadership. The Core Aspects Approach includes writing and speaking: these are the individualized skills and are required to be expanded, to lead and manage bigger groups or teams. Expressive cultural understandings, listening patiently, team management and team meetings, providing training facilities and mentoring are the skills which aid to manage huge groups and are Managerial Aspect Approach of leadership communication. The Corporate Aspects Approach are the skills required at much higher levels of leadership, and there is a need to interact with an external sphere, skills which are most needed: maintain employee relations, communication during change and crises, media associations and image building. For an organization the biggest challenge these days is to win the trust of its employees, business partners and customers. An organization with leaders who are skilful enough to communicate responsively and frequently with perfectly planned and dedicated communication policies, to help to encourage not only employees, but business partner and customers as well to trust on the organization. Now the question comes, why a leader is required to build trust among stakeholders? The answer to this question is; Leaders are the individuals who are followed by many peoples because they trust him. They don't follow the leader they cannot trust on (Diane Bean). Trust is an influential tool that can increase reliability, integrity and gives you an added advantage in case uncertainty. One cannot build trust as trust cannot be built, but gained or earned. For good and efficient leaders it is easy to earn trust because they know the value and importance of building and sustaining trust. Leaders have to put all possible efforts with the help of their teams which encourage business partners to have faith in the organization's leadership. Communications plays significant role in building trust by creating an environment which empowers leaders to lead efficiently motivating employees to work and achieving the ultimate goal (Jodi Macpherson). It becomes very challenging for a leader to stimulate, involve and hold their most brilliant team

members if the leader won't trust their messages (Kaufman). If the employees have trust on their leader and are very well aware with what is going around, they will be most gratified and energized. By sharing essential information with employees, leaders can develop a culture of trust and can easily build associations with employees and other business channels that facilitate organizations to grow more rapidly. Trust building activities include communication management, sourcing the right networks, positive conversation about what else to be done and feedback of communication. Trust is essential because it is the trust of the people that has the capability to create a vast form slight and convert major into minor. Hence, it is must for an organizational leader to make sure that the people associated with them contain trust factor.

IV. Leadership Styles Influencing Communication As we already know that communication has a great impact on effective leadership precisely the same is the case with leadership styles. Different leadership styles also influence communication process. There exists a vice-a-versa relation between the two (Benita Zulch, 2014). Following are the styles of leadership which affects communication: ISSN: 2230-9519 (Online) | ISSN: 2231-2463 (Print) IJMBS Vol. 5, Issue 3, July - Sept 2015 www.ijmbs.com International Journal of Management & Business Studies 45

A. Style According to the Situation

The style of leadership is concerned with the practice and use of diverse leadership styles under unlike situations according to the need of audiences and personal leadership qualities. Under every situation the communication gets affected as some situations demand direct and strict communication and in other situation leader has to opt for indirect ways of communication. This can even make communication an effective process sometimes or may lead to mis-communication.

B. Goal Oriented Leadership Style

Every leader has a vision or goal for him and for his team. This vision or goals are synchronized with organizational aims and objectives. The leaders have to communicate the vision and goals to his team so as to motivate them to achieve them with efficiency. He communicates in a way so that he will be able to make others see what he is expecting from them. Team Involvement, effective listening, clear and timely communication is the main feature of this style. This style of leadership makes communication an effective communication.

C. Directive Leadership Style

In this style of leadership the leader helps his teams to achieve their personal work targets and team targets by telling them the appropriate methods and showing the right directions to achieve those goals. He acts as a director, who support and enables his team to follow the path which leads them to achieve their goals more easily and perfectly by communicating effectively.

D. People Centric or Employee Orientated

According to this there are two types of employees working in a team: active and lazy. The active category includes those employees who are self-motivated and enthusiastic to work hard for accomplishing the tasks given to them. Another one is those who need regular motivation and encouragement to perform their duties. Here the leadership style is *people centric* as the leader have to be in regular touch and communication with these employees to get the work done. The leader has to make strategies in accordance to employees to make them attached to their work. Communication is an important part of this leadership style.

E. Leadership Style According to the Intellectual Level

It is believed that a leader must adjust his leadership style by keeping in mind the intellectual level and maturity of the employees. Here maturity does not refer to the sensitivity or age, but it means work stability, tendency to handle complex situations, potential of achieving given target. Effective leaders always try to maintain a good balance by adjusting the leadership method which further has an influence on communication.

F. Behavioural Leadership Style

This style of leadership differentiates among two elementary ways of leadership; one is work-orientated and the other one is individual orientated. Accomplishment, inspiration, readiness and aptitude to take accountability, learnings and knowledge regulate the blend of this style. This leadership style does not depend on so many ways, but it hinges on the situation, *where and why it has to be used*. The consequence of this style is that during communication, associations must have sufficient consideration to make interaction a successful one.

G. Action Based Leadership Style

This style recommends that the leader should give emphasis to three main duties; assignment, group and individual. A leader must have to concentrate on the assignment given, the team working on that assignment and individual

issues of the team members and should try to meet the deadlines by focusing on each one at different times. Here, the main drive of the team is to get the work done and the leader has to uphold the focus of the team to Achieve objectives. It is essential for a leader to boost and increase the balance between the needs of the tasks, team and individuals by regularly and effectively communicating with them.

V. Barriers to Effective Leadership Communication.

Communication simply means to transfer the information or message from one individual to another or to a group. Whereas effective leadership communication means transferring message by keeping in mind the understanding and ability of the receiver and to make sure that the receiver will be able to find the exact meaning of the message or information passed to him. Effective leader while communicating must ensure that there would be no chance of any kind of mis-communication or misunderstandings. But, on the basis of previous studies, practically it is not feasible for a leader to make all the communication effective as many barriers like noise, disturbance, unique understanding levels and different cultural backgrounds make it difficult to make communication effective. While communicating in a group, although all good leaders try to keep in mind the listener's point of view, but still it becomes difficult to make everyone to understand, what exactly a leader wants to deliver. The problem in communication arises from the disturbances or barriers in the transmission, either by the leader or by the receiver.

The some of the barriers are as which affects good and effective communication are as follows:

- Lack of planning and purpose before communicating with others restrict a leader to communicate effectively with his team.
- Even if the planning is done by a leader before communicating, but without keeping in mind the nature of audiences will make communication process ineffective.
- Choice of inappropriate tools and techniques by a leader for doing communication with the team will act as a barrier and reduces the level of exact understanding of the communication done.
- Choosing wrong language as a communication medium is also one of the biggest barriers which make leader communication ineffective.
- Lack of trust on each other and disrespect is another factor which makes leader communication ineffective

- Wrong assumption about listener by ignoring their emotions and sensitivities, alter communication into miscommunication.
- Use signals, postures and gestures which do not support the words used during communication.
- Ignoring the feedback aspect while communicating is also a barrier.
- Lack of self-confidence, values, courage, and knowledge also stops communication becoming an effective one
- Lack of major leadership qualities also makes a leader to communicate ineffectively.
- Inability to adapt to changes is also a strong barrier.

These are the some of the barriers which hinder the effective communication process and affect leadership communication abilities of a leader.

To get rid of these barriers they need to attain mastery in core skills which added to experience will ensure that these barriers are dealt with.

VI. How Communication Improves Leadership Qualities:

Suggestion/Principles of effective leadership communication. Communication was earlier considered as a soft skill which has no impact on organizations. Even while hiring individual communication skills never was a major criterion for hiring. But the concept has been changed; communication has a very large impact on business. It is assumed that effective communication with the leaders stimulates employees stay engaged and to perform their duties efficiently (Diana Clement, 2008). Good communication involves a pre prepared plan. Leader's communication must match with his actions and should be two-way communication. Sharing of bad news must be done face-to-face in an effective manner so as to reduce its direct impact. The root cause of many problems is the improper and untimely sharing of information or communication. Effective communication management is a principal leadership skill. Here mentioned some communication principles to become an excellent leader:

- A leader must be confident enough, while communicating with others. People must believe the communications made by their leaders. Lack of confidence while communicating, can make team members uncomfortable, and unenthusiastic about their work. Confidence helps a team to work together to achieve desired goals.
- True leaders always have to communicate the rules clearly to his team and should follow those rules himself, which he expects to be followed by others

and must communicate indirectly to his team that he is capable enough to do what he expects from them. He must lead his team by setting examples himself.

- A great leader must be energetic and self-motivated while communicating. If the leader is doubtful, negative or disconnected, no one in the team could relate to him. Only highly energetic and self-motivated leaders are considered as effective leaders because they have vast potential to motivate and to raise the morale of their teams.
- Great leaders must be steady and trustworthy while they communicate. There must be a value, grace, and regularity when they interact with their teams, but can also modify according to the listeners. They have to upgrade their personality as a trustworthy communicator to develop trustworthiness among his team and various business channels. A quick change in attitude is not considered as leaders beat quality.
- A good leader must always be easy to approach without any barriers, if the team members are left with doubt about the information shared during the communication process. He should be readily available to his team and to other channels as well. Inaccessibility makes a leader unsuccessful and incompetent.
- A leader to become effective must have a clear thought process. There must be clarity in opting communication techniques, channels and approaches by keeping in mind the intellectual level and understanding of the listeners. He must very competent to manage multifaceted things and will be able to convert them into simpler form to make his team understand and to perform extremely well.
- Communication by leaders must be clear, brief and also he should value thoughts, ideas and feeling of others. An excellent leadership required to admire all cultures, knowledge, education, moral values, different demographics and communication inclinations.
- It is must for a leader to establish a transparent system of communication. There should be no space for any grapevine to develop. Until unless very confidential, there will be no secret between the leader and the team.
- A leader should be very much focused and stable while communicating with his team because during difficult situation team depend on leader effective communication for the getting stability and solutions.
- Strong leaders should be comprehensive in communication and must try to overcome differences positively and practically.

- A leader must also emphasize on effective listening rather than completely focusing on effective speaking, because to hear patiently is as significant as to say effectively.
- A great leader must always concentrate on communicating with teams rather than simply sharing information with them because communication can inspire opinions, approaches, and activities whereas information means just to inform.
- For a leader communicating without fear is most important, he should communicate without keeping in mind the fear of doing blunders or errors. In case, where a leader ends up with some errors, he should admit them openly to gain trust and respect of the team members.
- A leader has to be sure while sending messages to his team because a wrong message may end up in conflict and difference in opinion. The message should be clear, precise and properly written.
- A leader must communicate with an open mind and always welcome suggestions and ideas for improvement in his style and for enhanced learning.
- A leader must swap his ego with understanding as ego hinders learning and decrease the appreciative tendencies which may lead to many problems among team members.
- A leader must be aware of what he is speaking to his teammates. The communicator must select a message without any ambiguity.

A Leader must have full knowledge of the subject he is about to discuss to avoid confusions.

- A leader may not have time to communicate with all team members individually, so he must develop an art of interacting with individuals even if they are in groups. He should address the group in such a manner that it seems like he is talking to all individuals solely. Not only the above mentioned principles, but there are some more which show that leadership communication is about inspiring others to achieve great things
- A leader must be skilful in narrating stories and using anecdotes while communicating this aid to instigate understandings and behaviours of associated groups
- For a good leader it is must repeat the message several times until unless the last member of the group will understand the meaning of it. This repeating of message or information during communication help to increase the productivity as each one become able to understand the idea or concept.

- A leader must be aware with the use of all communication technologies and channels like, face-to-face meetings, video conferences, telephone conferences, emails, etc. to keep in touch with all his teammates and to motivate them time to time.
- An effective leader must always encourage feedback system to improve workplace environment. Feedback will help to overcome shortcomings and to rectify errors if any.

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VII. Limitations

The main thoughts presented in this paper have highlighted the general knowledge and understanding of basic leader's communication, but still there exist more literature that should be reviewed to perfect one's communication skills

VIII. Conclusion

As stated in the introduction, ample studies and researches have been done with the same purpose of identifying that how communication and leadership are interrelated to each other.

Why excellent communication skills are required to manage a team at workplace or to manage an organization efficiently?

How communication gets affected by the different leadership styles?

What all are the qualities which make a leader a perfect communicator?

In concluding lines we can state that effective communication and leadership together gives an effective leadership communication.

A leader cannot become an effective leader until unless he is an excellent communicator and must use his this ability to let individuals follows him. He must have knowledge and will be able to communicate that knowledge to others at work. Must have the competences to motivate team to achieve which seems to be impossible for others.

Communication makes a leader effective who develops better understanding in teams. These understanding bring a sense of trust in employees on the leader and on each other, work together, which further reinforce congenial relations

with team members and creates an excellent work atmosphere. While working with such a good, healthy, positive and congenial environment they get motivated and enthusiastic to work much harder.

This dedication towards their work makes it easy to achieve their targets quickly and hence their productivity increases.

On the basis of this conclusion the author has proposed a conceptual model of effective leadership communication in Fig. 1. There is another point of view that different leadership styles also have an impact on communication. As different communication styles have an impact on leadership similarly different leadership also influences communication (Benita Zulch, 2014). With a change, a change in style the impact of communication also alters. In some of the style like where the leader has to handle a tough or critical situation he need to be little hard and leadership style will become authoritative, but must have a control on his communication otherwise it may become a miscommunication or an ineffective one. In another example where has to deal with a group with different work attitude and styles here he needs to be more people centric and should communicate in a way that he will be able to communicate at individual levels even while interacting with a group. At the end, we can say that both communication and leadership are linked deeply and cannot be done on individually. But still there is no as such explanation or clarification to these questions as concepts may vary person to person and every individual has his own perception about the things happening around. On the basis of the above discussion and understanding of the concept, Author has designed a Conceptual Model for effective leadership communication. According to this model Effective communication and leadership together develops better understanding among team members and the leader or manager. More understanding inculcates the trust factor which is very important to work together. Trust gives congenial relations which further helps to build a good working environment where employees feel motivated and enriched with self-confidence and work in coordination and this coordination yields best of their performance by accomplishing the given targets; individual as well as team targets.

We all have someone that comes to mind when thinking about great leaders whether it's a colleague, a political figure, or someone from your personal life.

Regardless of who these people are, they all exhibit certain traits that set them apart. It's one thing to lead — but yet another to be a strong, effective, and successful leader.

The secret to standing out are these key principles of effective leadership communication that drive collaboration and success. Anyone can take charge, but you need the right tools and skills to be the best.



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6. WHAT ARE THE CHARACTERISTICS OF SUCCESSFUL LEADERS?

Based on our research, we've found that great leaders consistently possess these 10 core leadership skills:

- Integrity
- Ability to delegate
- Communication
- Self-awareness
- Gratitude
- Learning agility
- Influence
- Empathy
- Courage
- Respect

Integrity

The importance of integrity should be obvious. Though it may not necessarily be a metric in employee evaluations, integrity is essential for the individual and the organization. It's especially important for top-level executives who are charting the organization's course and making countless other significant decisions. Our research show that integrity may actually be a potential blind

spot for organizations. Make sure your organization reinforces the importance of integrity to leaders at various levels.

Ability to Delegate

Delegating is one of the core responsibilities of a leader, but it can be tricky to delegate effectively. The goal isn't just to free yourself up — it's also to enable your direct reports, facilitate teamwork, provide autonomy, lead to better decision-making, and help your direct reports grow. In order to delegate well, you also need to build trust with your team.

Communication

Effective leadership and effective communication are intertwined. You need to be able to communicate in a variety of ways, from transmitting information to coaching your people. And you must be able to communicate with a range of people across roles, social identities, and more. Follow these 5 tips to be a more effective communicator, and learn how better conversations can improve your workplace culture.

Self-Awareness

While this is a more inwardly focused skill, self-awareness is paramount for leadership. The better you understand yourself, the more effective you can be. Do you know how other people view you, or how you show up at work? Take the time to learn about the 4 aspects of self-awareness, and how you can dig into each component.

Gratitude

Giving thanks will actually make you a better leader. Gratitude can lead to higher self-esteem, reduced depression and anxiety, and even better sleep. Few people regularly say “thank you” at work, even though most people say they'd be willing to work harder for an appreciative boss. Follow these tips for giving thanks and practicing more gratitude.

Learning Agility

Learning agility is the ability to know what to do when you don't know what to do. If you're a “quick study” or are able to excel in unfamiliar circumstances, you might already be learning agile. But anybody can foster learning agility through practice, experience, and effort. Explore the 4 elements of learning agility to get started.

Influence

For some people, “influence” feels like a dirty word. But being able to convince people through logical, emotional, or cooperative appeals is a component of being an inspiring, effective leader. Influence is quite different from manipulation, and it needs to be done authentically and transparently. It requires emotional intelligence and trust-building. Find out how to build the 4 keys to influencing others.

Empathy

Empathy is correlated with job performance. If you show more empathy towards your direct reports, our research shows you’re more likely to be viewed as a better performer by your boss. Empathy can be learned, and in addition to making you more effective, it will also improve work for you and those around you. Organizations can follow these 5 steps to encourage empathy at work.

Courage

It can be hard to speak up at work, whether you want to voice a new idea, provide feedback to a direct report, or flag a concern for someone above you. That’s part of the reason courage is a key skill for good leaders. Rather than avoiding problems or allowing conflicts to fester, courage enables leaders to step up and move things in the right direction. Learn more about why a positive workplace environment and culture requires courage and truth.

Respect

Treating people with respect on a daily basis is one of the most important things a leader can do. It will ease tensions and conflict, create trust, and improve effectiveness. Respect is more than the absence of disrespect, and it can be shown in many different ways. Explore how you can cultivate a climate of respect at work.

Putting It Together: The Characteristics of a Good Leader

While successful leaders may exhibit these 10 leadership skills to varying degrees, all good leaders leverage at least some —or most — of these characteristics. Together, they make up the backbone of leadership across leader levels, industries, and continents. Without these skills, true leadership is impossible.

If you don’t feel like these characteristics of a good leader adequately describe you, don’t panic — there are ways for you to improve on your leadership capabilities, including all 10 of these core skills. We believe that leaders are not

born, but made. We know that leaders are molded through experience, continued study, and adaptation. In other words, you can strengthen any of these 10 characteristics and qualities of a good leader if you're open to growth and you put in the time and effort towards self-improvement. Similarly, organizations can help their people hone these skills through leadership development training and real-world experience.

It's also essential to realize that leadership is a social process. Leadership isn't a destination — it's something that you'll have to work at regularly throughout your career, regardless of what level you reach in your organization. Leadership is less about a strong or charismatic individual and more about a group of people working together to achieve results. That's why we say that leadership is a journey — different teams, projects, situations, and organizations will require you to apply these skills in different ways.

We teach our program participants that leadership consists of 3 elements: direction, alignment, and commitment. If you demonstrate several of the characteristics of a good leader but fail to grasp this, chances are you won't get very far on your own. You may be well liked and respected, but it will be challenging to accomplish team or organizational goals without agreement on objectives, coordination to meet them, and a dedication to making it happen.

Organizations can foster deeper levels of leadership at work through a variety of development opportunities ranging from on-the-job learning to an offsite leadership development program. But individuals don't have to wait to begin strengthening these characteristics and qualities of a good leader within themselves — you can start today using some of the tips above.

8 Must-Have Qualities of an Effective Leader

As well as providing direction, inspiration, and guidance, good leaders exhibit courage, passion, confidence, commitment, and ambition. They nurture the strengths and talents of their people and build teams committed to achieving common goals. The most effective leaders have the following traits in common.

Share Their Vision

A leader with vision has a clear idea of where they want to go, how to get there and what success looks like. Be sure to articulate your vision clearly and passionately, ensuring your team understands how their individual efforts contribute to higher level goals. Personally working toward your vision with persistence, tenacity, and enthusiasm will inspire and encourage others to do the same.

Lead By Example

As a leader, the best way to build credibility and gain the respect of others is to set the right examples. Demonstrate the behaviour that you want people to follow. If you demand a lot of your team, you should also be willing to set high standards for yourself. Aligning your words and actions will help to build trust and make your team more willing to follow your example.

Demonstrate Integrity

A leader with integrity draws on their values to guide their decisions, behaviour, and dealings with others. They have clear convictions about what is right and wrong and are respected for being genuine, principled, ethical and consistent. They have a strong sense of character, keep their promises, and communicate openly, honestly and directly with others. Displaying integrity through your daily actions will see you rewarded with loyalty, confidence, and respect from your employees.

Communicate Effectively

The ability to communicate clearly, concisely and tactfully is a crucial leadership skill. Communication involves more than just listening attentively to others and responding appropriately. It also includes sharing valuable information, asking intelligent questions, soliciting input and new ideas, clarifying misunderstandings, and being clear about what you want. The best leaders also communicate to inspire and energize their staff.

Make Hard Decisions

To be an effective leader, the ability to make fast, difficult decisions with limited information is critical. When facing a tough decision, start by determining what you are trying to achieve. Consider the likely consequences of your decision and any available alternatives. Make your final decision with conviction, take responsibility for it and follow it through. Being a resolute and confident decision-maker will allow you to capitalize on opportunities and earn the respect of your team.

Recognize Success

Frequently and consistently recognizing achievement is one of the most powerful habits of inspiring leaders. For people to stretch themselves and contribute their best efforts, they need to know their work will be valued and appreciated. Find ways to celebrate the achievements of your people, even if it's through a simple 'well done.' As well as boosting morale, it will also strengthen their motivation to continue giving their best.

Empower Others

Great leaders understand that for people to give their best, they must have a sense of ownership over their work and believe that what they're doing is meaningful. Communicate clear goals and deadlines to your team, and then give them the autonomy and authority to decide how the work gets done. Challenge them with high expectations and encourage them to be creative and show innovation.

Motivate and Inspire

The best leaders drive their team forward with passion, enthusiasm, inspiration and motivation. Invest time in the people you lead to determine their strengths, needs, and priorities. As well as making them feel valuable, this will help you to understand the best way to motivate them. Continually reinforce how their efforts are making a difference, and encourage the development of their potential with meaningful goals and challenges.

Let's explore the top 10 principles for great leadership:

10. Openness

Successful leaders communicate with an objective of gaining understanding from the person they are interacting with. Keep an open mind when communicating with your team to see things from their point of view; it will make it easier to explain what you want from them if you put yourself in their mind-set.

9. Lead by Example

As a leader, you need to exemplify the qualities that you expect to see in your employees. Instead of telling employees what you want them to do, show them

by setting an example. Since leaders are in a position of influence, they need to face obstacles with confidence, determination and a positive attitude because you set the stage for the rest of your team. If you wouldn't take your own instruction, why should they?

8. Personalization

One thing I've always respected about great leaders is their ability to make everyone in a room feel like a VIP. When these people give speeches, they make you feel as if they are speaking directly to you, even though there might be thousands of people in the crowd. On a smaller scale, getting to know your employees on a more personal level and making it a point to say hello in passing can go a long way in getting your team behind your vision.

7. Prioritize

There are a few facets to this principle. First, and most importantly, a strong leader knows that time is valuable and communication can take up a lot of it if conducted poorly. Prioritizing your communications is important because if you waste employee's time, they'll be less productive. Communicate exactly what you want from your team by stating the goal of the task, how long you expect it to take, any resources they'll need, and finally any relevant details that might help streamline the process. Keeping emails short and concise is part of this, as well.

6. Avoid Monologue

Don't talk TO your team, talk WITH them. People are more receptive to a dialogue-type of communication than if they feel they are being commanded to do something without any chance for their input. Approaching communication this way will help you to gain understanding and insight into the inner workings of your team, which is a valuable thing to know for the future.

5. Clarity

Effective leadership communication is clear and simple. Don't be vague when discussing what you want from your team, make sure they know exactly what you expect and when you expect it. If they don't understand what you're saying

to them they won't know what they should be doing. You lose productivity when they have to circle back around to you for clarification on important information.

4. Trust

One of the most important things a leader must establish for effective communication to take place is trust. If your employees don't respect you, they won't listen to you. Simple as that.

3. Critique

Feedback is one of the most valuable things you can give to your employees (other than a pay check). The key is to give praise when it's due, and give constructive criticism where it's applicable. It's true what they say, you really do attract more bees with honey than you do with vinegar. Think of feedback as a positive means to a more productive end. Employees will appreciate that you took the time to tell them how they can improve, and that you see potential in them.

2. Listen

Communication is a two way street. You have to be a good listener before you can start talking. Listen to the interests of your team and get a feel for their perspective on how to achieve goals. Effective listening will help you build relationships, solve problems, ensure understanding, and improve accuracy. Taking a moment to listen will help you waste less time in the long run, making you more productive.

1. Inspire

The number one principle of effective leadership communication is the ability to inspire those around you. As a leader, you have a vision of success that you want to achieve with the help of your team. It's up to you to rally your team around that goal and help them embrace the vision, too. Inspiration is the fuel that keeps everyone working hard toward the ultimate goal, and great leaders know this. Think again of those great leaders we brought to mind earlier, and I

bet you're familiar with at least a few inspirational quotes attributed to them. Inspiration is the motivation behind success. Inspire greatness today for success tomorrow.

Now that you know the secret behind great leadership is as simple as effective communication, you can start using these principles in your own interactions to grow as a leader.