

Reading Summary 2

Sara Gulbranson

Crown College

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**Part 1**

I was impressed with the value of in-person, verbal communication, and learned some important communication tools. Communication media should be rich, especially when the material is vague or easily misconstrued. Communication provides company cohesion and fuels employee motivation. (Griffin, Gully, & Phillips, 2017) A manager's in-person, regular, verbal communication with his team can create a safe work environment and increase productivity.

I pondered situational leadership theories. Views of leadership have transitioned from a focus on leadership traits to leadership behavior. Leadership styles each have their own niche situation for maximum effectiveness. A leader's style may not fit the situation he finds himself in. In such a case, according to the LPC Theory, since a leader cannot easily change his leadership approach, he should seek to change the situation to match his leadership style. Conversely, the Path-Goal Theory supports a leader's ability to adapt his leadership to the situation. The relationships between a subordinate's locus of control and perceived ability, a supervisor's directive or participative leadership, and the work environment impact a leader's situational effectiveness. (Griffin, Gully, & Phillips, 2017)

I discovered factors that neutralize leadership, as well as, an arsenal of influence tactics. A newly hired manager's leadership may be neutralized by his team cohesiveness and high-performance norms, the organization's lack of motivational rewards, or by constraints placed on performance. Influence tactics include coalition, consultation, exchange, ingratiation, inspirational appeals, legitimizing, personal appeals, pressure and rational persuasion. When seeking to influence others, leaders must be patient, connect both logically and emotionally, and avoid initially presenting their ideas too strongly. (Griffin, Gully, & Phillips, 2017)

## Part 2

Communicating regularly, maintaining personal integrity and using influence tactics will enable me to lead my team effectively. I must operate out of personal integrity in my communication with others. I must put aside my introvert tendencies and proactively engage daily with subordinates through verbal and honest communication. Work relationships will help create the trust needed to navigate conflict situations, effectively coach and influence my team toward company objectives. I must guard my own heart against personal agendas and hold firmly to Christian values so that I am not easily influenced towards the negative use of politics. Trying a variety of influence tactics will help me discover which work best for different situations and personalities.

During the job interview process, searching out my potential supervisor's leadership style and his team's environmental factors will help me secure the right job-fit. Regardless of whether leadership styles are situation-adaptable, I think it is wise to find a company that will mesh well with my current leadership style. Likewise, I need to evaluate my potential superior's leadership style as more participative or directive. I have a high locus of control but a low perception of my ability to perform. (Griffin, Gully, & Phillips, 2017) Directive leadership provides clear expectations that build my confidence in the ability to do my job well. Once I feel confident, I prefer a participative leader who provides freedom and resources to improve my work performance but also provide some feedback. I would hope to find a complementary relationship between his leadership style and the work environmental factors (Griffin, Gully, & Phillips, 2017).

Contemporary leadership views supporting management's role as a coach piqued my interest in corporate training (Griffin, Gully, & Phillips, 2017). The importance of rich media

also caused me to consider the medium I would use to develop training programs. Many training resources are conducted online without a live teacher. However, in-person training offers several advantages over the immediate attractiveness of technology. Corporate trainers embody a company's values in the richest media possible when they conduct in-person training. In-person training helps to establish an on-going understanding of the value a company places on its role to mentor its employees and can create a safe environment for reciprocal communication.

### **Part 3**

As a leader, I want to be intentional to connect in-person, daily with my subordinates both on a personal level and in relationship to their work. Connecting daily could be as simple as always making eye contact and greeting subordinates when they arrive for work or when crossing paths in the hallway. Learning a few details about a person's interests outside of work can be a neutral and safe way to engage in small talk. Checking in daily on employee work goals and progress provides accountability and lets the employee know his contribution is valuable to his superior. His direct manager is the clearest picture of company values an employee may ever see and helps increase employee engagement.

Relationships are so important in the Bible that loving others is more commendable than faith, hope and even martyrdom (1 Corinthians 13:1-3, 13). The Bible validates the importance of in-person communication for building relationships and training. I realize that technology has greatly increased channels of communication since biblical times. However, even as Paul wrote instructional letters, he longed to be in-person with his audience (Romans 1:9-11; 2 Timothy 1:4). When Christ trained his disciples, they lived their lives together. Christians are supposed to regularly spend time together (Hebrews 10:25) and be hospitable (Romans 12:13). Christ is building a home in heaven so that we can be with Him (John 14:2, 3) Our need for personal

closeness is so great, that when Christ left, the Holy Spirit came (John 14:15-17). We can learn Who God is because Christ embodied His full deity (Colossians 2:9). Paul instructed believers to practice what he had modeled (Philippians 4:9). As we mentor others, I feel there is no complete substitute for the power of in-person mentoring and modeling. I would like to find a job where I can work, teach and mentor in-person.

I believe it is possible for some leaders to adapt their leadership style to accommodate the situation. Paul said that he became “all things to all people so that by all possible means [he] might save some” (1 Corinthians 9:22, New International Version). I believe God gifts us for the work He has for us, but He also shows His power in our weakness (2 Corinthians 12:9). It is important to have an accurate view of your own capabilities, but also be prayerfully open to unexpected opportunities God might bring (Acts 16:6-10).

### References

Griffin, R.W., Gully, S.M., & Phillips, J.M. (2017). Organizational behavior: Managing people and organizations (12th ed.). Mason, OH: South-Western College Publishing.