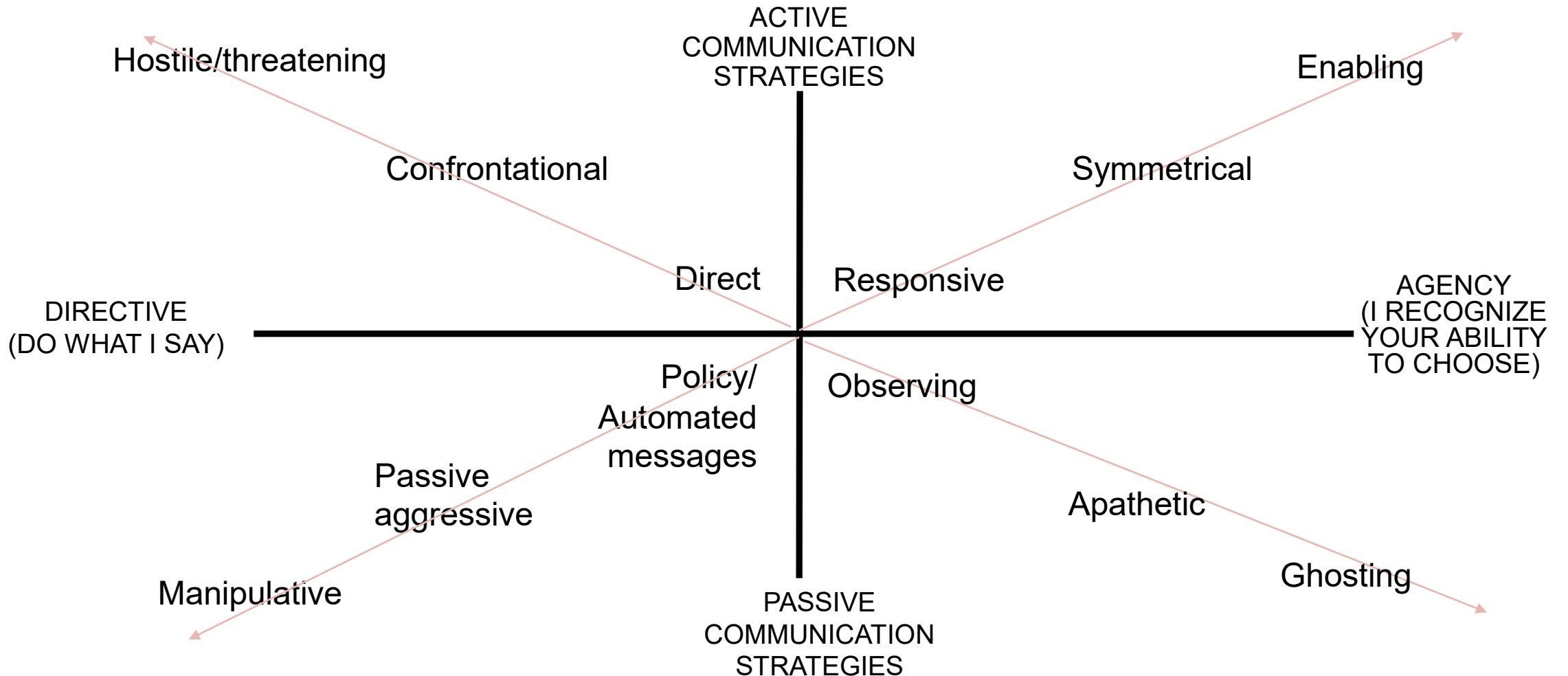


MATRIX OF APPROACHES TO LEADERSHIP COMMUNICATION



Leadership Communication Matrix Definitions

<p>Hostile/Threatening</p> <ul style="list-style-type: none"> • An irritable or negative tone • Overbearing/dominating • Low frustration tolerance • Humiliates, blames, attacks others • Use of fear appeals which detail punishment for non-compliance or threatens loss of resources, position, reputation, etc. • Use of “you” statements 	<p>Enabling</p> <ul style="list-style-type: none"> • Sees that the other is not performing well but communicate in ways that allow the poor performance to continue • Ignores or make excuses for the other’s poor performance • Conveys that the other’s performance is not that bad • Offers to do the work for them rather than teaching them to do it themselves, or communicating that it’s okay to leave the work undone • When the deadline passes, there are no consequences to non-compliance
<p>Confrontational</p> <ul style="list-style-type: none"> • Blunt tone • Focuses on the consequences of action or inaction • Use of language that demeans others/conveys that the sender is better than the receiver • Lacks interest in others • Unsolicited advice • Use of “you” statements 	<p>Symmetrical</p> <ul style="list-style-type: none"> • Symmetrical communication that makes the other feel equal-to • Active, regular communication • Non-directive in approach, assumes the other makes their own choices more than they follow orders (orders may be unclear/unknown) • Warm, caring tone, may become more personal than professional
<p>Direct</p> <ul style="list-style-type: none"> • Assertive tone • Concise and clear • States needs and wants effectively • Low use of subtlety and relational “fluff” 	<p>Responsive</p> <ul style="list-style-type: none"> • Uses an invitational rather than telling approach • Positive tone, expresses appreciation for the other’s contributions and affirms positive features of the work • Approach is collaborative and future-focused, well-resourced • Use of person-centered, positive questions to identify the best outcome
<p>Policy/Automation</p> <ul style="list-style-type: none"> • Information is impartial and applies to everyone • Assumes everyone is independently responsible for knowing the rules • Sent indiscriminately to all individuals, not personalized 	<p>Observing</p> <ul style="list-style-type: none"> • Monitors progress from a distance • Communicates when needed (but does not overcommunicate) • Non-competitive tone • More relaxed, possibly more relational approach
<p>Passive Aggressive</p> <ul style="list-style-type: none"> • Mutters to oneself or third party rather than confronting directly • Use of sarcasm • Denies problems • Appears cooperative “on the record” while purposely annoying/disrupting behind the scenes • Use of sabotage to get even 	<p>Apathetic</p> <ul style="list-style-type: none"> • Dispassionate tone • Lack of concern or interest in the other’s unique needs or wants • May respond if contacted but tends not to initiate
<p>Manipulative</p> <ul style="list-style-type: none"> • Calculated and scheming, secret agendas • Controls others for own benefit • Use tactics such as sulking, indirect requests for desires to be met, making others feel sorry or obliged to help • Patronizing, ingratiating 	<p>Ghosting</p> <ul style="list-style-type: none"> • Does not communicate at all • Avoids interactions • Ignores emails and voicemails • Does not offer assistance