

Chapter 11 - Leadership: Communication Approaches

THIS CHAPTER WILL DISCUSS:

1. How all group members can perform leadership functions.
2. The ways in which leaders emerge from previously leaderless groups.
3. The importance of group members' perceptions about leadership.
4. How charismatic leaders affect group performance.
5. Gender differences in leadership.

INTRODUCTION

In the last chapter, we described the trait, style, situational, and contingency approaches to leadership. All four have been very influential, and have led to expansions of our knowledge about such issues as what types of personality leads to people becoming leaders, what type of method leaders should use, and in what situations are particular types of personalities and particular types of leadership methods best.

However, none of the perspectives described in the last chapter take communication into serious consideration. Yet, in the context of group discussion, leadership occurs through the process of communication. Therefore, to have a complete understanding of how leadership works, we also need approaches that tell us what role communication plays in the leadership process. In this chapter, we will consider four approaches to leadership in which communication performs a critical role. We will also talk about whether there are gender differences in leadership.

THE FUNCTIONAL APPROACH TO LEADERSHIP

The functional approach to leadership first appeared at about the same period of time (the late 1940s and early 1950s) that scientists began questioning the trait and style approaches. As we discussed last chapter, some scientists responded to the problems with the trait and style approaches by adopting the situational and contingency perspectives.

As you recall, each of these approaches has a unique perspective on leadership. For instance, the trait approach is concerned with the permanent characteristics of a leader. The style point of view maintains that the method a leader uses is most important. The situational perspective looks for differences in leadership style across different circumstances. Finally, the contingency approach examines leadership by looking at the association of trait and situation. These four points of view all have one thing in common, however: All of them, in the end, are concerned with a particular person in a leadership role.

The functional perspective, in contrast, is concerned with the *behaviors* of a group. Specifically, the functional approach examines the behaviors that allow the group to reach its goals. In Chapter 8, we discussed how behaviors serve functions that help a group solve its task and maintenance problems. Certain behaviors serve as *leadership functions*. For instance, leadership functions include actions that serve to help the group perform its task and clarify the group's goals. They also include behaviors that help the group interact effectively and give members social support.

The functional approach maintains that a group need not have only one particular member who performs these leadership functions. Any group member can perform them. This means that any member can lead. If we accept the functional perspective, we have the potential to uncover

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Marco Cascella



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