**MANAGEMENT – FILL-IN-THE BLANK: SESSION 6**

**Fundamentals of Management 10th Edition**

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**Chapter Twelve: Leadership and Trust**

A Leader is someone who can \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ others and has managerial authority.

Leadership is the process of leading a group & influencing that group to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ its goals.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Theories of Leadership search for characteristics or traits that differentiate leaders from non-leaders.

List some Common Leadership Traits:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Theories of Leadership search for behaviors that differentiate effective leaders from ineffective leaders.

There is a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ nature of leader behaviors. Focusing on the work to be done and focusing on the employees – is an important characteristic of successful leadership.

The Fiedler \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Theory proposes that effective group performance depends on the proper match between a leader’s style and the degree to which the situation allowed the leader to control and influence.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Leadership Theory proposed by Paul Hersey and Ken Blanchard focuses on followers’ readiness.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ - \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Model developed by Victor Vroom and Phillip Yetton is a leadership contingency theory that suggests the participation-level of a leader in decision-making is relative to the different types of situations they encounter.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Theory is a leadership theory developed by Robert House that says the leader’s job is to assist followers in attaining their goals and to provide direction or support needed to ensure that their goals are compatible with the organization’s or group’s goals.

In contrast to Fiedler’s view that a leader couldn’t change his or her behavior, House assumed that leaders are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and can display any or all of these leadership styles depending on the situation.

An EE’s performance and satisfaction are likely to be positively influenced when the leader chooses a leadership style that \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ for short comings in either the EE or the work setting.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Exchange Theory says leaders create in-groups and out-groups and the in-group will have higher performance ratings, less turnover, and greater job satisfaction.

Followers with in-group status will have higher performance ratings, engage in more helping or “citizenship” behaviors at work, and report greater \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with their boss.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Leaders are those who lead primarily by using social exchange or transactions.

Transactional leaders guide or motivate followers to work toward established goals by exchanging rewards for their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Leaders stimulate and inspire (transform) followers to achieve extraordinary outcomes.

The evidence supporting the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of transformational leadership over transactional leadership is impressive.

Transformational leaders were evaluated as more effective, higher performers, more promotable than their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ counterparts, and more interpersonally sensitive.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Leaders are enthusiastic, self-confident leaders whose personalities and actions influence people to behave in certain ways.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Leadership is the ability to create and articulate a realistic, credible, and attractive vision of the future that improves on the present situation.

Because leadership is increasingly taking place within a \_\_\_\_\_\_\_\_\_\_\_\_\_\_ context and more organizations are using work teams, the role of the leader in guiding team members has become increasingly important.

Important responsibilities of team leaders include \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, facilitating, handling disciplinary action problems, reviewing team and individual performance, training, and communication.

Managers are increasingly leading by not leading; that is, by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ their employees.

Empowerment involves increasing the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ discretion of workers.

More companies are empowering EE’s because of a need for quick decisions by those people who are most \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ about the issues.

If organizations want to successfully compete in a dynamic global economy, EE’s have to be able to make decisions and implement \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ quickly.

National \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is an important situational variable in determining which leadership style will be most effective.

A number of elements of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leadership appear to be associated with effective leadership regardless of what country the leader is in.

Today’s managers and their EE’s are increasingly being linked by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ rather than by geographic proximity.

For an increasing number of managers, good interpersonal skills may include the abilities to communicate support and leadership through digital communication and to read \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in others’ messages.

Emotional Intelligence – more so than IQ – is the best predictor of who will emerge as \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Emotional Intelligence has been shown to be positively related to job \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ at all levels.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the essence of leadership.

In addition to being honest, credible leaders are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Five dimensions that make up Trust, include: (1) \_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_, and (5) \_\_\_\_\_\_\_\_\_\_\_\_.

**Chapter Thirteen: Managing Communication and Information**

Everything a manager does involves \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Communication can be thought of as a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. And, communication problems occur when deviations or blockages disrupt that flow.

Communication is a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of understanding and meaning from one person to another.

The sender initiates a message by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ a thought.

Encoding is the process of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ a message into symbolic form.

Four conditions affect the encoded message:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The message is the actual physical product from the source that conveys some \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the medium through which the message travels. It’s selected by the source, who must determine whether to use a formal or informal channel.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_is the person to whom the message is directed.

However, before the message can be received, the symbols in it must be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ into a form that can be understood by the receiver – the decoding of the message.

The final link in the communication process is the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ loop.

Feedback is the check on how successful we’ve been in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ our message as intended.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the unofficial way that communication takes place in an organization. It’s neither authorized or supported by the organization.

Some of the most meaningful communications are neither spoken nor written - they are \_\_\_\_\_\_\_\_\_\_\_\_\_\_ communications.

Body \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to gestures, facial configurations, and other movements of the body.

Verbal \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to the emphasis someone gives to words or phrases.

“It’s not what you say, but \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ you say it.”

The fact that every oral communication also has a nonverbal message cannot be overemphasized, as the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ component is likely to carry the greatest impact.

Research indicates that \_\_\_\_\_\_\_\_\_\_\_\_ - \_\_\_\_\_\_\_\_\_\_\_\_\_ percent of the message of every face-to-face conversation is interpreted through body language.

A number of interpersonal and intrapersonal \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ affect why the message decoded by a receiver is different from what the sender intended.

List 7 Communication Barriers:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

List 5 Components in Overcoming Communication Barriers:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Information Technology (IT) has radically changed the way organizational members \_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_.

Managers are learning, the hard way sometimes, that all this new technology has created special communication challenges, particularly in the areas of:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Organizations are often affected by the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of sensitive or embarrassing information.

It can be especially challenging to achieve understanding and collaborate on getting work done when communication takes place in a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ environment.

Part of a manager’s responsibility in fostering an environment conducive to learning and effective communications is to create \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ capabilities throughout the organization.

Managers need to find ways to make it easier for EE’s to communicate and share their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, so they can learn from each other ways to do their jobs more effectively and efficiently.

What communication takes place and how it takes place can have a significant impact on a customer’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with the service and likelihood of being a repeat customer.

In today’s challenging environment, companies need to get \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ from their employees.

Ethical communication includes all relevant information, is true in every sense, and it is not \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in any way.

Remember that as a manager, you have a responsibility to think through your \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ choices and the consequences of those choices.