Communication Style and Effectiveness in Leadership Development and Coaching

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Background

- Person who selects, equips, trains, and influences one or more team members with diverse abilities and skills
- Focuses the team members to the team’s mission and goal (Winston and Patterson, 2006)

Leader Personality Attributes

- Leader personality traits and characteristics are mediated by behavior expressed
- Conscientiousness the most consistent trait predictor of leadership effectiveness (Darue et al., 2011)

Leader Communication Style

- An indicator of one’s pattern for organizing interpersonal relationships
- 4 communication styles: aggressive, assertive, persuasive, and passive (De Vries et al., 2009)

Coaching

- Improves skills, behavior, and decision making
- Leader coaching – 1-on-1 process focusing on self-efficacy, individual performance and increases constructive leadership behavior (Anthony, E., 2017)
- Group coaching – single group setting focusing on development of individuals within the group (Fusco et al., 2016)

Hypotheses

- H1: Leadership communication to be more effective for leaders in the Leader Coaching than Group or No Coaching conditions.
- H2: Leader emergence ↑ for leaders high in Conscientiousness > Extraversion > Agreeableness
- H3: Perceived Leader Communication Effectiveness ↑ in leaders high in Agreeableness > Extraversion > Conscientiousness

Research Design

- Between subject design (Leader Coaching vs. Group Coaching vs. No Coaching)
- N = 105 UAH undergraduate students
- H1 not supported as Group Coaching showed greater effectiveness than Leader Coaching
- H2 partially supported in domain of Extraversion but not Conscientiousness or Agreeableness
- H3 partially supported in domains of Extraversion and Agreeableness but not Conscientiousness
- Study limitations were small sample size, low leader motivation (self-selected leaders) and unrepresentative gender demographics

Discussion and Future Research

- H1 not supported as Group Coaching showed greater effectiveness than Leader Coaching
- H2 partially supported in domain of Extraversion but not Conscientiousness or Agreeableness
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- Study limitations were small sample size, low leader motivation (self-selected leaders) and unrepresentative gender demographics
- Future Research to include workplace professionals

Key Findings

- Leader Communication Coaching
  - Leader: N = 35
  - Group: N = 35
  - Control: N = 35

- H1: Communication Coaching
  - Pearsons Correlation: Extraversion 0.519 **, Assertiveness 0.402 **, Openness 0.198 *
  - Pearson Correlation: Aspiration 0.571 **, Agreeableness 0.478 **, Openness 0.374 *

- H2: Leader Emergence
  - Leader emergence ↑ for leaders high in Conscientiousness > Extraversion > Agreeableness

- H3: Communication Effectiveness
  - Perceived Leader Communication Effectiveness ↑ in leaders high in Agreeableness > Extraversion > Conscientiousness

Figures: Examples of structures built by participants.

The ability to identify, equip, and retain an effective and motivated leader is essential to developing effective teams. Knowledge of the roles that Communication Style, Personality, and Coaching have on a Leader’s communication effectiveness and team performance can contribute the identification and cultivation of effective leaders based on a reliable profile of leadership attributes and coaching methodology.