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USEFUL THERORIES FOR LEADERS

By Viateur Bizimana



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1. DEVELOPING A GOOD INSTITUTION REPUTATION

A UK Public Relations industry leader **Adrian Wheeler** founding that 28 per cent of people do trust leaders to tell the truth (meaning that 72 per cent do not), has proposed to Institutions leaders six components of good institution reputation building:

- **Be obsessed with your institution products/services:** Nothing comes close to superior product/service quality in influencing the way publics feel about your institution.
- **Deserve confidence:** Lead from the front and stimulate trust from employees and customers/clients.
- **Be available:** Don't hide behind a wall of middle managers and advisers or any other staff. Build yourself relationships with employees, suppliers and customers.
- **Admit mistakes:** If mistakes are made, admit them and respond rapidly.
- **Engage people's interest:** Get all staff involved in your business as partners.
- **Have something new to say:** Routine life within institutions is boring, so make it interesting and human by introducing new things.



2. MANAGING COMMUNICATION STYLES

In getting their messages effectively delivered across the hierarchies in a top-down approach, higher level managers need to decide on their approach of either being autocratic or democratic. However, both leadership styles are dichotomous, with the former being absolute in terms of sole control of authority and the latter being absolute in task delegation and collective decision making.

In order to establish a leadership behavior as a flexible form of subordinates' level of participation between the two extremes, Tannenbaum and Schmidt suggested the use of leadership continuum. In this case, a leader can be boss-centered (autocratic), subordinate-centered (democratic), or in between the two leadership behaviors.

Within the field of communication, the values highlighted in the leadership continuum are reflected in Johnson's dominance continuum. Based on the dominance continuum, people with low dominance tend to cooperate but low in assertiveness and willing to be controlled by others, while those with high dominance tend to be more initiative, assertive and seeking control over others.

Richmond and McCroskey offered a simpler and well-defined approach to the leadership continuum by proposing the Management Communication Styles (MCS) that consist of Tell, Sell, Consult and Join:

MCS	Description	Result
Tell	Managers provide top-down directives which are non-interactive and lack of subordinates' concern.	Lack of commitment to implement decisions
Sell	Managers make decisions and try to persuade subordinates to accept them. Questions from subordinates are encouraged but counter arguments if the decisions are challenged.	Less commitment
Consult	Managers make decisions only when problems and solutions have been discussed with subordinates to ensure that their well-being needs are met.	Full Commitment
Join	Managers delegate total authority to the subordinates, by setting the limit within which the decisions must be made and allowing decisions to be made upon majority's opinions.	Outstanding commitment

Summarized by Viateur BIZIMANA

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