



# Developing Leadership Competencies

## 5. COMMUNICATION

### Competency Descriptors by Level

Supervisor

- Instruct subordinates on work activities
- Use discussions with employees to further the work (e.g., to communicate directions on projects, to motivate employees)
- Provide appropriate forums in which subordinates can express their ideas, views and concerns

Middle Manager

- Use communication for interpersonal effectiveness
- Accurately represent the concerns, ideas and views of subordinates to upper management
- Keep upper management and key stakeholders informed of progress on relevant projects
- Use technology as a means to communicate effectively



### Suggested Readings

- *The Unbounded Mind*, Ian I. Mitnopp and Harold A. Linstone (Oxford University Press, 1996)
- *Fifty One-minute Tips to Better Communication*, Phillip E. Bozek (Crisp Publications, 1991)
- *Walk Awhile in My Shoes*, Eric Harvey and Steve Ventura (The Walk the Talk Company, 1996)
- *How to Say it at Work*, Jack Griffen (Prentice Hall Trade, 1998)

### Videos

- *Listening: The Key to Productivity*, Tony Fulginiti (Communication Briefings, 1992)
- *Solving Your Communication Crisis*

### Websites

- The University of Ottawa provides on-line references and writing guides ([www.uottawa.ca/academic/arts/writcent](http://www.uottawa.ca/academic/arts/writcent))