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## THE IMPACT OF COMMUNICATION ON LEADERSHIP: A SIGNIFICANT REVIEW

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### Abstract:

Leadership is vital for organizational growth, necessitating examination of core competencies like communication enabling effective leadership especially in turbulent times. This review consolidates research on linkages between leadership communication and emergent leadership outcomes. While predominant focus remains leader-centric, literature reveals complex bidirectional communication flows across hierarchical levels influencing leadership effectiveness and acceptance. However, consolidated clarity regarding distinguishing facets of communication fundamental for impactful leadership remains lacking. This significant review synthesizes multi-level research connecting communication behaviors and processes with leadership emergence and performance spanning interpersonal, team and organizational contexts via conceptual analysis. A framework integrating competencies characterizing distinguished leader-communicators is also put forth based on evidence aggregated. Analysis points to key aspects ranging from conveying cultural empathy to elevating collective identity through inclusive discourse that distinguished leadership communication fundamentally binds leadership vision to contextual interactions driving performance. Findings also critically highlight need for added communication dimensions encompassing restorative justice where adversity erodes leader legitimacy. This seminal review definitively puts forth communication as the core binding element flowing through formal and informal leadership development conduits that ultimately nourishes organizational resilience fit to navigate unprecedented turbulence.

The integrated framework crystallizes distinguished communication-based leadership competencies redressing complex sociotechnical mechanisms that can unambiguously advance scholarship and practice on optimizing human centered, ethical and digitally-enabled leader messaging crucial for collective advancement.

**Keywords:**

Communication, Leadership, Impact, Leadership Style

## Introduction

Effective leadership is vital for organizational success in today's complex and fast-changing business environments. While multiple competencies characterize great leaders, communication ability stands out as a fundamental skill for enabling leadership performance across contexts (Rabiul, Shamsudin, Yean, & Patwary, 2023). As leaders need to interact, inspire, provide feedback, and drive change through their communication, understanding how leaders' communication impacts leadership forms an important area of research.

This paper reviews literature on the influence of communication behaviours, styles and strategies utilized by leaders on key leadership effectiveness outcomes. Focusing on verbal and nonverbal communication capabilities of leaders, the conceptual analysis centres on how elements like transparency, listening orientation, vision articulation and conversational approach affect perceptions of leader performance and emergence (Javidan, Bullough, & Dibble, 2019). Further, transformational and transactional leadership paradigms are contrasted to distil differences in communication patterns in affecting team motivation and task outcomes. Communication constitutes the primary vehicle for leaders to translate internal priorities and decisions into organizational action (Maçães & Román-Portas, 2022). Research underscores the potency of leader messaging and discourse in shaping employee attitudes, group relations and institutional direction. Yet patterns of communication flow impacting leadership prove multifaceted, often conditioned by organizational norms. Hence a consolidated understanding of communication-leadership interlinkages can inform impactful practices.

By examining such interconnections, this paper addresses calls for greater competency-based specificity regarding communications critical for leadership effectiveness (Reith-Hall & Montgomery, 2022). It expands predominant leader-centric communication perspectives by spotlighting interactive dynamics across individual, dyadic and team levels. Finally, dimensions of ethical, cultural and technology-enabled communication implications for emerging leadership needs are explored.

In synthesizing diverse studies on leadership communication, this significant review paper puts forth an integrated framework highlighting competencies characterizing highly effective leader-communicators. The proposed model depicts communication proficiencies leaders require ranging from conveying empathy and coaching subordinates to pitching compelling visions that serve to enhance ratings of leadership capability, acceptance and results. Gaps identified in literature further inform an agenda for advancing scholarship and practice of skilled leadership communication. Overall the paper contributes through consolidating

knowledge on this vital managerial area while providing direction for improving leaders' communication integral for organizational excellence.

A multilevel perspective examining leadership communication across hierarchical strata can enrich insights on optimizing influence. While predominant focus fixes on executive messaging capacity, mid-level managers similarly compose and decode sense giving cues in relaying strategy, reconciling competing tensions (Lüscher & Lewis, 2008). Frontline supervision also encompasses emotionally attentive discourse engaging meaningfully to enable agility amid uncertainty (Inuwa & Rahim, 2022). Thus, continuous applied investigations decoding communication-leadership intersections across individual, team and organizational ties can strengthen impact.

Elucidating mechanisms that accentuate or attenuate leadership communication effects also warrants attention, given inconsistent evidence on strengths of association. Salient individual orientations like dispositional reluctance or cognitive rigidity may short circuit receptivity to directive change communication for instance. However, counter mechanisms exist where psychological safety or team inclusive climate improves assimilation of leader messaging into cooperative implementation efforts (Zhao, Ahmed, & Faraz, 2020). Therein lies scope to enrich conceptualizations of communication-leadership linkages and boundary conditions influencing flow.

**Table 1: The Search String**

<b>Scopus</b>	<b>TITLE-ABS-KEY ( ( impact OR effect ) AND communication AND leadership ) AND ( LIMIT-TO ( PUBYEAR , 2023 ) ) AND ( LIMIT-TO ( LANGUAGE , "English" ) ) AND ( LIMIT-TO ( SUBJAREA , "SOCI" ) ) AND ( LIMIT-TO ( PUBSTAGE , "final" ) ) AND ( LIMIT-TO ( SRCTYPE , "j" ) ) AND ( LIMIT-TO ( EXACTKEYWORD , "Communication" ) OR LIMIT-TO ( EXACTKEYWORD , "Leadership" ) ) AND ( LIMIT-TO ( DOCTYPE , "ar" ) )</b>
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**Table 2: The Selection Criterion is Searching**

<b>Criterion</b>	<b>Inclusion</b>	<b>Exclusion</b>
<b>Language</b>	English	Non-English
<b>Time line</b>	2023	< 2023
<b>Literature type</b>	Journal (Article)	Proceeding, Book, Review

## Review of study

### *Dimensions of Leadership Communication*

This research elucidates the interplay between willingness to communicate (WTC) and leadership emergence in group discussions. It examines whether individuals with high WTC

speak up more and assume leadership roles compared to low-WTC counterparts, including in minority dissent scenarios. The study design involved jury deliberation simulations with student groups, capturing verbal data to code linguistic output and leader behaviours. Quantitative analysis tallied utterances and leader actions by WTC levels across different group compositions. Overall, high-WTC participants demonstrated greater communication volume and higher leader role assumption frequency. Interestingly, lone dissenters produced high output and exhibited leadership tendencies despite low WTC, highlighting complex group dynamics between participation and influence. The findings provide novel insights on how traits like WTC may shape leadership dimensions in collaborative settings (Munezane, 2023). Building on the connection between communication and leadership, this research examines the interplay between transformational leadership, team communication and cohesion in influencing performance. Involving over 250 competitive athletes, it tests a theoretical framework situating communication and cohesion as mediating mechanisms in the leadership-performance relationship. Athletes evaluated coaching behaviours, communication patterns, closeness within teams, and personal effectiveness outcomes. Quantitative analyses reveal a significant interaction where communication strengthens the effect of leadership style on athletic achievement, directly and through enhanced team unity. Specifically, coach ability to inspire and clear communication channels foster stronger bonding and coordination among athletes, generating higher sporting success. Together, the results spotlight communication and emerging group properties as vital dimensions that can activate as well as contextualize leadership processes to drive performance (Oh, 2023).



**Figure 1: Leaders Who are Interacting with Followers**

Transitioning from sports to business contexts, this study investigates a pertinent dimension - female sustainability entrepreneurs' leadership communication - within the broader goal of responsible innovation prioritized in Europe. As women-led green startups multiply, assessing their messaging illuminate's diversity in orchestrating eco-conscious ventures while aiming to upend male-centric norms. Adopting mixed methods spanning cross-country digital content analysis, expert interviews and literature review, this empirical analysis surfaced communication particularities of women steering 26.5% of Spanish-Portuguese sustainable firms sampled. Beyond quantifying participation, findings reveal distinctive value proposition communication highlighting community shared responsibility. Though indicating progress, the

necessity persists for expanding engagement platforms for female voices in startup ecosystems to channel innovative environmental solutions. Ultimately, by delineating current leadership communication practices, the research contributes timely international data to address systemic gaps on the path toward realizing urgent sustainability vision across sectors (Torres-Mancera, Martínez-Rodrigo, & Santos, 2023).

While the preceding examinations spotlight verbal and written modes, leader nonverbal cues and vision embodiment also sway belief formation carrying tangible performance consequences. An experimental study manipulating leader gender, vocal pitch variations and gesture openness found fluid voice modulation and expansive poses enhanced innovation climate perceptions regardless of female or male CEO depicted. However, the combinations maximizing ratings aligned with leader gender norms, indicating complex interactions between authoritative vocal tone, visual openness and social categorizations (Everitt, Best, & Gaudet, 2016). Ultimately, the results underscore leader communication as performance-shaping multi-channel process requiring simultaneous attention to conforming and breaking stereotypical expectations. Stepping back, a multi-level perspective examining leadership communication across hierarchical strata can enrich insights on optimizing influence vertically and horizontally (Degen et al., 2022). While predominant focus fixes on executive messaging capacity, mid-level managers similarly compose and decode sense giving cues in relaying strategy, reconciling competing tensions. Frontline supervision also encompasses emotionally attentive discourse engaging meaningfully to enable agility amid uncertainty. Thus continuous applied investigations decoding communication-leadership intersections across individual, team and organizational ties can strengthen impact.

### ***Mechanisms Linking Communication to Leadership***

Delving into the interpersonal facets, this research elucidated communication qualities that transmit leadership inclusivity into perceived belongingness among marginalized technology firm employees. Quantitative analyses revealed dialogic communication, characterized by reciprocal understanding and transparency, as instrumental for minority groups to internalize espoused diversity principles into felt workplace equity. Specifically, the degree executive vision resonates depends partly on participative communication conduits bridging leader messaging to actual inclusion experience. However, severe racism erosion necessitates added dimensions encompassing restorative justice to regain broken trust. Moving forward, the synthesized findings underscore communication and engaged leadership as intertwined change levers to nurture diversity while mitigating harm (Kim, 2023).



**Figure 2: Communication Flows Across Formal and Informal Networks**

Exploring macro-level dynamics, the investigation indicated organizational communication flows and leadership direction-setting as underpinning successful assimilation of technological innovation. Process modelling highlighted that administrative structural realignment alone fails to stimulate adoption when disconnected from cultural alignment and transformational leadership signalling collective purpose. Moreover, the analyses evidenced leader communication as the bridging factor that activates group interpretations of updated rules and role adjustments, shaping the meaning ultimately ascribed to implementation. Therein lies intricate psychological and behavioural mechanisms convert formal policies into technology activation energy, making ethical leadership communication foundational (Lee, Butler, & Jeong, 2023).

Together the multi-study results spotlight communication as central binding element that weds leadership vision with contextual experiences driving organizational advancement. This signifies that communication constitutes not just top-down messaging but an emergent co-constructed orientation flowing across formal and informal networks. Therefore continuous inquiry on communication-leadership intersections can unpack complex subterranean dynamics that accelerate or impede large system transitions (Ji & Hong, 2023).

Apart from contextual factors, this study also examined content dimensions that strengthen communication and leadership links. In-depth discourse analysis of global technology leaders' speeches on cyber ethics issues revealed that narrative elements and metaphors influence stakeholder responses (Hofvenschioeld & Khodadadi, 2020). Individual stories and easily understood analogies were found to increase message effectiveness compared to boring facts (Shen, Sheer, & Li, 2015). Additionally, leaders who constructed an inclusive "we" identity and demonstrated willingness to share personal weaknesses were seen as more credible and trustworthy. This highlights aesthetic, ethical and emotional facets in effective leadership communication.

Additionally, a new dimension of leader communication via virtual channels also generates significant impact. A comparative study of New Zealand Prime Minister Jacinda Ardern's Twitter communication during the COVID-19 pandemic underlined how emphasizing empathy, humanity and information transparency further strengthened public trust in the

government's ability to handle the health crisis. In fact, the penetration of these key messages transcended borders with international society also conferring high recognition of her digital leadership communication (Ryazantseva, Yakushova, & Chernyaeva, 2023). Evidently, various communication channels and forms can encourage or hinder leadership influence depending on contextual relevance and delivery effectiveness. Hence, scrutinizing content and medium dimensions of communication need to pervade the entire organization to ensure alignment with target audience needs.

### ***Building Effective Leader Communication Capabilities***

As scientific globalization and industry 4.0 unfold, targeted training looks indispensable to equip emerging leaders across spheres with adaptive communication and social skills. One academic program example involves Russia's Moscow Institute of Physics and Technology designing an English-language "Leadership and Communication in Science, Industry and Education" course. By elevating international science graduates' emotional, cultural and linguistic intelligence, the Master's module strengthens technology transfer and research management talent pipelines regionally and abroad. Therein the initiative signifies responsive higher education policies that consciously build multifaceted leadership communication capacities catering to interconnected epoch (Sysoeva & Shabashova, 2023).

Beyond campus, rapid technological shifts also inject new complexities into leadership needing redress. A tailored arts-based creative leadership communication curriculum responds through aesthetically nurturing ethical social sensitivity and healing. Pre and post assessments affirm the bespoke resilience and emotional intelligence advancement among participating executives. Moreover, smooth pandemic-time migration to virtual delivery signaled content relevance amid exponential digitalization. Thereby the innovation's conceptual foundations and flexible implementations position it as a timely contribution equipping leaders to steer through post-truth change deleterious to social fabric (Erturk Kilic, 2023).



**Figure 3: Leaders and Followers Interacting through Virtual Platforms, Representing the Concept of Online Content Delivery**

Likewise in healthcare, communication enabling collegial provider dynamics and patient experiences constitutes pressing priority. Evaluations of an online interprofessional leadership certificate program accentuate communication strengthening through role clarification as key outcome elevating care quality. Specifically, survey and interview data chronicle spillover effects where learning communication protocols enhanced collaboration acceptance between doctors, nurses and administrators. Hence scaling contextualized leadership communication

education for practitioners carries immense quality and safety dividend for complex population health challenges (Slater, Keefe, & Jacobs, 2023).

As synthesized cases portray, communication ECDI – empathy, cultural awareness, digital literacy and inclusiveness – present indispensable leader aptitudes as society grows more polarized, tech-driven and voice-multiplying. While still emerging, specialized interventions show initial promise in uplifting these competencies when mainstreamed as ongoing development. Therein lies fertile ground for practice innovations and impact evaluations to crystallize best structures for realizing leader communication potential (Laub, 1999).

Looking beyond formal programs, everyday speaker opportunities also contribute “small wins” enlarging communication capacities over time. A study of woman physicians participating in negotiation skills workshops detailed specific behavioural changes enabling career advancement. Beyond assimilation of tactical approaches, post-event journal analyses revealed heightened communication self-efficacy most valued. Through realistic simulations, the women honed practical vocabulary, poses and styles to securely engage male-dominated leadership circles. Such structured safe spaces help convert conceptual advice into embodied communicative confidence. While effect sizes can seem marginal initially, intentional competency-lifting efforts compound when sustained.

This underscores that informal initiatives can also systematically nurture leadership communication muscles. Indeed, continuous exposure through rotations, committees and special projects builds contextual rhetorical versatility. Network perspectives illuminate such daily weak tie interactions as fertilizing grounds for brokering fresh ideas and best practices (Laub, 1999). Hence integrated organizational systems perspective warrants to better understand interactive communication flows undergirding leadership development trajectories. In concert formal and informal mechanisms sustaining skill-building opportunities can manifest discernible leader communication capacity lifts over time.

### **Discussion and Conclusion**

The synthesized research across classroom, sports and business underscore communication centrality in manifestation of leadership at individual, group and societal levels. While intrinsic expressions of voice ignite early leader emergence, coaching capacity to elevate team vision, culture and coordination increasingly anchors peak performance. Therein communication constitutes the binding fluid flowing across formal and informal veins that nourishes leadership potential into purposeful action. However, severe adversity also reshapes this landscape, necessitating communication encompassing restorative justice before activism regains meaning. As organizations seek responsible innovation, deliberate movement building through women’s knowledge brokering appears indispensable to seed sustainable transformation aimed at decoupling leadership from historical gender constraints. Continuous elucidation of multidirectional communication processes fertilizing contextual leadership hold potential as higher education, athletic and entrepreneurial training reinvent visions nurturing stakeholder-centric steward leadership fit for unprecedented times.

As evidenced across the multi-level analyses, communication fundamentally enables the pursuit and embodiment of leadership vision, spanning emotive connection with individuals to sweeping cultural transformations. While predominant views cast communication as a top-down tool for edict imposition, closer examination reveals it also operates as an ongoing co-



constructed leadership enactment process contingent on alignment with audience and organizational contexts. Therein lies intricate sociotechnical mechanisms that amplify or impede large system transitions. Specifically, narratives humanizing understanding, metaphors sparking imagination, framing adjusting perspectives, channels facilitating candid exchanges and transparency building trust signify key ingredients for leadership communication to take root. Hence continuous empirical inquiries on communication-leadership intersections examining content, media and network dynamics can crystallize higher-order combinatory principles for realizing leader-steward potential. The field stands poised to advance sophisticated communication-based leadership development paradigms residencing ethical accountability alongside people-centered adaptability to steer societies through turbulence.

The exemplars showcase communication competencies as foundation empowering leadership to steer through disruptive transitions characterizing a deeply interconnected world. As higher education expands international collaborations, embedding cultural and emotional attunement within curricular calls attention to ripple effects beyond individual career success to global community building. Similarly, creative engagements sculpting ethical sensitivity prepare executives to inspire organizational realignment towards responsible innovation centered on collective wellbeing. Across sectors, contextualized communication training focused on elevating collaboration, care and crisis resilience carry immense potential, as repeated practice instills habits eventually manifesting distinguished leadership. Therein lies rich opportunities for coalition building between academia, industry and government to systematically co-create communication-based leadership programs amplified through technology – ultimately accelerating diffusion of capacities uplifting societal resilience through turbulent times.

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