



# LEADERSHIP PRINCIPLE OF CORRESPONDENCE AUTHORITY AND COMMUNICATION HIERARCHY IN ORGANIZATION

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## ABSTRACT

This paper theoretically evaluated leadership principle of correspondence authority and communication hierarchy in organization. The principle of correspondence in every position, responsibility and authority should correspond with one another. The capacity to engage and release human potentials in the pursuit of leadership principle supports correspondence authority in communication which actually help in academic settings, in business, in the world of public affairs and society. The responsibility of a leader to the organization is to ensure that there is appropriate leadership at all times. This principle mandates that a leader should attack weakness and consistently work to build a better and more effective subordinate as a team. Looking at leadership theories, most research today have shifted from traditional trait or personality based theories to a situation theory. This dictates the situation in which leadership is exercised and it is determined by the leadership skills and characteristics of a leader. Leadership behavior theory, contingency theory or situational leadership theory and participative leadership theory were considered in looking at Leadership theory which holds that a Leaders most appropriate action or behavior is dependent on the situation and the followers. Participative theory on the other hand seeks to involve other people, thereby paving way for improving commitment and increasing collaboration. The most effective means of influencing people is through communication. It is pertinent to note that a leader's communication should be such that is clear enough to give direction to his/her followers whilst trying to influence their attitude so they will be ready to move in that direction . Good communication is certainly one of the best ways to develop trust. When a leader listens to his subordinates it shows that the leader understands and cares about what they are saying, trust thus is built on a higher level creating good relationship. The hierarchy is also a method of maintaining managerial integrity. When someone becomes a leader, he/she must prove to be competent as the hierarchy of authority in an organization is pertinent to success of any organization. The organization then grows with the strength of a competent managerial staff and employees look up to management to provide career development.

**Keywords:** Leadership, Principle, Authority, Hierarchy, Communication, Theories, Subordinate, Responsibility, Barriers, Strategy, Organization, Leader.

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## INTRODUCTION

In any organization there must be interactions among people at every point in time all working together as to achieve the objectives of a certain organization. Communication builds relationships

creating a working relationship that makes people within an organization coordinate their efforts for a common good. His environment helps to construct an organizational structure which establishes a communication hierarchy. Communication binds together all of the members and activities within an organization thereby imparting or exchanging of attitudes, ideas and information by use of human abilities and technological media (Maureen & Gift, 2006). The information that is communicated can be verbal non-verbal and/or electronic. Its effectiveness or non-effectiveness is tantamount to success or failure or profit and loss for an organization. As such information is one of the necessary elements or tools that define the existence of an organization (Ololube, 2019).

Communication is a two-way process of giving and receiving information through any number of channels whether one is speaking informally to colleague addressing a conference or meeting writing, a newsletter article or formal report. Interpersonal communication is the foundation of human interaction. It paves ways for innovation and change which cannot be over emphasized. A proper communication and leadership can make the employees understand the nature and contents of change and also the positive effect of the change. This will help in a smooth adaptation of the changes without any fiction between management and employees' communication should be seen as carrying out clearly conveyed to the employees' and it should be ensured that they have understood the same meaning as was intended to be communicated. There should be a free flow of information among the seniors and subordinates as an effective exchange of information are really important for the growth of an organization.

Leadership could be seen as a process that places emphasis on social interaction and relationship. A leader should be able to persuade, implement strategy, mediate in communication process and succeeds in getting others to follow suit.

The capacity to release and engage human potential in the pursuit of leadership principle as it supports correspondence authority in communication can actually help in academic setting, in business, in the world of public affairs and society. Actions enable others to discover and connect with their interests and abilities, to grow their abilities, to pursue their interests and to challenge their limits. Leadership does not install these interests, abilities or motivation, but it does support people in achieving their potentials (Baporikar in Ololube, 2017).

The responsibility of a leader to the organization is to ensure that there is appropriate leadership at all times. However, leadership includes the following principles of leadership. As discussed by Czartoryski (2017), leadership includes the following but will be looking at some which includes: Extreme ownership, Believe, check the Ego, teamwork, Prioritize and execute, decentralized command, leading down the chain of command, leading up the chain of command, the dichotomy of leadership, respectively.

- Extreme ownership: In an organization, responsibility for success and failure rests on the leader, making the leader to acknowledge mistakes and take ownership of them in order to develop a plan to win. When subordinates are not doing what they should, leaders cannot blame the subordinates. He or she must explain the strategic mission, developing tactics, securing the training and researches to enable the team to properly and successfully execute. This principle mandates that a leader should attack weakness, and consistently work to build a better and more effective subordinate as a team.
- Believe: A leader should be a true believer in the mission in order to convince and inspire others to follow and accomplish a mission. The leader must believe in the greater cause, because if he does not believe, will not take risks required to overcome the inevitable challenges necessary to win. The possibility of convincing others especially the frontline

people will not be actualized. Leaders must operate with the understanding that they are part of something greater than themselves and their own personal interests. As such leaders should align their thoughts and vision to that of the organization.

- Check the Ego: Often times, the most difficult ego to deal with is personal ego. Ego clouds disrupts everything; the planning process, the ability to accept constructive criticism. When ego clouds our judgment and prevents us from seeing the world as it is, it then becomes destructive. Personal agendas become more important than the organizations set objectives and goals. Suffice to say that admitting mistakes, taking ownership and developing a plan to overcome challenges are integral to any successful team. If this is not considered there is a probability that a leader can be prevented from conducting an honest, realistic assessment of his or her own performance and the performance of the subordinate.
- Teamwork: It is a matter of necessity that every leader must work together with his subordinate to accomplish the mission, mutually supporting one another for that singular purpose. When the subordinates compete with one another when there are obstacles, animosity and blame develops. This creates friction that inhibits the overall team performance. This falls back on the leader who should continually keep focus on the strategic mission and objective of the organization by reminding the subordinates that they are part of the success and that it is paramount.
- Prioritize and Execute: It is a pointer that since leaders can be overwhelmed if they try to tackle multiple problems of task simultaneously. Instead, leaders must determine the highest priority task and execute. Anytime a leader is challenged in any multiple problem and high pressure since they produce stress and demand decisions that often require rapid execution, then should fall back upon this principle. To implement, prioritize and execute in an business, team or organization, a leader must:
  - Evaluate the highest priority problem.
  - Lay out in simple, clear and concise terms the highest priority effort for your subordinates.
  - Develop and determine a solution, seek input from key leaders and from the subordinate where possible.
  - Direct the execution of that solution, focusing all efforts and resources towards this priority task.
- Decentralized Command: Naturally, it is observed that an individual cannot manage more than six to ten people without inevitable contingencies. This should then awake the leader to understand that the overall mission and the ultimate goal of the organization is very vital. This enables the leader to empower the direct subordinates called junior leaders to make decisions on key tasks necessary to accomplish that goal in the most effective and efficient manner possible. This does not mean that the subordinates should operate on their own program. They must fully understand what is with their decision-making authority. Subordinates must be proactive rather than reactive to recommend decisions outside their authority and pass critical information up the chain so that leadership can make informed strategic decisions
- Leading down the Chain of Command: Ideally, leaders must routinely communicate with subordinate in order to help them understand their role in the overall objectives. Making them envisage what they do every day and how it impacts the organizational goals. Leading down

the chain of command requires regularly stepping out of the office and personally engaging face to face with direct reports and happenings occurring at that time and action taken to remedy a particular challenge.

- Leading up the chain of command: A public display of discontent or disagreement with the chain of command undermines the authority of a leader at all levels. It is a catastrophe to the performance of any organization. Leading up the chain takes more skill than leading down the chain. Usually leaders at this point cannot fall back on his or her positional authority. It is then expedient for the subordinate leader to use influence, experience, knowledge, communication and maintain the highest professionalism. This could be seen in the governing board of the institution/organization where board members come on the supervisory inspection. Do not ask our leaders what you should do, tell them what you are going to do.
- The dichotomy of leadership: A true leader is not intimidated when other step up and take charge. The Leaders that lack confidence in themselves fear of being out-shunned by someone else. A leader must lead but also be read to follow. Sometimes subordinates might be conversant with a particular field he/she stands the chance by that position to develop a plan, make a decision or lead through a specific situation. Good leaders must welcome this, putting aside ego and personal agendas to ensure that the organization reaches in accomplishing its strategic goals.

Looking at the leadership theories, most research today have shifted from traditional trait or personality-based theories to situation theory, which dictates that the situation in which leadership exercised is determined by the leadership skills and characteristics of the leader (Eboh, 2019)

This article will be considering some leadership theories:

Leadership Behavior Theory:

Behavioral theory assumes that you can learn to become a good leader because you are not drawing on personality traits. Reflecting that your actions or what you do defines your leadership ability. This makes behavioral theory to have different assumptions from trait theory.

- Contingency Theory or Situational Leadership Theory: This leadership theory may work for a particular leader in one situation may not work in another circumstance. But this leadership theory holds that a leader's most appropriate action or behavior depends on the situation and on the followers. The motivation and abilities of various leaders will affect their decision in a given situation. They group leaders into four styles of leadership; delegating, supporting, coaching, and directing. Consciously subordinates in an organization may be at various levels of their own development. They will have to respond to delegated task and must take ownership of what is being delegated before receiving authority to proceed (Warkoczeksi, 2000).
- Participative Leadership theory: participative Leaders encourage participation and contributions from group members and help group members to feel relevant and committed to the decision-making process. Participative leadership theory sees to involve other people thereby paving way for improving commitment and increasing collaboration (Lamb, 2013).

By way of definition in business dictionary authority is an institutionalized and legal power inherent in a particular of function or position that is meant to enable its holder to successfully carryout his or

her responsibility. This equally connotes power that is delegated formally. It includes a right to command a situation, commit resources, give orders and expect them to be obeyed. A hierarchical organization is an organizational structure where members of hierarchical organizational structures chiefly communicate with their immediate superior and with their immediate subordinates. Structuring organizations in this way is useful in reducing communication overhead by limiting information flow. Models and organizational structure as is the Hierarchy of Authority is important in an organization? The hierarchy is also a method of maintaining managerial integrity. When someone becomes a leader, he or she must prove to be competent. Hierarchy of authority in an organization is pertinent because it sustained success of any organization. The Organization grows with the strength of a competent managerial staff and employees look to management to provide career development (Root III, 2019).

#### **Four Basic Elements of Organizational Structure**

- **Functional Organizational Structure:** This kind of structure include quick decision making, the group members can easily communicate since they possess similar skill sets and interests. The subordinates are grouped together based on specialty, like making accountant are placed in the finance department, marketing operations, senior management and human resources departments.
- **Divisional Structure Based on Projects:** This means organizing group workers into teams base on projects that meet the needs of a certain type of customer. The division of labor in this kind of structure ensures workers achieve greater efficiency and higher output.
- **Matrix Structure Combines Functional And Divisional Models:** This is the combination of functional and divisional models,, where the employee or subordinate are grouped into functional departments of specialization, then further separates them into divisional projects. The matrix structure team members are given more autonomy and expected to take more responsibility for their work. It fosters greater innovation, productivity and creativity and allows leaders to cooperatively solve decision-making problems through group interaction. Large institutions adopt this type of organizational structure as it involves a lot of planning and effort and resources to devote leaders in managing a complex investment framework.
- **Flat Organizational Structure:** Here organizational structure attempts to interrupt traditional top- down management system of most organization. The practice of every employee being a boss is operational, eliminating bureaucracy and improving direct communication. For example, a subordinate or employee who has an idea doesn't have to wade through three levels of upper managers to get to the key person making the decision. He/she communicates directly with the target based on the same level. Any organization or institution adopting this type of structure for everyday purposes should establish a special top down management system for temporary projects or events (Sullivan, 2019).

**Employee Development and Guidance:** Competence at all levels of the organization hierarchy authority is vital as it helps an employee to understand who he or she is to receive guidance to see where his leader is getting his or her career development from. The hierarchy helps to establish efficient communication paths between employees, departments and divisions of the organization. The leader can either act on the information or delegates it to some of his or her staff. It is relatively observed that information can be effectively distributed through organizational hierarchy of departmental heads rather than trying to contact each individual employee. The leaders understanding

of his or her staff and the structure of his or her department makes her the ideal person to improve communication to her department (Anderson, 2011).

Generally, authority means the right to give orders and the power to exact obedience. It gives the management the power to enforce obedience, which means the power to give orders and make sure that these orders are obeyed.

Authority is one type of power. It is based on the recognition of the legitimacy or lawfulness of the attempt to exert influence. But power is defined as the ability to exert influence, that is, the ability to change the attitudes or behavior of individuals or groups.

### **Characteristics of Authority**

- Basis of getting things done: A leader is expected to affect the behavior of staff in an organization in performing certain activities to accomplish the defined objectives. Authority is the essence of getting things done in the Organization.
- Legitimacy: Securing performance from staff is a right which a leader should possess, may be legal or formal, supported by traditional or accepted standards of authenticity. This tend, to affect the behavior of his subordinates given to him by virtue of his position or office in the organization.
- Decision Making: In regarding the course of activities to be performed by subordinate, a leader can command his subordinates to act or abstain from acting in a particular way.
- Subjectivity in implementation: It is Observed that authority has an element of objectivity, its exercise is significantly influenced by subjective factors, such as personality of a leader which is empowered to use it on subordinate or group of subordinates based on whom it will be exercised on (Diksha, n.d).

The most effective means of influencing people is through communication. It is proper for a leader to communicate to his or her followers a direction that they should move toward and tries to influence their attitude so that they will be ready to move in that direction. The capability of the organization to act on what need to be done determines the effectiveness of leaders and the potential impact of the organization (Blanchard, 2010)

As contributed by Rawat (n.d), good communication is certainly one of the best ways to develop trust. When a leader listens to his/her subordinates showing that you understand and care about what they are saying, as such, trust is built in a higher level creating good relationship. As trust develops in the organization, people are encouraged to be more open in their communication and more willing to hear what others have to say. When leadership exhibits a strong authoritarian role, communication is inhibited and subordinates tend to use it to advance their own personal agendas. Likewise, when there is considerable competition within the organization, communication is hindered. The nature and effectiveness of all types of communication within an organization is important to building trust in the leadership.

### **FIVE MAIN PROCESSES OF COMMUNICATION**

- Sender: After generating an idea, communication starts or begins with the sender, who is the initiator of the message. The sender encodes it in a way that can be communicated to the receiver. Encoding refers to the process by which the sender translates his thoughts into a

series of verbal and non-verbal actions that he feels will communicate the message to the intended receiver.

- **Transmission:** The choice of a channel depends on the communication situation. Any information the sender wants to communicate is transmitted over a channel through which the message travels to the receiver. The communication may include a memorandum, a computer, a telephone, a telegram, etc.
- **Noise:** Noise has disturbing influence on the message. It hinders communication, the sender should choose a channel that is free from noise. Noise may occur at the sender's end during transmission, or at the receiver's end.
  - Ambiguous symbols that lead to fault encoding.
  - A poor telephone connection.
  - An inattentive receiver.
  - Faulty decoding (attaching the wrong meaning to the message).
  - Gestures and postures that may distort the message.
- **Receiver:** The receiver is the person or persons to whom the message is transmitted. In order to decode the message, the receiver should not be influenced or pre occupied with other thoughts, skills, perceptions and attitude that might hinder paying attention to the message knowing fully well that decoding is a process of translation of symbols encode by the sender into ideas that can be understood.
- **Feedback:** This indicates an effective transfer of meaning, when the sender receives feedback then communication has taken place. Without feedback, the sender cannot confirm that the receiver has interpreted the message correctly. This communication process allows the sender to evaluate the effectiveness of a message and provide an opportunity for the sender to take corrective action to clarify a misunderstood message where necessary (Rawat, n.d)

## **Communication Flow**

It is imperative to note that there are three directions to communication as cited by Ezionye (2002):

- **Upward communication:** This kind of communication involves the flow of information from bottom to the top of an organization. This bottom- to communication creates an environment in which subordinates have the opportunity to air their views to their superiors. It helps subordinates to communicate their feelings on important aspects of the organization's activities. It is certain that one of the sure ways to enhance this type of communication in the organization is to encourage the feedback process.
- **Downward communication:** In like manner, involves the flow of communication from top to bottom. This type of communication is usually employed by supervisors to pass down information to their subordinates and usually carried along with authority.
- **Lateral Communication:** it is a kind of communication between members of the organization at the same level. It involves the movement of communication up or down the organizational ladder, it cuts across the vertical chain or authority.

The opportunity to interact and exchange ideas on common problems confronting the attainment of organization objectives are provided.

## Hierarchy of Authority in an Organization

All formal organizations involve hierarchy, which one prescribed and proscribed was to achieve goals and individual objectives related to organizational goal status is characterized by position and where there is status, there is hierarchy.

Work in an organization cannot proceed properly without some means of controlling, guiding, limiting and managing the various units. The relevance for a chain of authority or a hierarchy of authority which ranks people according to their job responsibilities with the organization beginning from the top downwards to the bottom in rank.

Every decision which guides the various operations of the organization are made from the top. Hierarchy of authority is necessary in order to breach the line of command through all levels and ranks, from the directorate to the lowest employees to obey and respect their superiors or suffer the consequences. Leaders on their part, are expected to respect the dignity of every employee as a person and to recognize and reward any work well done.

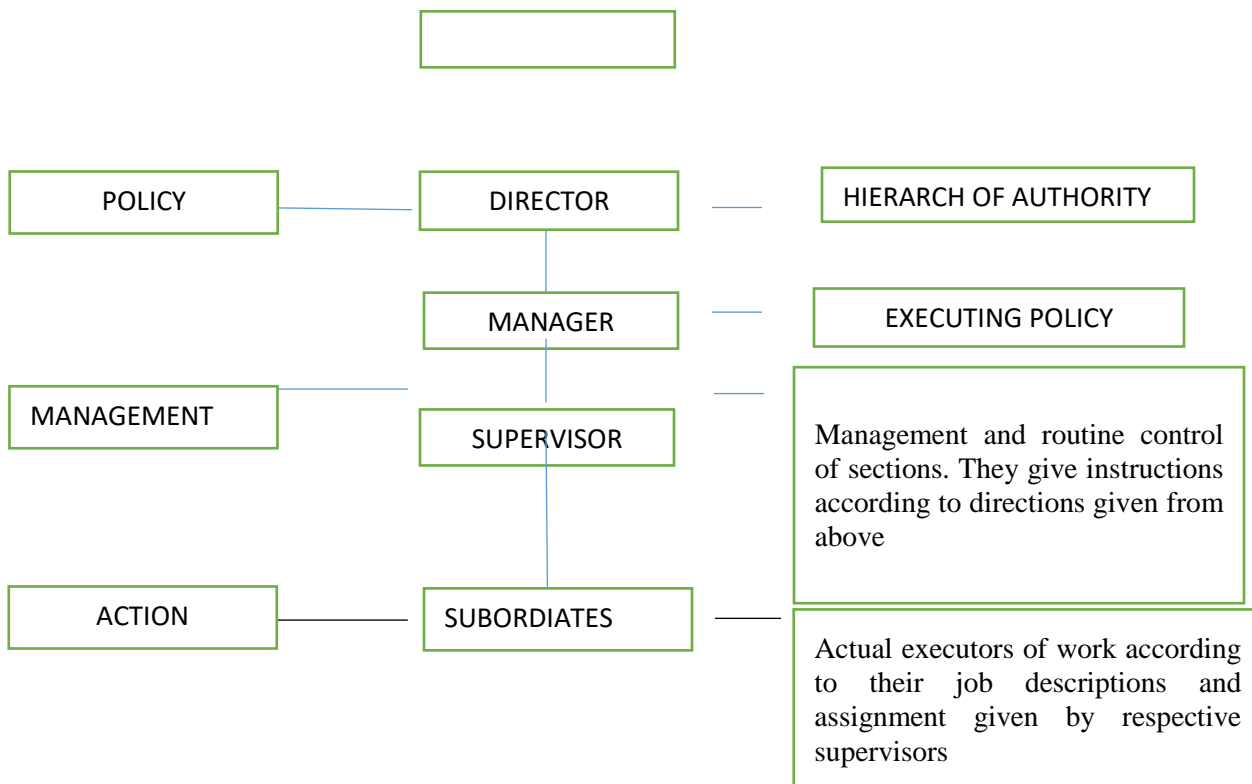


Figure 1: Fundamental theories, principles and practice of educational administration.

Source: Igwe (2006, p. 174).

When authority is decentralized, the person granted local power remains responsible to the people he serves. The subordinates exercises authority most carefully since it is always subject to checks by his superior on whom depend much of his peace of mind as well as his chances for promotion.

Authority without locally shared responsibility can only result in a bureaucracy unable to move without consulting superior officers. The necessary authority to accomplish a task should be



delegated at the same time the responsibility for the task is being assigned. The organization should provide a definite role of each employee. Knowing that it is demoralizing to the individual and destructive to the productivity of the organization when subordinates are uncertain of their responsibilities. Unless the lines of responsibility and authority are clearly defined, chaos is inevitable. It is therefore advised that no individual should be compelled to take direct orders from more than one person, because conflicts will inevitably arise.

Most goals are attained through cooperative effort and a sound allocation of power and responsibility which facilitates this effort. As such, the structuring of the organization should involve delegation of authority, delineation of and assignment of responsibility; thereby creating functional units which must be executed by the individual occupying the position.

### **Barriers to Effective Communication**

Many organizations experience barriers that exist to hinder or distort the flow of communications between people:

- Differences in perception of problems due to prior experiences each employee brings to the job a unique way of assessing things. The notion he/she has determined the way in which issues are generally interpreted by such subordinates. Leaders can overcome such problems by learning enough about each individual to know what may be their emotional disposition in reaching various communication efforts.
- Differences in listening Ability: much can be learned about others and their emotional states by listening to them empathically. We should try to understand the other person's frame of reference or point of view.
- Differences in interpretation (semantics): The barrier to communication in this case is the use of words which can be interpreted in various ways. This implies that the same words may have different meanings for different individuals. The challenge is the use of many words which convey quite different meanings for different people: The subordinate might prolong the delay of acting on a command from his/her boss or supervisor immediately believing that the head wants the task to be completed after all other work is finished (Ibara 2016).
- Difference in status: The position of the individual in the organizational structure can influence the quality of communication that takes place. The rank in the organizational hierarchy often creates communication barriers. Individuals of equal status, as two departmental heads, will easily share information and feelings, whereas, the superior and a subordinate are less likely to do so with ease.

Downward communication usually has a problem of information dilution. This is a situation where the amount of information from a boss to a subordinate has either been distorted or reduced in quantity or quality or both. Leaders should ensure that such circumstances should be corrected and discouraged (Okoroma, 2000):

- Conflict of Interest: problems can emanate in communication when organizational interests conflict with individual interests. Most times, the conflict affects the flow of information and consequently, the management of resources. When a leader has a personal interest to protect in an employment interview and appointment he or she is very likely to ignore laid down rules

to enable him show favoritism. In this case he or she may settle for mediocre at the detriment of the organization.

- Time pressures: Many leaders often complain that time is their valuable scarce commodity. Demands in organizational targets or goals must be achieved within a specific period of time. Being rushed to meet deadlines, the formal channels of communication can be shortened and messages partially sent or received.
- Feedback: The communication process is incomplete when a head or leader is unable to receive adequate feedback from his or her staff concerning a communication. Successful managerial communications are nearly impossible when feedback is restricted or cut off. Feedback should be treated with utmost urgency and seriousness as it enables the sender determines if the message has been correctly interpreted. Improving communication in organization, over the years, numerous techniques have been used to remedy and improve the leader's ability to manage barriers and other problems commonly associated with organizational communication as it tends to hinder productivity and lower employee and managerial morale considering the contributions of Heinz et al. (2008).
- Follow-up and feedback: It is expected that for communication to be effective, it requires follow-up and feedback in order to set up a formal mechanism by which the sender can check on how the message was actually interpreted. This process of feedback makes communication a two-way process. The leader or superior should create an avenue that should allow and encourage subordinates to ask questions and seek advice. When the subordinate is not clear about an issue, he can feel free to solicit for questions or clarification from the superior, who will then explain further. The leader should always be prepared to listen, show empathy and never try to get angry at his subordinates because this only discourages them from giving feedback in the future (Ibara, 2016).
- Clarity: It is pertinent to note that leaders or superior should engage in clarifying ideas before attempting to communicate. Messages should be framed in such a way that they will be easily understood by subordinates. In order to maximize overlap between the intended and received messages, effective use of language shall be applied with caution and messages should be clear to the receivers.
- The organization: An organizational communication audit should be carried out regularly to assess the current state of the communication system.
- Technology: Electronic message systems (email) voice mail, local area networking teleconferencing and global satellite communication mobile phones can be used to enhance communication processes in organizations (Ololube, 2019).
- Consult others views: It is imperative for other people to be consulted and encouraged to participate to collect the facts, analyze the message and select the appropriate media. For example, a principle may ask a colleague to read an important memo before it is distributed throughout the organization.
- Use of Appropriate Tone and Language and ensure credibility: The tone of voice, the choice of language, and the congruency between what is said and how it is said influence the reaction of the receiver of the message. An autocratic leader ordering subordinate supervisors to practice participative management will create a credible gap that will be difficult to overcome.
- Consider Receivers Emotions and Motivations: Recognizing the function of communication as it deals with emotions, which is very necessary in interpersonal relationship between the superior subordinates and colleagues in an organization. This should create an environment in which people are motivated to work towards the goal of the organization.

## **Receivers Responsibilities**

Getting and giving feedback is one of the most crucial part of good communication. Like any other activity, there are specific skills that can enhance feedback:

- Listen to the complete message: Be patient. This is important when listening to your heads or subordinate and not to prejudice the incoming message.
- Work at listening skills: Good listening demonstrates interest and alertness. Listening is hard work. As the speakers efforts are a matter of concern to them.
- Weigh emotionally charged language: Emotionally charged Language often stands in the way of effective listening (I have heard you were sick and you are now recuperating) filter out words because the information received is very wrong. Possible suggestions for dealing with emotionally charged words include.
- Take time to identify those words that affect you emotionally.
- Attempt to analyze why the words affect you the way they do.
- Work at trying to reduce the impact of these words on you.

## **Eliminate Distractions**

- Good listeners speak up if the room is too warm, too noisy, or too dark. There are also internal distractions: worries about deadlines or problems of any type may make listening difficult. If you're distracted make an effort to clear your head. If you can't manage it, arrange to communicate at some other time.
- Think efficiently and critically: you need to pursue, and apply the technique of using the spare time to analyze what is being said.

## **The 10 Characteristics of a Good Strategic Leader**

Strategic leadership is learned- it does not come naturally. It is necessary to educate oneself about the characteristic you want to imbibe that will help you become a better leader. It will be discussed below as cited in ClearPoint (n.d.):

- Strong communication: being an effective communicator is a top priority to be embrace and should be vial attribute of a strategic leader. You may have a clear vision of what you are trying to accomplish, but if you cannot convey it to your team or colleagues, it will be almost impossible to carry out. Develop the ability to clearly describe what you want done and relate it to your team, you will unite everyone's efforts. This aligned your team needs on-board with your strategic objectives and goals to be successful. Having an open-door policy or holding regular one-one-one meetings with team members, making yourself accessible to discuss anything going on in the office.
- Good Listening skills: it is important to listen to what your subordinate has to say. As cited by mark twain, "wisdom is the reward you get for a lifetime of listening when you would have rather talked". Employees need to know their concerns and ideas are being heard. It sincerely help to build morale, but it makes your organization better because you are getting input from

the people who are leading. A leader who practice the art of listening gains the knowledge needed to solve problems, improve product or services, and build a strong organization.

- **Passion & Commitment:** it is observed that passion does not always get the job done. While commitment is the ability to stay focused on what will make you successful. The leader must lead by example. When you show that hard work is being done on every level of the organization, you prove your commitment and earn the respect of your subordinates as a leader.
- **Positivity:** A positive attitude surrounded by happy and positive people, will definitely work wonder. There should be a balance between play time and productive time but should introduce and create a positive supportive environment during the workday.
- **Innovation:** Being a strong leader requires practical and realism but just as importantly, it requires having an eye for innovation and the vision to execute on it. Characteristic of a strategic leader include being open to change. When the subordinate are denied to innovate, they will have no examples inside of the organization to point to in order to make suggestions in the future.
- **Collaboration:** This approach to leadership is powerful because it actually creates transparency in the organization. When a leader genuinely is interested in collaborating the subordinate, they will understand what you are thinking and vice versa. In improving collaboration create some initiative like small projects and put others in charge. Then, play the role of participant on the project instead of being a leader. Showing your colleagues that you respect their ideas and approach. Gradually, implement the bigger projects and initiatives.
- **Honesty:** Strategic leadership starts with honesty. Accepting responsibility for the success, failures. Honesty generates trust within your organization. It requires communicating both the good and the bad. It is not about popularity, but rather about integrity. Informing the employees or subordinate when there is over budget and the need to cancel initiatives and that you out paced benchmarks. All leaders should embrace or exhibit transparency to be clear about their plans, progress and results. This gives you an enablement to be honest and transparent, making everyone to be on the same page and earn the trust of your subordinates and community when trying to achieve your strategic goals.
- **Diplomacy:** diplomacy is a learned skill that helps leaders effectively manage conflict using negotiation and sensitivity. It requires an unbiased strategic approach to problem solving. As define by Henry Kissinger, diplomacy is “the art of restraining power”. In executing your strategy, there is possibility of experiencing disagreements and competing priorities. When different views are raised, it ultimately strengthens the organization. For example, if your strategy team disagrees on how to measure a particular objective? How can you please two department heads who both want ownership over a key initiative? A credible leader should be able to navigate these difficulties and turn them to win-win situations whenever possible.
- **Empathy:** A leader must not be a therapist before understanding the subordinates or employees problem but rather by being empathetic concerning their challenges, seeing things from their perspective. Practicing empathy creates meaningful connections making leaders develop awareness of the challenges and on how to resolve needs of a subordinate. When you truly understand what it takes to execute a strategy, the skills resources, projects, the more you are able to set more realistic goals and timelines. Empathetic leaders gain the respect of employees and are more likely to successfully execute the organizations strategy because they know exactly what it takes to get the job done.

- **Humility:** humble leaders admit their mistakes, apologize when necessary and always share credit. When a leader behaves decently, it makes him to be “human” and relatable. It is simply a best practice to empower and reward others instead of acting like the smartest person in the organization. The leader should practice humility by being open to learning and leaving your ego at the door, this tends to help your organization adapt and improve. Good strategic leaders are strong communicators, active listeners, passionate, positive, innovative, collaborative, honest, diplomatic, empathetic and humble. When these steps are taken to embody these qualities, you’re already becoming a better leader and can help subordinate achieve success. The ability to get things done efficiently and effectively reflects who a good leader really is.

## **CONCLUSION**

It is important to note that ineffective communication could pose communication gap to cripple the achievement of institutional objective (Mulder, 2012). Thus, it is imperative to improve on the effectiveness of communication in the organization. Applying the leadership principle and correspondence of authority should be supervised and considered in order to harness and enhance the hierarchy of the organization performance. In like manner, to ensure that workers achieve greater efficiency and higher output, matrix structure should be adopted. Being the combination of functional and divisional model, which is allowed to demonstrate or give more autonomy and are expected to take their work seriously. Since it fosters greater innovation, productivity and creativity, allows leaders to cooperatively solve decision making problems through group interaction.

## **Recommendations**

Many organization experience barriers that exist to hinder or disrupt the flow of communication among workers. It is then a matter of urgency to address:

- Difference in perception of individual problem due to prior experience or set back.
- Difference in status or rank create in the organizational hierarchy communication barriers. As two departmental heads or individual with equal status can easily share information, experiences, contribution on the same platform but superior and subordinate are less likely to do so with ease.
- Organizational authority, the necessary authority to accomplish a task should be delegated at the same time the responsibility for the task is being assigned. Considering that it is demoralizing to the individual and destructive to the productivity of the organization when subordinates are uncertain of their responsibilities.
- Accountability for projects and activities; hierarchy creates a path of accountability for every project and activity with the institution. In the area where there are consistent reporting of erroneous information, at that point of failure the fault should be detected and repaired and the allow the responsible person to learn from the experience.
- Providing a clear career path Leaders should create a clear career path for each subordinates in the organization. They should use the hierarchy as motivation for employees to enhance supervisory or managerial potential to perform at a high level of productivity.

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