

# HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE

HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE HACKMAN JOHNSON LEADERSHIP: A COMMUNICATION PERSPECTIVE LEADERSHIP IS A MULTIFACETED CONCEPT THAT INVOLVES GUIDING, INFLUENCING, AND INSPIRING OTHERS TOWARD COMMON GOALS. AMONG THE VARIOUS LENSES THROUGH WHICH LEADERSHIP IS EXAMINED, THE COMMUNICATION PERSPECTIVE OFFERS A PROFOUND UNDERSTANDING OF HOW EFFECTIVE LEADERS FOSTER COLLABORATION, BUILD TRUST, AND DRIVE ORGANIZATIONAL SUCCESS. HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE EMPHASIZES THE VITAL ROLE THAT COMMUNICATION PLAYS IN SHAPING LEADERSHIP BEHAVIORS AND OUTCOMES, HIGHLIGHTING THAT LEADERSHIP IS NOT JUST ABOUT AUTHORITY OR DECISION-MAKING BUT ALSO ABOUT HOW LEADERS CONNECT WITH OTHERS THROUGH MESSAGING, LISTENING, AND INTERPERSONAL INTERACTIONS. IN THIS COMPREHENSIVE EXPLORATION, WE WILL DELVE INTO THE CORE PRINCIPLES OF HACKMAN JOHNSON'S COMMUNICATION PERSPECTIVE ON LEADERSHIP, ANALYZING KEY THEORIES, COMMUNICATION PROCESSES, AND PRACTICAL IMPLICATIONS FOR LEADERS AIMING TO ENHANCE THEIR INFLUENCE THROUGH EFFECTIVE COMMUNICATION. --- UNDERSTANDING HACKMAN JOHNSON LEADERSHIP FROM A COMMUNICATION PERSPECTIVE FOUNDATIONAL CONCEPTS LEADERSHIP VIEWED THROUGH THE COMMUNICATION LENS CENTERS ON THE IDEA THAT EFFECTIVE LEADERS ARE SKILLED COMMUNICATORS. THEY ARE ADEPT AT ARTICULATING VISIONS, PROVIDING FEEDBACK, MANAGING CONFLICTS, AND FOSTERING A CULTURE OF OPENNESS AND TRUST. HACKMAN JOHNSON'S APPROACH UNDERSCORES THAT LEADERSHIP IS ESSENTIALLY A DYNAMIC PROCESS INVOLVING ONGOING EXCHANGES OF INFORMATION AND MEANING. KEY CONCEPTS INCLUDE: - THE CENTRALITY OF INTERPERSONAL COMMUNICATION IN LEADERSHIP. - THE IMPORTANCE OF EMOTIONAL INTELLIGENCE IN MESSAGING. - THE ROLE OF SHARED UNDERSTANDING AND MEANING-MAKING. THEORETICAL FOUNDATIONS SEVERAL COMMUNICATION THEORIES UNDERPIN HACKMAN JOHNSON'S LEADERSHIP PERSPECTIVE, INCLUDING: - TRANSACTIONAL MODEL OF COMMUNICATION: EMPHASIZES THE RECIPROCAL NATURE OF COMMUNICATION, WHERE BOTH LEADERS AND FOLLOWERS INFLUENCE EACH OTHER. - TRANSFORMATIONAL LEADERSHIP THEORY: FOCUSES ON INSPIRING AND MOTIVATING THROUGH COMPELLING COMMUNICATION. - RELATIONAL LEADERSHIP THEORY: HIGHLIGHTS THE IMPORTANCE OF RELATIONSHIPS, TRUST, AND MUTUAL INFLUENCE IN LEADERSHIP. BY INTEGRATING THESE THEORIES, HACKMAN JOHNSON ADVOCATES FOR A LEADERSHIP STYLE ROOTED IN AUTHENTIC, TRANSPARENT, AND MEANINGFUL COMMUNICATION. --- CORE PRINCIPLES OF HACKMAN JOHNSON'S COMMUNICATION-CENTERED LEADERSHIP 1. EFFECTIVE MESSAGE DELIVERY A LEADER'S ABILITY TO CRAFT AND DELIVER CLEAR, COMPELLING MESSAGES IS FUNDAMENTAL. THIS INVOLVES: CLARITY OF PURPOSE AND INTENT. 1.

ADAPTING MESSAGES TO DIFFERENT AUDIENCES. 2. USING STORYTELLING AND METAPHORS TO ENGAGE FOLLOWERS. 3. 2. ACTIVE LISTENING AND FEEDBACK COMMUNICATION IS A TWO-WAY PROCESS. LEADERS MUST: PRACTICE ACTIVE LISTENING TO UNDERSTAND FOLLOWERS' PERSPECTIVES. PROVIDE CONSTRUCTIVE FEEDBACK TO REINFORCE DESIRED BEHAVIORS. ENCOURAGE OPEN DIALOGUE TO FOSTER TRUST AND ENGAGEMENT. 3. EMOTIONAL INTELLIGENCE IN COMMUNICATION LEADERS WITH HIGH EMOTIONAL INTELLIGENCE: RECOGNIZE AND MANAGE THEIR EMOTIONS. PERCEIVE AND INFLUENCE THE EMOTIONS OF OTHERS. USE EMPATHY TO STRENGTHEN RELATIONSHIPS. 4. BUILDING TRUST AND CREDIBILITY CONSISTENT, HONEST COMMUNICATION HELPS ESTABLISH TRUST. LEADERS SHOULD: MAINTAIN TRANSPARENCY ABOUT GOALS AND CHALLENGES. 1. FOLLOW THROUGH ON COMMITMENTS. 2. SHOW AUTHENTICITY IN INTERACTIONS. 3. 5. NAVIGATING CONFLICT THROUGH COMMUNICATION EFFECTIVE LEADERS ADDRESS CONFLICTS OPENLY AND CONSTRUCTIVELY BY: ENCOURAGING DIALOGUE TO UNDERSTAND DIFFERING VIEWPOINTS. FACILITATING RESOLUTION STRATEGIES THAT RESPECT ALL PARTIES. USING CONFLICT AS AN OPPORTUNITY FOR GROWTH. 3 --- APPLYING HACKMAN JOHNSON'S COMMUNICATION PERSPECTIVE IN LEADERSHIP PRACTICE DEVELOPING COMMUNICATION SKILLS LEADERS SHOULD CONTINUALLY REFINE THEIR COMMUNICATION ABILITIES THROUGH: TRAINING IN PUBLIC SPEAKING AND STORYTELLING. 1. ACTIVE PARTICIPATION IN FEEDBACK AND COACHING SESSIONS. 2. PRACTICING EMPATHY AND EMOTIONAL AWARENESS. 3. CREATING A CULTURE OF OPEN COMMUNICATION ORGANIZATIONS BENEFIT FROM FOSTERING ENVIRONMENTS WHERE: INFORMATION FLOWS FREELY ACROSS HIERARCHIES. EMPLOYEES FEEL SAFE TO EXPRESS IDEAS AND CONCERN. LEADERSHIP MODELS TRANSPARENCY AND ACTIVE LISTENING. LEVERAGING COMMUNICATION TECHNOLOGIES MODERN LEADERS UTILIZE VARIOUS TOOLS TO ENHANCE COMMUNICATION, INCLUDING: VIDEO CONFERENCING AND VIRTUAL MEETINGS. 1. COLLABORATION PLATFORMS LIKE SLACK OR TEAMS. 2. INTERNAL SOCIAL NETWORKS FOR COMMUNITY BUILDING. 3. MEASURING COMMUNICATION EFFECTIVENESS ASSESSING HOW WELL COMMUNICATION STRATEGIES WORK INVOLVES: SOLICITING FEEDBACK THROUGH SURVEYS AND INTERVIEWS. MONITORING ENGAGEMENT LEVELS AND PARTICIPATION. EVALUATING THE CLARITY AND IMPACT OF MESSAGES. --- CHALLENGES AND OPPORTUNITIES IN COMMUNICATION-CENTRIC LEADERSHIP COMMON CHALLENGES DESPITE ITS IMPORTANCE, EFFECTIVE COMMUNICATION IN LEADERSHIP FACES OBSTACLES SUCH AS: 4 INFORMATION OVERLOAD OR MISINTERPRETATION. RESISTANCE TO CHANGE OR TRANSPARENCY. CULTURAL AND LANGUAGE BARRIERS. TECHNOLOGICAL MISCOMMUNICATIONS. OPPORTUNITIES FOR GROWTH LEADERS CAN TURN CHALLENGES INTO OPPORTUNITIES BY: INVESTING IN COMMUNICATION TRAINING AND DEVELOPMENT. FOSTERING A FEEDBACK-RICH ENVIRONMENT. ADAPTING COMMUNICATION STYLES TO DIVERSE AUDIENCES. UTILIZING STORYTELLING TO INSPIRE AND MOTIVATE. - -- CASE STUDIES AND PRACTICAL EXAMPLES TRANSFORMATIONAL LEADERSHIP THROUGH COMMUNICATION A NOTABLE EXAMPLE IS HOW LEADERS LIKE NELSON MANDELA EFFECTIVELY COMMUNICATED A VISION OF RECONCILIATION AND HOPE, INSPIRING A NATION THROUGH SPEECHES,

PERSONAL INTERACTIONS, AND CONSISTENT MESSAGING. LEADERSHIP IN CRISIS SITUATIONS DURING CRISES, SUCH AS ORGANIZATIONAL LAYOFFS OR PUBLIC HEALTH EMERGENCIES, TRANSPARENT AND EMPATHETIC COMMUNICATION CAN: - MITIGATE FEAR AND MISINFORMATION. - BUILD RESILIENCE AMONG TEAMS. - REINFORCE TRUST IN LEADERSHIP. LEADERSHIP DEVELOPMENT PROGRAMS MANY ORGANIZATIONS INCORPORATE COMMUNICATION TRAINING INTO LEADERSHIP DEVELOPMENT INITIATIVES, EMPHASIZING: - ACTIVE LISTENING. - EMOTIONAL INTELLIGENCE. - CONFLICT RESOLUTION SKILLS. --- CONCLUSION: THE FUTURE OF HACKMAN JOHNSON LEADERSHIP AS A COMMUNICATION PROCESS THE EVOLUTION OF LEADERSHIP IN THE 21ST CENTURY UNDERSCORES THE INCREASING SIGNIFICANCE OF COMMUNICATION. HACKMAN JOHNSON'S PERSPECTIVE REMINDS US THAT LEADERSHIP EFFECTIVENESS HINGES ON THE ABILITY TO CONNECT AUTHENTICALLY WITH OTHERS, ARTICULATE A COMPELLING VISION, AND FOSTER AN ENVIRONMENT WHERE OPEN DIALOGUE THRIVES. AS ORGANIZATIONS NAVIGATE COMPLEX, RAPIDLY CHANGING LANDSCAPES, LEADERS WHO PRIORITIZE COMMUNICATION WILL BE BETTER EQUIPPED TO INSPIRE, MOTIVATE, AND LEAD SUCCESSFUL TEAMS. BY EMBRACING THESE PRINCIPLES, ASPIRING AND CURRENT LEADERS CAN ENHANCE THEIR INFLUENCE, BUILD STRONGER RELATIONSHIPS, AND DRIVE ORGANIZATIONAL EXCELLENCE. THE INTEGRATION OF COMMUNICATION INTO LEADERSHIP PRACTICES IS NOT MERELY A SKILL BUT A STRATEGIC ASSET THAT SHAPES THE FUTURE OF EFFECTIVE LEADERSHIP. ---

KEYWORDS: HACKMAN JOHNSON LEADERSHIP, COMMUNICATION PERSPECTIVE, LEADERSHIP COMMUNICATION, TRANSFORMATIONAL LEADERSHIP, EMOTIONAL INTELLIGENCE, EFFECTIVE MESSAGING, TRUST BUILDING, LEADERSHIP DEVELOPMENT, ORGANIZATIONAL COMMUNICATION

QUESTIONANSWER WHAT ARE THE KEY PRINCIPLES OF HACKMAN AND JOHNSON'S LEADERSHIP COMMUNICATION MODEL? HACKMAN AND JOHNSON EMPHASIZE THAT EFFECTIVE LEADERSHIP COMMUNICATION INVOLVES CLARITY OF MESSAGE, ACTIVE LISTENING, EMOTIONAL INTELLIGENCE, AND ADAPTING COMMUNICATION STYLES TO FOLLOWERS' NEEDS TO FOSTER TRUST AND ENGAGEMENT. HOW DOES HACKMAN AND JOHNSON DEFINE LEADERSHIP FROM A COMMUNICATION PERSPECTIVE? THEY DEFINE LEADERSHIP AS A PROCESS OF INFLUENCING OTHERS THROUGH EFFECTIVE COMMUNICATION, WHERE LEADERS USE VERBAL AND NON-VERBAL CUES TO MOTIVATE, INSPIRE, AND GUIDE THEIR FOLLOWERS TOWARD SHARED GOALS. WHAT ROLE DOES ETHICAL COMMUNICATION PLAY IN HACKMAN AND JOHNSON'S LEADERSHIP THEORY? ETHICAL COMMUNICATION IS CENTRAL, EMPHASIZING HONESTY, TRANSPARENCY, AND RESPECT, WHICH HELPS BUILD CREDIBILITY AND TRUST BETWEEN LEADERS AND FOLLOWERS, ULTIMATELY ENHANCING LEADERSHIP EFFECTIVENESS. HOW DO HACKMAN AND JOHNSON SUGGEST LEADERS SHOULD HANDLE CROSS-CULTURAL COMMUNICATION? THEY RECOMMEND LEADERS DEVELOP CULTURAL AWARENESS, DEMONSTRATE CULTURAL SENSITIVITY, AND ADAPT THEIR COMMUNICATION STYLES TO BRIDGE CULTURAL DIFFERENCES AND FOSTER INCLUSIVE ENVIRONMENTS. IN HACKMAN AND JOHNSON'S FRAMEWORK, WHAT IS THE IMPORTANCE OF FEEDBACK IN LEADERSHIP COMMUNICATION? FEEDBACK IS CRUCIAL AS IT ALLOWS LEADERS TO GAUGE UNDERSTANDING, ADJUST THEIR MESSAGES, AND BUILD A TWO-WAY COMMUNICATION PROCESS THAT

ENHANCES TRUST AND IMPROVES PERFORMANCE. WHAT STRATEGIES DO HACKMAN AND JOHNSON PROPOSE FOR IMPROVING LEADERSHIP COMMUNICATION SKILLS? THEY SUGGEST PRACTICING ACTIVE LISTENING, DEVELOPING EMOTIONAL INTELLIGENCE, BEING AWARE OF NON-VERBAL CUES, AND ENGAGING IN CONTINUOUS LEARNING TO REFINE COMMUNICATION EFFECTIVENESS. HOW DOES HACKMAN AND JOHNSON'S PERSPECTIVE ADDRESS POWER DYNAMICS IN LEADERSHIP COMMUNICATION? THEY ACKNOWLEDGE THAT POWER INFLUENCES COMMUNICATION PATTERNS AND ADVOCATE FOR LEADERS TO USE THEIR INFLUENCE RESPONSIBLY, PROMOTING OPEN DIALOGUE AND PARTICIPATIVE COMMUNICATION TO EMPOWER FOLLOWERS. WHAT IS THE ROLE OF STORYTELLING IN HACKMAN AND JOHNSON'S LEADERSHIP COMMUNICATION APPROACH? STORYTELLING IS SEEN AS A POWERFUL TOOL FOR INSPIRING FOLLOWERS, CONVEYING VALUES, AND CREATING EMOTIONAL CONNECTIONS THAT REINFORCE LEADERSHIP MESSAGES AND FOSTER LOYALTY. 6 How do Hackman and Johnson view the impact of technology on leadership communication? They recognize that technology enhances communication reach and immediacy but also highlight the importance of maintaining authenticity, clarity, and emotional connection in digital interactions. What are the challenges of leadership communication identified by Hackman and Johnson? Challenges include overcoming misunderstandings, managing diverse communication styles, handling conflicts constructively, and maintaining transparency and credibility amidst organizational changes.

**HACKMAN & JOHNSON LEADERSHIP: A COMMUNICATION PERSPECTIVE** Leadership remains one of the most studied and debated topics within organizational behavior, management theory, and communication studies. A significant contribution to understanding effective leadership comes from the work of Richard Hackman and Ruth W. Johnson, whose perspectives emphasize the critical role of communication in shaping leadership effectiveness. Their approach offers a nuanced view that integrates the interpersonal and structural facets of leadership, highlighting how communication processes influence leaders' ability to motivate, guide, and influence followers. This article delves into Hackman and Johnson's leadership theory from a communication perspective, exploring its core principles, theoretical foundations, practical applications, and implications for contemporary leadership practices.

--- Foundations of Hackman & Johnson Leadership Theory

Theoretical underpinnings Hackman and Johnson's leadership framework is rooted in the broader context of communication theory and social influence models. They argue that leadership is not solely about individual traits or positional authority but fundamentally about interactive processes—how leaders communicate with followers and how those interactions shape organizational outcomes. Their approach synthesizes several theoretical streams:

- **SYSTEMS THEORY:** Viewing organizations as complex, interconnected systems where communication flows are vital.
- **RELATIONAL LEADERSHIP:** Emphasizing relationships and

INTERPERSONAL DYNAMICS AS CENTRAL TO EFFECTIVE LEADERSHIP. - TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP: RECOGNIZING DIFFERENT COMMUNICATION STYLES AND THEIR IMPACT ON MOTIVATION AND PERFORMANCE. BY INTEGRATING THESE PERSPECTIVES, HACKMAN AND JOHNSON POSITION COMMUNICATION AS THE CORE MECHANISM THROUGH WHICH LEADERSHIP FUNCTIONS, INFLUENCE OCCURS, AND CHANGE IS ENACTED. CORE PRINCIPLES OF THEIR COMMUNICATION-CENTERED LEADERSHIP MODEL THE MODEL HINGES ON SEVERAL KEY PRINCIPLES: 1. COMMUNICATION AS THE FOUNDATION OF HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE 7 LEADERSHIP: EFFECTIVE LEADERS ARE SKILLED COMMUNICATORS WHO CAN ARTICULATE VISIONS, PROVIDE FEEDBACK, AND FOSTER OPEN DIALOGUE. 2. SHARED MEANING AND UNDERSTANDING: LEADERSHIP SUCCESS DEPENDS ON ESTABLISHING COMMON UNDERSTANDING AND ALIGNING PERCEPTIONS AMONG TEAM MEMBERS. 3. INFLUENCE THROUGH INTERACTION: LEADERS INFLUENCE FOLLOWERS THROUGH ONGOING, RECIPROCAL COMMUNICATION RATHER THAN UNILATERAL COMMANDS. 4. CONTEXT MATTERS: THE EFFECTIVENESS OF COMMUNICATION VARIES DEPENDING ON ORGANIZATIONAL CULTURE, SITUATIONAL FACTORS, AND INDIVIDUAL DIFFERENCES. 5. RELATIONAL DYNAMICS: TRUST, CREDIBILITY, AND RAPPORT DEVELOP THROUGH CONSISTENT, TRANSPARENT COMMUNICATION. THESE PRINCIPLES UNDERSCORE THAT LEADERSHIP IS LESS ABOUT INDIVIDUAL TRAITS AND MORE ABOUT INTERACTIVE PROCESSES THAT ARE MEDIATED THROUGH COMMUNICATION. --- COMMUNICATION PROCESSES IN HACKMAN & JOHNSON'S LEADERSHIP FRAMEWORK VERBAL AND NON-VERBAL COMMUNICATION HACKMAN AND JOHNSON HIGHLIGHT THAT LEADERSHIP COMMUNICATION ENCOMPASSES BOTH VERBAL AND NON-VERBAL ELEMENTS: - VERBAL COMMUNICATION: THE CLARITY OF MESSAGES, TONE, LANGUAGE CHOICE, AND STORYTELLING CONTRIBUTE TO EFFECTIVE LEADERSHIP. LEADERS MUST CRAFT MESSAGES THAT RESONATE, MOTIVATE, AND INSPIRE ACTION. - NON-VERBAL COMMUNICATION: BODY LANGUAGE, FACIAL EXPRESSIONS, GESTURES, AND TONE OF VOICE SIGNIFICANTLY INFLUENCE PERCEPTIONS OF SINCERITY, CONFIDENCE, AND EMPATHY. EFFECTIVE LEADERS ARE CONSCIOUS OF THEIR ENTIRE COMMUNICATION REPERTOIRE AND UNDERSTAND THAT NON-VERBAL CUES OFTEN CARRY MORE WEIGHT THAN WORDS ALONE. LISTENING AND FEEDBACK TWO CRITICAL COMMUNICATION PROCESSES EMPHASIZED ARE: - ACTIVE LISTENING: LEADERS MUST LISTEN ATTENTIVELY, DEMONSTRATE UNDERSTANDING, AND VALIDATE FOLLOWERS' PERSPECTIVES. - CONSTRUCTIVE FEEDBACK: PROVIDING TIMELY, SPECIFIC, AND RESPECTFUL FEEDBACK FOSTERS TRUST AND CONTINUOUS IMPROVEMENT. THESE PROCESSES FACILITATE MUTUAL UNDERSTANDING, REDUCE MISUNDERSTANDINGS, AND PROMOTE A CULTURE OF OPEN DIALOGUE. DIALOGIC COMMUNICATION AND TRANSPARENCY HACKMAN AND JOHNSON ADVOCATE FOR DIALOGIC COMMUNICATION, WHICH INVOLVES GENUINE TWO- WAY EXCHANGES THAT PROMOTE PARTICIPATION, SHARED DECISION-MAKING, AND TRANSPARENCY. SUCH COMMUNICATION CULTIVATES A SENSE OF SHARED PURPOSE AND ENHANCES FOLLOWERS' COMMITMENT. -- HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE 8 LEADERSHIP STYLES FROM A COMMUNICATION PERSPECTIVE HACKMAN AND JOHNSON EXPLORE VARIOUS LEADERSHIP STYLES THROUGH

THE LENS OF COMMUNICATION BEHAVIORS: TRANSFORMATIONAL LEADERSHIP TRANSFORMATIONAL LEADERS INSPIRE FOLLOWERS BY ARTICULATING A COMPELLING VISION, MODELING DESIRED BEHAVIORS, AND FOSTERING PERSONAL DEVELOPMENT. COMMUNICATION IS CHARACTERIZED BY: - INSPIRATIONAL SPEECHES AND NARRATIVES - EMPOWERING LANGUAGE - PERSONALIZED ATTENTION AND MENTORSHIP THIS STYLE RELIES HEAVILY ON PERSUASIVE, EMOTIONALLY RESONANT COMMUNICATION. TRANSACTIONAL LEADERSHIP TRANSACTIONAL LEADERS FOCUS ON EXCHANGES, CLARIFYING EXPECTATIONS, AND REWARDING PERFORMANCE. COMMUNICATION EMPHASIZES: - CLEAR INSTRUCTIONS - PERFORMANCE FEEDBACK - FORMAL COMMUNICATION CHANNELS WHILE MORE DIRECTIVE, EFFECTIVE TRANSACTIONAL LEADERS USE PRECISE COMMUNICATION TO MAINTAIN ORDER AND EFFICIENCY. SERVANT AND AUTHENTIC LEADERSHIP BOTH STYLES PRIORITIZE ETHICAL, TRANSPARENT COMMUNICATION: - SERVANT LEADERS LISTEN ACTIVELY AND PRIORITIZE FOLLOWERS' NEEDS. - AUTHENTIC LEADERS COMMUNICATE HONESTLY ABOUT GOALS, CHALLENGES, AND VALUES. IN BOTH CASES, COMMUNICATION BUILDS TRUST AND FOSTERS ETHICAL ORGANIZATIONAL CULTURES. --- PRACTICAL APPLICATIONS OF HACKMAN & JOHNSON'S COMMUNICATION APPROACH ENHANCING LEADERSHIP EFFECTIVENESS ORGANIZATIONS APPLYING HACKMAN AND JOHNSON'S INSIGHTS CAN: - DEVELOP COMMUNICATION SKILLS IN LEADERS THROUGH TRAINING PROGRAMS FOCUSED ON EMOTIONAL INTELLIGENCE, ACTIVE LISTENING, AND NON-VERBAL CUES. - PROMOTE OPEN DIALOGUE AND FEEDBACK MECHANISMS TO IMPROVE DECISION-MAKING AND INNOVATION. - ENCOURAGE RELATIONAL TRANSPARENCY, WHERE LEADERS SHARE THEIR THOUGHTS AND UNCERTAINTIES, FOSTERING TRUST. LEADERSHIP DEVELOPMENT STRATEGIES TRAINING INITIATIVES SHOULD EMPHASIZE: - SELF-AWARENESS: UNDERSTANDING ONE'S COMMUNICATION STYLE AND BIASES. - EMPATHY AND RELATIONAL SKILLS: BUILDING RAPPORT AND TRUST. - CRISIS COMMUNICATION: NAVIGATING UNCERTAINTY WITH CLARITY AND REASSURANCE. - HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE 9 CULTURAL COMPETENCE: ADJUSTING COMMUNICATION FOR DIVERSE TEAMS. ORGANIZATIONAL CULTURE AND COMMUNICATION CLIMATE CREATING A CULTURE THAT VALUES TRANSPARENT, RESPECTFUL, AND PARTICIPATIVE COMMUNICATION ENHANCES LEADERSHIP EFFECTIVENESS. LEADERS ACT AS BOTH COMMUNICATORS AND CULTURAL ARCHITECTS, SHAPING NORMS THAT SUPPORT COLLABORATION AND INNOVATION. --- IMPLICATIONS FOR CONTEMPORARY LEADERSHIP CHALLENGES IN THE DIGITAL AGE, THE PRINCIPLES ADVANCED BY HACKMAN AND JOHNSON ARE ESPECIALLY RELEVANT AMIDST RAPID TECHNOLOGICAL CHANGE, REMOTE WORK, AND INCREASING ORGANIZATIONAL COMPLEXITY. REMOTE AND VIRTUAL LEADERSHIP EFFECTIVE VIRTUAL LEADERS MUST: - MASTER DIGITAL COMMUNICATION TOOLS. - MAINTAIN CLARITY IN MESSAGING ACROSS DIFFERENT PLATFORMS. - FOSTER VIRTUAL RELATIONSHIPS THROUGH INTENTIONAL, EMPATHETIC COMMUNICATION. MANAGING ORGANIZATIONAL CHANGE CHANGE INITIATIVES REQUIRE TRANSPARENT, CONSISTENT COMMUNICATION TO REDUCE RESISTANCE AND BUILD BUY-IN. LEADERS MUST ARTICULATE THE VISION COMPELLINGLY AND LISTEN TO STAKEHOLDERS' CONCERNs. ETHICAL AND INCLUSIVE LEADERSHIP OPEN AND HONEST

COMMUNICATION UNDERPINS ETHICAL BEHAVIOR AND INCLUSIVITY. LEADERS WHO COMMUNICATE AUTHENTICALLY AND ACTIVELY SEEK DIVERSE VOICES FOSTER ORGANIZATIONAL RESILIENCE AND SOCIAL RESPONSIBILITY. --- CONCLUSION: THE FUTURE OF LEADERSHIP FROM A COMMUNICATION PERSPECTIVE HACKMAN AND JOHNSON'S LEADERSHIP THEORY, EMPHASIZING COMMUNICATION AS THE CORNERSTONE OF EFFECTIVE LEADERSHIP, OFFERS VALUABLE INSIGHTS IN TODAY'S DYNAMIC ORGANIZATIONAL LANDSCAPE. THEIR FOCUS ON INTERACTION, RELATIONAL DYNAMICS, AND SHARED MEANING UNDERSCORES THAT LEADERSHIP IS AN ONGOING, RECIPROCAL PROCESS ROOTED IN COMMUNICATION COMPETENCE. AS ORGANIZATIONS FACE NEW CHALLENGES—TECHNOLOGICAL DISRUPTIONS, CULTURAL SHIFTS, AND THE NEED FOR ADAPTIVE LEADERSHIP—THE PRINCIPLES ARTICULATED BY HACKMAN AND JOHNSON REMAIN PROFOUNDLY RELEVANT. CULTIVATING SKILLED COMMUNICATORS AT ALL LEVELS WILL BE ESSENTIAL FOR FOSTERING RESILIENT, INNOVATIVE, AND HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE 10 ETHICALLY GROUNDED ORGANIZATIONS. IN ESSENCE, LEADERSHIP FROM A COMMUNICATION PERSPECTIVE IS ABOUT MORE THAN TRANSMITTING INFORMATION; IT IS ABOUT ENGAGING IN MEANINGFUL EXCHANGES THAT MOTIVATE, INSPIRE, AND TRANSFORM BOTH INDIVIDUALS AND ORGANIZATIONS. HACKMAN AND JOHNSON'S FRAMEWORK PROVIDES A COMPREHENSIVE ROADMAP FOR UNDERSTANDING AND ENHANCING THIS VITAL ASPECT OF LEADERSHIP IN THE 21ST CENTURY. LEADERSHIP, COMMUNICATION, ORGANIZATIONAL BEHAVIOR, MANAGEMENT, INTERPERSONAL SKILLS, EFFECTIVE COMMUNICATION, TEAM DYNAMICS, LEADERSHIP THEORIES, INFLUENCE, COMMUNICATION STRATEGIES

LEADERSHIP LEADERSHIP ORGANIZATIONAL LEADERSHIP SPORTS LEADERSHIP IN THE 21ST CENTURY, THIRD EDITION

HEALTHY LEADERSHIP FOR THRIVING ORGANIZATIONS LEADERSHIP THE JOHNSON YEARS: LBJ AT

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CYCLOP¶ DIA EVERETT DIRKSEN AND HIS PRESIDENTS MR. AND MRS. PRESIDENT LOOKING BACK AT

LBJ LEADERSHIP UNCERTAIN WARRIORS POWERS OF THE PRESIDENT IN FOREIGN AFFAIRS, 1945-1965

CRAIG E. JOHNSON MICHAEL Z. HACKMAN JOHN BRATTON LAURA J. BURTON JUSTIN A. IRVING MICHAEL

Z. HACKMAN ROBERT A. DIVINE JONATHAN KASparek ERWIN C. HARGROVE BRYAN D. JONES UNITED

STATES. CONGRESS CHARLES KENDALL ADAMS BYRON C. HULSEY GIL TROY MITCHELL B. LERNER

THEO VELDSMAN DAVID M. BARRETT EDGAR EUGENE ROBINSON

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LOOKING BACK AT LBJ LEADERSHIP UNCERTAIN WARRIORS POWERS OF THE PRESIDENT IN FOREIGN

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LEADERSHIP A COMMUNICATION PERSPECTIVE HAS BEEN AT THE FOREFRONT OF UNIVERSITY AND COLLEGE LEADERSHIP COURSES FOR NEARLY THREE DECADES PROVIDING A COMPELLING AUTHORITATIVE INTRODUCTION TO LEADERSHIP AS A COMMUNICATION BASED ACTIVITY THE NEW EDITION CONTINUES THE TRADITION OF EXCELLENCE WITH AN UP TO DATE TREATMENT OF THEORY AND RESEARCH COMBINED WITH PRACTICAL REAL WORLD ADVICE FOR IMPROVING COMMUNICATION COMPETENCE AND LEADERSHIP EFFECTIVENESS RELEVANT THE AUTHORS PROFILE CONTEMPORARY LEADERS AND ORGANIZATIONS LIKE ALIBABA S JACK MA ZAPPOS TONY HSIEH FACEBOOK S SHERYL SANDBERG UBER THE CONTAINER STORE AIRBNB CHIPOTLE THE WAFFLE HOUSE NORDSTROM AND GOOGLE THEIR PRESENTATION BALANCES CURRENT SCHOLARSHIP AND TRENDS WITH HISTORICAL PERSPECTIVES TO PROVIDE A FULLER UNDERSTANDING OF THE STUDY AND PRACTICE OF LEADERSHIP COMPREHENSIVE LEADERSHIP AND FOLLOWERSHIP ARE EXAMINED IN MULTIPLE CONTEXTS INCLUDING ORGANIZATIONAL LEADERSHIP PUBLIC LEADERSHIP AND LEADERSHIP IN GROUPS AND TEAMS TOPICS NEW TO THIS EDITION INCLUDE TRANSCENDENT FOLLOWERSHIP THE LEADERSHIP SKILLS APPROACH TEAM COACHING ESCALATION OF COMMITMENT INVISIBLE LEADERSHIP CULTURAL INTELLIGENCE TRIGGER EVENTS AND RESILIENCE FULL FEATURED SELF ASSESSMENTS MEASURE READERS PERCEPTIONS OF PERSONAL LEADERSHIP SKILLS COMMUNICATION STYLE CULTURAL INTELLIGENCE MOTIVATION TO LEAD AND MORE CASE STUDIES EXAMINE LEADERSHIP SITUATIONS AND POSE THOUGHTFUL QUESTIONS THAT PROMPT STUDENTS TO APPLY THEIR EXPERIENCES AND UNDERSTANDINGS RESEARCH HIGHLIGHTS SUMMARIZE SEMINAL AND RECENT SCHOLARSHIP CHAPTER TAKEAWAYS REINFORCE IMPORTANT CONCEPTS AND ACTION STEPS APPLICATION EXERCISES OFFER ABUNDANT OPPORTUNITIES TO EXPLORE PRACTICE AND REFLECT ON CHAPTER CONTENT CULTURAL CONNECTIONS DISCUSS LEADERSHIP EXPECTATIONS AND BEHAVIORS IN OTHER CULTURES LEADERSHIP ON THE BIG SCREEN CORRELATES CHAPTER CONCEPTS WITH THE THEMES OF POPULAR FILMS AND DOCUMENTARIES

ORGANIZATIONAL LEADERSHIP PROVIDES A CRITICAL INTRODUCTION TO TRADITIONAL AND CONTEMPORARY LEADERSHIP APPROACHES DEMONSTRATES LEADERSHIP AS A PROCESS SHAPED BY INTERNAL AND EXTERNAL FACTORS THE BOOK DEMONSTRATES HOW THEORY TRANSLATES INTO PRACTICE THROUGH INTERNATIONAL CASE STUDIES AND VIDEO INTERVIEWS WITH LEADERS ACROSS DIFFERENT ORGANIZATIONS AND SECTORS

SPORT LEADERSHIP IN THE 21ST CENTURY PROVIDES STUDENTS WITH THE MOST CURRENT AND COMPREHENSIVE UNDERSTANDING OF LEADERSHIP IN SPORT MANAGEMENT THIS TEXT IMMERSES STUDENTS IN CASE STUDIES INTERVIEWS WITH LEADERS IN THE SPORT INDUSTRY CRITICAL THINKING QUESTIONS AND RICH CONTENT TO HELP YOUNG PROFESSIONALS AND SPORT MANAGEMENT STUDENTS BECOME

LEADERS PROVIDED BY PUBLISHER

OUTREACH 2025 RESOURCE OF THE YEAR LEADERSHIP THE DEVASTATING EFFECTS OF TOXIC WORK ENVIRONMENTS ARE TOP NEWS EVERYONE SEEMS TO UNDERSTAND THAT HEALTHY ORGANIZATIONS NURTURE FLOURISHING INDIVIDUALS AND SOCIETIES FLOURISHING THAT JESUS DESIRES FOR ALL OF US HOW CAN CHRISTIAN BUSINESS AND MINISTRY LEADERS CREATE A POSITIVE ORGANIZATIONAL CULTURE AND IDENTITY JUSTIN IRVING HAS SPENT TWENTY YEARS STUDYING TEACHING AND REFLECTING ON ORGANIZATIONAL LEADERSHIP DRAWING WISDOM FROM THE BIBLE CONTEMPORARY LEADERSHIP THEORY AND THE INSIGHTS OF OVER TWO HUNDRED EXECUTIVE LEADERS IRVING PROVIDES A THEOLOGICAL FRAMEWORK THAT MAKES HUMAN FLOURISHING THE DRIVING MOTIVATION FOR LEADING ORGANIZATIONS WELL HE HELPS READERS INVEST IN THEIR OWN GROWTH TO BECOME LEADERS WHO MOTIVATE INSPIRE AND NURTURE BUT HE BROADENS THE VIEW TO HELP READERS SEE HOW DIFFERENT LEVELS OF LEADERSHIP THE DYNAMICS AND INTERDEPENDENCE OF TEAMS AND OF THE WHOLE ORGANIZATION WORK TOGETHER HE THEN OFFERS PRACTICAL INSIGHTS ON BUILDING TEAMS CULTURE AND EFFECTIVE COMMUNICATION AND ON NAVIGATING THE STORMS OF CRISIS AND CHANGE

THE PRACTICAL TEXT PRESENTS THE TOPIC OF LEADERSHIP CRISPLY COGENTLY SYNTHESIZING A GREAT DEAL OF INFORMATION IN AN EASY TO UNDERSTAND FORM

PROXMIRE BULLDOG OF THE SENATE IS THE FIRST COMPREHENSIVE BIOGRAPHY OF ONE OF WISCONSIN S MOST IMPORTANT AND ENTERTAINING POLITICAL FIGURES KNOWN FOR CHAMPIONING CONSUMER PROTECTION LEGISLATION AND FARMING INTERESTS SENATOR PROXMIRE ALSO FOUGHT CONTINUOUSLY AGAINST WASTEFUL GOVERNMENT SPENDING HIGHLIGHTING THE MOST EGREGIOUS EXAMPLES WITH HIS MONTHLY GOLDEN FLEECE AWARD REMEMBERED BY MANY WISCONSINITES AS A FRIENDLY HAND SHAKING FIXTURE AT SPORTING EVENTS AND STATE FAIRS PROXMIRE WAS ONE OF THE FEW POLITICIANS WHO VOTED HIS CONSCIENCE AND NEVER FORGOT ABOUT THE PEOPLE HE REPRESENTED

HARGROVE ARGUES THAT POLITICAL LEADERSHIP MUST CONTAIN A MORAL ELEMENT IF IT IS TO BE FULLY EFFECTIVE HE SUGGESTS A MODEL WITH WHICH TO ANALYZE COMPARE AND EVALUATE POLITICAL LEADERS AND THEN ASSESSES THE PRESIDENCIES OF FRANKLIN ROOSEVELT LYNDON JOHNSON AND RONALD REAGAN ACCORDING TO THE MODEL S NORMATIVE IMPLICATIONS JACKET

IN TWELVE ESSAYS INFLUENTIAL SCHOLARS IN POLITICAL SCIENCE EXPLORE THE MEANING OF POLITICAL LEADERSHIP FROM THE KALEIDOSCOPIC PERSPECTIVES OF THE LEADERS INSTITUTIONS GOALS PROCEDURES PROBLEMS AND TRADITIONS INVOLVED THE APPROACHES AS VARIED AS THE SUBJECT ITSELF COALESCE AROUND THE CENTRAL QUESTION OF HOW LEADERS INTERACT WITH TRANSFORM OR ARE CONTROLLED BY THE ORGANIZATIONS THEY LEAD

THE CONGRESSIONAL RECORD IS THE OFFICIAL RECORD OF THE PROCEEDINGS AND DEBATES OF THE UNITED STATES CONGRESS IT IS PUBLISHED DAILY WHEN CONGRESS IS IN SESSION THE CONGRESSIONAL RECORD BEGAN PUBLICATION IN 1873 DEBATES FOR SESSIONS PRIOR TO 1873 ARE RECORDED IN THE DEBATES AND PROCEEDINGS IN THE CONGRESS OF THE UNITED STATES 1789 1824 THE REGISTER OF DEBATES IN CONGRESS 1824 1837 AND THE CONGRESSIONAL GLOBE 1833 1873

HE WAS AS RECOGNIZABLE BY HIS MELLIFLUOUS VOICE AS BY HIS RUMPLED APPEARANCE EVERETT MCKINLEY DIRKSEN WAS ONE OF THE MOST COLORFUL AMERICAN POLITICIANS OF THE TWENTIETH CENTURY AND WAS CONSIDERED BY SOME THE MOST POWERFUL MAN IN CONGRESS NOW BYRON HULSEY TAKES A NEW LOOK AT THE SENATOR FROM ILLINOIS TO SHOW HOW HIS INTERACTIONS WITH THE WHITE HOUSE MADE HIM A PIVOTAL FIGURE IN AMERICAN POLITICS DURING THE COLD WAR ERA HULSEY TRACES DIRKSEN S RELATIONSHIPS WITH FOUR PRESIDENTS TO SHOW HOW THE SENATOR SHIFTED FROM BEING A MAJOR REPUBLICAN CRITIC OF TRUMAN TO AN ARDENT REPUBLICAN SUPPORTER OF LBJ DIRKSEN LEARNED SUPRAPARTISAN POLITICS FROM EISENHOWER AND BECAME IKE S MOST TRUSTED CONFIDANT ON CAPITOL HILL THEN AS SENATE MINORITY LEADER HE PLAYED A KEY ROLE IN FURTHERING THE AMBITIOUS GOALS OF THE JOHNSON ADMINISTRATION HULSEY ANALYZES THE REASONS FOR DIRKSEN S DRAMATIC POLICY REVERSALS TELLING HOW THE SENATOR WHO IN 1950 WARNED OF THE DANGERS OF A LEVIATHAN EXECUTIVE CAME TO EMBRACE THE POWER OF THE PRESIDENTIAL OFFICE TO PROVIDE FOR THE SOCIAL WELFARE CONTAIN THE SPREAD OF COMMUNISM AND GUARANTEE CIVIL RIGHTS DRAWING ON PRIMARY SOURCES AT THE JOHNSON PRESIDENTIAL LIBRARY AND THE DIRKSEN CONGRESSIONAL CENTER HULSEY SHOWS HOW THE SENATOR COMBINED LEGISLATIVE CRAFTSMANSHIP WITH THE ABILITY TO GET BILLS PASSED HE LINKS DIRKSEN TO THE ISSUES AND EVENTS THAT SHAPED THE 1950s AND 1960s AND TELLS HOW THE JOHNSON DIRKSEN COALITION MOVED DOMESTIC POLICY FORWARD THROUGH CIVIL RIGHTS LEGISLATION BUT RAN AGROUND ON THE INSURMOUNTABLE PROBLEM OF VIETNAM HULSEY ALSO USES DIRKSEN S CAREER TO EXPLORE CHANGE CONTINUITY AND CONFLICT IN THE REPUBLICAN PARTY OVER TWO DECADES HE EXPLAINS HOW THE GOP EVOLVED THROUGH INTERNAL POLITICAL AND IDEOLOGICAL TENSIONS FROM THE TAFT EISENHOWER CONTEST THROUGH THE McCARTHY ERA TO THE BEGINNING OF NIXON ADMINISTRATION REVEALING DIRKSEN S ROLE IN THAT PROCESS BY THE TIME OF DIRKSEN S DEATH IN 1969 THE VIETNAM WAR THE EXPLOSION OF URBAN RIOTS AND PRESIDENT NIXON S PREFERENCE FOR THE POLITICS OF RESENTMENT PUT AN END TO THE SUPRAPARTISAN SPIRIT HULSEY S BOOK RECREATES A WASHINGTON MILIEU THE LIKES OF WHICH MAY NEVER BE SEEN AGAIN OFFERING A LENS FOR VIEWING POSTWAR AMERICAN POLITICS WHILE PAINTING THE DEFINITIVE POLITICAL PORTRAIT OF ONE OF OUR MOST REMARKABLE LEADERS

WITH A NEW CHAPTER DEVOTED TO HILLARY AND BILL CLINTON S TAINTED PARTNERSHIP IN OFFICE AND TO THE PRESENT FIRST LADY S SENATORIAL AMBITIONS THIS SECOND EDITION OFFERS FRESH INSIGHTS

INTO AMERICA S PARADOXICAL EXPECTATIONS FOR ITS PRESIDENTIAL WIVES AND HUSBAND DEEPLY  
ENGROSSING PUBLISHERS WEEKLY 33 PHOTOS

LYNDON BAINES JOHNSON ASCENDED TO THE PRESIDENCY IN THE WAKE OF TRAGEDY TO LEAD THE UNITED STATES THROUGH ONE OF ITS MOST VIOLENT AND DIVISIVE DECADES HIS TROUBLED PRESIDENCY WAS MARKED BY ENDLESS CONTROVERSIES OVER CIVIL RIGHTS THE VIETNAM WAR FOREIGN POLICY AND LAW AND ORDER ISSUES AMONG OTHERS NEARLY FOUR DECADES LATER IT S NOW POSSIBLE TO REEXAMINE THOSE CONTROVERSIES TO ILLUMINATE AS NEVER BEFORE THE ACHIEVEMENTS AND FAILURES OF ONE OF THE NATION S MOST MISUNDERSTOOD PRESIDENTS DRAWING UPON A WEALTH OF NEW SOURCES INCLUDING RECENTLY RELEASED PHONE CONVERSATIONS THESE AUTHORS SHINE A BRIGHT AND PROBING LIGHT ON LBJ S BELEAGUERED WHITE HOUSE TENURE COLLECTIVELY THEY REINFORCE THE IMAGE OF JOHNSON AS A HIGHLY COMPLEX PRESIDENT WHOSE VERY REAL ACHIEVEMENTS HAVE BEEN OVERSHADOWED BY CHARACTER FLAWS AND EVENTS WELL BEYOND HIS CONTROL FOUR CHAPTERS FOCUS ON LBJ S FOREIGN POLICIES INCLUDING A POSITIVE APPRAISAL OF HIS HANDLING OF THE 1964 PANAMA CRISIS BUT LESS FAVORABLE ASSESSMENTS REGARDING THE DOWNHILL SLIDE INTO VIETNAM THE SIX DAY WAR AND POLICIES TOWARD THE COMMUNIST BLOC YET THE AUTHORS GENERALLY DEPICT A PRESIDENT WHO CONTRARY TO CONVENTIONAL VIEWS DID NOT ALLOW HIS DOMESTIC AGENDA TO OVERSHADOW HIS EFFORTS AS CHIEF ARCHITECT OF FOREIGN POLICY FIVE OTHER CHAPTERS FOCUS ON ASPECTS OF LBJ S DOMESTIC POLICIES THAT HAVE BEEN LARGEY NEGLECTED WOMEN S RIGHTS NATIVE AMERICANS AGRICULTURE CIVIL DISORDER AND FISCAL POLICY WHETHER RESPONDING TO URBAN RIOTS OR BALANCING DIFFERENT VERSIONS OF THE 1964 FARM BILL JOHNSON EMERGES AS A PRESIDENT WHO NEVER LOST SIGHT OF THE POLITICAL RAMIFICATIONS OF HIS ACTIONS AND WHOSE LEGACY IS OFTEN MORE COMPLICATED THAN IS USUALLY RECOGNIZED ALL OF THESE WRITINGS ATTEST TO THE COMPLEXITIES OF LYNDON JOHNSON A LARGER THAN LIFE LEADER WHOSE GUIDING PRINCIPLES CAN T ALWAYS BE REDUCED TO THE CATCH PHRASES HE HIMSELF AND OTHERS HAVE EMPLOYED THE NEW PERSPECTIVES AND REVELATIONS THEY PROVIDE POINT STUDENTS SCHOLARS AND PRESIDENTIAL BUFFS ALIKE TOWARD A MUCH MORE ENLIGHTENED VIEW OF THIS FASCINATING FIGURE

OVER 80 CONTRIBUTORS 56 CHAPTERS THIS IS THE MOST COMPREHENSIVE LEADERSHIP BOOK

LYNDON JOHNSON WHEN IT COMES TO HIS ROLE IN THE VIETNAM WAR IS POPULARLY PORTRAYED AS AN IRRATIONAL HAWKISH LEADER WHO BULLIED HIS ADVISERS AND REFUSED TO SOLICIT A WIDE RANGE OF OPINIONS THAT DEPICTION DAVID BARRETT ARGUES IS SIMPLISTIC AND FAR FROM ACCURATE

YEAH, REVIEWING A BOOKS **HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE** COULD INCREASE YOUR NEAR CONNECTIONS LISTINGS. THIS IS JUST ONE OF THE SOLUTIONS FOR YOU TO BE SUCCESSFUL. AS UNDERSTOOD, REALIZATION DOES NOT RECOMMEND THAT YOU HAVE ASTOUNDING

POINTS. COMPREHENDING AS CAPABLY AS TREATY EVEN MORE THAN EXTRA WILL COME UP WITH THE MONEY FOR EACH SUCCESS. NEIGHBORING TO, THE MESSAGE AS SKILLFULLY AS SHARPNESS OF THIS HACKMAN JOHNSON LEADERSHIP A COMMUNICATION PERSPECTIVE CAN BE TAKEN AS WELL AS PICKED TO ACT.

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