

The first article was a study that aimed to understand if leaders strategically using motivating language had an impact on employee decision making. Mayfield and Mayfield provided a literature review that covers how the study is applying motivation language theory to inform their hypotheses, which includes three categories of verbal communication leaders use. These language categories are direction-giving, empathetic, and meaning-making. The researchers had students complete a questionnaire related to previous work experience and how their supervisor's behavior impacted their decision-making at work. They found that there was a correlation between strategic verbal communication from leaders and effective decision making from workers. This is really important to understand in the workplace, particularly for those intending to be leaders. Being able to communicate positively and effectively with workers can be what makes or breaks a team and worker's ability to make good decisions on their own. If workers are discouraged or afraid to make decisions for fear of repercussions, it doesn't create a healthy workplace environment.

The second article outlines a type of leadership that they refer to as appreciative leadership. Porter-O'Grady and Malloch argue that leadership models that focus on having certain personality traits and inherent skills are not enough in the modern workplace. They indicate that leadership is more of an adaptive and relational process, and that leaders emerge where they are needed. It is emphasized that leadership and the skills required are all skills that can be acquired by anyone. Appreciative leadership is about valuing every member of an organization and encouraging collaboration and contributions to decision-making. This can be a useful leadership style for leaders to study and get comfortable with, especially with how fast industries can change in the modern world.

The final article examines how leaders make sense of crisis by taking a look at how different leaders responded to the COVID-19 pandemic. Crayne and Medeiros use the CIP model of leadership to establish their research framework. This leadership model proposes that there are three pathways that leaders use to interpret and make sense of situations, which are charismatic, ideological, and pragmatic leadership. They concluded that crisis outcomes are not influenced by just resources and policies, but also the way a leader interprets events and delivers information. Different situations call for different leadership styles. This can be useful for leaders to understand and better be able to adapt to different situations and be more prepared in case of crisis.

Something that stands out to me about the articles is how important it is for leaders to be mindful about their communication practices. Whether it is related to decision making or crisis situations, leaders must be mindful of not only how they communicate, but also how they interpret events. Adaptability and willingness to learn and collaborate with others can influence the way leadership is received, as well as how effective workers can be. Leaders should be prepared to really engage with their teams and encourage them, providing structured communication and empathy. They should also be mindful of the way they interpret situations and choose to manage them, as effective communication can be what determines success or failure in times of crisis.

One of the main tips I would use to apply the material from the articles is that leaders should make sure to clearly explain what needs to be done and why, show genuine concern and support for employees, and create a connection between daily tasks and the overall organizational goals and mission. This can help workers to operate more effectively and have better understanding about what their role requires. Additionally, leaders should prioritize

showing appreciation for their employees, providing opportunities for decision-making to empower workers, and emphasizing team success over individual contributions of leadership. This can lead to better workplace environments where employees feel confident and capable in their jobs. They also know that their work is valued.

Leadership overall is about adaptability and willingness to grow and learn. Employing strategic communication as a leader can help workers to make more effective decisions on their own. Utilizing appreciative leadership can help to foster collaboration and enable workers to succeed and feel more fulfilled in their roles. Leaders' sensemaking and interpretation of events can play a large role in the way they respond to crisis, which may or may not match up with the crisis at hand. Communication as a leader can make a big impact on overall organization success, so it is important for leaders to be mindful of the way they choose to lead the office daily and in times of crisis.