The Relevance of Personal Leadership in the Management of Organizational Communication: A Qualitative Study

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Abstract: *The aim of this study is to understand the importance of communication within the management of an organization. The communication comes from various perspectives and is relevant to the dynamics of the organization. The success of the leadership relates to the level and style of the communication; strategize innovation, efficiency, pro-activity thinking and business performance. Thus, we propose to make an in-depth study with six leading figures with communication management responsibility, administration of brand and business. It is in this way that the leader's role is of extreme importance, mediating in which it must instill confidence, ambition, positive attitude, understanding of efficient management and by these examples great expectations from management personnel. Ultimately, inspiring and generating new leaders with creativity, self-leadership and above all the collective vision of the organization itself.*

Keywords: *strategic communication; business efficiency; communication management; personal leadership.*

1. INTRODUCTION

The choice of this theme arose from the need to understand the communication management in small and medium-sized enterprises in terms of personal and business dynamics, (already stated, please see above) learning and the motivation to develop personal leadership.

The success of the business leadership will be addressed as previously stated. Also innovation, business efficiency and strategic thinking will be included. We will address this point at the effects of organization's change, individual motivation, business needs with regards to capacity building, employee performance and continuous improvement success.

On the other hand, we selected a qualitative sample seeking to incorporate ideas, thoughts of business leadership with relevant attitudes on management communication. With these elements we select three small companies, which represent a level of motivation, coaching and personal development, and three large companies' representative of business performance in Portugal today.

The purpose of these interviews are aimed at realizing the main reasons that make efficient global communication, with relevant aspects on the subject, the dynamics of personal evaluation and its influence on global communication.

The importance of employee engagement, satisfaction thereof, personal skills for effective communication were also included themes related to indicators of success and efficiency seeking to find relevant ideas in these elements.

2. PERSONAL LEADERSHIP AND COMMUNICATION

We can say that good leadership has to do with the way we communicate values to others our thoughts and skills, simply clearly and consistently allowing to see themselves as visionaries, actors and entrepreneurs of their own destiny.

Leadership is the art of generating action with movement, it is also the ability to create a common vision or the art of developing skills, abilities and skills leading to an efficient management of change trying to do the right things at all times.

On the issue of construction of the leadership process to SPREA (2009, p. 57) "Leadership is the process of conducting the actions or influence the behaviour and mentality of other person." Leadership is therefore a driving process and influences the behaviour and ability of people. So we

can say that leadership is to motivate, lead and unite people around common objectives, seeking to achieve specific aims and purposes. In this sense, leadership is communicating to the people involved full potential, all their skills and abilities, to individually or jointly find solutions and energy to achieve predefined goals.

Leadership is then the art of generating action, building capacity and control things (Covey, 2005), contributing to the appreciation of the people and therefore the organization itself. According to the author, leadership is essentially the art of enhancing the capacity to value people, learning to recognize the right of each and maximize their huge capacity and to generate a common action. As each person is a whole in itself and is essential that each person listen to their own inner voice, following their choices and use their ability to influence and inspire others to do the same.

All human beings have their talents, their predispositions characteristics that make it unique in this sense, there are moments in life that are called to use, demonstrate their skill, but the real issue is that often people are not prepared or qualified to hold a job of such importance and opportunity.

In view of Santos (2004a, p. 147) leadership should be seen as sharing knowledge in order to direct people in an organized and proactively with the same organizational objective. Thus, it is necessary to consider people as generators of knowledge, abilities and skills with which proactively should be organized around the collective. For this to happen it is essential guide, value adding meaning to the potential of each, using the sensitivity, intelligence and flexibility with accountability and freedom necessary for efficient management of people.

However, this requires the development of individual skills (Santos (2004b, p. 144). According to the author, developing human capital means developing individual skills, but that is not enough to have more training, it is essential to change the attitude, responsibility, guiding, encouraging people to meet the objectives previously negotiated. It is also necessary to allocate more autonomy, freedom of action with responsibility for each person to develop their own skills and competencies.

Fig. *nº 1 - Personal leadership*

Source: *Adaptation of authors*

As key factors for a personal leadership are needed crucial aspects such as: the definition of goals or objectives, organization, perseverance, communication, assertiveness, integrity, enthusiasm and proactive thinking.

Our knowledge of personal or business success starts as somebody's dream, with that method and organization with a real positive energy and perseverance can in most cases succeed. However, that success happens is crucial to be healthy, enthusiastic and proactive in communication interaction, conveying his influential action in accordance with the goals and at the same time get the empathy of their peers and the outside world whenever possible. Some ideas that can support organizations achieve success are, from the perspective of Rego (2010, p. 99), the "shared leadership, vision and aims noble, focus on excellence and not only in solving problems, virtuous actions, clear rules, really significant financial incentives, confidence-building, cultural change based on the change of individuals. "It is noteworthy here sharing a vision focused on noble purposes, promoting confidence and personal development of all individuals in an organization, overcoming individual interests, positive mental representation or symbolism, trust and mutual support, changes in behaviour, learning from mistakes and promoting behaviours integrity and collective generosity.

For self-knowledge and its importance for successful leadership, Lowney (2006, p. 97) considers necessary to review the ideas about leadership and how we help leaders to develop, because "no one can make another person know itself, being largely, to the leaders shaping up themselves. Only their own can get the will, courage and honesty needed to auto examiner ". Thus, the self implies a self-analysis in constant discovery to their preferences, skills, competencies, strengths and weaknesses and adapt their personal characteristics presented the changes and challenges both in personal terms and in terms organizations or business.

However, strong leadership is based primarily on the determination, willpower, courage, initiative, honesty and positive and constructive approach, based on continuous improvement and, in the constant self-reflection in order to meet the challenges and obtain the desired success.

In this perspective, an organization, true leadership is not based on problem solving between employees or between the different departments of an organization, but above all, a common share, based on integrity, dedication and lifelong learning in a constant search direction to excellence.

For Rego (. 2010, p 116) organizational positivity significantly and positively influences the performance by the following reasons:

- "Improves interpersonal skills, team spirit, confidence levels, the authentic mind of the organization and the physical and psychological well-being ....
- induces people to feel that the work is valued and that they produce meaningful work in their lives ...
- motivates people to share information / knowledge ...
- Encourages team spirit and instils in people the sense of organizational citizenship. Increase capital and the psychological, the consequence positive effects for individuals and the organization."

We can easily verify that, according to the author, the projection of positivity in organizations visibly influences the performance level satisfaction and personal development of individuals, in terms of self-confidence, creativity, interpersonal relationships contributing to enhancing the personal and collective effort, involving the people, sharing experiences thus increasing the human capital of the organization itself. However, excess negativity communication leads to apathy behaviours, depression, lack of interest in sharing information and experiences, communicating only the essential and the most formal way possible, trying to say what their supervisors want to hear and not what should be transmitted. In this context, foster up negative emotions and little interactivity, dominated by individualism, concealment of error, lack of cooperation and some inertia in making their own decision.

3. CORPORATE STRATEGIC THINKING

The business planning is becoming a growing need, taking into account all the cultural, social and economic variables, as well as the growing need to meet the new requirements of technological innovation to achieve productivity and sustainability while meeting the organization's goals and trends and customer needs.

However, entrepreneurs need to watch the market carefully analyzing the new market trends to then implement a planning tailored to the requirements and attitudes of users or consumers of products or services.

Always with a vision all organizations need to define a set of strategic objectives, involving all employees, committing them and involving them in structural and sustainable change for an effective treatment to achieve the previously defined results. On the dynamics of strategic thinking, Gonzalez & Atencio (. 2010, p 140) present the following statement:

"[...] Esnecesario, poneren practical, en primer place: strategic pensamiento, lo cual el implies domain of management alherramientas, comprensión of them basic fetuses y sus interrelations between otros; before you can determine con la exactitud strategy if debeposeer market conocimientos y la organización adjusted to them demands y actuales circumstances of unaempresaservicios del sector. En Second, for it implementación de las strategies if destacan large dosis of organizational liderazgo y capacidaden la creación y de las adecuación strategies of servicios that condicionan el compromiso y Actuación daily of each one of them involved de la organización. "

Strategic thinking as stated by the author implies the domain management tools, understanding the basic concepts and their interrelations before setting a strategy based on knowledge of the markets and the organization, but for the implementation of strategies is necessary leadership and organization's ability to create and adaptation strategies in the daily activities of the organization. Cusumano & Constantinos (. 2002, p 229) report that the strategy is to choose, so deciding on three dimensions: customer focus that offer products and activities undertaken. Strategy means choosing those organizations that will be more successful if both choose a different strategic position compared to its competitors.

Companies should prepare for the strategic implementation, in mediated in which all employees should be involved in the activities and generating actions of change, trying new ideas, new solutions, developing skills and competencies.

The business strategy also implies a dynamic transformational leadership which according to Pereira (2011) is based on the leader's ability to change the basic values, beliefs and attitudes of employees in order to stimulate their commitment through the articulation of a vision, ensuring a consistent operating model to this view, promoting a shift towards the goals and demonstrating individual consideration to reviewers (Judge & Bono, 2000; Podsakoff et al., 1996).

The transformational leadership process is based on the ability to change values, beliefs and attitudes of employee's subordinates in order to encourage individual commitment and dedication seeking to share the same vision and positive and enriching guidance for the entire organization. Thus, the role of the leader is presented in a decisive position in the operational management and strategic, also has the power to provide a positive organizational climate that provides a better understanding of the desired behaviors and attitudes as well, your reflection in the organization as a whole. The main behaviors that generate transformational action can enumerate; the power of positive influence in order to obtain the adhesion of employees to the values of honesty and trust seeking to adjust to the individual interests of the organization itself; motivation and inspirational leadership, looking for group cohesion; intellectual stimulation, promoting attention and collective awareness and respect and consideration for individual differences and their encouragement for the development of individual potential to the organization's own service.

According Rego & Cunha (2007) management of motivation is a central concept in organizational behavior, insofar as it constitutes an "invisible system" generalized stimulation elements using catalysts action, movement and persistence, combined with a reward element in the constant search for overcoming obstacles and achieving personal goals in the organizational context. The management of motivation based on regulatory psychological assumptions of the direction, intensity and persistence of the shares of all the "actors" of an organization without forgetting all the surroundings and the organizational context in constant search for individual forces for the whole collective.

The role of rewards in the management of motivation is complex (because it involves different perspectives in terms of the humanities), but carries two types of motivation. Intrinsic motivation comes from personal stimulus or pleasure is always to want more and better results.The other is extrinsic motivation that comes from outside their own individual economic reward, merit or praise from a teacher, entrepreneur or just their immediate supervisor.

4. PERSONAL AND BUSINESS INNOVATION

Innovation is one of the most important aspects in terms of business management, such as financial management, human resource management, strategic planning, among others. In addition to improving the performance of companies or organizations, adding competitive advantages at local and regional level, contribute greatly to the wealth of nations.

The novel activities capable of providing a true innovation, occur in general, slowly, over time, to the extent that in certain industry sectors translates into creative combination of different forms of production, marketing or communication or simply the adoption a new way of doing so. For this concept Ferreira (2009) and Neely et al. (2001) some conditions that provide the ability to innovate pass through the encouragement and support for innovation, the integration of information, knowledge and expertise and understanding of the external environment, competition, technology and consumer behavior.

Today, openness to external knowledge and its efficient management associated with the absorption capacity and implementation of that knowledge by the company or organization are an active platform

of assertive behavior conducive to innovation. Given the complexity and demands of today's world, the commitment of employees in solving problems and especially the individual and collective capacity to absorb and transform knowledge into competence or different make of ability, can be a significant difference and communicate it to your target audience, as well as for any business action.

Another aspect of great importance is the sharing of knowledge and experience between companies or organizations through publications, databases, conferences, forums, debates, as well as by electronic platforms (internet) and simultaneously with research centers, universities and business associations among others.

According Cota & Mark (2007, p. 94) "To innovate is necessary to be creative and this ability to create, espevita the spirit incentive, which will generate innovation," contributing to business success and customer satisfaction.

One of the aspects inherent to creativity is to provide all employees increased motivation to make a contribution, with new or reused ideas, but with significant differences trying to find the one that best matches the current or future emerging needs. Differentiating the two concepts Friar (2008, p. 5) that systematized, "while creativity is the generation of new ideas, innovation is the translation of these ideas into new products or processes." This perspective conceptualizes the creativity of individuals and groups as a starting point for innovation (Hunter et al, 2007), ie, a successful innovation depends on other factors in addition to the production of creative ideas, yet come from this (Amabile et al, 1996; Anderson et al, 2004).. In this sense, an innovative organization is one that promotes the creative output of its employees (Siegel & Kaemmerer, 1978).

How can we check that creativity is the generation of ideas and innovation is the translation of these ideas into new products or processes. It is easily understood that having ideas is not necessarily innovative, but not innovate without there being any ideas thought to happen. In this sense, creativity is necessarily linked to innovation, however, only the application makes a difference and add value.

This creativity will always be objectively oriented in its application or implementation, for only in this way can be verified the innovative performance and their acceptance or relevance (Braga, 2010a). In Porter's perspective (1998), innovation is primarily responsible for the creation and maintenance benefits, ensuring continuity and sustainability of organizations. Kaufmann and Tödtling (2001) add that a successful innovation contributes to improving the company's competitive position in the market segment. This view is shared by Bateman and Snell (1998) to refer that innovation is a key source of competitive advantage, next to competitiveness in cost, quality and speed.

According to the author, innovation is primarily responsible for the creation and maintenance of advantages to ensuring the continuity and sustainability. Thus, innovation serves as the structural lever that ensures the future, as well as the achievement of the objectives and economic and financial resources necessary for the company to grow and evolve reinvest in the market it operates.

Factors that condition and guide the more or less innovative spirit, according to Porter (1998) rely to a large extent on the competition between companies, trends and customer demand, the company's strategy and the environment that surrounds it, because will be these interactions that encourage the sharing of information and the capacity for innovation and entrepreneurship.

In the opinion of Braga (2010b, p. 22) the implementation of innovation projects should value aspects such as delegation, empowerment of employees, trust, support for creative work. Innovation can break the routine and improve the quality of creative leadership. This happens when the top management values the individual and collective work, as well as the ideas presented by employees.

In this context, the more engaged employees are the tasks and activities, as well as the constant search for solutions to the problems of the organization itself, the more it also values all individual human potential that gradually will be directed towards a visible and profitable innovation for collective whole.

As for Sousa & Monteiro (2010, p. 41), given that creativity and innovation are interconnected in such a way, it is sometimes difficult to define their boundaries in that organizational creativity is an ongoing process that guides the individual creativity, through teams, for profitable innovation to the organization.

The organization to be a collective work structure, where all employees have access to the same information, sharing and living a common corporate culture, with individual initiative should add value to the business dynamics in a perspective of growth and sustainability.

Rego & Cunha (2010, p. 79) consider that the most competitive companies in addition to the talent and capital, benefit from self-efficacy, optimism, hope and resilience of employees. "Other candidates Psy Cap name are creativity, wisdom, welfare, Flow (a kind of euphoric and happy engagement in the tasks), the humor, gratitude, forgiveness, intelligence, authenticity and courage "According to the author, the psychological capital (or Psy Cap: psychological capital). is seen as a positive state of individuals that can be developed and channeled to perform well, and is in itself a competitive advantage able to handle the difficulties and obstacles in a positive and steadily.

The basic idea is to create a favorable environment and climate in the minds of employees at the level self-motivation, cooperation, optimism and determination to widespread training of human capital of the organization itself, contributing to the improvement of efficiency enhancing individual skills for all organizational.

Thus, Freire (2006) considers innovation a strategic design for national competitiveness. In this light, and according to the author, in Portugal already experiencing a considerable investment in the innovation process, however, the innovation of new products is still scarce. Another factor that is crucial to deepen relates to improving the technological capacity and better acceptance of new inventions by the business community in general.

5. QUALITATIVE STUDY

Taking into account the objectives of the study (analyze the influence of personal leadership in organizational communication), developed a semi-structured interview (Bogdan &Biklen, 1994; Ketele & Roegiers, 1999) in order to realize the main reasons that make efficient global communication company, which relevant aspects on the subject, the dynamics of personal evaluation and its influence on global communication company, the importance of employee engagement, their satisfaction, personal skills for effective communication, communication personal and strategic innovation in communication. Were also included themes related to indicators of success and communicational efficiency seeking to find relevant ideas in these materials. According Albarello et al. (1997: 89) "the interview is the most appropriate instrument to define the representations of systems, values, standards carried by an individual", allowing the researcher to grasp the different depths, different cultural patterns manifest or latent in speeches, whereby the selection of this method, taking into consideration the nature of the data capture (representations values and opinions) has proved suitable.

Six people with communication management responsibility, brand and business administration or organizations were selected by convenience (Pestana & Gageiro, 2005): Salvato Trigo (UFP), Paula Risky (Salvador Caetano), Paulo Vilhena (Paulo Vilhena), Adelino Cunha (I have the Power), José Albuquerque (Auto Swedish), Jorge Sequeira (Team Bulding).

5.1. How Communication Personal Influences Global Communications Company

About personal communication and how this influences the global communication company says Paula Risky "The success of communication, such as the company's productivity, to me is very much in quality lead men and women to certain common goal, because they are that they manage on a daily routine of the company, manage mood or lack thereof in teams, as they not realize that this is or is not rowing in the same direction. "In this sense and according to the author, the efficiency of personal communication is the ability to lead men and women in pursuit of a common goal.

"Companies are the mirror of the leaders because the leader tends to attract people like him. We tend to attract people similar to ourselves and tend to select people like us. What makes us like someone is to find that person points at which we review, on the other hand, the leadership appears much by example. To Paulo Vilhena companies are the mirror of its leaders, to the extent that leaders tend to attract people like themselves and their leadership happens through example, as with Jorge Sequeira which states that "In business as in the case of mine, unfortunately the person is confused with the company greatly influences in companies already autotomized their leaders or their mentors this question is not so much because for example, anyone associated with Coca-Cola to any leader."

According Salvato Wheat [...] "We must always take care to comply in our relationship with others, appropriate treatment of the forms and, hence, prevent employees themselves, Facility servers generally look to others, or is, for those who are users of the institution, whether the general public whether the public that the institution daily to attend, feel that the part of the institution is no respect in the form of address, there, beyond the respect and consideration in how people relate to them, we give efficient response to questions put to them: [...] ". In this perspective, respect and consideration of others and your relationship in how they are placed questions, influence how to communicate leader to its employees.

José Albuquerque believes that "[...] the leader has to be extremely inspiring, have to give utmost confidence and, like in the army, have to do what you do know your team, learning from them even if they do not know have to learn with them for the future have to say in the matter. Obviously, it has to encourage, but have to have essentially a very open and very assertive relationship "Adelino Cunha adds:" In this sense, it is important to be aware of how to communicate to a developer; it will be reflected in the general perception of the company".

We can see that leaders should be inspiring, reassuring employees, learn from them and, according Adelino Cunha, should be alert to how to communicate a collaborator, because everything is reflected in the general perception of the company.

5.2. The Involvement of Employees for Effective Communication

With regard to the involvement of employees and their importance for efficient communication Paulo Vilhena says: "For us to take full advantage in terms of any employee performance, we have to involve you in the process of defining this whole cycle which guarantees the action consistent because one thing is I get there and I set this, and this and this and transform one employee in a pure performer. The involvement of employees in a plan and metrics for which it was not properly oriented and am I'm turning into a machine, a pure performer. "In the words of Paula Risky and taking into account similar ideas, adds the non-verbal communication and social networks, as can be seen below: "Therefore, involvement is also getting those who are already motivated to further motivate, because silence is often more powerful than verbal communication. As they say in the socio networks, Do not complain to the boss, create a blog and is a bit like that, for example, once the level of customer satisfaction as the process was slow because I prefer listening to customer complaints, than not the hearing, there was circulating on the Internet that was the image of a customer to say I went to this site and did not heed me well, I went to this site and I was not well attended or did not hear me. "So we can easily observe that involvement in one plane and the metrics for which it is directed, as well as the management of the digital stills embedded platforms, contribute to efficient communication.

In this sense José Albuquerque said: "The involvement of employees is essential. Employees are only involved if they are well informed. And just communicate well if they are informed, have an opening perspective "Also, Salvato Trigo says:" The first rule is to have employees well informed, ie there has to be a good information of the Institution's leadership circle and people who, in the various intermediate stages of the organization are, there can be as told little inside information, who is at the top of the organization can not consider that there is certain information that interim managers or base does not know. "We can intuit that these authors believe that good management / circulation of information by employees in the various stages of organization, with no inside information for some is necessary for engagement.

For Adelino Cunha people, not being machines and being informed, are involved. States". The companies only work with people, not machines and so if people are not involved is as a network of computers shut down, then there is a loss of communication" However Jorge Sequeira adds aspects as the driving synergy of own employees as a factor differentiating this same efficiency, saying: "A company is a set of interconnected people in a synergistic manner so as to achieve naturally be implemented in the market and reach the goals. The basic idea is how our employees can be they the top drivers. "

5.3. The Influence of Employee Satisfaction in Communication

On employee satisfaction and its influence in the way they communicate Paulo Vilhena saying goes: "If we are in a good environment involved, motivated, well led, there is a view that is joint, there is a joint mission, there is a common vision on the values of our lives, there is a communication flowing

and is positive in top-down cascade, this has a positive impact on my personal well-being. Thus, being well-prepared communication is more positive too.

Psychologists have shown that 85% of the happiness of a human being, and the quality of the relationships is what he establishes with other people, and if we think that the quality of communication and well-being of a company depends on the example above cascade to down, then obviously the effect is absolutely decisive.

While Jorge Sequeira says flatly: "Influence, of course, if I'm happy, I'm more enthusiastic, more optimism to sell everything, if I'm upset head, while a more depressing picture, sadder, less conveyed by positive momentum." in this sense, we find in the words of the authors that the environment, leadership, joint vision on values as well as the willingness and the quality of interpersonal relationships, provides a joint and positive and decisive vision for successful communication.

While Salvato Wheat addresses compensation ideas, whether wage or recognition, such as: [...] "employee motivation, cadres is essential and is also the need to have pay policies, pay, pre sharecropping performance so, when they happen differently, people understand why were differentiated, some at the expense of others "José Albuquerque addresses belonging ideas and culture of the company, to the extent that:" People are very proud to belong, to say working in Swedish Auto and say working at Volvo. This is a whole set of circumstances and values that people will acquire throughout their career and therefore satisfies the "On the other hand, Paula Risky presents some considerations about attitude and personal development to mark the difference with regard to communication: "often people in business are inhibited to be entrepreneurial, when we have too dictatorial or patronizing just dampening the potential of our employees and we are creating centers of dissatisfaction, thus empowering people to believe in people, management cheer, we also like to be appreciated and to be valued. "

5.4. Features and Personal Skills for Communicating Effectively

On skills / personal characteristics to communicate effectively, these authors have two different views, while Paulo Vilhena says: "I think communication is a gift and is a gift that we must work and explore each of us. I usually give an example: it is the gift of communication is a gift that allows you to see what others had not seen before. . I did not see, but in the meantime Manuel communicated with me and there was light, gave me two or three examples and I saw that I had not seen before, "Have Jorge Sequeira says:" You learn a clearly gives up classes in the world full communication and leadership and therefore you learn to have skills in these subjects. We are only born with a communication feature, "cry" because we are all equal, when we crybabies and probably laughed as they are the antipodes of emotions. The ability to listen is the first ability to learn. Sometimes we think we communicate well is to talk a lot, sometimes not to communicate well is to be quiet because it is harder to listen than to speak, that is, listening, interpersonal competence discovering their world, projecting our world ... "we may, from these two perspectives, check that, being different, have a common aspect that whether innate or learned, improve, perfect with continuous learning and a lot of persistence.

While José Albuquerque presents the relational component, "Well, it has to be a very relational person (easy to make friends) because the person has to be open to feel good face to face to talk in coffee, have to be a creative person, . and learn communication skills, must know how to manage the good and bad times "Paula Risky mentions attention to the environment around him, to use the same language, as we see from his words:" People to communicate well before more need to be aware, because being aware first able to perceive what is the code that should use the same code because we can communicate without being the same language, hand signals, the second is the attention and active listening that is essential, it communicates with more active listening than with fluid rhetoric, third, the message, the message quality is critical because that is what will determine having regard to the recipient and this is the most important. "

Two different aspects have Salvato Wheat says, "The first condition, of course within a community or organization is uninhibited people, that is, inhibition is the enemy of a permanent and effective, efficient communication between whom it is addressed and the direction or who drive. People cannot be inhibited, that is, it cannot internalize the message that your information, participation in decision-making is not important. "And Adelino Cunha, who values consistency and belief, body language and understanding by the receiver, which are in themselves, personal skills to communicate effectively, as

we see in his words: "For me, consistency is more important, that is, if it is congruent a seller like what is selling and buy him . This is the first key feature then the belief in what that communicates body language, understanding by the sender and the recipient, so if I talk to a great entrepreneur have to pay attention to the recipient and their interests. "

5.5. Characteristics of a Leader for Communicating Effectively

In the words of Salvato Wheat: "The leader has to have the ability to segment and analyze as transparently as possible in order to serve complexity to community members in an understandable way. As I always say that one of the characteristics of a leader is not complex is to be a tutor, and should train themselves permanently to explain rather than complicate. "In this sense the leader must be a communicator that simplify, which is difficult to understand.

On the other hand, Paulo Vilhena presented a more philosophical view and thanks for what we have and the difference between soft power and hard power, in that the former is achieved, the second is imposed by the power of an enterprise or organization and how is established hierarchically by employees of the same: "I will take her to leave the two lessons I teach leadership and are nonetheless lessons of philosophical refinement once again. The first lesson is we learn to be satisfied and grateful with what we have, for all that life gives us; who was born in this part of the world at this point in history we live in ideal conditions, we left the safety on the streets, even at night; we lay out food, we live with a very large security, we have plenty of water. [...] Another major challenge is leadership, which is the sexiest topic of the moment, if we put "leadership" everywhere will sell, everyone wants to know more about leadership. I always fear that what I say is not enough for the listener.

The idea of Jorge Sequeira: "Empathy gives way today to be a storyteller, a guy that involves for your trip people, to awaken adults, this is an area that I like, a story is like a film, when we start to see the movie if we take the film means we do not like, we are already involved, since we are part of that plot and a leader must learn to tell stories, not stories." We can easily verify that empathy the awakening others, tell good stories and mark the difference, are the main characteristics of a communicator leader.

Paula Risky: "Firstly, it is important to like people to get involved in their projects, not forgetting the technical component, because people love to someone interested and has skills to be in place of another." According to José Albuquerque should "be relational, clear, objective and transparent. Being an empathetic person, a person that we like to hear. One of the clearest examples I give is the Camilo Lourenço. He often speaks in M80 with simplicity. "Paula Risky already said that "first of all is fundamental to like people to get involved in their projects, not forgetting the technical component, because people love to someone interested and has skills to be in place of the other.

In the view of Adelino Cunha: "Part has been said above, the congruence of critical issues, the ability to lead by example, set a good example, not have" tails-of-straw "or glass roofs will greatly help to make right thing. Because often the leaders are afraid to say what needs to be done. "We can synthesize from these authors that a leader must, above all, like people, be relational, objective, clear and transparent, with the ability to lead by example, be congruent in their personal and practical communication in its implementation.

6. CONCLUSION

The role of personal strategic communication in organizations there is the ability to commune, share information integrating all elements of the organization, minimizing the gossip and rumors, providing a healthy organizational climate for the collective whole.

In the words &Rego Wedge (2007) management of motivation is a central concept in organizational behavior, insofar as it constitutes an "invisible system" stimulation widespread use of catalysts, action, movement and persistence [...]. In organizational perspective and second Salvato Wheat disinhibition of people and a permanent communication and effective, efficient positively contributes to the efficient management of motivation of all employees of the organization.

The business strategy also implies a dynamic transformational leadership which according to Pereira (2011) is based on the leader's ability to change the basic values, beliefs and attitudes of employees in order to stimulate their commitment through the articulation of a vision of organization. In this perspective, communication managers need to share current information and active throughout the organization in order to reduce uncertainties and convey trust, credibility and loyalty for all employees.

Regarding the performance of organizations can verify that the involvement of employees is one of the important aspects for motivation continuously and, therefore, is of extreme importance to constant concern for the needs, desires and motivations of employees and focusing on winning his attention to the organization without forgetting the legitimate expectations of employees.

Leadership is then the art of generating action, building capacity and control things (Covey, 2005), contributing to the appreciation of the people and therefore the organization itself. On the topic of leadership and business success and in the words of Salvato what leaders must be able to gather the available information, treat it and put it at the disposal of its employees in an understandable way.

The leader should target and analyze information looking to share it with all employees having as main concern include the entire organizational community and contributing to a better understanding and interpretation of current and future reality. Should simultaneously have the ability to tailor the message to the target audience, and the ability to make comprehensible what is configured complex, to thus simplify dainty interpretation of the reality of the company.

With regard to employee involvement and understanding of Braga (2010, p 22) the implementation of innovation projects should value aspects such as: the delegation, empowerment of employees, trust, and support for creative work. The perspective of organizations and Paul Vilhena vision states: "For us to take full advantage in terms of performance of any employee, we have to involve you in the process of defining this whole cycle that ensures the consistent action.

Another important aspect at present concerning the management of praise or emotional compensation seeking to increase self-esteem, in recognition of the contribution that each employee prints in their collective action, as well as their contribution to the image and reputation of the organization itself.

In short, the creation of a favorable environment and climate in the minds of employees at the level of self-motivation, cooperation, optimism and determination to widespread training of human capital in the organization itself, contributing to the improvement of efficiency enhancing individual skills for organizational whole.
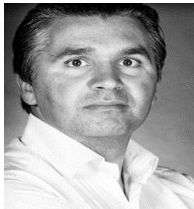
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