

## COMMUNICATION SKILLS: A KEY FACTOR FOR EFFECTIVE TEAM MANAGEMENT

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**Abstract:** *This article analyzes a leader's interactions with subordinates, focusing on their oratory and listening skills, methods of conducting conversations, and the leader's role in shaping the psychological atmosphere within the team. The article emphasizes that communication between a leader and employees should be based not on personal attitudes but on the employee's professional behavior and performance. Additionally, it highlights the importance of a leader's impartial, effective, and humane approach in resolving internal conflicts.*

**Keywords:** *Leader, listening skills, communication, conversation, public speaking, management, team, conflict, relationship, information.*

Every member of a team must understand that a leader's communication with employees should not be driven by personal preferences or biases, but by the employees' conduct and performance in the workplace. Improved behavior by employees can positively influence the leader's attitude toward them.

Leaders in fields such as public education, higher and vocational education, and healthcare management are often required to speak during meetings, briefings, or informal discussions. These public speeches represent one of the most significant forms of communication between leaders and their subordinates and must be used effectively. Through their speeches, leaders must capture the audience's attention and emphasize the social and material benefits of the topic or event at hand.

Not everyone naturally possesses strong public speaking skills, but a leader should strive to speak clearly, expressively, persuasively, and confidently. Their language should be close to natural speech and grammatically correct. Leaders must prepare for their speeches in advance, carefully considering both the content and structure. Writing a full script, or at least key theses and an extended outline, is often recommended. However, reading the entire speech

verbatim is discouraged, as it may lessen the impact and credibility of the speaker, regardless of the content's quality.

Lower-level leaders and specialists in the education system must continually assess the psychological atmosphere within the team, including employee opinions about each other and the leader. Besides media communications, informal conversations and personal interactions outside of work can be highly beneficial.

Through these conversations, leaders gain insight into the work processes and personal experiences of employees. They often use such opportunities to develop managerial decisions collaboratively or to convey organizational updates and expectations. These moments also provide space for mutual feedback and open discussions about internal challenges.

It is crucial for leaders to avoid reacting with personal negativity toward an employee or their statements. Human psychology tends to favor information that aligns with one's expectations or preferences and discount that which comes from less-favored sources, even if it is accurate. Leaders must overcome such biases to objectively assess both the individual and the value of the information they provide.

Moreover, leaders must recognize that people often prefer speaking over listening. While complete silence in a discussion is not appropriate, leaders must also avoid overly emotional responses.

If a leader is expected to assess a statement or action during a conversation, it is often better to express that evaluation toward the end. In personal conversations or disputes, leaders should never abuse their authority. Feedback, criticism, or disciplinary action should generally be given privately and respectfully. Leaders must monitor the intensity of workplace disputes and take timely, appropriate actions if the conflict escalates—such as involving respected team members or organizational bodies in mediation.

In many internal conflicts, the team leader must act as a mediator. In doing so, they must remain objective, evaluate the facts without bias, and suppress any personal preferences. Without thorough analysis and understanding of the root causes of the conflict, leaders should not rush to judgment. Confidentiality must be maintained, and emotional escalation should be avoided whenever possible.

Sometimes, humor and a light-hearted approach can help defuse tension. A well-timed joke or a calm, reconciling tone can de-escalate the situation and guide disputing parties back to professional collaboration.

The leader should aim to calm the disputants and, if possible, use humor or candid communication to bring clarity to the situation. Through this, trust and mutual understanding can be restored, providing a path toward resolution.

**Conclusion:** A leader's ability to listen, speak effectively, and organize meaningful conversations plays a decisive role in fostering a trustworthy and productive team environment. When workplace relationships are based on objectivity rather than emotions, trust, respect, and efficiency improve. In resolving conflicts, a leader's behavior, sense of humor, impartiality, and diplomatic skills are essential. Therefore, a leader should not only be a manager but also a shaper of workplace culture and cohesion.

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