
The Role of Consistency in Verbal and Nonverbal Communication: Enhancing Trust and Team Effectiveness in Management

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Abstract:

Purpose: The article examines the role of consistency between verbal and nonverbal communication in management and the impact of inconsistencies on trust, message clarity, and team effectiveness within an organization.

Approach/Methodology/Design: The article is based on a review of the literature on nonverbal communication, with a particular focus on the influence of gestures, facial expressions, body posture, and tone of voice on managerial effectiveness. The analysis draws on key studies and theoretical models, including Mehrabian's rule, communication consistency models, and neurobiological findings on nonverbal signals.

Findings: The research shows that inconsistencies between verbal and nonverbal communication can lead to misunderstandings, confusion, and a decline in trust within teams. It emphasizes that managers who do not align their nonverbal signals with their verbal messages may encounter difficulties in building effective relationships and maintaining team morale. The article suggests that regular training and reflection on communication practices can help in eliminating these inconsistencies.

Practical Implications: Managers can improve their communication effectiveness by increasing awareness of nonverbal signals and ensuring consistency with their verbal messages. Regular feedback sessions, coaching, and the use of evaluation tools such as video analysis can help managers identify and correct inconsistencies in communication.

Originality/Value: The article contributes to the field of management by integrating theoretical insights and empirical findings on nonverbal communication and providing practical recommendations for managers. It underscores the importance of nonverbal communication in leadership and offers specific guidance for improving communication consistency in organizational settings.

Keywords: Nonverbal communication, management, leadership, trust, team effectiveness, communication consistency.

JEL codes: M12, M54, D23.

Paper type: Research article.

1. Introduction

Preventing inconsistencies between verbal and nonverbal communication in leadership is crucial for maintaining trust, clarity, and effectiveness within an organization. In the workplace, these subtle signals can significantly impact relationships among employees, team management, and overall organizational culture. The reception of nonverbal signals often shapes first impressions and influences how employees are perceived by their coworkers and supervisors (Knapp, Hall, and Horgan, 2014).

How can a manager deal with issuing inconsistent messages? In the introduction of the article, the authors highlight the key role that consistency between verbal and nonverbal communication plays in the context of management. They emphasize that the alignment of these two forms of communication is essential for building trust and effectiveness in the organization.

Inconsistency between verbal and nonverbal communication can lead to significant disruptions in relationships between employees and managers, which consequently negatively affects the organizational culture (Argyle and Cook, 1976; Mehrabian, 1972).

The reception of nonverbal signals, such as gestures, facial expressions, eye contact, and body posture, is particularly important as it shapes first impressions and affects how employees perceive their supervisors. In the workplace, these subtle forms of communication can have a significant impact on the effectiveness of communication and cooperation within the team (Ekman, 2003; Pease and Pease, 2004).

Managers who do not pay adequate attention to the consistency of their verbal and nonverbal messages may encounter difficulties in effectively managing teams. The authors stress that the inconsistency of these messages can lead to uncertainty among employees regarding the intentions of their supervisors, which in turn can affect the decline in trust and the effectiveness of the team's work (Knapp, Hall, and Horgan, 2014).

Nonverbal communication, also known as nonverbal communication, encompasses all forms of sending and receiving information that are not expressed through words. Here are some of the key types of nonverbal messages transmitted and received by people.

Gestures, such as waving, pointing, clenching fists, or crossing arms, have various meanings and can express a range of emotions and intentions. Waving is often used as a form of greeting or farewell, as well as a way to attract attention. Pointing serves to emphasize a specific object or person and can be perceived as a firm or dominant gesture, especially when performed intensely. Clenching fists may express anger, frustration, or determination, while crossing arms can suggest defense,

distance, disagreement, or lack of openness. Sometimes, it is also a gesture of comfort, providing a sense of security (Knapp, Hall, and Horgan, 2014; Pease and Pease, 2004).

Eye contact plays a crucial role in communication, as maintaining eye contact can indicate interest or respect, while avoiding eye contact may suggest shyness, lack of confidence, or discomfort. The intensity of eye contact also matters—intense eye contact can be perceived as aggressive or dominant (Argyle and Cook, 1976; Knapp, Hall, and Horgan, 2014).

Proxemics, which refers to the way people manage the space around them, is an important aspect of communication. Personal distance can suggest intimacy, trust, or friendship, while greater distance signals formality or emotional detachment. The direction of the body is also significant—orienting the body towards the interlocutor signals interest, while turning away may suggest a lack of interest or a desire to end the interaction (Hall, 1966; Knapp, Hall, and Horgan, 2014).

Touch is another crucial element of nonverbal communication. A firm handshake can signify confidence, while a weak handshake may be perceived as a lack of confidence. Hugging can express warmth, emotional closeness, or compassion, and patting can be a gesture of comfort or support (Pease and Pease, 2004).

Facial expressions, such as smiling, frowning, or pressing the lips together, convey a wide range of emotions. A smile is a sign of joy, friendliness, or agreement; frowning may suggest anger, concentration, or anxiety; and pressing the lips together can indicate frustration, dissatisfaction, or nervousness (Ekman, 2003).

Paralanguage, which is vocal but nonverbal communication, includes tone of voice, speaking pace, and volume. A high pitch may indicate excitement or nervousness, while a low pitch can be a sign of seriousness or sadness. A fast speaking pace may indicate anxiety or enthusiasm, while a slower pace suggests calmness or sadness. Loud speaking can be a sign of anger or dominance, while quiet speaking may suggest uncertainty or shyness (Knapp, Hall, and Horgan, 2014).

Facial expressions, including signs of emotions such as anger, sadness, joy, fear, surprise, or disgust, can be conveyed through various facial reactions (Ekman and Friesen, 1971).

Clothing and physical appearance also play an important role in nonverbal communication. The style of dress can convey information about social status, profession, culture, or personality, and maintaining hygiene and a neat appearance can indicate self-care, while neglect might be perceived as a lack of concern for one's image (Goffman, 1959; Knapp, Hall, and Horgan, 2014).

Emotional expression is also visible in breathing patterns—rapid breathing may

indicate stress or anxiety, while calm, deep breathing may signal relaxation. Body movements, such as bouncing one's legs, can indicate impatience or nervousness, and behaviors in space—avoiding or approaching the interlocutor—can communicate different emotional states or intentions (Mehrabian, 1972; Pease and Pease, 2004).

2. The Impact of Nonverbal Communication on Workplace Relationships and Team Effectiveness

In the workplace context, nonverbal communication plays a crucial role in building relationships, managing teams, negotiating, and the overall atmosphere in the workplace. Examples of nonverbal messages sent and received by people in the workplace include various gestures and body postures. Sitting upright can indicate engagement and readiness to work, while slouched posture may suggest a lack of motivation or fatigue.

Hands placed on the table or desk show readiness to act or active participation in the meeting, while crossing arms may be perceived as defensiveness or disagreement with the topic being discussed (Mehrabian, 1972; Pease and Pease, 2004; Knapp, Hall, and Horgan, 2014).

Facial expressions also play an important role; for example, a smile can signal friendliness, openness to cooperation, and satisfaction with the tasks being performed. Frowning can indicate confusion, doubt, or disapproval of the topic being discussed, while a lack of facial reactions may be perceived as disinterest or reluctance to engage in the conversation (Ekman, 2003; Knapp, Hall, and Horgan, 2014).

Eye contact is another crucial element. Direct eye contact with coworkers or supervisors can signal confidence, sincerity, and engagement, while avoiding eye contact may be perceived as a lack of confidence, hiding something, or a lack of interest in the conversation (Argyle and Cook, 1976; Knapp, Hall, and Horgan, 2014).

Proxemics, or interpersonal distance, also affects communication. Close distance can suggest openness to collaboration but may also be perceived as an invasion of personal space, especially in formal settings. Conversely, maintaining greater distance can be seen as professionalism but also as emotional detachment or lack of interest (Hall, 1966; Knapp, Hall, and Horgan, 2014).

Touch is another important aspect of nonverbal communication. A firm and confident handshake during a greeting can indicate self-confidence and professionalism, while a weak handshake may be perceived as a lack of confidence or engagement. Patting someone on the shoulder can be a sign of support, recognition, or thanks, but in some situations, it may also be perceived as an

invasion of personal space (Pease and Pease, 2004).

Paralanguage, or vocal but nonverbal communication, includes elements such as tone of voice and speech tempo. A clear and steady tone of voice can indicate confidence and professionalism, while a low or uncertain tone may be perceived as a lack of confidence. Speaking too quickly can be a sign of stress or uncertainty, while a slow and measured pace may indicate confidence and calmness (Knapp, Hall, and Horgan, 2014).

Facial expressions, whether open and friendly or closed and stern, impact the atmosphere within a team. Open and friendly facial expressions can foster a positive atmosphere and encourage cooperation, whereas closed and stern expressions can create distance and suggest a lack of interest in interaction (Ekman, 2003; Knapp, Hall, and Horgan, 2014).

Clothing and appearance also play a significant role. Professional attire signals seriousness, professionalism, and respect for the workplace, while sloppy dress may be perceived as a lack of concern for one's image and low motivation for work (Goffman, 1959; Knapp, Hall, and Horgan, 2014).

Emotional expression can be conveyed in various ways. Frequently checking a watch or phone may suggest boredom, impatience, or lack of interest in the meeting, while nervous movements, such as tapping fingers, may be perceived as signs of stress, uncertainty, or impatience (Mehrabian, 1972; Pease and Pease, 2004).

Body movements, such as orienting the body towards the interlocutor, are signs of engagement and active listening, while turning away or leaning back may signal disagreement, lack of interest, or a desire to end the conversation (Mehrabian, 1972; Knapp, Hall, and Horgan, 2014). In the workplace, these subtle signals can have a significant impact on relationships among employees, team management, and the overall organizational culture. The reception of nonverbal cues often shapes first impressions and influences how employees are perceived by their colleagues and supervisors (Pease and Pease, 2004).

Incompatibility between a supervisor's words and nonverbal communication can lead to several problems in the workplace. First and foremost is the issue of consistency and trust. If a supervisor's words do not align with their body language, employees may feel uncertain about the supervisor's intentions.

For example, when a supervisor says they are open to suggestions but crosses their arms and avoids eye contact, this can raise doubts about the sincerity of the statement. Such inconsistency often leads to a loss of trust, which is crucial for building effective relationships at work (Knapp, Hall, and Horgan, 2014; Mehrabian, 1972).

Another problem is the ambiguity of the message. Inconsistency between verbal and nonverbal communication can make the message unclear or contradictory.

Employees may struggle to understand what the supervisor truly wants to convey, leading to confusion and misinterpretation. For instance, when a supervisor says they are pleased with the team's performance, but their tone of voice and facial expressions suggest otherwise, employees may feel confused (Ekman, 2003).

Lack of consistency in communication can also negatively affect employee motivation and morale. When employees receive mixed signals from their supervisor, they may feel less certain about their tasks or unclear about how their work is being evaluated.

Nonverbal signals from the supervisor, such as a lack of a smile, absence of eye contact, or a closed body posture, can make employees feel unappreciated, even if the words suggest otherwise (Pease and Pease, 2004).

Inconsistent communication can also lead to the risk of conflicts. Employees may feel confused or frustrated when they are unsure about what the supervisor truly thinks or expects. Misunderstandings can also arise among employees if different people perceive different signals from the supervisor (Argyle and Cook, 1976).

Ultimately, a decrease in team effectiveness is another consequence of inconsistent communication. When communication is not clear and consistent, team effectiveness can suffer. Employees may spend more time trying to understand the supervisor's intentions instead of focusing on completing tasks.

To address these issues, it is crucial for supervisors to be aware of their body language and how their nonverbal signals may be interpreted by others. It is also important for verbal and nonverbal communication to be aligned. If a supervisor expresses satisfaction, it should be accompanied by an appropriate tone of voice, smile, and open body posture.

Encouraging employees to voice their concerns and questions can also help avoid misunderstandings and dispel any doubts. Incompatibility between words and the nonverbal aspect of communication can be challenging, but awareness and work on this aspect can significantly improve the atmosphere and effectiveness in the workplace (Knapp, Hall, and Horgan, 2014; Mehrabian, 1972).

3. Results and Discussion

Nonverbal communication plays a crucial role in daily interactions, both in personal and professional contexts. It is a form of conveying information that does not rely on words, but on gestures, facial expressions, body posture, and other nonverbal signals. Research on nonverbal communication shows that it has a significant impact

on how we are perceived by others and on the effectiveness of our communication (Knapp, Hall, and Horgan, 2014; Pease and Pease, 2004).

Table 1 presents a summary of several key studies on nonverbal communication conducted by various researchers over the years. The table includes the titles of the studies, their descriptions, and sources, which help to better understand the significance and impact of nonverbal communication in different contexts (Mehrabian, 1972; Ekman and Friesen, 1969).

Table 1. Research on Nonverbal Communication

Researcher	Title	Description	Source
Albert Mehrabian	Inference of Attitudes from Nonverbal Communication in Two Channels	Mehrabian and his colleagues conducted research that became the basis for the often-cited '7-38-55 rule'. Although the study was about a very specific emotional context, it emphasized the importance of body language (55%), tone of voice (38%), and words (7%) in communication.	Mehrabian, A., and Wiener, M. (1967). <i>Journal of Consulting Psychology</i> .
Amy Cuddy	Power Posing: Brief Nonverbal Displays Affect Neuroendocrine Levels and Risk Tolerance	Amy Cuddy and her colleagues studied how nonverbal power expressions can affect hormones, feelings of power, and behavior. The study specifically showed that 'power poses' can increase confidence and be perceived as more competent.	Cuddy, A. J. C., Wilmuth, C. A., and Carney, D. R. (2012). <i>Psychological Science</i> .
Allan Pease	The Definitive Book of Body Language	Allan and Barbara Pease analyze how different elements of body language, such as gestures, facial expressions, and posture, affect the perception of others. The book is based on numerous studies and case examples that show how nonverbal communication shapes our interactions.	Pease, A., and Pease, B. (2004). Orion Publishing Group.
Judee K. Burgoon	A Communication Model of Personal Space Violations: Explication and an Initial Test	Burgoon studies how people react to nonverbal expectancy violations, such as unexpected gestures or changes in posture. The results suggest that such violations can affect the perception of the speaker, trust, and communication	Burgoon, J. K. (1978). <i>Human Communication Research</i> .

		effectiveness.	
Ambady and Rosenthal	Thin Slices of Expressive Behavior as Predictors of Interpersonal Consequences: A Meta-Analysis	Ambady and Rosenthal's research showed that brief snippets of nonverbal behavior (so-called 'thin slices') can be useful in predicting future interpersonal outcomes, such as competence or trust assessments.	Ambady, N., and Rosenthal, R. (1992). <i>Psychological Bulletin</i> .
Van Edwards and Pease	Captivate: The Science of Succeeding with People	This book provides an overview of numerous studies on body language, voice intonation, and microexpressions, which influence how we are perceived by others, especially in professional contexts.	Van Edwards, V. (2017). Penguin Books.

Source: Own literature review.

Table 1 provides an overview of studies on nonverbal communication, illustrating how body language, facial expressions, and other nonverbal cues influence our interactions. These studies emphasize that nonverbal communication plays a crucial role in conveying emotions and intentions, often holding more significance than words alone (Knapp, Hall, and Horgan, 2014; Mehrabian, 1972).

One of the key findings from these studies is that people often trust nonverbal signals more than verbal ones, especially when the two forms of communication are inconsistent. For example, if someone says they are open to suggestions but their body language indicates closedness or defensiveness, the audience may doubt the sincerity of the person (Ekman and Friesen, 1969).

Research also shows how certain body postures, such as the so-called "power posing," can affect our well-being and how others perceive us. Adopting a dominant posture can increase self-confidence and make us appear more competent (Cuddy, Wilmuth, and Carney, 2012).

Books and publications on body language analyze how gestures, facial expressions, and posture influence our perception and interactions with others. These subtle cues can shape how we are perceived, impacting trust, competence assessment, and communication effectiveness (Pease and Pease, 2004).

Studies on nonverbal expectancy violations demonstrate how unexpected gestures or changes in posture can affect our perception and trust in the speaker. Meanwhile, other studies show that short fragments of nonverbal behavior can be useful in predicting interpersonal outcomes, such as competence evaluation (Ambady and Rosenthal, 1992).

All of these studies highlight the importance of consistency between verbal and nonverbal communication. In professional contexts, it is particularly important for leaders and employees to be aware of their body language, tone of voice, and facial expressions, as these elements can significantly influence relationships and effectiveness in the workplace (Mehrabian, 1972; Knapp, Hall, and Horgan, 2014).

There is a wealth of research on the impact of nonverbal communication on interpersonal interactions, especially in the workplace. Key studies and concepts in this field shed light on the importance of nonverbal elements in conveying emotions and intentions.

One of the most well-known studies is Albert Mehrabian's theory, which in the 1960s suggested that emotional understanding in interpersonal communication is conveyed 7% through words, 38% through tone of voice, and as much as 55% through body language, including facial expressions (Mehrabian and Wiener, 1967).

Although these data are often criticized for being overly simplistic, they underscore the significant importance of nonverbal aspects of communication. In a work context, this means that gestures, facial expressions, and body posture can greatly influence how employees receive and interpret their supervisors' messages.

Research on communication consistency shows that people are more likely to trust nonverbal signals than verbal ones, especially when these two forms of communication are inconsistent. For example, studies by Ambady and Rosenthal (1992) demonstrate that people often rely on first impressions based on nonverbal cues and judge others accordingly. In professional situations, when a supervisor says one thing but their body language suggests another, employees may feel confused or uncertain.

The impact of nonverbal communication on trust has also been thoroughly investigated. Studies show that consistency between verbal and nonverbal messages is crucial for building trust. Research conducted by Burgoon, Dunbar, and Segrin (2002) found that when nonverbal signals contradict words, trust in the speaker decreases. In a management context, a supervisor who does not demonstrate consistency in communication may struggle to build trust within their team.

Other studies, such as those by Ting-Toomey and Kurogi (1998), indicate that effective leaders are those who can adapt their verbal and nonverbal messages to the cultural context and expectations of the team. Inconsistency between these elements can lead to a reduction in the leader's authority. In cross-cultural environments, misinterpretation of nonverbal cues can cause misunderstandings and tensions.

Neurobiological studies show that the human brain is particularly sensitive to nonverbal signals, such as facial expressions or gestures. Functional magnetic resonance imaging (fMRI) studies have shown that brain areas responsible for

processing emotions are activated by nonverbal signals, suggesting that they are crucial for understanding the intentions of others (Burgoon, Dunbar, and Segrin, 2002).

These studies unequivocally show the importance of nonverbal communication being consistent with verbal communication, especially in the context of leadership and management. Lack of consistency can lead to confusion, lower morale, and difficulties in building trust.

There is a wealth of research on the impact of nonverbal communication on interpersonal interactions, highlighting the importance of understanding facial expressions, gestures, and body posture in social and professional contexts.

Paul Ekman and Wallace V. Friesen conducted research in 1971 that showed certain facial expressions are universal and recognizable across all cultures. Their work focuses on recognizing emotions based on facial expressions, such as joy, sadness, anger, fear, surprise, and disgust. This research has had a profound impact on the development of the psychology of emotions and nonverbal communication (Ekman and Friesen, 1971).

Erving Goffman, in his 1967 work, studied how people use nonverbal cues in social interactions to manage impressions and maintain "face." His work on interaction rituals and nonverbal behavior was crucial for understanding how people communicate in everyday situations (Goffman, 1967).

In 1966, Edward T. Hall introduced the concept of proxemics, studying how people perceive and use space in communication. His research indicates that the interpersonal distance people maintain can influence how messages are received and interpreted (Hall, 1966).

Mark L. Knapp, in his 1978 book, systematized various aspects of nonverbal communication, such as gestures, facial expressions, body posture, and touch, and their impact on interpersonal interactions. His work is one of the most influential in this field (Knapp, 1978).

Allan and Barbara Pease, in their 2001 book, analyze the differences between genders in nonverbal communication. The book explores how differences in the way men and women interpret nonverbal signals can affect their interactions (Pease and Pease, 2001).

4. Summary and Conclusions

Preventing inconsistencies between verbal and nonverbal communication in leadership is crucial for maintaining trust, clarity, and effectiveness within an organization. Leaders must be aware of how their body language, tone of voice, and

other nonverbal cues impact how their communication is perceived. To help leaders navigate these challenges, several strategies can be implemented. These include raising awareness and providing training on nonverbal communication, encouraging open communication and feedback within the team, and ensuring that leaders' actions align with their words.

Additionally, coaching and mentoring can support the development of consistent communication skills, while regular evaluations and analysis tools can identify areas for improvement. Developing empathy is also essential, as it allows leaders to better understand how their messages are received. Finally, by modeling the desired behaviors that reflect the organization's values, leaders set a standard for authentic and consistent communication.

Table 2. *Strategies to Prevent Inconsistencies in Communication*

Strategy	Description
Awareness and Training for Leaders	Leaders must be aware of the impact of their body language, tone of voice, and other nonverbal signals on how their communication is perceived. Regular reflection on how they are received by their team can help identify areas for improvement. Training on nonverbal communication can also help leaders better understand how their gestures, facial expressions, and posture can influence how their messages are received.
Open Communication and Feedback	Encouraging open communication in the organization, where employees feel comfortable sharing their observations, can help identify inconsistencies in leaders' communication. Regular feedback sessions can be a tool to identify whether employees perceive leaders' messages as consistent and clear. If inconsistencies are noticed, it is important for leaders to quickly address and clarify any misunderstandings.
Consistency between Words and Actions	Leaders should ensure that their actions align with their words. If leaders speak about values such as transparency or trust, they must also demonstrate these values in their daily actions. Leaders should also be aware of how their personal emotions and reactions may affect their nonverbal communication. Managing stress and emotions in a way that does not introduce inconsistencies in communication is crucial.
Coaching and Mentoring	Individual coaching can help leaders develop both verbal and nonverbal communication skills. A coach can help a leader understand how their behavior affects the team and what signals they may be unconsciously sending. Experienced leaders can mentor younger managers, helping them develop consistent and authentic communication skills.
Use of Evaluation and Analysis Tools	Introducing regular assessments of leaders that include both verbal and nonverbal communication can help identify areas for improvement. Video analysis of public speeches or meetings can help leaders see how they are perceived by others and where inconsistencies may arise.
Developing	Developing empathy can help leaders better understand how their

Empathy	messages are received by the team. An empathetic leader is more aware of how their body language and tone of voice affect others and can better adjust their behavior to the team's needs.
Modeling Desired Behaviors	Leaders should model desired behaviors that align with the organization's values. Employees observe leaders and learn from them how they should behave, so it is crucial for leaders to be an example of consistent and authentic communication.

Source: Own literature review.

Preventing inconsistencies between verbal and nonverbal communication in leadership is crucial for maintaining trust, clarity, and effectiveness within an organization. There are several strategies that can help eliminate such inconsistencies and support coherent communication.

The first step is to increase awareness and train leaders in nonverbal communication. Leaders need to be aware of how their body language, tone of voice, and other nonverbal signals affect the reception of their messages. Regular reflection and training can help leaders better understand how their gestures, facial expressions, and posture may influence the interpretation of their communication (Knapp, Hall, and Horgan, 2014).

Another key element is open communication and feedback. Encouraging a culture of open communication where employees feel comfortable sharing their observations can help in identifying inconsistencies. Regular feedback sessions serve as a tool to determine whether employees perceive leaders' messages as coherent and understandable. Quick responses to any misunderstandings and open discussion can contribute to rebuilding trust (Pease and Pease, 2004).

Consistency between words and actions is essential for leaders to be perceived as authentic. Leaders should ensure that their actions align with their declared values. Monitoring personal reactions, especially in the context of managing stress and emotions, is crucial to avoid inconsistencies in communication (Mehrabian, 1972).

Coaching and mentoring can support leaders in developing communication skills. Individual coaching helps leaders understand the impact of their behavior on the team and identify signals they may unknowingly send. Mentoring, on the other hand, allows younger managers to develop coherent and authentic communication under the guidance of more experienced leaders (Argyle and Cook, 1976).

Regular leadership evaluation and analysis of recordings can help leaders identify areas that require improvement. Video analysis of public appearances or meetings allows leaders to see how they are perceived by others and where inconsistencies may arise (Cuddy, Wilmuth, and Carney, 2012).

Developing empathy in leadership enables better understanding of how their

messages are received by the team. An empathetic leader is more aware of the impact of their body language and tone of voice on others, allowing them to better adjust their behavior to the needs of the team (Ekman, 2003).

Modeling desired behaviors by leaders, which are consistent with organizational values, is key to establishing standards of authentic and coherent communication. Employees observe leaders and learn from them how they should behave, so it is important for leaders to be role models (Goffman, 1967).

In summary, preventing inconsistencies in leadership communication requires a conscious approach, regular reflection, and continuous improvement. Implementing these strategies allows the organization to minimize the risk of misunderstandings and maintain healthy, trust-based relationships between leaders and the team (Ting-Toomey and Kurogi, 1998).

The authors indicate that consistency between verbal and nonverbal communication is crucial in management. Inconsistencies in communication can lead to misunderstandings, confusion, and a lack of trust within the team. Nonverbal communication, including gestures, facial expressions, body posture, and tone of voice, is often more authentic than words, and therefore plays a key role in building relationships and authority.

It has been observed that managers often forget the necessity of continuous education and self-improvement, which is essential for effective management. Inconsistent communication can result in decreased employee motivation, lowered morale, and an increased risk of conflicts within the organization. A lack of communication consistency between leaders and their teams can also hinder the building of trust and effective leadership.

It is worth noting that to avoid such problems, managers should be aware of their impact on the team and systematically work on their communication skills. They should also ensure that their communication is authentic and consistent, both verbally and nonverbally. Regular training, feedback, and reflection on their communication style can help eliminate inconsistencies and improve management effectiveness.

It is important to emphasize that the key to management is maintaining communication consistency and the need for continuous personal development of managers in order to sustain effective and trusted leadership.

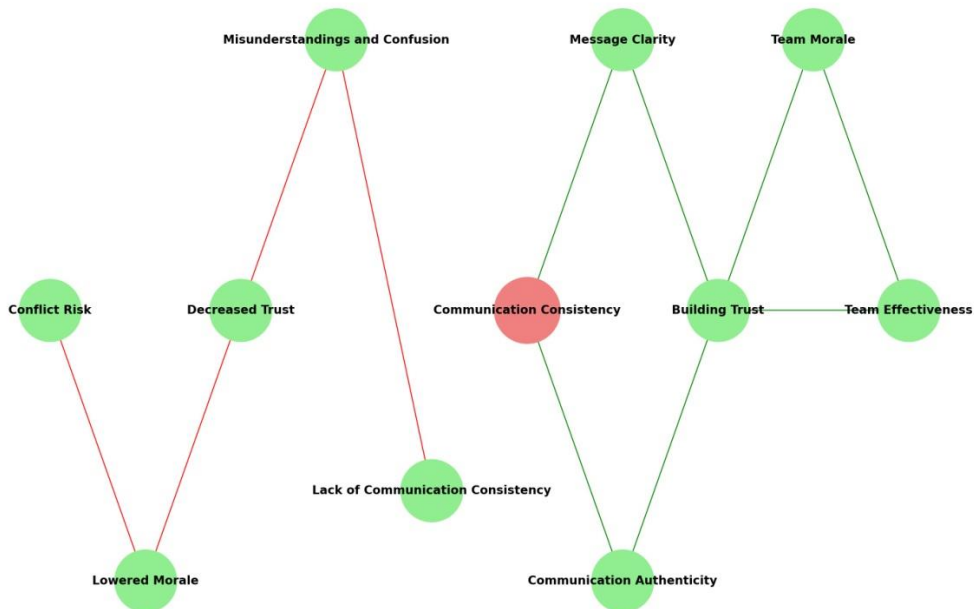
The Communication Consistency Model was developed to better understand how different aspects of communication influence the effectiveness of teams and organizations. In an era of globalization and increasing complexity in work environments, communication has become one of the key factors determining success, both in terms of internal collaboration and external relationships. A lack of consistency

in communication can lead to misunderstandings, a decline in trust, and reduced team effectiveness, which in turn can jeopardize the achievement of organizational goals.

This model was created based on research in communication psychology, team management, and organizational theory to identify the key elements that impact the quality of communication and its outcomes.

The model emphasizes that communication consistency, encompassing both verbal and non-verbal aspects, is the foundation on which message clarity, authenticity, and trust-building are built. It serves as both a diagnostic and developmental tool that can help leaders and teams understand and optimize their communication processes, which is essential for achieving high effectiveness and fostering healthy workplace relationships (Figure 1) and detailed discussion (Table 3).

Figure 1. Analysis of Verbal and Non-Verbal Communication



Source: Own work.

Table 3. Communication Consistency Model Description

Element	Description
Communication Consistency	Central element of the model. It represents the alignment between verbal and non-verbal communication in the team.
Message Clarity	Result of consistent communication. Ensures that the message is clear and unambiguous, facilitating effective information transfer within the team.
Communication Authenticity	An outcome of consistent and clear communication. It signifies that communication is honest and aligned with reality, fostering

	trust within the team.
Building Trust	Result of authentic and clear communication. Builds trust among team members, which is crucial for collaboration.
Team Morale	Trust, derived from authentic and clear communication, directly influences team morale, essential for maintaining motivation and engagement.
Team Effectiveness	The final outcome of all the above elements. High morale and trust lead to increased team effectiveness and better goal achievement.
Lack of Communication Consistency	When communication is not consistent, it can lead to numerous problems such as misunderstandings and confusion.
Misunderstandings and Confusion	Results from a lack of communication consistency. Unclear and inconsistent messages cause misunderstandings that disrupt collaboration.
Decreased Trust	Misunderstandings and confusion lead to decreased trust within the team. Without trust, team members may doubt intentions and sincerity.
Lowered Morale	A decrease in trust negatively impacts team morale. Lower morale results in reduced motivation and engagement, harming overall team effectiveness.
Conflict Risk	Lowered morale and lack of trust increase the risk of conflicts within the team, further destabilizing the team and hindering goal achievement.

Source: Own work based on Figure 1.

The Communication Consistency Model illustrates how key aspects of communication influence one another, both positively and negatively.

In the model, positive effects begin with communication consistency, which integrates both verbal and non-verbal communication. This consistency leads to message clarity, ensuring that the conveyed information is understandable and unambiguous.

Clarity supports communication authenticity, meaning that the communication is honest and aligns with reality. Authenticity and clarity together build trust, which is essential in relationships and collaboration. Trust then influences team morale, ultimately leading to greater team effectiveness.

On the other hand, the model also shows negative effects, starting with misunderstandings and confusion that arise from a lack of consistency or clarity in communication. These misunderstandings can lead to a decline in trust, which in turn lowers team morale. Lowered morale may increase the risk of conflicts, which negatively impacts overall team effectiveness.

This diagram emphasizes the importance of consistent and clear communication as a foundation for building trust and effectiveness in a team, while also highlighting the potential negative consequences of failing to maintain such communication.

It is important to note that managers should consciously integrate management and psychology to achieve a consistent self-image. A lack of awareness may lead to a situation where employees interpret a different message from the nonverbal communication.

Employees may possess innate knowledge in this area (being able to interpret the message without specialized psychological knowledge) or they may acquire this knowledge. Inconsistency between verbal and nonverbal communication disrupts the proper functioning of the organization and leads to the early exposure of managerial incompetence.

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