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# Profile of the Leadership in Organizational Communication in Brazil

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## Abstract

This paper presents the research realized in 2018 by Aberje – Brazilian Association for Business Communication, that aims to know the main characteristics of the communication leadership in Brazil in the scopes of professional, leadership, personal and life style aspects.

*Keywords:* organizational communication; public relations; new narratives; leadership, Brazilian leadership.

In this new context, highly technological and digital, complex, with abundant information and ephemeral, there is no longer the logic of the long-term, and therefore, often leaders in communication feel pressured - by themselves - to produce positive results at all times, in several simultaneous projects, in the pursuit of high performance.

The leader needs to have knowledge about strategies, business and financial results, but also must have knowledge about people management, dialogues and humanization. What should be the skills of a leader in this context? What should be the leadership narratives in communication adapted to these new times? We believe that new contexts require new Public Relations and Organizational Communication professionals. It requires not only new techniques and practices, but a new reflection about feel, narrate, understand the diverse and respect oneself and the other.

The main objective of this paper is to present the results of the research developed by Aberje - Brazilian Association for Business Communication on the profile of leadership in Organizational Communication in Brazil. The research surveys the key leadership challenges in an increasingly complex environments and details the skills and abilities needed to address them.

## ABOUT THE RESEARCH

The methodology of the research was data collection by self-completion in an online system and occurred between August 29$^{th}$ and September 28$^{th}$ 2018. The sample was non-probabilistic for convenience, formed by professionals from associated organizations and the network of Aberje, which are from the most diverse segments and sizes, located in all regions of Brazil. The study counted on the participation of 578 professionals who hold leadership positions in Organizational Communication at levels between coordination and direction in order to discover their professional aspects, focused on leadership and their personal and lifestyle aspects.

The profile of the communication leadership interviewed was 38% managers, 22% coordinators, 17% directors and 11% partners, which 62% works in large private companies operating in Brazil. Among these, 37% have more than 5,000 employees. Most of them are graduated in journalism (40%). Public Relations appears with the representativeness of 16%. In total, 93% of the participants have postgraduate courses, mainly specialization and MBAs in topics related to communication, marketing and administration.

The vast majority of them works for their companies for a period of up to 7 years and under a CLT (Brazilian formal working laws) hiring regime. The study indicates the existence of a compacting of the organizational structures of the Communication area since some of the managers (28%) report directly to the CEO / President, while 46% of the coordinators report directly to a Director or CEO / President.

## NEW CONTEXTS

The assumption of the initial part of these reflections is that new contexts, as well as new cuts of a certain time and space, influence new thoughts in Organizational Communication and in Public Relations. Paradigms, theories and ideas about communication can be rethought according to the historical, political-economic, social, cultural, religious and digital-mediatic moment under analysis. New contexts bring new ways for the individual to feel and to be in the world. Consequently, the communication leader is required to take a new stand to create new narratives for these new individuals.

Postmodernity is characterized by the acceleration of technological production and the multiplication of high-tech products, starting in 1975, with the market in the process of internationalization with globalization and cultural imperialism (POLISTCHUK, TRINTA 2003,

144). Characterized by the speed, ephemerality and fluidity, the global is entering in the representation of the world through the electronic communication bias and the individual served by a multiplicity of symbolic options.

Thus, in view of the increasing globalization, which has recently been made possible by the rise of new media - especially digital ones - that promote the constantly increasing flow of information, ideas and knowledge, as well as frequent updating of concepts about all aspects of our reality, the world fragments and becomes fluid, putting in check the solidity of precepts and individual identities of the institutions of traditional society (BAUMAN, 2001), removing many of our references, our senses, our stories and our myths.

According to the postmodern and digital contexts, Baldissera (2008), inspired by the theory of complexity of Morin (2001), reflects on a new thinking of the communication, about a paradigm that proposes to understand and explain the phenomena in its complex reality, in a world of doubts, not fixidly organized and non-linear. "Complex thinking seeks to understand / explain the uncertainties, the indeterminations and the presence of random phenomena" (BALDISSERA, 2009, p. 142), that is, the presence of "fortuity" so present in postmodern times.

Because of so many changes, few activities have been as deeply affected as corporate communications - its professionals face new challenges at every turn and slowly seek to reinvent themselves to meet the demands of the new time. Among the leaders interviewed, both those working in small companies and those in global corporations, 91% see the importance of strategic communication to adapt to these new challenges of to be in this world under discussion.

## NEW CHALLENGES

Faced with these new contexts, leaders face great challenges. From the answers, the main challenges faced by them are:



*To manage volatility, uncertainty, complexity and ambiguity*

For Harari (2016), we live in a great race in the 21st century. We run all the time - and fast

- to avoid economic collapse or ecological disintegration, or to seek endlessly the so-called individual and collective happiness. Even after centuries of economic growth, technological developments and scientific progress, in which one imagines that life should become serene and peaceful and increasingly free of cares and concerns - at least in more developed countries - the reality is quite the opposite. "At the individual level, it results in high levels of stress and tension ... In spite of all our achievements, we feel under constant pressure to do and to produce even more" (HARI, 2016, p.223).

Byung-chul Han (2015, p. 8) writes that such high levels of stress and tension are potentially caused by the new contexts: postmodern, digital, and complex, which configure a fast, ephemeral, excessive, full of uncertainties, without references and meanings world. If in a way the twentieth century was marked by infections and infarcts, the 21st century brought with it diseases that until then had not had a proper name or that were not pronounced for not being so often diagnosed as: burnout (self-pressure and self-exploitation), depression, attention deficit disorder, anxiety, nomophobia (internet addiction), among many others, referred here as the "pain of the 21st century."

On these new contexts of "a world full of confusing signs, willing to change quickly and unpredictably" (BAUMAN, 2004, p.7), both, leaders and their teams, coexist and interact in a workplace often unreadable, confusing, complex, constantly changing and that prescribs flexibility.

These are contexts of uncertainties, ephemeris, lack of meaning, excesses and ambiguities. How can leaders manage these challenges in their own lives, manage and develop people led by them, who experience these same pains and difficulties, and how to create new narratives - effective - for their audiences whose also lives the same reality? Therefore, the management of complexities and uncertainties appears in the research as the most challenging question of these new contexts, appearing in 59% of the answers.

Morin (1996), in his complex theory, points out exactly the need to explore areas of knowledge uncertainty, arguing against rationalization and objectivity. For him, rationalization would be "the closure of the universe in a poor or artificial logical coherence" (MORIN, 1996, p.170).

In this logic the author discusses, about the challenge to complexity, a need to recognize the characteristics of human nature, such as the leader's ability for the multiple, the varied, the contradictory, the subjective, the diverse. An improvement of its characteristics linked to the understanding of subjectivities, integration, transience and affectivity.

This complex thinking considers both the qualities / properties of organizational culture and the integrating / constructive individuals of the culture. Thus, within what might be called a complex perspective, a need to concern about the whole appears to the leader, as a result from relationships, interactions, interrelationships, and feedbacks that occur in the organizational environment.

*Manage time and prioritize activities*

The research shows that the new contexts, especially on the basis of digital, suggest a new way of organizing time, especially when it comes to professional time and leisure time. Leisure time is often replaced by more work hours, exceeding the time required by the work contracts. Since the borders between private and corporate worlds have been blurred with the new technologies that have enlarged the scope of work for the particular universe of the individual, it practically established a need for be a leader willing to work 24 hours for 7 days.

The managerial system raises a narcissistic personality model, aggressive, pragmatic, without states of soul, centered on action and not so much on reflection, ready to do everything to succeed. (...) He (the manager) believes that it (the organization) will be able to satisfy his own ghosts, particularly the megalomania of being the strongest, the greatest, the most powerful. But the exercise of power has its reverse: the anguish of loss of objective. Archaic distress, which reveals the fear of losing the love of the loved one. Hence a permanent tension to keep up with their demands. (GAULEJAC, 2207, p221)

It is because of this system that burnout arises, which comes when leaders are struggling to achieve an unachievable end. And as a consequence, they feel victimized: "I can not take it anymore, I'm exhausted, I do not have time for myself".

As the leader can never live up to the expected performances, he sees himself as incapable, incompetent, or insufficiently motivated. It is the leaders who becomes responsible for the defects of the system (DUJARIER, 2004 apud GAULEJAC, 2207, p.125). It must support a paradoxical universe without, however, sinking into madness. The least of the paradoxes is that the leader is required to be autonomous in a hyper-coercive world, to be focused on a hyperconnected world, to be creative in a hyper-rational world.

For Sennett (2010), the new contexts have caused profound changes in individuals' personal and professional lives, in their way of feeling the world and being in it, including in the organizational world. For the author, this context makes individuals to have new working relationships, in which there is no long-term logic, and therefore, pressured - by mechanized processes of productivity, by superiors, by peers and, mainly , by themselves - to produce positive results at all times, in several simultaneous projects, are more likely to become ill. With the same vision, Vincent de Gaulejac (2007), comments that, in these contexts,

performance and profitability are measured in the short term, "real-time", putting the whole production system in a permanent tension: zero delay, exact time, tense flows, immediate management, etc. It is about always doing more, always better, always more quickly, with the same means and even with less effective. (GAULEJAC, 2007: 45)

Bauman (2004) posits in his reflections that this self-exploration, as well as its consequent depression, stress and / or anxiety, are consequences of an inability to achieve a perfect match between effort and reward on a daily basis, since it seems impossible to match speed and the rhythm of the flow of time. Pain is a picture of frustration, which he called a 'complex of inadequacy' and pointed, according to his own definition, as one of the great afflictions of 'liquid-modern' life "(Senator, 2018, 102).

This society in which the long-term idea has become something on the verge of extinction ends up weakening the intrinsic conditions for the development of loyalty, trust, commitment, creative leisure, feeling safe, stable in the workplace, indispensable for the development of fruitful work, which increasingly extends the challenges of the leaders of these new times. Thus, leaders may end up putting themselves at the psychological level in terms of insecurity, psychic suffering, and professional exhaustion.

More responsibility and therefore more power; what the Anglo-Saxons call empowerment makes him responsible for what he does ... hence a pressure, by time, for results, but also by fear, which

has terrible consequences. It generates behaviors of addition, cultural stress, feeling of invasion, against which it is difficult to defend itself, and sufferings that the individual hides; otherwise, if they were expressed, it would be targeted. (GAULEJAC, 2007, p 217-218)

Also, for Gaulejac (2007), due to a failure of traditional work ethics, the more power, more flexibility and more of a supposed freedom. This is because, in this cycle, many managers feel that, in order to attend to the organization's functioning, according to the individualism of its sole responsibility, they have to go through irregular hours, night work, disorganization of family life and its biological rhythms, precisely because of this fear of being targeted and even being dismissed because of it. This supposed freedom is translated, therefore, by a deregulation, inscribing directly in their daily lives.

Therefore, many leaders respond as one of their main challenges to the difficulty in managing their time and the priority of activities, both in relation to their daily activities at work, and in relation to the time to be with their families, friends and people which they estimate.

What would feel a sense at work? What happens, apparently by the thoughts of Antunes (2015, 133), is that "a life full of meaning outside of work supposes a life endowed with meaning within the work". This is because, for the author, when there is sense in the work, that is, when the worker finds in his professional activities a meaning for his own life, as part of his identity, it generates for him a meaning outside the work as well.

The work-identity connection has undergone important transformations in the new contexts because of the precariousness of the meaning of the work in the present days. Meaning appears when there is motivation and engagement, when one understands what one does, and one realizes that the results of work generate something bigger and more important for oneself and for society. "In the words of American researcher Tammy Ericson (apud CALDEIRA, 2015, p.147), *meaning is the new money"*.

Communication leaders in organizations need reflection on their virtues, rather than on their technical competencies. This is what Cury (2016) thinks in thinking about managers, considering that:

competencies are essential for the execution of tasks and goals, but these are already over-represented by organizations, which has led us to invest as much in the "as we do", neglecting to give due attention to "who we are" (...). culture of "and", I believe in the middle way, in the search for the balance that contemplates the individual and the collective, profit and responsibility, rational and intangible. I am sure that as the leader becomes a more open, trustworthy and just person, the greater will be his power of influence. (CURY, 2016, online)

Therefore, it is necessary to know and be able to say "no". Not for the "how to do", technical, but for the "why to do?", and for the reflection of "who am I?" and "what benefits will this bring to myself and to the other?". The communication can not solve all of that. Some issues are administrative and belongs to the organization and others solutions will only be possible with supports of other areas. Know how to say "no" to certain requests also reduces the burden of the communication manager himself to contribute to the problem of meaninglessness, purpose and recognition.

Communication leaders often end up self-blaming for actions that they are not responsible for the results. Thereby, they end up pushing themselves to achieve impossible goals. They may even be replacing their thinking time and creating new narratives time to meet demands from other

areas or prioritizing rational and rational actions that may not be very effective for what is expected of communication: transformation. Or worse: replacing your non-effective and meaningless work time with your time that could be lived out of work.

*Align goals with the organization's mission and strategy and reinvent business models*

The answers suggest that some leaders, faced with complexities, see it as a great challenge to align their goals with the organization's mission and strategy, and find it difficult to innovate their communication processes. This usually occurs when these actions are linked to communications protocol, which follow several practical knowledges that demonstrate the purpose of modeling behaviors, guiding processes, establishing procedures and operating norms, with no space for the most strategic and the new.

In certain situations, leaders feel obliged to follow a standard, in accordance with their goals tied to organizational norms, but which are not always in line with the organization's mission and strategy reflecting a certain conflict:

In this perspective, conflicts are considered dysfunctions. The term dysfunction itself implies the existence of an operating norm presented as ideal, but this ideal is rarely questioned, as if it were absolute, because it is the object of a tacit acceptance, considerable as indisputable. (GAULEJAC, 2007, p.74)

Often, what is thought differently from what has traditionally been done, according to the norms of the organization, are barred creations at the time of its realization. So that, by inhibiting its ideas and attitudes, it "hinders or even eliminates the possibility of people to create or innovate, as well as to develop and transform themselves "(CALDAS SILVA, 2010, p.205). This is not good for organizations, because in this way there is no time for the development of human potentialities, for self-knowledge, for authenticity, for freedom of knowledge and choice, for creativity, for self-realization, for self-development, for sensitivity, intuition and self-transcendence (SOARES, 2007).

This highlights the importance of leaders in understanding the need to create new narratives appropriate to these new contexts that are not merely focused on financial outcomes but that are thought of in the strategy of the organization as a whole in relation to its positioning, beliefs, values, mission and vision. It also highlights the importance of leaders to value people within an ideal greater than profit, greater than a machinery to produce communications empty of meanings. The importance of leaders who that take in to consideration complexities, reactive behaviors, flexibility, adaptability, and understand that it is better to mobilize than to obligate, to incite than impose, to gratify than to punish, to delegate responsibility than to surveil.

*Develop and manage team*

For Antunes (2015, p. 62), currently there is greater heterogenization, fragmentation and complexity of the people who make up a work environment. In addition, weakness, error, setback, imperfection, doubt, everything that characterizes the human as "normal" seems to have no place to be in the work environment. Hence both pressure and self-pressure and supposed freedom arise from leaders and their teams, linked to possible wage demotions, loss of rights, multifunctional work, which, in fact, express the enormous intensification of the rhythms, times and processes of work, reduction of teams, lack of resources and budgets.

Is this fragmentation and complexity considered in the moment of manage people? Each leader is a unique and complex being, who has his interests, his opinions and also his desires and his pains. There are incompatibilities between satisfactions, beliefs, subjectivities, so that what is important for some is not for others, what is quality for some is not for others, what is right for some, is not for others, the sense of some it is not the same for others.

The context requires adaptations in the management of the teams, so as to take into account the complexity present also in the people impacted by these new contexts. From this understanding of management with workers, it is essential to criticize also how their individuality is treated and understood. Differences of opinions, choices, beliefs, individual goals. Cultural differences, gender, opportunities, freedoms. It is necessary to talk, listen and participate in a process of mutual development between leader and team, because

diversity makes the team more apt to face and overcome challenges, because the problems to be solved, require varied approaches. Nowadays, marked by the speed of change and innovation - such as management through process vision, for example - the more eclectic the team, the greater the ability to solve problems. (SOUZA, 2010, p.33)

It is up to the communicator leader, through this dialogue, of non-violent communication and active listening, to provoke divergences of ideas, in a way that seeks to teach "to learn how to learn and especially to learn how to unlearn to absorb, adapt and recreate new production and management technologies "(SOUZA, 2010, p.19). Thenceforth, there is development for innovations. "Where everyone thinks uniformly, there is much scope for radicalism of opinions, dissimulation of feelings, and fragility of emotional links for the formation of healthy relationships" (OLIVEIRA, 2002, p. 135). To know how to live with contrary opinions is to know how to express ideas without the emotional charge of the vain pretense.

In dialogue, each one must absorb in this or that consideration something that will contribute to their growth. Always using the "relativization" of knowledge, understanding and experience. It allows better assimilation of content and its consequent application in the development of moral and emotional skills, so scarce in the coexistence between creatures in the face of the day-to-day pressures in the work environment.

The results will be perceived and felt in the expansion of creativity to solve problems, in solidarity with projects developed by others in the team, in overcoming institutional boundaries, in emotional support for individual struggles to achieve internal and team improvement goals. For this, Souza (2010) argues that the new contexts demonstrate that it is increasingly necessary to rethink the leader-employee relationship, which denotes to the leader "a role of factor that imposes its points of view on subordinates to iron and fire", for a new role "as educator and motivator". Role that must have as main attribute the competence of relationship "(SOUZA, 2010, p.17). So that he is not just a leader in communication, but a communicator leader.

By a communicating leader, with the role of educator and motivator, it is understood that, in these contexts of materialism, uncertainties, complexities and the empire of reason, this new leader must first focus on the re-educative social function of his own feeling. The leader must improve itself to honor its title in the development of people, not machines.

After this understanding, it can also contribute to the re-education of the feelings of their relationship group, motivating them to think differently, insofar as it abstracts the excesses of information and prioritizes doubts and answers, new solutions, innovations, by the discussion of experiences, reflecting on new horizons about old themes of living.

Reeducated and motivated by communication, by participation, by interaction, to reinvent the experience towards the calls of consciousness and unconsciousness, allowing the people in your network to externalize dreams, limitations and values already achieved, making the work environment a laboratory of ideas in the expansion of the capacity to think with the dignities, individualities and potentialities of each one, to co-create this new reality.
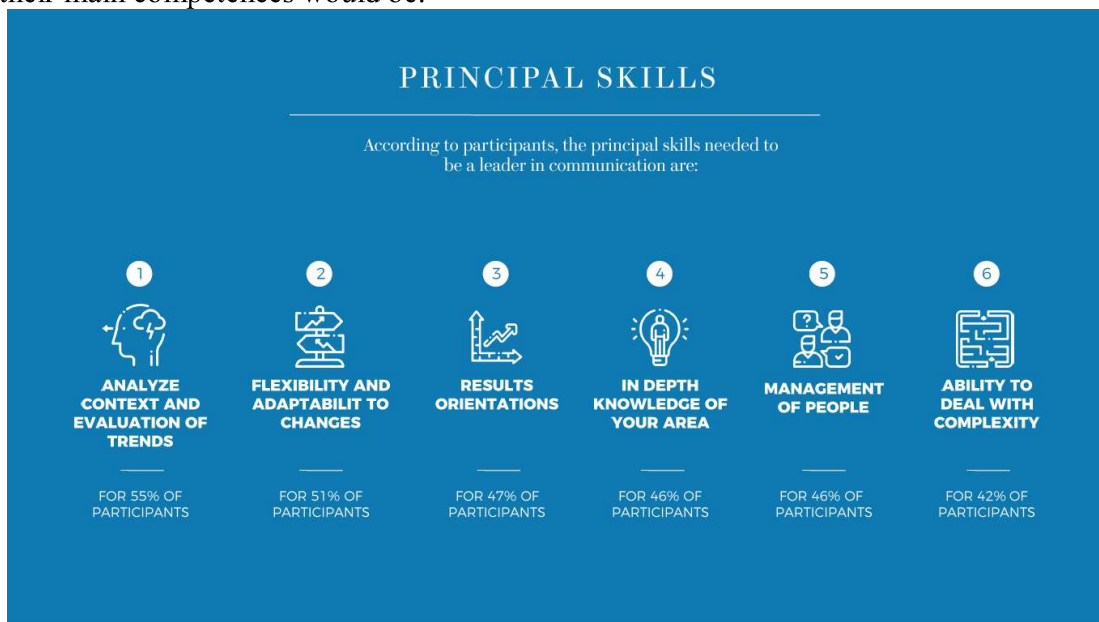
Reeducation is therefore linked here to the renewal of institutional models and the transformation of individual behavior in the acquisition of new thoughts, feelings and values. To be able to express these new feelings in the coexistence it requires self-knowledge, a re-education of tendencies, a desire to improve and an environment that stimulates the search for similar achievements. They are processes to recreate relationships in the organizational environment and rethink the systematization of organizations.
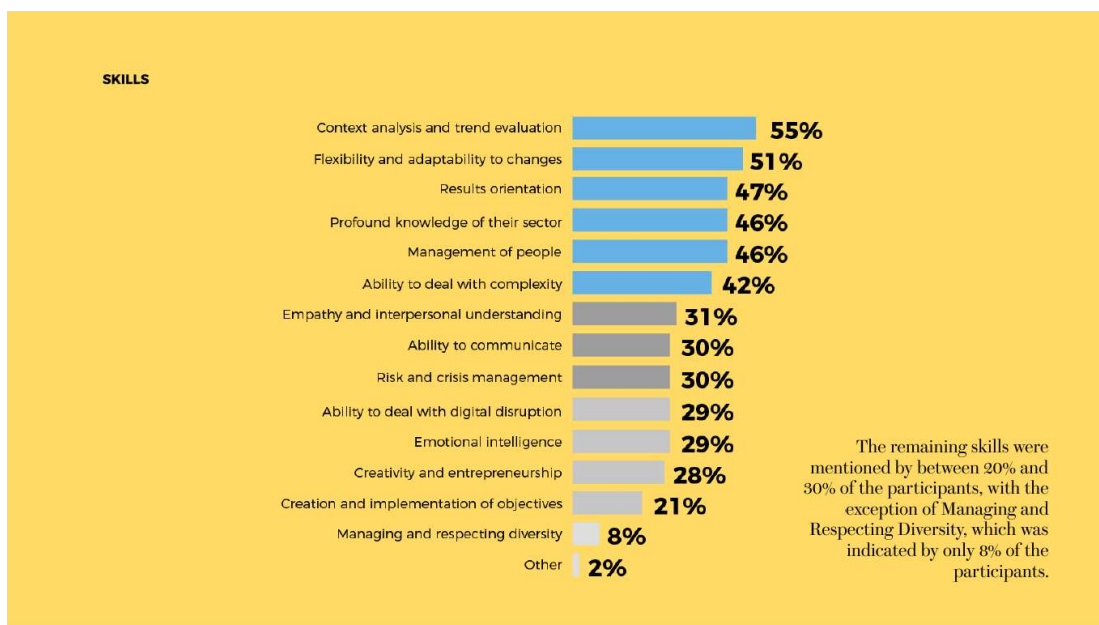
The research points out that 24% of the time of the leaders interviewed is invested in activities of people management. This distribution, in a way, points to a dysfunctional expectation regarding the role of the leader, since little of his time has been allocated to people management and this is usually felt in organizations and reflected in their satisfaction surveys and climate.

This satisfaction is more achievable when there is room for innovation, for imagination, desire, dreams, limits, achievements, pains, creativity, idiosyncrasies, doubts, answers, experiences and, above all, the affects - positive and negative. So that all this can be part of the project of a new leader, able to understand the complexities and respect individual existential differences, as well as their needs, their values and their abilities.

## NEW COMPETENCES

The research points out that to overcome these challenges, the leaders themselves indicate which their main competences would be:



**PRINCIPAL SKILLS**

According to participants, the principal skills needed to be a leader in communication are:

| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|
| **ANALYZE CONTEXT AND EVALUATION OF TRENDS** | **FLEXIBILITY AND ADAPTABILIT TO CHANGES** | **RESULTS ORIENTATIONS** | **IN DEPTH KNOWLEDGE OF YOUR AREA** | **MANAGEMENT OF PEOPLE** | **ABILITY TO DEAL WITH COMPLEXITY** |
| FOR 55% OF PARTICIPANTS | FOR 51% OF PARTICIPANTS | FOR 47% OF PARTICIPANTS | FOR 46% OF PARTICIPANTS | FOR 46% OF PARTICIPANTS | FOR 42% OF PARTICIPANTS |

**SKILLS**

| Skill | Percentage |
|---|---|
| Context analysis and trend evaluation | 55% |
| Flexibility and adaptability to changes | 51% |
| Results orientation | 47% |
| Profound knowledge of their sector | 46% |
| Management of people | 46% |
| Ability to deal with complexity | 42% |
| Empathy and interpersonal understanding | 31% |
| Ability to communicate | 30% |
| Risk and crisis management | 30% |
| Ability to deal with digital disruption | 29% |
| Emotional intelligence | 29% |
| Creativity and entrepreneurship | 28% |
| Creation and implementation of objectives | 21% |
| Managing and respecting diversity | 8% |
| Other | 2% |

The remaining skills were mentioned by between 20% and 30% of the participants, with the exception of Managing and Respecting Diversity, which was indicated by only 8% of the participants.

Generally, in a process of self-assessment of proficiency in relation to these competences, on a scale of 0 (does not demonstrate competence) to 5 (always demonstrates competence) they understand that they demonstrate them constantly, in the search for adaptability new contexts and new challenges. With an average of 4.2, the in-depth knowledge of the sector in which it operates is the competence in which they believe there is the smallest gap of proficiency, whereas, with a mean of 3.8 contextual analysis and trend evaluation, the greatest proficiency gap.



**PROFICIENCIES / GAPS**

USING A SCALE RANGING FROM [1] - LIMITED PROFICIENCY TO [5] - MAXIMUM PROFICIENCY, THE RESULTS WERE:

When classifying the level of their proficiency, in each of the skills chosen as essential for a communication leader, 'Context analysis and trend evaluation' was the one that participants felt they had the most difficulty with.

**LEADERS FELT THAT "PROFOUND KNOWLEDGE OF THE SECTOR" WAS THE SKILL THAT THEY WERE MOST PROFICIENT IN.**

| Skill | Value |
|---|---|
| Context analysis and trend evaluation | 3,8 |
| Flexibility and adaptability to change | 4,1 |
| Results orientation | 4,1 |
| Profound knowledge of their sector | 4,2 |
| Management of people | 3,9 |
| Ability to deal with complexity | 3,9 |

SHOWS THE COMPETENCY:

Rarely | Sometimes | Frequently | Constantly | Always

However, for communication professionals who do not hold leadership positions and who, in many cases, are subordinate to the leaders, also heard, with an average of 2.8, people management presents the greatest proficiency gap. With an average of 3.7, both of them agrees that the deep knowledge of its sector is the task with the smaller proficiency gap.

The main gap, therefore, is the need to make a transition from a leadership that is ever more human than technical, and this should be

an attention to listening and speech, not a reduced word of a rational language, but a living word, a word that sings, that expresses the things of life the depth of a human existence, a word that is given as a purpose to enchant the world, rather than closing it in calculations, programs, or ratings. The world lived is the opposite of the world of productivity and performance. It celebrates the ludic more than the work. The pleasure of the bodies more than the search for result, the availability to the other more than the measure of the performances. (GAULEJAC, 2007, p.239)

It is in this sense that Paulo Nassar (apud CASTRO, 2018) highlights the emergence of the concern about the most human abilities, pointed out in the research as essential competences for leadership such as people management (39%) and emotional intelligence (36% ), as opposed to the stricto sensu technique, which lacks repertoire and is often seen as the main attribute of younger leaders, considered millennial generation.

This aspect is reinforced also by asking about the lifestyles of these leaders, since they seek networking still by "traditional" means - although they are connected a great part of the time - with 94% claiming to seek information through the Internet, 75% of them still prefer to participate in events, to 44% of responses on websites of professional networks, which "demonstrates that they want the eye contact" (NASSAR apud CASTRO, 2018, p.18).

Is possible to identify that there is a kind of complementation of the two methods, not a substitution. Although the research does not take into account "how" these interactions are made, it is possible to imagine that there is some kind of first contact, which is maintained by professional social networks, making them more of a maintenance tool of relationships than a propeller and initiator of them. (CASTRO, 2018).

## NEW LEADERS

The research "The profile of leadership in organization communication in Brazil" breaks some paradigms that exist when the subject is the millennial generation and its characteristics. When we look at the cut of the millennials, which are here considered as the borns between the years 1982 and 2000, we see some interesting data. One of the main characteristics is in the relational scope. At the same time millennial generation is described as highly connected, which may lead us to think that their interactions and relationships are more valued in the digital environment, it gives value to personal contact.

Looking at a broader aspect, and considering the whole sample of the research, we see the following age group: leaders from 26 to 30 years represent 6% of the total, from 31 to 35 years represent 22%, and over 35 years are 72% of respondents. This shows that among the participating leaders, most of them do not belong to the millennial generation. As you might expect, higher positions are occupied by older professionals with more experience. This is still a determining factor for the choice of leaders.

When we look at the question of competencies, and what competencies millennials believe to be the main ones, we see a great similarity. First, there is "context analysis and trend assessment"; second, "flexibility and adaptability to change"; third "results orientation".

This dominance of Generation X and Baby Boomers shows that even though we know so much about the millennials, we still do not know what changes they will bring when they hold higher leadership positions. Small differences in perspective, such as this, can demonstrate a major

change in leadership.

When we look at personal profile characteristics, we can see some gaps. The survey participants read, on average, 5.5 books per year, which is slightly above the national average, which is 4 books per year. Among the books, the technicians / professionals are preferred, followed by romance. We know that for skills considered important, such as context analysis, it is necessary not only a technical repertoire. There is a gap in textual language that can be a product of more technical and professional training. New leaders need to compensate their technical knowledge with more general knowledge to improve their readings of increasingly complex contexts.

Another gap is related to the time dedicated to activities. Although they consider that communication is rather a strategic activity for the organization, the time dedicated to the activity of this type is still homogeneous when compared to tactical, operational and people management activities. However, this is a point that can be attributed to the organization, since the great challenge of the area is still to gain space on the board (only 39% of the communication areas report directly to the presidency). The time is well divided among these four types of activities, which indicates the existence of a gap in relation to the management of people, mainly, since we speak of leaders. For communication to be truly strategic to the organization, the leader needs not only to be the leader in communication but also a communicator leader. The indication that this ideal scenario exists is precisely the type of activity that the leader exercises. Therefore, the greater time dedicated to people management, would indicate the approximation of this ideal scenario. For new leaders, this is the challenge the research brings: how to become a manager, devoting more time to people.

## FINAL CONSIDERATIONS

The research results showed that respondents feel and face new challenges, reflecting new contexts: complex, ephemeral, highly digital and excessive. A reality that demands, more and more, immediate results. It is noted that there is great difficulty in managing the time, both professional and personal, and to prioritize the activities of the day to day. It is evident that we must know how to say no to certain demands that are merely protocol, rational actions, because these may be paradoxical in relation to the organization's mission and strategy. Only then, there will be space for the reinvention of business models and for the creation of new communication narratives that are more appropriate to the new reality.

It is also noticed, by the leaders' responses, that in order to face these new challenges, they point out that new skills are required. At the same time they need to be able to deal with subjectivities and complexities, they can not lose focus on the results. You have to analyze the scenarios and have the competence to be flexible and adaptable to the change to be able to rethink what no longer works. It is necessary to know how to manage people, who also live the complexity and many pains of this chaotic 21st century. It should be pointed out here that the greatest gap, after also listen to those who are led, was precisely between the understanding of the importance of managing people and their difficulty to actually do it. It takes time and willingness to deal with processes of integration, transience and affectivity.

With the digital and complexity factors permeating all the research, it is crucial to look at the generational issue. More than just a supposed greater familiarity with technology, the millennial generation brings a new perspective. It is possible to see this from the subtle differences in their responses compared to the other generations identified in the research (generation X and Baby Boomers).

Nowadays, the profile of communication leadership in Brazil is predominantly born before

the 1980s, which are concerned with "millennial issues" that share the same preoccupations and seek to face the same challenges. However, as adapted as they may be, these leaders will be replaced.

It remains to be seen whether this generational transition in leadership, which brings a difference of perspective, will have a positive or negative impact. While they are concerned with issues of humanization and people management, we do not know how these upcoming leaders are being prepared and preparing themselves to a world that will require more from them.

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