



Leadership and Communication from the perspective of Speech Therapy: review of dissertations and theses defended between 2018-2022

Liderança e Comunicação sob o olhar da Fonoaudiologia: revisão de dissertações e teses defendidas entre 2018-2022

Liderazgo y Comunicación desde la perspectiva de la Fonoaudiología: revisión de disertaciones y tesis defendidas entre 2018-2022

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Abstract

Introduction: The present study aims to map and evaluate the production registered in dissertations and theses on the theme “leadership” and “communication”, to identify the contribution of Speech Therapy, which has human communication as its object of study. **Objective:** to analyze the Brazilian scientific production defended between 2018-2022, considering production level, year, teaching network, higher education institution (geographical location), type of research, life cycle, registered descriptor (first), location, theme, total of the surveyed sample and areas of knowledge, to identify the areas that have produced on the topic. **Method:** review carried out in the Brazilian Digital Library of Theses and Dissertations, on March 29, 2023, considering the terms “leadership” (subject field) and “communication” (all fields), researched in the period 2018-2022, according to the variables previously described. The

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NDA: developed collection, analysis and discussion of results; drafting of the manuscript; approval of the final version of the manuscript.

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data were analyzed in a descriptive way. **Results:** out of 33 registered sources, 28-85% are dissertations, on average 7-20% productions per year, with 2021 being the most productive. The Southeast Region led the survey (17-52%), represented by the Getúlio Vargas Foundation (10-30%) and the highlight was observational surveys (23-70%), with adult subjects, with companies being the most surveyed locations (15-45%). The “leadership” descriptor was the most used (19-58%). The most researched knowledge area (CNPq) was Applied Social Sciences (25-76%) through the Administration subarea (21-64%). **Conclusion:** although issues of human communication belong to Speech Therapy, no productions were found in the area, a fact that suggests efforts in scientific research and professional activity.

Keywords: Leadership; Communication; Voice; Speech Perception; Speech.

Resumo

Introdução: o presente estudo visa mapear e avaliar a produção registrada em dissertações e teses sobre a temática “liderança” e “comunicação”, a fim de identificar a contribuição da Fonoaudiologia, que tem como objeto de estudo a comunicação humana. **Objetivo:** analisar a produção científica brasileira defendida entre 2018-2022, considerando nível de produção, ano, rede de ensino, instituição de ensino superior (localização geográfica), tipo de pesquisa, ciclo de vida, descritor registrado (primeiro), local, temática, total da amostra pesquisada e áreas de conhecimento, para identificar as áreas que têm produzido sobre o tema. **Método:** revisão realizada na Biblioteca Digital Brasileira de Teses e Dissertações, em 29 de março de 2023, considerando os termos “liderança” (campo assunto) e “comunicação” (todos os campos), pesquisados no período 2018-2022, segundo as variáveis anteriormente descritas. Os dados foram analisados de forma descritiva. **Resultados:** dentre 33 fontes registradas, 28-85% são dissertações, em média 7-20% produções por ano, sendo 2021 o mais produtivo. A Região Sudeste liderou a pesquisa (17-52%), representada pela Fundação Getúlio Vargas (10-30%) e o destaque foi de pesquisas observacionais (23-70%), com sujeitos adultos, sendo empresas os locais mais pesquisados (15-45%). O descritor “liderança” foi o mais utilizado (19-58%). A área de conhecimento (CNPq) que mais pesquisou foi Ciências Sociais Aplicadas (25-76%) através da subárea Administração (21-64%). **Conclusão:** embora as questões da comunicação humana pertençam à Fonoaudiologia, não foram encontradas produções na área, dado este que sugere esforços em pesquisas científicas e atuação profissional.

Palavras-chave: Liderança; Comunicação; Voz; Percepção da Fala; Fala.

Resumen

Introducción: El presente estudio tiene como objetivo mapear y evaluar la producción registrada en disertaciones y tesis sobre el tema “liderazgo” y “comunicación”, para identificar la contribución de la Logopedia, que tiene como objeto de estudio la comunicación humana. **Objetivo:** analizar la producción científica brasileña defendida entre 2018-2022, considerando nivel de producción, año, red de enseñanza, institución de educación superior (ubicación geográfica), tipo de investigación, ciclo de vida, descriptor registrado (primero), lugar, tema, muestra total encuestados y áreas de conocimiento, para identificar las áreas que han producido sobre el tema. **Método:** revisión realizada en la Biblioteca Digital Brasileña de Tesis y Disertaciones, el 29 de marzo de 2023, considerando los términos “liderazgo” (ámbito temático) y “comunicación” (todos los campos), investigados en el período 2018-2022, según las variables las descritas anteriormente. Los datos se analizaron descriptivamente. **Resultados:** entre las 33 fuentes registradas, 28-85% son disertaciones, en promedio 7-20% producciones por año, siendo 2021 el más productivo. La Región Sudeste lideró la investigación (17-52%), representada por la Fundação Getúlio Vargas (10-30%) y se destacó la investigación observacional (23-70%), con sujetos adultos, siendo las empresas los lugares más investigados (15-45%). El descriptor “liderazgo” fue el más utilizado (19-58%). El área de conocimiento (CNPq) que más investigó fue Ciencias Sociales Aplicadas (25-76%) a través de la subárea Administración (21-64%). **Conclusión:** si bien los temas de comunicación humana pertenecen a la Fonoaudiología, no se encontraron producciones en el área, lo que sugiere esfuerzos en la investigación científica y el desempeño profesional.

Palabras clave: Liderazgo; Comunicación; Voz; Percepción del Habla; Habla.

Introduction

The topic of leadership has been extensively discussed and studied across various related fields. It is observed that there is an increasing search for more in leaders' profiles: the transversal skills that, combined with technical knowledge, facilitate their integration into the workplace and contribute to better performance both financially and in terms of human relations¹. Subordinates who carry out tasks directed by a leader require, in addition to their own motivation, examples of proactive behavior, expressions of attitude, focus on the final goal, and, most importantly, a sense of being welcomed and belonging to the organization. Based on this observation, it can be asserted that leadership is intrinsically permeated by the communication established in the leader-subordinate relationship².

Knowing that personality judgments based on voice are influenced by stereotypes³, and that the sound of speech evokes senses and leads the listener to attribute physical, social, and psychological characteristics to the speaker⁴, it is presumed that subordinates assign personality traits to their leader based on contact with the voice and all elements of their communication. Communication involves a complex system of non-verbal and verbal characteristics. Gestures and facial expressions are part of non-verbal communication, as well as dressing style and posture, which influence the perception others have of the speaker⁵.

Speech conveys emotion, attitude, age, gender, physical state, social condition, among other aspects; and according to Madureira⁴, it is the listener who interprets it as pleasant, monotonous, apathetic, or sympathetic. The same author states that analyses are conducted by associating perceptual-auditory and acoustic evaluations of speech in order to study speech expressiveness. Perceptual-auditory evaluation involves analyzing vocal quality and voice dynamics, while acoustic evaluation examines voice dynamics, including prosodic elements. Reinforcing the author's concept, Kyrillos² asserts that communication is what the listener understands, not what the sender speaks. It is further emphasized that speech is a result of the speaker's emotion, which, in turn, generates emotion in the listener.

Marquezin et al.⁶ point out that slow elocution and breaks in prosodic groups do not convey confidence, leading to perceptions of a lack of ob-

jectivity, empathy, and conviction. In their study on self-assessment of communication, Lira, Borrego, and Behlau⁷ confirm that attributes positively influencing professionals' speech include objectivity, mastery of the subject, and appropriate vocabulary, while negative influences include lack of subject mastery, criticism, and prejudice.

Pedrotti and Behlau⁸ found that professionals in the corporate environment recognize the importance of communication in their roles. However, executives place more value on communicative aspects such as tone of voice and expressiveness, whereas operational professionals focus on demonstrating technical expertise. This difference is likely attributed to distinct functional positions and professional maturity^{8,9}.

Phoneticist Niebuhr¹⁰ refers to the emotion generated in the listener as acoustic charisma and notes that among all characteristics, vocal range is the most prominent. A charismatic voice can either persuade or deceive. Consequently, it can be concluded that an effective leadership style is directly related to the leader's acoustic charisma.

Charisma in leadership is observed not only in business environments but also in political, religious, and any other settings where a leader-follower relationship is established. Casanova¹¹ investigates the relationship between sound and meaning, seeking to identify how speech dynamics and vocal quality contribute to constructing images and identities of female political figures. Morales and Ferreira¹² propose a question: which elements of communication truly engage the listener?

Gomes et al.¹³ conclude that there are significant variables for a persuasive and non-consensual speech. Positive variables include higher speech rate and greater intensity for confident speech, while the increase in pitch is highlighted as a negative variable.

According to Kyrillos and Jung², a leader will be effective if they can, simultaneously, "deliver their message" and truly listen to their interlocutors. They further state that the key lies in reflecting on what leaders still do not know about their expressive skills, as communication extends far beyond what is spoken and encompasses many other elements such as: gaze, posture, humor, smile, and dress style. Often, people are more influenced by how they feel about the speaker than by what is being said. Piccolotto and Soares¹⁴ emphasize that non-verbal cues provide insights into personal-

ity and role, and these cues assist in determining whether a communicative situation will occur.

Based on the literature review of the subject, there is a growing interest in mapping studies conducted to understand the areas of knowledge that focus on this topic and seek to contribute to leadership in general. As described by Quevedo-Silva et al.¹⁵, data obtained from bibliometric studies contribute to the planning of future research activities. Thus, this study aims to evaluate the output of institutions and researchers by mapping the use of the terms “leadership” and “communication,” as well as the dissemination of scientific knowledge on these areas and its contribution to the planning of future publications.

Purpose

To analyze the Brazilian scientific production from 2018-2022, considering production level, year, educational network, higher education institution (geographic location), type of study, life cycle, first registered descriptor, location, theme, total sample surveyed, and knowledge areas, in order to identify the areas that have produced on the topic, with particular attention to the field of Speech-Language Pathology, which is responsible for Human Communication.

Method

This bibliometric study was carried out on the platform of the Brazilian Digital Library of Theses and Dissertations (BDTD)¹⁶ and, as a public material, it was exempt from submission to the Research Ethics Committee.

A mapping was performed allowing the analysis regarding the level of production, year, educational network, higher education institution (geographical location), type of research, registered descriptor (first), location, theme, total sample researched, and area of knowledge, to identify productions on the topic.

Access to this platform (BDTD) occurred on March 29, 2023, when 133 institutions, 581,894 dissertations, and 214,346 theses were registered. The term “Leadership” was used in the search window for “all possible fields” such as author, title, and abstract. In this initial search, 5,448 (0.68%) sources were found. When filtered for

the period covering the last five years (2018 to 2022), a spreadsheet with 1,583 (29.05%) dissertations and theses was generated. Subsequently, the subject field was selected in the search window, resulting in a spreadsheet with 266 productions. After this result, to cross the terms “leadership” and “communication,” the term “communication” was added to the search window for “all fields,” resulting in a final spreadsheet for this research with 35 productions, of which 2 were excluded due to inaccessible links.

Thus, this study includes the final analysis of 33 productions on the topics of leadership and communication, cross-referenced.

From the spreadsheet generated by the platform itself (Export CSV), the following information was collected: abstract; first descriptor used; higher education institution (HEI) where the defense took place; type of bibliographic source (dissertation or thesis); and year of publication. For the preparation of the final spreadsheet, state and geographic region were identified based on the HEI, and other variables were analyzed through the reading of the abstracts: the theme addressed, in order to identify the study object and understand the correlation between the recorded and analyzed studies; location where the study was conducted; sample size; and the life cycle of the participants involved in the studies (Childhood from 0 to 11 years; Adolescence from 12 to 18 years; Adulthood from 19 to 59 years; Elderly \geq 60 years); first descriptor, as well as the areas of knowledge responsible for the studies. In certain productions, it was not possible to identify all the information in the abstract and, therefore, it was necessary to read parts of the research. The data were analyzed descriptively, recording the numerical and percentage occurrence.

Results

As shown in Table 1, 33 studies were analyzed, with 28 (84.8%) being master’s dissertations.

Regarding the educational network, it was observed that most of the publications (20-60.6%) were carried out within private institutions, with the Fundação Getúlio Vargas leading the records (10-30.3%), a fact that explains 17-51.5% of the works defended in the Southeast region of Brazil. No publications were found from the Northern region of the country.

Of the analyzed records, 23-69.7% were observational studies and, with the exception of conceptual studies (3-9.1%), for which the life cycle does not apply, all studies (30-90.9%) were conducted with subjects in the adult life cycle.

The most researched descriptor was the term “leadership” (19-57.6%), and most studies (15-45.5%) took place in a corporate setting.

The field that contributed the most was Applied Social Sciences (25-37.9%), particularly in the subfield of Administration (21-31.8%).

Regarding the themes, it was noted that 28-84.8% of the works address the topic of Leadership and Organizational Communication, and given this high percentage, the decision was made to analyze the theme of these works. It was found that the most discussed topic was “leadership and its impact on process operations” (5-15.2%), with only one study (3%) within this theme addressing vocal behavior as a potential factor in the leader-follower relationship.

Table 1. Numerical and percentage distribution of dissertations and theses defended between 2018-2022, year of defense, educational network, educational institution, region, research type, life cycle, first descriptor, location, areas and subareas of knowledge, and analyzed themes (n=33).

Analysis	n	%
Year of Defense (n=33)		
2018	5	15.2%
2019	8	24.2%
2020	5	15.2%
2021	9	27.3%
2022	6	18.2%
Level (n=33)		
Master's Degree	28	84.8%
Doctoral Degree	5	15.2%
Educational Network (n=33)		
Private	20	60.6%
Public	13	39.4%
Educational Institution (n=33)		
FGV	10	30.3%
UNISINOS	6	18.2%
UFMG	2	6.1%
UFPR	2	6.1%
Ânima	1	3.0%
PUC-SP	1	3.0%
UCB	1	3.0%
UFJF	1	3.0%
UFPB	1	3.0%
UFRGS	1	3.0%
UFRN	1	3.0%
UFRPE	1	3.0%
UFTM	1	3.0%
UNB	1	3.0%
UNICENTRO	1	3.0%
UNINOVE	1	3.0%
UNIOESTE	1	3.0%
Region (n=33)		
Southeast	17	51.5%
South	11	33.3%
Northeast	3	9.1%
Central-West	2	6.1%

Analysis	n	%
Research type (n=33)		
Observational	23	69.7%
Interventional	7	21.2%
Conceptual	3	9.1%
Life Cycle (n=33)		
Adult	30	90.9%
NA	3	9.1%
First descriptor (n=33)		
Leadership	19	57.6%
Female	2	6.1%
Health	2	6.1%
Information Society	2	6.1%
Remote work	2	6.1%
Cartographies of the imagination	1	3.0%
Organizational communication	1	3.0%
Transport management	1	3.0%
Spiritual intelligence	1	3.0%
Safety measures	1	3.0%
Public sector	1	3.0%
Place (n=33)		
Company	15	45.5%
School/University	5	15.2%
Literature	3	9.1%
Societies	3	9.1%
Hospital	2	6.1%
Federal Highway Police	2	6.1%
Healthcare institution	1	3.0%
Municipal Government	1	3.0%
Third Sector	1	3.0%
Areas and subareas of knowledge (n=33)		
Applied Social Sciences		
Administration	25	37.9%
Administration	21	31.8%
Information Science	1	1.5%
Communication	1	1.5%
Communication and Information	1	1.5%
Economics	1	1.5%
Health Sciences		
Health Sciences	5	7.6%
Nursing	5	7.6%
Human Sciences		
Human Sciences	3	4.5%
Political Science	1	1.5%
Education	1	1.5%
History	1	1.5%
Themes (n=33)		
Leadership and Organizational Communication		
Leadership and the impact on process operationalization (1 mentions vocal behavior)	28	84.8%
Leadership and the impact on process operationalization (1 mentions vocal behavior)	5	15.2%
Remote leadership	3	9.1%
Leadership and engagement	3	9.1%
Types of leadership	3	9.1%
Female leadership	3	9.1%
Leadership and self-awareness	2	6.1%
Leadership and emotional intelligence	2	6.1%
Leadership in the public sector	2	6.1%
Leadership in healthcare	2	6.1%
Organizational Communication and organizational silence	1	3.0%

Analysis	n	%
Communication and agile transformation	1	3.0%
Leadership, communication, and training	1	3.0%
Political leadership	3	9.1%
Evangelical leadership	1	3.0%
Digital transformation and communication services	1	3.0%

Fonte: Dados da Pesquisa (2023)

Discussion

Among the records found on the BDTD platform¹⁶, 2021 was the year with the highest production in the country. Despite a similar number of studies in 2019, there was a decrease in 2020, possibly due to the COVID-19 pandemic, which began that year. As reported by Ambros et al.¹⁷ in a bibliometric study on Speech-Language Pathology, it is believed that the reduction in research program scholarships and withdrawals due to the challenges of the moment may have contributed to the decline in production in 2020, as well as the encouragement from funding agencies to postpone defenses for a period longer than 24 months, as per Directives No. 55 and No. 121¹⁸. On the other hand, it is known that from 2020 onward, remote work became widespread, and thus, the topic of leadership began to be carefully observed, potentially justifying the increased interest in the topic and the rise in publications in 2021.

Of the 33 works analyzed, it was noted that the number of master's defenses was predominantly higher than doctoral defenses. In a bibliometric study on Brazilian graduate scientific research, Araújo and Alvarenga¹⁹ identified that 76% of defenses in Brazil are dissertations, with 72% related to academic master's programs and 4% to professional master's programs.

Regarding the fact that private educational institutions presented the highest number of works on the topic, this can certainly be justified by the fact that the subfield leading the ranking of research is Administration (which belongs to the field of Applied Social Sciences), and the institutions with the highest scores on the General Course Index (IGC) in this subfield are private, as analyzed on the MEC [Ministry of Education] website²⁰. The School of Administration at the Fundação Getúlio Vargas (FGV) has international recognition and ranks 82nd among 14,000 schools worldwide, accredited by the three most important international accrediting bod-

ies: the Association to Advance Collegiate School of Business (AACSB), the European Foundation for Management Development (Equis-EFMD), and the Association of MBAs (AMBA), as reported on the institution's website. Since the mentioned institution is ahead in the research ranking and is in the city of São Paulo, the Southeast Region of Brazil has the highest rate of productions on the addressed theme. There were no records of productions in the North Region of the country, with the latter still lacking Graduate Programs, as shown by the 2017-2020 quadrennial evaluation panel on the website of the Coordination of Improvement of Higher Education Personnel - Brazil²². Data found indicate that of 4,512 Graduate Programs in Brazil, only 279-6.2% are in the North Region.

Except for conceptual studies, which are literature reviews, all studies were conducted with adults, as the topic is directly related to activities predominant in this life cycle. The observational study type is prevalent in the analyzed sample, as it is ideal for examining associations that are commonly assumptions or hypotheses²³. (Lima, 2011).

The descriptor "leadership" appears as the most cited in the selected sample and is found to have been correctly used, as all the identified works indeed address the topic. Although leadership and communication permeate all relationships – not only professional but also personal – it was expected that the workplace would be the most prominent setting in the research on this topic. This is certainly because metrics and indicators are established in this environment to measure results, and one of the criteria for analysis is precisely the leadership style of the manager, as engaged team members enable the delivery of better outcomes to the company's executive board. An example worth mentioning in the corporate environment is the GPTW certification seal, provided by the consultancy Great Place to Work[®], which conducts institutional diagnostics, listing various evaluation criteria for company employees, including leader-

ship²⁴. According to Kyrillos and Jung², the true strength of a leader lies in their ability to generate change and positive results through bonds of trust developed by communication. Thus, if to lead is to communicate, it becomes clear that a good leader must make themselves understood in an assertive manner.

Focusing on the subfield of knowledge responsible for this bibliometric study, it is noted that the topic is underexplored by professionals. Only one²⁵ study addressed the subjects of communication and voice; however, it was not conducted in a program or by a professional in the field, nor did it mention Speech-Language Pathology. It is important to emphasize that the object of study in Speech-Language Pathology is precisely human communication. It is well-known that leadership involves communication in all aspects: verbal, non-verbal, and vocal signals, including speech dynamics, expressiveness, intonation, and vocal quality, as well as silence, posture, manner of dress, attitudes, and more. Kyrillos and Jung² emphasize the established fact: there is no such thing as non-communication – everything communicates. They also remind us that communication is the most demanded skill for leaders, and mastering it will certainly define their careers, as it is through speech and voice that people reveal who they are and how they feel. This is the result of the psycho-emotional dimension in speech development, which, combined with physical and socio-cultural characteristics, shapes the image each of us presents.

Contributing to this discussion, Viola et al.²⁶ mention the need for a common terminology among speech-language pathologists working with expressiveness, while Borrego and Behlau²⁷ stress that, until such terminology is established for professionals, it is important that expressions and concepts are always well-defined and conceptualized to ensure full understanding of the subject.

In a study aimed at presenting a consensus version of a Speech-Language Observation Guide for the Expressiveness of Voice Professionals, Santos and Ferreira²⁸ highlight the need for validated tools to assess the expressiveness of professionals who use their voice as a working tool – such as teachers, singers, actors, journalists, telemarketers, radio announcers, speakers, executives, leaders, among others – as well as addressing the communicative uniqueness of these professionals. They point out that a voice professional is, above all, a commu-

nicator who deals daily with different expressive and emotional demands, a factor that complicates the development and validation of standardized assessment tools and uniform training protocols. The Speech-Language Observation Guide for the Expressiveness of Voice Professionals, as presented, is proposed to serve as a guide for those working in advisory roles and for future research on the expressiveness of voice professionals. Thus, it becomes clear that by defining and applying an instrument, and consequently practicing the necessary intervention, leaders and other voice professionals can benefit and become empowered through communication.

Most of the productions analyzed in this study focused on the theme of “leadership and organizational communication,” with an emphasis on “leadership and the impact on process operationalization.” In one of the studies found, Maroun²⁵ investigates how an empowering leadership profile can influence a company’s safety measures, specifically in terms of climate, motivation, compliance, and participation. This investigation is conducted through the analysis of the following variables: (i) team collaborative learning, (ii) identification with the organization, (iii) voice behavior, (iv) promotion of conversation and open communication, (v) trust in the leader, (vi) performance pressure, and (vii) empowering leadership. In the analysis, Maroun confirms the hypotheses that: (i) voice behavior mediates the relationship between empowering leadership and safety measures, and (ii) empowering leadership positively affects preventive measures in an organizational environment. In his study, the author openly addresses the themes of communication and voice – subjects of Speech-Language Pathology – even though it was not produced by the appropriate field, as previously mentioned.

The impact of leadership on the operationalization of processes is commonly observed in the registered studies, and it is empirically known that results measured through indicators are directly related to the leader’s communication: the confidence and effectiveness in a follower’s speech are often mirrored in how the leader communicates.

The role of a leader who simply sets rules for followers to execute is clearly giving way to the demand for a leadership style that practices active listening and stays close to its followers², inspiring them through expressiveness and speech dynam-



ics. A follower feels welcomed and encouraged to pursue results when their leader practices active listening, leading to exchanges rather than mere rule imposition. According to the authors, it is essential for the leader to learn to listen, giving full attention to their interlocutor, making eye contact, listening with an open mind, and demonstrating genuine interest. A leader's subjective and individualized perspective earns the admiration and trust of their followers, while a leader who is disconnected from their followers' daily experiences and merely provides goals without engagement fails to gain the necessary commitment for the follower to want to stay in that environment. A welcoming yet secure and precise posture requires not only technical expertise but also the humility for leaders to understand that everyone is part of the same team, and that only their activities and roles differ. Kyrillos and Jung² mention that learning occurs through motivation, interest, and repetition. A leader must provide attitudes to their followers through communication that conveys security and empowerment, enabling them to act with purpose, express decisiveness, and, above all, demonstrate leadership. The leader's role – through communication – is to mediate the interests of the company and the team, promoting synergy and sustainable growth for both the company and the professional careers of the followers, fully aware that they are responsible for the outcome of their communication, which is determined by what is understood, not just what is said².

It is known that this study has limitations, as the BDTD platform does not register all the productions from all Brazilian Graduate Programs¹¹, with some institutions reporting a lack of human resources to complete these registrations²⁹. Furthermore, it is important to highlight that, in recent years, Speech-Language Pathology has produced texts on the subject studied here and has shown how professional practice in the field unfolds. However, many publications are in the form of books and book chapters – rather than dissertations and theses – such as the book *Fundamentos e Atualidades em Voz Profissional*³⁰, a publication organized by the scientific entity Sociedade Brasileira de Fonoaudiologia, which addresses the topic in one of its chapters.

Given the above, questions arise regarding the absence of this theme in the research conducted in Speech-Language Pathology Graduate Programs.

Could this be related to the fact that more experienced speech-language pathologists have focused on the topic at a later stage in their careers, when they are more distant from academia? Or could it be connected to the characteristics of *Stricto Sensu* Programs in Speech-Language Pathology? Alternatively, could it be that the development of the topic in Speech-Language Pathology initially involves sharing professional experiences and, at a later stage, bringing the topic into academic discussions? Thus, this is an invitation to reflect, as well as an encouragement for further productions on the subject discussed.

Conclusion

It is concluded that research on the topics of “leadership” and “communication” is predominantly conducted within the field of Applied Social Sciences, specifically in the subfield of Administration; and that the most frequently addressed theme among the analyzed records is “leadership and organizational communication,” with a focus on “leadership and the impact on process operationalization.” Given that such an impact is commonly observed through leadership performance and, consequently, through the way leadership communicates, it is important that the field responsible for Human Communication – Speech-Language Pathology – directs efforts towards scientific research and professional practice in this area.

Furthermore, it is important that communicators and the companies they are part of recognize the value of Speech-Language Pathology's role in professional voice, communication, and leadership, encouraging meetings and invitations for discussions and dissemination of the topic.

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