



The Essential Elements Effective Leadership Communication

Leadership Communication

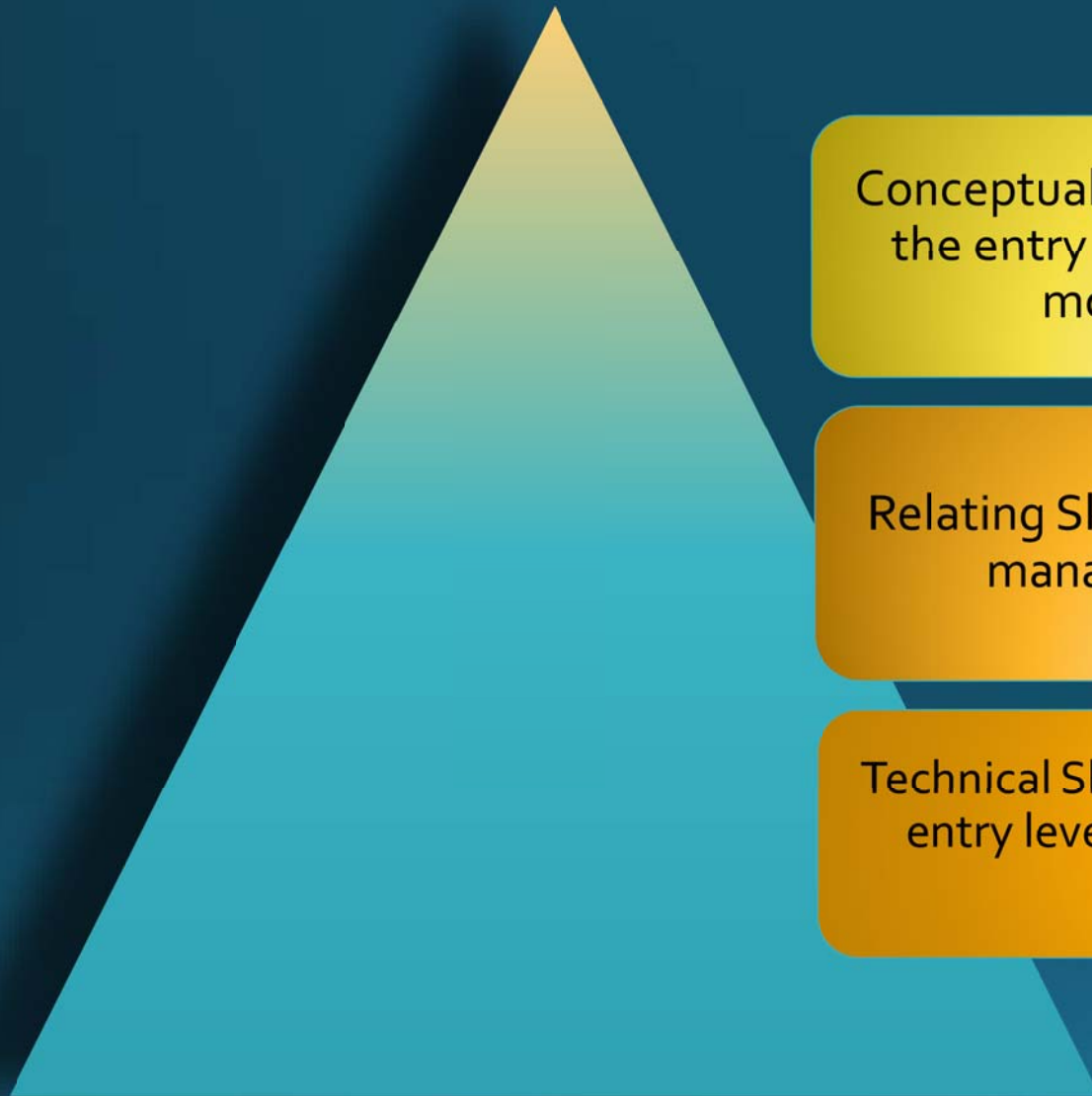
All leaders communicate.
It is the *power* of their
communication that
determines *whether they
succeed or fail*.

Phil Harkins

Powerful Conversations



Key Management and Leadership Skills

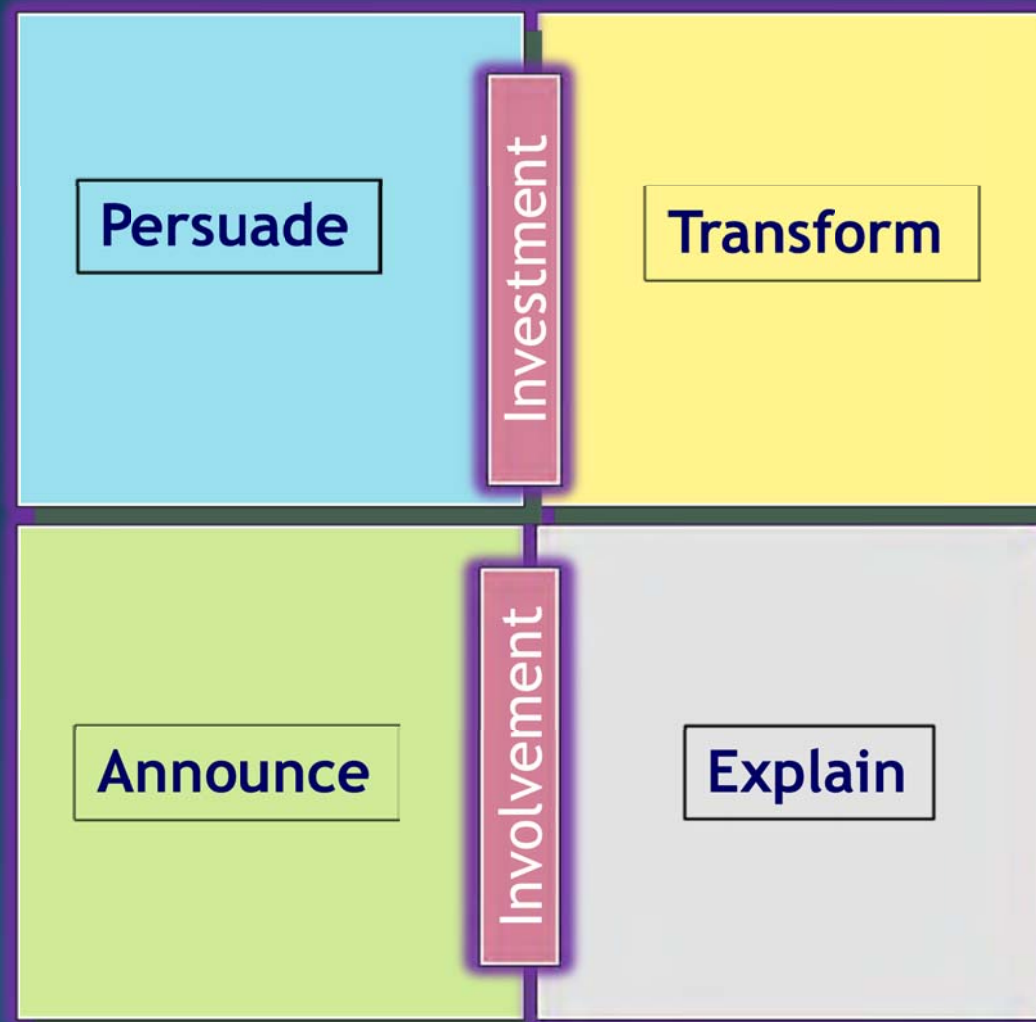


Conceptual Skills: Least valuable at the entry level; more valuable at more senior levels

Relating Skills: Valuable across the managerial career span

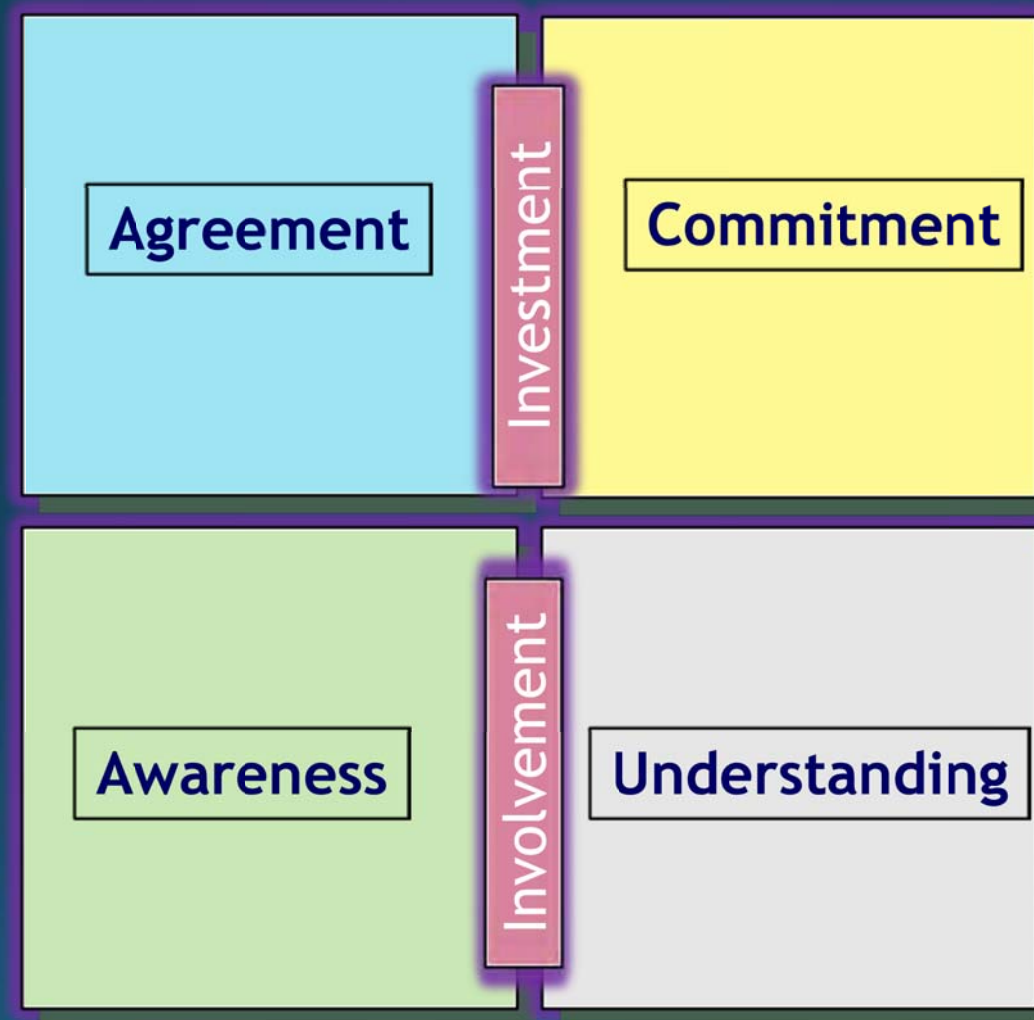
Technical Skills: Most valuable at the entry level; less valuable at more senior levels

Communication Process

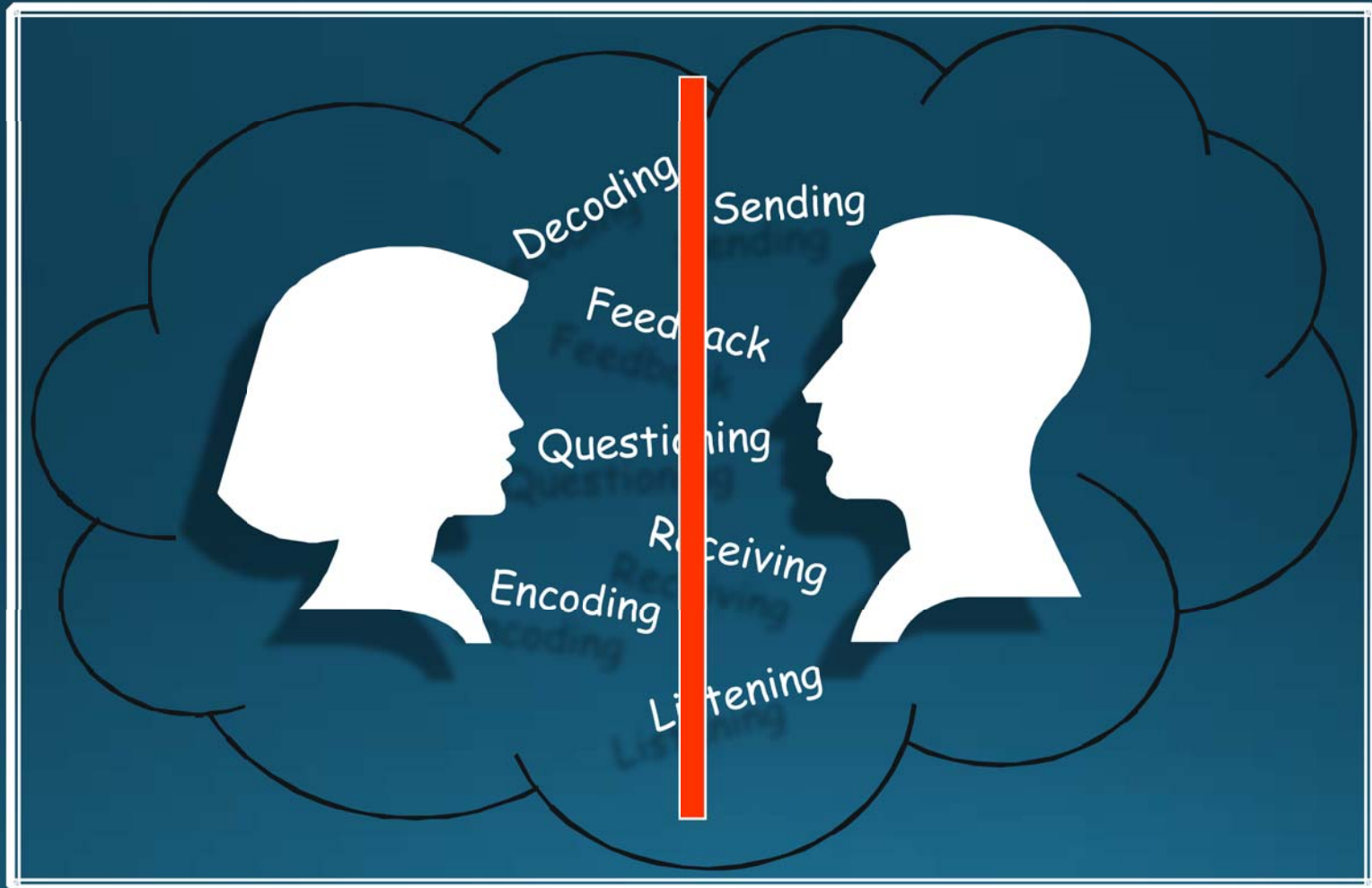


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Effect on Receivers



Communication Barriers



Barriers to Communication



Information Overload

Information that Ignores Your Audience
(culture, personality, agenda, attitude)

Information in the Wrong Channel

Poor Timing

Delivery Problems
(Incompetence/Anxiety)



Sending Barriers

Ambiguity and Mixed Messages

Assumptions that everyone understands the jargon, technical information, corporate culture lingo, field-specific terminology

Control Sending Barriers

Ambiguity and Mixed Messages

Assumptions

Verbal/Nonverbal Disconnect

Sending Barriers

Ambiguity and Mixed Messages

Assumptions

Verbal/Nonverbal Disconnect

Communication Mistakes Leaders Make



Communicating without groundwork

Lying by omission or commission

Believing that words can overcome actions

Ignoring the realities of power

Mixing business and friendship communication

Communication Mistakes Managers Make



Confusing process with outcome



Using inappropriate forms of communication

What you need to know

Recognize the ongoing challenge of communication.

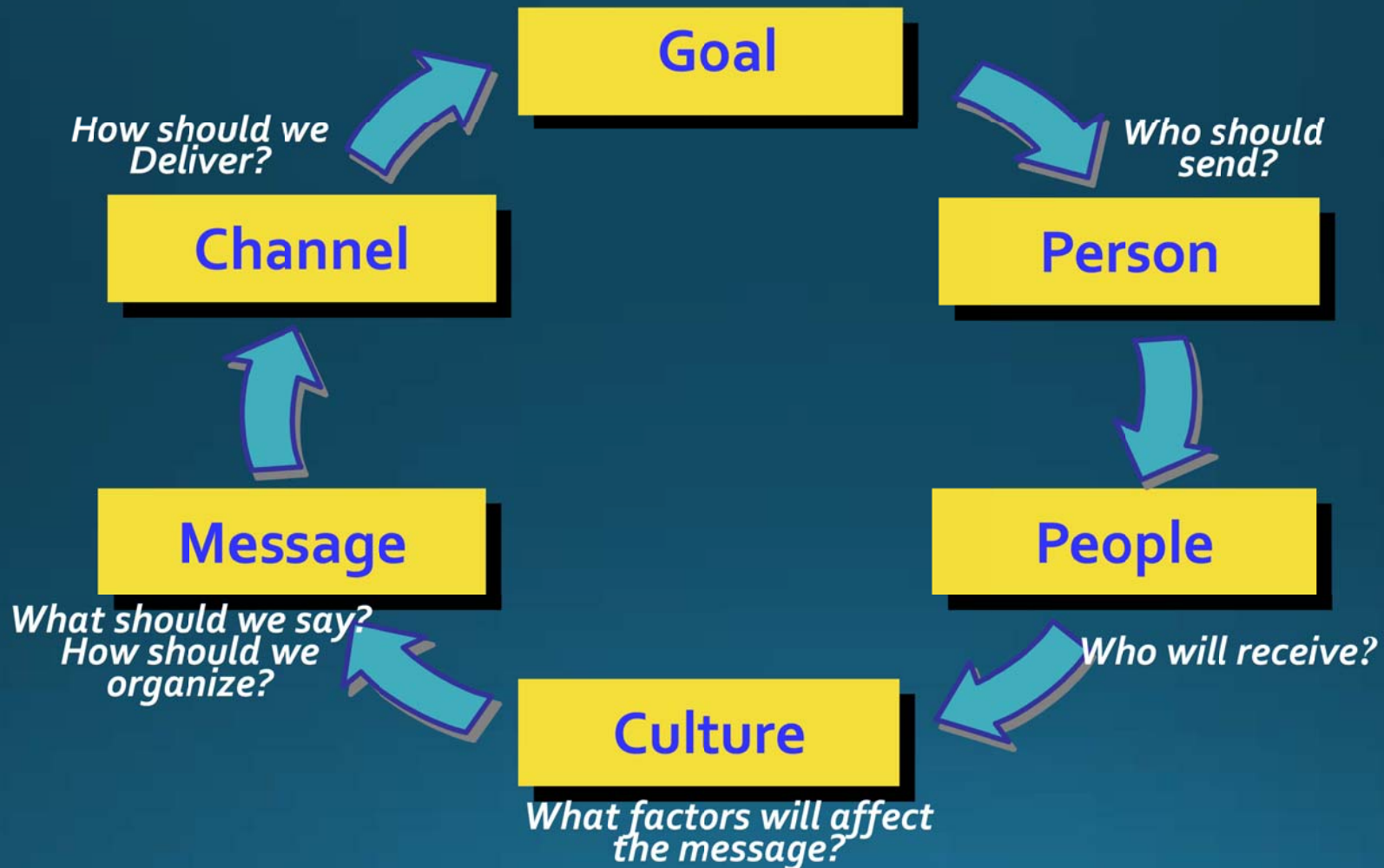
Recognize the three qualities of leadership communication.

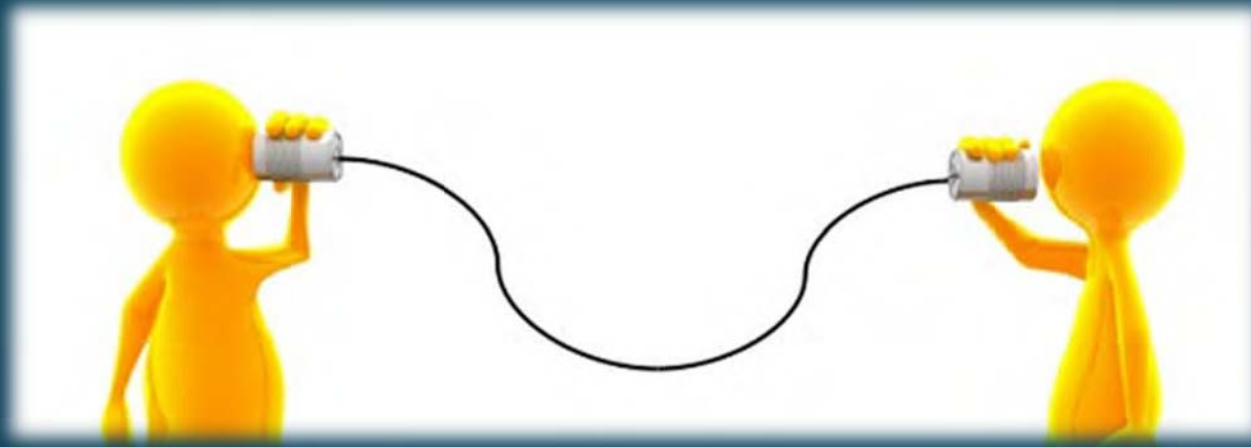
Understand the non-negotiable necessity of credibility and trust in effective communication.

What you need to do

- ✓ Establish credibility
- ✓ Make your thinking visible
- ✓ Gather information effectively
- ✓ Create a climate for clear communication
- ✓ Gain alignment and inspire commitment

Munter's Five Considerations for Communication Strategy





You as the Communicator

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Leaders Use all Appeals to Influence Others

Aristotle's Persuasive Appeals

Appeal based on
credibility

Ethos

Appeal to
emotions

Pathos

Logos

Appeal based
in logic

Five Factors that Affect your Credibility

Rank

- Hierarchical power

Goodwill

- Track Record

Expertise

- Knowledge, Competence

Image

- Attractiveness

Common Ground

- Shared values, ideas, issues

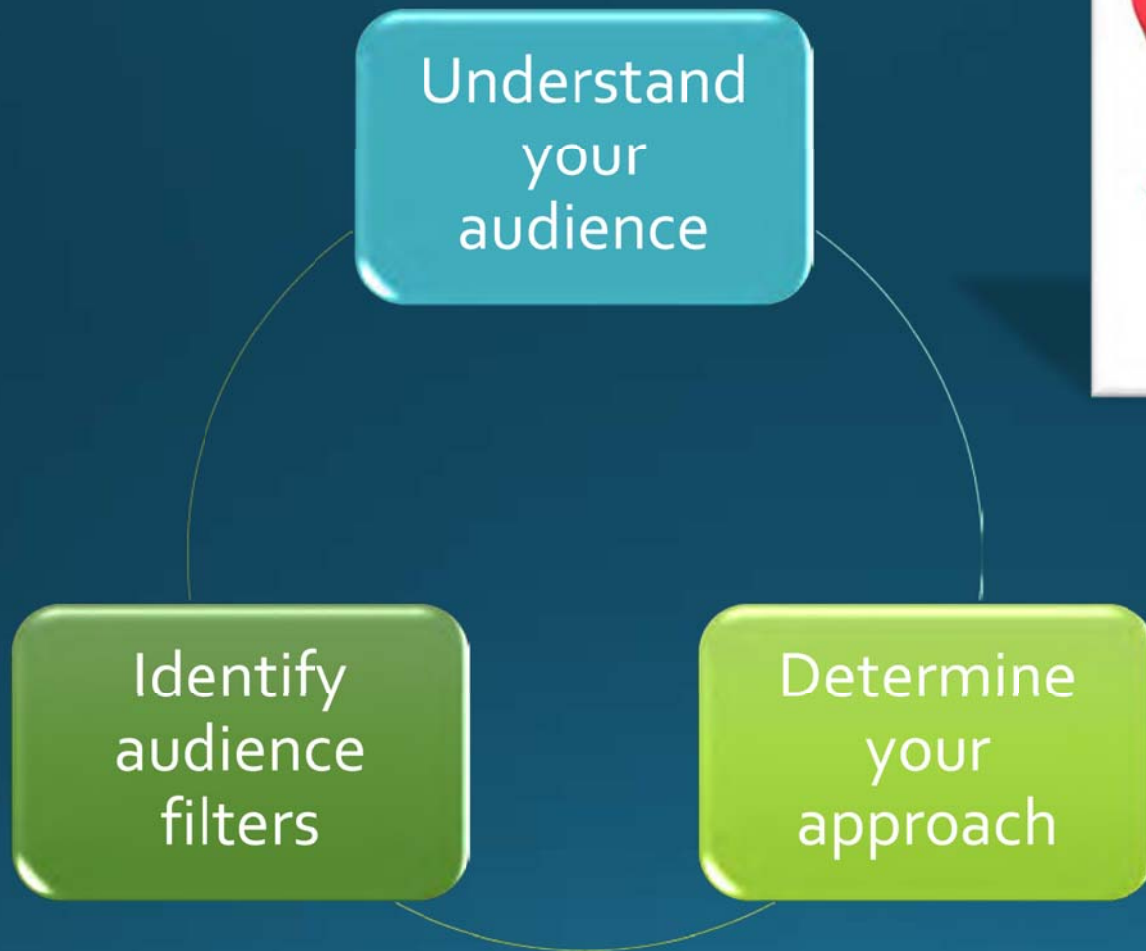
Developing and Maintaining Credibility

- ✓ Manage your initial credibility and your acquired credibility.



*French, Raven & Kotter, social power theorists.

Connecting With Your Audience



Ask Four Sets of Questions

- ✓ Who are they?
- ✓ What do they know?
- ✓ How do they feel?
- ✓ What will motivate them?



Maslow's Hierarchy of Needs



Abraham Maslow: Creator of Maslow's Hierarchy of Needs

Answer Audience's Three Implicit Questions

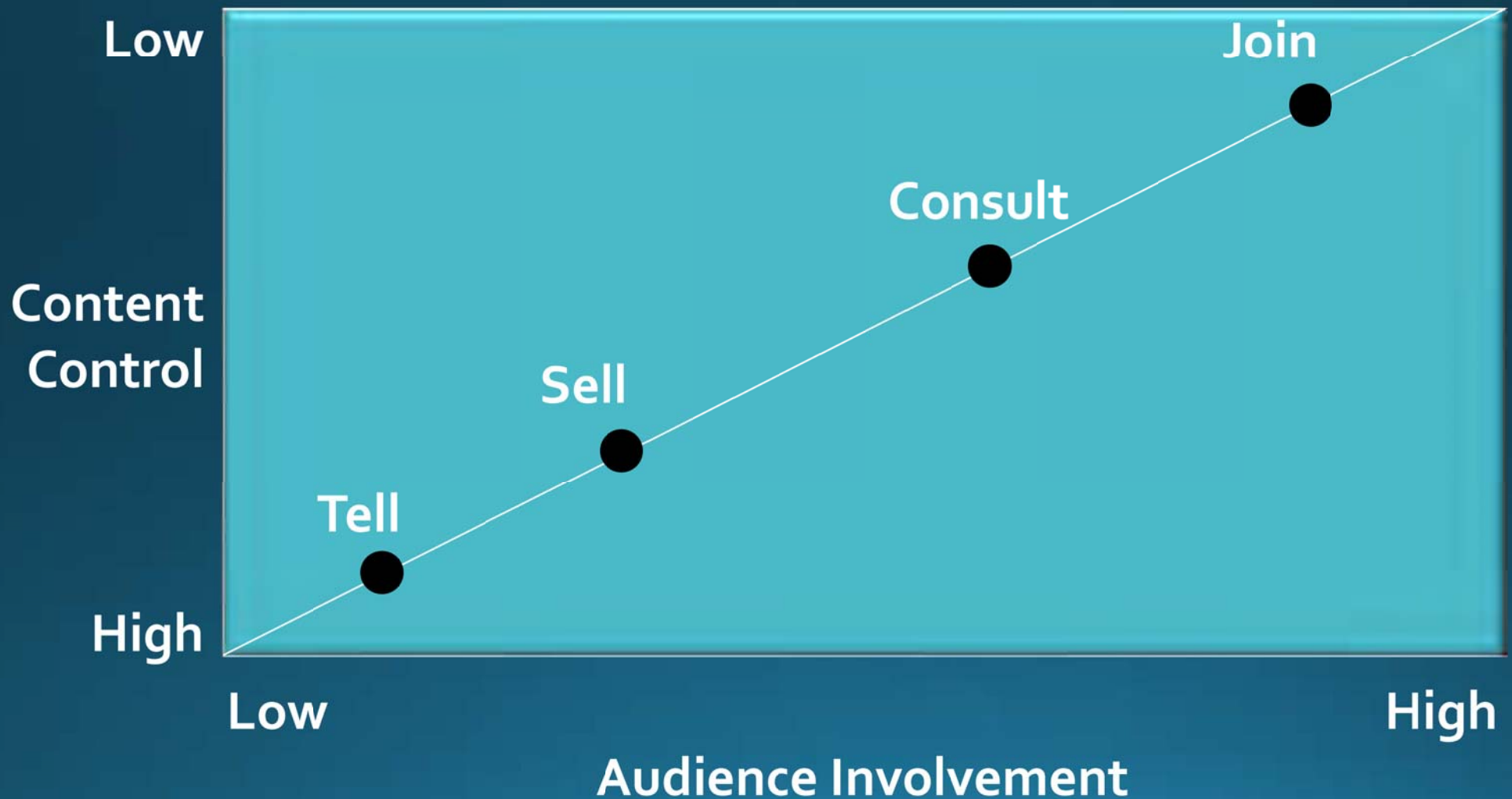
- ✓ What has changed?
- ✓ How does it affect me?
- ✓ What do you want me to do?



Structuring Your Approach

- ✓ Use the appropriate style at the appropriate time vs. trying to find one “right style”
- ✓ Style decision depends on 2 key factors:
 - ✓ **Audience Involvement:** Will this audience be more passive or more active as we communicate?
 - ✓ **Content Control:** How much control will we need over the content of this communication?

Choosing an Appropriate Style



Tell / Sell Styles . . .

- ✓ You have sufficient information; do not need others' input; you want to control the content of the message.
- ✓ Result? Lower audience involvement and higher communicator control over content.
- ✓ Use the *tell* style to inform and the *sell* style to persuade.

Consult / Join Styles . . .

- ✓ You have insufficient information; need others' input; want audience involvement.
- ✓ Result? Higher audience involvement and lower communicator control over content.
- ✓ Use the *consult* style to learn from the audience.
- ✓ Use the *join* style to collaborate with the audience.

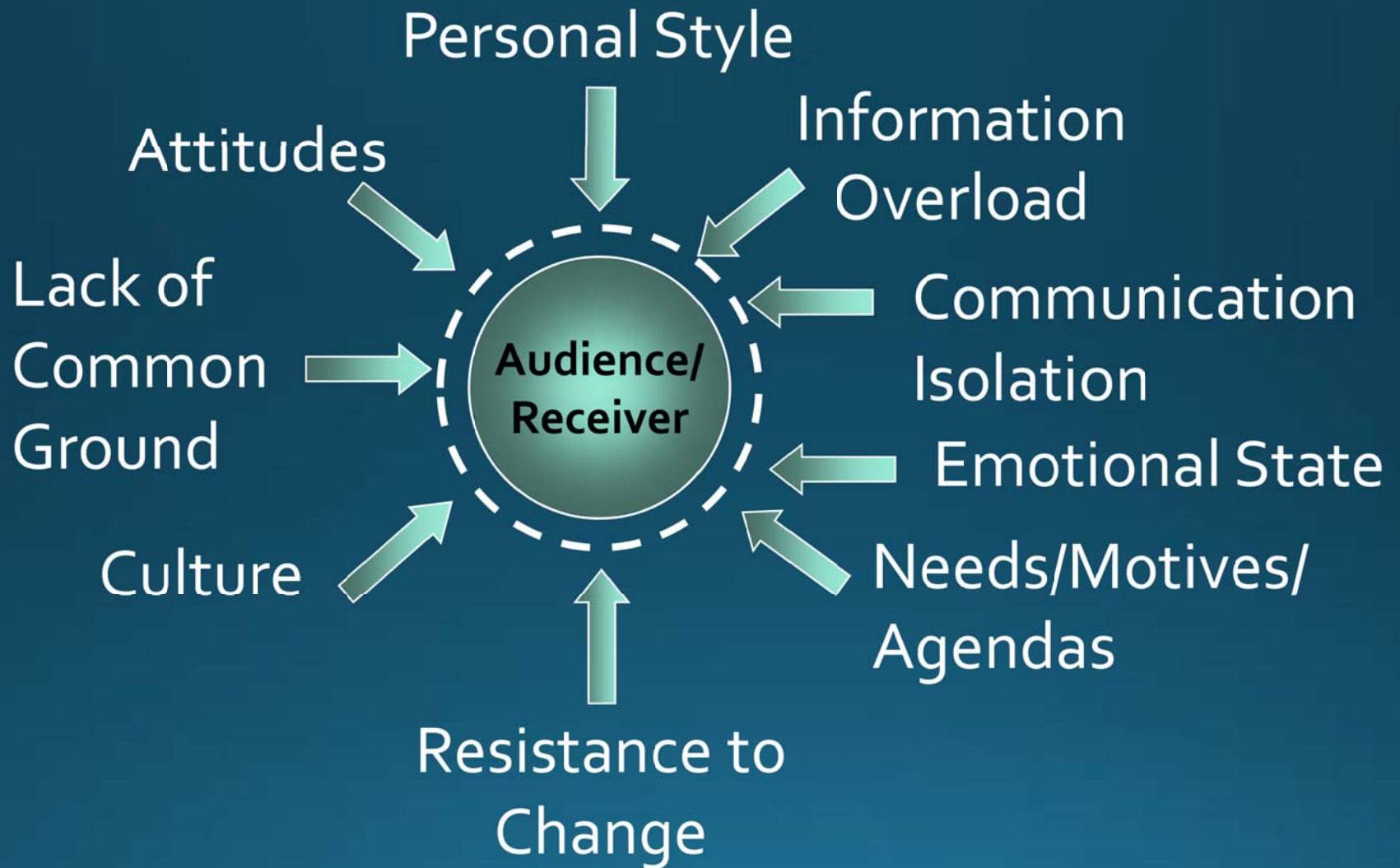
What Would You DO?

Exercise

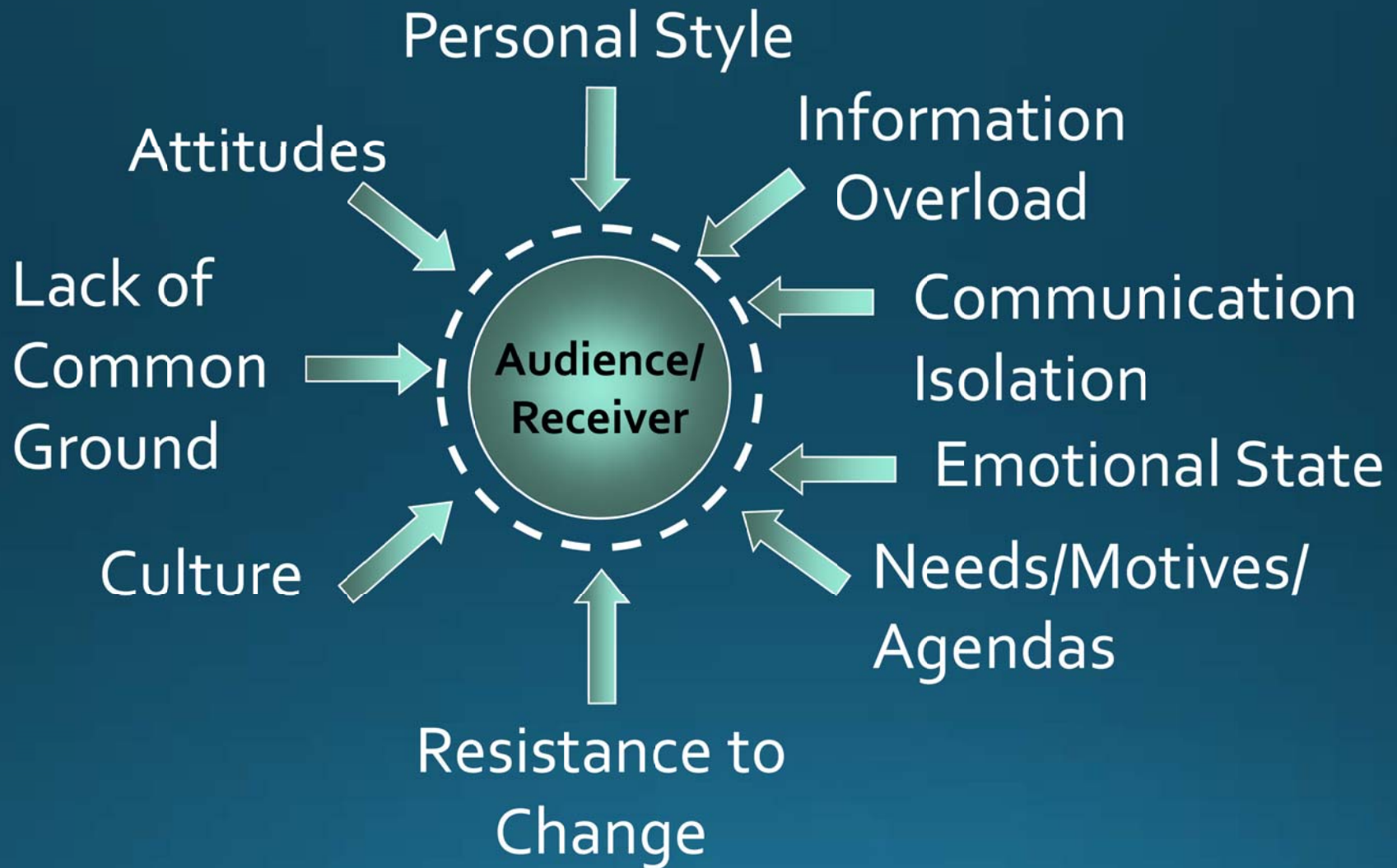


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Be Aware of Filters



Be Aware of Filters



Be Aware of Filters



Message and Channel Strategy

What should you say?

How should you structure?

Formal or informal?

Write or speak?

One-on-one or one-on-many?

Match Message Arrangement to Assumed Audience Reaction



Pleased or interested

Start with main idea

Provide details and explanation

Conclude with positive closing

Displeased

Start with neutral statement

Provide explanation

Follow with bad news

Conclude with ending off the bad news

Neutral or not interested

Start with Attention-getter

Introduce idea

Provide evidence of value

Conclude with request for action

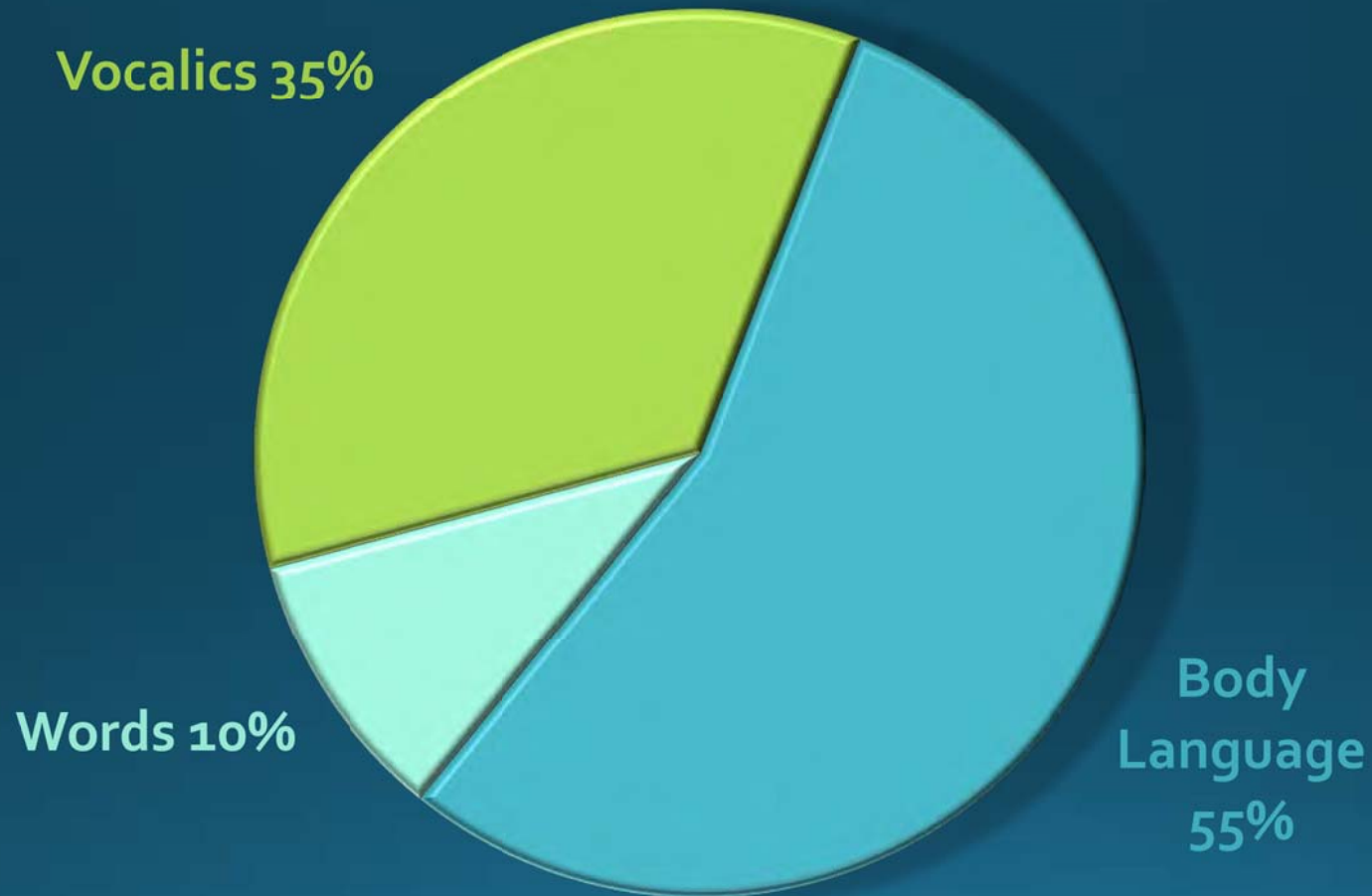
Direct Approach

- ✓ Improves comprehension; audience-centered; saves time; takes advantage of audience's initial attentiveness.
- ✓ Use with:
 - ✓ Non-sensitive messages with no emotional overtones
 - ✓ Sensitive messages when:
 - ✓ Audience's bias is positive
 - ✓ Audience is results-oriented
 - ✓ Your credibility is high

Indirect Approach

- ✓ May soften resistance; arouse interest; present you as fair-minded; gives audience the chance to “buy into” solution.
- ✓ Use only when:
 - ✓ Message is sensitive with emotional overtones
 - ✓ Audience’s bias is negative and/or they’re analysis-oriented
 - ✓ Your credibility is low

Meaning Conveyed By. . .



Source: Albert Mehrabian, *Silent Messages*

Vocalics Exercise

- ☑ I never said he stole the money.
- ☑ I never said he stole the money.
- ☑ I never said he stole the money.
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Controlling Your Nonverbal Communication



Synchronize with others



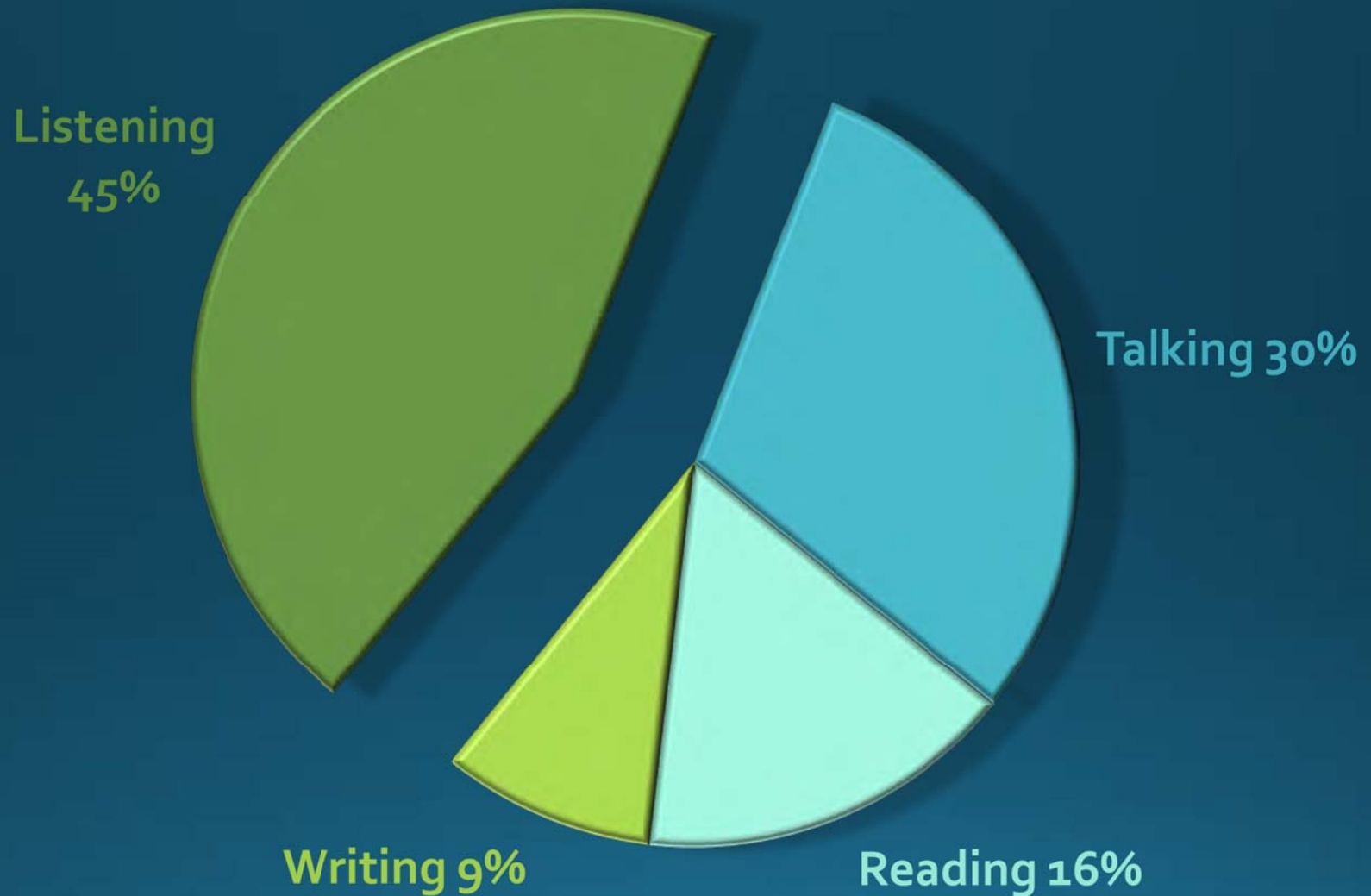
Know commonly accepted meanings



How Leaders Gather Information Listening and Asking Questions

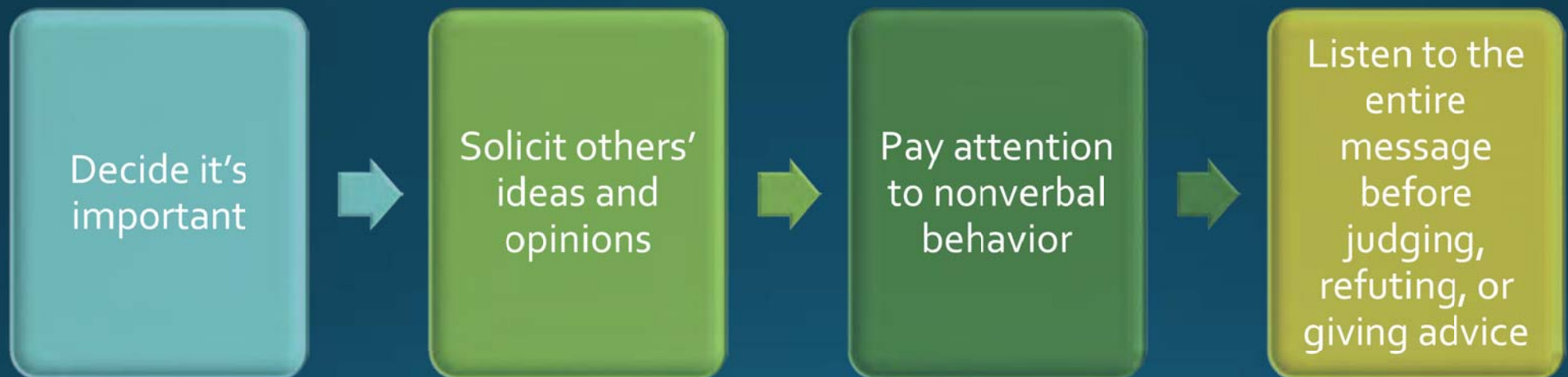
Listening and Asking Questions

How We Spend Our Communication Time

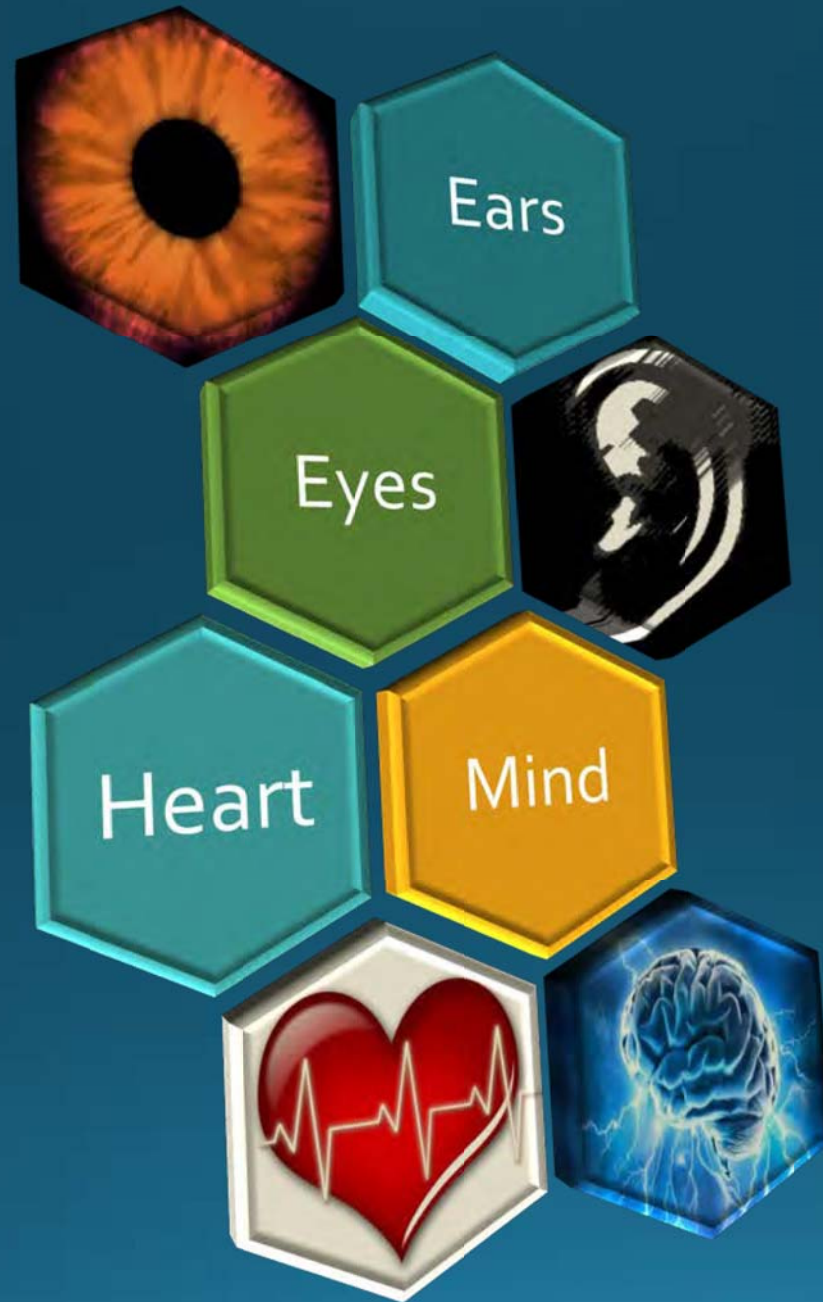


Ralph G. Nichols, *Are You Listening?*, p. 6-7, quoted in *People Skills* by Bolton

What Leaders Need to Know About Listening



Learn to Listen at Four Levels

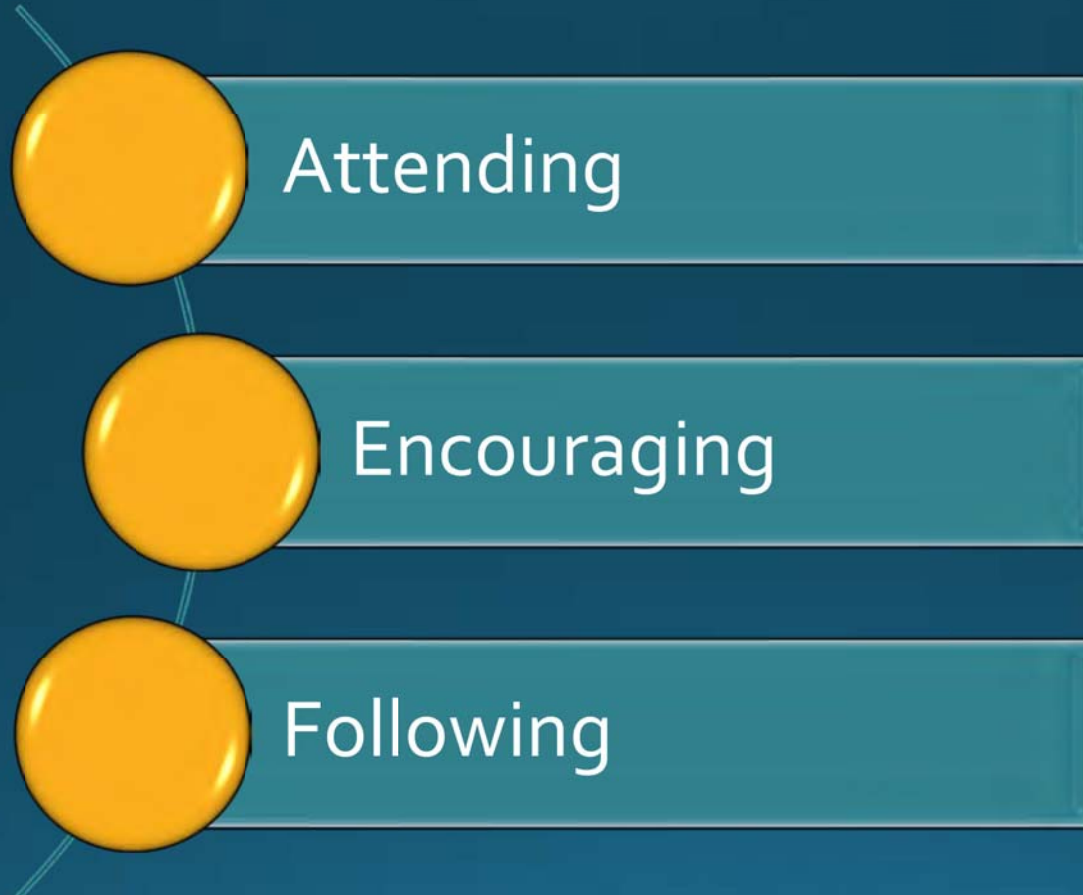


Four Important Principles to Becoming a Great Listener



Source: Phil Harkins *Powerful Conversations*.

Three Key Listening Skills



Qualities of Effective Questions

Brief

- Ask one question at a time.

Clear

- State the question simply and clearly.

Focused

- The question should be about a single topic.

Relevant

- The audience should understand its importance.

Constructive

- State in a positive manner.

Neutral

- Avoid telegraphing how you want the audience to answer the question.

Know How to Ask Questions

State the point of the question.

Ask one question at a time.

Tell people what's at stake.

Ask closed questions for agreement and open questions for information.

Keep body language encouraging.

Ask "why" questions with care.

Communication Role Play



Your Greatest Challenge

Recognize the critical nature
of communication

Know that we can always get
better

Your Task as a Leader

Recognize and understand your strengths and weaknesses as a communicator

Improve existing skills

Develop new skills