LEADERSHIP COMMUNICATION STRATEGIES

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Think About Great Leadership
Table 6. Top 5 Skills Business School Alumni Use on the Job, by Job Function, All Graduation Years

<table>
<thead>
<tr>
<th>Marketing/Sales</th>
<th>Operations/Logistics</th>
<th>Consulting</th>
<th>General Management</th>
<th>Finance/Accounting</th>
<th>Human Resources</th>
<th>Information Technology/MIS</th>
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</thead>
<tbody>
<tr>
<td>Interpersonal skills</td>
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<tr>
<td>Knowledge of general business functions</td>
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<td>Knowledge of general business functions</td>
<td>Conscientiousness</td>
<td>Knowledge of technology, design, and production</td>
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<td>Managing decision-making processes</td>
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<td>Managing tools and technology</td>
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<td>Interpersonal orientation</td>
<td>Conscientiousness</td>
<td>Learning, motivation, and leadership</td>
<td>Knowledge of human behavior and society</td>
<td>Strategic and systems skills</td>
</tr>
</tbody>
</table>

Source: GMAC Alumni Perspectives Survey 2014

Communications skills are essential for leaders
... yet they feel they need additional training

Source: GMAC Alumni Perspectives Survey 2015
Everything is a conversation.
Communication choices matter.
Change the choice, you change the conversation – and the outcome.

Fundamental #1
Do NOT delegate or wing your communications. Own them.

Respect the curse of knowledge.
Communication has three objectives

Task

Identity

Relational

Fundamental #2
MEMORANDUM

TO: Secretaries
FROM: Edward Mike

TO: All Employees
Houston Office

From: Edward Mike Davis

Date: January 12, 1978

I swear, but since I am the owner of this company, that is my privilege, and this privilege is not to be interpreted as the same for any employee. That differentiates me from you, and I want to keep it that way. There will be absolutely no swearing, by any employee, male or female, in this office, ever.

Edward Mike Davis

The Tiger Oil Memos
Make sure you focus on identity and relational objectives in the most crucial conversations.

Frame the message – avoid the crap sandwich.
EVERYTHING communicates.
What we “say” vs. what they “hear”

- **Leaders**: 63%
- **Systems**: 30%
- **Formal Channels**: 7%

How employees discern company priorities/values
Manage your calendar.
Don’t let it manage you.

Expand your circle.
The stakes are higher for leaders.
Para-social Interaction
Double down on “values” communication.

Measure and recognize the things that matter.
Email me three things you will do differently when you return to work
  - Must be quantifiable – either you can measure them or clearly say you did/didn’t do them

I’ll email you in three months to ask your progress
Thank you!