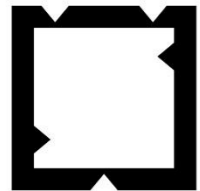


# LEADERSHIP COMMUNICATION STRATEGIES

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**DAVE JACKSON**

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weber  
shandwick  
engaging, always.

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Food you love

# Celanese

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# About Me



Think About Great Leadership



**Table 6. Top 5 Skills Business School Alumni Use on the Job, by Job Function, All Graduation Years**

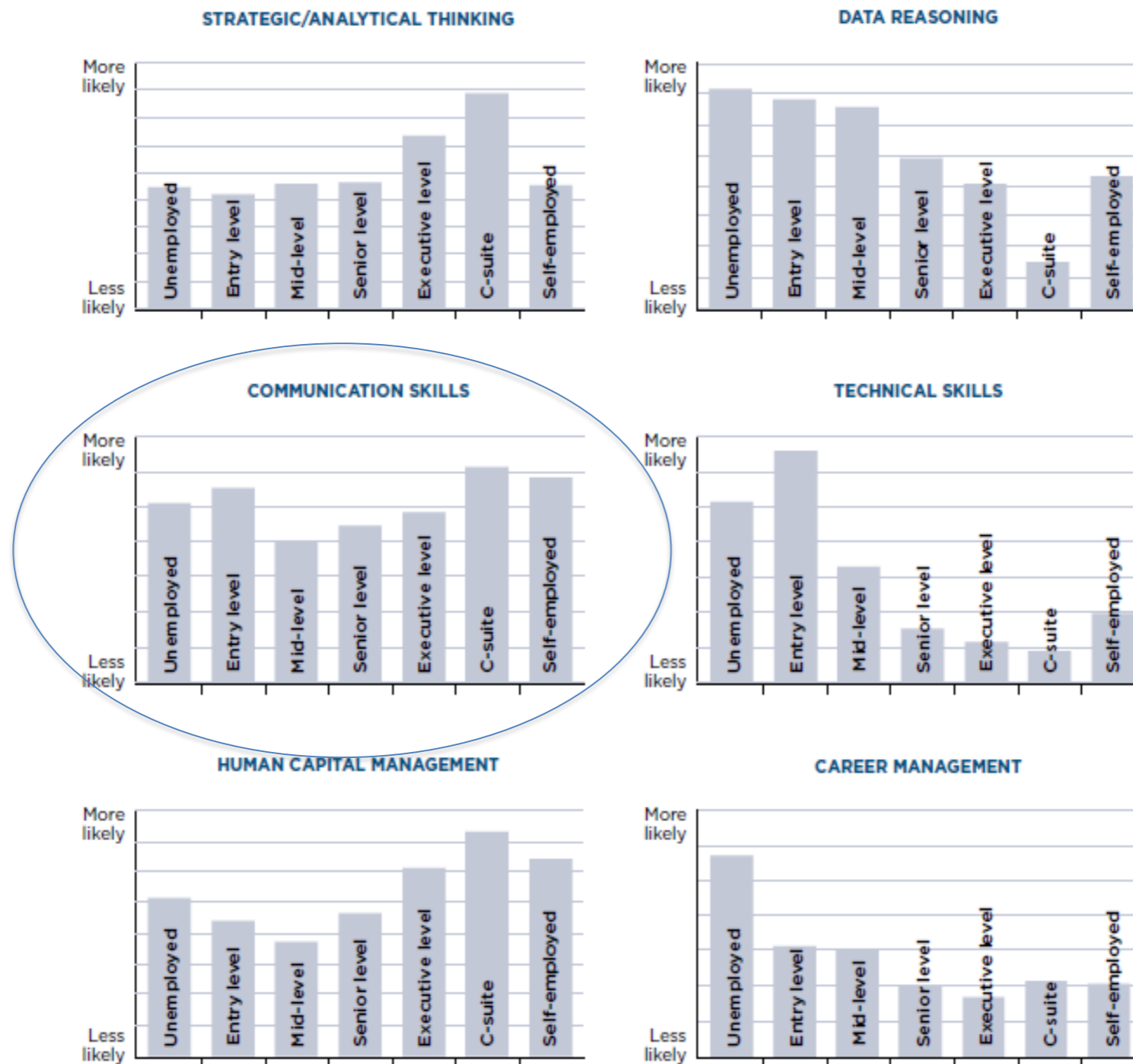
<b>Marketing/ Sales</b>	<b>Operations/ Logistics</b>	<b>Consulting</b>	<b>General Management</b>	<b>Finance/ Accounting</b>	<b>Human Resources</b>	<b>Information Technology/ MIS</b>
Interpersonal skills	Interpersonal skills	Interpersonal skills	Interpersonal skills	Interpersonal skills	Interpersonal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

Source: GMAC Alumni Perspectives Survey 2014

**Communications skills are essential for leaders**



Figure 9. Skills Alumni Target for More Training, by Job Level and Likelihood to Pursue, All Graduation Years



Source: GMAC Alumni Perspectives Survey 2015

... yet they feel they need additional training



# Four Communication Fundamentals



**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.**

**Leadership Communication Strategies**





# 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

January 11, 1978

This is a bu  
things pertaining to t

Handwriting  
wasting your time, but  
If you don't know how

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.

office among

er things in this

  
 EDWARD MIKE DAVIS

  
 MIKE DAVIS



**Make sure you focus on identity and relational objectives in the most crucial conversations.**

**Frame the message –  
avoid the crap sandwich.**

**Leadership Communication Strategies**

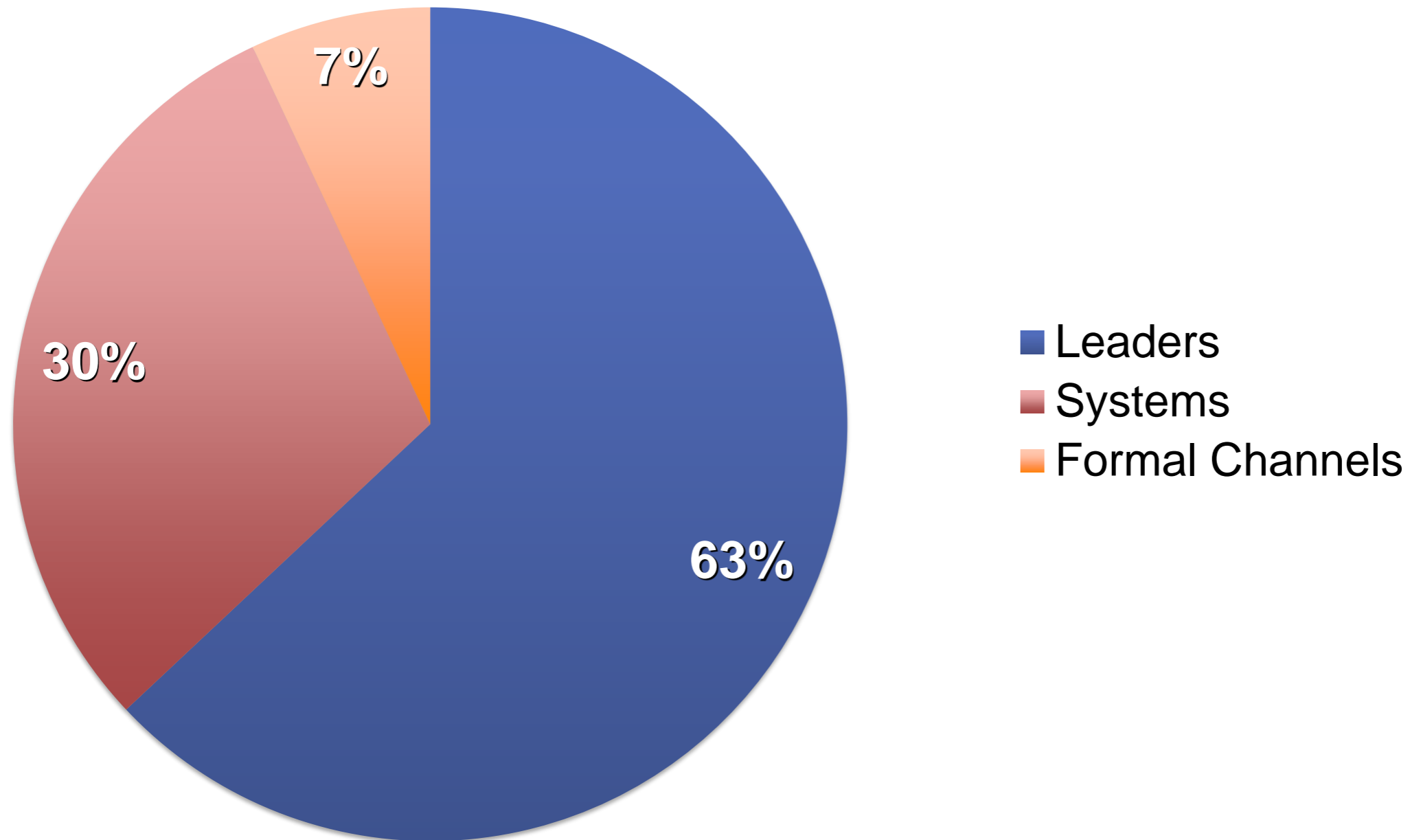


**EVERYTHING communicates.**

**Fundamental #3**



# How employees discern company priorities/values



What we “say” vs. what they “hear”



**Manage your calendar.  
Don't let it manage you.**

**Expand your circle.**

**Leadership Communication Strategies**



**The stakes are higher for leaders.**

**Fundamental #4**



# Para-social Interaction





**Double down on  
“values” communication.**

**Measure and recognize  
the things that matter.**

**Leadership Communication Strategies**



[Dave.jackson@mcombs.utexas.edu](mailto:Dave.jackson@mcombs.utexas.edu)

- 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

Follow-up



Thank you!