

## COMMUNICATING ACROSS LEVELS

STEP FIVE

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## CONCEPTS &amp; LEARNINGS

- Effectively managing communications across an organization is critical — engaging with different audiences, delivering compelling verbal and written messages and listening to enable alignment
- We communicate for different reasons to senior leaders and our teams, but alignment is always key
  - When downward communication flows well there is alignment of clarity of purpose
  - When upward communication flows well there is success and achievement
- It's key to prepare and plan your approach for important conversations by considering both the receiver's style and zone of interest
- Great communicators adapt their style to meet the needs of their audiences
  - **Intuitives** want the bottom line
  - **Analyticals** need the facts and figures
  - **Functionals** look for the end-to-end process
  - **Personals** prefer informal language and focus on people and their feelings
- Receivers must be brought into alignment with you to hear your message—address their “zones of interest”
  - Disinterest - priorities are completely different than your own
  - Discomfort - your goal upsets their status quo
  - Detachment - simply unaware of your priorities
- Crafting and delivering messages for each audience is mastered over time and requires practice!

## AT THIS STEP

**Program Timeline - Reflection & Gratitude**

As we prepare for the final month of your Percepta experience, it is essential to consider the progress you have made to date and the things you still hope to achieve. What is different about you today? How have you grown? What do you still want to accomplish? And, how have you shown gratitude to all those that have helped you on your journey?

At our closing session, you will take time to reflect on all of these thoughts, celebrate your successes, and prepare to share these outcomes with your manager and/or sponsor.

**So, ask yourself...**

- In what ways have I grown or changed my behaviors?
- What am I doing differently today that I wasn't doing before this experience?
- How has my organization benefitted from the time I have spent in Percepta?
- What new role or stretch assignment am I better positioned for today?
- How have my Mentee group and Mentor supported my growth?

Share your reflections with your Mentee peers and Mentor, and be intentional about making the most of the time you have remaining!

*“Reflection—Looking back  
so that the view looking forward is even clearer.”*

*- Unknown*

## PREPARE FOR STEP SIX

*Building Credibility & Influence - Tuesday, June 18, 1:00-4:00 P.M. ET*

Take some time to think through:

- When you hear someone in your organization referred to as being “influential,” what characteristics come to mind? Do you consider yourself to be influential? What outcomes would you like to influence?
- Would others think of you as being credible? Do you have specific areas of expertise?
- Who are the key people in your network? At your level? Above and below your level?
- Describe someone in your organization who is a great communicator. What causes you to think of them?