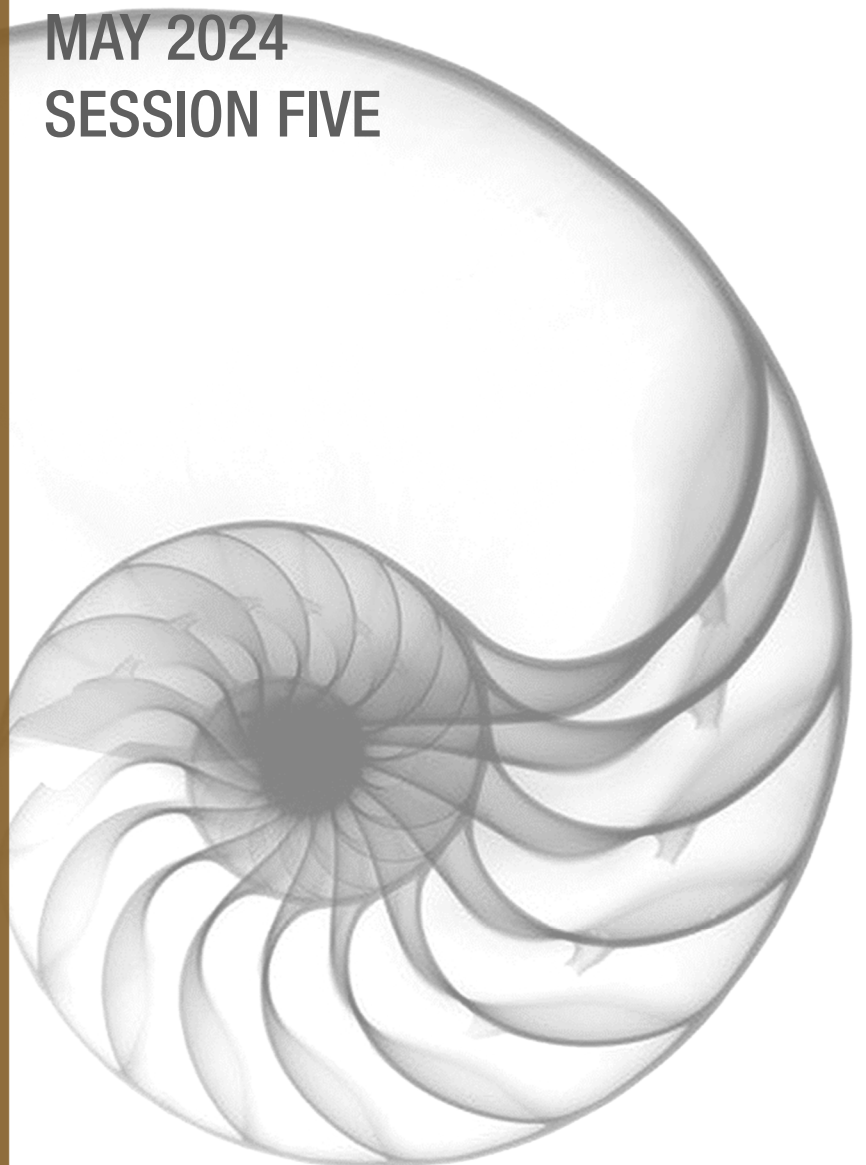


COMMUNICATING EFFECTIVELY ACROSS LEVELS

MAY 2024
SESSION FIVE



COMMUNICATING ACROSS LEVELS

MAY 2024 | SESSION FIVE

MANAGERS ARE AT THE NEXUS OF COMMUNICATION IN THE ORGANIZATION

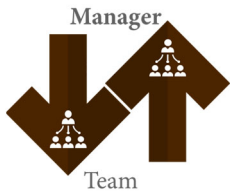


COMMUNICATING WITH SENIOR LEADERS



- Listen to understand direction, goals, strategy
- Provide input and manage expectations
- Secure resources & support
- Celebrate and advocate for your team

COMMUNICATING WITH DIRECT REPORTS



- Create clarity – org direction, expectations
- Inspire extra effort, coach/provide feedback
- Gather status updates and viewpoints
- Solicit feedback and hear needs

NOTES

COMMUNICATING ACROSS LEVELS

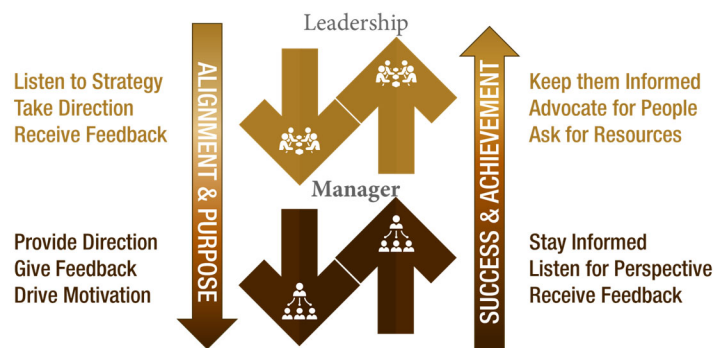
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COMMUNICATING WITH PEERS



- Combine functions & areas of expertise
- Collaborate to drive outcomes
- Gain perspective on other areas' needs
- Build connection between teams

COMMUNICATING ACROSS LEVELS



COMMUNICATION POWER SKILLS

- Listening to understand
- Interpreting and contextualizing
- Asking great questions
- Seeking connection and common ground
- Mastering clarity
- Turning data into information
- Tailoring the message so that others can hear

NOTES

COMMUNICATING ACROSS LEVELS

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THE CHALLENGE OF COMMUNICATION

- I said it... so I believe you heard it
- You heard it...so I believe that you understood it
- You understood it... so I believe that you embraced it
- You embraced it... so I believe that you will act upon it

COMMUNICATION STYLES

- Intuitive – bottom-line, to the point
- Analytical – conveys expertise, facts, numbers
- Functional – process oriented, linear
- Personal – friendly, gets people involved

From Mark Murphy, leadership speaker, founder of LeadershipIQ



DISCUSSION: COMMUNICATION STYLES

Note the communication style that you find the most difficult to connect with and share ideas for adjusting style to communicate better.

THE POWER OF ADAPTING TO STYLE

- Your audience can “hear” you
 - You appear “trustworthy” - no need to question
 - You accelerate acceptance, speed, and decision-making
- What if audience includes all four styles?
 - Tell them what you will be telling them—acknowledging different needs
 - Hit the bottom-line first because the intuitives won’t wait
- How will I know their styles?
 - Listen—we speak as we want to hear
 - Notice the questions asked—what was “missing” for them

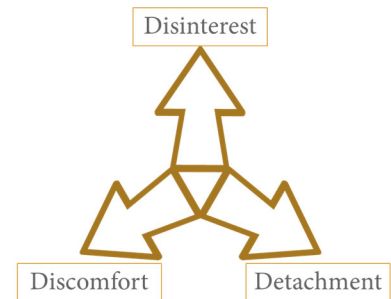
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CAPTURING INTEREST

- It's a mistake to presuppose the receiver is receptive
- Messages can be unheard or misunderstood
- Three zones of interest – important to understand how to move someone from one of these zones to your zone of interest!



CONNECTING ZONES OF INTEREST

What you are experiencing:

- Unanswered emails
- Unreturned calls
- Lack eye contact
- Rescheduled meetings
- “Not interested”

What you are experiencing:

- Pushback
- Excuses
- Lack of commitment
- Low energy
- Resentment

What you are experiencing:

- Lack of awareness
- Lots of questions
- Misunderstanding
- Competing priorities
- Lack of support

DISINTEREST

How you need to respond:

- Identify their priorities
- Connect your work to those priorities
- Highlight business value
- Address objections
- Ask for commitment

DISCOMFORT

How you need to respond:

- Understand their values & concerns
- Seek agreement on business priorities
- Show how you align
- Ask for commitment
- Keep the “door open”

DETACHMENT

How you need to respond:

- Learn their top priorities
- Explain your plan
- Seek ways to collaborate
- Build an alliance
- Nurture the relationship

NOTES

COMMUNICATING ACROSS LEVELS


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EXERCISE – WHERE IS THIS HAPPENING? - EXAMPLE

 PICK ONE!	DISINTEREST	DISCOMFORT	DETACHMENT
WHAT ARE YOU EXPERIENCING?	No response to three emails about new marketing materials	Objection to getting new materials produced	Checking his phone during your time on the mgmt. team meeting agenda
HOW SHOULD YOU RESPOND?	"I think getting these materials out will facilitate both growth and employee buy-in"	"What concerns you – is it the timing, the cost, the resources?"	"Can we meet offline so that I can share how your team's data are key ingredients?"

NOTES




CONNECTING ZONES OF INTEREST

 PICK ONE!	DISINTEREST	DISCOMFORT	DETACHMENT
WHAT ARE YOU EXPERIENCING?			
HOW SHOULD YOU RESPOND?			




COMMUNICATING ACROSS LEVELS

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A MODEL FOR EFFECTIVE COMMUNICATION—QUESTIONS

What do you need to achieve? Who do you need to engage?	
 STYLE	 INTEREST
What is the style of the person/group you are communicating with?	How interested is your audience in your goal?
 APPROACH	
How do you need to communicate with this person/group to achieve your objectives?	

A MODEL FOR EFFECTIVE COMMUNICATION—EXAMPLE

WHAT: Seek SME help with a major project - BU strategy	WHO: VP of Sales
 STYLE	 INTEREST
Intuitive - all that mattered to him was the sales numbers	Discomfort - not happy that I was selected to lead the project
 APPROACH	
<ul style="list-style-type: none"> ✓ Acknowledge that he was the SME, and that I had much to learn <ul style="list-style-type: none"> ✓ Clarify that I was not interested in his job ✓ Assure him that I wanted him to be successful ✓ Ask for his help, establish a plan for meeting 	

NOTES

HOMework: A MODEL FOR EFFECTIVE COMMUNICATIONS

Use the framework below to plan out how you will prepare to deliver a key message – to a more senior leader, to a peer, or to a direct report or team member. Consider their communication style and their interest level when planning your approach.

WHAT:	WHO:
STYLE	INTEREST
APPROACH	

COMMUNICATING ACROSS LEVELS

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INTROSPECTIVE EXERCISE

Take time to rate your effectiveness in these areas, then identify 2-3 specific actions you will take this month to grow.

	ALREADY EXCELLING	ON TRACK, BUT CAN IMPROVE	AREA TO FOCUS ON
ACROSS LEVELS			
I frequently engage senior leadership to understand direction, share insights and provide input on key decisions			
I provide clarity on what is required of my team (direct or matrixed) to contribute to my organization's business goals and inspire them to exert discretionary efforts			
I foster a sense of teamwork and mutual dependency among my peers in other departments so we can collaborate for shared success			
STYLE			
I am aware of the preferred communication styles of those I must influence			
I adapt my style, as needed, to ensure my messages are received by those whose styles differ from my own			
I recognize the style that is the most difficult for me and have concrete strategies to ensure we communicate			
INTEREST			
I connect my priorities to those who are initially disinterested			
I am able to help those in discomfort to better understand my priority and its business benefit			
I find ways to collaborate with others who are detached from my priority			
APPROACH			
I intentionally plan and execute my communications mindful of the level, style and interest of my audience			