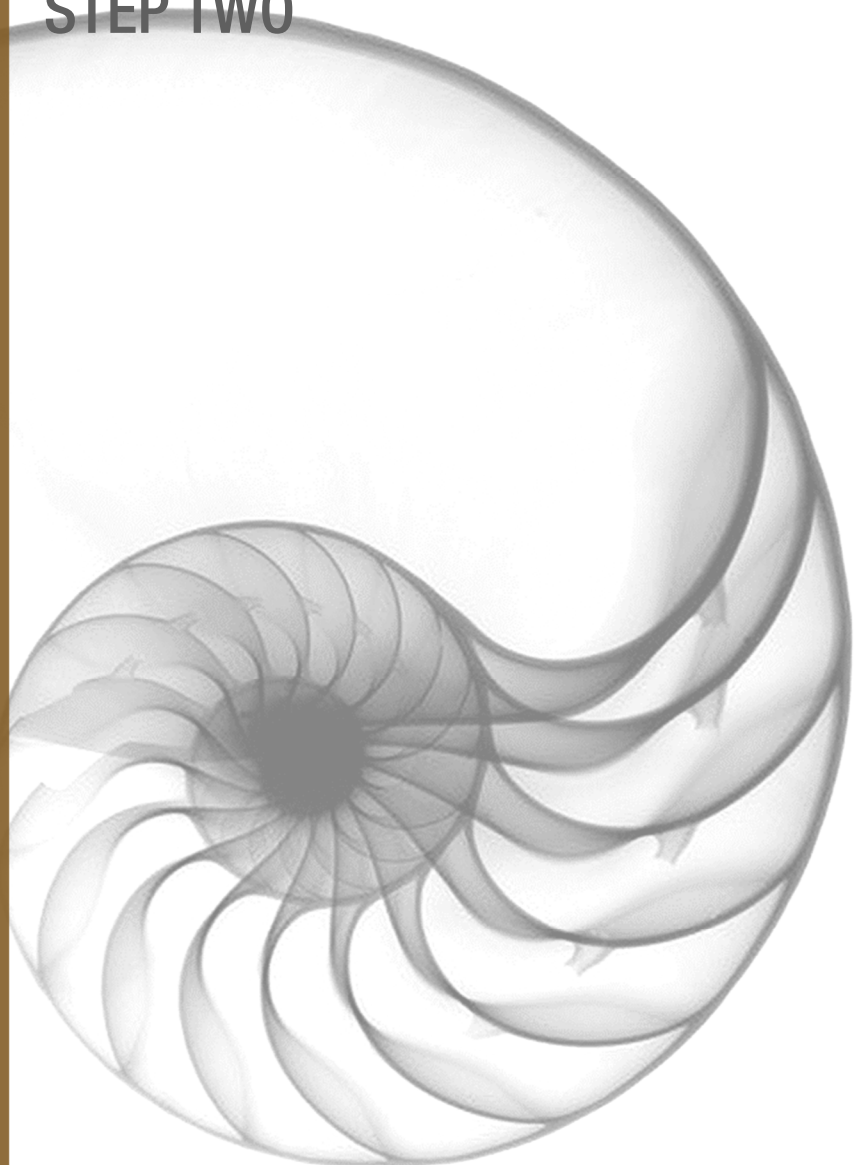


PATHBUILDERS®
PERCEPTA®
FALL 2024

COMMUNICATING ACROSS LEVELS

NOVEMBER 2024
STEP TWO



COMMUNICATING ACROSS LEVELS

NOVEMBER 2024 | STEP TWO

Communication is the real work of leadership.

~Nitin Nohria, dean of Harvard Business School

MANAGERS ARE AT THE NEXUS OF COMMUNICATION IN THE ORGANIZATION



COMMUNICATING WITH SENIOR LEADERS

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



COMMUNICATING WITH DIRECT REPORTS

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



COMMUNICATING WITH PEERS

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

NOTES

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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

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

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COMMUNICATION STYLES

There are four fundamental types of communicators

- Intuitive – wants to focus on the bottom-line, gets to the point
- Analytical – conveys expertise, facts, numbers, and seeks expertise from others
- Functional – process oriented, linear, wants to see and discuss the steps
- Personal – friendly, more casual, 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.



NOTES

THE POWER OF ADAPTING TO STYLE

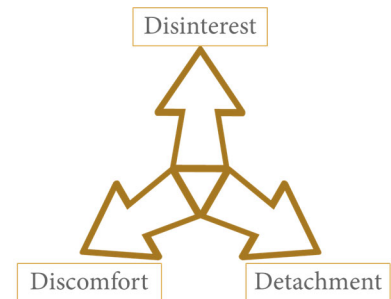
- Your audience can “hear” you
 - You appear “trustworthy” - no need to question
 - You accelerate acceptance, speed, and decision-making
- What if your audience includes all four styles?
 - Highlight what you will be telling them—acknowledging different needs
 - Hit the bottom-line first because the 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 to you
- Messages can be unheard or misunderstood
- Key to move receivers into your zone of interest!



CONNECTING ZONES OF INTEREST

DISINTEREST

What you are experiencing:

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

How you need to respond:

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

DISCOMFORT

What you are experiencing:

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

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

What you are experiencing:

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

How you need to respond:


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

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EXERCISE – WHERE IS THIS HAPPENING? - EXAMPLE

 PICK ONE!	DISINTEREST	DISCOMFORT	DETACHMENT
WHAT YOU ARE 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 YOU CAN CONNECT	Explain how the materials are for marketing AND for his employees' buy-in	Ask her concerns directly – is it timing, cost, resources, other?	Request a meeting at a better time to share why her team's data is vital

NOTES




CONNECTING ZONES OF INTEREST

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




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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: Needed 30 Inside Sales Resources for lead development for new market	WHO: GM, Global SMB
 STYLE	 INTEREST
Analytical – why is this the best way to engage – how will we know it is working	Discomfort – similar efforts in the past had not been successful
 APPROACH	
<ul style="list-style-type: none"> ✓ Acknowledge that I had studied the past and demonstrate why this approach would yield improved results ✓ Share that agreements were in place for working these new leads (GM was also very concerned about increasing leads to BPs) ✓ Lay out KPIs that would provide insight on success 	

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

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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			