

## CONCEPTS & LEARNINGS

- Communication is the very essence of leadership, and managers are vital to how communication flows
- It's key to engage with different audiences, with compelling verbal and written messages, all while listening to enable alignment up, down, and across
- Managers communicate in different ways with senior leaders and our teams, and they serve as key conduits
  - When communication flows well from senior leaders to the front line, there is clarity of purpose
  - When it flows well from the front line to senior leaders, success and achievement are enabled
- We are most effective when we know our audience and tailor our communications—recognizing the receiver's style and what they're interested in
- There are four fundamental types of communicators
  - **Intuitives** want to quickly see the bottom line
  - **Analyticals** need facts and figures to understand
  - **Functionals** look for the end-to-end process
  - **Personals** prefer informal language with a focus on people and their feelings
- Often, receivers' interests simply don't align with our needs, so we must create alignment and bring them into our "zones of interest" in order to be heard
  - Disinterest - priorities are very different than ours
  - Discomfort - our goal upsets their status quo
  - Detachment - simply unaware of our priorities
- Crafting and delivering messages for each audience is mastered over time and requires practice!

## AT THIS STEP

### Program Timeline - Deepening Relationships

As we wrap up month two of your Percepta experience, it's time to assess the relationships you are building with your Peer Group, your Mentor and the rest of the cohort. There is so much you can learn from each other, and there is a great deal of power in connecting with women from industries and companies that are different from your own. Perhaps you've always wondered about agile development, internal audit, talent management, or performing to a quota.

There are women in this cohort who can share their expertise around areas of the business you have yet to be exposed to. Take advantage of their knowledge!

### So, ask yourself...

- What new insights have you already learned from your Peer Group and Mentor?
- What questions do you have about the work of specific departments so you can better engage with people in those roles in your company?
- Who in this Percepta cohort performs a role you need to learn about?

Reach out to someone you've met or hope to meet and schedule an online coffee meeting this month.

*"Business, after all, is nothing more than a bunch of human relationships."*

~Lee Iacocca

## PREPARE FOR STEP THREE

*Relationship-Building in the Hybrid World - December 11<sup>th</sup>, 1:00-3:00 P.M. ET*

Have a conversation with one of your co-workers with whom you feel you have a strong relationship

- Discuss what it is that causes the two of you to work well together. Talk about how you built your relationship and what keeps you connected.
- Highlight two or three things that you know about each other personally.

Take note of your workplace relationships today

- How well do you know peers across the organization in other work groups?
- Is there a specific situation where you are challenged in working with another team? How well do you know those teammates?