

COMMUNICATING ACROSS LEVELS

WORKSHOP TWO

AUGUST 2025

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!

IN YOUR MENTORING GROUP

Program Timeline - Deepening Relationships

As we wrap up month two of your MANAGE experience, it's time to assess the relationships you are building with your Mentoring 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 individuals 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 people 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 Mentoring 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 MANAGE 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 WORKSHOP THREE

Building Credibility & Influence- Tuesday, September 23, 1:00-3:30 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?