

COMMUNICATING ACROSS LEVELS

WORKSHOP THREE

DECEMBER 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 TIME

Program Timeline - Valuing Peers & Mentor

At the midpoint in your MANAGE experience, it's time to reflect on the power of group Mentoring. You've been matched with peers with whom you share development goals and a Mentor uniquely suited to help you address those goals. So, how are you fully leveraging these commonalities?

Each month, as you discuss the workshop topic and your personal situations, take a moment to identify the common themes in your responses. Seek opportunities to help each other give voice to issues, sharing similar experiences, and also supporting each other. But then together as a group highlight those areas where the Mentor can provide the most value, creating an environment for growing together.

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 FOUR

Career Pathing - Wednesday, January 14, 1:00-3:30 pm ET

In preparation for Workshop Four, *Career Pathing*, take some time to think through:

- What do you see as your next potential role at your company?
- Consider the opportunities this move could open up for you. Are those opportunities directionally where you want to go? What would it take to achieve the position to which you aspire?
- Consider your values relating to work, personal, and family time. What are your priorities?
- As you map the next steps in your career, how will you know if the opportunities are the right "fit" for you and your personal goals?