



# Communicating Effectively as a Leader

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Keys to Leadership Success

Hire ❖ Develop ❖ Retain

# Communicating Effectively as a Leader

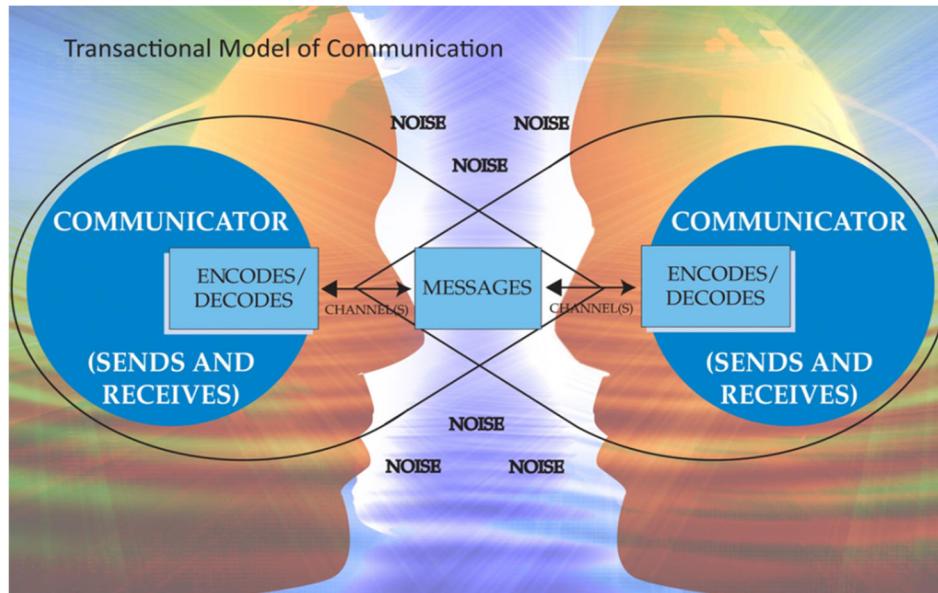
Communication is the most powerful tool a leader has to effectively manage and guide performance that creates results. Like any skills, we can all get better at delivering our messages and understanding others. In this session we will focus on building the skills that will make you a more powerful and persuasive communicator.

The Learning Objectives for this session are:

- Defining the role of communication in leadership.
- Describing how communication style impacts understanding.
- Explaining the importance of flexing your style.
- Using active listening skills for effective communication.
- Understanding the power of nonverbal communication.
- Describing communicating in the formant of “one-to-many”.
- Demonstrating how to lead effective meetings.
- Examining electronic communication mediums.



## The Communication Process



There are hundreds of communication models, but this is probably the one that we are most familiar with for interpersonal communication. Each person acts as either a sender or receiver at one point in the conversation. The idea that each person is trying to get across is 'encoded' with language, tone and non-verbal cues and then the other person attempts to decode the message accurately. That alone presents a significant difficulty since you 'encode' a concept that is **absolutely unique** to you. With the exception of very simple, factual comments the chances for misinterpretation are enormous.

### Barriers to Communication:

#### External

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#### Internal

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## Non-verbal vs Verbal

What percentage of communication is verbal? \_\_\_\_\_

### Non-verbal Cues

**Paralanguage:** Tone, pitch, rate, voice clarity.

**Kinesics:** Body language, facial expression, gestures, carriage or posture, eye contact.

**Proxemics:** Space; how close you stand or sit next to someone.

**Four zones:**

**Intimate:** \_\_\_\_\_

**Personal:** \_\_\_\_\_

**Social:** \_\_\_\_\_

**Public:** \_\_\_\_\_



## The Impact of Communication Styles

We all have communication in a different 'style'. For example, do we speak fast or slow; loud or quietly? But that just addresses the way we sound. An important part of 'style' is what we choose to communicate about – the topics and ideas that we prefer to discuss. Do you talk about your family or do you prefer to keep your personal life private?

Think about others you have worked with in the past. Did they like to talk about people or tasks? Were they warm and inviting or somewhat closed and reserved? Did they always speak up and share their opinion quickly, or did they sit back and carefully examine an issue before speaking? The style in which we choose to communicate has a major impact on the way we build relationships and work with others. Learning more about our own communication style and the impact it can have on others can be significant.

## Flexing Your Style

It's not just enough to know your and others' styles. You need to use this knowledge to 'flex' the way you communicate to make your message clearer to the recipient and to better understand what they are trying to communicate.

Why is it important that you recognize the impact your style might have on others?

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## Listening: The Other Part of the Equation

We often think of communication as only speaking; but listening is of equal if not more importance when seeking understanding. When we are truly trying to communicate, it is just as important that we ACTIVELY listen well as that we speak well.

### Seek to Understand

A careful listener is truly trying to understand 'all of the message' the other person is sending, not just the surface words. Are you hearing someone or truly listening?

Techniques for enhancing understanding include:

- Ask open-ended questions
- Restate the message
- Ask for confirmation of understanding
- Admit when you don't get it

### The Rules of Listening

- Be present
- Choose to listen
- Minimize distractions
- Listen to all the channels
- Don't interrupt!

**What are some physical signs of listening?**

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## Meetings

The most common situation when we present in a one-to-many format is in meetings. And yet many of us dread meetings, not because we have to speak, but because we're really busy and too many meetings are not effective.

Good Meeting		Bad Meeting

What role did the facilitator play in the good meeting?

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What role did the participants play in the good meeting?

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Avoid a meeting if the same information could be covered in a memo, e-mail or brief report. One of the keys to having more effective meetings is to know the best method.

The goal for communicating to a group effectively is to elect the most appropriate form of communication. Some questions to ask when deciding on a communication method are:

<b>TYPE</b>	Does the information require a response or an action by the team or is it simply some information they can choose to use or not use?
<b>IMPORTANCE</b>	Does everyone need to know this information? Does it relate to an important priority or function for the group?
<b>TIME SENSITIVITY</b>	Does everyone need to know this right away or can it wait until they are all together? Does it relate to an event happening soon or sometime in the future?
<b>COMPLEXITY</b>	Is the information you need to share easy to understand or will your team members need to ask you questions? Will it be difficult to implement or use the information? Is it a significant change from current practice?





## Preparing an Agenda

- Set the objective – no more than 5.
- State who needs to attend and why.
- Tell attendees how to prepare – bring reports, updates, etc.
- Logistics info: Date of Meeting; Times (from – to)); Location – South Campus, 2<sup>nd</sup> Floor, or Virtual; Parking – Cost for Parking and who will pay; Parking Garage, Street Parking, Street with Meter, etc.
- Security – Security Checkpoints (need ID, Driver's License, Badge, etc.).
- Send out in advance, if possible.



## Commitment to Action

Some truths about making **things** happen:

- Don't ask for volunteers – link action requests to skills and abilities
- Clearly define what you're looking for
- Hold people accountable

## Commitment Strategies

- Empathize – respect others' time and priorities
- Communicate frequently
- Link actions to the big picture
- Focus on the team – us not me
- Use their strengths and experiences
- Make clear, specific requests
- Show confidence
- Acknowledge commitment

## Electronic Communication

Many of us communicate with others more via electronic methods than we do 'face-to-face'. This is especially true as our world becomes more virtual, as we work for geographically dispersed teams – even when we only work down the hall from one another. But electronic communication removes two of the three channels of communication – tone and body language – making the words much more important.



## Effective E-Mail Tips

Remember, your goal is readability—so make it easy for your reader to keep reading and respond specifically.

General Writing Guidelines:

- Clear wording.
- Perfect spelling . . . proper grammar.
- Fairly short sentences and paragraphs (Use your eyes as the judge.).
- Fonts that aren't too small or too complex.
- Everyday words (Remember, your reader is just scanning.).
- Be careful using industry jargon to outside people.

**Email Guidelines:**

- Assume your reader doesn't scroll down (begin with main message).
- Grammar can be informal but be careful of the image you are projecting).
- Typing in ALL CAPS (IT'S NOT POLITE TO YELL!)
- Typing in all lower case (looks like you don't know how to type well).
- Be careful using exclamation points.
- No colored fonts, background, or wallpaper.

**Virtual:**

- Content
- Engagement – Chats, Polls, Etc.
- Producer – assistant in the studio
- Time

## • SOCIAL MEDIA

- Facebook, Twitter, Instagram, Others?



## For Fun - Take the Text Messaging Quiz



**Corporate Membership**

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