


Leadership Essentials Program 


Leadership Essentials

Day Two
Leadership Communication

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Leadership Communication

Public Speaking	Creating and casting vision
Running Meetings	Communication systems

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Receptive/ Antagonistic Audience

Receptive	<ul style="list-style-type: none"> • Achieve Statements • Preserve Statements • Avoid Statements
Antagonistic	<ul style="list-style-type: none"> • Avoid Statements • Preserve Statements • Achieve Statements

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Types of Introductions


Identification with Audience	Reference to Situation	Statement of Purpose
Statement of Importance of Topic	Surprise Audience with Claim or Statistic	Anecdotal Story
Rhetorical Question	Quotation	Humour

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Delivering Speech - Transitions

A word or phrase that indicates when a speaker has finished one thought and is moving on to another.

- "In addition to ..."
- "Now that we've seen..."
- "Not only..."
- "So the evidence is..."
- "Let's look at..."
- Eg "Now that we have seen how serious the problem of faulty credit reports is..."

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Delivering Speech - Internals

Internal Preview	<ul style="list-style-type: none"> • statement in the body of the speech that lets the audience know what the speaker is going to discuss next • Eg "I will focus on the following three solutions..."
Internal summary	<ul style="list-style-type: none"> • A statement in the body of the speech that summarises the speaker's preceding point or points. • "I hope I've made clear the benefits of walking as a form of exercise. Unlike running, which often causes injuries, walking is a gentle but effective way to keep in shape."
Signpost	<ul style="list-style-type: none"> • A very brief statement that indicates where a speaker is in the speech, or that focuses attention on the key ideas. • Enumerate ~ "Four simple principles guide our policy. First... Second..." • Question ~ "What is the most effective approach for us?" • Key Idea ~ "The most important thing to remember is ..."


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Vision, Strategy and Goals

Vision	<ul style="list-style-type: none"> • Minimum 5 years, • More likely around 10 years
Strategy	<ul style="list-style-type: none"> • 1-3 years • Yearly revision
Goals	<ul style="list-style-type: none"> • 6-12 months • Monthly check ups

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Creating Vision



Ask: "What is our preferred future?"


Be open to dramatic modifications to current organisation, methodology, techniques, facilities, etc.

Draw on the beliefs, mission, and environment of the organisation.

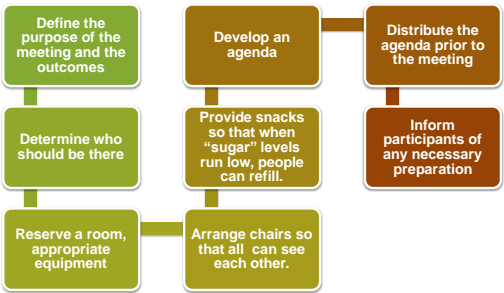
Describe what you want to see in the future.

Be specific to your organisation.

Be positive and inspiring.

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Meeting Preparation



Define the purpose of the meeting and the outcomes

Determine who should be there

Reserve a room, appropriate equipment


Develop an agenda

Provide snacks so that when "sugar" levels run low, people can refill.

Arrange chairs so that all can see each other.

Distribute the agenda prior to the meeting

Inform participants of any necessary preparation

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Organisational Communication

2 types

- Formal – the sharing of messages regarding the official work of the organisation
- Informal – The sharing of unofficial messages, ones that go beyond the organisation's formal activities

3 directions:

- Upward communication (Information)
- Downward communication (Instructions, Directives)
- Lateral communication (Co-ordination)


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A defensive communication climate

Judgemental	• Emphasis on apportioning blame, making people feel incompetent
Non-caring	• Detached and impersonal, little concern for others
Deceptive	• Hidden meanings, insincerity, manipulative communications
Superior	• Status and skill differences emphasized in communications
Controlling	• Conformity expected, inconsistency and change inhibited
Dogmatic	• Little discussion, unwillingness to accept views of others or compromise

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Communication in organisations

Information sharing

Formal

- How are innovations announced?
- What channels are utilized to provide information about change?
- What type of information is provided about change? To whom? By whom? In what context?

Informal

- How do users share understandings/interpretations of formal information?
- With whom do they share these impressions?
- What makes information credible?
- How is additional information sought out? From whom?