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Leadership Communication

Influencing for Action

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Sustainable Asia
Leadership Program

This Session

- 10 Minute Dash
- Experience Talks
- Table Talk
- Commit to Communicate
- Your Perceptions



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10 Minute Dash

Leadership Communication for Sustainable Development



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11 Reasons to Communicate



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Why Sustainable Development Matters

- Majority of world's poor live in Asia
- Nearly 2 billion people lack access to essential goods, services, assets and opportunities
- If no changes in energy consumption, we won't be able to stop climate change trends
- **As Asia goes, so goes the world**

Goal: Sustainable Development

The public demands sustainable development from their national and local governments, the private sector, their communities, and their employers

Not there yet. Why we need more leaders focused on sustainable development



Why Communicate?

Harvard Business School on who becomes a leader:

The person who “is able to communicate, to make sound decisions, and to get things done with and through people”

(Barrett, 2006: Bowman, Jones, Peterson, Gronouski, and Mahoney, 1964)

Why Communicate?

- Research: managers spend 70-90% OR MORE of their day communicating
- Communication skills critical for managers desiring to advance to leadership positions

(Barret, 2006; Mintzberg, 1973, Eccles& Nohria 1991)

Leadership Communication Defined

“The controlled, purposeful transfer of meaning by which leaders **influence** a single person, a group, an organization or a community.”

(Barrett, 2006)



What Leaders Do

- Guide, direct, motivate, and inspire
- Influence others, persuade others, improve performance
- **Get results! Have impact! Change the world!**

(Barrett, 2006)

The Basics

- The higher you go, the more complex the communications
- **Core:** Being strategic, writing, speaking
- **Managerial:** Emotional intelligence, understanding culture, listening, managing teams and meetings, mentoring and coaching
- **Institutional and Beyond:** Employee relations, change or transformation communications, crisis communications, media relations
- Lead the change, provide vision, public face

(Barrett, 2006)

Trustworthiness

- Audience needs to trust or believe in you—if no trust, logic or emotion will not persuade others to action
- Need positive ethos: how others perceive your character
- Knowledgeable? Authoritative? Confident? Honest? Trustworthy? Have integrity? Believable?

(Barret, 2006)

Perception

- Most overestimate their own credibility
- When 2 people meet, 6 in the room
- If you are to influence others, perception is critical

(Conger, 1998; Barnlund, 1962; Barret, 2006)

Emotional Intelligence

- Capacity to understand your emotions and those of others
- Recognize signals from others—body language and facial expressions
- Enables you to adjust communication style for situation
- Low emotional intelligence can lead to mistakes
- To move to leadership positions, need to develop

(Barret, 2006)

Emotional Intelligence

- Gary: “Emotional Intelligence accounts for 85% of what distinguishes the stars in top leadership positions from low-level performers”

(Gary, 2002 ;Barret, 2006)

Leadership Communication

- Listen, listen, listen, know your audience
- Get personal, tell stories and be specific
- Be trustworthy
- Know your subject
- Approach with a servant's heart, focus on empathy
- Have an open mind
- Use your emotional intelligence to understand
- Speak to groups as individuals
- Build communications in from the start
- Set your goal

Three Things to Remember

1. Need communication for leadership
2. Build trustworthiness
3. Develop emotional intelligence

Experience Talks

Senior Development Leaders Share Their Successes



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Table Talk

**Reflection on Speakers' Wisdom
Share Communication Experiences
What Could You Do Differently?**



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Commit to Communicate **Your Challenge to Yourself**



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Leadership Communication

Your Perceptions



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