

# LEADERSHIP COMMUNICATION

**What are the communication challenges for leaders?**

**What themes emerge from these challenges?**

# TRANSPARENCY

What is it?

What is it not?

*Transparency defined...*

# TRANSPARENCY

## Key opportunities for transparency in leader communication

- Rationale – why?
- Background
- Context
- Decision-making approach
- Expectations
- Accountability
- Sharing your experience

## *Benefits of Transparency in Leader Communication...*

Facilitates problem solving efficiency

Supports and enhances team functionality

Enables aligned self-direction

Builds trust

Supports strong, authentic relationships

Leads to higher levels of performance

# COURAGEOUS CONVERSATIONS

## *How to approach the Courageous Conversation*

**Be Courageous.** The essence of having a courageous conversation is being direct, not fearful. Being courageous means being connected to your feelings about a situation or issue and overcoming fear – of results, of the conversation, of the others' reaction.

**Be Present.** In order to have a courageous conversation, we need to be completely in the moment, fully present. When present, we are more aware of our own feelings, and the feelings and perspective of others.

**Be Reflective.** To have a productive courageous conversation, pause and reflect. Pause to think about how your reaction or next sentence might impact the other person. Without pausing, without reflecting – we might choose an inappropriate or ineffective response.

**Be Human.** When we are human, we have a need to connect, to understand, to listen, and to relate. When we are embracing being human, we can bring meaning and energy to the heart of what is important.

**Be Attentive.** When involved in a courageous conversation, you must be a great listener. Pay close attention and demonstrate sincere interest in the other person's thoughts, feelings and perspective. Be attentive to what is not being said in addition to what is.

**Be Honest.** When engaging in courageous conversation, we need to be honest and say what we truly feel, without putting off what's really on our mind. Honesty is not easy, but we must be able to be honest and say what we truly are feeling, seeing, and wanting.

**Be Curious.** Leave control at the door – stay open and curious. The more you try to control, the more you will feel out of control. Try to understand what the other is saying. This does not mean you accept what they say as your truth; it simply means you are open to possibilities.

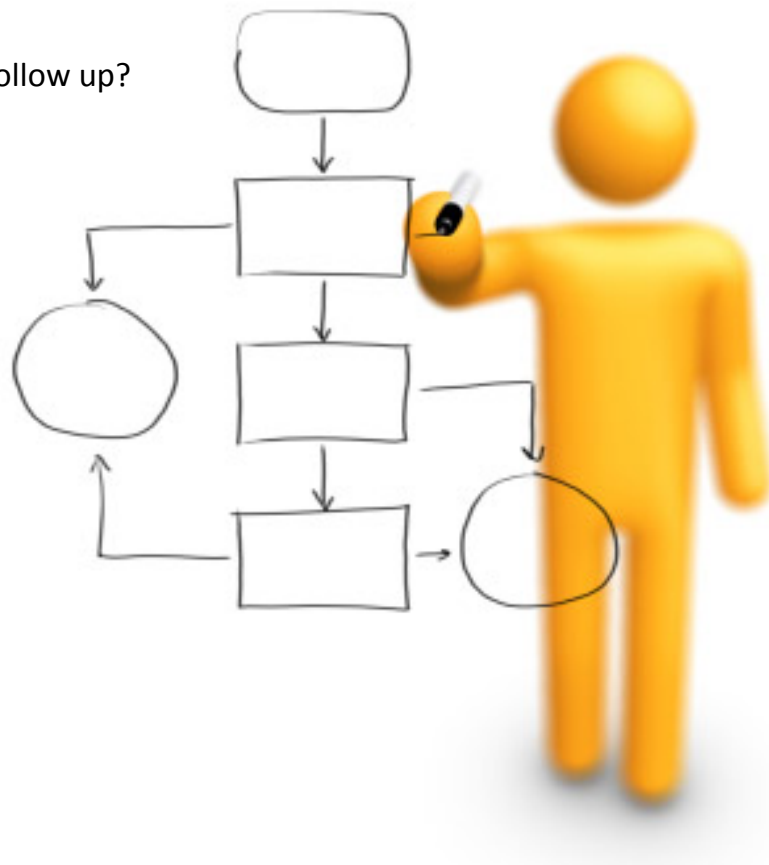
**Be Accountable.** Take responsibility for what you say and how you say it. Say what you mean and mean what you say. Own your part in creating this situation. Recognize that being accountable helps build dialogue and understanding.

*Adapted from Daskal, 2012*

# COURAGEOUS CONVERSATIONS

## *Structuring the Courageous Conversation*

1. What's the issue?
2. What's your accountability in the situation?
3. How is it impacting you? How is it impacting others?
4. What do you need to know from the other person's perspective?
5. Where is your common ground?
6. Where will you go together from here?
7. How will you follow up?



# INFLUENCING

## Nine Strategies for Influencing

STRATEGY	WHAT IS IT?	WHEN MIGHT YOU USE IT?
<b>Empowerment</b>	Valuing others by involving them in decision making, and giving them recognition	When the people you want to influence have a high level of knowledge and expertise
<b>Interpersonal Awareness</b>	Identifying and addressing others' concerns as well as leveraging their strengths and interests	When you need to influence somebody you don't know well
<b>Bargaining</b>	Gaining support by negotiating a mutually satisfactory outcome	When asking someone to do something they wouldn't normally do
<b>Relationship Building</b>	Establishing and maintaining constructive relationships with people you may need to influence	When you need certain individuals' long-term support
<b>Organizational Awareness</b>	Identifying – and gaining support of – key people in the organization	When you need to influence a number of people spread across an organization
<b>Common Vision</b>	Showing how our ideas support the organization's broader goals and strategies	When you have high personal credibility and people want to work with you
<b>Impact Management</b>	Choosing the most interesting, memorable, or dramatic way to present ideas	When it's important to make a big first impression
<b>Logical Persuasion</b>	Using logical reasoning, expertise, and data to influence others	When the other person is comparing several alternatives
<b>Coercion</b>	Using threats, intimidation, or pressure to get others to do what you want	When there is an emergency or crisis

- Hay Group

# STRATEGIES FOR SUCCESS

... NOTES ... NOTES ... NOTES ... NOTES ... NOTES ... NOTES ...

# ADDITIONAL RESOURCES

- Gabrielson, et al, 2008: Transformational team-building across cultural boundaries: A case focusing on the key paradigm of leadership styles.  
<http://www.emeraldinsight.com/journals.htm?articleid=1811145&show=html>
- Llopis: Five powerful things happen when a leader is transparent.  
<http://www.forbes.com/sites/glennllopis/2012/09/10/5-powerful-things-happen-when-a-leader-is-transparent/>
- Cohen & Bradford: Influence Without Authority (book). Summary:  
[http://sitemaker.umich.edu/umhs-talentmanagement/files/influence\\_without\\_authority.pdf](http://sitemaker.umich.edu/umhs-talentmanagement/files/influence_without_authority.pdf)
- Expedition Leadership blog (Amy Hogan): <https://blogs.lt.vt.edu/expeditionleadership/>