Communication for Managers

Leadership, Communication Strategy and Structure
Agenda

- Course introduction
- Individual introductions
- Discussion of
  - Dashman case
  - Distributed Leadership Model
  - Communication strategy and structure
- Coming attractions
The Distributed Leadership Model

Visioning

Creating a compelling picture of the future

Sensemaking

Making sense of the context

Relating

Developing key relationships

Inventing

Designing new ways of working together
Communication Strategy and Structure

Strategy: Analyze the Situation

Purpose

Audience

Credibility

Cultural Context
Communication Strategy and Structure

Strategy: Clarify Your Audience and Purpose

- Who is your audience?
- What do they know?
- How do they feel?
- What do you want your audience to
  - Know?
  - Feel?
  - Do?
Communication Strategy and Structure

Strategy Checklist

Managerial style

Structure

Content

Channel
Communication Strategy and Structure

Managerial Styles

Writer/ Speaker Control

Tell

Sell

Consult

Join

Low

High

Low

High

Audience Involvement
# Communication Strategy and Structure

## Structure: Direct or Indirect

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
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<tbody>
<tr>
<td>Informative</td>
<td>Main points followed by subsidiary points</td>
<td>Subsidiary points preceding main point</td>
</tr>
<tr>
<td>Persuasive</td>
<td>Recommendation backed by arguments</td>
<td>Arguments leading to recommendation</td>
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Coming Attractions

15.311 Organizational Processes
- Introduction to Organizational Processes
- Read *Aston-Blair, Inc.*

15.280 Communication for Managers
- Strategy and Structure; Persuasion
- Due LEC 2: Baseline Self-assessment

15.277 Special Seminar in Communication – begins week of LEC 2
- Setting Team Goals