15.280 Communication for Managers
Fall 2008

For information about citing these materials or our Terms of Use, visit http://ocw.mit.edu/terms.
Communication for Managers

Course Review
The Distributed Leadership Model

Visioning

Sensemaking

Inventing

Relating
Q  When creating an effective communication strategy, how do we analyze the situation?
Communication Strategy and Structure

Strategy: Analyze the Situation

Purpose

Audience

Credibility

Cultural Context
Once the analysis is complete, what factors are important for deciding on a strategy?
We frequently consider four different managerial styles. What are they?
Communication Strategy and Structure

Managerial Styles

- Low Writer/Speaker Control
- High Writer/Speaker Control
- Low Audience Involvement
- High Audience Involvement

Strategies:
- Join
- Consult
- Sell
- Tell
There are two primary approaches to structure. What are they and when might we use them?
# Communication Strategy and Structure

## Structure: Direct or Indirect

<table>
<thead>
<tr>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Informative</strong></td>
<td><strong>Persuasive</strong></td>
</tr>
<tr>
<td>Main points followed by subsidiary points</td>
<td>Recommendation backed by arguments</td>
</tr>
<tr>
<td>Subsidiary points preceding main point</td>
<td>Arguments leading to recommendation</td>
</tr>
</tbody>
</table>
Cialdini introduces us to six principles of persuasion. Can you identify them?
The Art and Science of Persuasion

Cialdini’s Principles

- **Liking**: People like those who like them
- **Reciprocity**: People repay in kind
- **Social Proof**: People follow the lead of similar others
- **Consistency**: People align with their clear commitments
- **Authority**: People defer to experts
- **Scarcity**: People want more of what they can have less of
What is the Minto Pyramid and how is it useful?
Minto Pyramid: Organizing Your Ideas

Recommending Change

**How?**

- Strategy 1
- Strategy 2
- Strategy 3

**Why?**

- Argument 1
- Argument 3

- Evidence
- Evidence
What constitutes effectively designed visual aids?
Creating Visual Aids

Checklist for Visuals

- Consistent
- Titled Appropriately
- Purposeful in Use of Color and Special Effects
- Clear and Uncluttered
What are some of the factors that contribute to effective document design?
Macrowriting Considerations

- **Subheads**: Shows structure
- **Lists**: Highlights important and conceptually parallel information
- **White Space**: Highlights material and creates transitions through Indenting, Columns, Lines
- **In-Text Highlighting**: Non-structural highlighting of key words, phrases
- **Tables and Graphs**: Simplifies dense evidence critical for main flow of document
Effective persuasive cover letters do a few key things. What are they?
Writing Persuasive Cover Letters

- Give concrete evidence of your understanding of, fit with, and preparation for the position
- Give the reader a sense of you as a person; and ideally, your fit with the organization
- Demonstrate excitement about the position
- Avoid distracting errors and typos (particularly regarding contact/company information)
As we consider cultures around the world, what are some of the values and perceptions that differentiate them?
## Dimensions of Culture

### Cultures Can Differ on Values and Perceptions

<table>
<thead>
<tr>
<th>Values</th>
<th>Perceptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism and collectivism</td>
<td>Perceptions of</td>
</tr>
<tr>
<td>High context and low context</td>
<td>– Space</td>
</tr>
<tr>
<td>Criteria for/definitions of success</td>
<td>– Time</td>
</tr>
<tr>
<td>Nature of change</td>
<td>– Gender roles</td>
</tr>
<tr>
<td>Importance of hierarchies</td>
<td>Nature of</td>
</tr>
<tr>
<td></td>
<td>– Authority</td>
</tr>
<tr>
<td></td>
<td>– Humor</td>
</tr>
</tbody>
</table>
How can you develop your ability to listen actively?
Hit the “pause button”

- Allow others time to finish sentences and pause
- Remain in the present
- Know you will have time to think about your response
- Remain neutral, non-judgmental
- Hold advice and opinion
The Distributed Leadership Model

Visioning
- Creating a compelling picture of the future

Sensemaking
- Making sense of the context

Inventing
- Designing new ways of working together

Relating
- Developing key relationships