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15.280 Communication for Managers
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Communication for Managers

Course Review

The Distributed Leadership Model

Visioning

Sensemaking

Relating

Inventing

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Q When creating an effective communication strategy, how do we analyze the situation?

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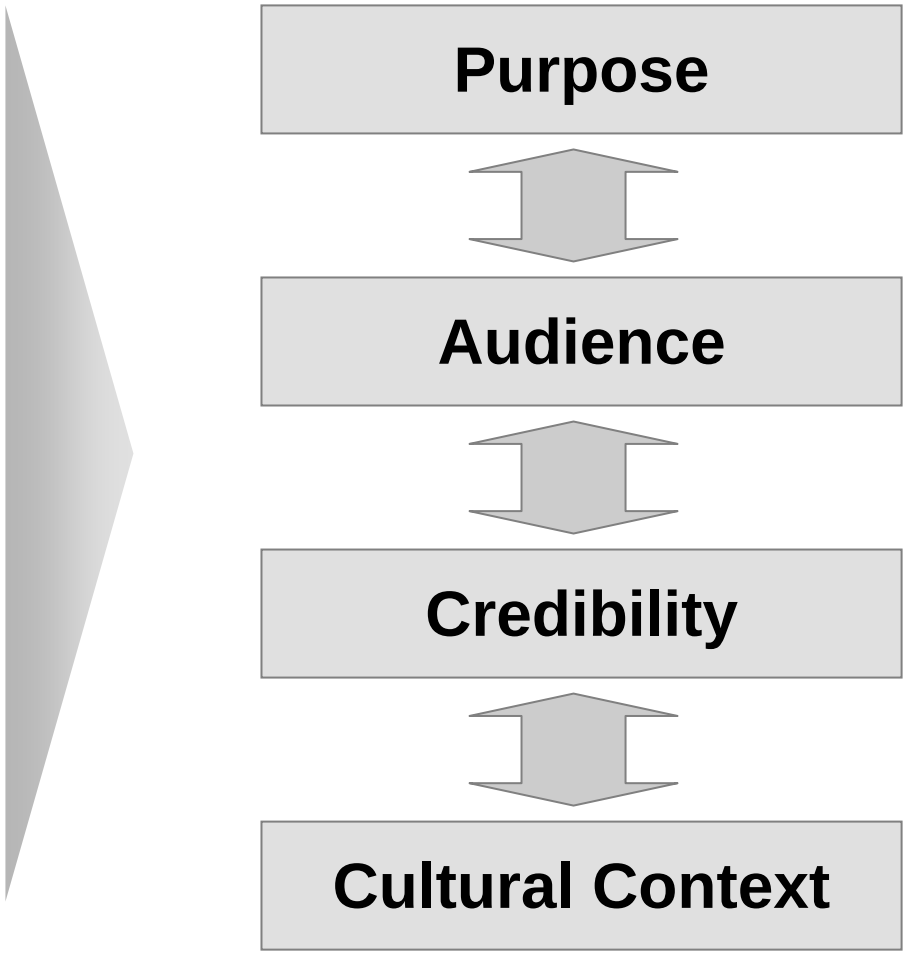
Communication Strategy and Structure

Strategy: Analyze the Situation



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Q

Once the analysis is complete, what factors are important for deciding on a strategy?

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Communication Strategy and Structure

Strategy Checklist

Managerial style →

Structure →

Content →

Channel →

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Q

We frequently consider four different managerial styles.

What are they?

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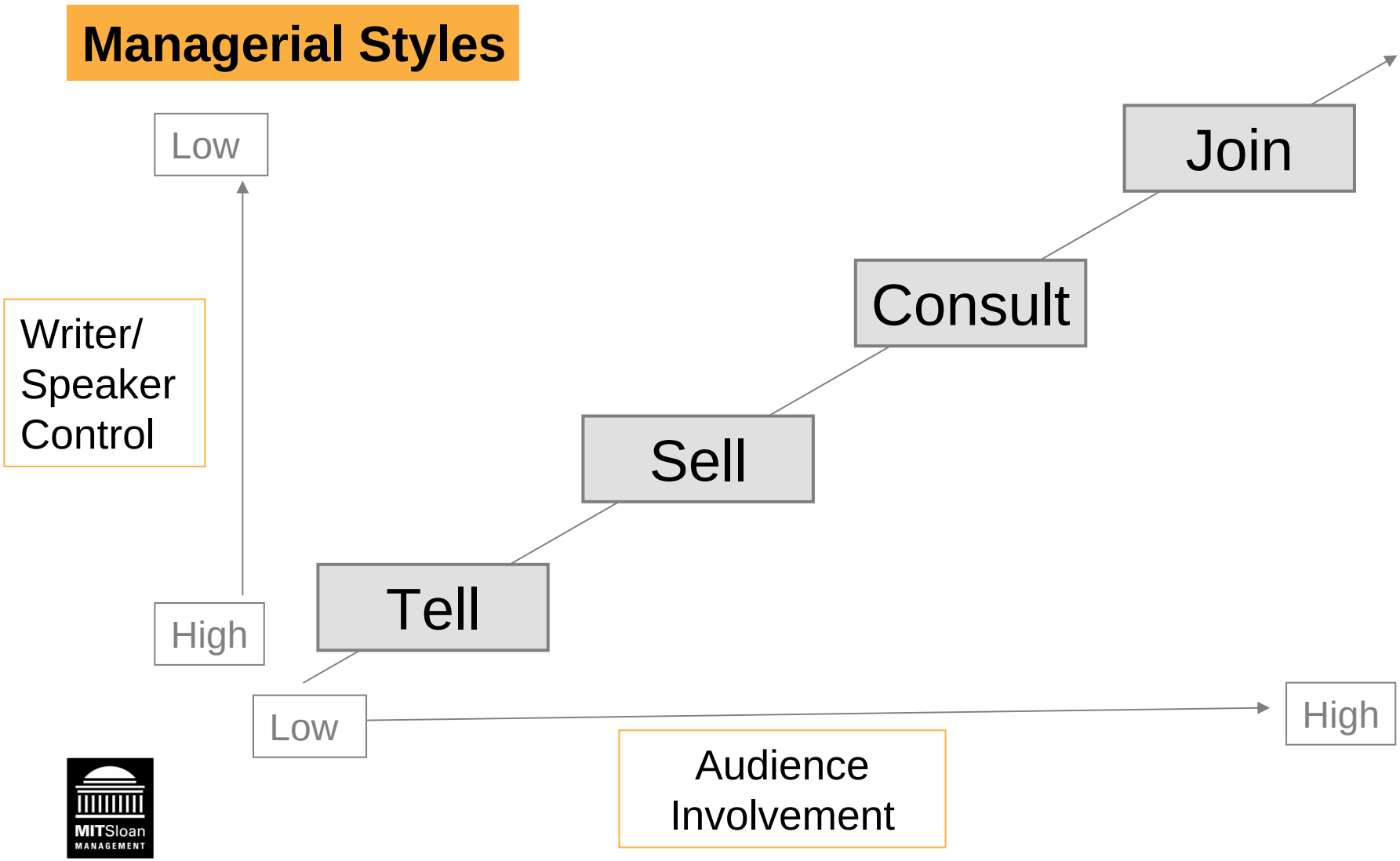
Communication Strategy and Structure



Q

There are two primary approaches to structure.

What are they and when might we use them?

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Communication Strategy and Structure

Structure: Direct or Indirect

	Direct ▲	Indirect ▼
Informative	Main points followed by subsidiary points	Subsidiary points preceding main point
Persuasive	Recommendation backed by arguments	Arguments leading to recommendation

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Q

Cialdini introduces us to six principles of persuasion.

Can you identify them?

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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

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Q What is the Minto Pyramid and how is it useful?

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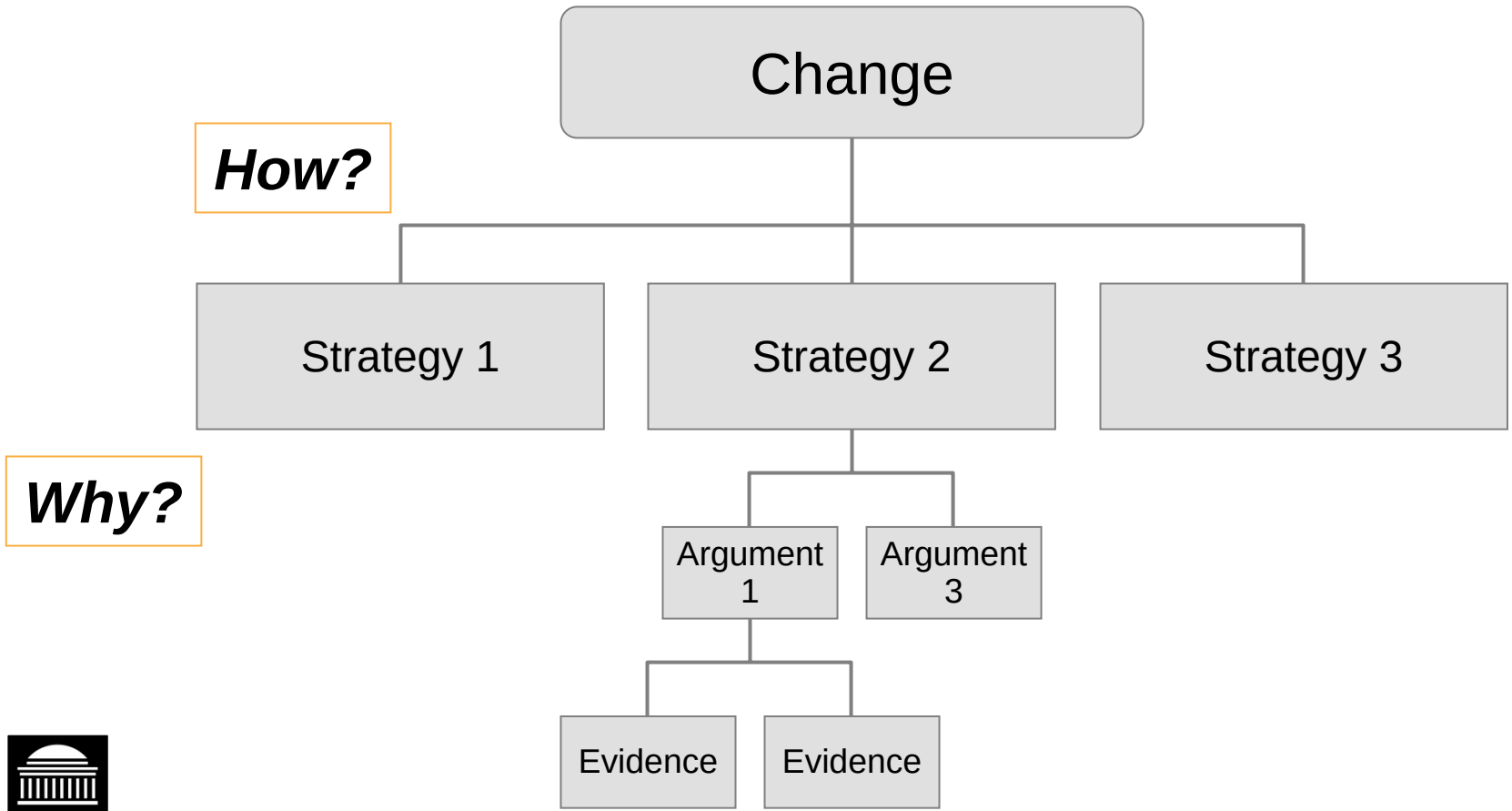
Minto Pyramid: Organizing Your Ideas

Recommending Change



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Q What constitutes effectively designed visual aids?

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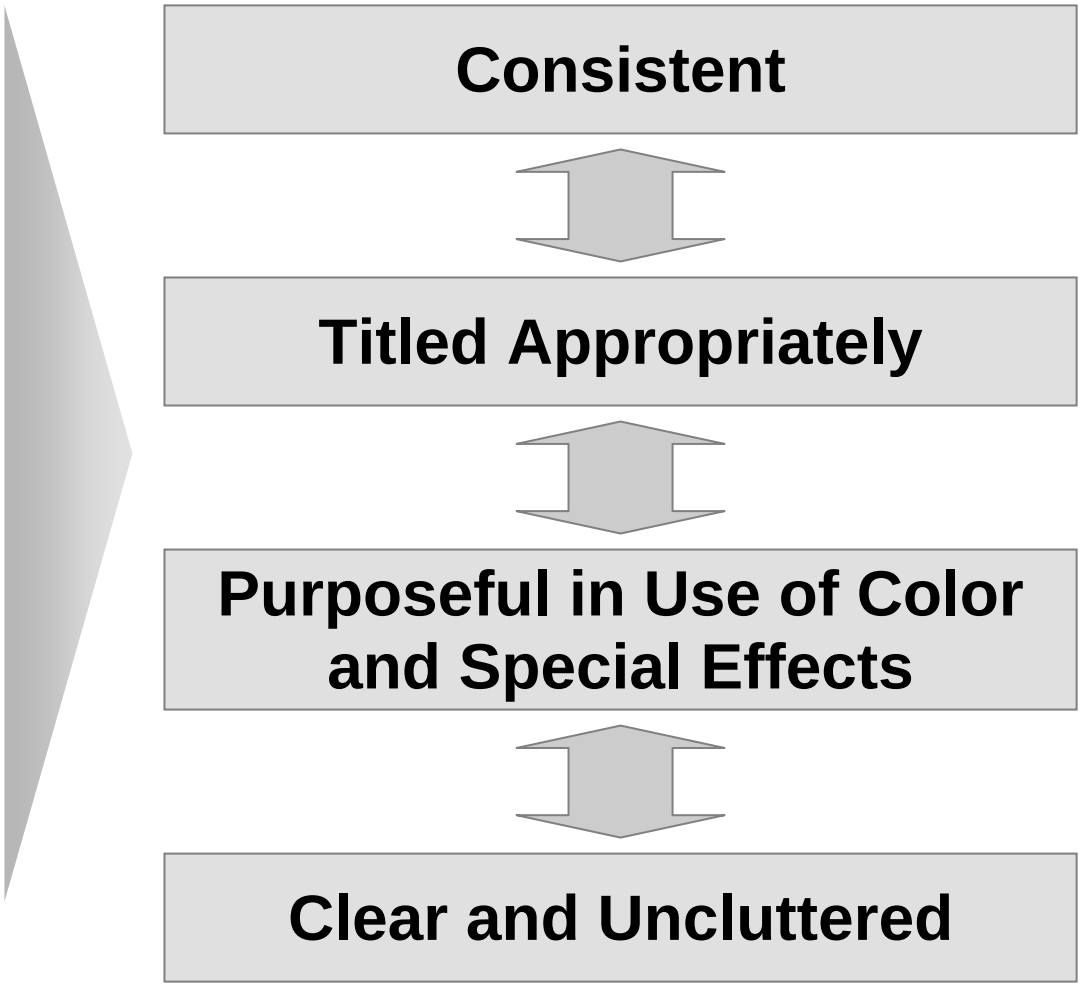
Creating Visual Aids

Checklist for Visuals



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Q What are some of the factors that contribute to effective document design?

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Macrowriting Considerations

Use Document Design to Highlight Message

- **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

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Q

Effective persuasive cover letters do a few key things.

What are they?

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Writing Persuasive Cover Letters

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)

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Q

As we consider cultures around the world, what are some of the values and perceptions that differentiate them?

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Dimensions of Culture

Cultures Can Differ on Values and Perceptions

Values	Perceptions
▪ Individualism and collectivism ▪ High context and low context ▪ Criteria for/definitions of success ▪ Nature of change ▪ Importance of hierarchies	▪ Perceptions of – Space – Time – Gender roles ▪ Nature of – Authority – Humor

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Q How can you develop your ability to listen actively?

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Hit the “pause button”

Listening Your Way To Clarity

- 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

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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

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