

LEADERSHIP COMMUNICATION

Amy M. Hogan, SPHR
Assistant Provost for Leadership Initiatives

Leveraging
Transparency,
Courageous
Conversations,
and
Influencing for
Results

OBJECTIVES

- Consider the role and importance of *TRANSPARENCY* in leader communication
- Discuss the importance of *COURAGEOUS CONVERSATIONS*, and explore a framework for success
- Explore approaches to *INFLUENCING* others to make progress
- Explore strategies for overall leadership communication success

CONTEXT

What are the communication challenges for leaders?

What themes emerge from the challenges?

TRANSPARENCY...

- What is it?

- What is it not?

TRANSPARENCY - DEFINED

- 1**
 - a (1) :** having the property of transmitting light without appreciable scattering so that bodies lying beyond are seen clearly; **(2) :** allowing the passage of a specified form of radiation (as X-rays or ultraviolet light)
 - b :** fine or sheer enough to be seen through

- 2**
 - a :** free from pretense or deceit
 - b :** easily detected or seen through
 - c :** readily understood
 - d :** characterized by visibility or accessibility of information especially concerning business practices

TRANSPARENCY IN COMMUNICATION

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

BENEFITS OF TRANSPARENCY

- 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

SO... WHY NOT?

What challenges get in our way of being more transparent?

COURAGEOUS CONVERSATIONS

Courageous Conversations are conversations during which we discover (employ) the courage to speak openly, honestly and authentically with each other about issues that may be difficult for us to discuss.

COURAGEOUS CONVERSATIONS

Courageous conversations often...

- **Center around an issue of conflict – may not be open conflict; may be situations of disconnect**
 - **Between expectations and results**
 - **Between intent and impact**
 - **Among the people involved – disparate perspectives**
 - **About communications or understanding**
- **Can be helpful when the true nature of an issue is not readily apparent**

COURAGEOUS CONVERSATIONS

Conversations in which...

- We engage and say what we honestly think and feel,
- To whom and when we need to say it,
- In a humanistic manner, so others can hear the message without feeling judged – and respond to it in like manner without feeling afraid.

How do you know you need to have one?

COURAGEOUS CONVERSATIONS

What things stand in your way of having courageous conversations?

What things keep you from being most effective when you do engage?

COURAGEOUS CONVERSATIONS

- *Be courageous*
- *Be present*
- *Be reflective*
- *Be human*
- *Be attentive*
- *Be honest*
- *Be curious*
- *Be accountable*

**How does transparency fit with
courageous conversations?**

INFLUENCING

At its simplest, it's all about

RELATIONSHIPS

NINE STRATEGIES FOR INFLUENCING

- 1. Empowerment** – valuing others by involving them in decision-making, and giving them recognition
- 2. Interpersonal Awareness** – identifying and addressing others' concerns
- 3. Bargaining** – gaining support by negotiating a mutually satisfactory outcome
- 4. Relationship Building** – establishing and maintaining constructive relationships with people you may need to influence

NINE STRATEGIES FOR INFLUENCING

5. Organizational Awareness – identifying – and gaining support of – key people
6. Common Vision – showing how our ideas support the organization's broader goals
7. Impact Management – choosing the most interesting, memorable, or dramatic way to present ideas
8. Logical Persuasion – using logical reasons, expertise, or data to influence others
9. Coercion – using threats or pressure to get others to do what you want

STRATEGIES FOR SUCCESS

WHAT CAN YOU DO?

What do you see as your areas of opportunity for strengthening your communication as a leader?

What areas or situations need attention and development?

How will you keep focused on your strategies in the face of challenges?

QUESTIONS



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
- Expedition Leadership blog (Amy Hogan):
<https://blogs.lt.vt.edu/expeditionleadership/>