

# Manager Communication Workshop

## Sample Slides

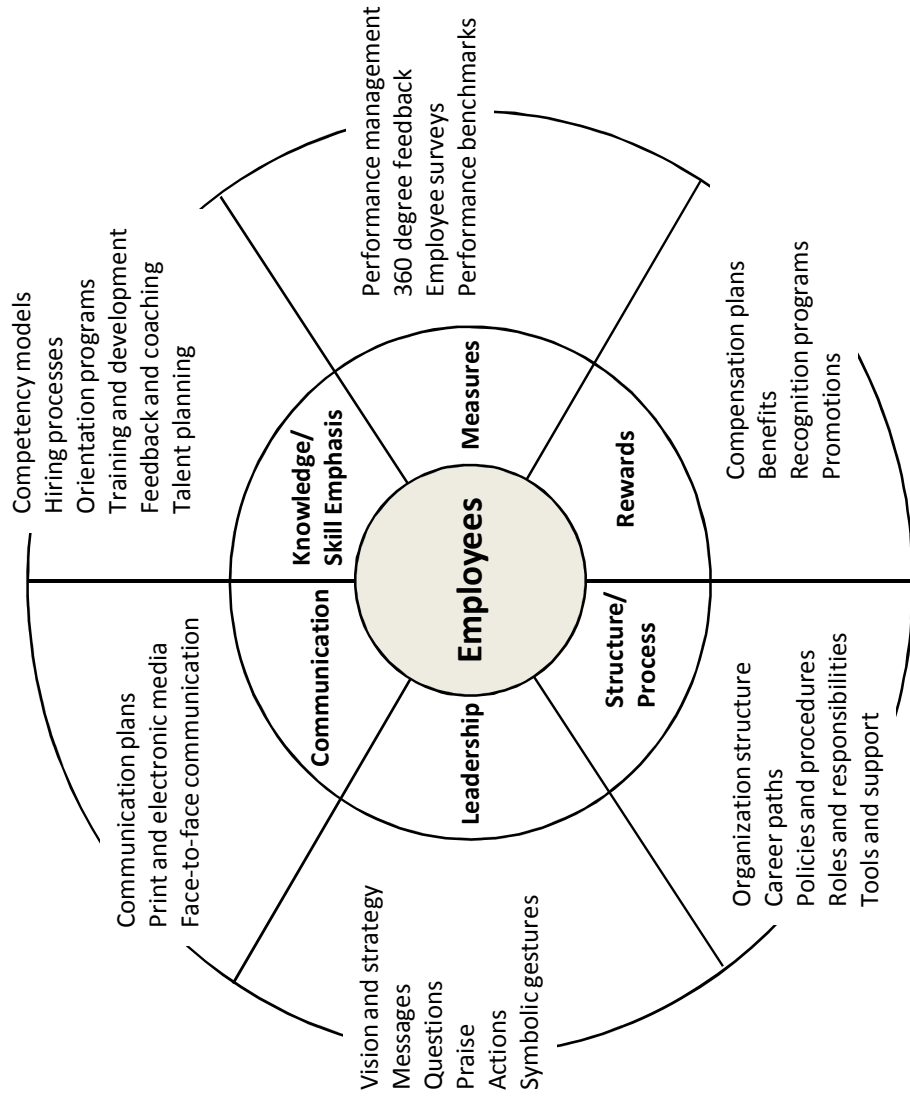


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# How Organizations Communicate

- Formal communication programs and vehicles can build awareness and understanding of key issues
- Leaders communicate what is important by their words and actions
- HR processes reinforce what is important and reward people for adopting desired attitudes and behaviors



# Creating a Communication Plan

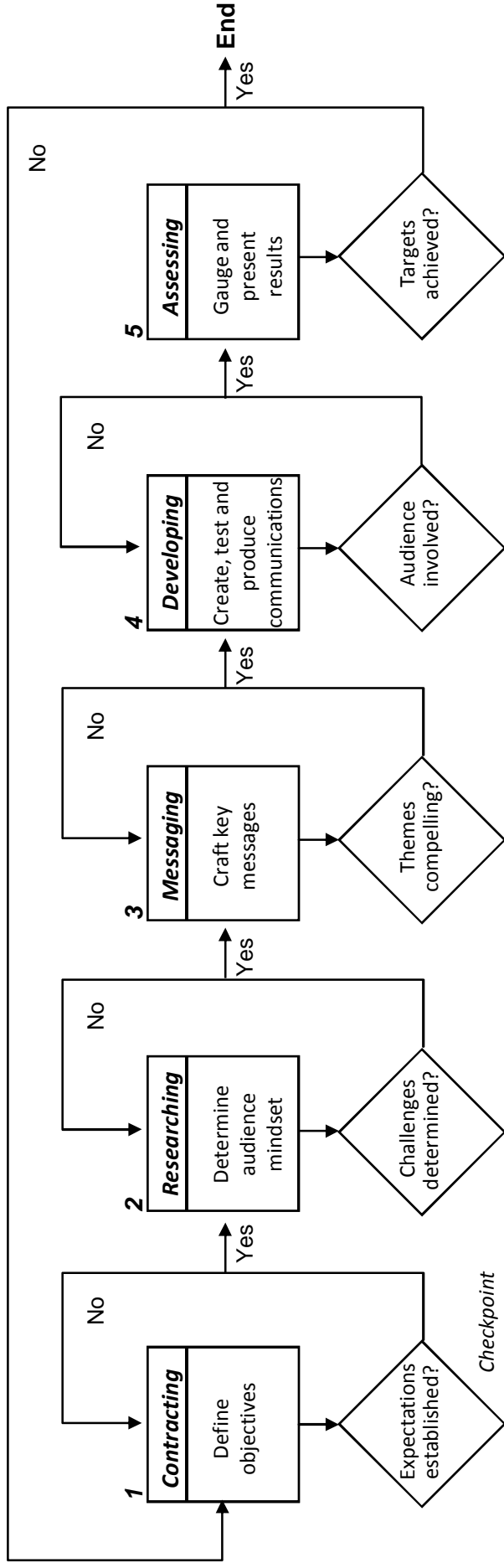
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***Congratulations!*** You've just been named Director of Internal Communications. You are replacing an executive who failed because he wasn't seen as strategic. For your first assignment, you've been asked to develop a communication plan to support a new incentive program for the sales force.

You have a meeting with your boss later today. She is going to ask you:

1. What will you communicate and what are the intended outcomes?
2. What is the mindset of your target audience?
3. What themes and messages will you convey?
4. What type of communication approach will you use?
5. How will you define and measure success?

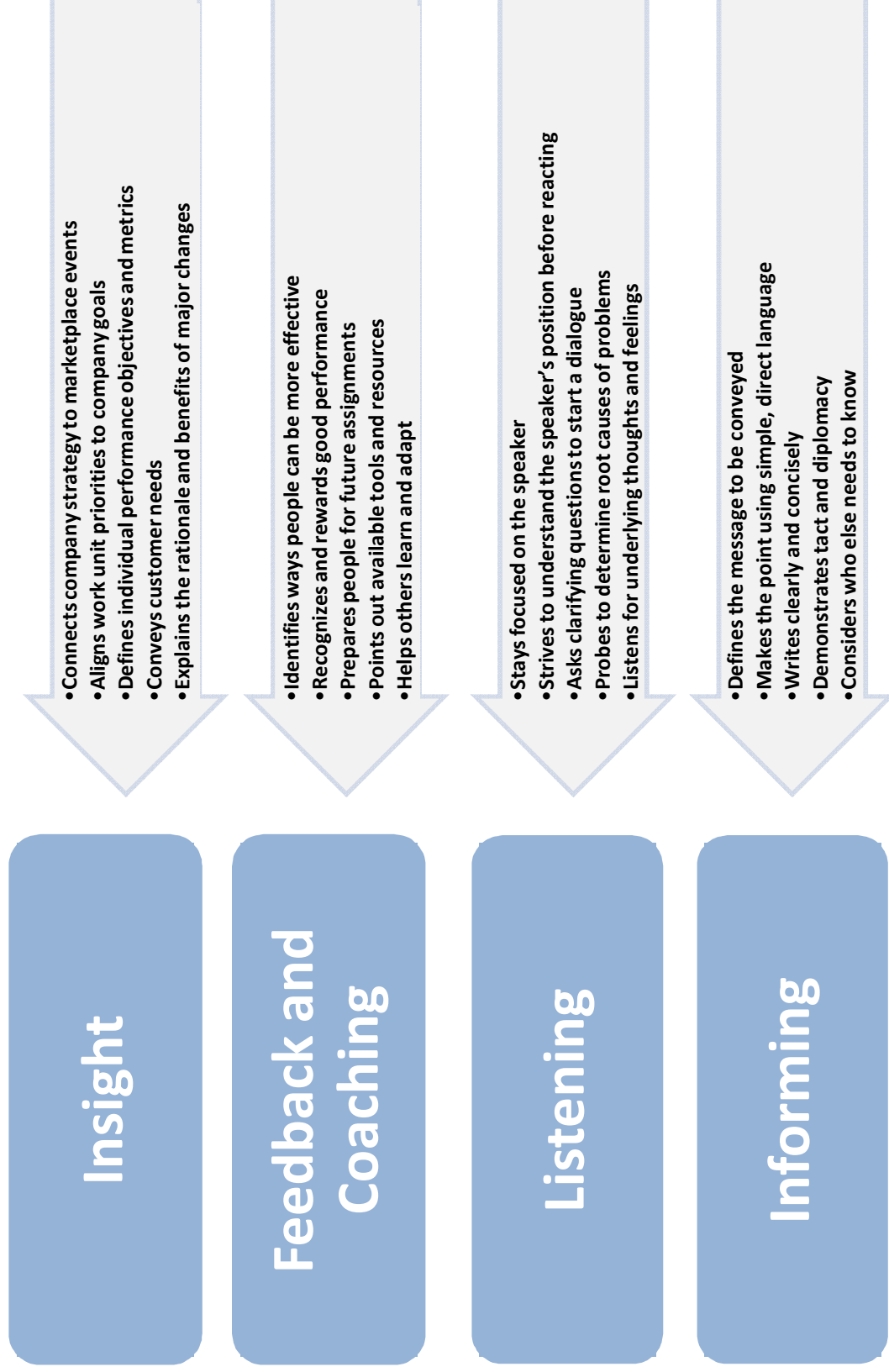
# Change Communication Model



## Activities

Identify what needs to be accomplished.	Define what your target audience currently believes about issues related to the change.	Craft persuasive messages that reinforce positive beliefs, counter negative beliefs and enhance people's understanding.	Plan communication approach and tactics.	Measure impact of the change, reactions and opportunities to enhance perceptions.
Determine whom you wish to reach.	Identify the values and perceptions driving those beliefs.	Express each message in terms of a theme, a summary statement and supporting evidence (e.g., facts, statistics, etc.)	Create prototype communications.	Present results to those leading the change effort.
Decide what your target audience should know, feel and do.	Outline likely challenges to your message.		Test prototypes with target audiences.	Supplement communication as necessary.
			Revise communications as necessary.	
			Obtain approvals and finalize deliverables.	
			Communicate the change.	

# Leader Communication Competencies



# Exercise: Three Levels of Listening

**Instructions:** Working in pairs, complete each of the following three listening activities. Be prepared to share your experience with the full group.

## **Level 1: Basic listening**

One person listens while the other speaks. The speaker describes a recent event, including what went well and what could have been better. The listener interprets the story based solely on his or her own experience. This means commenting on what the speaker is saying and offering opinions. Note how it feels to listen and be listened to in this manner.

## **Level 2: Active listening**

The speaker tells the same story, except this time the listener asks questions, clarifies points and summarizes what is being said. Note how it feels to listen and be listened to in this manner.

## **Level 3: Deep listening**

The speaker tells a different story. The listener not only engages in active listening, but also seeks to understand the speaker's underlying attitudes and feelings through non-verbal cues: tone of voice, facial expression, body language. Note how it feels to listen and be listened to in this manner.

# Getting Your Point Across

## Be empathetic

- Demonstrate that you understand how an event or situation might make others feel. Watch how politicians handle comments following a disaster. Invariably they'll begin by offering their condolences to the victims and their families. They may simply be following the playbook, but at least they show awareness of the human cost of a tragic event.

## Don't speculate

- Separate facts from reassurance. Every good crisis communicator knows this. Say what's known, what's not known and what's being done, but don't speculate to make people feel better or you will erode your credibility.

## Avoid spin and hype

- People will recognize the facts for what they are, and a rosy interpretation will appear either out of touch or disingenuous. When the heads of seven tobacco companies in 1994 told a U.S. congressional committee they do not believe nicotine is addictive, did anyone watching the proceedings believe them?

## Tell it all...all at once

- Letting bad news trickle out slowly breeds distrust and anxiety. For an example of the right way to convey bad news, look at how Johnson & Johnson handled crisis communication during the Tylenol scare of the 1980s. In addition to pulling the product from store shelves, J&J acted with openness about what had occurred – and rebuilt consumers' trust.

## Make the point plainly and directly

- Communications are blunt instruments; subtlety is usually ignored. Your goal is to ensure anyone half listening or skimming the text gets the message. Think of the tagline that New York's Metropolitan Transportation Authority uses to remind passengers of their role in stopping terrorism: "See something. Say something."

## Strive to reduce uncertainty

- Don't wait until you are ready to issue a press release before getting a message out to employees. Instead, explain what's being decided, where things might be headed and the timeframe for decisions. Remember: communication among employees doesn't stop in the absence of an official message; rumors rush in to fill the void.

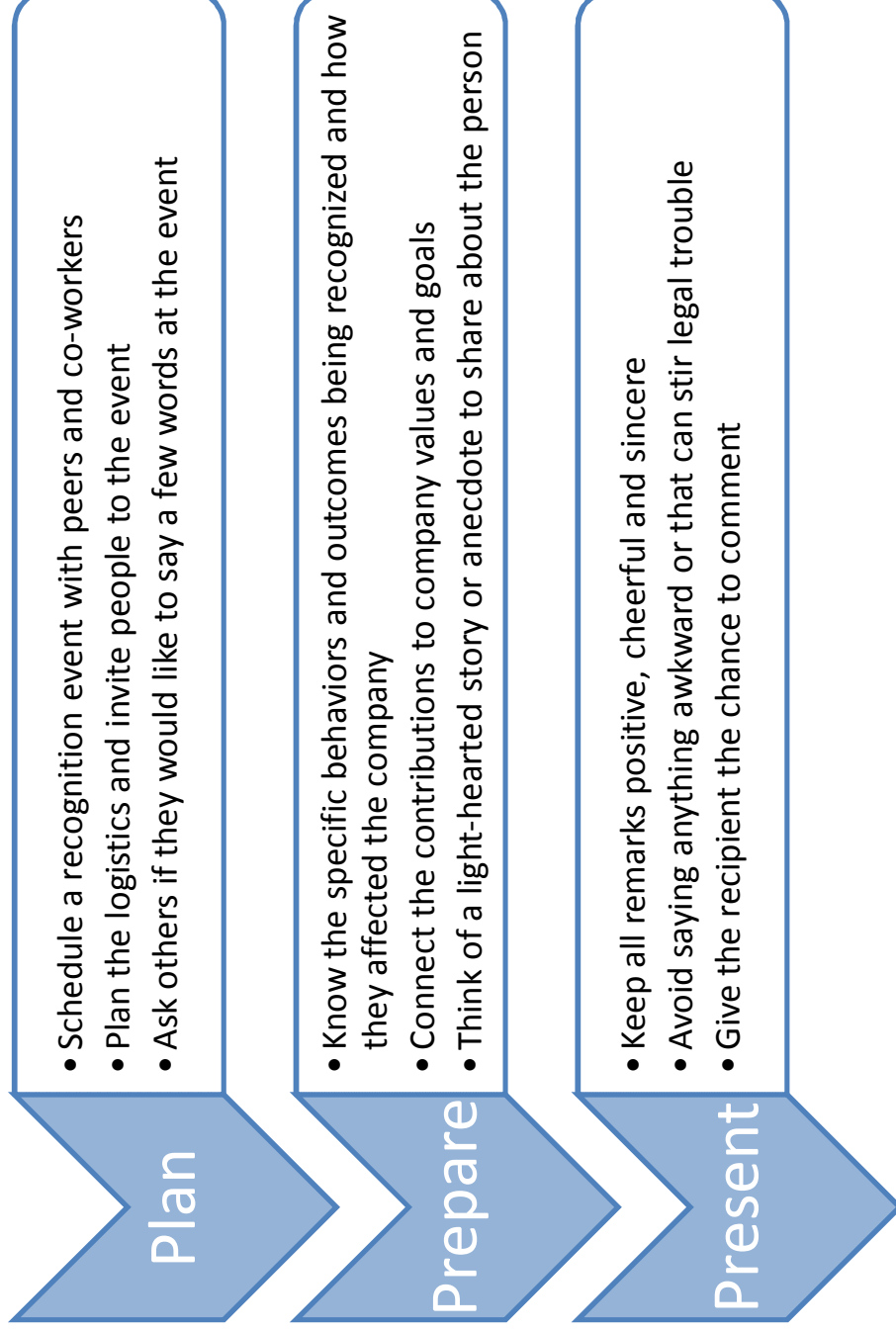
## Let people arrive at conclusions themselves

- If you try to tell others what to think or feel, they will challenge your assumptions. For instance, if you want someone to think you are funny, tell them a joke – don't tell them you are funny.

# Leading Recognition Events

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## Checklist



# Tool: Bank of America's Huddle

**Huddle Date:** (date or timeframe within which huddle will take place)

**Topic:** (topic to be covered in huddle)

**Coach:** (leader who will facilitate huddle)

**Associate(s):** (associate(s) who will participate in huddle)

**For More Details:** (printed materials, websites, other associates, etc. to explore for more information on this topic)

**Desired outcome:** (Specific, expected behavior change[s] that associate will demonstrate after the huddle)

Step	Min.	Information to Cover
<p><b>Open huddle</b></p> <p>Tell associate:</p> <ul style="list-style-type: none"> <li>• What's going to change.</li> <li>• Why it's important to the associate and the bank.</li> <li>• What you want them to do differently</li> </ul>	3 min.	<p>(Cover topic—make sure associates know what's changing in the company or what needs to change and why. Tell them, specifically, what they need to do differently themselves, if they need to get customers to do something differently, or both. Outline what will happen if they do change, and what could happen if they don't [the potential positive and negative impacts, to the business and/or personally]. Tell them, specifically, how they and/or their customers will benefit from this change.)</p>
<p><b>Clarify topic &amp; challenges</b></p> <ul style="list-style-type: none"> <li>• Ensure associate understands what's being asked of them.</li> <li>• Solicit issues, challenges or concerns about making this change.</li> </ul>	4 min.	<p>(Ask questions to ensure all associates understand the issue or topic, and everything that was covered in "Open huddle" above. Ask questions to uncover any issues around confidence with skills/support or with motivation to make the change. Ensure all associates have a common understanding of related terms, procedures, products, policies, processes, etc. Ask questions to identify, from their perspective, what possible barriers exist to making this change. Also, ask questions to identify what problems they think their customers might have with it.)</p> <p>(The questions you ask should be focused, open-ended questions; avoid closed, "yes/no" answer-types of questions, and avoid rhetorical questions or statements that do not allow the associate[s] to participate.)</p> <p>Ask questions so <i>associates</i> generate possible solutions to overcoming each of the challenges and issues. Identify solutions to those challenges and ways of successfully making the change happen. Capture these ideas.)</p>
<p><b>Develop solutions</b></p> <ul style="list-style-type: none"> <li>• Solicit ideas to address any issues, challenges or concerns associates have.</li> <li>• Solicit ideas for measuring success w/ this action.</li> </ul>	3 min.	<p>(Decide, as a group, on specific actions to take and who is responsible. Ensure everyone's clear and on board.)</p>
<p><b>Agree on actions</b></p> <ul style="list-style-type: none"> <li>• Confirm &amp; get commitment on what needs to happen next.</li> </ul>	1 min.	
<p><b>Close the huddle</b></p> <ul style="list-style-type: none"> <li>• See if there are any questions.</li> <li>• Express confidence</li> <li>• Wrap up discussion</li> </ul>	1 min.	<p>(Express confidence in positive outcomes. Identify any additional next steps. Encourage associates to come to you with questions they may have later.)</p>

# Communication Skills Self Assessment

<b>Name:</b>		<b>Date prepared:</b>	
<p>Use this form to create a plan for developing your communication skills. First, identify your communication strengths and development needs. Be sure to consider how your natural communication style might support or hinder you in achieving your business goals. Then, in the "Action items" section, list what you will commit to do by when to become a better communicator.</p>			
<b>Communication strengths</b>		<b>Communication development needs</b>	
•		•	
•		•	
•		•	
•		•	
<b>Action items</b>		<b>Due date</b>	
<p>List actions you will take to address your communication skill and performance gaps.</p>			
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