



Communication in Transition, Communication and Strategy

Communication in Transition

- **What do Managers do all Day?**
 - 10-25% time working alone
 - 90-75% time with others
- **The Roles Managers Play**
 - Interpersonal
 - Informational
 - Decisional

Communication in Transition

- **Major Characteristics of the Manager's Job**
 - Time is fragmented
 - Values compete
 - Various roles are in tension
 - The job is overloaded
 - Effectiveness is a must
 - Efficiency is a core skill

Communication in Transition

- **Management skills required in Twenty-first century**
 - **Technical**
 - **Relating**
 - **Conceptual**

Communication in Transition

- **Talk is the work**
 - **One-on-one**
 - **Telephone**
 - **Video**
 - **Presentation to small group**
 - **Public speaking**

Communication in Transition

- **Information is Socially Constructed**
 - Information is created, shared, and interpreted by people.
 - Information never speaks for itself.
 - Context always drives meaning.
 - A messenger always accompanies a message.

Communication in Transition

- **Your greatest challenge?**
 - **“to admit to flaws in your skill set and work tirelessly to improve them.”**
 - **“But first, you (we) must admit to the flaws.”**

Communication and Strategy

- **Principles of communication**
 - **Dynamic**
 - **Continuous**
 - **Circular**
 - **Unrepeatable**
 - **Irreversible**
 - **Complex**

Communication and Strategy

- **Successful Strategic Communication**
 - Link your message to strategy and goals of the organization
 - Attract the attention of your audience
 - Explain your position in terms they will understand and accept
 - Motivate your audience to accept and act on your message
 - Inoculate them against contrary messages and positions
 - Manage audience expectations.

Communication and Strategy

- **Why Communicating as a Manager is Different**
 - **Levels of Responsibility and Accountability**
 - **Organisational Culture**
 - **Organisational Dynamics**
 - **Personal Preferences**

Communication and Strategy

Thanks