

# Lecture Overheads: Communication Skills for Leaders

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Communication for Managers

15.279

Fall 2012

# First, a definition

**Leadership** . . . the “process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.”\*

\*Chemers, M. M. (2002). “Cognitive, Social, and Emotional Intelligence of Transformational Leadership: Efficacy and Effectiveness,” in R. E. Riggio, S. E. Murphy, F. J. Pirozzolo, editors. *Multiple Intelligences and Leadership*, as cited in Wikipedia, <http://en.wikipedia.org/wiki/Leadership>, 21/10/09.

# From *Lincoln on Leadership*

Leadership requires aggressive individuals—those who accept a “take charge” role. Leaders, in general, are self-starting and change-oriented. They set a strategic direction and initiate as well as act. They achieve results as opposed to only carrying out activity.

Phillips, p. 108

# Lessons from Charles Vest

- A leader is one who takes us elsewhere (Bob Galvin, president of Motorola)
- The source of leadership is respect for people and ideas
- Leadership requires sound values

Chuck Vest, “Thoughts on Engineering Leadership,” NSF Engineering Leadership Workshop, 10/09/07.

# Ideas vary world-wide

“Incompetent? No, Just Not a Leader”

*The New York Times, 03/10/09*

“President of Toyota Apologizes”

*The New York Times, 03/10/09*

# The Sloan framework for leaders

**Sensemaking:** Coming to understand the context in which the organization is operating

**Relating:** Developing key relationships

**Visioning:** Creating a compelling picture of the future

**Inventing:** Designing new ways to work together

# Communication skills of leaders

- Influence
- Persuade
- Cajole

- Motivate
- Relate
- Sooth

- Inform
- Define
- Articulate
- Challenge ideas\*

- Invent (images, metaphors, models)\*
- Consolidate wisdom\*
- Envision
- Organize meaning

**Only rarely: Order**

# Obama's speech to the DNC (2004)

[http://www.americanrhetoric.com/speeches/  
convention2004/barackobama2004dnc.ht  
m](http://www.americanrhetoric.com/speeches/convention2004/barackobama2004dnc.htm)

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