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15.280 Communication for Managers
Fall 2008

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Communication for Managers

Leadership, Communication Strategy and Structure

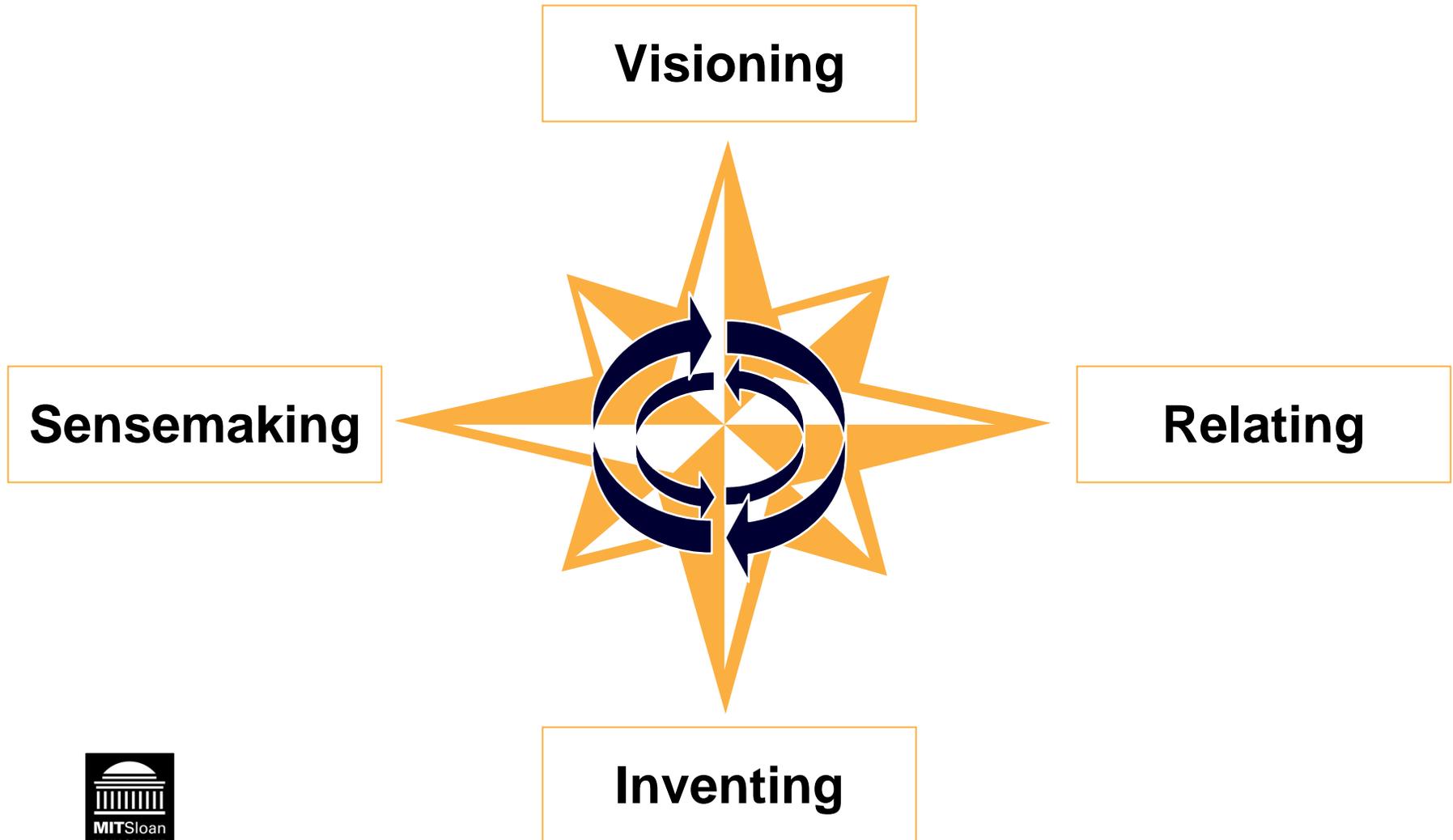


Agenda

- Course introduction
- Individual introductions
- Discussion of
 - Dashman case
 - Distributed Leadership Model
 - Communication strategy and structure
- Coming attractions



The Distributed Leadership Model



The Distributed Leadership Model

Visioning

Creating a compelling picture of the future

Sensemaking

Making sense of the context



Relating

Developing key relationships

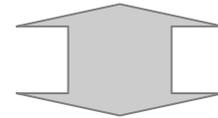
Inventing

Designing new ways of working together

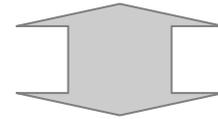
Communication Strategy and Structure

**Strategy:
Analyze
the
Situation**

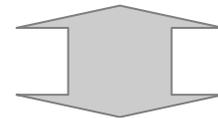
Purpose



Audience



Credibility



Cultural Context

Communication Strategy and Structure

**Strategy:
Clarify
Your
Audience
and
Purpose**

- Who is your audience?
- What do they know?
- How do they feel?
- What do you want your audience to
 - Know?
 - Feel?
 - Do?

Communication Strategy and Structure



**Strategy
Checklist**

Managerial style



Structure



Content

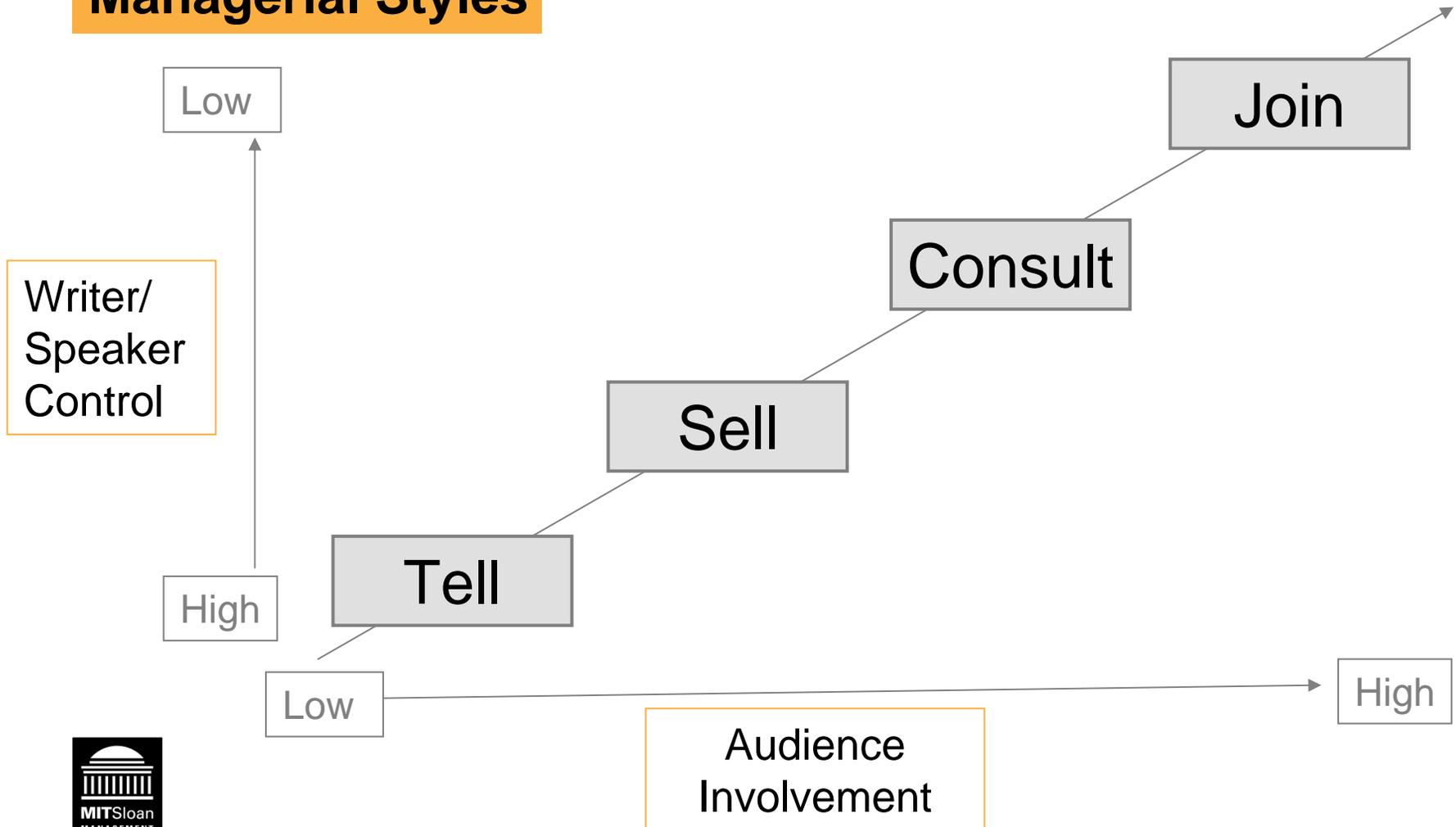


Channel



Communication Strategy and Structure

Managerial Styles



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

Coming Attractions

15.311 Organizational Processes

- Introduction to Organizational Processes
- Read *Aston-Blair, Inc.*

15.280 Communication for Managers

- Strategy and Structure; Persuasion
- Due LEC 2: Baseline Self-assessment

15.277 Special Seminar in Communication – begins week of LEC 2

- Setting Team Goals

