LEADERSHIP AND PEOPLE MANAGEMENT

Barcelona, March 22-24, 2011

Short Focused Program

DEVELOP YOUR COMMUNICATION SKILLS: IT’S HOW YOU TELL THEM!
Clear and powerful communication is vital for accomplishing any business objective, particularly in today’s economic climate. To be effective, executives must be able to engage and influence diverse stakeholders, including clients, colleagues, employees and top management.

Develop Your Communication Skills (DCS) presents a wide range of practical tools and concepts designed to strengthen executives’ abilities on multiple levels. Participants will learn how to use emotional and rational intelligence to persuade others in one-on-one situations, as well as when delivering presentations. They will acquire techniques for establishing credibility and managing nervous energy.

This highly interactive program offers participants individualized feedback through video analysis and the chance to gain expertise in delivering diverse types of speeches, from visionary to special occasion addresses. Finally, the program explores the art of storytelling, as well as how to overcome the challenges of communicating in another language.
KEY TAKE-AWAYS

- Gain confidence in designing and delivering various types of presentations.
- Discover techniques to use emotional and rational intelligence as a means of persuasion.
- Learn rhetorical tools for interpersonal communications, presentations, and speeches.
- Gain a deeper understanding of non-verbal aspects of communication: authority, audience awareness, and managing nervous energy.

WHO SHOULD ATTEND

The DCS program is designed for managers who wish to improve their communication skills and develop a style that fosters commitment among team members and stakeholders. The program is particularly relevant to professionals who manage client relationships or deal with the general public.

APPROACH

The program incorporates a number of highly dynamic and interactive teaching methods, including video recordings, individual feedback sessions, case studies, classroom discussions, lectures, and practical exercises. Participants are divided into small groups designed to foster a high level of trust between participants and faculty, thereby creating a powerful learning environment.

PROGRAM CONTENT

Assessments

Understanding your own communication style is critical to become more effective and inspire those around you. DCS takes a highly personalized approach and a key part of the program is assessing your own individual needs and objectives.

Content and Speaking Style

Preparing an effective speech takes time and forethought. You will learn how to plan and how to open and close your speeches. In a reflective and collaborative environment, you will learn how to plan content effectively and enhance your speaking style so that you project three basic qualities: authority, energy, and audience awareness.

The Power of Storytelling

The program also stresses storytelling, a powerful skill that can help you transmit your vision, project or brand to any audience. You will grasp how your own personal experiences can be drawn upon to make a memorable and lasting impact on others.

Speech Models

Four case studies will be analyzed that focus on world leaders with different leadership and communication styles: the inspirer, the negotiator, the persuader, and the winner of arguments. You will be able to draw upon the “best practices” of these successful communicators to strengthen your own unique communication style.

Practical Tasks

During the program you will have the chance to make various types of presentations and gain valuable feedback from peers and faculty members. These presentation types include:

- The Rational-Based Speech, used for interviews, informal meetings, and business presentations.
- The Special Occasion Speech, aimed at persuading or inspiring others in times of crisis or corporate restructuring.
- The Visionary Speech, designed to gain credibility and obtain buy-in for your project or idea.
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FACULTY

Brian O’Connor Leggett
Academic Director
Professor of Managing People in Organizations, IESE Business School
Ph.D. in Philosophy, Oxford Brookes University

Brian Leggett’s areas of expertise include the use of persuasion in the management process, with a focus on corporate speechmaking in conflict situations.

Prof. Leggett also has a keen interest in organizational communication and its relationship to employee identification and commitment, and the connection between leadership and communication. The author of Developing Your Persuasive Edge: The Key to Your Communication Success in Business, he has written numerous articles, book chapters and case studies.

Karen Sanders
Senior Lecturer of Managing People in Organizations, IESE Business School
Ph.D. in Communication, University of Navarra

Karen Sanders’ areas of interest include communication ethics, journalism and political communication. Prof. Sanders has published widely on these subjects, including Morality Tales: Journalism and Political Scandals in Britain and Spain in the 1990s and Communicating Politics in the Twenty-First Century.

Prof. Sanders is the co-founder of the Institute of Communication Ethics and the Asociación de Comunicación Política (Association of Political Communication).

Conor Neill
Lecturer of Managing People in Organizations
MBA, IESE Business School

Conor Neill is the owner and manager of four businesses. Prior to starting his companies, Mr. Neill helped business leaders drive change in their organizations as the manager of Accenture’s Change Management division.

Mr. Neill serves as the president of the Spanish chapter of Entrepreneurs Organization. He also maintains a very active blog called “The Rhetorical Journey” aimed at helping professionals become confident and effective speakers.
THE LEARNING ENVIRONMENT

IESE Business School provides an integrated learning experience that promotes professional development and fosters meaningful exchange and networking among program participants.

IESE’s Barcelona campus and New York center feature state-of-the-art learning technologies that meet the highest standards for executive education.

SHORT FOCUSED PROGRAMS

Develop Your Communication Skills is included in IESE’s portfolio of Short Focused Programs (SFPs), designed for results-oriented managers to address the most relevant business challenges and reflect the latest management advances.

IESE’s SFPs combine innovative learning methods and real-life case studies to help participants meet current and future business challenges.

2010-2011 SFP CALENDAR

Strategic Management
- The Innovation Architect: Creating Breakthrough Companies New York City, February 28-March 1, 2011
  Barcelona, March 16-17, 2011
- Getting Things Done Barcelona, May 17-20, 2011
- Global Business: Making the Matrix Work New York City, Spring 2011

Leadership and People Management
- Developing Leadership Competencies Barcelona, November 9-12, 2010
- High-Performance Negotiator Barcelona, January 18-20, 2011
- Create Effective Virtual Teams Barcelona, April 6-7, 2011

Operations and ICTs
- Achieving Operational Excellence and Strategic Coherence Barcelona, February 22-25, 2011
- Leading Digital Strategies in a Changing Business Landscape Barcelona, June 14-17, 2011

Industry Specific
- Advanced Digital Media Strategies New York City, November 30-December 2, 2010 and May 24-26, 2011
- Arts and Cultural Management: The Business Side of Leading Cultural Institutions New York City, Fall 2011
“GOOD PUBLIC SPEAKING IS THE RESULT OF PRACTICE AND PREPARATION. THIS PROGRAM IMPROVED MY PRESENTATION SKILLS AND HELPED ME BECOME A CONFIDENT PUBLIC SPEAKER.”

M. LÓPEZ-BELLOSTA
Partner
Clifford Chance