

[MACOM] MANAGERIAL COMMUNICATIONS

Introduction

IESE is committed to shaping managers with the integrity and capabilities to build world-class organizations. Our capacity to communicate within the right form and emotional atmosphere is the key to effectiveness, whether on an interpersonal level in meetings, or when delivering presentations in front of larger audiences. Persuasive communication is a skill that can be developed – much like your golf swing or tennis stroke.

In today's context, a manager is required to reduce the sense of uncertainty about the future by communicating well and often to his peers, employees and customers. Our focus will be on the communications process and the impact managers can make on their organizations and communities through effective communication.

There are four steps to good communication:

- 1) Have something good to say (own experiences, others experiences)
- 2) Say it well
- 3) Read your Audience
- 4) Intensity (the right words mixed with measured emotion)

Objectives

Provide high quality managerial communications education to IESE students on the GEMBA program.

- Confident, persuasive oral presentation skills
- Business Presentation skills
- Habits of good communication
- Create leaders who have a point of view and the capability to impact those around them

Content

Notes from Conor

Buckminster Fuller said: "You cannot change the way people think. All you can do is give them tools."

Our objective is that MACOM is practical and immediately applicable in your lives. I will work hard to create a positive learning environment and deliver the course material in as clear and helpful a way as I can. However this will not help if you aren't committed to the learning process. I need each of you to make a commitment. The commitment I ask is best summarized as 4Ps:

- **Proactive** – You have paid to be here. You have a right to ask questions. If you see another student

do something well, let them know and apply the lesson to your own speech preparation.

- **Personal risk** – We learn most when we are on the frontiers of our competence – where there exists a strong possibility of “not looking good in front of my class”. However the GEMBA is a unique opportunity to learn – the real important judge of your success in life will come years later, not here in IESE in superficial judgements of your peers (or even myself in terms of your grades).
- **Preparation** – the fifth time you give a speech it will be better than the first time. You only get one chance to make a first impression. Do not waste that chance by coming ill prepared. In your teams, please encourage and push your team members to practice in front of the group before they speak to the entire class.
- **Point of View** – my definition of leadership is “seeing a change that is required in the world and communicating it in a way that gains commitment of the resources necessary to achieve that change”. A successful leader has a point of view on the future of the team, the country, the education system, the medical system, whether Turkey should be part of Europe, whether globalization is a good thing. I want you to start living like a leader today – build your model of the world that you hope to create.

Methodology

The course consists of 6 sessions of which 3 will be theoretical sessions and 3 will be practical sessions, personal study, team learning and written assignment (37,5hrs).

Evaluation

The evaluation will be based on class participation (including the individual speech that will be refined during the course), prepared speech, and an assignment during the consolidation weeks.

Delivery of your prepared Speech (40%)

Quality of Feedback provided to others (40%)

Written assignment Work Crucial Conversations (20%)

Competences

Basic Competences

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General Competences

CG1-To explain and discuss business situations in a rigorous, effective way using both formal and informal procedures, and providing relevant information to support their observations and conclusions.

CG2-To resolve interpersonal conflicts quickly and profoundly without damaging the personal relationship, both inside the organization and in the immediate milieu of those involved (shareholders, customers, suppliers, etc.).

CG3-To work on a team in multicultural business environments, inspiring trust in colleagues and partners, commitment to achieving the objectives, and delegating tasks and decisions.

CG4-To understand and apply the mechanisms that generate an atmosphere of cooperation, communication, and trust among the members of a team or organization.

CG8-To anticipate and evaluate particularly tense situations in order to maintain personal equilibrium and act objectively and coherently.

CG12-To analyze, debate, and apply ethical criteria in order to behave properly and honestly in any situation.

Specific Competences

CE7-To understand and apply conflict-resolution techniques and skills in multicultural organizational environments.

CE8-To learn the fundamentals of coaching in order to identify and develop the talent of the members of an organization.

CE10-To foster the leadership capacities of teams and companies, beginning with their own self-knowledge and an understanding of the different kinds of temperaments and the way they interact.

CE12 – To devise a personal ethical framework for decision making in the organization through reflection and critical discussion of the traditional ethical thought systems.

CE33 – To design global corporate strategies adapted to the idiosyncrasies of local markets, with particular attention to managing cultural differences.