

Lesson 3: Influential, strategic and change communication skills

On successful completion of this lesson, you will be able to:

- ✓ Understand how influential, strategic and change communication strategies are used in leadership communication
- ✓ Demonstrate your understanding of these concepts through your engagement with the activities

In-class engagement

Influential communication

1. Present key highlights from the extra resources in lesson 2.
2. Why do leaders need to know the art of storytelling?
Watch this short video, "Leadership storytelling and Circle of the 9 Muses" by David Hutchens at <https://youtu.be/M4TaHmcXWfU>. To what extent are the ideas relevant to your professional domain?
3. Listen to "What is business storytelling?" <https://youtu.be/Pf-5TsDI6AI>. At which junctures of a business presentation can stories be used? How would you tell the end story differently?

Strategic and Change Communication

1. Strategic and change communication skills are often used together to present leadership stories. In "Strategy is a Story - connecting storytelling to your most critical leadership communications" at <https://youtu.be/N5abTCe4z9Q> David Hutchens illustrates this with visuals, stories, and important tips. Focus on the Hero's journey and notice how he weaves in story elements from popular movies and take note of his "message house and 6 pillars". What is the relationship between strategic and change communication? How does David come across as a storyteller?
2. Read through, SCARF PRACTICE TOOL, a neuroleadership perspective of change and strategic communication and reflect on the individual and team activities at the end of the page.

<https://ced.muhealth.org/sites/ced/files/CED/LeadershipToolKit/Resources/EMOTIONALLY%20INTELLIGENT/SCARF%20Practice%20Tool.pdf> (Retrieved on 16 Aug. 22).

Sum up lessons 1-3

How would you conceptualise key elements from lessons 1-3?

After class engagement

Go through Lesson 3 slides (this will be uploaded on Friday).

Prepare for your assessed individual presentation in lesson 4 (refer to activity sheet in Canvas).

Useful resources

Influential communication

10 Stories Great Leaders Tell at <https://www.youtube.com/watch?v=45JPTO4RIFY>

Crafting a Leadership Story at <https://youtu.be/Oy2FqQYevsk>.

Bennett, T. (2020). Mentoring through storytelling. *Credit Union Management*, 43(10), 46. Retrieved from <http://libproxy1.nus.edu.sg/login?url=https://www-proquest-com.libproxy1.nus.edu.sg/trade-journals/mentoring-through-storytelling/docview/2446291839/se-2?accountid=13876>

Carrol, J. (2018) How to Sell to match the 3 Types of IT Decision Makers.

Retrieved from <https://www.business2community.com/strategy/how-to-sell-to-match-the-3-types-of-it-decision-makers-02102696>

Collaborative Strategy, How to Pitch the Decision-Maker: On Adopting the Strategy Map in Your Organization. Retrieved from <http://www.collaborativestrategy.ca/how-to-pitch-the-decision-maker-on-adopting-the-strategy-map-in-your-organization/>

Connick, W. (2018). Selling to Decisions Makers at Different Levels. Retrieved from <https://www.thebalancecareers.com/selling-to-different-levels-2917221>

Duarte, N 'Uncovering the Structure of the Greatest Communicators' at <https://www.youtube.com/watch?v=1nYFpuc2Umk>

Duarte, N. How to Tell a Story at <https://www.youtube.com/watch?v=9JrRQ1oQWQk>

Oscar, S (2020). Rock the Tech Stage: How the Best Speakers in Tech Present Ideas and Pitch Products at <https://tinyurl.com/y5kk48zp>.

Strategic communication

Falkheimer, J. (2014). The power of strategic communication in organizational development. *International Journal of Quality and Service Sciences*, 6(2), 124-133.

Holtzhausen, D., Ruler, B., Verčič, D., Sriramesh, K., (2007) Defining Strategic Communication, *International Journal of Strategic Communication*, 1:1, 3-35

Change communication

Kotter, J.P. (1995). *Leading Change: why Transformation efforts fail*. Harvard Business review on Change. Boston: Harvard Business School Press

Rock, D. & Schwartz, J. (2006). The Neuroscience of Leadership. Breakthroughs in brain research explain how to make organizational transformation succeed. Retrieved from <https://www.strategy-business.com/article/06207?gko=6da0a>

Learning about the brain changes everything: David Rock at TEDxTokyo at <https://www.youtube.com/watch?v=uDIyxxayNig&t=4s>.