



Outstanding Leadership Module 5 Communication

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Intellectual leadership: developing talent, enhancing performance

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Re-engaging with the Programme

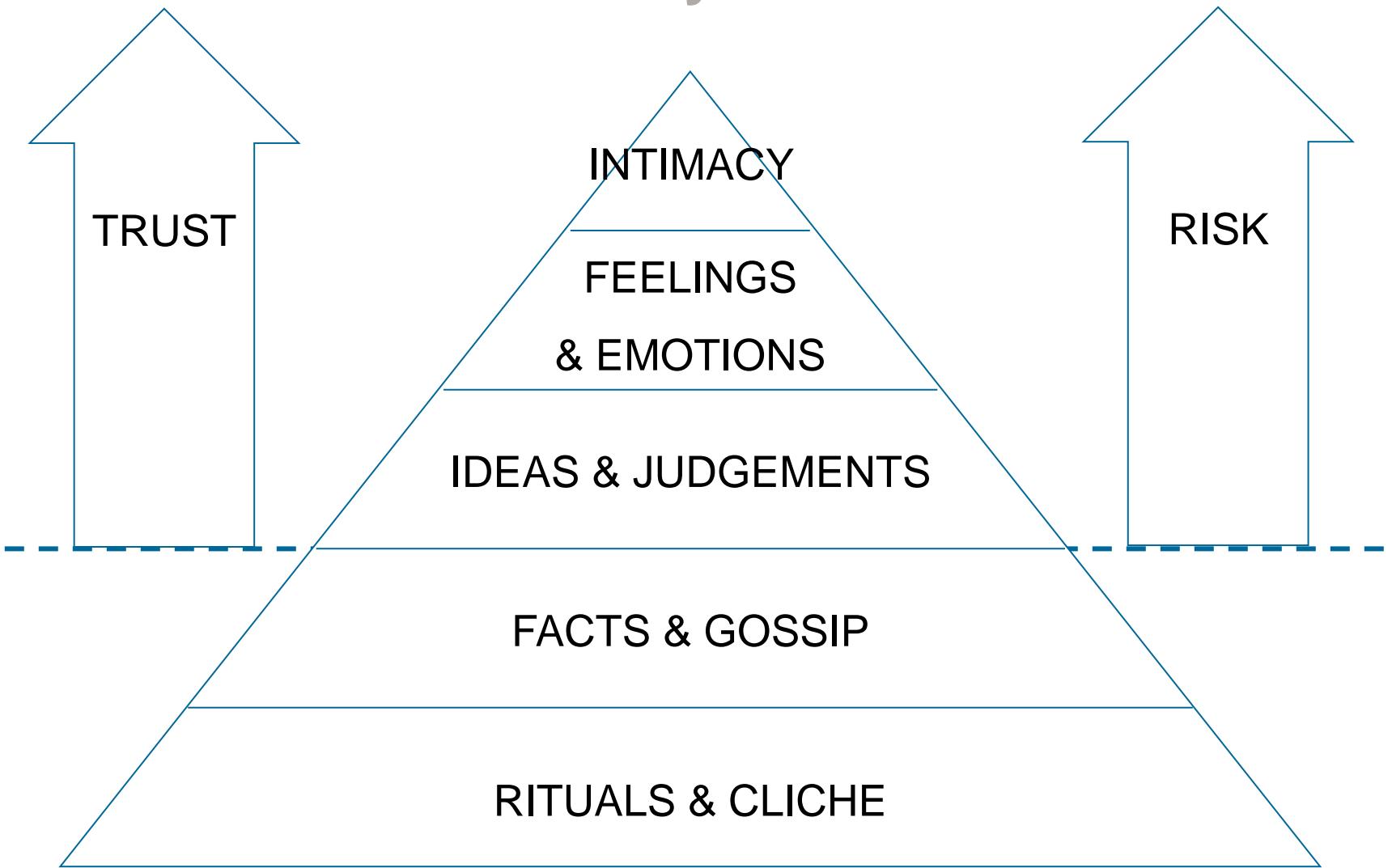
- What stood out for you in the change module?
- What have you already made use of?

Thinking about this morning's subject...

- What have you adapted in how you communicate over the past year?
- What successes can you share with others?
- Any particular challenges?



The Communication Pyramid



Stephen Covey's Five Levels of Listening

1. Empathic listening
2. Attentive listening
3. Selective listening
4. Pretend listening
5. Ignoring/No listening



Time to Think – Nancy Kline

The quality of a person's attention determines
the quality of other people's thinking



Feedback

- What did you notice about your conversations?
- What did it feel like to attend?
- In what way is that different from your usual workplace conversations?



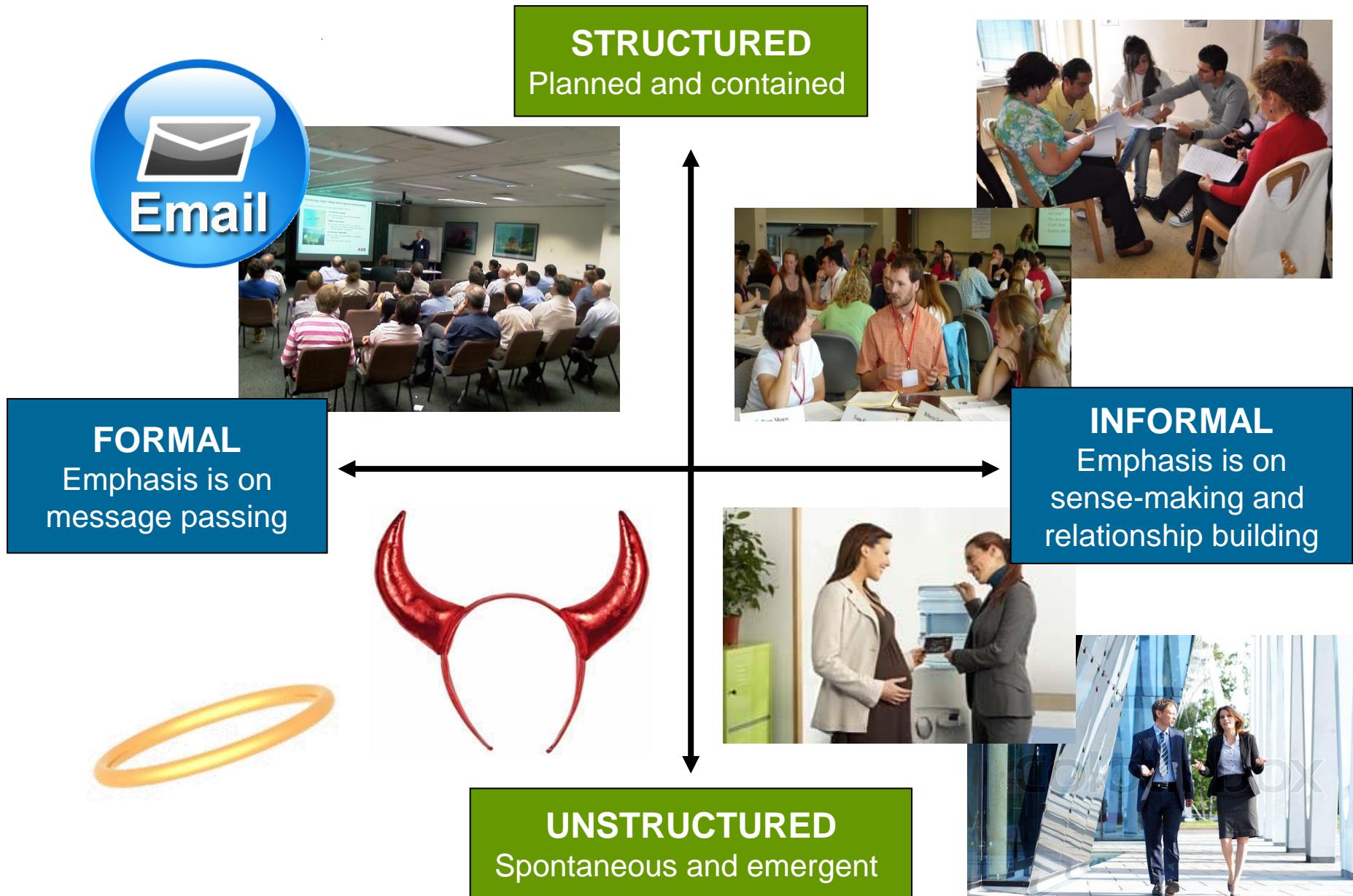
Maya Angelou:

I've learned that people will forget what you said,
people will forget what you did,
but people will never forget how you made them feel



Leadership Communication Grid

(Rodgers, 2007)



Leadership Communication Grid – Rodgers (2007)

Formal processes, tools and techniques.

Getting the right information, to the right people at the right time

FORMAL
Emphasis on message passing

Anticipating the likely impact of one's words and actions (including silence and inaction)

Influencing people's perceptions and interpretations of issues, events and outcomes

STRUCTURED
Planned and contained

Creating an 'enabling space'

Safe and open exchange of information, ideas, issues and emotions

INFORMAL
Emphasis on joint sense-making and relationship building

C3
Everyday conversations and interactions

Stimulating and engaging in everyday conversations

C1
Conventional forums and processes

C4
Role modelling

UNSTRUCTURED
Spontaneous and emergent

Influencing the dynamics of interaction and emerging conversational patterns

Discussion...

- Which channels do you use in your communication?
- Are there any channels that are over-used or under-used?
- Where would you like to put greater focus?

- How good a job are you doing at ‘being the message’?



*The single biggest problem with communication
is the illusion that it has taken place*

George Bernard Shaw



Reflection

- What's been particularly useful or interesting to you this morning?
- What action(s) have you identified for yourself?
- How will you make sure these happen?
- What's your signature presence?



Thank you!

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