



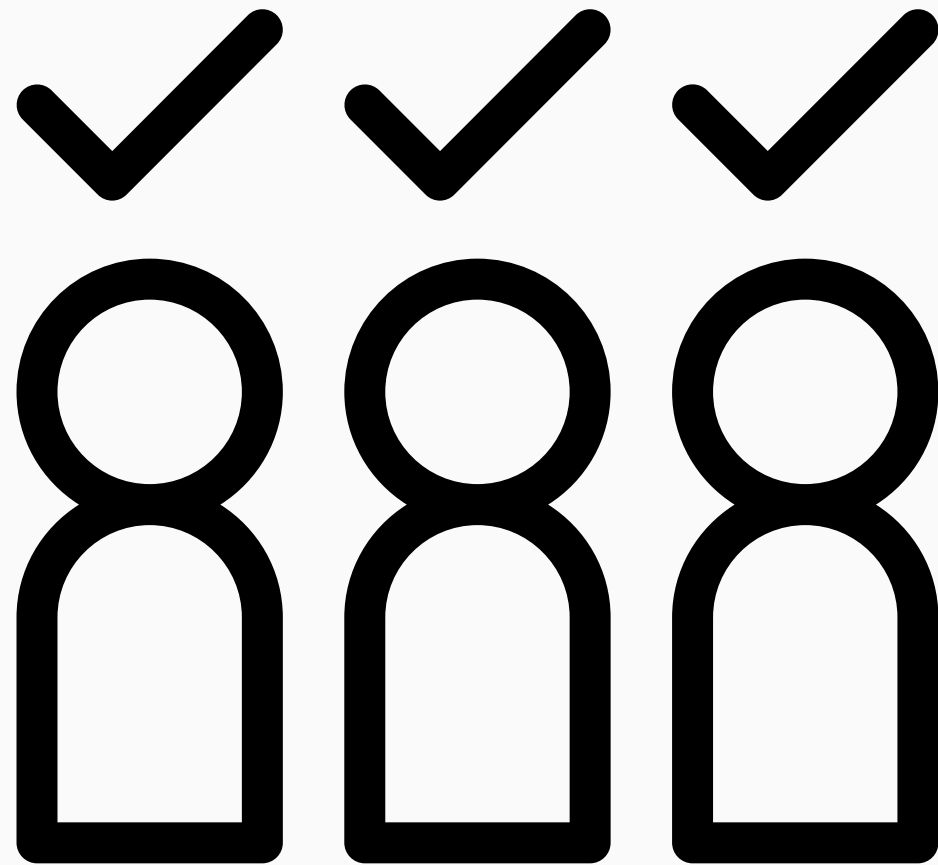
Communication For Leaders

Module Five

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Fall/Spring





Time For Attendance



REPORTING

Professional Report Writing

Professional report writing is a critical skill in organizations, serving as a primary means of communication for conveying information, analysis, recommendations, and decisions. Whether it's for internal stakeholders, external clients, or regulatory bodies, well-written reports help leaders and teams communicate complex ideas in a structured and actionable format. Below is an exploration of professional report writing in organizations, including its significance, key types of reports, and best practices for effective report writing.

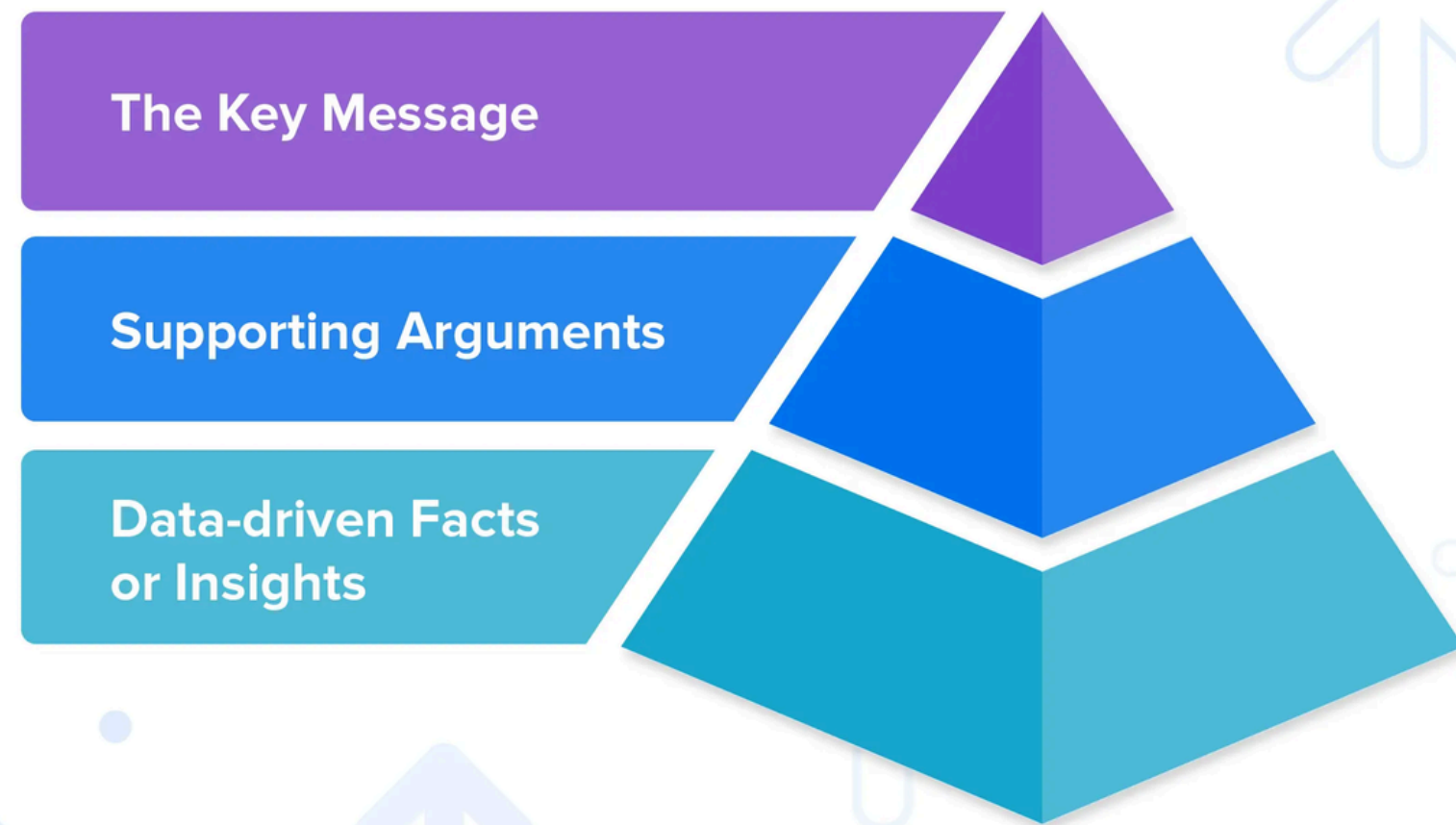
REPORTING

Winning Framework for Professional Report Writing

- **Clarity and Concise:** Keep the report clear and to the point. Avoid unnecessary jargon or overly complex sentences.
- **Logical Structure:** Organize the content in a logical flow, so readers can easily follow the argument from start to finish. Use subheadings to break up large chunks of text.
- **Evidence-Based:** Support all claims with facts, data, or examples. Ensure that recommendations are grounded in the analysis presented.

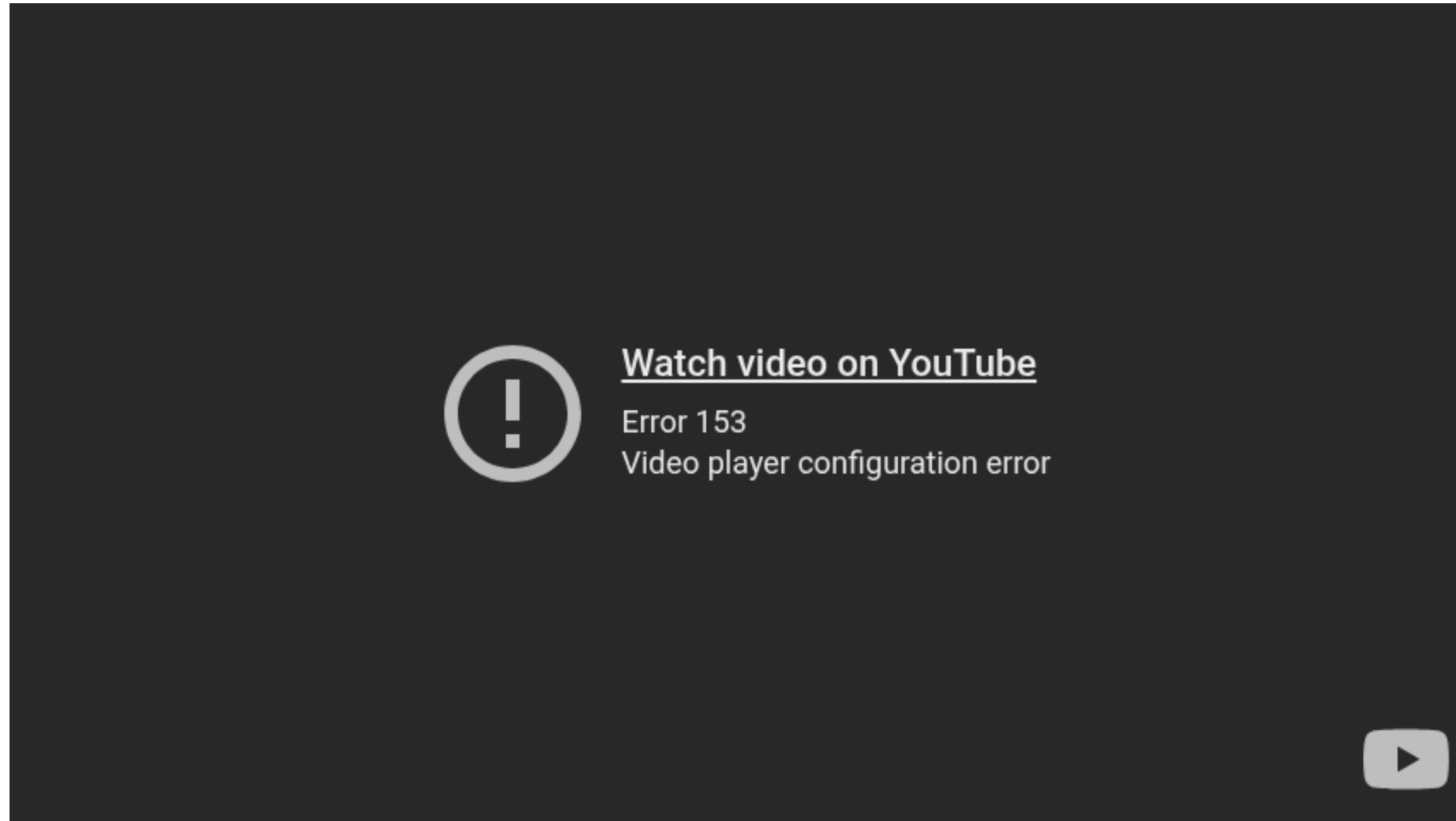
REPORTING

The Minto Pyramid Principle



The Pyramid Principle for report writing is a structured method for organizing and writing reports, particularly in a professional or business context. Barbara Minto developed it at McKinsey & Company and is widely used for crafting clear, concise, and impactful reports. The principle emphasizes presenting the most important information first, followed by supporting details, in a way that makes the report easy to navigate and understand.

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PYRAMID PRINCIPLE

Start with the Conclusion – 1st Level

In a report or communication, start by presenting the main idea or conclusion that you want the reader to take away. This ensures that the most critical point is immediately apparent and captures the reader's attention.

- **Reason:** Busy executives or decision-makers often don't have time to read through all the details. By starting with the conclusion, they understand the key message upfront.

Example:

- **Conclusion:** "We recommend investing in AI-driven predictive analytics for improving operational efficiency."
- **Supporting Arguments:** Later in the report, you will provide the reasoning and data that support this conclusion.

PYRAMID PRINCIPLE

Supporting Arguments – 2nd Level

After stating the main point or conclusion, provide the reader with the key reasons or arguments that back it up. These arguments are grouped into themes that support the conclusion. Grouping ideas in a logical sequence helps the reader follow your reasoning and understand why the conclusion is valid.

Example:

- **First Argument:** Predictive analytics can reduce operational costs by automating routine tasks.
- **Second Argument:** Data-driven decision-making improves accuracy and speed in resource allocation.
- **Third Argument:** Similar industries have experienced operational improvements by adopting predictive analytics tools.

PYRAMID PRINCIPLE

Provide Detailed Evidence and Data – 3rd level

At the base of the pyramid, provide the detailed evidence, data, or examples that support each of the arguments. This is where you dive into the specifics, but only after the key message and supporting points have been made clear. The detailed data is necessary for validating your arguments, but can be overwhelming if presented first. Providing it last ensures that the reader understands the broader context before getting into the details.

Example:

- **Cost Savings:** "In a 2023 study, companies that implemented predictive analytics saw a 15% reduction in operational costs."
- **Industry Case Study:** "For example, XYZ Corp reduced operational inefficiencies by 10% in the first year after implementing AI-driven analytics."

PYRAMID PRINCIPLE

Structure of a Pyramid-Style Report

Executive Summary (Start with the conclusion)

- Begin the report by clearly stating the conclusion or recommendation you are making. This summary should succinctly answer the question or issue being addressed.

Key Arguments (Supporting points)

- Present 3–5 key arguments or reasons that support the conclusion. Each argument should be logically connected to the conclusion and be easy to understand.

Detailed Analysis (Evidence and data)

- Provide the detailed evidence, analysis, or examples for each of the arguments. This may include statistics, case studies, or expert opinions.

REPORTING

- Since busy executives may only read the summary, make it as clear and impactful as possible. Focus on high-level findings and actionable recommendations.
- Write with authority and confidence, while remaining respectful and objective. Use a formal tone appropriate for the audience.

TYPES OF REPORTS

Progress Reports

1

To inform stakeholders about the status of an ongoing project or initiative. They provide updates on the work completed, the challenges faced, and the next steps.

- **Typically includes an introduction (objectives), current status (achievements and tasks completed), challenges encountered, and future plans.**

TYPES OF REPORTS

Analytical Reports

2

To analyze data, issues, or performance and provide insights that can support decision-making. These reports often explore multiple alternatives and propose a course of action.

- **Includes an introduction (purpose of analysis), methodology (how the analysis was done), findings (data or evidence), and recommendations.**

TYPES OF REPORTS

Feasibility Reports

3

To evaluate the feasibility of a proposed idea, project, or strategy. These reports analyze the potential outcomes and assess whether the proposed solution is viable.

- **Focuses on defining the problem, analyzing the costs, benefits, risks, and feasibility of a proposal, and making a recommendation based on the findings.**

TYPES OF REPORTS

Research Reports

4

To present the results of research or investigation on a specific topic. These reports are often data-driven and are common in academic, scientific, and technical fields.

- **Includes an introduction (research question), methodology (how data was gathered), findings (data analysis), and conclusions or recommendations.**

TYPES OF REPORTS

Annual Reports

5

To provide a summary of the organization's activities, financial performance, and strategic direction over the past year. Often targeted at shareholders, investors, or the public.

- **Includes a letter from the leadership, a financial summary, key achievements, and forward-looking statements about the company's strategy.**

TYPES OF REPORTS

Incident or Compliance Reports

6

To document specific events, incidents, or compliance issues. These reports are often required for legal, safety, or regulatory purposes.

- **Typically includes a description of the incident, the actions taken, and any recommendations or steps for future prevention.**

REPORTING

Writing Template for Leaders

Title Page

- **Report Title:** Clear and descriptive of the content.
- **Author(s):** Name(s) of the individual(s) preparing the report.
- **Date:** Date the report is being submitted.
- **Recipient(s):** Name(s) or position(s) of the intended audience (e.g., board of directors, department heads).

REPORTING

Writing Template for Leaders

Executive Summary

- **Purpose:** Briefly state the purpose of the report (e.g., to assess a situation, provide an update, offer recommendations).
- **Key Findings:** Summarize the major findings, such as performance outcomes, issues identified, or trends discovered.
- **Recommendations:** Highlight the key recommendations based on the report's analysis.
- **Scope:** Briefly describe what was included and excluded from the report.
- **Length:** One page or less, ensuring the main points are easy to digest for busy readers.

REPORTING

Writing Template for Leaders

Introduction

- **Background Information:** Provide context about the issue or project the report addresses.
- **Objective/Purpose:** State the purpose of the report clearly, including what it aims to achieve.
- **Scope:** Define the scope of the report; what is covered and what is not.
- **Methodology:** Briefly explain how the data was collected or how the analysis was conducted (e.g., surveys, interviews, data analysis, case study).

REPORTING

Writing Template for Leaders

Methodology (if applicable)

- **Approach:** Outline the methodology used to gather information or conduct analysis (qualitative, quantitative, or a mix).
- **Data Collection:** Explain the process of data collection, including tools or instruments used (e.g., surveys, interviews, secondary research).
- **Limitations:** Mention any limitations or constraints of the research or data.

REPORTING

Writing Template for Leaders

Main Body/Analysis

- **Section 1: Overview of the Issue or Situation**
 - Provide a detailed overview of the issue, challenge, or topic under analysis.
- **Section 2: Data Presentation/Analysis**
 - Present data, findings, or insights clearly, supported by tables, graphs, or charts.
 - Analyze trends, patterns, or correlations in the data.
- **Section 3: Evaluation of Options or Solutions**
 - Discuss potential solutions, alternatives, or outcomes. Evaluate pros and cons of each option.

REPORTING

Writing Template for Leaders

Findings

- **Summary of Results:** Present the key findings of your research or analysis in a clear and concise manner.
- **Insights:** Provide a deeper analysis of what the findings mean for the organization or project.
- **Interpretation:** How do these findings impact the organization, and what should the leadership focus on moving forward?

REPORTING

Writing Template for Leaders

Recommendations

- **Actionable Recommendations:** Provide clear, specific, and actionable recommendations based on the findings.
- **Priority:** If applicable, prioritize the recommendations (e.g., short-term, long-term).
- **Implementation Plan:** If relevant, outline how the recommendations can be implemented or further researched.
- **Rationale:** Justify why each recommendation is important, referencing the findings.

REPORTING

Writing Template for Leaders

Conclusion

- **Summary of Key Points:** Recap the major findings and recommendations presented in the report.
- **Final Thoughts:** Offer a closing reflection on the importance of the issue and any next steps for the organization or leadership.

REPORTING

Writing Template for Leaders

In a research report, you include:

References/Bibliography

- **List all the sources, articles, reports, and other references that were cited in the report.**
- **Follow a consistent citation style (e.g., APA, MLA, Chicago).**
- **Ensure that all sources are properly credited to avoid plagiarism.**

REPORTING

Writing Template for Leaders

Appendices (Optional)

- **Supporting Documents:** Attach supplementary material such as raw data, charts, detailed calculations, or additional information referenced in the main report.
- **Tables, Graphs, and Charts:** Ensure these are clearly labeled and referenced within the main body of the report.
- **Surveys/Interview Transcripts:** Include any detailed transcripts or raw data from research methods if applicable.

Official Letter Writing: Rules for Professionalism and Writing the Right Letters

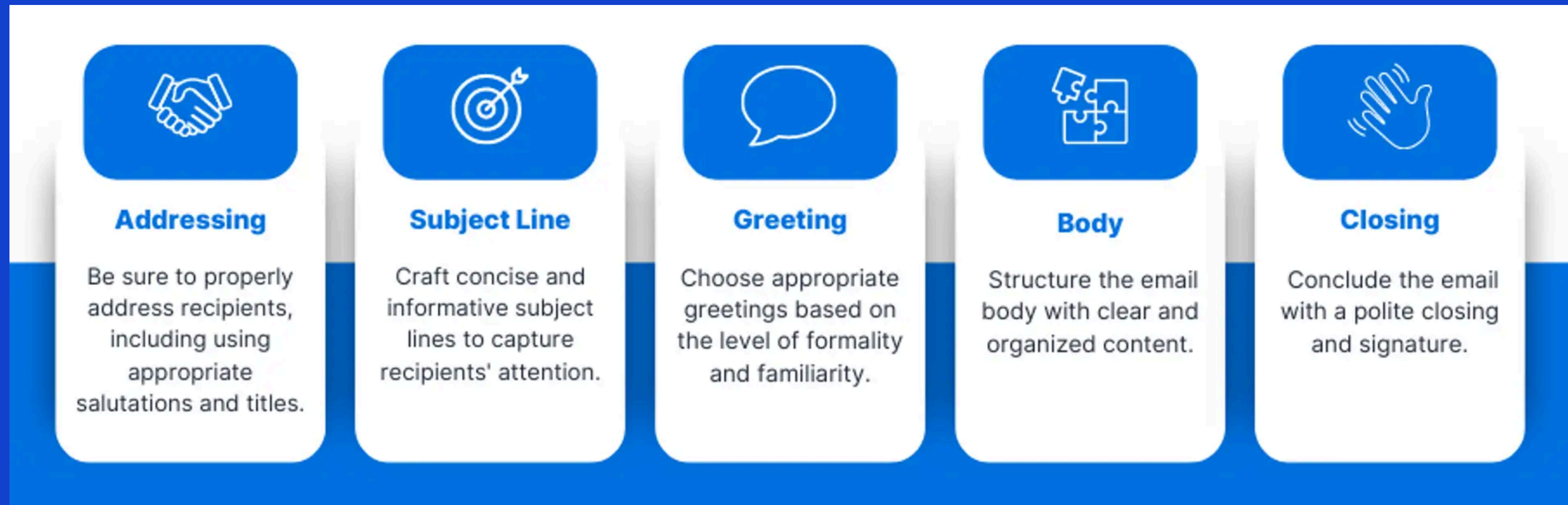
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Official letter writing is an essential skill in maintaining clear and professional communication in business and organizational settings. Whether you're addressing a colleague, a client, or a business partner, writing effective official letters requires attention to structure, tone, and clarity. You will learn the key rules for professionalism and guidelines on writing the right letters:



EMAIL WRITING

Essential parts of a professional email



EMAIL WRITING

Essential parts of a professional email

Your professional email
address

Recipient's email address

Subject line

Greeting phrase

Opening line

Body paragraphs

Closing line

Sign-off

Signature (Full Name, Job
Title, Company, Contact
Details)

From:

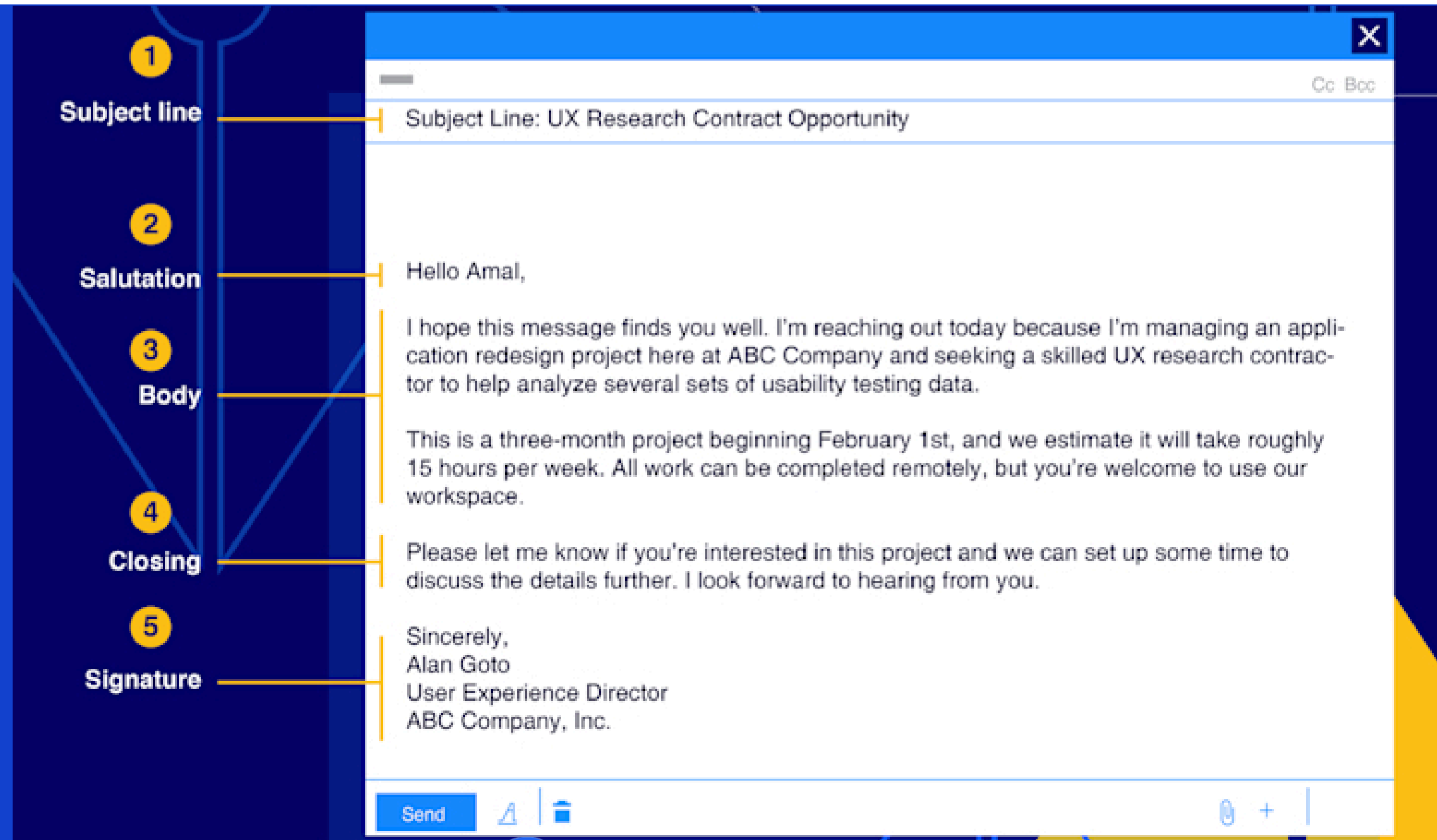
To:

Subject:

Dear

EMAIL WRITING

Essential parts of a professional email



EMAIL WRITING

Things to consider

- Identify your goal

- Consider your audience

- Keep it concise

- Proofread your email

- Use proper etiquette

- Remember to follow up

EMAIL WRITING

Maintain a professional tone

- **Be Courteous:** Start with a polite greeting and use phrases like "I hope this letter finds you well," "Thank you for your time," or "I appreciate your consideration."
- **Stay Neutral:** Even in situations where you need to address a complaint or issue, keep your tone neutral and professional. Avoid emotional language or aggressive phrasing.
- **Avoid Slang or Informal Language:** Keep the letter free from colloquialisms, slang, or casual phrases. Use formal language to maintain professionalism.

EMAIL WRITING

Maintain a professional tone

- **Be Clear and Direct:** Avoid unnecessary jargon, but also ensure your language is not too vague. If you are making a request, be specific about what you need.
- **Use Positive Language:** Even in challenging situations, frame your language positively. For example, instead of saying "I am not satisfied with the service," say "I would appreciate if the service could be improved."
- **Keep It to the Point:** Avoid including irrelevant information or going off-topic. Your letter should focus solely on the issue at hand.

EMAIL WRITING

Maintain a professional tone

- **Use Short Paragraphs:** Each paragraph should contain one main idea. This makes the letter easier to read and digest.
- **Avoid Redundancy:** Do not repeat points or phrases. If the information has been conveyed clearly, there is no need to restate it in different words.
- **Stick to the Facts:** When writing about an issue, provide clear facts, data, or evidence to support your point. Avoid emotional language or unsubstantiated claims.
- **Use Formal Titles:** Always address recipients using their formal titles, such as Mr., Ms., Dr., or Professor, followed by their last name unless otherwise specified.

EMAIL WRITING

Proofread and edit

- **Check for Grammar and Spelling Errors:** Use tools like Grammarly or Microsoft Word's spelling and grammar checker, but also manually review your letter.
- **Ensure Clarity:** Make sure your sentences are clear and easy to understand. Avoid complex sentence structures and confusing wording.
- **Check Formatting:** Verify that the letter follows the correct format and that no part is missing (e.g., address, salutation, closing).
- **Consistency:** Ensure consistent font style, size, and spacing throughout the letter.

EXAMPLES

Scenario 1: Requesting a Meeting with a Team Member

Subject: Meeting Request

Hey Richard,

I need to talk to you about the project.

When are you free this week?

Let me know.

Thanks,

[Your Full Name]

[Your Position]

[Your Contact Information]



EXAMPLES

Scenario 1: Requesting a Meeting with a Team Member

Subject: Request for One-on-One Meeting

Dear [Team Member's Name],

I hope this message finds you well. I'd like to schedule a one-on-one meeting to discuss the progress on the [specific project/issue]. I'd appreciate the opportunity to hear your updates and any challenges you may be facing, as well as provide feedback and guidance.

Could you please let me know your availability this week? I'm happy to adjust based on your schedule.

Looking forward to our discussion.

Best regards,

[Your Full Name]

[Your Position]

[Your Contact Information]



EXAMPLES

Scenario 2: Providing Feedback to a Team Member

Subject: Presentation Feedback

[Team Member],

Your presentation was OK, but there were some issues with [specific area]. You need to improve on that. Next time, don't forget to focus more on it.

Thanks,

[Your Full Name]

[Your Position]

[Your Contact Information]



EXAMPLES

Scenario 2: Providing Feedback to a Team Member

Subject: Feedback on Your Recent Presentation

Dear [Team Member's Name],

I hope you are doing well. I wanted to take a moment to provide some feedback regarding your recent presentation on [topic]. Overall, I was impressed with the level of detail you included, and your approach to [specific point] was particularly well-received by the team. However, I would recommend focusing a bit more on [specific area for improvement], as this could enhance the clarity and impact of your message. I'd be happy to discuss this further with you if you have any questions or would like additional guidance.

Keep up the great work! Let me know if you'd like to schedule a time to chat.

Best regards,

[Your Full Name]

[Your Position]

[Your Contact Information]



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EXAMPLES

Scenario 3: Apologizing for a Mistake or Delay

Subject: Delay

[Recipient's Name],

Sorry for the delay, but things have been busy. We'll get it done soon.

[Your Full Name]

[Your Position]

[Your Contact Information]



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EXAMPLES

Scenario 3: Apologizing for a Mistake or Delay

Subject: Apology for the Delay in [Project/Task Name]

Dear [Recipient's Name],

I hope you are well. I would like to sincerely apologize for the delay in [specific task/project]. We encountered some unexpected challenges, but we have taken steps to address them and get back on track. I understand the impact this may have caused and assure you that we are working diligently to meet the revised deadline.

Please feel free to reach out if you have any questions or need additional updates. I appreciate your understanding and patience.

Best regards,

[Your Full Name]

[Your Position]

[Your Contact Information]



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CLASS WORK

Question 1

**What does it mean to
communicate with emotional
intelligence in leadership?**

CLASS WORK

Response

**Recognizing and managing your
own emotions while
understanding others' emotions
to build better relationships**

CLASS WORK

Question 2

**What is the primary purpose of
storytelling in leadership
communication?**

CLASS WORK

Response

**To create a memorable and
relatable message that aligns
with company values and goals**

CLASS WORK

Question 3

What is the most important reason to avoid jargon in leadership communication?

CLASS WORK

Response

**It can confuse or
alienate the audience**

CLASS WORK

Question 4

What does "body language" communicate in a leadership context?

CLASS WORK

Response

**It is often more powerful
than words and can
influence perceptions**

CLASS WORK

Question 5

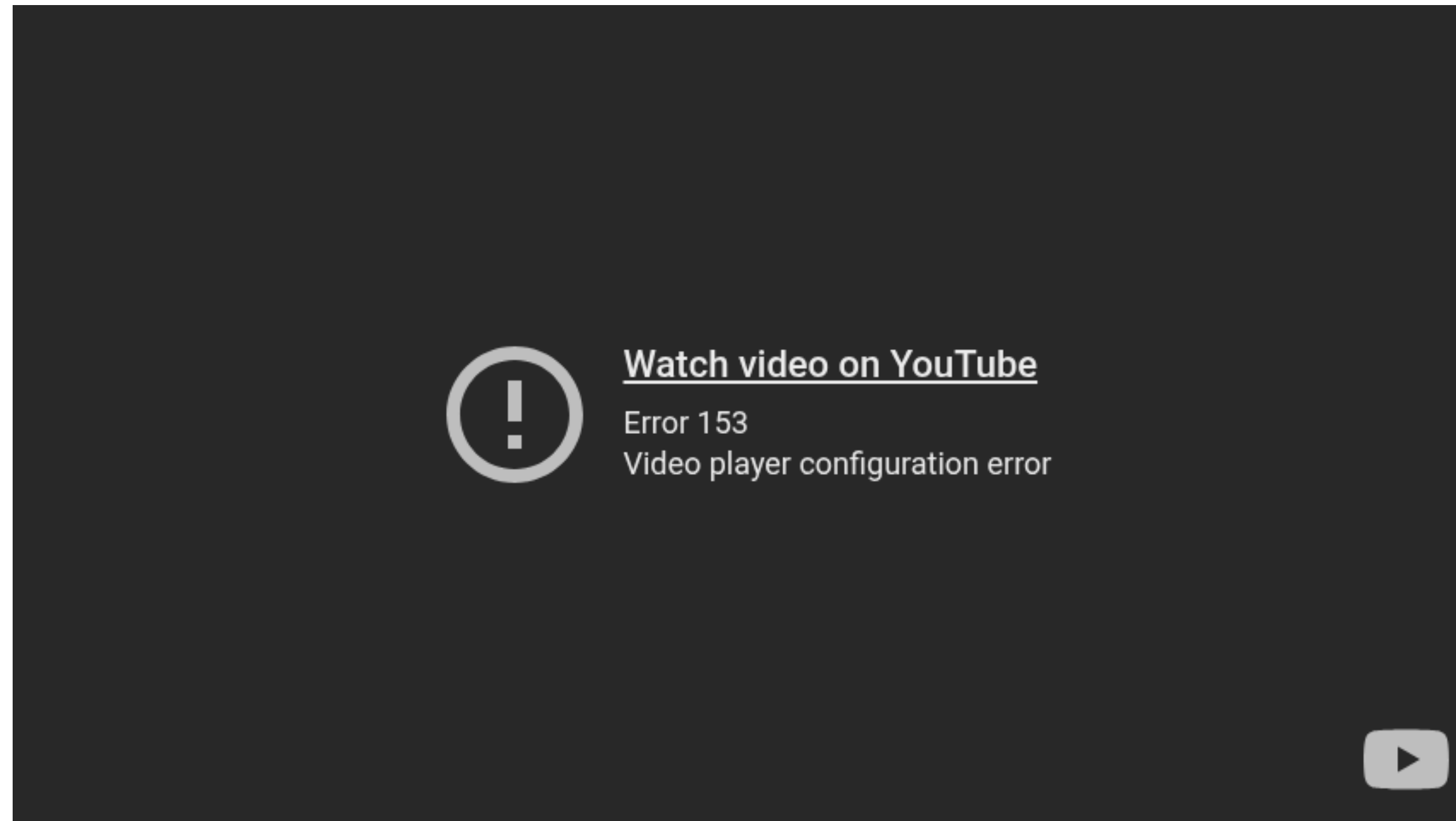
What is "active listening" in the context of leadership communication?

CLASS WORK

Response

**Focusing on the speaker,
understanding the
message, and responding
thoughtfully**

IN SUMMARY...



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