

IEDC Bled School of Management

Management Communication

Professor Paul King

September 8, 9, 10, 2008

Day One: Monday, September 8, 2008

Communication at the Executive Level

Tools of Speechmaking

Persuasive Speaking

Preparation: Look over schedule for Monday, September 8 and handouts 1-11 in binder

8:30 -10:00

Introductions:

- Thank you for opportunity to work with new generation of leaders
- Goal: Enhance your communication skills and executive presence
- Faculty Introduction
- Communication teaching methodology (camera, camera angles, timer, positive and constructive feedback, playback)
- Request permission to “push you” to achieve a higher potential (no pain, no gain!)
- Use the classroom as a safe learning laboratory to learn improved public speaking
- **Assignment:** Prepare your own one page (max) checklist of critical success factors for effective presentations (will hand it at end of Wednesday, September 10)

CEO Tip: Every crisis is an opportunity (case review)

Faculty availability

- Available to meet with individual participants, or small groups, to discuss educational topics of interest, or for an individual to get a private safe ‘second opinion’ on a work or career issue.
- Available to talk with you at breaks, after class, for meals,...just ask early to confirm a time, as first come, first served. Will need to be back in hotel no later than 9:00 p.m. to return business calls to USA during their normal working hours

Tools of Speechmaking/ Communication at the Executive level:

- quick review of essentials
- discussion of Structure recommendations (handout #1)
- discussion of Delivery recommendations (Verbal/Vocal/Visual) (handout #2)
- checklist of 22 essentials for effective communication (handout #3)
- role of “executive presence”
- review and critique of DVD clip #1: CEO of Arthur Anderson/Enron
- review and critique of DVD clip #2: CEO of American Airlines following Sept 11
- review and critique of DVD clip #3: Carly Fiorina, CEO Hewlett Packard

CEO Tip: You will never get a second chance to make a first impression

- example: your participant photos and career descriptions

Persuasive speaking

- discussion of effective persuasive speaking techniques (handout #4)
- “Necessary Art of Persuasion” by Jay Conger, Harvard Business Review (handout #5)
- Four secrets of speaking success (handout #6)
- developing evidence
- technical listeners (handout #7)
- financial listeners (handout #8)
- personal listeners (handout #9)
- impact of visualization
- review and critique of DVD clip #4: Michael Douglas Wall Street
- review of Nobel Peace Prize Recipient Desmond Tutu speech (verbal)

Participants speaking on camera

- **Assignment:** Participants give “model of effective or ineffective communicator” talk on camera today (handout #10)
- establishing the baseline of communications

10:00-10:30 Coffee-break

10:30-12:00 individual participants speaking on camera

- positive and constructive feedback on presentations
- proven suggestions for improvement
- presentation order and timing requirements for Monday (Presentation Schedule 1)

12:00-13:30 Lunch

13:30-15:00 Individual participants speaking on camera

- positive and constructive feedback on presentations
- proven suggestions for improvements
- presentation order and timing requirements for Monday (Presentation Schedule 1)

15:00-15:30 Coffee-break

15:30-16:45 Individual participants speaking on camera

- positive and constructive feedback on presentations
- proven suggestions for improvement
- presentation order and timing requirements for Monday (Presentation Schedule 1)

16:45-17:00 CEO Tip: Seize the opportunity: The elevator speech (example with Governor)

Fear of public speaking (handout #11)

Preparation for tomorrow: Look over materials in binder for Tuesday

(Important) Specifically read and prepare the case study and assignment that you group is assigned to present AND the case you are assigned to ask questions. (Look at Presentation Schedule 2 and study your two cases)

Setting the stage for tomorrow

Reminder of one page written assignment due on closing day, Wednesday

Day Two: Tuesday, September 9, 2008

**Examples of Vivid Language
Leading/Inspiring Change
Building Credibility**

08:30 – 10:00 CEO Tip: Sharing Your Resume electronically (handout #12, 2 pages)

Examples of Leading/Inspiring Change and Vivid Language

- Ronald Reagan (Tear Down That Wall: handout #13 & internet clip #1)
- Martin Luther King (I have a dream: handout #14 & internet clip #2)
- Winston Churchill (Blood, Toil, Tears and Sweat: handout #15)
- Oprah Winfrey (The greatest pain in life is to be invisible: handout #16)
- IBM sending technology jobs from USA to overseas (Follow the Sun 24/7)
- UPS CEO on \$50 million USD Gift (We are on every street in America every day)
- Desmond Tutu (Children died drinking our tap water)
- Mario Cuomo (Shining City on a Hill: DVD video clip #5)

Five questions leaders must answer in his/her communication to lead:

- Who am I?
- Who are We?
- Where are We going?
- How Will We get there?
- Is it worth the journey? (What is in it for me?)

Examples of Building Credibility

- Barack Obama (DVD Clip #6) (Who Am I?)

Groups speaking on camera

- Senior Management Teams practice persuasive speaking using case studies
- Goals: Build credibility for your company
Present in an executive manner
Use vivid language to enhance your position
Respond to aggressive questioning
- Case Facts: Amgen Cuts Jobs and Expenses (handout #17)
- Group Assignment: Amgen (handout #18)
- Case Facts: Google Deal Brings Scrutiny (handout #19)
- Group Assignment: Google (handout #20)
- Case Facts: Bear Stearns Hedge Funds (handout #21)
- Group Assignment: Bear Stearns (handout #22)
- Societe Generale says Rogue Trader lost \$7 billion (handout #23)
- Group Assignment: Societe Generale (handout #24)

- 10:00-10:30 Coffee-break**
- 10:30-10:50 Final preparations for case presentations by Groups A, B
Final preparations for questioning by Groups C, D**
- 10: 50 Participants speaking on camera**
- Case Study: Group A Presents Amgen
 - Group C questions Amgen
 - positive and constructive feedback on presentations
 - presentation order and timing requirements for Tuesday (Presentation schedule 2)
- 11:25 Participants speaking on camera**
- Case Study: Group B presents Google
 - Group D questions Google
 - Positive and constructive feedback on presentations
 - Presentation order and timing requirements for Tuesday (Presentation schedule 2)
- 12:00-13:30 Lunch**
- 13:30-13:50 Final preparations for case presentations Groups C, D
Final preparations for questioning by Groups A, B**
- 13:50 Participants speaking on camera**
- Case Study: Group C presents Bear Stearns
 - Group A questions Bear Stearns
 - positive and constructive feedback on presentations
 - presentation order and timing requirements for Tuesday (Presentation schedule 2)
- 14:25 Participants speaking on camera**
- Case Study: Group D presents Societe Generale
 - Group B questions Societe Generale
 - Positive and constructive feedback on presentations
 - Presentation order and timing requirements for Tuesday (Presentation schedule 2)
- 15:00-15:30 Coffee Break**

15:30-16:30 **CEO Tip: “One Minute Contact”**

CEO Tip: Effective email communication (Handout #25)

Protecting your Brand

Additional time for replay of presentations (if needed), OR, starting Wednesday lectures

16:30-17:00 **Preparation for tomorrow: Read and prepare the case study assigned to you**

Setting the Stage for Tomorrow

Reminder of written assignment on critical success factors due on Wednesday

Day Three: Wednesday, September 10, 2008

**PowerPoint presentations
Working with the Media
Bridging Techniques, Adversarial Interviews
Strategies for Q+A
Crisis Communication**

08:30-10:00: Communicating effectively with PowerPoint

- MBA Guide to PowerPoint Decks (Handout #26)
- Difference between “Display decks” and “printed decks”
- Display deck guidelines (Handout #27)

Speaking in a crisis:

- Effective Leadership Response to a Crisis by Helio Fred Garcia (Handout #28)
- Framework to Crisis: The AMCT (Audience, Channel, Message, Timing) Framework to Crisis (handout #29)
- Communication Breakdown (Nine mistakes managers make) by Steve Robbins (handout #30)

Meet the Media

- CEO Media thoughts (handout #31)
- Helping write tomorrow’s newspaper headline and sound-bites
- Free media: example; Notre Dame Football Coach (internet reference)

Adapting Messages to Complex Situations:

- Review of DVD: The Persuaders by Frank Luntz: using the precise words to communicate (DVD clip #7)
- Review DVD of Jack Welch of General Electric: “Winning” by fine tuning the message (DVD clip #8)

Individual participants speaking on camera:

- **Assignment:** individual speeches on camera with emphasis on crisis communication techniques. Put yourself in the CEO seat and address key issues. Please specify who you want to your audience to be (example: citizens, shareholders, employees, senior management)
- **Camera angles:** will crop in from waist up as presentations show more executive presence
- Case Study: X Country has decided to join, or not join, European Union (handout #32)
- Case Study: The International Robotics Company (handout #33)
- Case Study: Volkswagen Scandal (handout #34)
- Case Study: Coca Cola and the European contamination case (handout #35)
- Case Study: Wendy’s Restaurants: Severed finger found in chili (handout #36)
- Case Study: you pick a crisis case from your business, or community (handout #37)

- 10:00-10:30 Coffee-break**
- 10:30-12:00 Participants speaking on camera**
- Presentation order and timing requirements for Wednesday (Presentation Schedule 3)
 - Positive and constructive feedback on presentations
 - Camera re-takes
- 12:00-13:30 Lunch**
- 13:30-15:00 Participants speaking on camera**
- Presentation order and timing requirements for Wednesday (Presentation Schedule 3)
 - positive and constructive feedback on presentations
 - Camera re-takes
- 15:00-15:30 Break**
- 15:30-16:30 Participants speaking on camera**
- Presentation order and timing requirements for Wednesday (Presentation Schedule 3)
 - Positive and constructive feedback on presentations
 - Camera re-takes
- 16:30-17:00 CEO Tip: Leaders must be resilient. (Handout #38)**
- Preparation for the rest of your career and “Closing Thoughts”**
- Have you raised the bar high enough on what you can accomplish?
 - How to use your communication skills to architect the future?
 - Next Generation of Leaders
- Turn in final written paper on critical success factors for effective presentations**
- Leading with Your Values**
- Wrap up and Farewells**
- Course Evaluation**

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