



MIT SLOAN SCHOOL OF MANAGEMENT
15.280 COMMUNICATION FOR LEADERS
FALL 2014

FACULTY

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SCHEDULE

SECTION	CLASS TIME	CLASSROOM	INSTRUCTOR
A1	1:00-2:30	E62-223	PITTORE
A2	1:00-2:30	E51-372	SHIELDS
B1	2:30-4:00	E51-372	HEALY-TANGNEY
B2	2:30-4:00	E62-223	YATES
C1	4:00-5:30	E51-372	HEALY-TANGNEY
C2	4:00-5:30	E62-223	SHIELDS
D1	4:00-5:30	E51-145	KAZAKOFF
D2	4:00-5:30	E51-325	PITTORE
E1	1:00-2:30	E51-325	HARTMAN
E2	1:00-2:30	E51-145	BLACKBURN
F1	2:30-4:00	E51-145	BLACKBURN
F2	2:30-4:00	E51-325	HARTMAN

Communication for Leaders (15.280) shares Tuesday/Thursday afternoon time slots with Organizational Processes (OP/15.311). Communication classes are usually on Tuesdays and OP on Thursdays, although there are occasional exceptions. For example, Communication has two Friday classes jointly with the Career Development Office (CDO) as does OP. The 15.280 schedule that follows indicates the dates on which you are required to attend class.

OBJECTIVES

Communication for Leaders is intended to help you:

- ⇒ Think strategically about communication.
- ⇒ Sharpen your writing, presentation, and interpersonal communication skills within a managerial setting.

We will look at a range of successful practices and guidelines that have been derived from both research and experience, give you the opportunity to develop and practice your skills, and provide you with feedback to help you strengthen them.

CLASS	TOPIC	READINGS	ASSIGNMENT	LAB	
1 Tue. Sept. 2	Course Introduction Communication Strategy	<i>Dashman Case; In Praise of the Incomplete Leader</i>			
2 Tue. Sept. 9	Communication Strategy Persuasion	<i>Guide: pp.3-33; Harnessing the Science of Persuasion; Persuasion: What the research tells us; Power of storytelling for business leaders</i>	Lab Work: User's Manual	Wk. 9/8	User's Manual
3 Tue. Sept. 16	Building an Argument/ Writing	<i>Guide: pp. 35-83; Clear Writing Means Clear Thinking; The Best Memo You'll Ever Write</i>	Lab Work: Draft email to alum	Wk. 9/15	Strategic E-mail
4 Tue. Sept. 23	Building an Argument/ Presenting	<i>Guide: pp. 85-103; 141-159; How to Become an Authentic Speaker; TEDTalk: Amy Cuddy</i>		Wk. 9/22	Persuasive Pitches
5 Tue. Sept. 30	Enhancing Leadership Presence, Delivery, Q&A	<i>Guide: pp.91-95; 105-139; Managing Interpersonal Fdbk; Thanks for the Feedback; The Power of Talk</i>	10/1 -10/17 Persuasive Presentation I; Self-assessment due 72 hrs post presentation	Wk. 9/30	Fielding Difficult Questions
6 Fri. Oct. 3	CDO Collaborative: Getting Noticed				
7 Tue. Oct. 7	Intercultural Communication, Part I	<i>Guide: pp.29-31; p. 160; Intercultural Communication; Cultural Intelligence; Holding Back Half the Nation</i>		Wk. 10/6	Intercultural Stories
8 Tue. Oct. 14	Intercultural Communication, Part II	<i>Leading Across Cultures at Michelin</i>	Michelin: Persuasive Emails	Wk. 10/13	Giving and Receiving Feedback
SIP	October – 21-25				
9 Tue, Oct. 28	Active & Reflective Listening	<i>Guide: pp. 154-157; The Five Kinds of Listening; Active Listening and Reflective Responses; The Executives Guides to Better Listening</i>	10/27-11/14 Persuasive Presentation II	Wk. 10/27	Intra-team Feedback
10 Fri. Oct. 31	CDO Collaborative: Getting Hired				
11 Tue. Nov. 4	Crisis Communication	<i>Crisis Management: Planning for inevitable; How to save your brand in the face of crisis</i>		Wk. 11/3	Intra-team Feedback
Tues, Nov. 11	Veteran's Day Holiday				
12 Tue. Nov. 18	Making Your Case in Business	<i>Guide: pp. 99; 103</i>		Wk. 11/17	Team Presentation Rehearsals
13 Tue. Dec. 2* Extra class will be scheduled	Team Presentations		Team Presentation	Wk. 12/1 or Wk. 12/8	Review and Reflection
14 Tue. Dec. 9	Team Communication and Course Finale		Final Self-assessment		

REQUIRED MATERIALS

- ⇒ *15.280 Course Reader: A collection of cases and articles by leading authorities in leadership and managerial communication*; Edited by the MIT Sloan Communication Faculty, 2014.
- ⇒ *Guide to Managerial Communication: Effective Business Writing and Speaking*; by Mary Munter and Lynn Hamilton. Tenth Edition. Saddle River, NJ: Prentice Hall, 2013.

FORMAT

CLASS: Typically we will use a workshop format that relies heavily on discussion and in-class exercises. Where possible, assignments in 15.280 build upon materials covered in the OP team projects or in required CDO activities, to help you hone your communication skills in the context of these activities.

LAB: The Lab extends the work of the Class by emphasizing communication, leadership and personal effectiveness skill-building and supports the efforts of each team throughout the semester. There will be opportunities to develop and practice specific communication skills in the 15.280 Lab, which will meet one hour for 10 sessions throughout the semester.

PARTICIPATION

15.280 Communication for Leaders is designed to be a highly interactive class. The more invested you are in what happens in each session, the more you will learn and the more others will learn from you. Importantly the ability to participate in an open discussion of ideas and incorporate that discussion in some way (accept, reject, modify, etc.) into your own view of the topic is an important leadership skill.

Over the course of the semester, you will develop your own *portfolio of participation* in Class and in your Lab. You can excel in this area if you are on time, stay through to the end, and contribute to the discussion in the following ways:

- ⇒ Provide strong evidence of having prepared and thought through the material = 9
- ⇒ Advance the discussion by contributing insightful comments and questions =8
- ⇒ Share constructive feedback with your peers when appropriate = 8
- ⇒ Listen attentively in class =7
- ⇒ Demonstrate interest in your peers' comments, questions, and/or presentations = 7

Because attendance is critical to learning and since many exercises are designed around group/team work, if you incur an unexcused absence in 15.280, your participation grade for that Class and/or Lab will be zero.

ASSIGNMENTS	% of GRADE	DUE
Lab Work: User's Manual	*	Wk. 9/9
Lab Work: Strategic Email	*	Wk. 9/16
Persuasive Presentation I Self-assessment of presentation	15%	Scheduled from 10/1 to 10/17 72hrs after presentation
Michelin: Persuasive Emails	15%	10/14
Persuasive Presentation II	15%	Scheduled from 10/27 to 11/14
Lab Work: Intra-Team Feedback	*	Wk. 10/28 and 11/4
Team Presentation with Q&A (based on OP Project)	20%	12/2 + <i>One additional class will be scheduled</i>
Final Self-Assessment	15%	12/9
* Participation and Attendance	20%	On-going

ASSIGNMENT DETAILS

LAB WORK (*ASSIGNMENTS COUNT TOWARD PARTICIPATION)

USER'S MANUAL: The first assignment of the semester requires you to create a User's Manual to give your team colleagues insight on how you like to work/communicate/interact. Your User's Manual allows you to critically reflect on how you communicate, what you value, how you lead, give / receive feedback, and those unique quirks that anyone working with you needs to know.

STRATEGIC EMAIL: Draft an email to MIT Sloan alum requesting an informational interview. This assignment will help you draw from your experience to position yourself for a new context—the next job. You'll get to put into practice the communication elements discussed in class —assessing your audience and credibility, adapting your voice and the “relating” aspects of the 4-Caps Model.

PERSUASIVE PRESENTATION I AND SELF-ASSESSMENT (15%)

In sessions scheduled outside of class, you will create, rehearse and deliver a 7-minute persuasive presentation that includes 2 minutes of Q&A, and then 72 hours after assess your presentation in writing. *Please note:* You may not use any visual aids (no PowerPoint slides, handouts, etc.) for your persuasive presentation.

Here's how it works. Each student will choose a business subject for a specific business audience, persuading that audience to take action. You may base the presentation on material in one of your other courses, on a paper or research project you are working on, or on a new idea/innovation. *For example:* Convince investors to provide seed money for your new energy innovation; persuade company leaders to change hiring practices to attract a more diverse workforce; argue for company adopting social media guidelines across business units; persuade decision-makers to close an underperforming plant. If you have any doubts about the appropriateness of your topic, discuss it with your professor before you develop the talk. You may not deliver an old presentation but successful students have often used this as an opportunity to revisit a situation they found particularly challenging.

Your Self-assessment allows you to view the video recording and critically reflect on the strategy, preparation, and execution of your pitch and to demonstrate your ability to write a document that is clear, concise, insightful, and one that connects with your readers.

MICHELIN PERSUASIVE EMAILS (15%)

You are Olivier Chalon, President of Michelin's North American business unit headquartered in Greenville, South Carolina. Since the events described in the case, you have met several times with consultants in intercultural communication, and have found these meetings very useful. Now you want to write two persuasive communications, one up and the other down, related to this topic.

Email 1: Write a persuasive email (no more than a page in length) to Mr. Jean-Dominique Senard, Managing Chairman of Michelin Worldwide, and Ms. Laurence Parisot, Chairman of the Compensation and Appointments Committee of Michelin's Supervisory Board (both of whom were involved in your promotion into your current position), in which you recommend that all individuals being appointed to top management positions in the company should, in advance, engage in intercultural communication training aimed at preparing them for their new positions.

Email 2: You have decided to have the intercultural communication consultants you've been working with present a mandatory workshop for your management team in the North American business unit headquarters. Write an email telling the North American management team about the workshop, saying that they will soon receive details about it, and motivating them to engage enthusiastically in it.

PERSUASIVE PRESENTATION II (15%)

Your second persuasive presentation is also scheduled outside of class and gives you an opportunity to take the feedback you have received and strategic communication principles you have mastered to create and deliver a 10-minute interactive argument using a visual aid of your choice. Your presentation must involve persuading an external audience/organization to enact a change, make an investment, or pursue a course of action. In addition you should plan for opposition to your ideas and to be interrupted by questions during the presentation.

TEAM PRESENTATION WITH Q&A (20%)

Based on the organization you studied for your team project in Organizational Processes (15.311), each team will create, rehearse and deliver a persuasive 25-minute presentation that includes 5 minutes for Q&A. Each team will present recommendations based on the strategic analysis of the organization you studied to an audience of appropriate leadership-level decision makers. The presentation will be strictly timed and every student in the team must present.

FINAL SELF-ASSESSMENT (15%)

You've done considerable work to improve your communication skills this semester. To understand and assess your work these past three months, please write a memo up to two single-spaced pages, to your professor and TA describing and evaluating the progress you have made in 15.280. Your memo should provide a balanced and concrete evaluation that includes (but is not necessarily limited to) the following: your improvement over the semester, current strengths and weaknesses, and your strategy for continued progress.

PROCEDURES FOR ASSIGNMENTS

WRITING

- ⇒ Use standard U.S. business formats (including single spacing within paragraphs and double spacing between them).
- ⇒ Print out final versions for submission unless otherwise indicated.
- ⇒ Keep copies of the papers you turn in and retain all the graded assignments that are returned to you throughout the semester to guard against losses or recording errors.
- ⇒ Hand in all assignments on time. Late assignments will be penalized. No assignments will be accepted more than one week after the due date.

PRESENTATIONS

- ⇒ You will be recorded and as part of the assignments in the course you will watch and critique your recorded presentations.
- ⇒ Many of your oral presentations will take place outside class time in an extra session with other students and your professor or TA. You will sign up for these extra sessions — slots are available on different days and times to accommodate schedules.
- ⇒ If you miss a scheduled oral presentation without advance consultation, you will receive a score of zero for that assignment.

STELLAR

We use Stellar to post announcements and documents related to Class and Lab; please check it regularly.

15.280 COMMUNICATION FOR LEADERS

CLASS AND LAB DETAILS

CLASS 1 TUESDAY, SEPTEMBER 2

- TOPIC: Course and Student Introductions
 Communication Strategy and Leadership
- OBJECTIVE: Introduce course and its requirements; define characteristics of management communication and their relationship to leadership; explore the components of a communication strategy and how to create one.
- READINGS: Harvard Business Case, *Dashman Company*
 Ancona, D., Malone, T., Orlikowski, W., Senge, P. *In Praise of the Incomplete Leader*

CLASS 2 TUESDAY, SEPTEMBER 9

- TOPIC: Communication Strategy
 Persuasion
- OBJECTIVE: Explore how structure is related to strategy; present direct and indirect structures; discuss logical and persuasive arguments.
- READINGS: Munter, M., Hamilton, L.; *Guide to Managerial Communication (Guide)*, Chapter I, pp. 3-33
 Cialdini, R. *Harnessing the Science of Persuasion*
 Pittore R.; *The Power of Storytelling for Business Leaders*
 Yates, J.; *Persuasion: What the research tells us*

LAB SESSION 1, WEEK OF SEPTEMBER 9

- TOPIC: Understanding communication style
- OBJECTIVE: Clarify individual communication style and establish baseline for team work.
- ★ LAB WORK: User's Manual: Create/write a User's Manual to give your team colleagues insight on how you like to work/communicate/interact. Bring a hard copy to share with each colleague.

CLASS 3 TUESDAY, SEPTEMBER 16

- TOPIC: Building an argument/Writing
- OBJECTIVE: Examine the tools you will need to hone your business writing so that it's persuasive and clear.
- READINGS: Munter, M., Hamilton, L *Guide to Managerial Communication (Guide)*, Chapter II, pp. 35-69; Chapter IV pp. 71-83
 Swift, M. *Clear Writing Means Clear Thinking Means...*
 Weeks, H. *The Best Memo You'll Ever Write*

LAB SESSION 2, WEEK OF SEPTEMBER 16

- TOPIC: Reaching Out and Connecting through Email
- OBJECTIVE: Learn how to use communication strategy to reach and connect with contacts, such as alums, through e-mail

★ LAB WORK: Draft an email to MIT Sloan alum requesting an informational interview. Send a copy of this email draft to your team and TA prior to the start of Lab.

CLASS 4 TUESDAY, SEPTEMBER 23

TOPIC: Building an argument/Presenting

OBJECTIVE: Examine the skills and the practical frameworks involved to clarify your message and make your case in a persuasive and effective oral presentation.

READINGS: Munter, M., Hamilton, L *Guide to Managerial Communication (Guide)*, Chapter V pp. 85-103
Morgan, N. *How to Become an Authentic Speaker*
TEDTalk: Amy Cuddy: *Your Body Language Shapes Who You Are*

LAB SESSION 3, WEEK OF SEPTEMBER 23

TOPIC: Persuasive Pitches

OBJECTIVE: Practice persuasive communication: Using the lessons from Cialdini's *Harnessing the Science of Persuasion*, practice making a one-minute pitch on topic of your choice.

★ PERSUASIVE PRESENTATION I: SESSIONS SCHEDULED FROM OCTOBER 1 TO OCTOBER 17★

CLASS 5 TUESDAY, SEPTEMBER 30

TOPIC: Enhancing Leadership Presence, Delivery and Q&A

OBJECTIVE: Examine through a holistic lens how strategic communication, physical cues and an authentic voice contribute to leadership presence.

READINGS: Munter, M., Hamilton, L *Guide to Managerial Communication (Guide)*, pp.91-95; 105-139
HBS, *Managing Interpersonal Feedback*
Stone, D.; Heen, S. *Thanks for the Feedback*
Tannen, D. *The Power of Talk*

LAB SESSION 4, WEEK OF SEPTEMBER 30

TOPIC: Fielding Difficult Questions

OBJECTIVE: Practice active listening skills responding to questions ranging from the open-ended and forced choice to hypothetical.

CLASS 6 FRIDAY, OCTOBER 3 CDO COLLABORATIVE CLASS

TOPIC: Getting Noticed

OBJECTIVE: Discuss how to get yourself noticed via a range of tools such as LinkedIn and a cover letter.

CLASS 7 TUESDAY, OCTOBER 7

- TOPIC: Intercultural Communication, Part I
- OBJECTIVE: Learn about the norms and values that govern differences in communication styles; identify cultural variations in business communication; increase individual effectiveness in intercultural communication.
- READINGS: Breslow, L; Hartman, N.; *Intercultural Communication*
Earley, C.P.; Mosakowski, E; *Cultural Intelligence*
The Economist; *Holding back half the nation*

LAB SESSION 5, WEEK OF OCTOBER 7

- TOPIC: Intercultural Stories
- OBJECTIVE: Increase your interpersonal effectiveness by examining cultural aspects of communication and share a story the uniquely represents you and your cultural heritage. .

CLASS 8 TUESDAY, OCTOBER 14

- TOPIC: Intercultural Communication, Part II
- OBJECTIVE: Examine the personal, organizational, cultural and communication challenges with leading in the 21st century.
- READING: INSEAD Case: *Leading Across Cultures at Michelin*
- ★ ASSIGNMENT: Michelin Persuasive Emails

LAB SESSION 6, WEEK OF OCTOBER 14

- TOPIC: Giving and Receiving Feedback
- OBJECTIVE: Understand the language of feedback to increase effectiveness, build trust, and avoid defensiveness
Improve ability to speak descriptively and specifically, ask clarifying questions, and to listen

SIP WEEK OCTOBER 21-25: NO CLASS OR LAB SESSIONS**CLASS 9 TUESDAY, OCTOBER 28**

- TOPIC: Active and Reflective Listening
- OBJECTIVE: Recognize characteristics of active and reflective listening.
- READINGS: Munter, M., Hamilton, L *Guide to Managerial Communication (Guide)*, pp. 154-157
Harvard Management Communication: *The Five Kinds of Listening*
Yates, J. *Active Listening and Reflective Responses*
McKinsey Quarterly: Ferrari, B.; *The executive's guide to better listening*

LAB SESSIONS 7 AND 8 WEEK OF OCTOBER 28 AND NOVEMBER 4

- TOPIC: Intra-team Feedback

OBJECTIVE: Help you and your teammates learn about your abilities to work in and lead teams by giving and receiving individual feedback on your contributions to the team this semester
Bolster team's collaboration in advance of the OP project presentation

★ LAB WORK: Complete Intra-team Feedback Form, available on Stellar, and submit to your TA prior to Lab

★ PERSUASIVE PRESENTATION II SCHEDULED FROM OCTOBER 27 TO NOVEMBER 14★

CLASS 10 FRIDAY, OCTOBER 31 CDO COLLABORATIVE CLASS

TOPIC: Getting Hired

OBJECTIVE: Examine different types of interviews and best practices before, during and after the interview.

CLASS 11 TUESDAY, NOVEMBER 4

TOPIC: Crisis Communication

OBJECTIVE: Explore the role and impact of media in communication through the lens of crisis management.

READINGS: Fink, S. *Crisis Management: Planning for the Inevitable*, pp. 15-19 (A Crisis Defined), pp. 92-102 (Crisis Communications Part 1: Controlling the Message), and pp. 103-120 (Crisis Communications Part 2: Handling a Hostile Press)
Johar, G., Birk, M., Einwiller, S. *How to Save your Brand in the Face of Crisis*

CLASS 12 TUESDAY, NOVEMBER 18

TOPIC: Making Your Case in Business

OBJECTIVE: Practice creating and delivering a persuasive, logical argument in real time.

LAB SESSION 9, WEEK OF NOVEMBER 18

TOPIC: Team Presentation Rehearsal

CLASS 13 TUESDAY, DECEMBER 2 - *Please note: One additional class session will be held to accommodate all presentations. Attendance by all is mandatory.*

TOPIC: Team Presentations

★ ASSIGNMENT: Team Presentation

LAB SESSION 10, WEEKS OF DECEMBER 2/DECEMBER 9

TOPIC: Review and Reflection

CLASS 14 TUESDAY, DECEMBER 9

TOPIC: Team Communication and Course Finale

★ ASSIGNMENT: Final Self-assessment