

Introduction

IESE is committed to shaping managers with the integrity and capabilities to build world-class organizations. Our capacity to communicate within the right form and emotional atmosphere is the key to effectiveness, whether on an interpersonal level in meetings, or when delivering presentations in front of larger audiences. Persuasive communication is a skill that can be developed – much like your golf swing or tennis stroke.

In today's context, a manager is required to reduce the sense of uncertainty about the future by communicating well and often to his peers, employees and customers. Our focus will be on the communications process and the impact managers can make on their organizations and communities through effective communication.

There are four steps to good communication:

- 1) Have something good to say (own experiences, others experiences)
- 2) Say it well
- 3) Read your Audience
- 4) Intensity (the right words mixed with measured emotion)

Objectives

Provide high quality managerial communications education to IESE students on the GEMBA program.

- Confident, persuasive oral presentation skills
- Business Presentation skills
- Habits of good communication
- Create leaders who have a point of view and the capability to impact those around them

Learning Outcomes

Based on lots of practice and individual feedback, this program trains you to become an effective public speaker by addressing the following capabilities:

- Structuring your content for speech
- Establishing personal and professional credibility
- Using emotional and rational intelligence to persuade others
- The power of storytelling to communicate your message

- Non-verbal aspects of communication: authority, energy and audience awareness

Content

Please see course details below.

Final Notes from Conor

Buckminster Fuller said: "You cannot change the way people think. All you can do is give them tools."

Our objective is that MACOM is practical and immediately applicable in your lives. I will work hard to create a positive learning environment and deliver the course material in as clear and helpful a way as I can. However this will not help if you aren't committed to the learning process. I need each of you to make a commitment. The commitment I ask is best summarized as 4Ps:

Proactive – You have paid to be here. You have a right to ask questions. If you see another student do something well, let them know and apply the lesson to your own speech preparation.

Personal risk – We learn most when we are on the frontiers of our competence – where there exists a strong possibility of "not looking good in front of my class". However the GEMBA is a unique opportunity to learn – the real important judge of your success in life will come years later, not here in IESE in superficial judgements of your peers (or even myself in terms of your grades).

Preparation – the fifth time you give a speech it will be better than the first time. You only get one chance to make a first impression. Do not waste that chance by coming ill prepared. In your teams, please encourage and push your team members to practice in front of the group before they speak to the entire class.

Point of View – my definition of leadership is "seeing a change that is required in the world and communicating it in a way that gains commitment of the resources necessary to achieve that change". A successful leader has a point of view on the future of the team, the country, the education system, the medical system, whether Turkey should be part of Europe, whether globalization is a good thing. I want you to start living like a leader today – build your model of the world that you hope to create.

Conor Neill
Barcelona, 2017

Methodology

The course consists of 6 sessions of which 3 will be theoretical sessions and 3 will be practical sessions.

Competences

General Competences

- Receiving and transmitting ideas effectively using the appropriate channel in the right moment and providing specific details to back up their observations and conclusions (Communication).
- Diagnosing, dealing with and resolving interpersonal conflicts quickly and deeply, without damaging personal relations (Conflict Management).
- Receiving the commitment of collaborators by inspiring their trust, giving meaning to their work and motivating them to achieve their goals (Motivation).
- Maintaining personal balance in situations of special tension (Stress Management).
- Helping develop each person's potential (Coaching).
- Understanding oneself and how one reacts in different circumstances in personal and professional settings (Self-Awareness).
- Reacting with emotions and states of mind that are appropriate in each situation. (Personal Balance).
- Being upright and behaving in an honorable fashion in any situation (Integrity).
- Accepting personal limitations and errors (Being Self-Critical).

Specific Competences

- Acquiring coaching skills to identify and develop the talent of the organization's members. Learning techniques to give and receive feedback, observe and measure competencies, and facilitate development through the design of work experiences.
- Bolstering the leadership skills of teams and companies by starting with self-awareness and understanding the different temperaments and how they interact. Being familiar with the state of the art of empirical research in this field.
- Acting as agents of innovative change in their organizations.

Evaluation

The evaluation will be based on class attendance and on an individual speech during the course.

Students will give at least one 3-minute speech. Students are expected to prepare well for their presentation in class. It is not allowed to read a presentation from a paper. The subject of the speech is open to the student – but must be a persuasive speech (as described in handout: Exercise Preparing the Logos-Based Speech)

All presentations are expected to last three minutes maximum, without the use of visual aids (except where explicitly briefed and agreed). Presentations may be filmed.