

Communicating Up

Think of yourself as a bridge. As a manager situated somewhere between team members and the C-Suite, you are responsible for communicating with your team, your peers, and then gathering all of that information into a nice little package and delivering it to your senior leadership. So how do you do that?

Preparing for Presentations

Know Your Audience

When delivering information to management or leadership, use higher level information. They want to know the big picture and how it affects the bottom line.

Do Your Research

Depending on the situation, you may need to do additional research so you can provide relevant data on industry trends and current events.

Anticipate Questions

Be prepared to answer questions that relate to the project, how you arrived at that solution, and the all of the other options you've considered.

Presenting Compelling Information

Use both kinds of data when presenting information.

Quantitative data:

- Uses numbers and facts to tell a story
- Are typically viewed as more dependable, factual, and objective

Qualitative data:

- Uses words to tell a story
- May include impressions, opinions and beliefs
- Are often viewed as more biased and subjective
- Can be important elements of processing the accumulated information

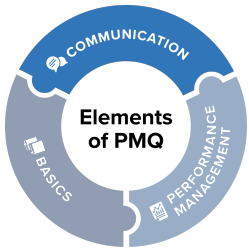
Storytelling is a powerful tool to convey information. Use facts, figures and words to paint a complete picture.

There will come a time when you'll have to break bad news. Follow these tips to help soften the blow.

Breaking Bad News

Come clean: Be honest about the bad news. It will never end well if it's hidden.

Be prepared: Have ideas and potential solutions that can lessen the hit of the bad news.



Communicating Down

Continuous communication with your employees is a vitally important part of your job because you are the one that persuades, informs, and transforms. Communicate openly transparently, and provide information that is timely, relevant, and correct to ensure your credibility and trustworthiness remain intact with your team.

Tips for Building Emotional Intelligence

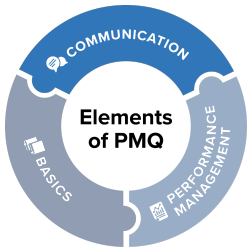
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| Align with Strategy | Start your conversation by aligning with the company strategy. This helps provide context to whatever message you're delivering. You want to align with the strategy, but also come across as authentic. Don't be robotic. |
| Be Consistent | If you have a tendency towards inconsistency, create some checkpoints before announcing something: talk to your boss, do a role play with your mentor, or do your research, write down your new plan, and sleep on it to ensure you still like it the next day. |
| Be Clear | Provide an overview and ask for additional questions. If someone asks a question that deserves a lengthy answer and is only applicable to one or two people, or if you don't have the answer readily available, ask if they will stay after the meeting to discuss that issue. |
| Demonstrate Empathy | Especially if you have to deliver news that might not be received so well, it's important to demonstrate empathy. You might even say something like, "I realize this might not be what you want to hear," and relate it back to organizational strategy. |
| Ask for Feedback | And when you receive feedback, take it seriously. Be available for and open to whatever questions you may receive. |

Team Communication

You are the primary source of company information for your team. You'll need to use the format that works best for you and your team. How do you know what is best for your team? Ask them! Try a couple of different methods to see what works.

Remember that whatever the format, you must know your audience, do your research and anticipate questions.

- Instant Messaging**
- Texting**
- Emails**
- Video calls**
- Social Media**
- Weekly meetings**
- Daily stand-up meetings**



Communicating Around

You're a new manager and also a new equal to other managers in your organization. Being able to build trust with your peers will not only establish rapport, you will also create a group of people you can brainstorm solutions with. How do you communicate effectively with your new peers?

Tips for Building Emotional Intelligence

Know Your Audience

One of the first steps is to figure out how to communicate with your new peers and how they like to communicate. Get to know your peers. Find out what their typical day looks like. Where/when do they like to meet? Do they prefer email or face-to-face communication? Communicate what is appropriate and professional. You want to be seen as someone who shares in a positive and concise manner.

Determine Communication Style

Everyone has different communication styles. Some like to think about things for a while before responding – those are thinker-outers. Others talk things out and bounce ideas off each other – those are talker-outers. Recognizing the communication style of your peers will go a long way to reducing frustrations. It's important to be authentic and stay yourself while trying to accommodate everyone else's communication style.



In this day and age, we are all about fast and instant gratification. While text and email seem to be the go-tos for communication, they are not always the best. Take a look at the different types of communication and when to use them.

Types of Communication and When to Use Them

Text: Texts are great to share short bursts of information.

Email: Email is a great way to document processes, next steps or a performance issue.

Phone: Phone conversations should be used for back and forth conversations. An actual conversation allows you to hear the tone of voice, which can help eliminate miscommunication.

Face-to-face (F2F): F2F conversation is the way to go when having a difficult conversation about performance issues or sensitive topics. Talking in-person is the best way to see body language.