15.281
Advanced Leadership Communication

Professor Neal Hartman

MW 1:00-2:30
Our goals for the semester

- Build on foundations of core communication competencies
- Develop and polish communication skills in different contexts
- Provide practice and feedback on interactive skills critical for effective leadership
Objectives for class #1

1. Introduction to course

2. Storytelling in Leadership

3. Preview Class #2
How we accomplish goals

- Presentations: impromptu, persuasive/visioning pitches, and persuading over objections
- Interactive Communication: role plays, interactive presentations, dealing with the media
- Written Communication: leadership lessons report
- Group/Team Communication: running effective meetings, group decision-making, team-led class session
You should also expect to . . .

- have a lot of interaction and participation;
- learn a great deal about your own communication style and leadership behaviors;
- develop and polish significantly your communication skills; and
- enjoy the course and the assignments
Beyond presenting & writing

- Cross-cultural communication
- Dealing with the media
- Leadership communication
- Leading and managing effective teams
- Communication strategy
Recruiters want MBAs with communication skills:

Figure 19. Desired Knowledge, Skills, and Abilities Employers Seek in New 2011 MBA Hires

- Communication skills: 86%
- Strategic skills: 67%
- Proven ability to perform: 66%
- Core business knowledge: 63%
- Ability to manage change: 61%
- Ability to manage decision-making processes: 59%
- Technical/quantitative skills: 59%
- Ability to apply business discipline to any job/function: 51%
- Strong academic performance: 45%
- Ability to establish business structure, processes, procedures: 45%
- Sufficient years of work experience: 41%
- Ability to manage the task environment: 40%
- Same/related industry in prior work experience: 39%
- Negotiation skills: 34%
- Similar occupation in prior work experience: 31%
- Ability to manage subject-matter experts/technical experts: 29%
- Ability to manage human capital: 25%
- Similar job level in prior work experience: 20%
- Specific language, country/cultural expertise: 17%

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Source: GMAC Recruiters Survey 2011
### Your assignments for 15.281

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<thead>
<tr>
<th>Percentage</th>
<th>Assignment Description</th>
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</thead>
<tbody>
<tr>
<td>15%</td>
<td>Motivational Speech and Self-Assessment</td>
</tr>
<tr>
<td>20%</td>
<td>Presentation to Hostile Audience</td>
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<tr>
<td>25%</td>
<td>Team Project: Team-led Class and Feedback Survey</td>
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<tr>
<td>20%</td>
<td>Leadership Lessons Report</td>
</tr>
<tr>
<td>20%</td>
<td>Class participation (includes <em>Meeting Agenda</em> and <em>Intra-team Feedback Survey</em>)</td>
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Consider an experience that or person whom had a significant impact on your development as a leader. Take 3 minutes to formulate a story about that experience or person. You will then introduce yourself to the class and share your story in 60-90 seconds.
TOPIC: Leadership Communication: Style

READ: Article in Course Reader

» Discovering Your Authentic Leadership

TEDTalk: Susan Cain: The power of introverts
15.281 Advanced Communication for Leaders
Spring 2016

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