

# Communication and Career Development

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# Objectives

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- ◆ How to communicate strategically?
- ◆ How to develop your communication capabilities for your career?

# *My Question for You*

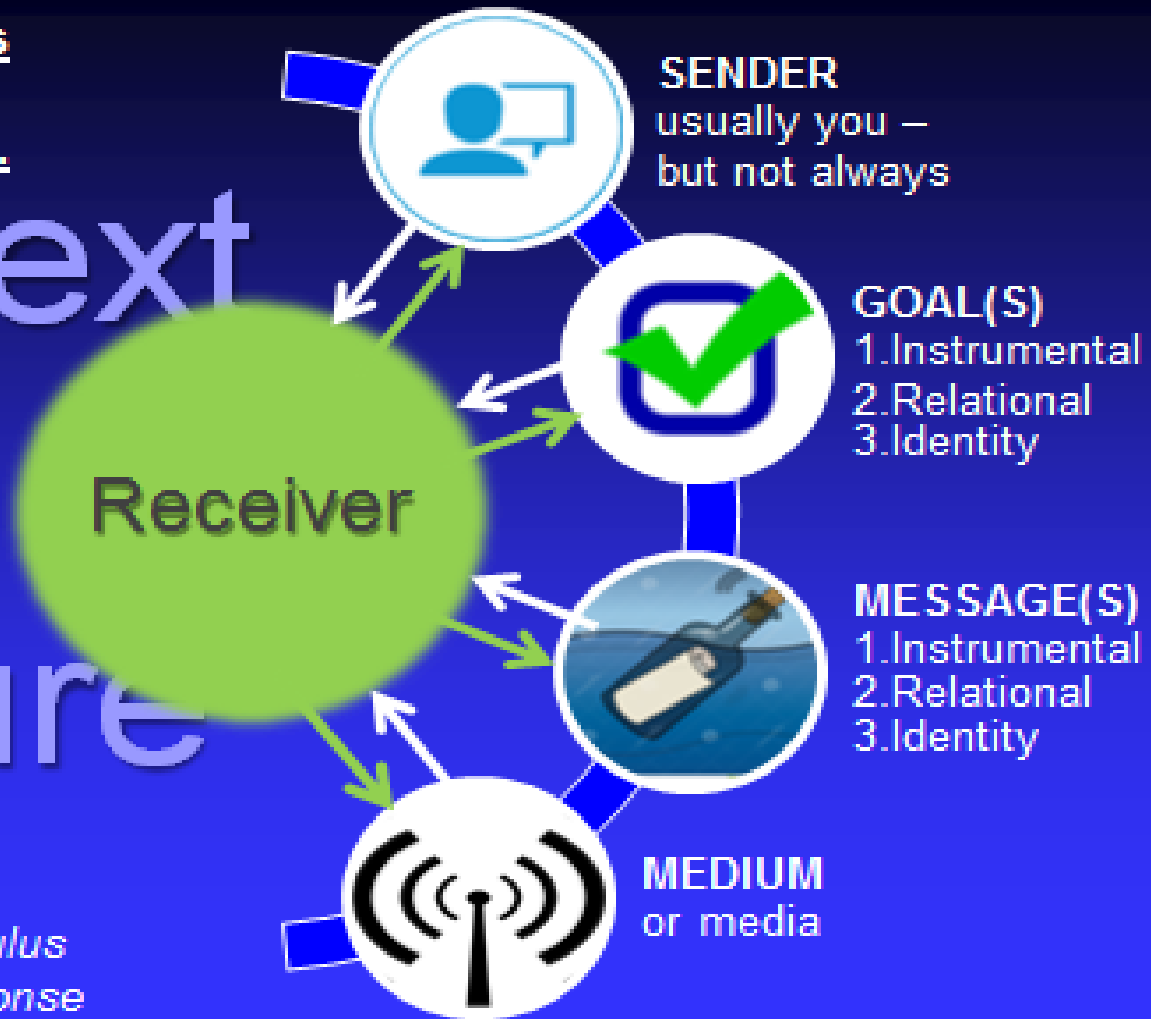
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- ◆ What are the key challenges you are facing in terms of communication?

# How to Communicate Strategically: A Framework

Business communication is goal-oriented & receiver-focused.

context  
&  
culture



# The Key IS Persuasion

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- ◆ Informing  $\neq$  Persuading
- ◆ Persuading
  - Logic/Evidence
  - Emotion
  - Character (personality, reputation, credibility)
  - Audience benefits (what's in it for them?)

# Strengthening Your Characters

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## ◆ Professional

- show courtesy (tactful, follows standards of business etiquette) and care.

## ◆ Knowledgeable

- Be careful with “the curse of knowledge”

## ◆ Clear, Concise and Short than expected

- Key message is delivered clearly and quickly so audience is not left guessing what it is.
- Essential information is included; nonessential information is excluded.

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## ◆ Evidence driven

- All claims are clearly supported by high-quality evidence and specific, concrete examples,

## ◆ Persuasive

- Built on thoughtful audience analysis, audience benefits are made clear.

## ◆ Rehearse, Rehearse, and Rehearse

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***Let's go beyond this!***



# Indra Nooyi

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- ◆ Born in Madras in 1955
- ◆ Education:
  - Madras Christian College (B.S., 1974)
  - IIM Calcutta (P.G.D.M, 1976)
  - Yale Management (MA, 1978)
- ◆ 1980s – BCG, Motorola...
- ◆ 1994 – Joined Pepsi
- ◆ 2001 – President & CFO
- ◆ 2006 - CEO of Pepsi Co. (age 51)

# Sundar Pichai

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- ◆ Born in Hyderabad in 1967
- ◆ Education:
  - Manipal Inst. Of Technology (B.E. 1988)
  - Wisconsin-Milwaukee (MS, 1990)
  - Chicago (MBA, 1997)
- ◆ 1992 - joined Microsoft
- ◆ 1999 – VP of Microsoft bCentral
- ◆ 2007 – SVP of online services
- ◆ 2014 - CEO of Microsoft (age 47)

# Sundar Pichai



- ◆ Born in Chennai in 1972
- ◆ Education:
  - IIT Kharagpur (B Tech)
  - Stanford (MS)
  - Wharton (MBA, 2002)
- ◆ 2002 - McKinsey
- ◆ 2004 - joined Google as the head of product development and innovation efforts
- ◆ 2011 - SVP
- ◆ 2015 - CEO of Google (age 43)

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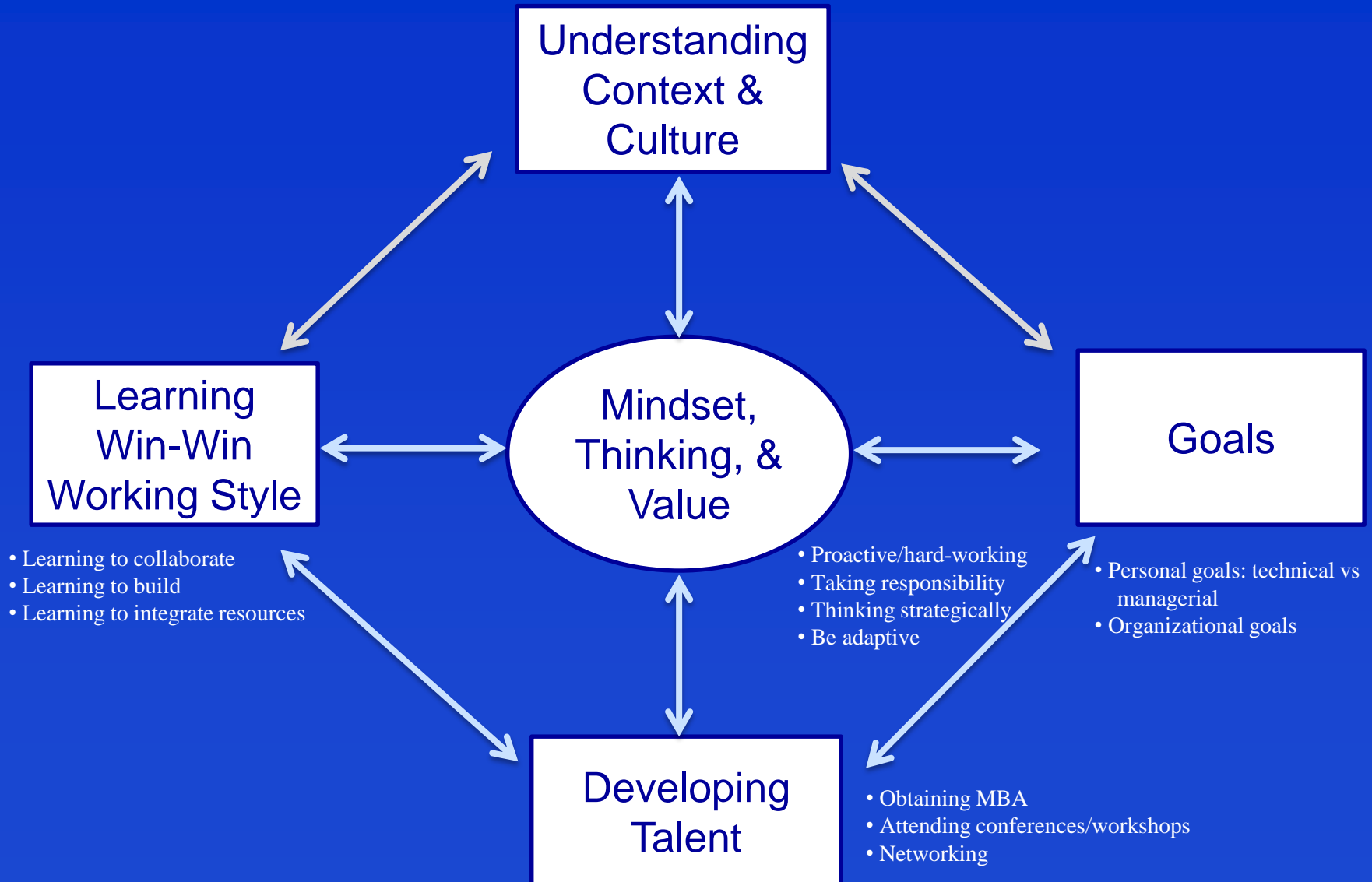
***What Do You Learn from These???***

# Takeaways

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- ◆ “老中一直看不起老印。在嘲笑中，老印慢慢变成了老板，老中还是心怀不满的个人工作者。”一位网友评论说。
- ◆ Communication skills are NOT just techniques for your daily jobs; instead, they are an integral part of your capabilities for career development and for being leaders.
- ◆ Then: how to develop your communication capabilities?

# Developing Communication Capabilities



# *Satya Nadella's email to employees when taking the CEO job...*

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"I am 46. I've been married for 22 years and we have 3 kids. And like anyone else, a lot of what I do and how I think has been shaped by my family and my overall life experiences. Many who know me say I am also defined by my curiosity and thirst for learning. I buy more books than I can finish. I sign up for more online courses than I can complete. I fundamentally believe that if you are not learning new things, you stop doing great and useful things. So family, curiosity and hunger for knowledge all define me. "

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*Thank you!*