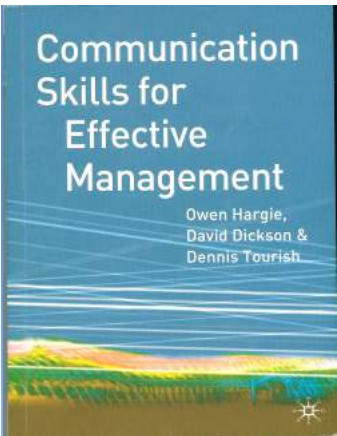
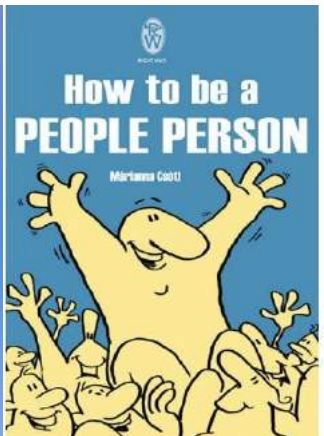
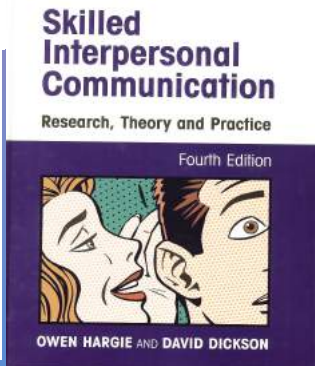
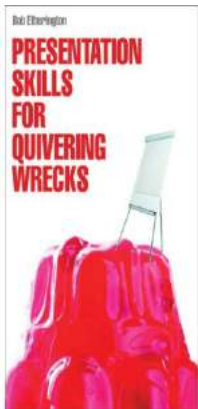


LEADERSHIP AND COMMUNICATION

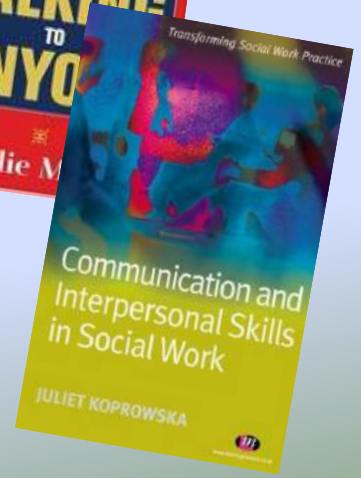
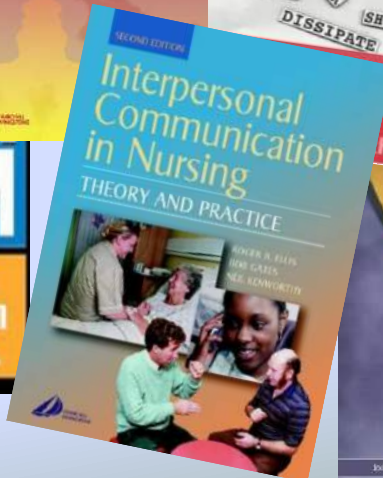
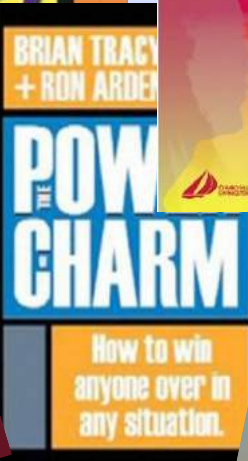
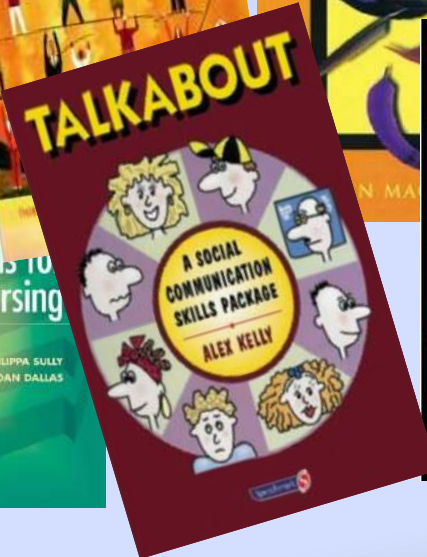
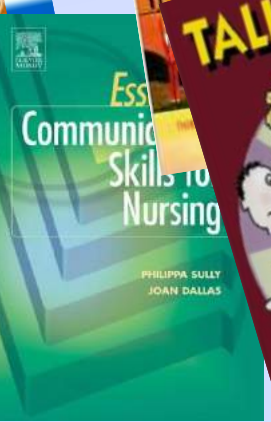
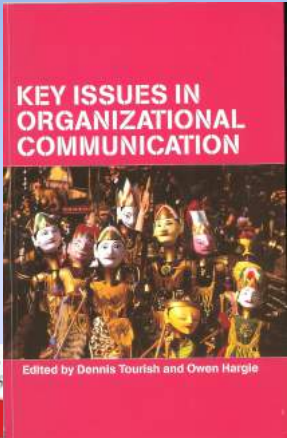
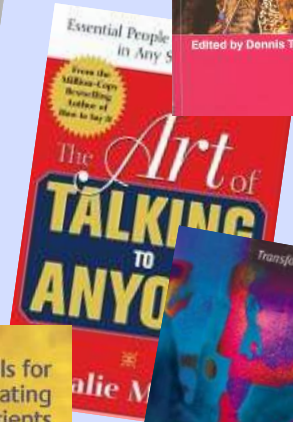
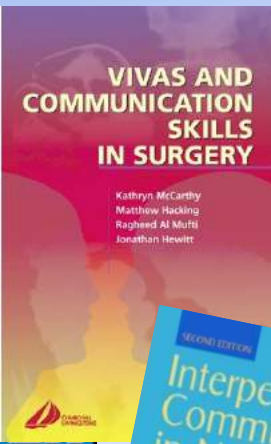
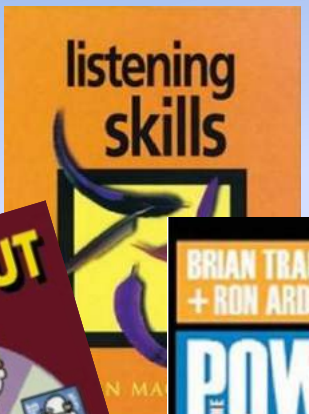
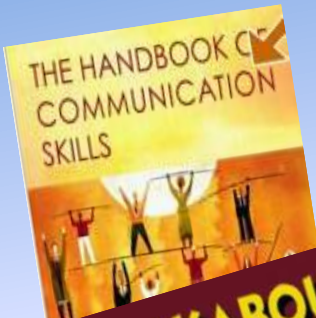
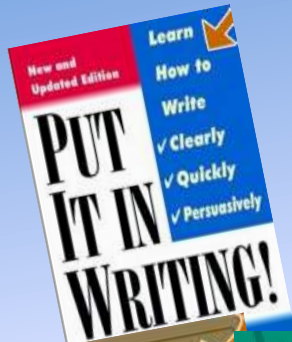
17th March 2016



Professor Dennis Tourish
Dennis.Tourish@rhul.ac.uk



March 2016 - 376171 books on communication
If you read one a day every day – including weekends – it would take you 1030 years



A COMMUNICATION CHALLENGE



Conversations can (often) be defined as two people taking turns at interrupting each other.....

“Most people do not listen with the intent to understand; they listen with the intent to reply.”

Stephen R. Covey
(1932-2012)
InspirationBoost.com

LEADERSHIP AND COMMUNICATION

- **Vision master**
- **Reality master**
- **Pioneer**
- **Change master**
- **Learning master**
- **Strategy master**
- **Value/culture master**



KEY LEADERSHIP INSIGHT

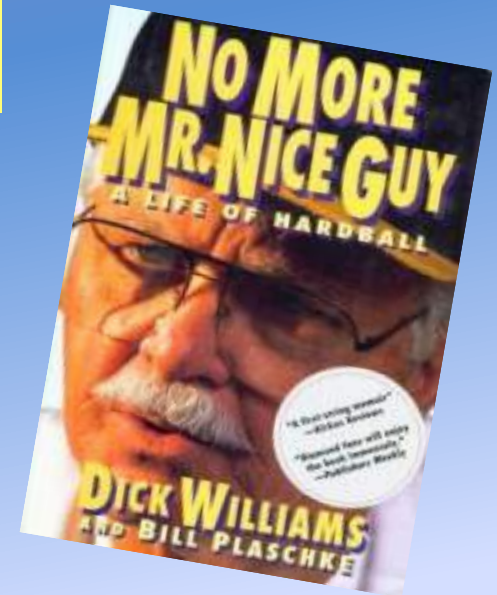
The norm of reciprocity



**'I'm not going to Ted's funeral.
He won't be coming to mine.'**

WHAT GETS IN THE WAY

- It is often *assumed* that senior managers have a deeper insight than others
- *Feedback mainly flows from those in authority to 'subordinates'*





COMMUNICATION **AND LEADERSHIP**

- **Good leaders are constantly able and willing to define reality for their organizations - in fact, this may be their most important role.**
- **Helping others to sustain focus and energy on behalf of strategy is reliant upon a grasp of what is real**



E A R T H R I S E

Suddenly, from behind the rim of the moon, in long, slow-motion moments of immense majesty, there emerges a sparkling blue and white jewel, a light, delicate sky-blue sphere laced with slowly swirling veils of white, rising gradually like a small pearl in a thick sea of black mystery. It takes more than a moment to fully realize this is Earth . . . home.

- Astronaut Edgar Mitchell, Apollo 14

This image was made possible by the support of the National Science Foundation, the National Aeronautics and Space Administration, and the National Geographic Society.

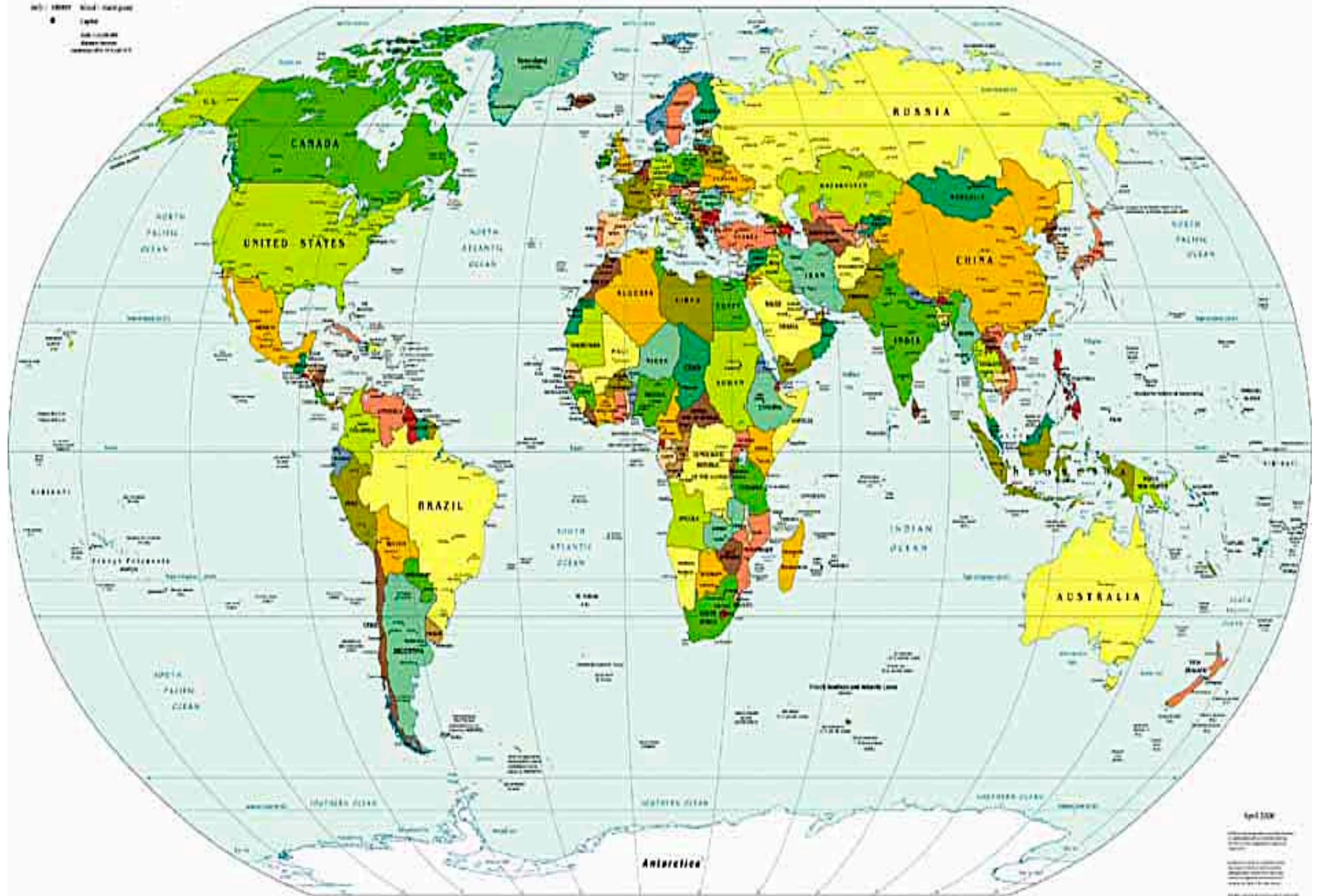
This image was made possible by the support of the National Science Foundation, the National Aeronautics and Space Administration, and the National Geographic Society.

This image has been digitally enhanced. Original image courtesy of NASA. Photo Copyright © 2002 by Tranquility Pictures. www.tranquilitypictures.com. Printed in the USA.



Political Map of the World, April 2000

- **SOVEREIGN** Independent state
- **Partly** Dependent or area of special arrangement
- **UN** 1997 Most developed
- **UN** 1997 Least developed
- **UN** 1997 Sub-Saharan
- **UN** 1997 Eastern Europe
- **UN** 1997 Southern Asia



April 2000

Source: CIA World Factbook

Map of the World, April 2000

SOUTHERN OCEAN

SOUTHERN OCEAN

The Hobo-Dyer Equal Area Projection

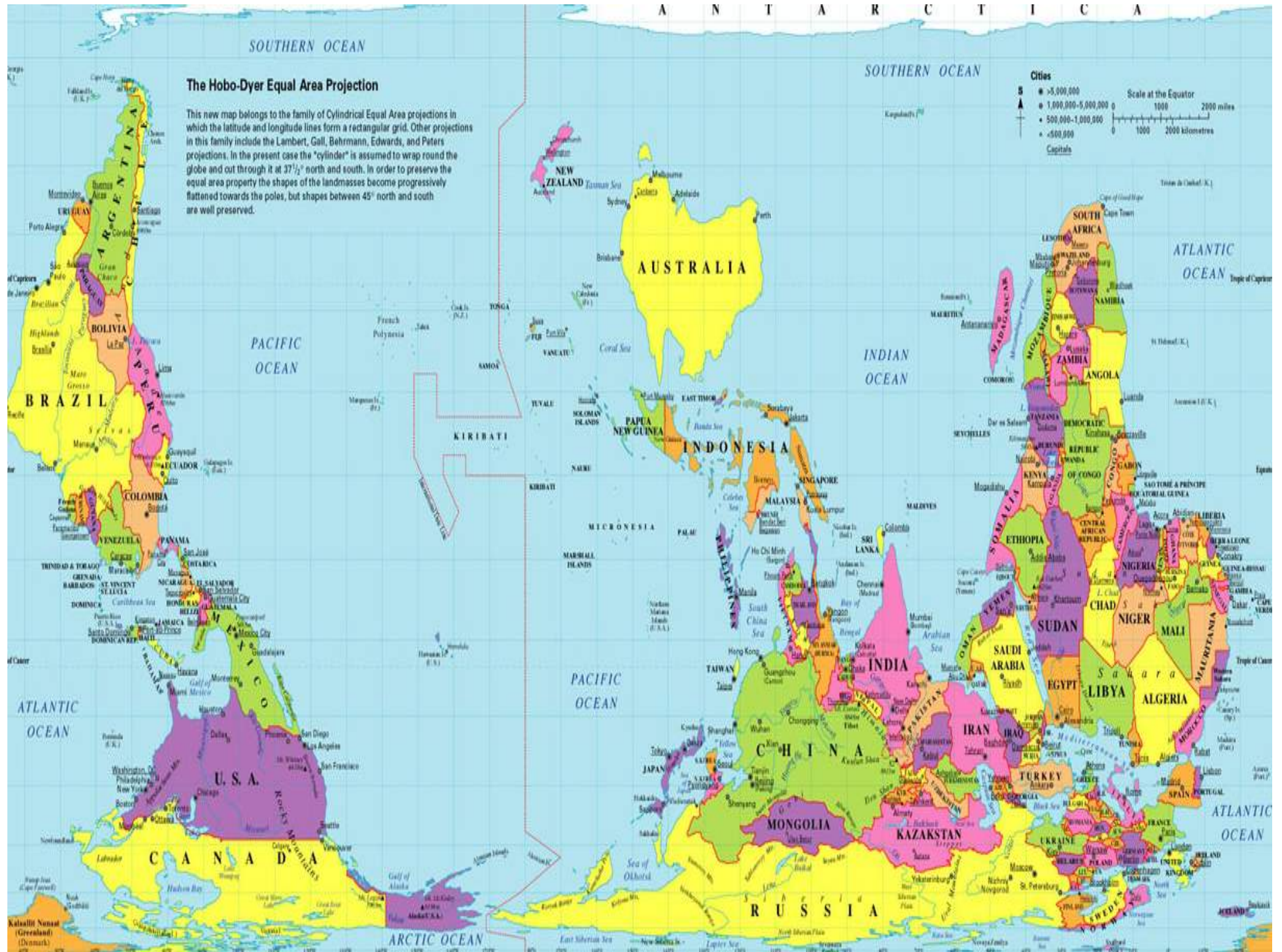
This new map belongs to the family of Cylindrical Equal Area projections in which the latitude and longitude lines form a rectangular grid. Other projections in this family include the Lambert, Gall, Behrmann, Edwards, and Peters projections. In the present case the "cylinder" is assumed to wrap round the globe and cut through it at 37 1/2° north and south. In order to preserve the equal area property the shapes of the landmasses become progressively flattened towards the poles, but shapes between 45° north and south are well preserved.

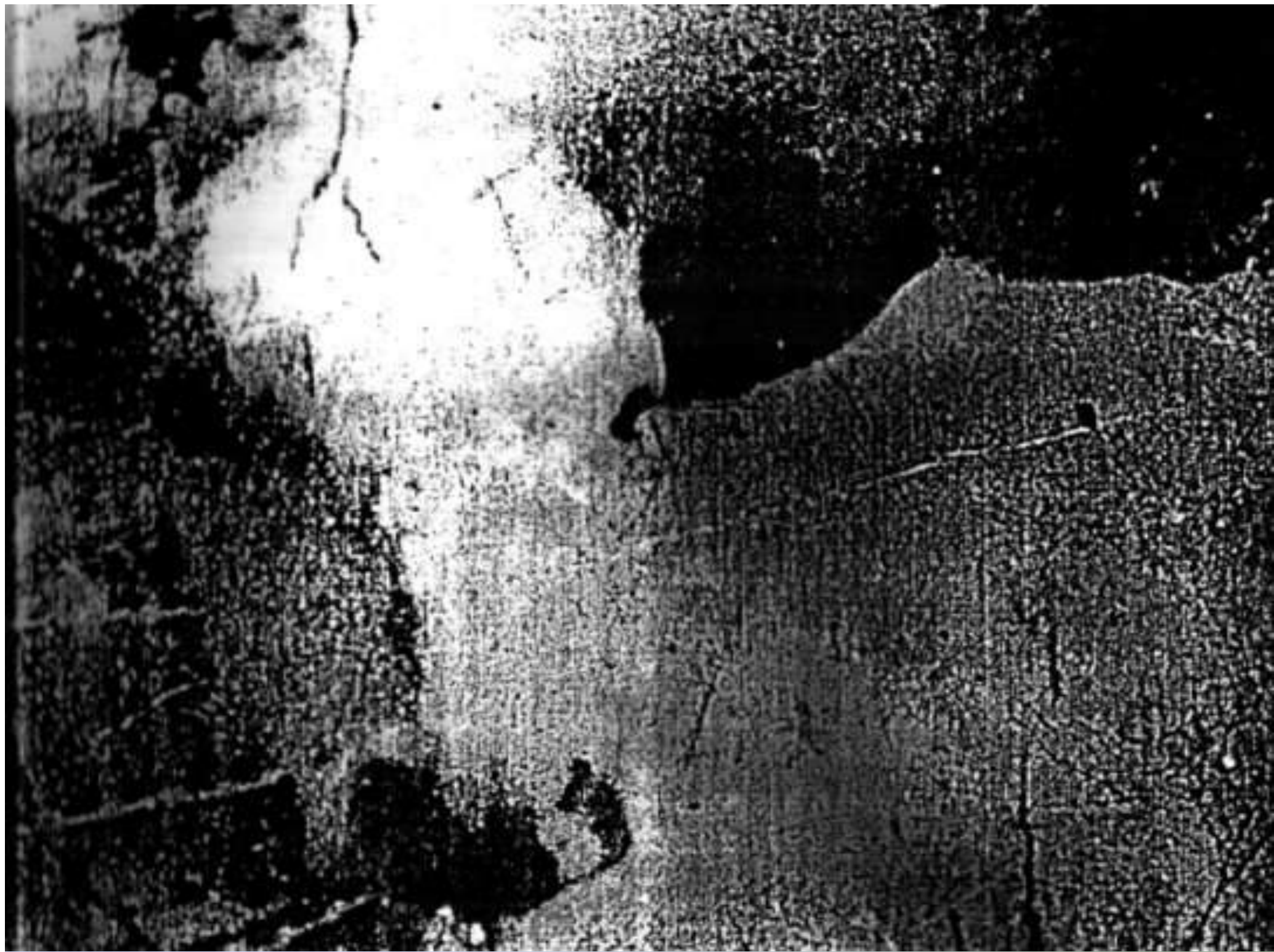
Cities

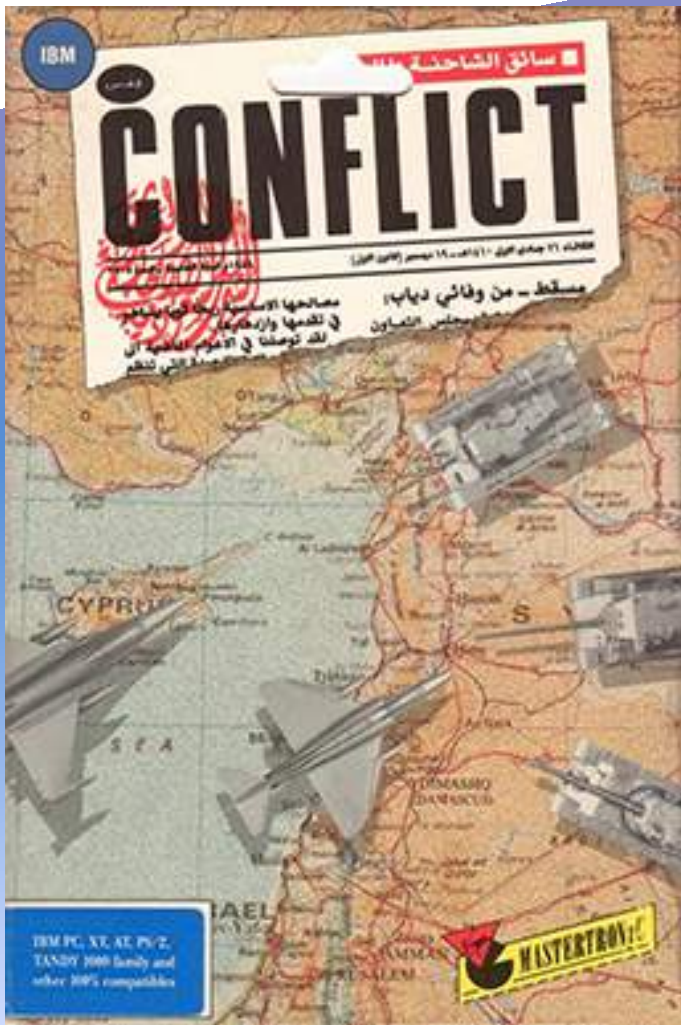
- >5,000,000
- 1,000,000-5,000,000
- 500,000-1,000,000
- <500,000

Scale at the Equator
 0 1000 2000 miles
 0 1000 2000 kilometres

Capitals







MINDSETS THAT LIMIT COMMUNICATION

- Dissenters *just don't understand*
- They need to be silenced
- Dissent is ***DANGEROUS***



A MAJOR SOURCE **OF ERROR???**

'The temptation to tell a Chief in a great position the things he most likes to hear is one of the commonest explanations of mistaken policy. Thus the outlook of the leader on whose decision fateful events depend is usually far more sanguine than the brutal facts admit.'

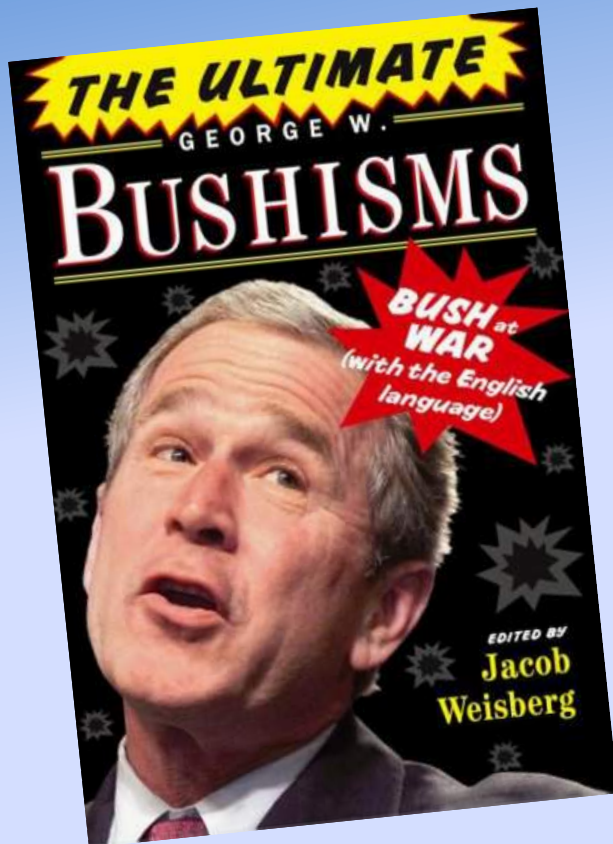
Winston Churchill (1931)

INGRATIATION...



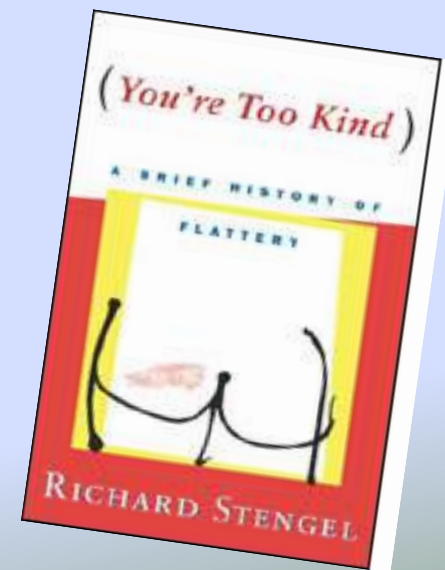
**SUCK UP
TO THE
BOSS!**

'A lot of times in politics you have people look you in the eye and tell you what's not on their mind.' --
George W. Bush, Sochi, Russia, April 6, 2008



A KEY QUESTION:

- **How common is ingratiation in your experience?**
- **When did you last do it?**
- ***WHEN WAS IT LAST DONE TO YOU???***



DANGERS OF POWER?

Greater power is associated with heightened confidence, and *less* inclination to take advice, consider evidence in making decisions, or accept criticism

See, Morrison, Rothman and Soll, 2011



EFFECTS OF FLATTERY

- A study of 451 CEOs looked at the impact on them of more intense and frequent flattery (e.g., offering exaggerated compliments) and opinion conformity (e.g., expression of agreement even when people don't agree).
- Flattery and opinion conformity linked to CEOs having more favourable evaluations of their own strategic judgments and leadership skills, being less likely to make strategic changes when firm performance suffered, and more prone to lead firms that suffered persistently poor performance.



Hyuan Park, Westphal and Stern, 2011

ORGANIZATIONS OFTEN

- Suppress information
- Cover up negative financial data
- Deny failure



IRRATIONAL BIAS– **ILLUSORY SUPERIORITY**

- **69% of drivers consciously worry about being killed when driving**



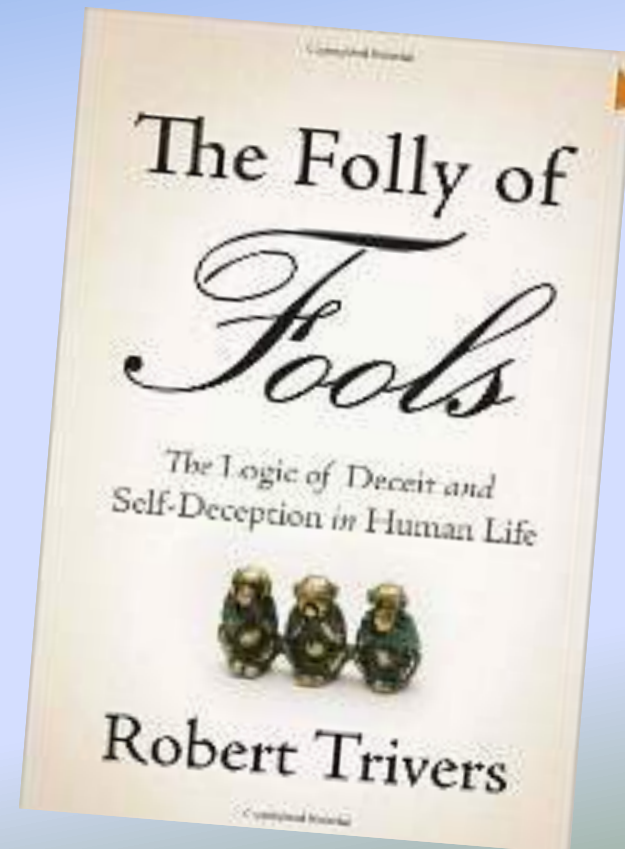
- **Only 1% believe they drive worse than average**
- **98% think they are safer than, or as safe, as the average driver.**

Brake (Road Safety Charity) Survey of 800 UK adults, March 2011

MEA CULPA

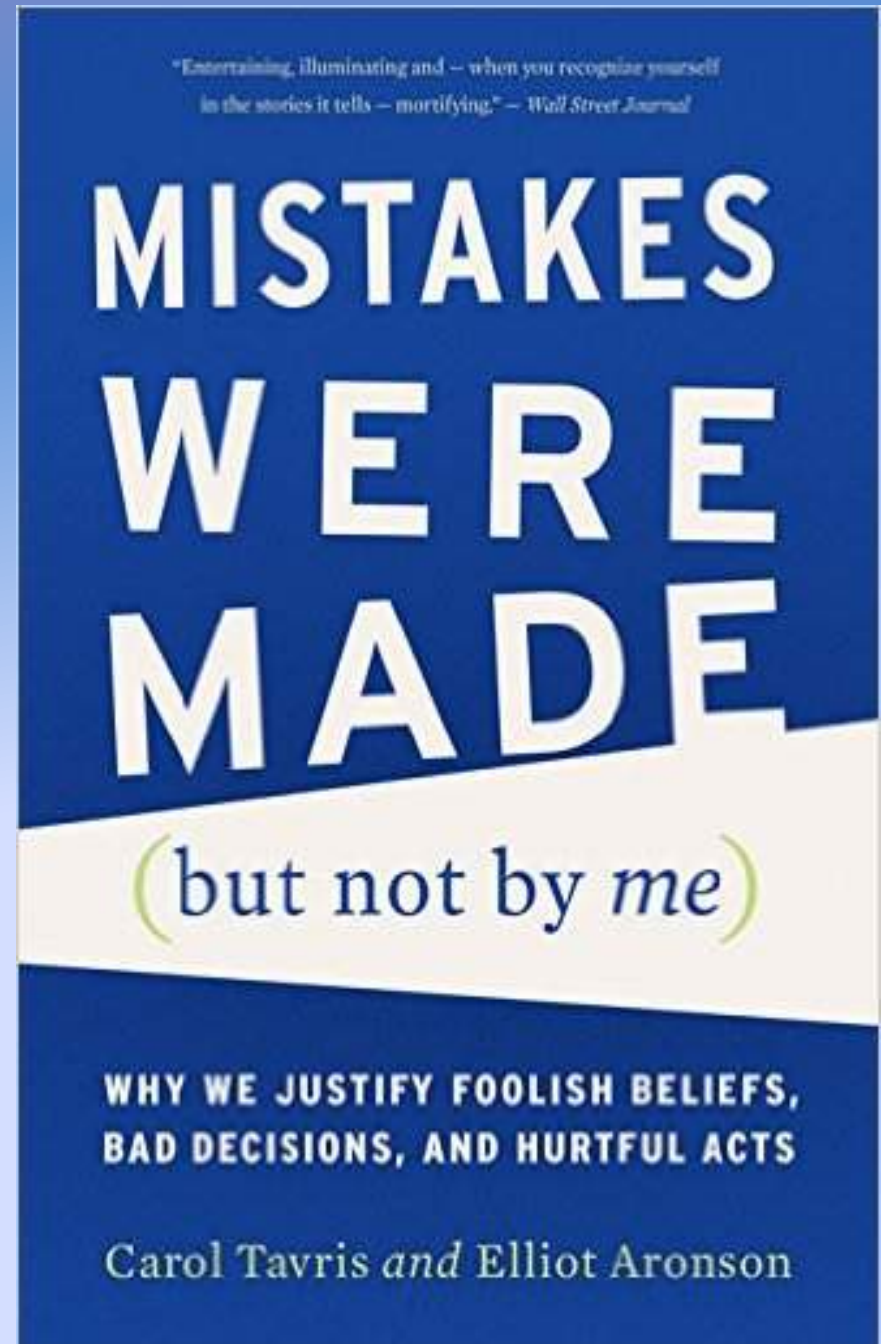
- **More than 90% of professors think they are in the top half of their profession!**

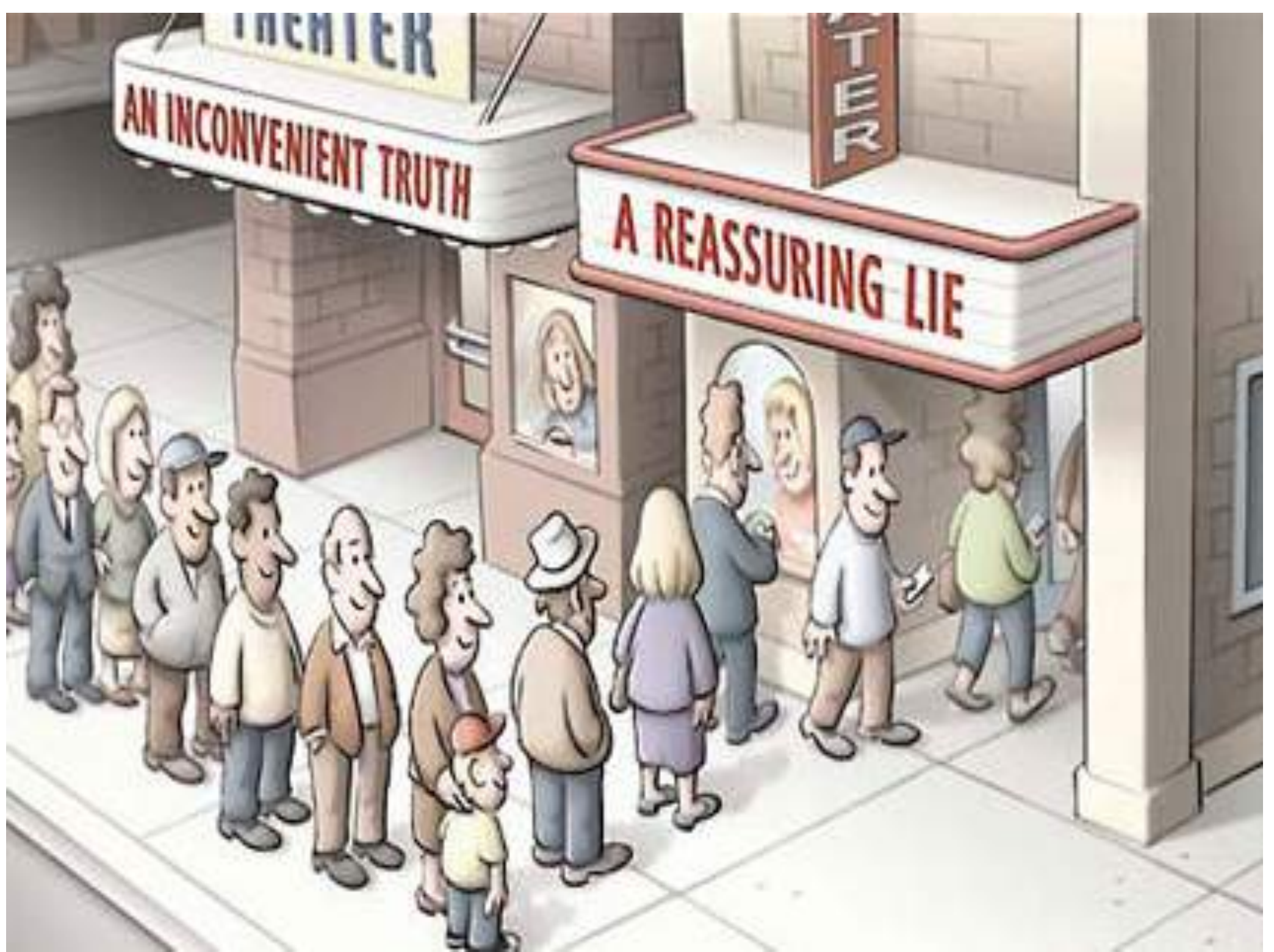
Trivers, 2011



HOW WE TREAT CRITICAL FEEDBACK

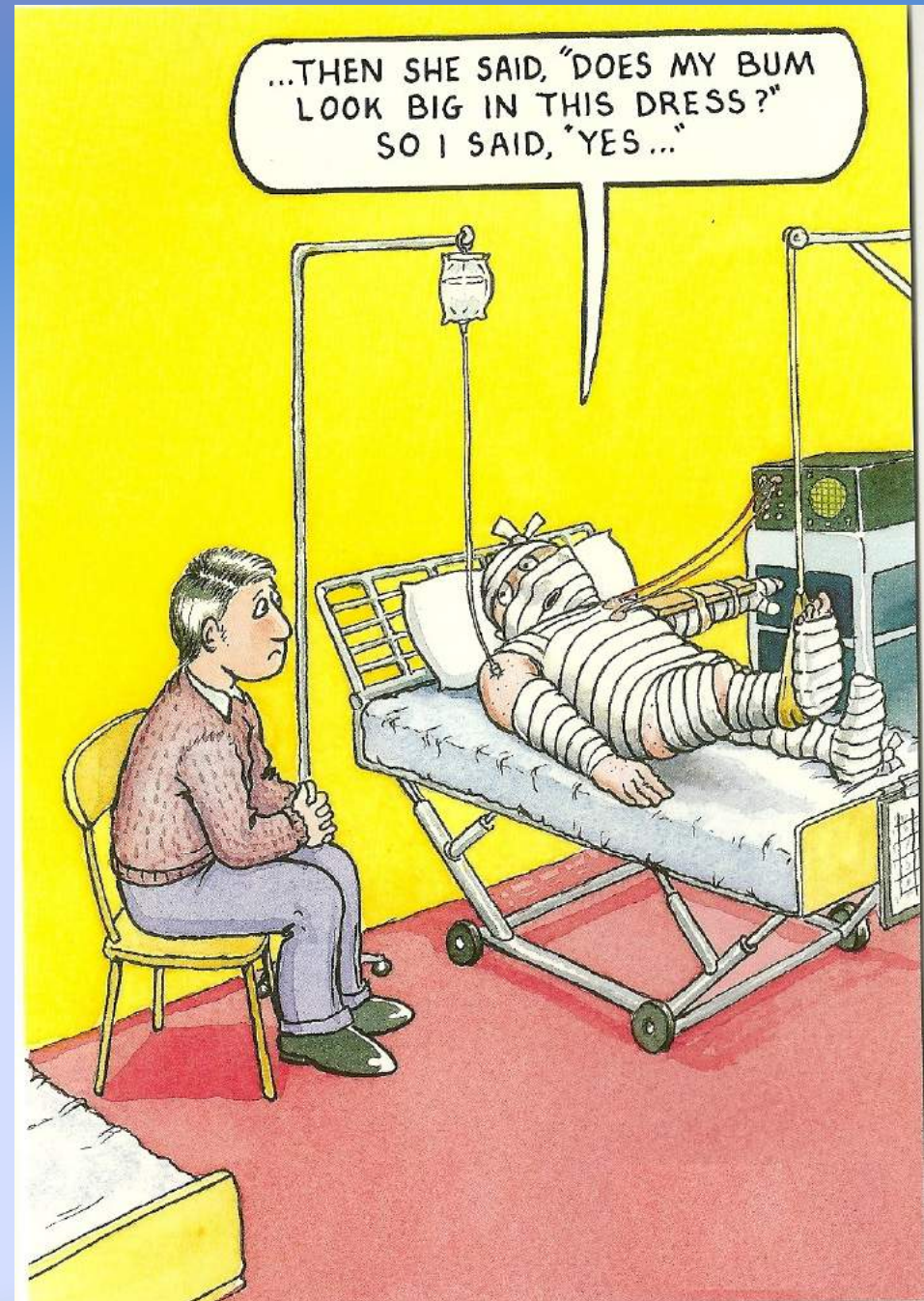
- Blame realignment
- Subjecting critical feedback to criticism/ accepting positive feedback
- 'I DON'T BELIEVE IT'





MORE PROBLEMS WITH FEEDBACK

People are *especially* sensitive to negative input – the '**automatic vigilance effect**'





1. CUT THROUGH THE HIERERACHY

Find ways of developing deep and unfiltered insights into how employees view their work

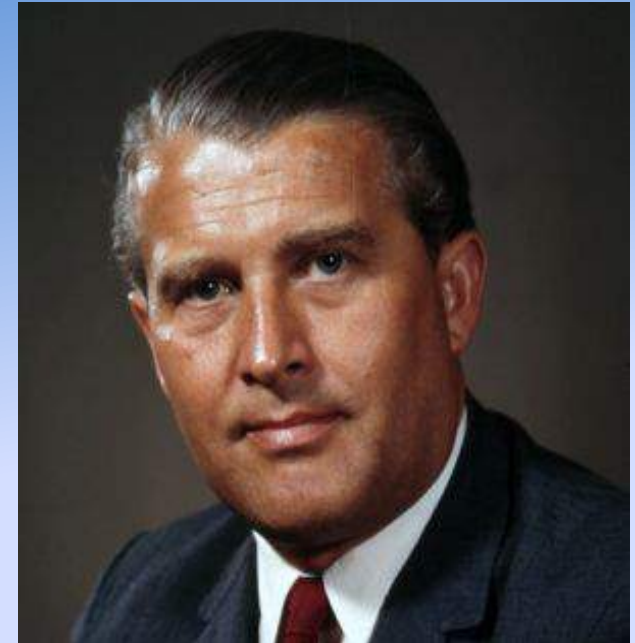
2. FOCUS ON EMPLOYEE EXPERIENCE

Build understanding of how employees experience the company and how it could be improved



THE EXAMPLE OF NASA (1960s!)

- **Engineers at Marshall Space Flight Centre when Werner von Braun was its director identified 'The Monday notes' as best communication device**
- **von Braun asked key managers to send him a one-page memo every Monday describing the preceding week's progress and problems. He then added his own questions, suggestions and praise. The collected notes were returned to all contributors.**
- **Managers compiled their notes by asking direct reports for a 'Friday report'. Many of them also circulated von Braun's eventual report down the line.**



COMMUNICATION THAT HELPS **FOCUS ON REALITY**

- ***Noisy Complainer:*** Remedies immediate situation but also lets the manager and supply department know when the system has failed.
- ***Nosy Troublemaker:*** Lets others know when they have made a mistake with the intent of creating learning, not blame.
- ***Self-Aware Error-Maker:*** Lets manager and others know when they have made a mistake so that others can learn from their error. Communicates openness to hearing about their errors discovered by others.

- ***Disruptive Questioner who won't let well enough alone:*** Questions why do we do things this way? Is there a better way of providing the service to the patient?

Edmondson and Tucker, 2003

CONSIDER:

**Not necessarily viewed as ideal employee attributes!
(Not quiet and getting on with job)**

How are such behaviours normally treated?



Deepwater Horizon, 2010



**David Collinson
on oil rig safety,
Org. Studies,
1999**

SOME POSSIBILITIES

- **Institutionalise 'skip level' meetings**
- **Do front line work**
- **Seek out formal and informal contact with people as often as possible**
- **Upward appraisal?**



AN ISSUE OF LEADERSHIP



'We are left with a paradox: the most successful leaders appear to be those who cultivate the least compliant followers, for when leaders err – and they always do – the leader with compliant followers will fail.'

Keith Grint



WHAT CAN BE DONE?

- Scrutinise positive feedback *more* rigorously than negative feedback
- Institutionalise dissent into the decision-making process – e.g. promote/cherish/ reward contrarians
- Create a culture that confronts 'the brutal facts of reality' – *i.e. where the truth is heard*



A CLIMATE WHERE THE TRUTH IS HEARD

**Lead with questions,
not answers**

Practice saying:

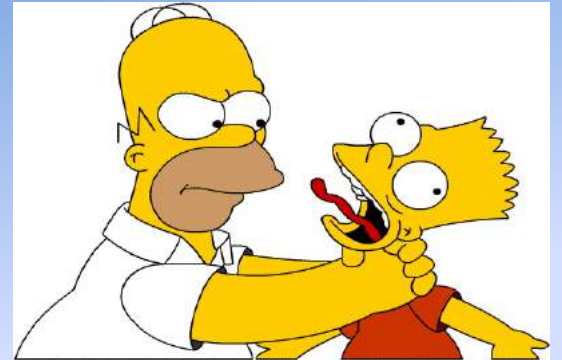
- **'I don't know'**
- **'What do you think?'**
- **'Where have we gone wrong?'**
- **'What could we do better?'**



A CLIMATE WHERE THE TRUTH IS HEARD

Engage in debate, **not coercion**

- **Have chaotic meetings**
- **Loud debate**
- **Heated discussions**
- **Healthy conflict**



FINAL THOUGHTS

- **Reconsider our existing models of leadership – *it should not be about unleashing your 'inner Fuhrer'***

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