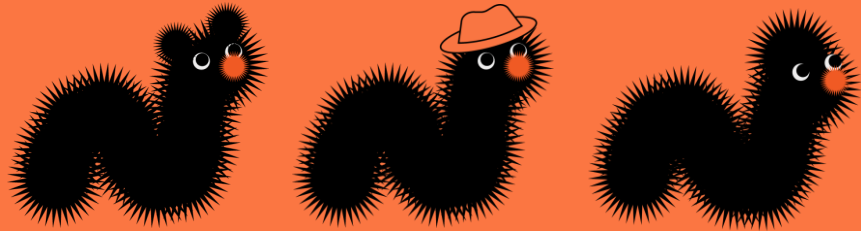


# EFFECTIVE COMMUNICATION & NEGOTIATION



# Today's tools for effective communication

1. Simulation of value proposition introductions
2. Case: Management meeting – analysis and actions
3. Developing your leadership style





## SMALL GROUP SIMULATION

# Introducing a value proposition

### 1) **Decide your company (“what do you sell”)**

- Can be a completely imaginary company, invent a name
- Or a company with simple offering like Wolt, Apple, McKinsey consulting, HarperCollins book publisher etc

### 2) **Introduce a new or enhanced value proposition to your customers**

- Is it a product or a service?
- Use the presentation techniques to create a compact introduction to your customer
- Duration 2-5 minutes only !!!

### 3) **Simulate the introduction situation**

- Some of you are the sellers and some are your customers

Present a “beginning of a customer meeting”

# Make a compact discussion opener

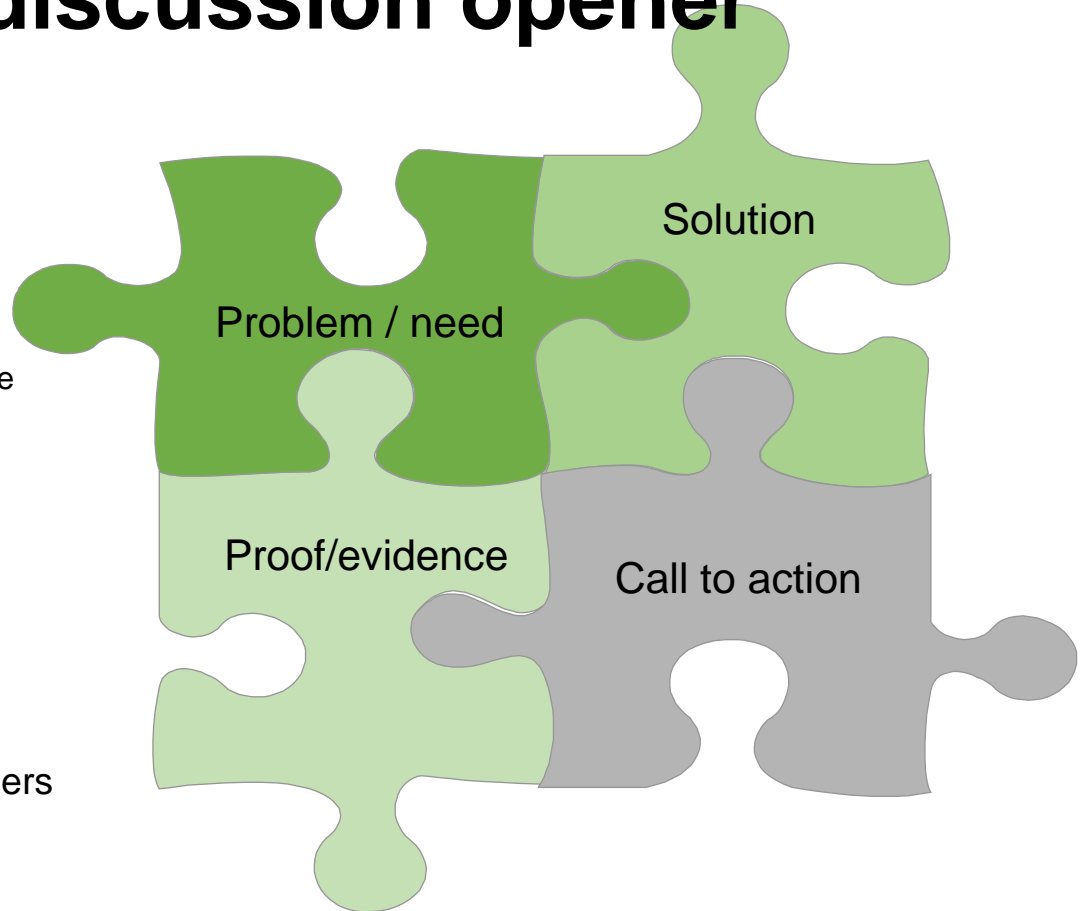
## The seller(s)

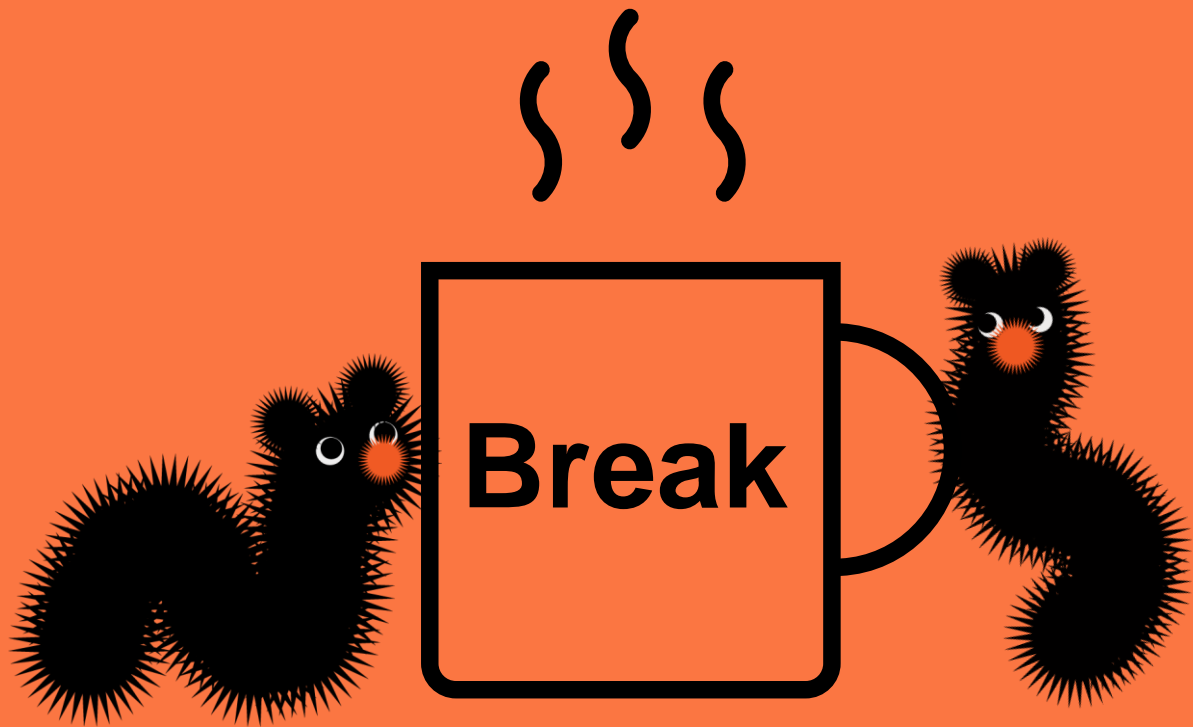
1. Compelling opening and closing
2. 1-3 slides / drawing / other
3. Include a number
4. Include a metaphor or quote or other technique

## The customer(s)

1. Present two questions
  1. An explorative one
  2. A tricky one

**Be creative & practice the simulation,** others are just audience





# Banjo Inc Management Meeting

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Analysis and actions from an  
AR/VR company Zoom meeting



# Phase 1 – Zoom meeting observation

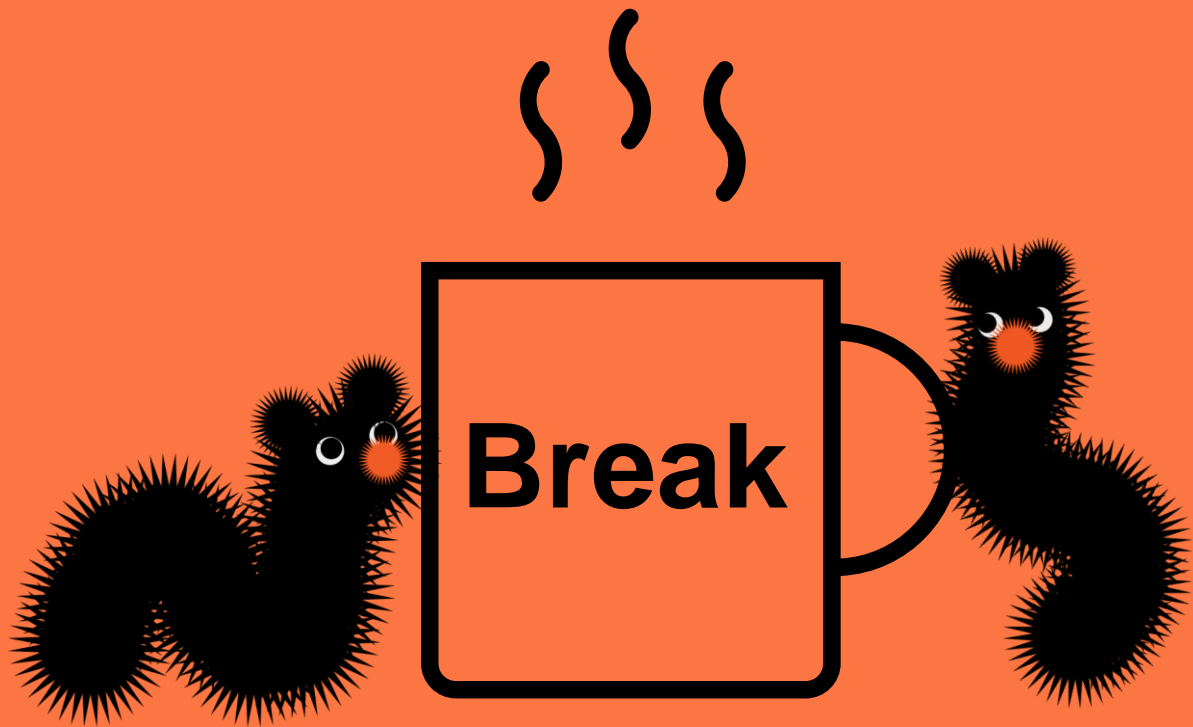
The Zoom meeting lasts ca 15min, what are your observations on the following:

1. Virtual meeting practices – Do's and Don'ts
2. Numbers and slide messages – what the slides tell us
3. Body language observations - assumptions of personalities
4. Handling conflicts of interest – actions before, during and after a conflict
5. Emotions and meta-language – e.g. powerful vs attractive (HBR 2020 article Peterson et Al)

# Phase 2 – Prioritization of actions

1. What actions should the management team take into consideration? (Long list 5-10 topics)
2. What are the Top-3 priority actions
3. Draw the conclusions on a white board and introduce the rationale





## Reflections from the HBR article

# How to Develop your Leadership style

Powerful

Attractive

	More formal	More informal
STATUS MARKERS	Nondeferential address	Deferential address
	Detached responses	Empathetic responses
	Expanded personal space	Respectful of others' personal space
	Interruptions and talk-overs	Respectful conversational turns
	Abrupt topic shifts	Gradual topic shifts
	Directive gestures ( <i>finger-pointing, head-shaking</i> )	Acceptance gestures ( <i>head-nodding, shoulder-dropping</i> )
	Less polite	More polite
	Little to no note-taking	Extensive note-taking
	Inattentiveness ( <i>ignoring others, wandering eyes</i> )	Attentiveness ( <i>engaging with all senses, especially eyes</i> )

1. What was interesting?
2. Points to agree or disagree with?
3. Perspectives to modern leadership?

Source: "How to develop your leadership style" by S.J. Peterson, R. Abramson and R.K. Stutman ( HBR 2020)

Reflections from the HBR article

# How to Develop your Leadership style

**Powerful**

**Attractive**

NONVERBAL STYLE	Powerful	Attractive
	Backward leans	Forward leans
	Physical distance	Physical closeness
	Eye contact when speaking	Eye contact when listening
	Averted gaze when listening	Averted gaze when speaking
	Tendency to stare	Tendency to break eye contact
	Serious expressions	Happy expressions
	Controlled movements	Natural movements
	Talking while moving away	Body square while talking

Further insights?

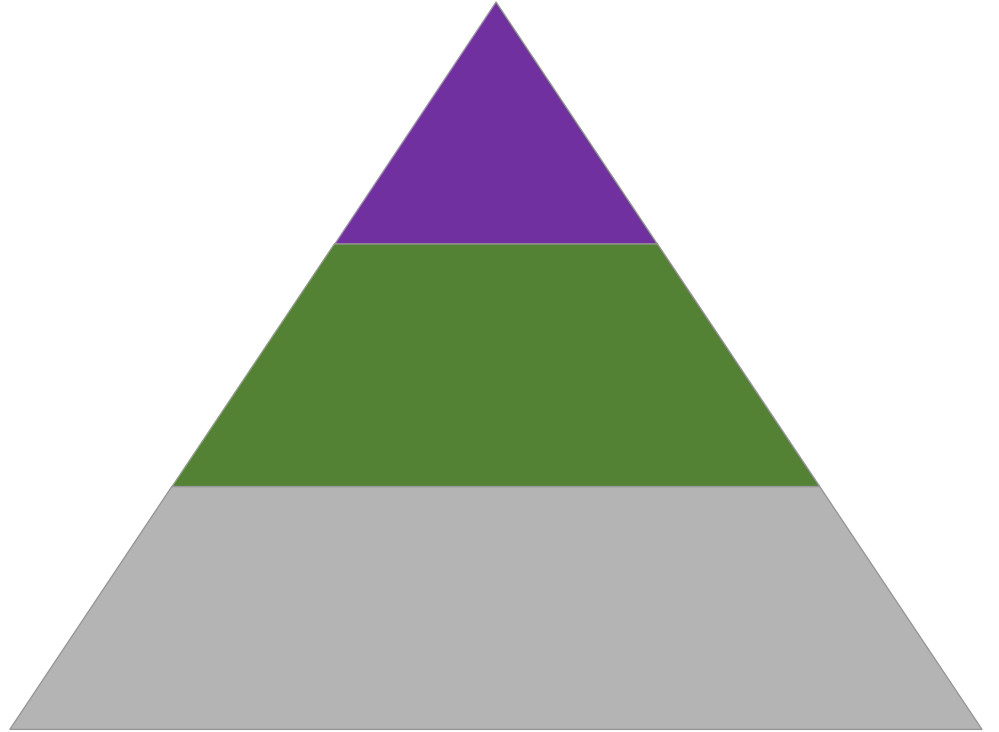
**Powerful**

**Attractive**

VERBAL STYLE	Powerful	Attractive
	Longer speech duration	Shorter speech duration
	Faster speech rate	Slower speech rate
	Louder volume	Softer volume
	More direct	More indirect
	Declarative statements	Questions
	Fewer nonfluencies ( <i>um, well, you know</i> )	More nonfluencies and pauses
	Intense words	Everyday words
	Technical jargon	Personal idioms
	Careful pronunciation	Relaxed pronunciation
	Fewer hedges and qualifiers ( <i>I guess</i> )	More hedges and qualifiers
	Exclusive language ( <i>I, me, my</i> )	Inclusive language ( <i>we, ours</i> )
	More humor/sarcasm	Less humor/sarcasm

# Communication in an organization

1. Downward communication
2. Upward communication
3. Lateral communication
4. External communication



# Understanding various leadership teams



Requirements for time and preparation

Team meetings

Unit management teams  
Customer meetings

Company leadership  
team  
Company Board

# Let's talk about the meeting room table



Exercise on

# Group interviews on May 15-17



**Session are 45min session in Room Meadows (K3 – far opposite to class Juniper)**

1. **Thu 16/5 at 13-14 – Petri, Osama, Frank, Furkan, Sara**
2. **Fri 17/5 at 11-12 – Alisson, Nithin, Alireza, Prabhat**

# Short reflection essay

1. Book chapter on “Humble inquiry” by E.H.Schein
  - This is an easy-reading 20 pages of a book, not an academic article
  - Shares important perspectives to role of questions in interpersonal communication
  - Read and familiarize yourself with this article
2. Write a short reflection essay on the following
  1. What insights did you find from this excerpt most useful or interesting to you? Or would you disagree with something? Elaborate on at least three aspects from the reading from your own perspective, and give examples where you could put them into use
  2. For the coming session, please give 2-3 examples of conversations/negotiations that you could find difficult in university studies or working life
3. Deadline on Monday May 20th 20:00 in MyCo
  - Upload your reflection essay in .PDF format

