

Corporate Communication Through Social Media

Advanced Leadership and Change Management



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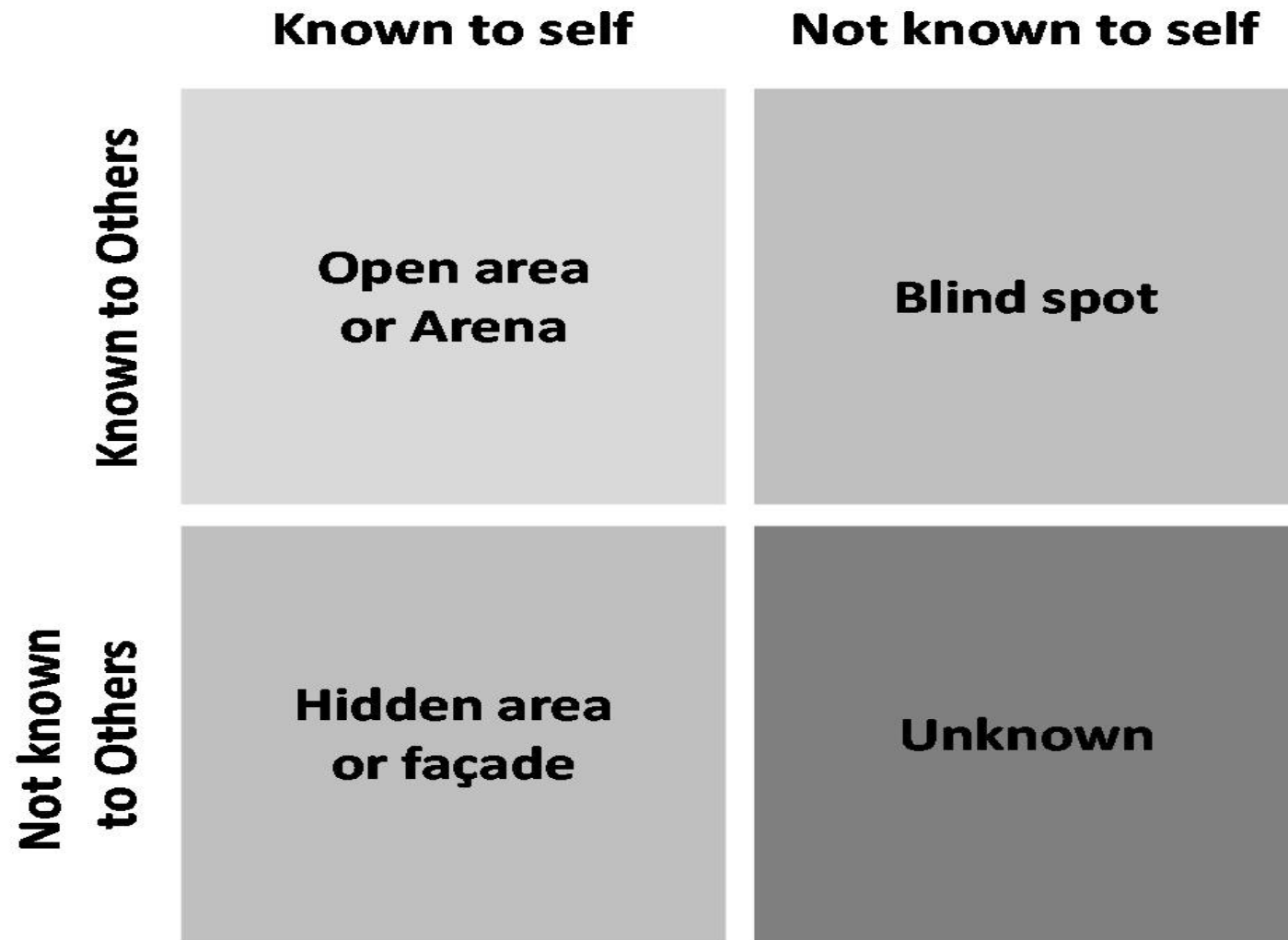
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Understanding Inter-personal

- Self – Awareness, Perception
- Attitudes, Beliefs and Values.

Definition	Changeable?	Example	
Attitudes	Learned predispositions to a concept or object	Subject to change	I enjoyed the writing exercise in class today.
Beliefs	Convictions or expressions of confidence	Can change over time	This course is important because I may use the communication skills I am learning in my career.
Values	Ideals that guide our behavior	Generally long lasting	Effective communication is important.



The Johari Window Model

Example

- Linda got a job in an organization. Her co-workers knew a little about her and in this context the unknown and hidden areas will be larger and the open area will be small. As the others don't know much about her the blind spot also will be smaller and the model will be as shown in Figure 1.

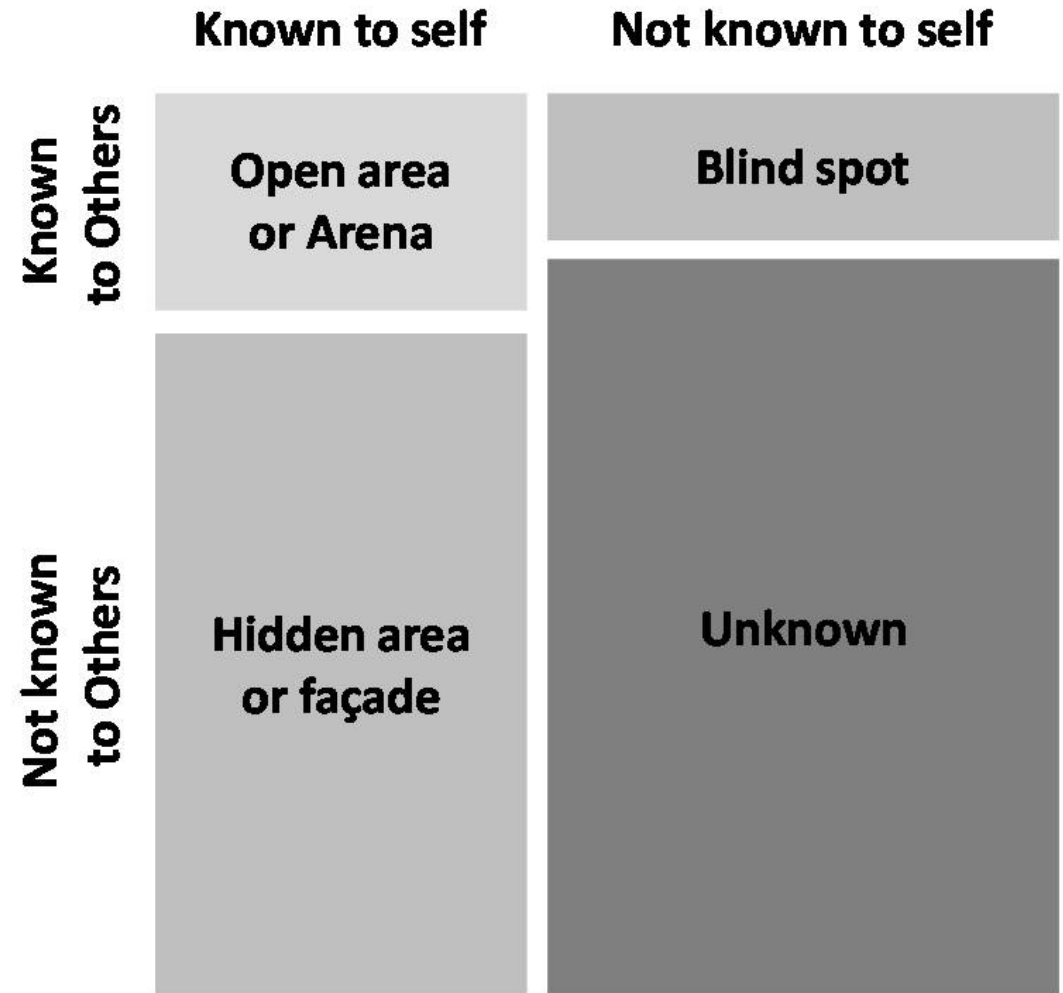


Figure 1

Linda spent most of her free time sketching in the office which was her preferred pastime and her co-workers found her very shy and elusive. With that evaluation she got the idea how she was and tried to be more talkative and interacted more with other co-workers. This helped her to increase her open area and thus making the hidden and unknown areas smaller. (Figure 2) Through the feedback Linda got from her co-workers she could perform well in the office and her real capacity could be obtained as a result of an effective interaction among the colleagues.

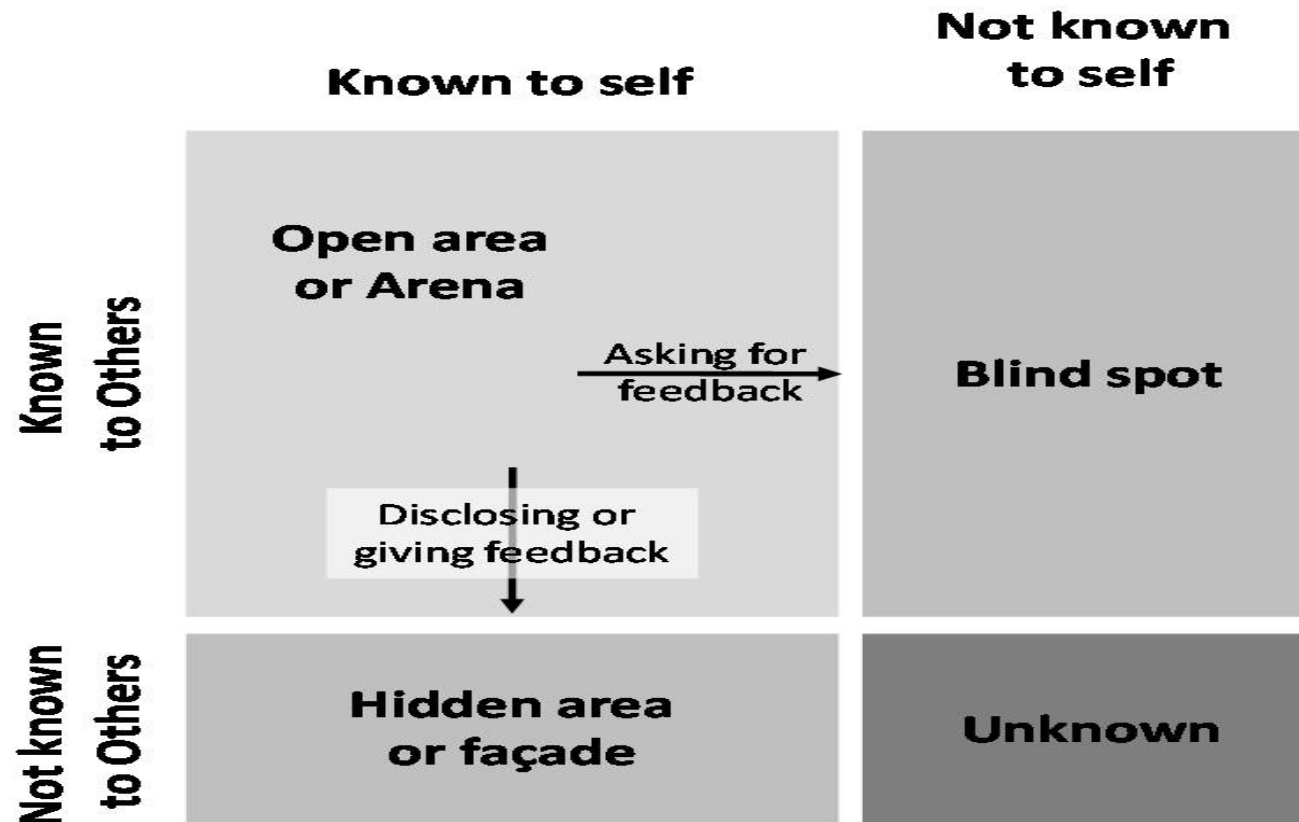


Figure 2
Prof.Chandreie M, IIMV

Mastering the Art of Conversation

- Engage in Contextual Conversation
- Notice Non-Verbal Cues
- Manage Negative Feedback
- Cultivate Empathy
- Manage Timing
- Avoid Emotional Hijacking

Our Three Ego States

Parent

Parent Ego State :
Behaviours, thoughts and feelings
copied from Parents or parental
figures

Adult

Adult Ego State :
Behaviours, thoughts and feelings
which are in direct response to
the here and now

Child

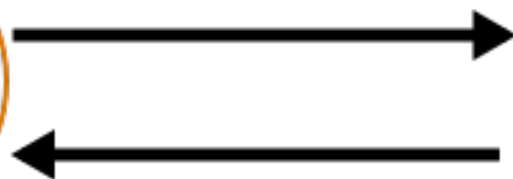
Child Ego State :
Behaviours, thoughts and feelings
replayed from childhood

P

P

Person 1 (A): I noticed you went over-budget on eating out this week. Can we talk about this?

A

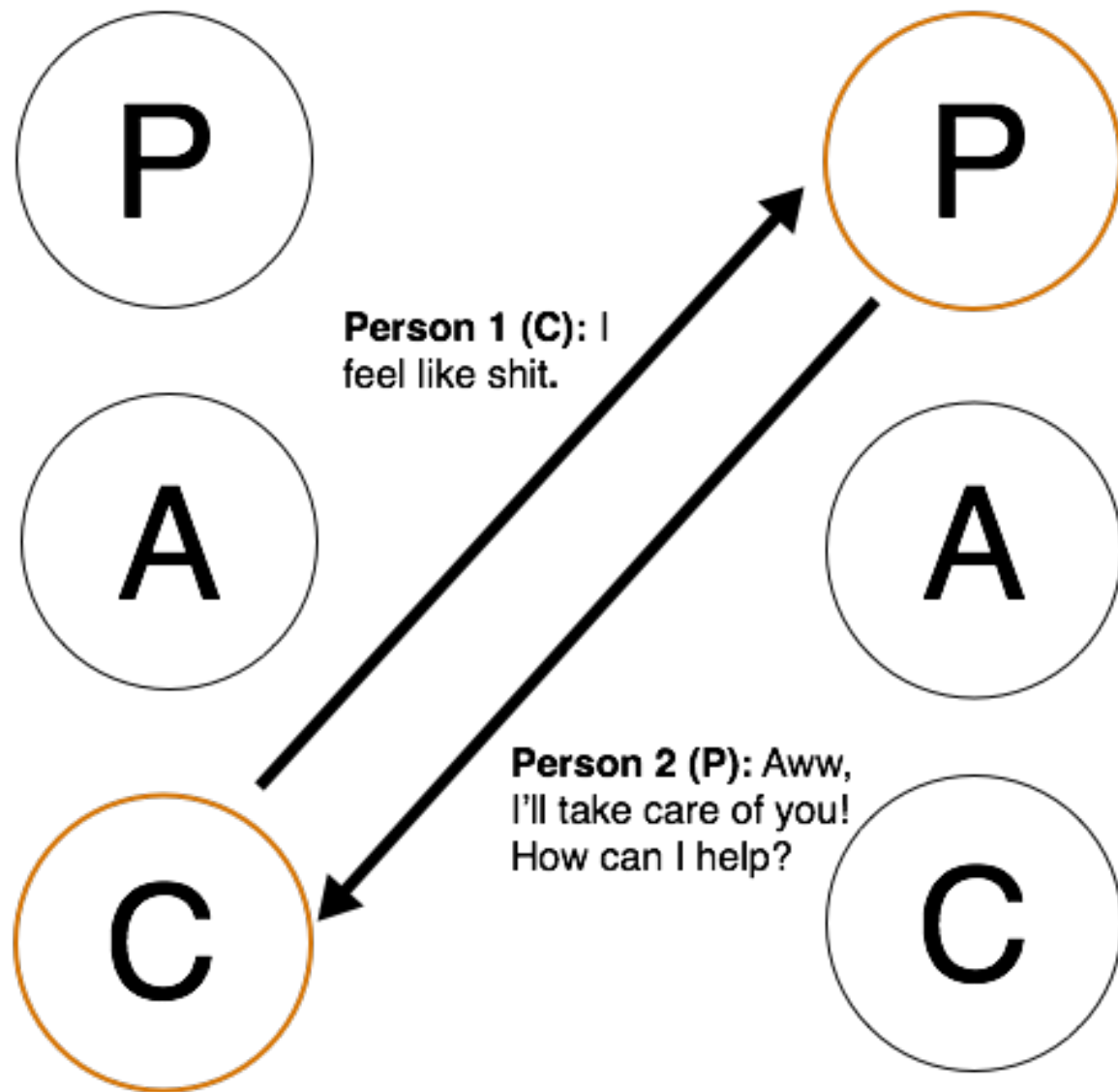


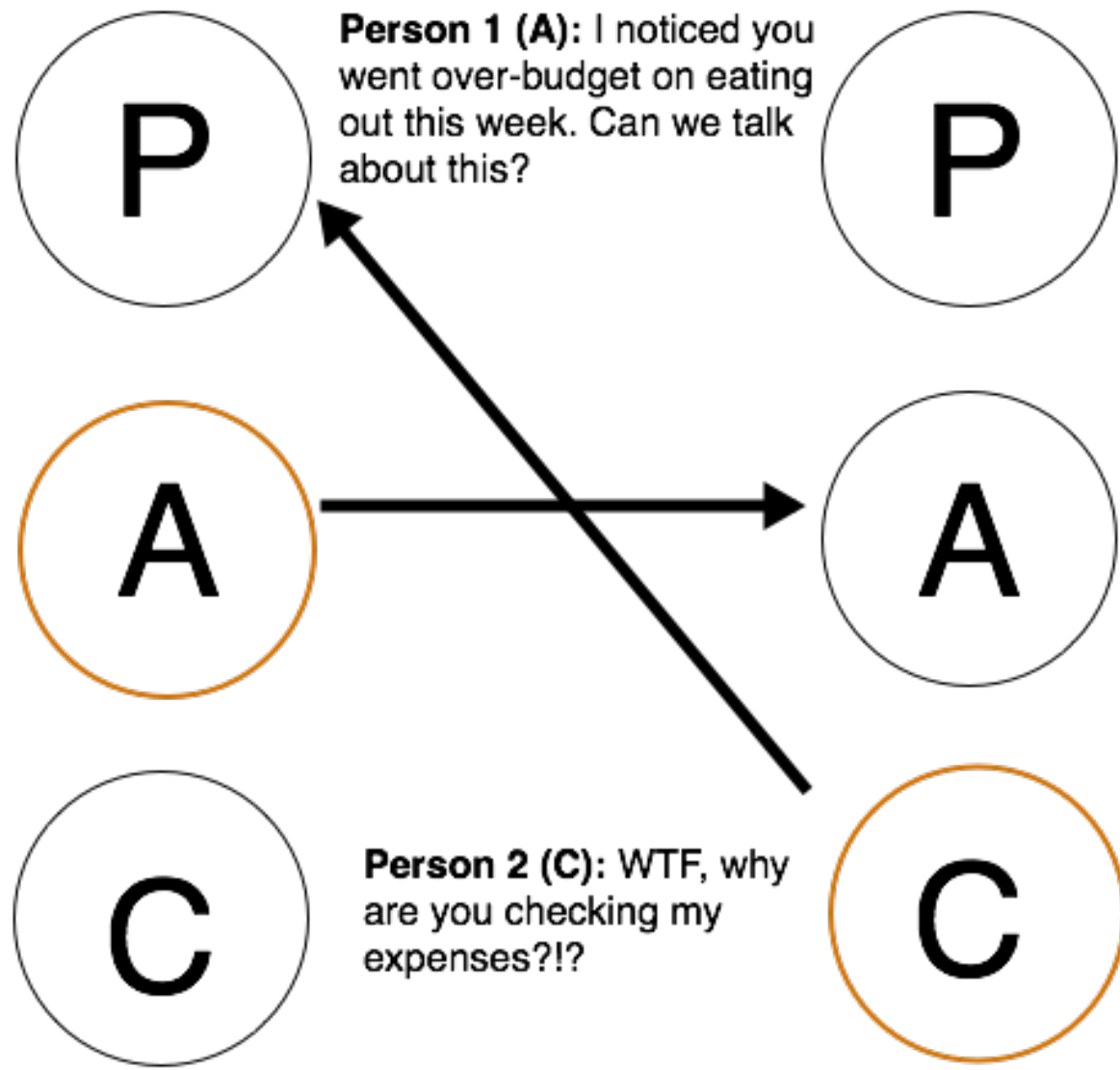
A

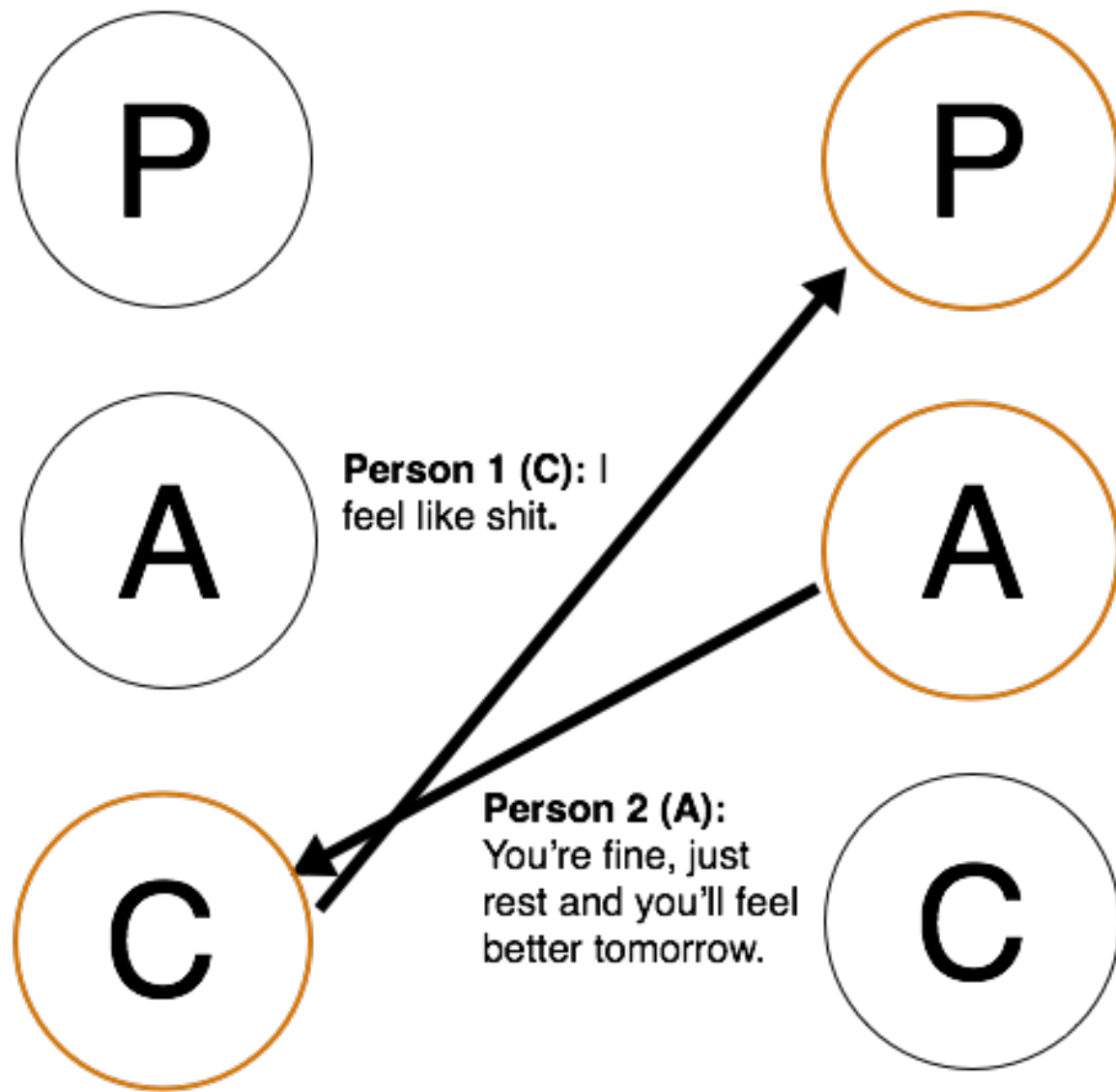
Person 2 (A): Wow you're right, I got a little carried away this month. Will be more mindful next month.
OR, Yes you're right, I wanted to talk to you about increasing our budget in this area.

C

C









**COMMUNICATION
SKILLS EVERY
LEADER NEEDS**

- **Ability to Adapt Your Communication Style**



Transparency - More than a **third of senior managers**, executives, and employees said they “**hardly ever**” know what’s going on in their organizations.



Transparency can go a long way in breaking down that communication barrier.

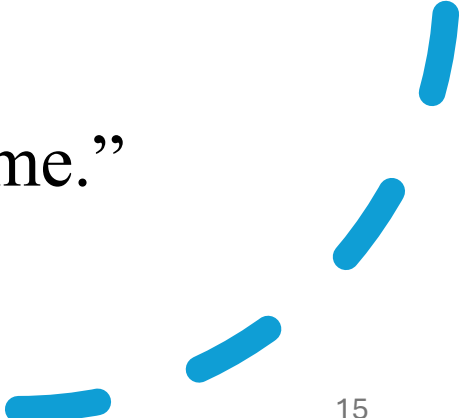


By **speaking openly** about the company’s **goals, opportunities, and challenges**, leaders can build **trust** amongst their team and foster an environment where employees feel empowered to share their ideas and collaborate. Just acknowledging mistakes can encourage experimentation and create a safe space for active problem-solving.



- **Ability to Ask Open-Ended Questions**

If you want to understand employees' motivations, thoughts, and goals better, practice asking open-ended questions. Jennifer Currence, president of consulting firm *The Currence Group*, said to use the acronym **TED**, which stands for:

- “Tell me more.”
 - “Explain what you mean.”
 - “Define that term or concept for me.”
- 

Empathy

It has been ranked the top leadership skill needed for success. The better you get at acknowledging and understanding employees' feelings and experiences, the more heard and valued they'll feel.

Receiving and Implementing Feedback

Asking for feedback from your team can not only help you grow as a leader but build trust among your colleagues. It's critical, though, that **you don't just listen to the feedback. You also need to act on it.** If you continue to receive feedback from your team, but don't implement any changes, they're going to lose faith in your ability to follow through.

Points to remember while offering feedback

Take Time to Prepare

Before offering feedback, **strategize what it is that you actually want to say and how you want to say it.** If your employee is underperforming, but works hard and has the right intentions, you might take on a warmer tone in the meeting. If you've cautioned your colleague before, but they've been unresponsive, then you should be more direct.

STAR FEEDBACK (SITUATION OR TASK, ACTION AND RESULT)

SITUATION- The situation or task is the condition the group faced, such as problem or business opportunity.

ACTION- Problem or action to resolve the situation.

RESULT- Benefit of what the person did.


Speak in Specifics

When delivering feedback to employees, they advise:

- Be direct and speak to the issue you want to coach them on
- Identify a specific behavior, rather than speak in generalities
- State the impact of that problematic behavior and connect it to the consequences
- Share specifics around who was affected, and the impact the recipient's actions had not just on the organization but on their own career

- **Focus on the Future**

Once the feedback has been delivered, **shift the focus of the conversation from what's happened to what's next.** Rather than rehash the past, describe how the recipient can change their behavior moving forward and how the two of you, together, can use this experience as a way of overcoming future issues.



**Communication works
for those who work at it.**

John Powell

 quote fancy

A Crisis

1. A crisis is a negative event or situation that:
 - A. Stops business as usual to some extent and
 - B. Requires escalation to leadership for decision-making, guidance and directives
2. It threatens long-term material impact on:
 - A. Reputation
 - B. People (stakeholders)
 - C. Environment
 - D. Business operations and/or
 - E. Bottom line

Crisis Communications

- The effort taken by an organization or individual to communicate with their important audiences when a crisis happens or is expected to happen.

Base Case Crisis

- When no one externally knows there was a problem
- Because the organization managed/navigated a potential crisis so that it helped its brand, won its position, etc.

Quick Look at the Past

<https://www.communiquepr.com/the-tylenol-murders-a-case-study/9950/>

- Tylenol is a Johnson & Johnson product
- **1982: Cyanide-laced Tylenol kills 7 in Chicago**
- J&J actions:
 - a) Removed product from shelves/offered replacement
 - b) Advised consumers not to take product
 - c) Posted reward

- J&J was:
 - a) Candid and contrite
 - b) Committed to solving the murders, protecting the public
 - c) **Strengthened brand**



Pre-Internet, Pre-Social Media Era

- Fewer channels
- Opinion leaders filtered information
- Information took a long time to spread
- Rumours, fake news, etc. more easily suppressed
- Might only have regional impact
- Public awareness was limited
- Companies/non-profits/organizations had time to respond

Social Media Has Changed Everything

Changed Landscape

- Information moves faster
- Reach of news outlets have expanded
- More diverse sources and messengers
- Easier to spread false or misleading information
- Mistakes live forever
- Everyone and anyone can weigh in
- Consumers feel closer connection with brands, individuals
- Brands , campaigns, individuals have smaller window to respond.

Will it go viral?

Emotion Always Overpowers Reason

Emotion can be irrational but that doesn't make it less real or impactful.



Can It Go Viral/Escalate?

- Is this story/image/video **emotionally compelling**? Does it **evoke a strong human emotion**?
- Is this story/image/video **highly relatable on an emotional level**? Can you easily relate to the story – or others likely to relate to the story?
- If people are **inclined to share** this story/image/video with their friends or network, does it have a **high likelihood to provoke a negative reaction or sentiment towards the organization**?

<https://hbr.org/2015/09/why-some-videos-go-viral>

Let's Look at Another Example 17/4/17

United Express Flight 3411

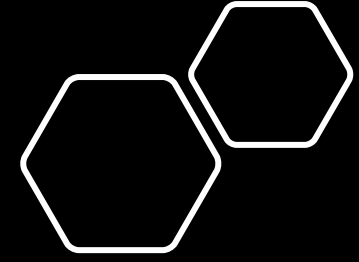
Chicago to Louisville

Sunday, 10/4/17; 7.24 pm EDT

2nd video 8.10 p.m.

3rd Video (https://twitter.com/tyler_bridges/status/851228695360663552?lang=en)

8.21 p.m.



You work for United.
What will you do?

Here is what you know at this time.

- United Express flight 3411 from ORD to Louisville, managed by Republic Airlines
- After flight was fully boarded, 4 United employees approached United gate agents. Said they were deadheading & needed 4 seats.
- Passengers offered \$1000 vouchers to give up their seats. Three agreed. One refused. Chicago Aviation Security (CAS) called in.
- Despite repeated requests by CAS, one passenger refused to leave. CAS removed him. Passenger returned to plane. CAS removed him again.
- Passengers name and nationality are not known at this point.


Tips to Consider When Developing a Cyber Crisis Communications Plan

- List of potential cyber security events.
- Members of the crisis communications team.
- Response steps.
- Crisis evaluation framework.
- Draft templates.
- Communication channels.
- Media response.
- Guidelines for spokespeople

<https://www.communiquepr.com/tips-to-consider-when-developing-a-cyber-crisis-communications-plan/17120/>

What Not To Do in Crisis Communication

- Blame the media
- “Downplay the crimes”
- “Defend the tainted”
- RACI (responsibility, accountability, consulted, informed) – RACI MATRIX

A high-angle, slightly blurred photograph of a diverse group of business professionals in a modern office environment. Some individuals are clapping, while others are gesturing or looking towards the center. The scene is overlaid with a large, white, sans-serif quote.

"Great leaders
communicate and
great communicators
lead."

Dr. Chandreie Mukherjee, Management Communication,
IIM Visakhapatnam

How to correct your writing/speaking using online tools?

- Grammarly
- ProWriting Aid
- Ginger

- CAMBLY
- ELSA-Speak [English Language Speaking Assistant],