

SaperePerFare.it

Leaders as Strategic Communicators

by

Phillip G. Clampitt; Laurey Berk; M. Lee Williams

-Table 1-

Potential Communication Objectives

Sharing Information <ul style="list-style-type: none">• Providing up-to-date information.• Coordinating plans across units.• Sharing ideas for continuous improvement.• Clarifying job expectations.• Providing feedback about the company scorecard.• “Pushing” the most critical information while allowing employees to “pull” other information.	Building Purpose <ul style="list-style-type: none">• Inspiring and motivating employees.• Providing a sense of direction.• Instilling a sense of vision and values.• Praising examples of the “values in action”.• Focusing attention on the most critical issues necessary for success.
Maintaining Social Relationships <ul style="list-style-type: none">• Meeting social and affiliation needs.• Building rapport and relationships.• Clarifying misperceptions between units.	Making Meaning <ul style="list-style-type: none">• Making sense out of conflicting information.• Transforming executive “intuitions” into shared information.• Teaching about executive “thinking routines”.• Clarifying the link between employees’ goals and business objectives.• Shaping interpretation of company events.