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Leadership Communication Skills Development

Adapting your communication to different situations and audiences

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Curriculum Development
of Master's Degree Program in
Industrial Engineering for Thailand Sustainable Smart Industry



Cultivate Your Leadership

Step 1 – Survey Your Situation

Step 2 – Confront the 5 Barriers

Step 3 – Make Your Pitch

Step 4 – Secure Your Commitments

Confront the 5 Barriers



1. Relationships

The first potential barrier is often the one that colors all the rest: How will the other person view your relationship to him or her? Will they know you? Like you? Best of all, trust you?

2. Credibility

Next, you need to think about whether the other person will see you as a credible advocate for your idea. Will they view you as competent? Reliable? Someone with special expertise? This factor explains why trying to manipulate other people does not work when you are selling important ideas.



Confront the 5 Barriers



3. Communication Mismatches.

This is about your audience's preferred style or channel of communication. Your natural enthusiasm and humor may be effective for selling an idea to your marketing group. But the company's straitlaced executive committee may not appreciate that style. You may need to adjust.

4. Belief Systems

Asking people to buy an idea that violates one of their basic values or beliefs – or the written standards and policies that sometimes give concrete expression to these beliefs – puts people in an uncomfortable position: either they buy your idea and give up the core value or reject your idea and keep their value.



Confront the 5 Barriers



5. Interests and Needs

Effective idea sellers focus on the other party's interests.

The first two of these barriers relate to how people see you personally.
The final three make it harder for people to hear your idea clearly.





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“A problem well stated is a problem half solved.”

Charles F. Kettering
Inventor



The Power of “Because”

	Statement	Success Rate
1.	“Excuse me, I have five pages . May I use the Xerox machine?”	
2.	“Excuse me, I have five pages . May I use the Xerox machine because I am in a rush?”	
3.	“Excuse me, I have five pages . May I use the Xerox machine because I have to make copies?”	
4.	“Excuse me, I have twenty pages . May I use the Xerox machine?”	
5.	“Excuse me, I have twenty pages . May I use the Xerox machine because I am in a rush?”	



The Power of “Because”

	Statement	Success Rate
1.	“Excuse me, I have five pages . May I use the Xerox machine?”	60 %
2.	“Excuse me, I have five pages . May I use the Xerox machine because I am in a rush?”	94 %
3.	“Excuse me, I have five pages . May I use the Xerox machine because I have to make copies?”	93 %
4.	“Excuse me, I have twenty pages . May I use the Xerox machine?”	24 %
5.	“Excuse me, I have twenty pages . May I use the Xerox machine because I am in a rush?”	42 %





PCAN Model: A Compressed Pitch

P

Problem: Define the problem.

C

Cause: Analyze the causes of the problem.

A

Answer: Present your answer.

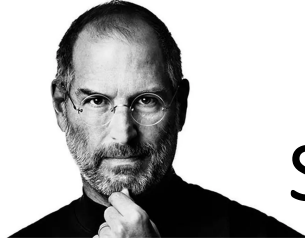
N

Net Benefits: Argue the next benefits of your answer compared with alternatives.

The model gives you a structure within which to use all the information you gathered as you grappled with the 5 potential barriers.

It is here that you can select the arguments and evidence that address other people's interests, reinforce their beliefs, and accommodate their preferred vocabulary for discussing your issue.





5 minutes presentation of Steve Jobs to Jon Steel Team



P

Problem: Apple was in deep financial trouble.

C

Cause: 14 projects with millions in sunk costs were bleeding the firm dry.

A

Answer: Jobs was betting the company on the 4G and the iMac, and needed advertising help to reconnect with his customer base to set the stage for these 2 products.

N

Net Benefits: Jobs's focused, two-product strategy was, by implication, the best of the many alternatives the Apple leadership team had considered as ways to save the company.





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