

You: Interacting upwards and across

LGMA Inspire Conference 2022



Dedicated to a better Brisbane

Communication

“The single biggest problem in communication is the illusion that it has taken place”.

George Bernard Shaw



Why communicate?

Effective communication upwards and across leads to:

- Strong and resilient relationships
- Trust
- Team loyalty
- Collaboration
- Informed, engaged and high-performing teams
- Innovation
- Improved productivity
- Resolution of issues



Good communicators

- John Wooden
- Steve Jobs
- Greta Thunberg
- Barack Obama
- Donald Trump
- Mark Zuckerberg
- Richard Branson
- Dave Chappelle



Principles for all communication

- Open, be you
- Transparent (start with why)
- Engaging (you may need to change your approach to achieve this)
- Seek to understand before challenging
- Be respectful, but don't be afraid to ask the tough questions



Characteristics of a bad relationship

Control

Hostility

Dishonesty

Disrespect

Dependence

Distrust

Intimidation



Characteristics of a good relationship

Mutual respect

Trust

Honesty

Compromise

Individuality

Good Communication

Fairness

Problem Solving

Understanding

Self-confidence

Authentic



Relationships

Relationships upwards to your line management

- Really know what your boss wants
- Your boss isn't the only upwards line management you might need to consider
- What motivates them to be at work each day
- What are they being measured on
- Be aware of your unconscious bias
- Know that sometimes communication styles clash – you can work on this
- Own mistakes when things go wrong



Relationships

Relationships across the organisation

- You don't need to be like your boss
- Who are your key stakeholders
- Make a friend, before you need one
- Share successes with your peers, especially where you collaborated
- Build your network



Tough conversations

- Present the facts, remove emotion
- Discuss with your peers, use that network
- Listen carefully to ensure you understand alternate views (be aware of unconscious bias)
- Consider alternate delivery – bring a peer, tell the story differently
- Discuss in confidence first
- Know when to back off (preserve the relationship, recognise responsibility limits)



Responsibility for communication

Where are the lines of communication?

- You own the way we communicate
- Culture affects the way we communicate organisationally, but regardless of culture it is ultimately up to you



Some practical ideas

- Regular contact with immediate teams – at all levels
- Be personable, share something and know something that matters
- Partner with peers and other stakeholders on specific initiatives or areas for improvement
- Make a decision when one is required
- Deal with the elephant in the room
- Don't feed the rumour mill
- Build networks – within and outside of work



Final thoughts

- Identify a leader you want to be like
- Find like minded colleagues inside and outside your organisation
- Be a role model for good communication

*“Great leaders communicate
and great communicators lead”*
Simon Sinek



Thank you



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