Communication and Career Development

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Objectives

- How to communicate strategically?
- How to develop your communication capabilities for your career?
What are the key challenges you are facing in terms of communication?
How to Communicate Strategically: A Framework

Business communication is goal-oriented & receiver-focused.

Context & Culture

Receiver

Sender usually you — but not always

Goal(s)
1. Instrumental
2. Relational
3. Identity

Message(s)
1. Instrumental
2. Relational
3. Identity

Medium or media

Source: David Tobin, 2015

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The Key IS Persuasion

Informing ≠ Persuading

Persuading

- Logic/Evidence
- Emotion
- Character (personality, reputation, credibility)
- Audience benefits (what’s in it for them?)

Source: Heath & Heath (2010)
Strengthening Your Characters

❖ Professional
  ➔ show **courtesy** (tactful, follows standards of business etiquette) and **care**.

❖ Knowledgeable
  ➔ Be careful with “the curse of knowledge”

❖ Clear, Concise and Short than expected
  ➔ Key message is delivered clearly and quickly so audience is not left guessing what it is.
  ➔ Essential information is included; nonessential information is excluded.
Evidence driven

- All claims are clearly supported by high-quality evidence and specific, concrete examples.

Persuasive

- Built on thoughtful audience analysis, audience benefits are made clear.

Rehearse, Rehearse, and Rehearse
Let’s go beyond this!
Indra Nooyi

- Born in Madras in 1955
- Education:
  - Madras Christian College (B.S., 1974)
  - IIM Calcutta (P.G.D.M, 1976)
  - Yale Management (MA, 1978)
- 1980s – BCG, Motorola...
- 1994 – Joined Pepsi
- 2001 – President & CFO
- 2006 - CEO of Pepsi Co. (age 51)
Sundar Pichai

- Born in Hyderabad in 1967
- Education:
  - Manipal Inst. Of Technology (B.E. 1988)
  - Wisconsin-Milwaukee (MS, 1990)
  - Chicago (MBA, 1997)
- 1992 - joined Microsoft
- 1999 – VP of Microsoft bCentral
- 2007 – SVP of online services
- 2014 - CEO of Microsoft (age 47)
Sundar Pichai

- Born in Chennai in 1972
- Education:
  - IIT Kharagpur (B Tech)
  - Stanford (MS)
  - Wharton (MBA, 2002)
- 2002 - McKinsey
- 2004 - joined Google as the head of product development and innovation efforts
- 2011 - SVP
- 2015 - CEO of Google (age 43)
What Do You Learn from These???
Takeaways

◆ “老中一直看不起老印。在嘲笑中，老印慢慢变成了老板，老中还是心怀不满的个人工作者。”一位网友评论说。

◆ Communication skills are NOT just techniques for your daily jobs; instead, they are an integral part of your capabilities for career development and for being leaders.

◆ Then: how to develop your communication capabilities?
Developing Communication Capabilities

Understanding Context & Culture

Learning Win-Win Working Style
- Learning to collaborate
- Learning to build
- Learning to integrate resources

Mindset, Thinking, & Value
- Proactive/hard-working
- Taking responsibility
- Thinking strategically
- Be adaptive

Developing Talent
- Obtaining MBA
- Attending conferences/workshops
- Networking

Goals
- Personal goals: technical vs managerial
- Organizational goals
"I am 46. I've been married for 22 years and we have 3 kids. And like anyone else, a lot of what I do and how I think has been shaped by my family and my overall life experiences. Many who know me say I am also defined by my curiosity and thirst for learning. I buy more books than I can finish. I sign up for more online courses than I can complete. I fundamentally believe that if you are not learning new things, you stop doing great and useful things. So family, curiosity and hunger for knowledge all define me. " 
Thank You!