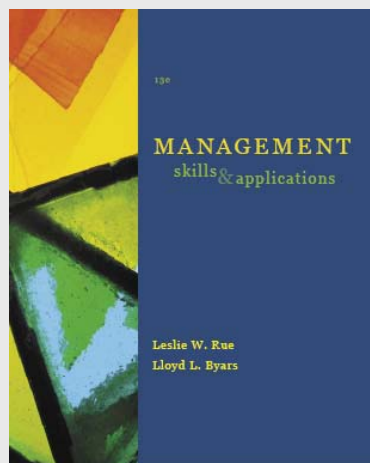


## Our Agenda for Tonight:

- **Introductions – Who's New?**
- **Debrief Video – Leadership: the Art of Possibility**
- **Sign up for Class Best Practice Presentations**
- **Management Learning Topics:**
  - Developing Communication Skills – Chapter 3
  - Decision Making Skills – Chapter 4
- **Application:**
  - **MBTI for Leadership Team Effectiveness** with focus on self awareness and personal **communication** and **decision making** preferences
- **Wrap Up & Questions**

3-1



### Chapter 3

## Developing Communication Skills

McGraw-Hill/Irwin

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Executive Coaching • Leadership Development  
Organization Effectiveness • Facilitation • Strategic Human Resource Leadership

## Learning Objectives

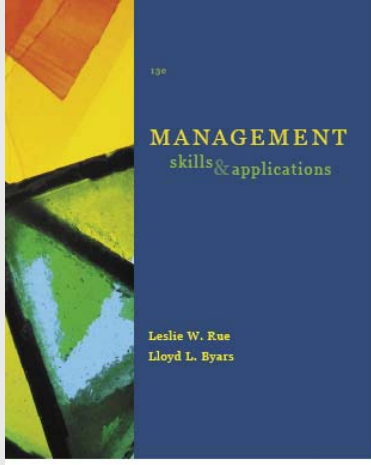
After studying this chapter, you will be able to:

1. Define communication.
2. Describe the interpersonal communication process.
3. Describe problems that could arise from conflicting or inappropriate assumptions in interpersonal communications.
4. Define semantics and its role in interpersonal communication.
5. Define perception.
6. Explain how emotions may affect communications.

## Learning Objectives (cont'd)

After studying this chapter, you will be able to:

7. Explain the concept of feedback in communication.
8. Explain active listening.
9. Describe the grapevine.
10. Define and briefly discuss the e-mail process.
11. Define the Internet and Intranet.
12. Discuss two factors that complicate communications in international business activities.



**Chapter 4**

## Decision-Making Skills

McGraw-Hill/Irwin

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## Learning Objectives

After studying this chapter, you will be able to:

1. Explain the difference between decision making and problem solving.
2. Distinguish between programmed and non-programmed decisions.
3. Explain the intuitive approach to decision making.
4. Discuss two rational approaches to decision making.

3-6

## Learning Objectives (cont'd)

After studying this chapter, you will be able to:

5. List the different conditions under which managers make decisions.
6. Explain the role values play in making decisions.
7. Summarize the positive and negative aspects of group decision making.
8. Define creativity and innovation and outline the basic stages in the creative process.

## Learning Objectives (cont'd)

After studying this chapter, you will be able to:

9. Identify several specific tools and techniques used to foster creative decisions.
10. List the six stages in creative decision making.
11. Explain the role of a management information system (MIS).