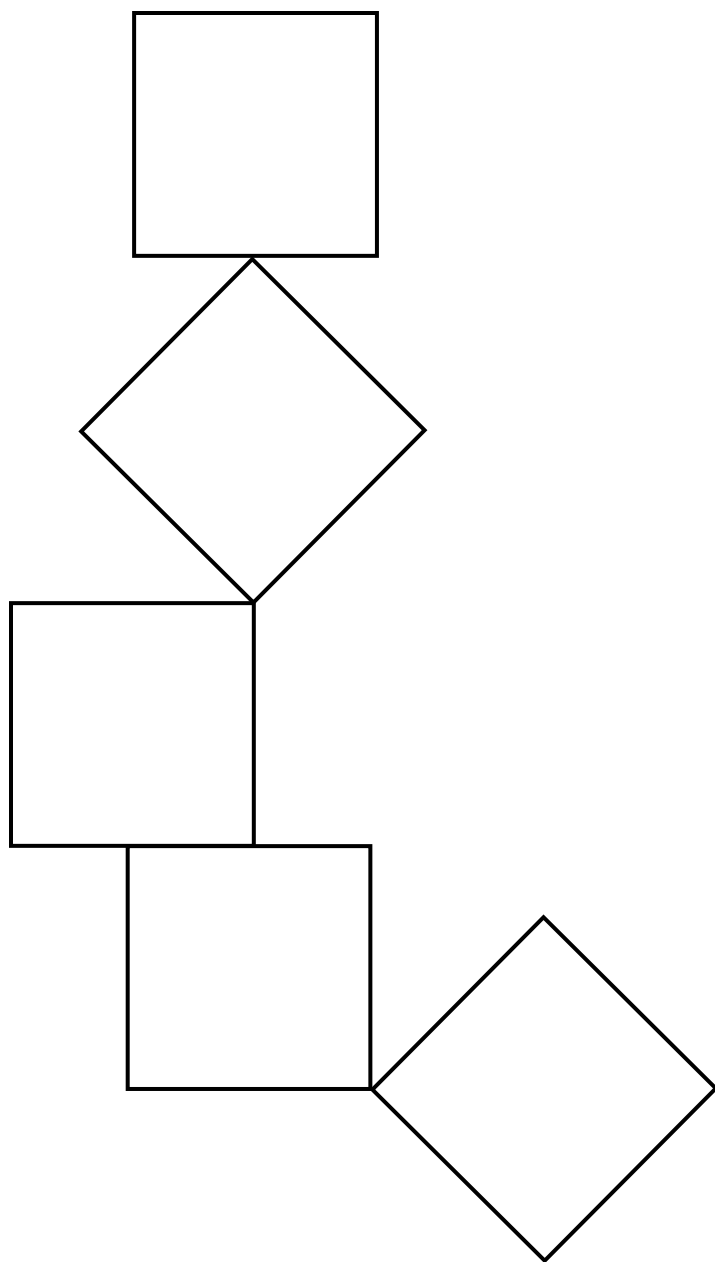


Leadership

05. Communication & Coaching



Communication

- Is the process of conveying information and meaning
- True communication takes place only when all parties understand the message (information) from the same perspective (meaning)

Komunikasi adalah suatu proses dimana informasi ditransfer dan dipahami oleh dua orang atau lebih.

Communication and Leadership

- Leadership is about influencing others and building relationships, which are based on communications.
- There is a positive relationship between communication competency and leadership performance.
- Two important parts of leadership communication are sending and receiving messages.

Pemimpin dalam suatu organisasi menggunakan hampir 80% dari waktunya untuk berkomunikasi, karena itu tidak mengherankan kinerja seorang pemimpin berkaitan erat dengan keterampilan komunikasi mereka.



Planning the Message

- What is the goal of the message?
- Who should receive the message?
- Will you send the message?
- When will the message be transmitted?
- Where will the message be transmitted?

Nasib Dua Peramal

(The Fate of Two Seers)

Long
Life

Tuanku
akan
menyaksika
n semua
anak
Tuanku
meninggal

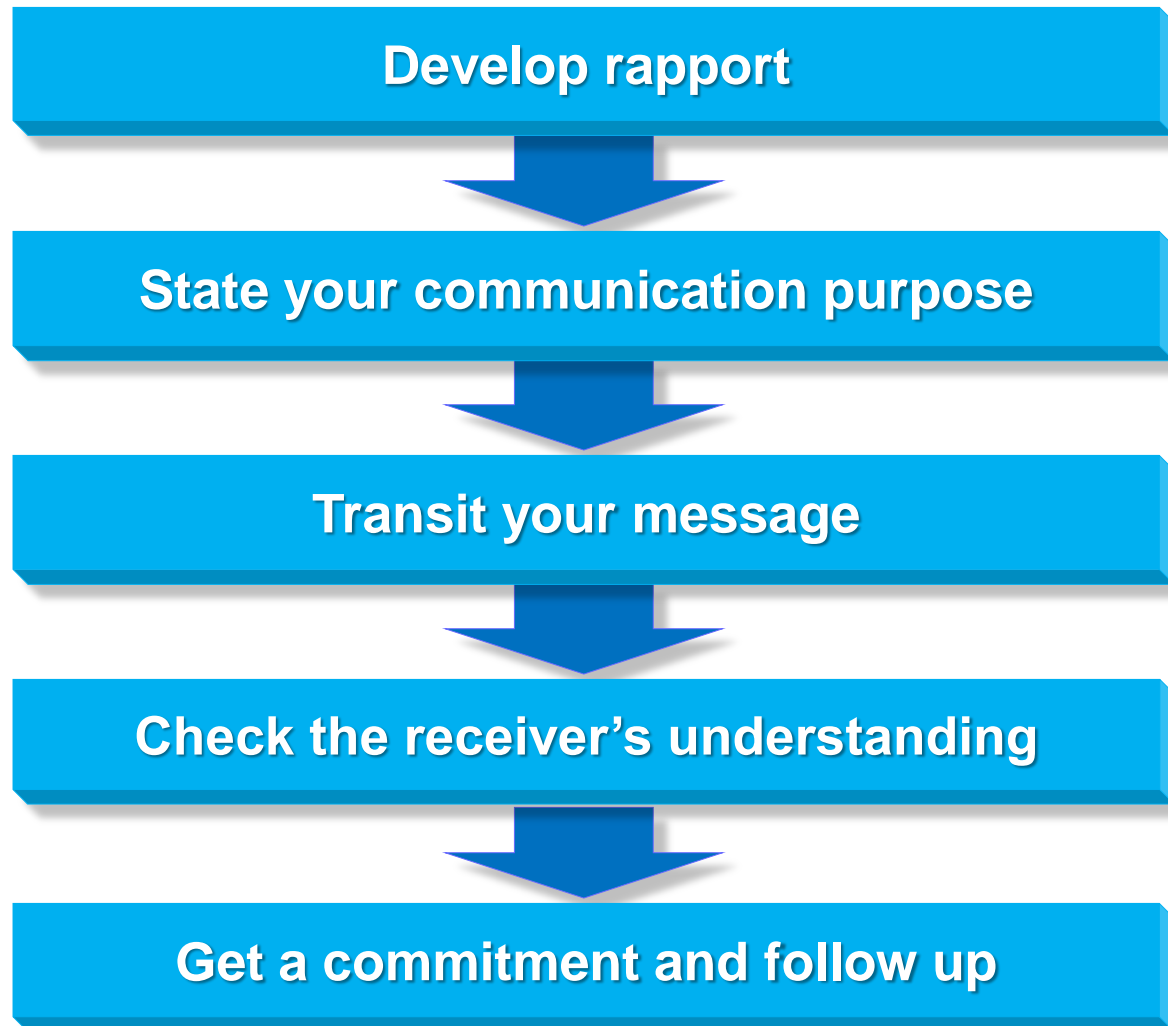


Tuanku akan
mendapatkan
usia yang sangat
panjang, bahkan
lebih panjang
dari seluruh
anggota
keluarga Tuanku

Long
Life



The Oral Message-Sending Process





Written Communication and Writing Tips

- Lack of organization is a major writing problem
 - Set an objective
 - Make an outline
 - Put the outline into written form
 - The first paragraph states the purpose of the communication
 - The middle paragraphs support the purpose of the communication
 - The last paragraph summarizes the major points and clearly states the action

Written Communication and Writing Tips (cont'd)

- Write to communicate, not to impress

- ☐ Keep the message short and simple
- ☐ Each paragraph should have only one topic
- ☐ Write in the active voice rather than the passive voice

KISS

Written Communication and Writing Tips (cont'd)

- Edit your work and rewrite where necessary
 - Cut out unnecessary words and phrases
 - Rearrange words
 - Check for spelling and grammar
 - Have others check and edit your work

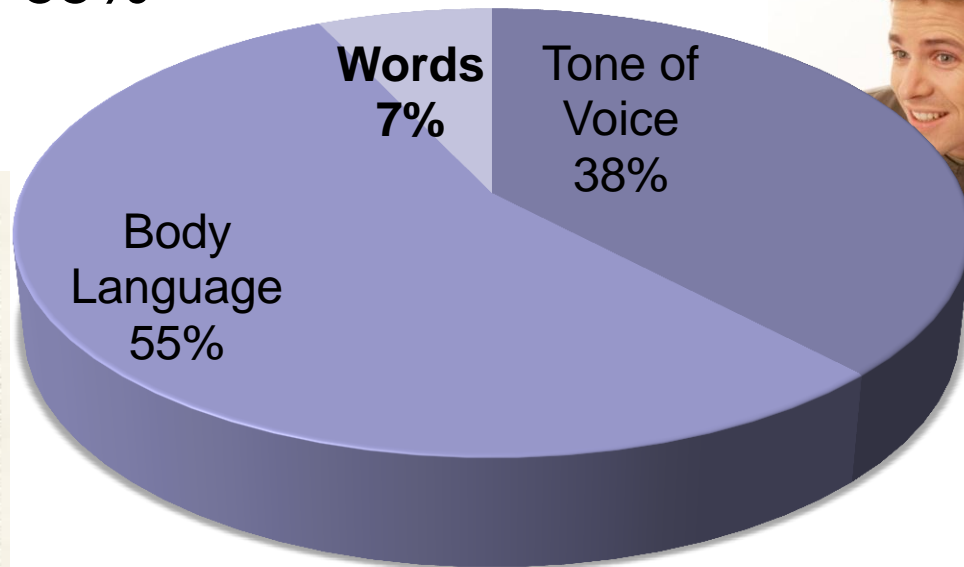


The Importance of Listening

- Failure to listen is a major reason leaders fail
- Few people are good listeners
- Most people have a passionate desire to be heard

Dampak Keseluruhan Pesan

- Verbal : 7%
- Tekanan suara : 38%
- Bahasa tubuh : 55%



**“It’s not just WHAT you say,
it’s HOW you say it”**

The Message-Receiving Process

Listening

- Paying attention
- Avoiding distractions
- Staying tuned in
- Not assuming and interrupting
- Watching nonverbal cues
- Asking questions
- Taking notes
- Conveying meaning

Analyzing

- Thinking
- Waiting to evaluate until after listening


Checking Understanding

- Paraphrasing
- Watching nonverbal cues



Feedback

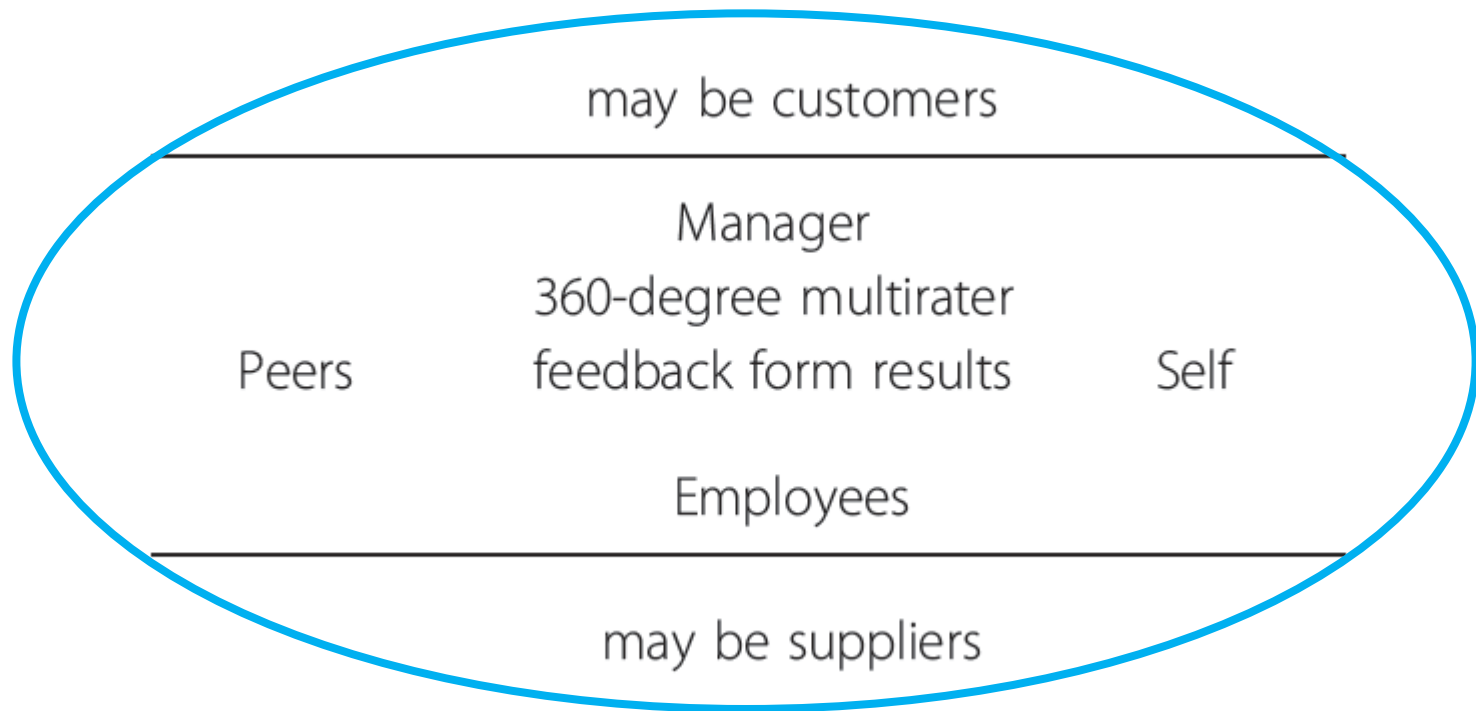
- Is the process of verifying messages and determining if objectives are being met
- Forms of feedback
 - Questioning
 - Paraphrasing
 - Allowing comments and suggestions
- Allows leaders to know how they and the organization are progressing to meet objectives
- Used to measure performance
- Giving and receiving feedback must be an ongoing process to be effective



The Need to Be Open to Feedback—Criticism

- To improve your performance and get ahead in an organization, you have to be open to feedback (criticism)
- People do not really enjoy being criticized, even when it is constructive
- When you get criticism:
 - ☐ View it as an opportunity to improve
 - ☐ Stay calm
 - ☐ Don't get defensive
 - ☐ Don't blame others

360-Degree Multirater Feedback





Coaching

- Is the process of giving motivational feedback to maintain and improve performance
- Is designed to maximize employee strengths and minimize weaknesses
- Is an important part of leadership development



Coaching Feedback

- Is based on a good, supportive relationship
- Is specific and descriptive
- Is not judgmental criticism



What Is Criticism and Why Doesn't It Work?

- Criticism is rarely effective
- Criticism involves a judgment, which is that either the person is right or wrong
- Criticism is also the process of pointing out mistakes, which places blame and is embarrassing
- The more criticism employees receive, the more defensive they become

Coaching Guidelines



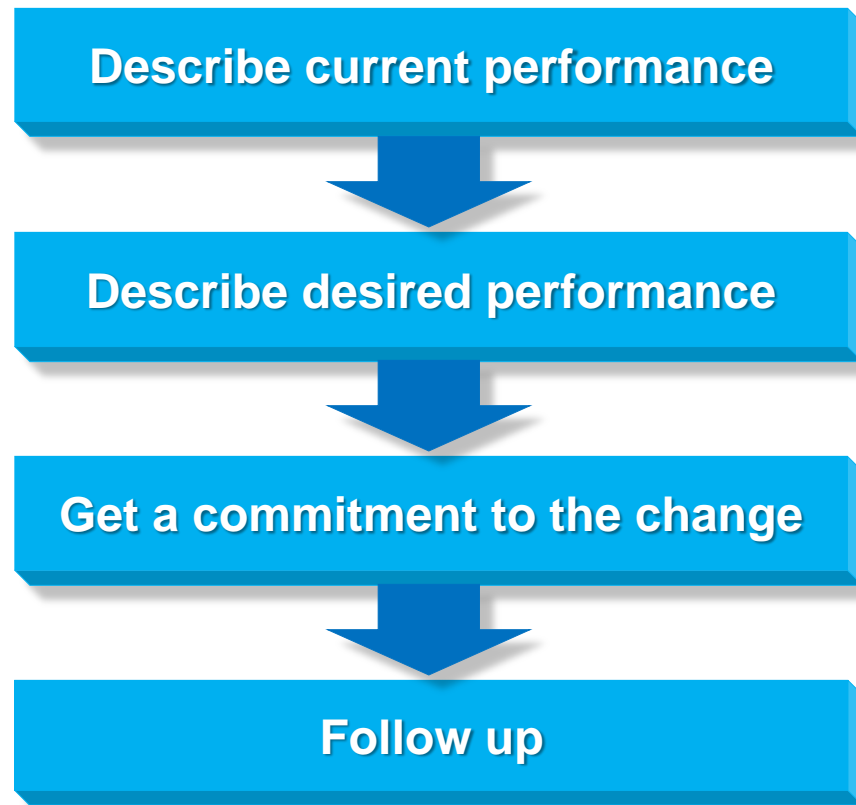
Performance Formula

Performance $(f)^*$

Ability, Motivation, and Resources

$^*(f)$ = is a function of

The Coaching Model





Mentoring

- Is a form of coaching in which a more-experienced manager helps a less-experienced protégé
- Is more involved and personal than coaching
- Mentors can include:
 - ☐ A higher-level manager
 - ☐ Family
 - ☐ Friends
 - ☐ Peers



Mentoring (cont'd)

- Primary responsibilities:

- ☐ Coach the protégé
- ☐ Provide good, sound career advice
- ☐ Help develop leadership skills necessary for a successful management career



Mentoring

- Bertitik tolak dari keahlian dan pengalaman orang yg menjadi mentor
- Mentor memberi contoh, mengajarkan, memberi pendapat dan saran
- Peran mentor lebih dominan dalam mengarahkan dan memberi solusi



Coaching

- Bertitik tolak dari kemungkinan dan kemampuan yang dimiliki coachee
- Coach mengajukan pertanyaan agar coachee dapat menemukan sendiri jawaban dari dalam dirinya
- Coach tidak mendominasi, coachee diberi ruang seluas-luasnya untuk berkembang