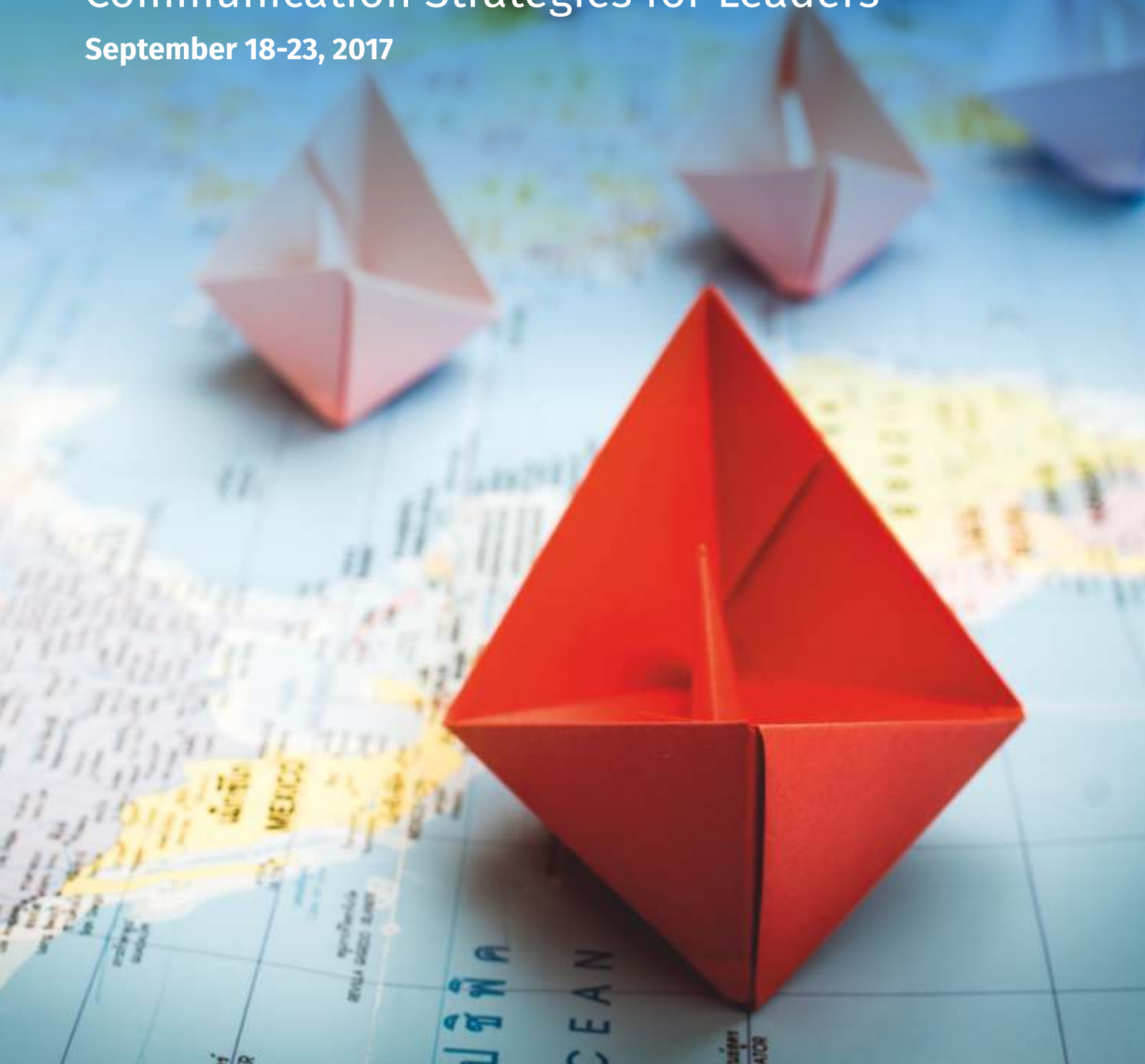


The Winning Edge:

Communication Strategies for Leaders

September 18-23, 2017



EXECUTIVE EDUCATION
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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You are a competent manager and the boss of dozens, scores, or perhaps even hundreds of people. But do these people regard you as a leader? Does your communication radiate leadership? Do you wish you could engage with your followers more effectively?

If you are perceived only as a boss and not as a leader, you may be constantly facing a battle that seems to not go your way despite your great ideas and strategies. In these fast-changing times, you can no longer command compliance on the strength of your status alone. Your colleagues and subordinates have to willingly concede that you are their leader and follow you. Your ideas need to be sold to others if you want them to take ownership of implementing these and making them successful. Unless each individual is inspired to work towards the goals, these appear uninteresting and perhaps impossible to achieve. The spark of inspiration and motivation is to be provided by your communications as a leader. Working with people in a world where traditional hierarchies have yielded place to more flat structures, our biggest strength may turn out to be our ability to inspire trust, to establish credibility, and to earn respect.

Communicating like a leader will give you and your team the winning edge. What does it mean to communicate like a leader? There is no single, clear definition, nor a magic formula for a one-size-fits-all solution to the challenge of developing the necessary skills. Analyzing various aspects of communicating as a leader and reflecting on our own style may make us aware of the need to modify our approach and to develop a communication style that radiates leadership. Such a style must suit our personality, strengths, values, and circumstances. The *Winning Edge* helps you to reflect systematically on your current communication approach and strategies and to refine these so that they best serve your goals in your leadership position.

We invite you to take a week off and join us to reflect and ponder over what it means to communicate like a leader. In the process, you will sharpen your most important managerial tool and test it out on highly accomplished peers from other functional areas and organisations. The experience could pave the way for a transformation for you, for your team, and perhaps for your organisation.

Our promise

We will sensitise you to the challenges of communicating as a leader and help you in reviewing your leadership style. This will put you on the path to honing your communication skills and developing strategies for effectively meeting a range of communication challenges as a leader. We will focus on:

- Communicating as a leader
- Delivering bad news well
- Persuading rationally
- Taking people along
- Writing with impact
- New media channels
- Leading change
- Speaking to inspire and motivate

Our methodology

We follow the participant-centered 'workshop methodology'. Various activities including group work, role-plays, case analysis, and interactive mini-lectures are used to explore the themes. The focus of the entire programme is on helping you reflect on your styles and strategies rather than teaching you concepts. Be prepared to be stretched. You won't have a dull moment during the programme.

Our expectations

We expect you to have substantial managerial experience as a senior management professional heading an organisation, a division or a department. You may be from the private or public sector, academics, politics, government, NGOs – from any kind of organisation, from any country. But you must be managing and leading people. You could be at any stage of the leadership journey but should bring with you a desire to raise your game to the next level.

We expect you to do some 'homework' before you arrive. We will mail you the details of this once your nomination is accepted.

We expect you to arrive here on Sunday, September 17, 2017 and to be ready for some pre-programme group activities starting about 9 pm. The programme closes at 1.30 pm on Saturday, September 23, 2017. We expect you to attend all the sessions including the valedictory one just before lunch on the closing day because it is not an inconsequential ceremony but part of the collective reflection and action planning that you cannot skip without compromising the value of your *Winning Edge* experience.

We expect you not to lug your office along, bring your spouse or children, or fix up client meetings in the evenings. There are planned group activities every evening. (We did warn you about getting stretched, didn't we?)

Facilitators

The following constitute the core team:

- Kaul, Asha
- Kulkarni, Vaibhavi
- Monippally, Matthukutty M.
- Sharma, Meenakshi (Faculty Chair)
Email: msharma@iima.ac.in
- Vasavada, Mukul

Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **September 05, 2017**. The last date for early bird discount is **August 28, 2017**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

Executive Education

Indian Institute of Management Ahmedabad
Vastrapur, Ahmedabad 380 015.
Phone: +91-79-6632 4461 to 69 and 4472 to 77
Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)
Email: exed@iima.ac.in
Website: www.iima.ac.in/exed

Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get a full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have guests stay with them during the programme.

Programme Fee and Payment

INR 1,40,000 plus applicable taxes per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **September 05, 2017**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organisation concerned.

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer:

1. Name of Beneficiary:
Indian Institute of Management Ahmedabad
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad
(IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: _____ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance: **The Winning Edge: Communication Strategies for Leaders**
5. IIMA Permanent Account Number (PAN):
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):
AHMI00189A
7. IIMA Service Tax Registration Number:
AAATI1247FST001

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

[B] Payment Gateway

For more information, please visit the respective programmes in our website (www.iima.ac.in/exed).

Discount

Early Bird Discount: Nominations received with payments on or before **August 28, 2017** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

Group Discount: Any organisation sponsoring four or more participants will be entitled to a discount of 7% on total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

Major Programmes Offered by IIMA

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Food and Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport and population
- Faculty Development Programme for teachers in universities and colleges
- Two-Year Online Post-Graduate Programme in Management (ePGP)

The Institute has about 95 faculty members working in the following management areas and centres:

Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organisational Behaviour
- Production and Quantitative Methods
- Public Systems Group

Interdisciplinary Centres

- Centre for Gender Equity, Diversity and Inclusivity
- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Infrastructure Policy and Regulation
- Centre for Management in Agriculture
- Centre for Management of Health Services
- Centre for Retailing
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research Centre
- Ravi J. Matthai Centre for Educational Innovation

Testimonials

"The Winning Edge programme was intense, rigorous and focused. It enabled me to think more deeply about the importance and linkage between communication and leadership and to employ effective communication strategies in the workplace depending on the situation and the requirements.

The programme provided an array of tools, techniques, frameworks for various communication situations whether public speaking, listening, negotiation or writing. It was also a great opportunity to network with peers from other industries as well as to meet senior industry practitioners."

Prabhu Raghunathan - Vice President
DBOI Global Services Private Limited

"A most attend programme which forces you to sit back and relook / evaluate the way we have been behaving as leaders. The programme gives comprehensive understanding and picture of different facets of 'leadership style'.

Vikas Singh - AVP - Brand Marketing
DB Corp Limited

"However strong someone is, the programme is designed to further strengthen the communication, especially under difficult situations."

Ashok Kumar - Assistant Director General
Indian Council of Agricultural Research



कार्यकारी शिक्षा
भारतीय प्रबंध संस्थान अहमदाबाद

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