



Clutterbuck  
Associates

## **COMMUNICATIONS MASTERCLASS**

### **Masterclass with Professor David Clutterbuck**

**Duration:** 1-day

**Delegate numbers:** 16 maximum

#### **1. Introduction**

- Why effective communication contributes towards success
- Planning and preparation is key
- Taking a proactive approach
- Taking into account the environment and culture
- 'Less' is normally 'more'

#### **2. Communication strategy development**

Key elements to consider for strategy development

- Alignment to organisational strategy/goals
- Identifying audiences
- Matching message to audience and media
- Roles and responsibilities
- Internal and external communication
- Resources
- Measurement
- Impacting initiatives

#### **3. Leadership communication**

What's required from the top?

- Message development – developing messages that build to a credible story; outlining the benefits; aligned with goals and focused on action
- Straightforward and memorable
- Sustainable; Consistency – One voice
- Verbal and non-verbal communication
- Listening and gaining feedback
- Speeches, presentations and other deliverables
- External communication
- Enabling others to communicate and allowing them to do so



#### **4. Communication media and channels**

Developing a simple framework for delivering communication

- Getting the basics in place – keeping it simple
- Using technology
- Face to face communication
- Communication roles
- Focus on what's important
- Give managers the tools and skills to communicate

#### **5. Project communication – planning and delivery**

Big picture – bit sized chunks: breaking down the programme and communication into manageable components and being able to explain how the parts fit together to achieve the end goal

- Overall goals and key milestones
- Pitfalls – avoid the 'big bang' and 'over communication' approaches – marketing V. effective communication
- Adult to adult communication
- Roles and responsibilities
- Avoid working in isolation
- Feedback

#### **6. Engagement**

Emotional engagement drives discretionary effort

- Using effective communication for engaging employees and managers
- The psychological contract
- Aligning reward and recognition

#### **7. Feedback and measurement**

Getting people involved, utilising feedback and measuring achievement

- Having a clear purpose and objectives
- Using relevant research and feedback techniques
- Timing and frequency
- Trends, tracking and benchmarking
- Taking action

#### **Strategy development exercise**

- Case study exercise to be completed in groups by end of day



## Clutterbuck Associates

### **About Professor David Clutterbuck**

David Clutterbuck is one of the world's leading authorities on coaching and mentoring. Visiting professor in the mentoring and coaching faculties of both Sheffield Hallam and Oxford Brookes Universities, he is the author or co-author of 12 books in the field and hundreds of articles. He is chair of both the UK and European research committees of the European Mentoring and Coaching Council. He has advised hundreds of companies and tens of thousands of employees on coaching and mentoring good practice.

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