



विद्याविनियोगाद्विकासः

**Executive
Education**

INDIAN INSTITUTE of MANAGEMENT AHMEDABAD

THE WINNING EDGE: Communication Strategies for Leaders

— August 19 – 24, 2024 —



THE WINNING EDGE:

Communication Strategies for Leaders

August 19 – 24, 2024

Leadership is a way of thinking, a way of acting, and most importantly, a way of communicating.

- Simon Sinek

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. While setting goals and targets for those you lead you have to keep in mind that these may appear uninteresting and maybe even impossible unless each individual is inspired to put in their best. As a leader, you provide the spark of inspiration and motivation through your communications. 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 systematically reflect 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 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. Here is a tentative list of topics to be covered:

- Leadership and Communication
- Persuasion strategies for leaders
- Writing with impact
- Listening to lead
- Strategic communication
- Leading change
- Difficult conversations
- Ethical leadership
- Intercultural competence for leaders
- Creating leadership stories
- Speaking to inspire and motivate

FACILITATORS

The programme sessions will be facilitated by core faculty of IIM Ahmedabad.

Prof. Meenakshi Sharma
(Faculty Chair)

Meenakshi Sharma is a faculty in the Communication area at IIMA. She has taught in both India and Australia in the areas of Communication, Cultural Studies, Critical theory and Postcolonial Studies. Her current areas of research interest are Leadership Communication, Intercultural Communication, and Cultural Studies.

Her publications include *Speak with Impact* (part of the IIMA Business Books series); *Postcolonial Indian Writing*; a number of teaching cases, and articles in international refereed journals and in edited volumes on communication and postcolonial criticism.

She regularly conducts corporate training programmes on effective communication strategies for leaders and takes sessions on effective written and oral communication, strategic communication, and intercultural communication for senior executives of large public sector organizations as well as MNCs and other companies in the private sectors. She also conducts sessions on Indian culture and communication styles in immersion programmes for participants from international business schools.



OUR METHODOLOGY

We follow the participant-centred '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 should be interested in not only managing but leading people and bring with you a desire to raise your game to the next level.

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

We expect you to attend all the sessions including the valedictory one on the closing day because it is an important part of the collective reflection and action planning that you cannot skip without compromising the value of your *Winning Edge* experience.



TESTIMONIALS

Sumitha Ayodhya

Postmaster General, Western Region, Tamil Nadu Circle, Coimbatore

The focus of the entire programme was on helping the participants reflect on their styles and strategies rather than focussing on merely explaining concepts. The course was well-designed and delivered very professionally. The different facets of communication for leaders were effectively brought out with ample illustrations in the form of case studies, practical exercises, group interactions, games, videos, etc.

Poonam Panicker

Head of Quality & Patient Safety, Mediclinic City Hospital, Abu Dhabi

As part of the senior leadership team, communication is very important in my role. All of us in the batch were astounded by the teaching method, subjects included in the curriculum, and above all by the faculty. We could learn so much in a few days. The course is the best investment I have made for myself.

Samir Saxena

Chief General Manager, National Load Despatch Center (NLDC), Power System Operation Corporation Ltd. (POSOCO), New Delhi

It was an outstanding program with a practical and real life application orientation from which I have immensely benefited. The communication strategies discussed during the course such as inter-personal communication, persuasion and negotiation have been extremely insightful. The erudite faculty is the best I have come across.

Charandeep Singh

Vice President - Operations, Garware Bestretch Limited, Pune

It was indeed a great experience to be part of "*The Winning Edge*" programme. In fact, it was an eye opener to learn that communication as a subject is so vast. I still go back and forth referring to each section and try to see where I stand against the learnings and how can I continue to improve.

How to Apply

To register for the programme, fill in the application form through the link below:

<https://bit.ly/44SM0hz>

The closing date for receiving applications is **August 5, 2024**. The last date for early bird discount is **July 29, 2024**. All applications are subject to review and approval by the programme faculty (usually after the due date for receiving applications). A formal acceptance letter will be sent to the selected candidates. Applicants are requested to make their travel plans only after receiving the acceptance letter.

For more information, please email us at **mdp-info@iima.ac.in**, connect with us on **WhatsApp at 6357435951**, or call us at **079-7152 4624**.

Certification

A Certificate of Participation will be issued to the participants at the end of the programme, subject to their having attended all the sessions of the programme. Absence from any session needs to be with the prior approval of the Programme Faculty Chair.

Venue & Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation either on campus or with empanelled hotel partner.

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

Programme Fee & Payment

INR 2,25,000 plus GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fee, programme materials, boarding and lodging.

The programme fee along with the application form should be received by the Executive Education Office latest by **August 5, 2024**. 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 an application 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 **IIMAHMOEP**
HDFC Bank Limited, Ahmedabad Vastrapur Branch (IFSC Code: HDFC0000048, MICR Code: 380240003)
3. Name of Remitter: _____ (Please mention the name of the sponsoring organization)
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 GST Registration Number: 24AAATI1247F1Z4 (SAC: 999293)

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

[B] Payment Gateway

Please visit the following link for Payment Gateway: <https://bit.ly/3UOqjdW>

Discount

Early Bird Discount: Applications received with payments on or before **July 29, 2024**, will be entitled to an early bird discount of 7%. Early submission of fee and application 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 the 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.

Programme dates and fee are subject to change at the discretion of the Institute.

IIMA 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/- + GST.

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 (MBA)
- Two-Year Post Graduate Programme in Food and Agribusiness Management (MBA- FABM)
- Ph.D. Programme in Management
- One-Year Full Time Post Graduate Programme in Management for Executives (MBA- PGPX)
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme (FDP)
- ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)
- Armed Force Programme (AFP)
- Online MBA

The Institute has 100 plus faculty members working in the following management areas and centres:

Disciplinary Areas & Groups

- Centre for Management in Agriculture
- Communication
- Economics
- Finance and Accounting
- Human Resources Management
- Information Systems
- Marketing
- Organisational Behaviour
- Operations and Decision Sciences
- Public Systems Group
- Ravi J. Matthai Centre for Educational Innovation
- Strategy

Interdisciplinary Centres

- Arun Duggal ESG Centre for Research & Innovation
- Ashank Desai Centre on Leadership and Organisational Development
- Brij Disa Centre for Data Science and Artificial Intelligence
- Centre for Digital Transformation
- Centre for Innovation Incubation & Entrepreneurship
- Centre for Management of Health Services
- Centre for Transportation and Logistics
- Gender Centre
- India Gold Policy Centre
- JSW School of Public Policy
- Misra Centre for Financial Markets and Economy
- NSE Centre for Behavioural Science in Finance, Economics and Marketing



विद्याविनियोगादिकारः

Executive Education

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Vastrapur, Ahmedabad - 380 015, India

Phone: +91- 79 - 7152 6400; Email: exed@iima.ac.in

Website: <https://www.iima.ac.in/executiveeducation/thewinningedgecommunicationstrategiesforleaders>