



GROW YOUR CAREER

**Communication &
Management Styles:**
A 360 Degree Approach

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Topics and Objectives



1. Communication styles, personality traits, and impacts
2. Managing down, up, and across
3. Managing relationships and driving projects using influence vs. authority

Our Relationships and Roles



Bryan Olson
Chief Human Resources Officer
Boston, MA



Valerie Jackson
Senior Advisor to the Management
Committee and Firmwide
Director of Diversity and Inclusion
Orange County, CA



Alisa Goodwin
Firmwide Diversity and
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Washington, D.C.

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Preferred Communication Style: Bryan

Introvert or Extrovert?	Extrovert
Ask or Tell?	Tell, though I try to remember to ask more often
Big Picture or Details?	Big picture, but I will do details if no one else is
Data or Opinions?	Opinions; this is a tough call – data is important
Email, Phone, In-Person?	Phone, but I also frequently use the other two
What Matters Most?	Making sure that we all stay focused on the goal. “There’s the hill – how are we going to take it?”

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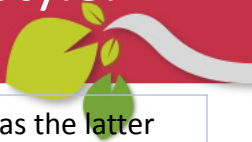
Preferred Communication Style: Alisa



Introvert or Extrovert?	Depends on the day
Ask or Tell?	I prefer to be asked questions, that's how I gauge a person's interest and also how I demonstrate mine.
Big Picture or Details?	Big picture, but I'm comfortable with details, too.
Data or Opinions?	Data
Email, Phone, In-Person?	Email, but I also prefer for the response to match the initial outreach
What Matters Most?	Respect, warmth, genuineness, credibility

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Preferred Communication Style: Valerie



Introvert or Extrovert?	Former masquerading as the latter
Ask or Tell?	Ask to learn, tell to connect
Big Picture or Details?	Big picture by nature, but details often by necessity
Data or Opinions?	My perception of both 😊
Email, Phone, In-Person?	Email all day – if I'm calling you, I must really need something right away
What Matters Most?	Ensuring that people feel heard and empowered to contribute, grow, and thrive

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Communicating Down, Up, Across, and Across the Miles



- What are you trying to communicate?
- Who is your audience?
- How might your communication style and personality impact your message?

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Communication Styles, Personality, and Impact



- Determining the preferred communication styles of others
- Differing styles
- Varying organizational levels
- Cultural competence

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True Story



There are three sides to every story: yours, mine...and the truth.

- Preparing for this presentation
 - Past experiences
 - Preparation preferences

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What else are you conveying?



- Nonverbal messages:
 - Tone
 - Volume
 - Gestures, sitting, standing
 - Facial expressions
 - Eye contact
 - Succumbing to distractions
 - 7-38-55 Rule

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Whoops!



- Unintended messages
- Conflicts
- Feedback
- Repairing the damage/getting back on track
- Lessons learned

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Managing Down, Up, Across, and Across the Miles



- Management styles
- Expectations
- Leveraging technology
- Checking-in
- Managing change
- Cultural considerations

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Preferred Management Style: Bryan



Regular or As needed Contact?	As needed, which often results in regular contact
Hands-on or Hands-off?	Hands-off, hire the right people, support them, and empower them
Big Picture or Details?	Big picture
Tactical or Strategic?	Strategic
What Matters Most?	Making sure that we all stay focused on the goal. "There's the hill – how are we going to take it?"

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Preferred Management Style: Alisa



Regular or As needed Contact?	Regular
Hands-on or Hands-off?	Mostly hands-off, but available/accessible when needed
Big Picture or Details?	Big picture
Tactical or Strategic?	Strategic
What Matters Most?	Respect, latitude, transparency

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Preferred Management Style: Valerie



Regular or As needed Contact?	As needed
Hands-on or Hands-off?	Hands-off
Big Picture or Details?	Depends on familiarity with the assignment; usually big picture
Tactical or Strategic?	Strategic, unless a learning opportunity
What Matters Most?	Quality, growth, strategic thinking

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Yikes!

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- Incongruent expectations
 - A wasted challenge – seeing conflict as a catalyst
 - Feedback
 - Cultivating and nurturing the relationship
 - Lessons learned

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How to Win Buy-in and Influence People



- Influence vs. Authority
- Compliance vs. Commitment
- Process or Outcome? BOTH
- Building rapport
- What role does networking play?

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Influencing Down, Up, Across, and Across the Miles



- Leveraging lessons learned
 - Law firm
 - Corporate world
 - Non-profit sector

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Tips and Tactics



Know your target!

- Data/research/fact-based
- Request for guidance/insight
- Strategic alliances/collaboration
- Active listening

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Questions?

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Thank You!

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