How can communication competencies be developed by Canadian MBA programs?

Elizabeth Williams

STRONG COMMUNICATION BUILDS:

- Healthy, inclusive cultures
- Effective change
- Employee engagement
- Corporate reputation
- Stakeholder trust

COMMUNICATION MATTERS

70% of employee engagement score variance is attributable to managers (Clifton & Harter, 2019)

80% of the global workforce is disengaged (Gallup 2021)

$450B is the annual cost to U.S. business of low employee engagement (The Conference Board, 2019)

70% of change initiatives fail (Ashkenas, 2013)

63% of consumers believe business leaders are liars (Edelman, 2022)

70%+ of managers' time is spent communicating (Mintzberg, 2013)

> "ADVANCED VISIONS OF STRATEGIC COMMUNICATIONS DEVELOPED IN ACADEMIA AND PRACTICE HAVE NOT YET ARRIVED IN MANY BOARDROOMS" (Zerfass & Sherzada, 2015, p. 291)

Levi's Jennifer Sey resigns over pressure on views about COVID School closures

CBS News (2022, February 15)

McDonald's CEO apologises for 'racist' texts about child shooting deaths

The Independent (2021, November 9)

Tone-deaf Air Canada CEO steps into a linguistic lion's den

The Globe and Mail (2021, November 4)

Seattle Mariners CEO resigns after inappropriate comments

Diamond (2021)

UK boss of KPMG resigns after telling staff unconscious bias is 'complete crap'

Skyes (2021)

Tokyo 2020 Games chief issues grovelling apology but REFUSES to resign

Coverdale (2021)

Estée Lauder executive ousted after posting racist meme on Instagram

Planas (2022)

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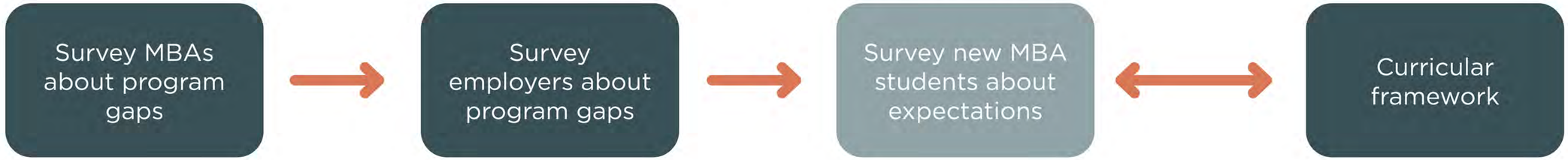
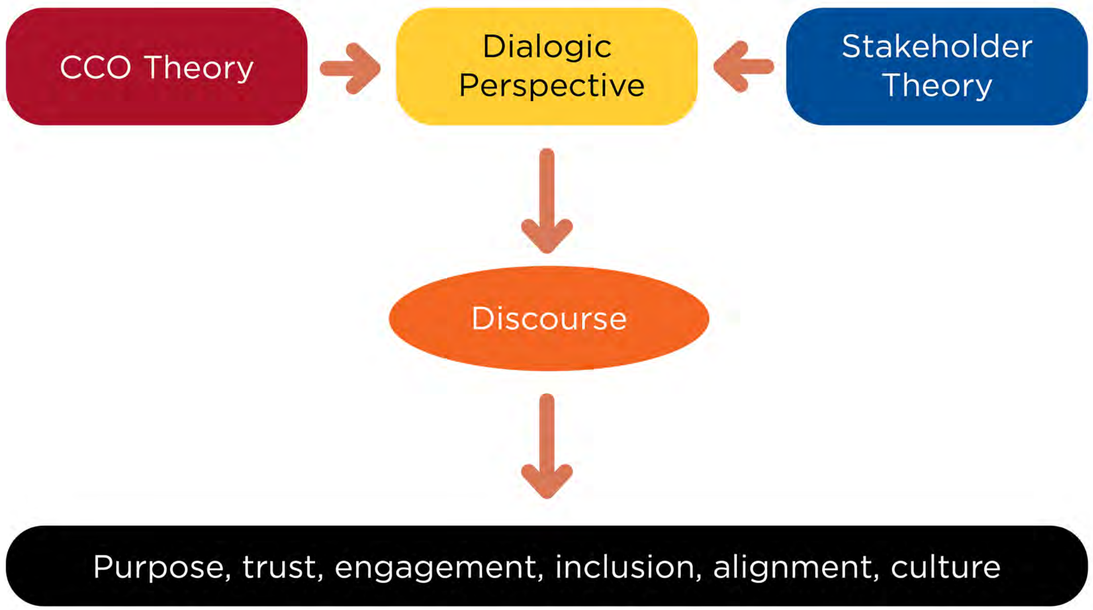
PROPOSED METHODOLOGY



KEY THEORIES



CONTRIBUTIONS

- Updated model of manager communication competency, aligned with market and student needs.
- Curricular framework to support MBA program design
- Managers with the competence and confidence to communicate effectively

"COMMUNICATION IS STILL TREATED AS A PHENOMENON EXISTING IN ISOLATION FROM THE ORGANIZATIONAL CONTEXT." (Zerfass & Sherzada, 2015, p. 291)

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