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### Healthy Companies

is a global management consulting and research firm dedicated to driving the CEO's Agenda.



# THE HEALTHY LEADER

Prescription for a healthy company



## Are you being heard?

"A wealth of information creates a poverty of attention," said Nobel Prize-winning economist Herbert Simon. The more information people receive, the more selectively they allocate their attention. These days, your people receive a lot of information, which raises a very important question: How much of their attention is allocated to you?



Do you earn attention?  
[CLICK HERE](#) to find out.

### What Great Leaders Know

Great leaders never take anyone's attention for granted. They grasp the complexity of human communication, carefully weighing not only what they want to say, but also how it will be received by people whose mental models may differ from their own. The best communicators stay actively attuned to their people and invest themselves fully in making their messages relevant, compelling and impactful.

In our personal interviews with more than 300 CEOs from renowned companies worldwide, we heard that great communications are the key to engaging and aligning organizations. Based on that research and our two decades of experience advising CEOs, we counsel top executives to make their communications:

- *Proactive.* Stay visibly in front of your people year round. Let your voice guide them through the twists and turns of the marketplace.
- *Direct.* Speak to your people personally, not through intermediaries or company media.
- *Two-way.* Help your people talk directly to you. Tap their unfiltered insights into what's really happening.
- *Actionable.* With each communication, provide clear and immediate

"Communication is absolutely essential. Our employees know where we're going. They know what is expected of them. They know whether they're achieving their objectives. They're a lot more confident. That's what's giving us the ability to compete."

— **Bill Hoover,**

CEO of American Systems

opportunities to take focused action.

Read [Personal Guidelines for Clear Communication](#).

**Will you be heard?**

In this age of information overload, attention is a precious commodity. You'll have to earn it.

**Ask yourself...**

- How do I determine what my people most need to hear?
- Does everyone who works for me have a clear sense of who I am? Are we personally connected?
- Do I have access to my people's unfiltered information and perspectives?

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