

# Case Study - Skills for Personal Effectiveness

## Indra Nooyi Learned 4 Communication Skills That Fueled Her Rise to CEO

And you can use them to your advantage, too.

"You cannot overinvest in communication skills." That's the advice former PepsiCo CEO Indra Nooyi offers in her new MasterClass.

Nooyi's investment began early when she was on the debate team while attending high school in India. However, when she enrolled in Yale's business school, she realized that her public speaking skills needed work.

She flunked a required communication class. It was the first time Nooyi had failed at anything, and she wouldn't let it happen again.

"I flunked for two reasons," Nooyi recalls. "One, I spoke too fast. I was thinking faster than I could speak, and mumbling all the words. And second, my arguments were too complex."

Nooyi slowed down her pace, which took care of the first problem. The way she fixed the second problem offers a lesson for any business professional and aspiring leader. Nooyi learned to "simplify, simplify, simplify."

### 1. Know the content.

Nooyi rose quickly through the ranks of PepsiCo, a giant global consumer products company. She did so because she became known for having a core competency - a "hip-pocket skill." Nooyi's skill was her ability to study complex problems and communicate them succinctly and clearly to help senior executives make better decisions.

It sounds counterintuitive, but it's nearly impossible to simplify information unless you understand the topic. When I work with CEOs and top leaders at cloud companies or other organizations handling highly complex products, I ask to read the technical material. Yes, it can get boring and mind-numbing, but I'm looking for key messages and specific examples that are often buried under mountains of data.

Study your topic deeply and know it well.

### 2. Start with the big picture.

Nooyi learned that simplifying messages means that you start with the big picture - the conclusion. It might sound like a better idea to save your conclusion for the big finale like the ending of a movie. But a pitch or presentation isn't a movie, and nobody wants to hear you for two hours.

# Module Communication 2000 Personal Effectiveness

**Thomas Griffiths**



## **Module Communication 2000 Personal Effectiveness:**

## **Module Communication 2000 Personal Effectiveness** Book Review: Unveiling the Power of Words

In a global driven by information and connectivity, the ability of words has be much more evident than ever. They have the capacity to inspire, provoke, and ignite change. Such may be the essence of the book **Module Communication 2000 Personal Effectiveness**, a literary masterpiece that delves deep in to the significance of words and their effect on our lives. Compiled by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we shall explore the book is key themes, examine its writing style, and analyze its overall affect readers.

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