

**Review of “Communicating Strategy” by  
Angela Lawrence, Head of Human Resources, Capital International Limited,  
for Edge Magazine (Institute of Leadership and Management) [www.i-l-m.com](http://www.i-l-m.com)**

**Star rating: 5 out of 5**

Communicate! Communicate! Communicate! I personally think these words should be put on a t-shirt and handed to every manager at the outset of their career. No! Scratch that! It should be given to *everyone* at birth.

Here's the thing, we all talk about it and we all think we are good at it but the truth of the matter is there are so many different ways to communicate as human beings it's sometimes difficult to know where to start and how to get the best results. As the author himself says: 'This book sets out to give you tools to make decisions for yourself [about the best way to communicate]... It helps you to develop your judgement.'

And it certainly does. In fact it *more* than does what it says on the tin! It's not just about communicating strategy but about communicating full stop. It's also about managing change; putting yourself in the other person's shoes; learning how different methods of communication work for different people; suggestions as to how to cope when you hit a snag and, more importantly, what *not* to do. It isn't a step-by-step guide (thank goodness) but rather suggests lots of options which you can apply with confidence to your own particular situation and which get you thinking for yourself.

The book comprises 11 easy to read chapters and, within the confines of the printed page, practises a great deal of what it preaches. Some people like to see charts and graphs – there are some of those. Others learn best by metaphor and case histories – there's a sprinkling of those too. Some like to get a chunk of information, digest it and have a summary at the end and for them each chapter ends in a paragraph headed 'Conclusions' Still others like the 'workbook' approach as they prefer to learn by doing and each chapter contains four or five questions which you can apply to your own particular situation.

It's a user-friendly book which is not loaded with management speak. Once you've read it I'm pretty sure it won't go back on the shelf but will become part of your armoury in the challenging world of business, strategy and maybe even relationships.

Reviewed by Angela Lawrence

Communicating Strategy by Phil Jones  
Published by Gower Publishing Ltd  
Price £25