

# **Influence Redefined**

## **Be the Leader You Were Meant to Be, Monday to Monday<sup>®</sup>**

### **One Day Workshop**

STACEY HANKE INC

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*communicate with influence*



# Our Capabilities

*Fresh ideas and strategies. Time sensitive.*

*Results oriented. And a lot of fun to work with.*

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How do you invest in your professional development? Professional athletes understand the power of continual coaching to improve their skills to win. You are an athlete too, in the intensely competitive game of business. Those who succeed are those who never stop pushing and challenging themselves to the next level of development. If being an effective leader, communicator and motivator is important to you, you have come to the right place.

- We focus on changing behavior – giving YOU powerful skills and techniques to enhance and maximize your ability to connect and engage with your audience Monday to Monday<sup>SM</sup>.
- Consider the power and scope of lasting first impressions. At the heart of all great business relationships and success is excellent communication. Whether you are preparing for a high-stakes presentation, sales call, meeting, conference call, webinar, media interview or face-to-face conversation, how you communicate determines if you influence others to take action.
- To make sure you get the results you want, we will work closely with you to customize a program that meets you and your organization's learning objectives. From understanding your corporate culture to speaking your language, our goal is to create not just a relationship but a long-term commitment.
- Our highly interactive workshops focus on professional business communication, including preparation, influence, structure, strategy, delivery, use of visual aids and handling question-and-answer sessions. We believe in providing practical skills and techniques you can apply immediately to your personal and professional life.

Communicating to achieve results is a process. It is one of the most powerful tools you can use to distinguish yourself and your peers from the competition. When you need to say something important, you need access to the best tools to deliver your message. Stacey Hanke Inc. will show you how to stay competitive in the game of business, communicating to influence others to take action Monday to Monday<sup>SM</sup>.

What are you waiting for? Contact us today and begin changing behavior for maximum impact throughout your organization.

# Welcome!

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# Objectives

## *Return on Your Investment*

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### What is in it for you?

- See how others see you through instructor assessment, self-assessment, peer review and video feedback.
- Increase your awareness of how your non-verbal language can detract from or enhance your message and the perceptions your audience creates of you when you communicate through:
  - Presentations
  - Sales calls
  - Meetings
  - Face-to-face conversations
  - Media interviews
  - Impromptu situations
  - Conference calls and webinars
  - Voicemail and email messages
- Avoid the biggest traps individuals fall into that negatively impact their professional image.
- Learn the three openers to avoid that will shut down your audience and prevent you from being taken seriously.
- Apply the key components of a listener analysis to customize a message that specifically meets your audience's needs and expectations.
- Communicate a clear, concise message that gets to the point using the Communication Quick Start™.
  - Handle question-and-answer sessions and objections with credibility and audience involvement.
  - Read your audience and maintain control over the conversation.
  - Design visual aids that guarantee support of your message and increase learner retention.
- Manage the interaction of visual aids to support and add impact to your message.
- **Hold yourself accountable** by immediately practicing and applying the skills and techniques to make any changes permanent Monday to Monday<sup>SM</sup>.

## → **Summary of Behavioral Skills**

- ◊ **Communication Quick Start™**
- ◊ **Virtual Conversations that Influence**
- ◊ **Designing Visual Support**
- ◊ **Interacting with Visual Aids**
- ◊ **Confidence with Q and A**
- ◊ **Receiving Constructive Feedback**
- ◊ **Essential Business Tips**
- ◊ **Personal Action Plan**
- ◊ **References**

# Summary of Behavioral Skills

*Posture– Monday to Monday®*

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*First impressions are created by a speaker's posture.  
Remember your audience notes how you stand, sit and move.*

## Standing Neutral Position

Balance your stance to maintain a neutral position by:

- Distributing your weight evenly on both feet.
- Resting your weight on the ball of your foot rather than your heel.
- Keeping your energy up and forward toward your audience.

At some point during your message delivery, you need to be quiet and still by relaxing your arms at your sides in the neutral position. When you are fidgeting, rocking back and forth or pacing, your brain cannot work effectively, preventing you from thinking on your feet. You are trying to do too much at one time; as a result, you will lose your train of thought and will not be as effective as you could be.

You also need to be quiet and still for your audience, allowing them to stay connected with you and to absorb your message. Otherwise you are creating too many distractions for your audience to focus on.

*If we are strong, our strength will speak for itself.  
If we are weak, words will be of no help.  
John Fitzgerald Kennedy*



# Summary of Behavioral Skills

## *Posture, continued*

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### **Seated Neutral Position**

When seated, avoid slouching; sit up straight and place your feet flat on the floor. When you slouch it is more difficult to breathe from your diaphragm. We will be discussing the power of your voice and the impact of the diaphragm supporting your voice on the page titled Vocal Variety and Volume.

To achieve a seated neutral position do the following:

- Position yourself with your lower back approximately one inch away from the back of the chair.
- Keep your body erect (but not rigid), with your shoulders relaxed and your torso open.
- Keep your gestures above the table to add emphasis to your words.
- Avoid fidgeting with your pen, notes or visual aids.
- Be careful not to let your pen or visual aids become part of your gestures.

When possible, avoid sitting directly across from your employee, decision maker or peer. The table or desk becomes a barrier between you and the individual you want to connect with. Instead sit next to them, creating an open position to enhance the relationship.

If you are facilitating a meeting with a group seated at a conference table, sit at the end of the table. This position makes it easier for you to connect with your audience and increases participation.

***Progress is impossible without change; and those who cannot change their minds cannot change anything.***

***George Bernard Shaw***



# Summary of Behavioral Skills

*Movement– Monday to Monday®*

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*Pacing, leaning to one side  
or shifting and rocking your weight back and forth will distract your audience.  
Concentrate instead on moving with purpose.*

## Moving with Purpose

Do you ever feel like you are standing in the spotlight when you are speaking to an audience? This feeling is a result of where we prefer to stand. Our positioning tends to be front center, which prevents us from connecting and engaging with the individuals seated on the sides of the room.

Movement channels nervous energy, gets you out of the center spotlight and encourages audience involvement. There is a difference between moving with purpose and moving because you are nervous.

Follow this step-by-step approach to make sure your movement has purpose:

- **Look.** Before you begin to move, look in the direction you want to move.
- **Make eye connection.** Choose one person toward whom you intend to walk and connect with that person's eyes. Allow your eyes to lead you in the direction you are moving towards.
- **Arc your footsteps.** Incorporate the arc as you are moving towards your audience. Arc your steps to avoid walking aggressively and directly towards your audience, which is intimidating. The arc allows you to keep your shoulders open to your audience and prevents you from turning your back on them.
- **Keep shoulders parallel to audience.** When you have reached your destination avoid turning your back to your audience. Stay open by keeping your shoulders parallel to your audience. This will help you stay connected and involve everyone. Imagine presenting to a large audience and having the ability to connect with everyone no matter where you are standing. These are the benefits of keeping your shoulders parallel to your audience.
- **Stand in neutral position.** Stand in the neutral position for three to four sentences to avoid pacing.

When moving with purpose, project confidence and control by doing the following:

- Make your movement random.
- Use the entire front of the room.
- Avoid stepping backwards away from your audience. You never want to give them the perception you are running away from them or your message.

# Summary of Behavioral Skills

## *Movement, continued*

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### **Movement with Limited Space**

When you have limited space for movement, be careful of rocking or shifting your weight back and forth. Your energy will begin to take over and have a negative impact on your message and the perceptions your audience creates of you. Instead, use your energy to connect and motivate your audience through your gestures, facial expressions, voice and eye connection.

### **U-Shaped Room Setup**

When speaking to an audience seated at a U-shaped table, remember the following critical tips.

- Avoid walking into the center of the U-shape. Keep your movement positioned in front of the room to prevent turning your back on your audience and to prevent standing behind your audience while you are speaking.
- Avoid walking too far to the side of the individuals sitting on the right and left side of the U-shape.
- Your goal is to stay connected and to engage your audience, not to make it a challenge for them to stay focused on where you are positioned in the room. See the section on Interacting with Visual Aids, which describes purposeful movement.



*They may forget what you said, but they  
will never forget how you made them feel.*  
*Carl W. Buechner*

# Summary of Behavioral Skills

*Gestures– Monday to Monday®*

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*Enhance your relationship with your audience by showing them how you feel.*

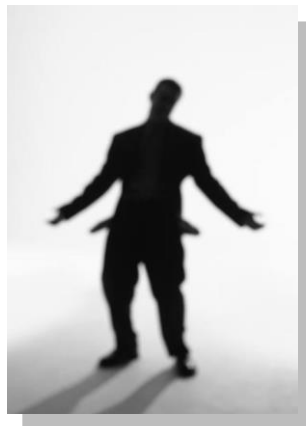
## **Gestures**

Gestures add warmth and believability to your voice. Confident speakers use their gestures to add emphasis to their words.

When using gestures do the following:

- Expand your gestures from your sides and draw pictures around your words. Let your hands emphasize and describe your message to bring natural animation to your message.
- Avoid fidgeting with your hands, rings, pens or other items, which is distracting for your audience and may be perceived as lack of confidence and credibility.
- Avoid locking your elbows at your sides or creating the same repetitive gestures. This movement with your gestures is perceived as talking with your hands or gesturing too much.

What is in it for you? Gestures add emphasis and impact to your message. They help you add energy and inflection to your voice and channel your adrenaline and nervous energy.



# Summary of Behavioral Skills

## *Facial Expressions– Monday to Monday®*

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*Your face reveals how you feel about what you are saying.  
It reinforces your message and strengthens the relationship  
you are creating with your audience.*

### **Facial Expressions**

Look like you mean what you say. Do you really believe your product or service is better than the competition's? Do you *look* as confident as you say you are? Are you excited about your work with your client or customer? The benefits of your products or services will be more believable when you communicate your passion, enthusiasm and commitment through your facial expressions.

When in doubt – SMILE. It communicates that you believe what you are saying.

Use the following tips to become more aware of and improve your facial expressions.

- Begin paying attention to the type of facial expressions you use and when you use them. You may not be aware of when you frown, roll your eyes or scowl.
- When you are smiling while communicating a serious or negative message, you create a discrepancy between your facial expression and your message. That discrepancy could result in a negative perception.
- Once you have increased your awareness of facial expressions, practice the skill of incorporating them into your message, matching the appropriate expression to each situation. You would not want to frown or have a stone-cold look on your face when you are expressing your passion for your company's products.



*“The way we communicate with others and  
with ourselves ultimately determines the  
quality of our lives.” Tony Robbins*

# Summary of Behavioral Skills

*Pause— Monday to Monday®*

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*The most powerful skill you have is the ability to pause and take a relaxing breath!*

## Avoid Filler Words

*Um, what perception, like, do you create, you know, when you hear, um, a speaker using, uh, words that clutter, you know, their language?* Knowledgeable, credible and confident probably do not come to mind.

We refer to these words as non-words or filler words. We use them to buy ourselves time to think about what we want to say or to avoid silence. These words become distracting to our audience, and they miss what we are communicating. Instead we need to give our audience time to hear, understand and absorb our message.

Common Filler Words		
uh	OK	and
um	actually	but
so	basically	you know
like	well	however
now	right	

Replace non-words by taking time to pause and b-r-e-a-t-h-e. If your message is cluttered with non-words, your audience may see you as someone who is unable to perform their job or as someone who lacks knowledge.

**Tip:** Be aware, once you have eliminated the common non-words you tend to use from the table above, you will find another one that becomes your new filler.

# Summary of Behavioral Skills


## *Pause, continued*

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### **Pause**

Pausing guarantees you will not lose your credibility and the attention of your audience. The benefits of pausing are essential to influencing your audience to take action.

- **Pausing gives your audience a chance to hear, understand and absorb your message.** Pausing also invites your audience to share the conversation with you. When you create a two-way conversation with your audience, you are able to adjust your message based on their needs and expectations.
- **Pausing creates curiosity and heightens anticipation.** Pause before and after a specific point, fact or idea you want your audience to remember. Imagine the impact you will have when you describe the benefits of your company's products or services.
- **Pausing allows you to collect your thoughts and breathe to r-e-l-a-x.** Pausing helps you gain control of your message and appear comfortable with your audience. You are able to communicate more information in less time because you are saying fewer words and giving yourself permission to think on your feet, which prevents you from rambling and wasting your audience's time. Pausing allows you to prioritize your thoughts. It helps you avoid rambling and instead think on your feet. Impromptu situations then become more comfortable, even when you have not had a chance to prepare a message.



*The right word may be effective,  
but no word was ever as effective  
as a rightly timed pause.*  
*Lord Thomas Dewar*

# Summary of Behavioral Skills

*Vocal Variety and Volume— Monday to Monday®*

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*We all have the right to speak. You need to earn the right to be heard.*  
John Maxwell

## Using Your Voice

Three key vocal qualities that determine how your message impacts your audience are:

- Projection and energy.
- Inflection and vocal variety.
- Enthusiasm and belief in your products and services.

What perception does your audience create if you speak too quickly or too slow? Here are some suggestions on how to use your voice.

- **Speak at an even pace** so your audience can hear you clearly. You do not want to give your audience the impression that you cannot wait to leave or that you do not really want to be with them.
- **Speak with conviction**, so you sound like you mean what you say. Are you as honored to receive the award as you say? Do you really feel you are the best candidate for the project? Are you glad to serve your customers? When you lack inflection and enthusiasm in your voice while persuading your audience to take action, you increase the likelihood that action will not be taken. If you're not passionate about your message, why should your audience be?
- **Breathe deeply and allow the air to supply power to your voice.** A strong, clear voice conveys confidence and assertiveness. On a scale from one to ten, with one being inaudible and ten overpowering, speak at a volume level of seven to eight.
- **Vary inflection and add volume** to avoid sounding monotonous or boring.
- **Be aware of vocal trail-off.** When we're in a hurry or anxious, we try to say too many words on one breath of air. As a result, we'll run out of air and our volume trails off at the end of our sentences. Your audience will tune out because you're making it too difficult for them to actively listen.
- **Be aware of up-talk.** When you end your sentences in a question by raising the tone or pitch of your voice, you appear to question your own credibility and knowledge.

# Summary of Behavioral Skills

## *Vocal Variety and Volume, continued*


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### **Volume**

The sound of your voice shapes the attitude of your audience even more than the words you speak. Vocal energy will:

- Hold your audience's attention.
- Display emotion and enthusiasm.
- Bring out the importance of your message.
- Convey confidence.

To guarantee you're speaking at a volume level that commands confidence and credibility, refer to a scale from one to ten, with one being inaudible and ten overpowering. When you're speaking to a group of five or more, your volume needs to be at a seven or eight. When you're speaking over the phone or participating in a face-to-face conversation, practice speaking at a volume level of four to five. Prior to your next meeting, ask a co-worker to provide feedback on your volume level and inflection. Explain the one to ten volume scale to give them a clear explanation of where your expectations lie.



*If you keep doing what you've  
always done, you'll keep  
getting what you've always  
got.*

*Jim Rohn*



# Summary of Behavioral Skills

*Eye Connection– Monday to Monday®*

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*The relationship with your audience begins with eye connection.*

## **The Eyes Have It**

Eye connection is the only delivery skill that conveys trust and believability. Without this behavioral skill you increase the risk of not creating or maintaining a relationship with your audience. If they do not trust you as a partner, leader or motivator, they will never be influenced to take action based on your message.

When you forget what to say, where do you tend to look? Yes, at the ceiling, floor or anywhere away from your audience. When you disconnect with your audience what words do you say: “Uh” “um” “well,” etc. At this very moment, you instantly communicate to your audience you do not know what to say. You begin to lose trust and credibility.

Begin practicing today the following techniques to create a new and powerful skill for engaging and connecting with your audience.

- The eyes have it! When you connect with your audience through eye connection, they will see you as trustworthy and believable.
- Connect with your audience by looking them in the eye when you are speaking to them, and listening to what they say.
- When speaking to two or more people, complete one sentence or thought per person.
- Take your time and pause when you move your eyes from one person to another.
- Eye connection allows you to conduct a face-to-face conversation with your audience that is professional and purposeful, no matter what distractions may be taking place at the time.
- Only speak when you are connecting with your audience’s eyes. Avoid the temptation to speak to your notes, your audience’s shoulders or the top of their head, your PowerPoint slides or laptop.

With eye connection you will avoid non-words and gain control by allowing yourself to think on your feet. When you are focused in your eyes you will be focused in your thoughts.

# Summary of Behavioral Skills

## *Eye Connection, continued*

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### **Speaking to a Large Group**

When speaking to a group of thirty or more, you may not be able to see the eyes of everyone because of the room setup or lighting. How can you connect with every individual? Select an area to focus on where individuals are sitting. Stay connected with them for a complete sentence or thought. The individuals who are sitting within that area will feel as though you are connecting with them personally. Think about a concert you may have attended where you were not seated in the front row. Did you ever feel the musicians were playing or singing directly to you?

### **Face-to-Face Communication**

When having a face-to-face conversation, you will tend to connect with your audience longer than in a group session. To avoid a discomforting stare, give your eyes and your audience's eyes a break by looking away periodically. You may want to refer to your notes, visual aids, sales aids, etc. Make sure you **pause** when you look away from your audience.



*You can have brilliant ideas,  
but if you can't get them  
across, your ideas won't get  
you anywhere.*

*Lee Iacocca*

- ◆ Summary of Behavioral Skills

- ➔ **Communication Quick Start™**

- ◆ Virtual Conversations that Influence

- ◆ Designing Visual Support

- ◆ Interacting with Visual Aids

- ◆ Confidence with Q and A

- ◆ Receiving Constructive Feedback

- ◆ Essential Business Tips

- ◆ Personal Action Plan

- ◆ References

# Communication Quick Start™

## Getting Organized

*The Communication Quick Start™ is a proven step-by-step organizational tool designed to help you communicate a clear and concise message. The goal of your message is to influence, motivate and get action. To make this happen, your message must be well organized.*

### Communication Quick Start™ Overview

Communicating a clear and concise message requires preparation. The Communication Quick Start™ is designed to help you prepare and deliver your message.

Results in 30 Seconds or Less

## Clarifying Your Objective

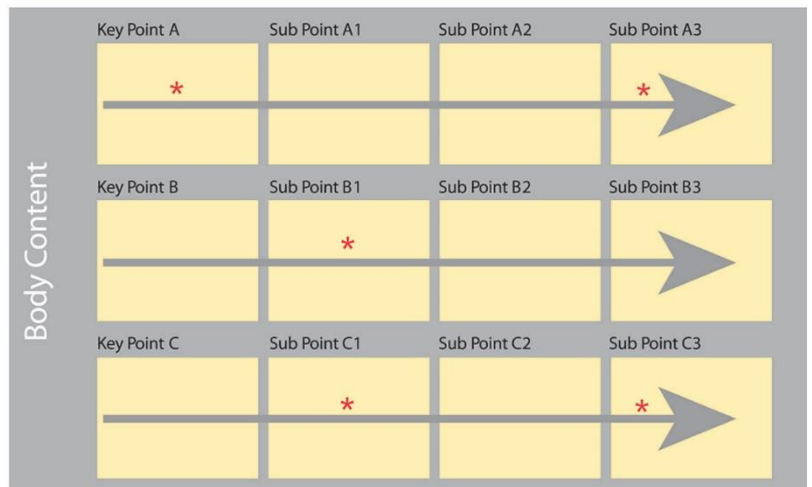
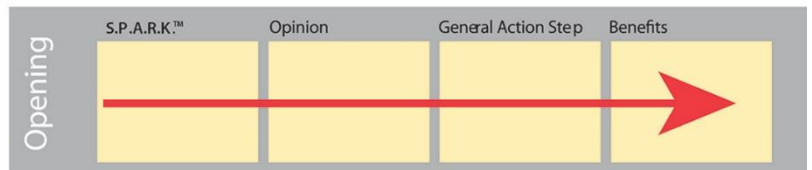
- Who are they?
- What do they know about your topic?
- What is their attitude?
- What do they need to know?
- Why is this conversation happening now?

Subject

- 1 Listener Analysis**
- 2 Opinion**
  - What is your opinion of your topic?
- 3 Action Steps**
  - General
  - Specific
- 4 Benefits**
  - What is the value your listener receives?
- 5 Key Points**
  - Sub Points
  - Rule of Three
- 6 S.P.A.R.K.™**
  - Story  
Make sure the point of your story relates to your message.
  - Pictorial  
A picture is worth a thousand words.
  - Analogy  
A comparison between two objects.
  - Reference  
Making reference to a blog, article or social media post.
  - Quote  
Restating a phrase or statement from a book or article.
  - Questions  
Involve your listeners by asking an open ended question.
  - Keep them Laughing  
Humor arouses interest.

### Quick Tips

- Balance** your stance.  
**Expand** gestures from your sides.
- Take time to **pause** and **breathe**.
- Use **inflection** and **volume** to add emphasis.
- Connect** with your listeners by looking them in the eye.



\* Pepper S.P.A.R.K.™ throughout your message to grab attention, increase understanding and learner retention.

# Communication Quick Start™

## *Getting Organized, continued*

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### **Communication Quick Start™ Overview, continued**

The Communication Quick Start™ process involves the following steps, which are detailed on the subsequent pages:

- 1 Identifying Your Goals
- 2 Clarifying Your Objectives
  - Listener Analysis
  - Opinion
  - Action Steps
  - Benefits
- 3 Designing Your Content
- 4 S.P.A.R.K.™ Your Audience's Attention

With the Communication Quick Start™ process, you can accomplish the following:

- Organize and prioritize your thoughts and create a message that is clear, concise and to the point.
- Design a message specific to your audience's needs and expectations.
- Quickly and successfully think on your feet.
- Make it easier for your audience to understand, follow and remember your message.

### **Post-it® Notes**

To use the Communication Quick Start™ effectively, we recommend you use Post-it® notes. The notes will allow you to establish the flow of your talk, organize your thoughts, allow for creativity and enable you to clarify your message. In addition, Post-it® notes save you time as they allow you to quickly edit the content and transitions.

### **Trigger Words**

Trigger words are key in effectively using Post-it® notes to design and deliver your talk. Their purpose is to minimize the number of words you use and to prevent you from writing word-for-word what you are planning to communicate. Trigger words will trigger your thoughts if you need to use your notes while delivering your message. Write two to three trigger words on one Post-it® note. Your audience does not want to be read to, nor do you want your message to seem memorized or scripted.

# Communication Quick Start™

## *Getting Organized, continued*

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### **Trigger Words, continued**

Trigger words will allow you to convey a message that is conversational and welcoming. It is natural to lose your train of thought during a presentation, sales call, meeting, conference call, webinar or face-to-face conversation. Trigger words will jog your memory and get you back on track quickly. When you pause and take a moment to refer to your notes, you will not lose the energy and natural conversation of your talk. It will prevent you from rambling and help you think on your feet.

Experiment with Post-it® notes and trigger words as you walk through the Communication Quick Start™ planning process.



*Influence the conversation  
you'll influence the  
relationship. Influence the  
relationship you'll influence  
the outcome you're after.*

*John Maxwell*

# Communication Quick Start™

## Identifying Your Goals

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*Effective communication begins with being clear about the results you want to achieve.*

### Use Questions to Identify Your Objectives

Before you dive into using the Communication Quick Start™, uncover your goals and objectives by asking and answering the following questions.

Questions	Write Your Answers Here
<b>1 What is my goal?</b> <ul style="list-style-type: none"><li>• Persuade?</li><li>• Inform?</li><li>• Ask my audience to take action?</li><li>• Inspire?</li><li>• Entertain?</li></ul>	
<b>2 What specific action do I want my audience to take?</b>	
<b>3 What specific behaviors do I want my audience to change or adopt?</b>	

# Communication Quick Start™

## *Identifying Your Goals, continued*

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Questions	Write Your Answers Here
<p><b>4 What is the best way to reach my goal? Is it a...</b></p> <ul style="list-style-type: none"><li>• Presentation format</li><li>• Team meeting</li><li>• Face-to-face conversation</li><li>• Sales call</li><li>• Media interview</li><li>• Training session</li><li>• Conference call</li><li>• Webinar</li><li>• Email or voicemail message</li></ul>	
<p><b>5 What format will work best for the message I want to convey?</b></p> <ul style="list-style-type: none"><li>• Identify visual aids that will most effectively support and enhance your message.</li><li>• Determine where each visual aid will have the greatest impact within your message.</li><li>• Identify which communication format will accomplish your objective. For example, one or two presenters, seated or standing, video conference, conference call, online training, etc.</li></ul>	
<p><b>6 What do I personally want to gain from my message and delivery?</b></p>	



# Communication Quick Start™

## *Clarifying Your Objective*

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*Clarifying your objective involves getting clear about who your audience is, what your opinions are, what action steps you want your audience to take, and the benefits of what you are telling them. This information will then inspire how you can open and close your message for maximum impact.*

### **Clarifying Your Objective**

An introduction prepares your audience to hear your message favorably. Among the challenges voiced by previous participants:

- I never know how to start or end my presentation.
- I tend to ramble and never really get to the point.
- I say too much too soon.

The Communication Quick Start™ will immediately resolve these challenges and minimize the amount of time it takes you to create any message.

Avoid beginning your message with the statement, “What I would like to talk about today is...” or “Today we are going to talk about...” In fact, 99 percent of the time your audience already knows why they have been asked to meet with you. Instead of starting with this filler statement, most effective speakers can get their point across in thirty seconds or less. You can, too, once you have clarified your objective.

To clarify your objective, first get clear about the following.

- What does your audience know about your topic?
- What does your audience need to know about your topic?
- What do you want your audience to do?
- What is their opinion about your topic?
- Who is your audience?
- What are the benefits of your message?

# Communication Quick Start™

## *Clarifying Your Objective, continued*

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### **Listener Analysis**

When you walk into the room to deliver your talk, the message is no longer about you. It is about your audience. Once you begin delivering your message, you need your audience more than they need you. Without them, it is just a rehearsal.

Most speakers begin composing their message by looking at a blank PowerPoint screen. Before you open your laptop, you need to take a close look at your audience. Although this might seem obvious, most of us tend to bypass this step. Your audience is the most important aspect of your talk. If you do not know what is important to them, what they need, and what their experience level and opinion are likely to be, you narrow your chance of getting them to take action.

Use the questions on the subsequent pages when conducting your listener analysis before developing your message. This includes presentations, sales calls, email and voicemail messages, meeting agendas, conference calls, webinars or preparing for a face-to-face conversation with a co-worker, boss or client.

### **Define your listeners**

Answering these questions helps you understand more about your listeners and will make your message relevant to them.

Who are your listeners?

What do they know about the topic?

What is their attitude about the topic?

Why is the conversation happening now?

What do your listeners need to take the action you are requesting?

Write your thoughts on Post-it® notes and place them on your Communication Quick Start™ in the box shown to the right.



# Communication Quick Start™

## *Clarifying Your Objective, continued*

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### **More Questions to Identify Who Are Your Listeners**

Additional questions to ask yourself when designing a message that meets the needs and expectations of your audience.

- How many individuals will be attending?
- What do they know about the topic being discussed?
- What do I want them to know about the topic?
- What are their expectations?
- How do I want them to feel about the topic?
- How will the action I want them to take benefit them?
- What behavior do I want them to change as a result of my message?
- What preconceived ideas do they have about the topic?
- What negative point of view might they have toward my subject?
- What is their past experience with this topic?
- What is important to my audience?
- What impact will their decisions have on the decision-makers?
- Why is this presentation, meeting, face-to-face conversation, etc. occurring now?
- What are my audience's goals?
- Will my message have more information than my audience needs or wants to hear? If so, how do I plan on prioritizing the key points and concepts?
- How can I show that I know something about their work experience to help my audience identify with me?
- Why should my audience be interested in this particular topic?
- Can I list at least three challenging questions my audience may ask?
- Is it mandatory for everyone to attend the talk?
- What provisions have I made for handling interaction?
  - Handouts
  - Visual aids
  - Debriefings
  - Phone contacts
  - Follow-up meetings
  - Post-talk discussions or questionnaires

# Communication Quick Start™

## *Clarifying Your Objective, continued*

---

### **Opinion**

If your audience thinks *you* do not believe in your topic, why should *they*? To influence your audience, share with them how you feel about your topic or your point of view. If you do not state your opinion, your audience will be confused about how you feel and what you want them to do. Stating your opinion adds trust and believability to your message.

Examples of opinion statements include:

- Communication skills are essential to getting your message across.
- Our current position with the ABC project will either make or break our budget.
- The launch of our new product is critical to the firm's success.

You will state your opinion in the opening and closing of your message. Stating your opinion will increase learner retention and the likelihood your audience takes action. To document your opinions:

- Write your opinion on a Post-it® note and place it in your opening on the Communication Quick Start™.
- Write your opinion again on a second Post-it® note and place it in the closing.

Keep in mind that we remember the first and last thing that is stated.

### **Action Steps: General and Specific**

When you communicate directly to your audience what you want them to do, you increase the likelihood that you will get the results you seek. Remember this is the reason you are communicating the information in the first place. If you are struggling to identify what action you want your audience to take, you may need to sit back and ask yourself, "Is there a better use of my time and theirs to convey the information?"

### **General Action Step**

A general action step states what you want your audience to do while they are physically present during your message. This action step will be part of your opening. For example:

- Stay open to the skills and techniques we will be discussing.
- Consider applying these new behaviors.
- Explore the opportunities.

Write your general action step on a Post-it® note and place it in your opening on the Communication Quick Start™.

# Communication Quick Start™

## *Clarifying Your Objective, continued*

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### **Specific Action Step**

Identify a specific action that is measurable and quantifiable. A specific action step puts commitment into the lap of the audience. To generate action by your audience, they need to walk away with a clear understanding of what you are asking them to do. You will state this action step in the closing of your talk. For example:

- Set a goal by the end of the day on Friday identifying how you will practice and get feedback on the skills and techniques we have discussed.
- Write your specific action step on a Post-it® note and place it in your closing on the Communication Quick Start™.

### **Benefits**

When you ask your audience to take action, they want to know “What is in it for me?” If you are able to show your audience the benefits of taking action, you increase the chances that they will comply.

Identify two or three benefits your audience will receive as a result of performing the action you recommend. For example:

- When you set a goal by Friday for how you will practice these new behaviors, you will increase your trust with your audience, enhance your credibility and boost your confidence.

You want to remind your audience that your information is of value to them. The benefits may seem obvious to you, but your audience needs to hear and understand them. Benefits are the most persuasive elements of your talk.

After you have identified two to three benefits for your audience, you will notice there is a space in your opening and closing for benefits. Based on your listener analysis, decide how you want to lay out the benefits.

- Repeat the two to three benefits in the opening and closing of your message.
- State one or two benefits in your opening and three benefits in the closing of your message.

***A bad beginning makes a bad ending.***

***Euripides***

# Communication Quick Start™

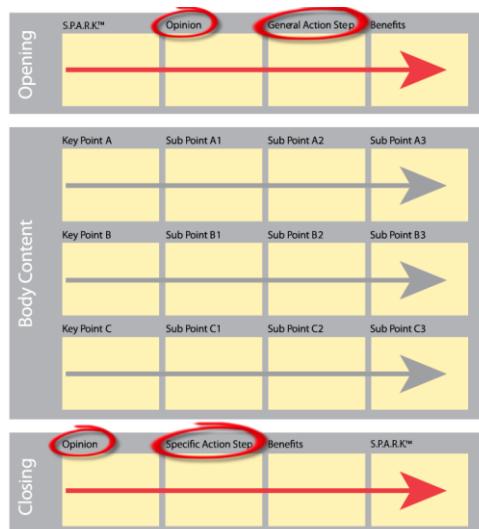
## Clarifying Your Objective, continued

### Putting It Together

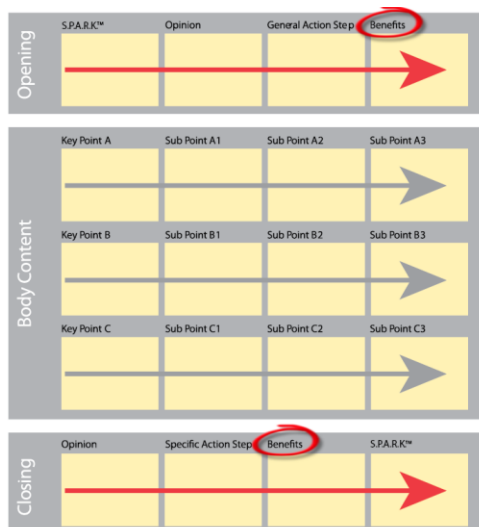
We remember the first and last things we hear. Therefore, be sure your message includes a powerful beginning and a dynamic ending that includes your opinion, the action steps and benefits for your audience.

Using Post-it® notes, follow the Communication Quick Start™ to do the following:

- Place your opinion, general and specific action steps in the appropriate boxes in your opening and closing.



- Place the benefits in the appropriate boxes in your opening and closing.



You are now ready to begin designing your content.

# Communication Quick Start™

## *Designing Your Content*

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*To make sure your audience remembers and retains the information you are communicating, create your content following The Rule of Three.*

### **Key Points**

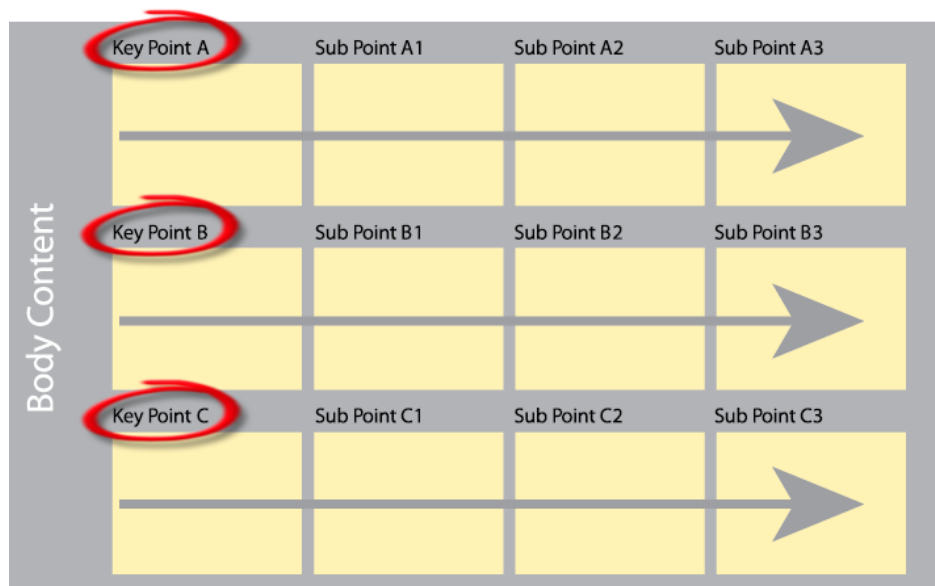
The Rule of Three states that the human mind remembers in groups of three. This would explain why we remember our phone number(s) and Social Security number. When you offer more than three key points, your audience is busy trying to remember each key point; they walk away with none of them. Keeping your key points to three or fewer will also help you remember what you came prepared to communicate.

After you have designed your opening and closing, do the following:

- Identify the three key points that will support your objective and get your audience to take action. Your key points serve as a road map that provides direction. They establish the framework for what you want your audience to do as a result of your talk.

### **Write your three key points on three separate Post-it® notes.**

- Identify the key point you want to discuss first, and place this Post-it® note at Key Point A on your Communication Quick Start™. Continue this process for Key Points B and C.



# Communication Quick Start™

## *Designing Your Content, continued*

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### Sub-Points

Once your key points are positioned in order of their importance, you are ready to identify your sub-points. Sub-points need to support your key points and give your audience direction and understanding. Do the following:

- Write your sub-points on separate Post-it® notes. Try not to get carried away with the number of sub-points you develop. Keep in mind **The Rule of Three** and trigger words.
- Place your sub-points into the correct boxes on your Communication Quick Start™. For example, place the first sub-point that supports Key Point A in sub-point box A1.



- Continue this process for the remaining sub-points you have identified.

Congratulations! Once you have identified the sub-points that will give your audience enough information for taking the desired action, you have completed the body of your talk.



# Communication Quick Start™

## S.P.A.R.K.™ Their Attention

*S.P.A.R.K.™ your audience's attention and bring your message alive. It is your opportunity to add your own creativity and personality.*

### S.P.A.R.K.™ Their Attention

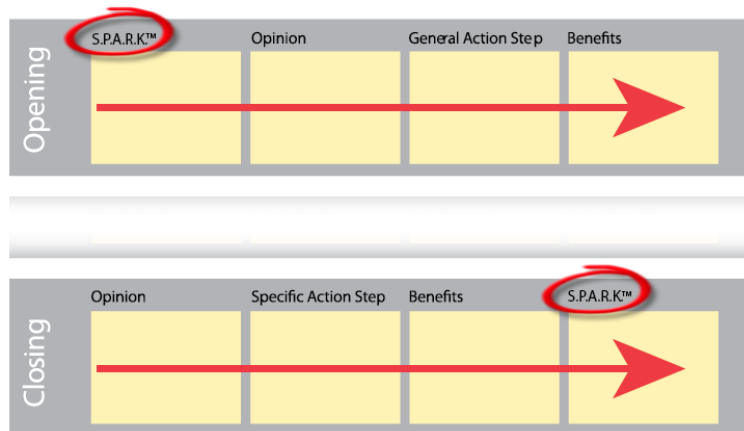
S.P.A.R.K.™ is the most effective way to:

- Help you relax and get comfortable with your audience.
- Grab your audience's attention.
- Gain audience involvement.
- Remember what you are going to say.
- Increase learner retention.
- Emphasize a key point or idea.

The elements of S.P.A.R.K.™ are:

- **S** Stories
- **P** Pictorials
- **A** Analogies
- **R** References, Quotes, and Questions
- **K** Keep them laughing

S.P.A.R.K.™ may be used anywhere within your message. When you have a key point, idea, fact or statistic you want your audience to remember, tie a S.P.A.R.K.™ around this idea. Your audience will remember more of the information longer. S.P.A.R.K.™ is also effective at the beginning and end of your message. That is because people tend to remember the first and last things they have heard.



# Communication Quick Start™

*S.P.A.R.K.™ Their Attention, continued*

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## Stories

Everyone likes and remembers a good story. A story is a way to tap into your audience's emotions and experiences. Stories allow you to connect with your audience.

Be careful not to get lost in the details, making your story too long and losing your audience's attention. Instead, keep your story brief and to the point, ideally two minutes or less.



When you tap into your own experiences you will discover a library of stories you can use at any time.

- Personal and professional experiences
- Lessons learned
- Successes and challenges
- Humorous events or situations
- Parables

To make sure your story has impact, follow these steps when creating and delivering your story;

- Current state – set up your story; who is in your story and what is the situation.
- Defining moment – the turning point of your story that pulls your listener in wanting to hear more.
- Outcome – What happened? This is the point of your story?

***Stories are the currency of human relationships.***

***Robert McKee***

# Communication Quick Start™

*S.P.A.R.K.™ Their Attention, continued*

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## Pictures

We have heard it before, “A picture is worth a thousand words.” Words and numbers alone are not memorable, nor does your audience want you to read to them. You can easily take a complex idea and illustrate it with a simple visual to avoid confusing or frustrating your audience.

Think about the hundreds of billboards you have passed in your life. I would wager that some stand out in your memory. Do we remember a billboard for its tiny font and lots of words crammed into a small space? I hope you answered, “No. I remember it for the picture, color and bold words.” Your audience’s memory works the same way – pictures, color and bold words. Less is more!



Several years ago, a participant in my class was speaking on marketing strategies. She began her presentation in silence as she showed the class a photograph of a dense crowd of people walking down a street in Tokyo. After giving her audience a chance to study the photo, she said, “Imagine the marketing potential here.” Although I do not remember the remainder of her presentation, I do remember the photograph and the points it made.

Remember, whenever you use pictures or any visual support, ask yourself:

- Do my visual aids enhance audience understanding and encourage retention by illustrating my main ideas?
- Do my visual aids communicate my main ideas simply?
- Do my visual aids support my message or am I using my visual aids in place of my notes?

*If you want to persuade others,  
exceed expectations yourself.  
Tony Jeary, Power of Persuasion*

# Communication Quick Start™

*S.P.A.R.K.™ Their Attention, continued*

---

## Analogy

An analogy is a comparison of two similar items or ideas. It is easier to explain a complex idea or concept if you can compare it to something your audience can understand. An analogy takes a familiar concept and relates it to one that is unknown, in order to increase an audience's understanding.

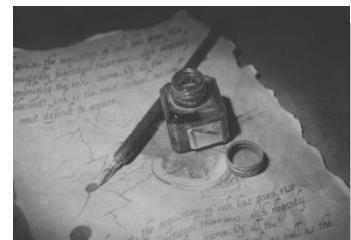


Use only one analogy per concept, and make sure you explain clearly the relationship between the two items or concepts you are comparing. Practice explaining your analogy to a friend, a co-worker or a family member. If the explanation seems to be a struggle, do not use the analogy. For example:

*Learning new communication skills and behaviors is like playing golf for the first time. At the start, it feels awkward and uncomfortable, but the more you practice, the more comfortable and confident you become, and the better your game.*

## References & Quotes

A reference is an independent source you cite to support your main points or ideas. It might be a newspaper article, a journal, a TV documentary, a book, a speech or other source. References and quotes add credibility to what you are saying.



Among the places you can find references:

- Website articles and blogs.
- Educational and other professional journals.
- Newspapers, newsletters, and well-known authoritative publications.
- Magazines that specialize in your topic of interest.

When using a reference, make sure you acknowledge the source. For example, "According to the Harvard Management Communication Letter, the most frequently missed opportunity in business presentations today is the presenter telling the audience how they feel about the topic."

A quote restates what someone else once said. It may be from an expert in your field, a renowned leader in history or a well-known coach. For example, think about how powerful it would be to quote Martin Luther King's "I Have a Dream" speech. You are sure to leave a lasting impression.

When you are quoting what someone else said, always use that person's exact words or explain to your audience when you paraphrase.

# Communication Quick Start™

*S.P.A.R.K.™ Their Attention, continued*

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## Questions

Another option is to start your message with a question. A question is useful to quickly identify the needs of your audience. For example, if you were delivering a message about marketing strategies, you might ask, “What is your greatest challenge to identifying your target market?” The key is to identify a question that is most likely to elicit the emotion you want to evoke or that begins the general message you want to convey.



## Keep Them Laughing

Laughter is the best medicine for all of us and creates an instant connection with your audience. Use your natural humor. Tell a funny story, recount an amusing situation or offer an example taken from your personal or professional life, your family, friends or peers. Exaggerate everyday funnies or embellish your own experiences. This allows you to establish quickly a relationship with your audience.



It is usually best to avoid telling jokes. You never know who you might offend.

Take a look at your Communication Quick Start™ message identifying the key points and ideas your audience must understand and take away with them so they take action. Experiment with **S.P.A.R.K.™**, identifying where and how you can implement it to add impact and improve learner retention. Adding **S.P.A.R.K.™** to your message is what brings your message alive.

*It is not the answer  
that enlightens,  
but the question.  
Decouvertes*



# Communication Quick Start™

## Example 1

This is an example of what a completed Communication Quick Start™ might look like on the topic of “Coaching Opportunities.”

Results in 30 Seconds or Less

## Clarifying Your Objective

Subject

Coaching  
Opportunities

- Who are they?
  - Upper level managers who are responsible for team development. Size of teams vary from 2 to 5 people. They manage departs. from engineering to sales to accounting to marketing.
- What do they know about your topic?
  - Group has mixed level of coaching experience - some have a lot of experience and some have none.
- What is their attitude?
  - Some are open; some are hesitant.
- What do they need to know?
  - The how to's for coaching to reach performance improvement.
- Why is this conversation happening now?
  - Due to the organizational changes, there is an immediate need for effective coaches.

1

### Listener Analysis

2

### Opinion

- What is your opinion of your topic?

3

### Action Steps

- General
- Specific

4

### Benefits

- What is the value your listener receives?

5

### Key Points

- Sub Points
- Rule of Three

6

### S.P.A.R.K.™

- Story  
Make sure the point of your story relates to your message.
- Pictorial  
A picture is worth a thousand words.
- Analogy  
A comparison between two objects.
- Reference  
Making reference to a blog, article or social media post.
- Quote  
Restating a phrase or statement from a book or article.
- Questions  
Involve your listeners by asking an open ended question.
- Keep them Laughing  
Humor arouses interest.

### Quick Tips

**Balance** your stance.

**Expand** gestures from your sides.

Take time to **pause** and **breathe**.

Use **inflection** and **volume** to add emphasis.

**Connect** with your listeners by looking them in the eye.

# Communication Quick Start™

Example 1, continued

Opening	S.P.A.R.K.™	Opinion	General Action Step	Benefits
	Personal coaching story	Essential	Increase your awareness	Enhance connection distractions

**Example of the Opening in full sentences:** Coaching is essential to your development. The coaching process will increase your awareness of what your listeners see and hear. You will enhance your communication, have a stronger connection with your listener and avoid getting caught in communication distractions.

Body Content	Key Point A	Sub Point A1	Sub Point A2	Sub Point A3
	How to	Timely	Listener's needs	Follow through
	Key Point B	Sub Point B1	Sub Point B2	Sub Point B3
	Balanced feedback	Positive and constructive	Areas of improvement	Next steps
	Key Point C	Sub Point C1	Sub Point C2	Sub Point C3
	Benefits	Improvement	Relationships	Results

# Communication Quick Start™

Example 1, continued

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	Opinion	Specific Action Step	Benefits	S.P.A.R.K.™
Closing	Essential	Coach This Week	Enhance Connection Distractions	Opening coaching story - lessons learned

**Example of the Closing in full sentences:** Coaching is essential to your development. This week identify a coach and, together, create a coaching schedule. You will quickly enhance your communication, have a stronger connection with your listener and avoid getting caught in communication distractions.



# Communication Quick Start™

## Example 2

This is an example of what a completed Communication Quick Start™ might look like for a Sales Training Initiative.

Results in 30 Seconds or Less

# Clarifying Your Objective



- Who are they?  
*Very knowledgeable sales execs with 10-20 years of experience.*
- What do they know about your topic?  
*They know the steps to the sales training process and the steps they need to take to roll out the initiative.*
- What is their attitude?  
*Most support training and offer training to their teams. They're open and willing to explore this new initiative.*
- What do they need to know?  
*The value of this initiative and how it will increase profits, clients and their employees' commission to keep them motivated.*
- Why is this conversation happening now?  
*Everyone needs to buy into the initiative and support the process for it to be successful.*

### 1 Listener Analysis

### 2 Opinion

- What is your opinion of your topic?

### 3 Action Steps

- General
- Specific

### 4 Benefits

- What is the value your listener receives?

### 5 Key Points

- Sub Points
- Rule of Three

### 6 S.P.A.R.K.™

- Story  
Make sure the point of your story relates to your message.
- Pictorial  
A picture is worth a thousand words.

# Communication Quick Start™

Example 2, continued

	S.P.A.R.K.™	Opinion	General Action Step	Benefits
Opening	Client success stories	Critical	Make a commitment	↑ Productivity ↑ Profits Save Time

**Example of the Opening in full sentences:** Implementing a revised sales training initiative is critical to our growth. Make a commitment to supporting this new initiative which will increase productivity and profits, and save time.

	Key Point A	Sub Point A1	Sub Point A2	Sub Point A3
Body Content	Productivity	Road map	Creates clarity	Less is more
	Key Point B	Sub Point B1	Sub Point B2	Sub Point B3
	Profits	Increase sales	More clients	Higher commissions
	Key Point C	Sub Point C1	Sub Point C2	Sub Point C3
	Time	Technology App's	Work smarter	Reduce paperwork

# Communication Quick Start™

Example 2, continued

	Opinion	Specific Action Step	Benefits	S.P.A.R.K.™
Closing	Critical	Select dates today	↑ Productivity ↑ Profits Save Time	Opening client stories result in \$

**Example of the Closing in full sentences:** Implementing a revised sales training initiative is critical to our growth. Select the training dates you will commit to today. This new initiative will increase productivity and profits and save time.

# Communication Quick Start™

## Example 2a

This example addresses the topic of “increased productivity” that was brought up in example 2.

Results in 30 Seconds or Less

## Clarifying Your Objective

Subject

Productivity

- Who are they?  
*Same analysis as  
Example #2*
- What do they know about your topic?
- What is their attitude?

1

### Listener Analysis

2

### Opinion

- What is your opinion of your topic?

3

### Action Steps

- General
- Specific

4

### Benefits

- What is the value your listener receives?

Opening

S.P.A.R.K.™

Personal  
example -  
unproductive

Opinion

Designed  
productivity

General Action Step

Road map

Benefits

↑ clarity  
↑ consistency  
More with less

**Example of the Opening in full sentences:** Our sales training initiative is designed to keep sales professionals productive. Stay open to how the productivity road map provides clarity, consistency and communicates more about our products in less time.

# Communication Quick Start™

Example 2a, continued

Body Content	Key Point A	Sub Point A1	Sub Point A2	Sub Point A3
	Road map	How to implement	Benefit for client	Benefit for you
	Key Point B	Sub Point B1	Sub Point B2	Sub Point B3
	Clarity and consistency	Sales message	What to communicate	Examples to use
	Key Point C	Sub Point C1	Sub Point C2	Sub Point C3
	Less is more	Time savers	PowerPoint deck samples	

Closing	Opinion	Specific Action Step	Benefits	S.P.A.R.K.™
	Designed productivity	Create road map this week	<ul style="list-style-type: none"> <li>↑ clarity</li> <li>↑ consistency</li> <li>More with less</li> </ul>	Example - productivity increases sales

**Example of the Closing in full sentences:** Our sales training initiative is designed to keep sales professionals productive. This week create your road map to provide you and your clients with clarity, consistency and a message with more information in less time.

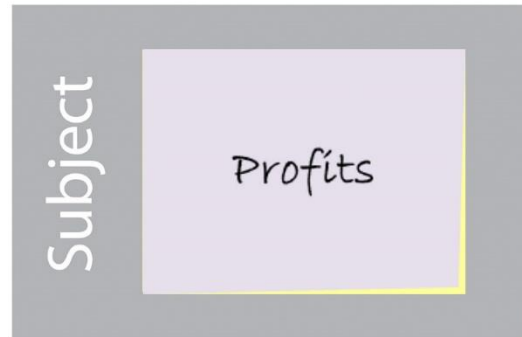
# Communication Quick Start™

## Example 2b

This example addresses the topic of “increased profits” that was brought up in example 2.

### Results in 30 Seconds or Less

# Clarifying Your Objective



- Who are they?  
*Same analysis as Example #2*
- What do they know about your topic?
- What is their attitude?

- 1 **Listener Analysis**
- 2 **Opinion**
  - What is your opinion of your topic?
- 3 **Action Steps**
  - General
  - Specific
- 4 **Benefits**
  - What is the value your listener receives?

	S.P.A.R.K.™	Opinion	General Action Step	Benefits
Opening	Graph; current profits to profits with new sales process	Our profit-make or break	Make a change	↑ Sales ↑ Clients ↑ Commissions

**Example of the Opening in full sentences:** Our sales professionals' profits are a result of their efforts and are a make or break for our company's success. We need to make changes to successfully accommodate our growth. This sales initiative has been proven to increase sales and clients, while keeping sales professionals happy with higher commissions.

# Communication Quick Start™

Example 2b, continued

Body Content	Key Point A	Sub Point A1	Sub Point A2	Sub Point A3
	Benefits of change	Managing growth	Managing product development	Consistent sales messages
	Key Point B	Sub Point B1	Sub Point B2	Sub Point B3
	Sales professional focused	Professional development	Longevity	Higher commissions
	Key Point C	Sub Point C1	Sub Point C2	Sub Point C3
	Client focus	Influence	Increase satisfaction	Long-term relationships

Closing	Opinion	Specific Action Step	Benefits	S.P.A.R.K.™
	Critical	Select dates today	↑ Productivity ↑ Profits Save Time	Opening client stories result in \$

**Example of the Closing in full sentences:** Implementing a revised sales training initiative is critical to our growth. Select the training dates you will commit to today. This new initiative will increase productivity and profits and save time.

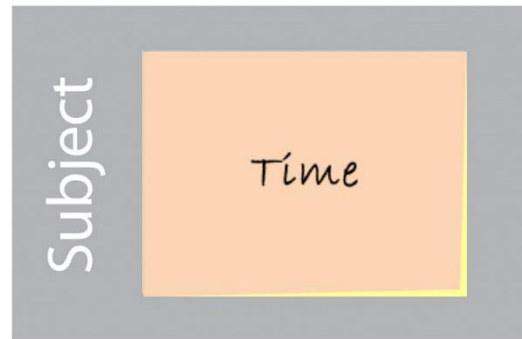
# Communication Quick Start™

## Example 2c

This example addresses the topic of “time” that was brought up in example 2.

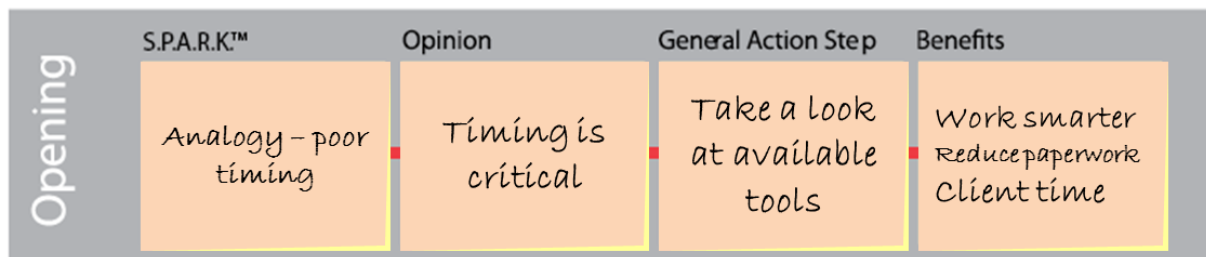
### Results in 30 Seconds or Less

# Clarifying Your Objective



- Who are they?  
*Same analysis as Example #2*
- What do they know about your topic?
- What is their attitude?

- 1 **Listener Analysis**
- 2 **Opinion**
  - What is your opinion of your topic?
- 3 **Action Steps**
  - General
  - Specific
- 4 **Benefits**
  - What is the value your listener receives?



**Example of the Opening in full sentences:** Based on the rapid growth of our company, the timing to implement a sales initiative is critical. Take a close look at the technical tools we have available to us through this process. These tools will allow our sales professionals to work smarter, reduce their paperwork and spend more time with clients.



# Communication Quick Start™

Example 2c, continued

Body Content	Key Point A	Sub Point A1	Sub Point A2	Sub Point A3
	Technical App's	Options	Capabilities	Client benefits
	Key Point B	Sub Point B1	Sub Point B2	Sub Point B3
	Work smarter	Less paperwork	Organization	Quick access
	Key Point C	Sub Point C1	Sub Point C2	Sub Point C3
	Client's time	Personal interaction	More face time	Expectations met

Closing	Opinion	Specific Action Step	Benefits	S.P.A.R.K.™
	Timing is critical	This week: create a strategy	Work smarter Reduce paperwork Client time	Quote about time

**Example of the Closing in full sentences:** Based on the rapid growth of our company, the timing to implement a sales initiative is critical. This week, create a strategy for rolling out the initiative to your sales team. These tools will allow our sales professionals to work smarter, reduce their paperwork and spend more time with clients.

- ◆ Summary of Behavioral Skills
- ◆ Communication Quick Start™
- ◆ Virtual Conversations that Influence
- ◆ Designing Visual Support
- ◆ Interacting with Visual Aids
- ◆ Confidence with Q and A
- ➔ **Receiving Constructive Feedback**
- ◆ Essential Business Tips
- ◆ Personal Action Plan
- ◆ References

# Receiving Constructive Feedback

*Feedback that Gets Results– Monday to Monday®*

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*Feedback is someone else's description of your behavior, the impact your behavior has on them and the consequences of your behavior. You may not always agree with the feedback you get. You are in control of what you do with it and whether you decide to change your behavior as a result.*

## Maximize the Feedback

The following statements are NOT examples of constructive feedback.

- Good job.
- You looked confident.
- You sounded knowledgeable.

Try to maximize the clarity of the feedback you receive. Feedback clarity will help you see clearly the connection between what you do and the results you achieve. Feedback provides clarity when it is:

- **Specific** – so you can relate it to identifiable behaviors or actions.
- **Accurate** – so it leads to helpful insights, not confusion.
- **Informative** – so it gives you insight into how to do things not just differently but better.
- **Controllable** – so it relates to behavior and actions you can change.

Check for clarity to make sure you understand the feedback you are getting. Ask for specific examples of when you exhibited the behavior under discussion. You want to ensure you are hearing the feedback the participant intended you to hear.

Ask questions to verify your understanding of the feedback you are receiving. At times, feedback might be miscommunicated because we do not express our ideas in the same way. It is easy to jump to conclusions and damage the trust between you and your audience. To prevent misunderstanding, take time to summarize what you hear. The purpose of feedback is to strengthen relationships, not to break them down.

It is up to you to accept or reject feedback. The second you stop asking for feedback focused around your development you will stop growing as a professional, leader and expert within your industry and you increase the risk of slipping back into your old habits.

# Receiving Constructive Feedback

## *Feedback that Gets Results, continued*

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### **Be Proactive**

Identify a situation where you want to receive feedback. A presentation, sales call, facilitating a meeting, coaching an employee or participating in a conference call are all examples of opportunities to receive constructive feedback. For most of us, receiving feedback sounds something like this: After you have delivered a presentation, sales call or facilitated a meeting you ask your peer, "How did I do?" Hoping to receive feedback you can use to develop and advance in your career you simply hear your peer respond, "Good," "Fine" or "Nice job." This is not feedback because you cannot take any practical improvement steps from these words.

Begin today with a proactive approach that provides you with feedback you can act on.

### **Identify a Feedback Coach**

Choose a manager, co-worker, friend or family member from whom you feel comfortable receiving feedback to be your personal coach. It is always easier to ask such a person to help you identify your communication strengths and weaknesses.

Prior to a presentation, meeting, conference call or face-to-face conversation, ask your coach to watch for specific verbal and non-verbal strengths you are trying to develop. For example, "I'm trying to eliminate "uh's" and "um's" in my language. Would you please let me know after my talk just what you heard?"

To identify a coach, consider the following:

- Who do you feel comfortable giving you feedback?
- How will you ask for this feedback?
- What specific behavior do you want feedback on?
- What is your motivation for asking for feedback?
- How will you ask for clarification to improve your understanding of the feedback?
- Write down specific questions to ask about the situation on which you are getting feedback.
- List the questions you will ask to help your coach provide specific feedback.

# Receiving Constructive Feedback

## *Feedback that Gets Results, continued*

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### **Ask Your Audience**

Following an event, be sure to solicit precise feedback with a description of a specific behavior. For example, ask, “What behavior did I display that conveyed confidence, credibility or knowledge?”

### **Personal Assessment**

After receiving feedback, take time to assess what you experienced. This will help you improve future coaching sessions. Ask yourself:

- What went well?
- What specifically would I change or improve?
- What was most challenging?
- Was the feedback I received helpful and applicable immediately to my personal and professional development?
- What was my response to the feedback?
- What did I learn about myself while getting the feedback? (e.g., comfort level, openness, attitude, etc.)
- How will I change or modify my behavior?
- What will determine whether I accept and apply the feedback I received?

Immediately following a message you have delivered, take five minutes to give yourself feedback. On a piece of paper create two vertical columns. Title the first column “What worked?” and the second column “What did not work?” Identify three to four areas of improvement versus listing ten.

Then list the action steps you can take that will *guarantee improvement* and the action steps you can take *today*. Your action steps need to be specific, measurable, attainable, relevant and timely if you want to accomplish them.

As you develop your communication skills you will see greater improvement taking small steps versus getting frustrated trying to change everything at one time. This method will give you the opportunity to continuously grow as a leader and professional within your field. See the next page for an example.

# Receiving Constructive Feedback

*Feedback that Gets Results, continued*

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## Five Minute Feedback™

### Assessment

What Worked?

1.

2.

3.

What Didn't Work?

1.

2.

3.

What did I like?

1.

2.

3.

What do I Want to Change?

1.

2.

3.

### Action Steps

What action will I take to guarantee I continue to improve?

1.

2.

3.

What action will I take on my areas of improvement beginning today?

1.

2.

3.

***If you fail to prepare,  
be prepared to fail.***

*John Wooden,  
UCLA Basketball Coach*

- ◊ Summary of Behavioral Skills
- ◊ Communication Quick Start™
- ◊ Virtual Conversations that Influence
- ◊ Designing Visual Support
- ◊ Interacting with Visual Aids
- ◊ Confidence with Q and A
- ◊ Receiving Constructive Feedback
- ➔ **Essential Business Tips**
- ◊ Personal Action Plan
- ◊ References

# Essential Business Tips

*Timely, Immediate and Practical Skills– Monday to Monday®*

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*Practice your skills at every opportunity. Practice makes permanent so be careful what you practice.*

Tips to help you be successful with the following skills are described in these sections:

- Posture
- Eye Connection
- Pausing
- Vocal Projection
- Tone
- Facial Expressions
- Gestures

## **Posture**

Use posture to establish credibility and confidence without speaking a word. Practice the neutral position whenever you are standing: talking to co-workers in the hallway at work; at the airport or in line at the grocery store. Keep your weight balanced, feet hip-width apart, knees slightly bent and your arms relaxed at your sides.

Twice a day for a week, notice your posture as you are standing or sitting. If you tend to fidget while you are seated, you will continue this behavior while you are standing. Move to the neutral position, as you become aware of your old habits.

Ask a family member, a friend or a co-worker to let you know when you are slouching or leaning.

*Communication works  
for those who work at it.  
John Powell*





# Essential Business Tips

## *Timely, Immediate and Practical Skills, continued*

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### **Eye Connection**

You will need feedback to help you develop this skill. Practice connecting with the eyes of a family member, a friend or a co-worker to convey one complete sentence or thought at a time. Practice during meetings, dinner or group conversations.

Practice talking only when you see your audience's eyes and pausing when you look away. When you are in a meeting, make sure you pause when you refer to your notes and give your ideas only to the eyes of your audience.

Be aware of making eye connection when you are in the following situations:

- Visiting with family or friends.
- In meetings.
- In face-to-face conversations.

Ask your audience to immediately give you feedback when your eyes dart or when you look away from them while you are speaking. Practice pausing when you are referring to a menu in a restaurant while the wait staff is taking your order.

When you are speaking on the telephone, focus your eyes on objects within the room, using the object to complete a sentence or thought. When you practice slowing down the movement of your eyes and staying focused for a complete sentence or thought, the more immediate your new habit will be.

### **Pausing**

Silence is golden! Ask your friends, family members and co-workers to let you know when you use non-words. Their feedback can increase your awareness of the non-words immediately and help you create a new habit of being "filler-word FREE."

To remind yourself to avoid non-words and insert pauses, write PAUSE! on a Post-It® note and display it prominently. (e.g., on your phone, your computer, a mirror, etc.)

When you are using voicemail, replay your message before you press send so you can listen for pauses and non-words. Re-record your messages until you are satisfied with what you hear. Ask the person you are calling to let you know when you use non-words during your conversation.

Practice using pauses when you are passing out handouts in meetings, referring to your notes during a face-to-face conversation or waiting for a response to your question. Incorporate the pause when you are interacting with your visual aids. Avoid talking to the visual; talk instead to your audience's eyes.

# Essential Business Tips

*Timely, Immediate and Practical Skills, continued*

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## Vocal Projection

Record yourself to experience what your audience hears when you speak. When you play back the tape, listen to what you hear versus how you feel.

Every day for a week, read aloud a story from a book, journal, magazine or an article on a website. Focus on producing a strong volume level, between seven and eight, without strain. Record your voice for feedback. Remember what you feel may be significantly different than what your audience hears. This is another reason why recording your voice is beneficial to you. Remember that your voice may sound louder to you when you speak, but softer to your audience.

Ask for feedback on the volume level you project in meetings, face-to-face conversations and over the phone. Explain the volume scale of one to ten to your audience, who will be providing you with feedback before you communicate your message. You will receive more accurate feedback.

## Tone

When you are talking on the phone, pay attention to how your voice sounds. Add emphasis to words for excitement and impact. Stand or sit in the neutral position and try gesturing as you talk to add variety to your voice. Experimenting with your facial expressions will also positively impact your tone. Record your voice while you are talking on the phone or reading aloud for feedback.

Ask a co-worker, a friend or a family member to point out to you when you come across monotone or when you sound boring.

*Skill in the art of communication  
is crucial to a leader's success.  
He can accomplish nothing  
unless he can communicate  
effectively.*

*Norman Allen*



# Essential Business Tips

*Timely, Immediate and Practical Skills, continued*

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## Facial expressions

Try to smile when you speak to add expression to your face. Ask a friend, a family member or a co-worker for feedback when you are involved in a face-to-face conversation. The feedback will increase your awareness of the various facial expressions you use during different communication situations.

Use a mirror at your workstation to monitor your facial expressions while you are talking on the phone or speaking face-to-face with clients. Experiment and notice how these facial expressions affect the tone and volume of your voice.

## Gestures

Throughout the day, notice how you and others use gestures. Emphasize your words by consciously expanding your gestures above your waist, bringing them up from your sides. Adding variety and balance to your gestures will allow you to focus, think on your feet and increase learner retention.

Be aware of the differences between gestures used in a business setting versus a personal setting. When you are not gesturing, relax your arms at your sides to avoid clasping your hands and fidgeting.



***The human brain  
is a wonderful organ.  
It starts working as soon as you are born  
and doesn't stop until you get up to deliver a speech.***

***George Jessel***

- ◆ Summary of Behavioral Skills
- ◆ Communication Quick Start™
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- ◆ Receiving Constructive Feedback
- ◆ Essential Business Tips
- ➔ **Personal Action Plan**
- ◆ References

# Personal Action Plan

*Commit to Your New Skills– Monday to Monday®*

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*If you do not make a commitment today on how you are going to apply the skills and techniques you have learned, your new behaviors will be lost within a one-week time frame. Delivering a winning presentation, meeting, sales call, conference call, webinar or face-to-face conversation does not happen overnight. It takes time and practice to create new skills and behaviors. Make a commitment today to take your communication skills to the next step.*

## The Contract

You have participated in the workshop and reviewed this manual. Now what? The challenge now begins.

Any time you have learned a new skill or changed a behavior I would bet you would agree that it has taken persistence, hard work and diligence. Enhancing and maximizing your communication skills requires the same level of commitment. If you are a golfer, tennis player, musician or in training for an athletic event, you understand the demand of practicing your new skills until they become habit and improving your level of perfection. In fact, you may still be working towards that level of perfection because it is a process.

The following page represents a contract with yourself. It is critical to transfer the knowledge you have gained from this workshop into specific ideas you can incorporate into your communication, whether this includes presentations, meetings you facilitate, interviews or the voicemails and emails you send. Review this manual to help you create a specific action plan that works for YOU.

On the following page, design an action plan that you can commit to by taking the time and energy to transfer these new skills into a new habit that will deliver results!



*Maybe I'm successful because I've failed more than anyone else.*  
Warren Buffet

# Personal Action Plan

## *The Contract*

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- 1 Choose one skill you want to develop and are committed to practice during the next 17 to 21 days.

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Implementation Date: \_\_\_\_\_

- 2 Determine how you will practice this skill.

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Implementation Date: \_\_\_\_\_

- 3 Determine how you will get feedback to increase your awareness.

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Implementation Date: \_\_\_\_\_

First impressions are everything. Only you can determine how you want to be perceived by your audience. What impression do you want to create?

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

- ◆ Summary of Behavioral Skills
  - ◆ Communication Quick Start™
  - ◆ Virtual Conversations that Influence
  - ◆ Designing Visual Support
  - ◆ Interacting with Visual Aids
  - ◆ Confidence with Q and A
  - ◆ Receiving Constructive Feedback
  - ◆ Essential Business Tips
  - ◆ Personal Action Plan
- ➔ References**

# References

## *Further Readings*

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*Refer to the following resources  
as you continue to develop different aspects of your communication skills.*

### **Business Relationships and Leadership**

- *Basic Black* by Cathie Black
- *Go Put Your Strengths to Work: 6 Powerful Steps to Achieve Outstanding Performance* by Marcus Buckingham
- *Leadership from the Inside Out: Becoming a Leader for Life* by Kevin Cashman
- *Lincoln on Leadership* by Donald T. Phillips
- *Now, Discover Your Strengths* by Marcus Buckingham
- *PeopleSmart: Developing Your Interpersonal Intelligence* by Mel Silberman and Freda Hansburg
- *Practicing the Power of Now* by Eckhart Tolle. The author demonstrates the power of engaging in the present (not the past or the future)
- *Start with Why: How Great Leaders Inspire Everyone to Take Action* by Simon Sinek
- *To Sell is Human: The Surprising Truth About Moving Others* by Daniel H. Pink
- *The 7 Habits of Highly Effective People* by Stephen R. Covey
- *The Power of Full Engagement* by Jim Loehr and Tony Schwartz
- *What Got You Here Won't Get You There: How Successful People Get More Successful* by Marshall Goldsmith
- *Working PeopleSmart: 6 Strategies for Success* by Mel Silberman and Freda Hansburg



# References

## *Further Readings, continued*

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### **Communication Skills and Personal Development**

- *Amplifiers: The Power of Motivational Leadership to Inspire and Influence* by Matt Church
- *Aspire* by Kevin Hall
- *Blink: The Power of Thinking Without Thinking* by Malcolm Gladwell
- *Conversations on Success*, Hanke, S. et al Chicago, 2005
- *Crucial Conversations: Tools for Talking When Stakes are High* by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler
- *Emotions Revealed: Recognizing Faces and Feelings to Improve Communication and Emotional Life* by Paul Ekman
- *Enchantment: The Art of Changing Hearts, Minds and Actions* by Guy Kawasaki
- *Essentialism: The Disciplined Pursuit of Less* by Greg McKeown
- *How to Win Friends & Influence People* by Dale Carnegie
- *Listening: The Forgotten Skill (A Self-Teaching Guide)* by Madelyn Burely-Allen
- *Power Cues: The Subtle Science of Leading Groups, Persuading Others, and Maximizing Your Personal Impact* by Nick Morgan
- *Presentation Zen: Simple Ideas on Presentation Design and Delivery* by Garr Reynolds
- *Questions that Work: How to Ask Questions That Will Help You Succeed in Any Business Situation* by Andrew Finlayson
- *Resonate Present Visual Stories That Transform Audiences* by Nancy Duarte, author of *slide:ology*
- *Talk Like Ted: The 9 Public-Speaking Secrets of the World's Top Minds* by Carmine Gallo
- *The Naked Presenter: Delivering Powerful Presentations With or Without Slides (Voices That Matter)* by Garr Reynolds
- *Thought Leaders* by Matt Church, Scott Stein and Michael Henderson
- *The Trust Edge: How Top Leaders Gain Faster Results, Deeper Relationships and a Stronger Bottom Line* by David Horsager
- *Yes You Can! Everything You Need From A to Z To Influence Others To Take Action* by Stacey Hanke and Mary Steinberg

# References

## *Further Readings, continued*

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### Sales and Marketing

- *Guerrilla Trade Show Selling: New Unconventional Weapons and Tactics to Meet More People, Get More Leads, and Close More Sales* by Jay Conrad Levinson, Mark S.A. Smith and Orvel Ray Wilson
- *How To Master the Art of Selling* by Tom Hopkins
- *Stick* by Chip Heath and Dan Heath
- *Purple Cow: Transform Your Business by Being Remarkable* by Seth Godin, author of Permission Marketing
- *Selling 101: What Every Successful Sales Professional Needs to Know* by Zig Ziglar
- *Small is the New Big and 183 Other Riffs, Rants, and Remarkable Business Ideas* by Seth Godin
- *Switch: How to Change Things When Change Is Hard* by Chip Heath and Dan Heath

### Coaching Skills

- *Coaching for Improved Work Performance: How to Get Better Results from Your Employees* by Ferdinand F. Fournies
- *Co-Active Coaching* by Laura Whitworth, Henry Kimsey-House and Phil Sandahl
- *Effective Coaching* (Briefcase Books) by Marshall J. Cook

### Podcasts

- Harvard Business Review IdeaCast <https://soundcloud.com/hbrideacast>
- Wall Street Journal Podcast <http://www.wsj.com/podcasts/challenger-more-than-a-quarter-of-job-cuts-in-oil/49B5B389-F732-4FE4-A647-4A0A4A415EA6.html>
- Ted Radio Hour – NPR <http://www.npr.org/podcasts/510298/ted-radio-hour>
- TEDTalks Business <http://www.podbean.com/podcast-detail?pid=135138>

### Website Resources

- Stacey Hanke Inc. Blog: <http://www.staceyhankeinc.com/blog/>
- Stacey Hanke Inc. LinkedIn: <http://www.linkedin.com/in/staceyhanke>
- Stacey Hanke Inc. Twitter: <https://twitter.com/StaceyHankelnc>
- Stacey Hanke Inc. YouTube: <http://www.youtube.com/staceyhanke>
- Take 5® One Year Online Mentoring Program: <http://www.staceyhankeinc.com/take-5/>
- *Success Magazine*: <http://www.successmagazine.com/>
- TED: <http://www.ted.com/>



