

Influence Redefined

Be the Leader You Were Meant to Be...
Monday to Monday[®]

PARTICIPANT MANUAL

STACEYHANKE^{INC}
communicate with influence

staceyhankeinc.com

Our Commitment to You

Communicating With Influence Monday to Monday®

Are you as influential as you think you are? Most of us believe if we know our topic or if we **feel** good, we must **be** good. One of the biggest mistakes we make is assuming that how we feel determines how others perceive us. This session will give you the opportunity to take a closer look at what's really going on.

Today's fast-paced business environment requires leaders who can create impact and influence others with sound communication practices. But in today's world of remote workforces, text messages and video meetings, it's easy to overlook the importance of effective communication and the focus, discipline and hard work required to be influential.

Whether you're influencing one of your employees, delivering a presentation or facilitating a meeting, how you deliver determines whether others see you as credible, knowledgeable and trustworthy. Without doing this effectively, you limit your maximum potential to influence, increase profits and build a reputation you're proud of Monday to Monday®.

If being an effective leader, communicator and influencer is important to you, you have come to the right place.

- We focus on enhancing behavior – giving YOU practical and immediate skills and techniques to enhance and maximize your ability to connect and engage with your listeners Monday to Monday®.
- To make sure you get the results you want, we will work closely with you to customize an action plan that meets your objectives. From understanding your corporate culture to speaking your language, our goal is to create not just a good experience, but a long-term impact on your influence skills.
- This interactive workshop focuses on all types of communication, including preparation, influence, structure, strategy, delivery, use of visual aids and handling question-and-answer sessions: in-person and virtually. We believe in providing practical skills and techniques you can apply immediately to your personal and professional life.

Communicating with influence is one of the most powerful skills to distinguish yourself and your peers from the competition. 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®.

What are you waiting for? Let's get started NOW to guarantee you have influence Monday to Monday®.

Welcome!

Table of Contents

Objectives	3
Influence Model	4
The Drivers of Influence.....	6
The Elements of Influence	9
Influence Skills.....	10
Posture	11
Movement	13
Gestures	15
Facial Expressions	16
Pause.....	17
Inflection and Volume	18
Eye Connection.....	20
Communication Quick Start™	22
Getting Organized	23
Clarifying Your Objective	25
Designing Your Content	27
S.P.A.R.K.™ Their Attention	31
Communication Quick Start™ Examples	32
Designing Visual Support	35
Back up the Presentation	36
Sample Slides.....	38
Interacting with Visual Aids	42
Active Listening.....	45
Confidence with Q & A	47
Virtual Influence Tips	51
Receiving Constructive Feedback	57
Personal Action Plan	61
References	64

Objectives

Return on Your Investment

What's in it for you?

- See how others see you through coach assessment, self-assessment, peer review, and video feedback.
- Increase your awareness of how your verbal and nonverbal behaviors can detract from or enhance your message and how your listener perceives you in:
 - Presentations
 - Sales calls
 - In-person, virtual and hybrid meetings
 - Face-to-face conversations
 - Media interviews
 - Impromptu interactions
 - Conference calls
 - Webinars
 - Voice mail and email messages
- Avoid the biggest traps individuals fall into that negatively impact their executive presence.
- Apply the key components of a listener analysis to customize a message that specifically meets your listeners' 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 poise.
- Read your listeners 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 MondaySM.

» Influence Model

- Influence Skills
- Communication Quick Start™
- Designing Visual Support
- Interacting with Visual Aids
- Active Listening
- Confidence with Q & A
- Virtual Influence Tips
- Receiving Constructive Feedback
- Personal Action Plan
- References

The Influence Model



For more details on the Influence Model, check out Stacey's book, *Influence Redefined...Be the Leader You Were Meant to Be Monday to Monday*® at <https://staceyankeinc.com/book/>

The Drivers of Influence

Feedback, Practice and Accountability

Driver 1: FEEDBACK

Six Steps to Meaningful Feedback

1. **Look for everyday opportunities.** Feedback is easier to seek and apply in low-risk, daily interactions rather than high-stakes situations. Instead of waiting for the “big gig,” seek feedback on a regular basis. Soliciting feedback involves just a few minutes before and after a conversation, meeting, presentation or even an email.
2. **Ask.** Prior to an interaction (e.g., meeting, presentation, face-to-face or virtual conversation), ask someone you trust to observe you and give you feedback. Be specific. For example, “I’m trying to avoid beginning my sentences with the word ‘so.’ Please let me know what you hear.” Or, “I’m working on making my emails clear and concise. Please let me know if my writing is unclear or confusing.”
3. **Make it simple.** Focus on one behavior at a time. You’ll get more focused feedback, and the actions you should take to change a behavior will be clearer.
4. **Dig deeper.** Instead of “How did I do?”, be specific. Don’t settle for “Good job” – that’s not feedback. Some examples:
 1. “What did I do that was effective?”
 2. “What could I do to sound and look more confident/clear/impactful?”
 3. “What could I have said to make you take immediate action on my email?”
 4. “Are there any behaviors I’m unaware of that are creating roadblocks?”
5. **Clarify.** Summarize to ensure you correctly heard the feedback you received.
6. **Assess the experience.** After receiving the feedback, consider:
 - How did the feedback differ from your perception of how you communicated?
 - What will you change as a result of the feedback?
 - How did you feel receiving this feedback?

The Drivers of Influence

Feedback, Practice and Accountability, continued

Driver 2: PRACTICE

Daily practice is crucial for several reasons:

1. **Practice makes permanent.** Top athletes practice to the point where they can perform at peak levels on autopilot on any given day. That is where you want to be—able to communicate with influence Monday to Monday®, at any time, in any situation. You have to start now and hold yourself accountable to practice regularly in order to create the muscle memory that will make those skills automatic.
2. **Low stakes = low risk.** It is more straightforward and less stressful to correct ineffective communication habits in lower-risk situations such as impromptu hallway conversations, routine emails, text messages and dinner-table discussions. It is much more difficult, nerve-wracking and often more costly to correct bad habits when the stakes are high.
3. **Influential leaders have ever-expanding comfort zones.** Influential communicators are committed to doing the work to enhance their influence, knowing any initial discomfort will disappear with practice. If you don't practice influence skills every day, the level of discomfort never diminishes. With daily practice, your comfort zone grows ever larger, and what was once uncomfortable becomes your new normal.
4. **The more you practice, the faster you become an expert.** Based on their extensive research, Ericsson, Prietula and Cokely introduced what has become known as the “10,000 hour rule”—the idea that it takes 10,000 hours of practice for an individual to truly master a particular skill.²¹ If you only practice before “big gigs,” you will likely never master the art of communicating with influence.

21 Ericsson, K. Anders, Michael J. Prietula, and Edward T. Cokely. “The Making of an Expert.” *Harvard Business Review*. Harvard Business Review, 01 July 2007. Web. 07 Aug. 2015.

The Drivers of Influence

Feedback, Practice and Accountability, continued

Driver 3: ACCOUNTABILITY

Holding yourself accountable is difficult if you don't have a game plan. A professional athlete wouldn't even think about entering a game, match or race without a strategy for winning. As a professional, you are competing to be heard, to be understood and to have influence. Create your personal **accountability game plan by following these four simple steps:**

1. **Eliminate excuses.** What excuses are keeping you from growing your influence?
2. **Set goals.** What are your top three goals for communicating with influence this year? How important is it for you to achieve these goals? What are you willing to do to achieve them?
3. **Find an accountability partner.** Who will you ask to be your accountability partner? Choose someone whom you feel comfortable receiving feedback from and who will tell you the truth about what is really going on with your communication. Examples: leader, coworker, friend, or family member.
4. **Decide how often you will meet with your accountability partner.** Be specific.
Examples of accountability:
 - Once a week after your team meeting for 15 minutes
 - Every other week for one hour in person or virtually
 - Monthly for lunch
 - Every Friday afternoon, send an email to your partner sharing which influence skills you have been working on, how you are practicing, the results you are seeing and what you commit to do the following week.

*"Your influence is always on display."
—Stacey Hanke*

The Elements of Influence

Influence – Monday to Monday®

Elements to Enhancing Your Influence

- **Self-awareness.** How we perceive ourselves is usually quite different than how others perceive us. When it comes to our communication, we don't know what we don't know. We are often unaware of what our listeners and readers actually hear, see and interpret. Self-awareness is the first step to influence because without it, we can't make improvements.
- **Consistency.** To be influential at the highest level, we must be consistent in two key areas. First, our message and our delivery must be in sync. Second, our communication must be consistent Monday to Monday®, meaning that we communicate with influence every day, in every interaction.
- **Reputation.** We can't have influence without a consistently honorable reputation. Reputation represents not only how we define ourselves, but also what others can expect from us. Our reputation precedes us, affecting our influence (either positively or negatively) before we utter or write a single word.
- **Adaptability.** A key element of influence is being able to adapt our message and communication style on the fly to meet our listeners' and readers' expectations, needs and objectives.
- **Impact.** When we connect with our listeners and readers on an emotional level, we give our message momentum. Momentum allows us to make an impact even when we are not physically present.

Each element, starting with self-awareness, builds on the ones before it. Leave one out, and it will be difficult to develop influence. When we embrace all the elements of influence, we are no longer merely good communicators. We become influential leaders, able to inspire people to action long after the interaction is over.

To learn more about the three key drivers and the elements of influence, you can purchase the book *Influence Redefined* at <https://staceyhankeinc.com/book/>

- Influence Model

- **Influence Skills**

- Communication Quick Start™
- Designing Visual Support
- Interacting with Visual Aids
- Active Listening
- Confidence with Q & A
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- Personal Action Plan
- References

Influence Skills

Posture – Monday to Monday®

WHY does Posture matter? CONFIDENCE

Standing in Neutral Position (Home base)

Balance your stance to maintain a neutral position by:

- Distributing your weight evenly on both feet.
- Resting your weight on the balls of your feet rather than your heels.
- Keeping your energy up and forward toward your audience.
- Relax arms at your sides to eliminate closed postures and reduce fidgeting.
- Virtually:
 - Adjust your standing desk and computer screen angle to capture as much as your upper body as possible.
 - Enable self-view to check in with how you're positioned.

Being grounded and open for your audience allows them to stay connected with you and to absorb your message. Otherwise, you are creating too many distractions for your audience to focus on.



*"Influential leaders show up for every moment."
—Stacey Hanke*

Influence Skills

Posture, continued

Seated Neutral Position

To achieve a seated neutral position, do this:

- Sit upright (but not rigid) with your shoulders relaxed and your torso open.
- Keep your hands above the table to increase the likelihood that you will gesture.
- Avoid fidgeting with your pen, notes or visual aids.
- Position yourself at tables where you can easily access everyone's eyes. For 1:1's, sit at a corner versus across the table to eliminate barriers and create comfort.
- Virtually:
 - Use a desktop riser to adjust your computer height to capture as much of your upper body as possible.
 - Adjust the angle of the computer screen if needed. We recommend a 90-degree angle.
 - Avoid sitting too close to the screen. Create space between you and your laptop for a more natural interaction.

Accountability Challenge

- Ask a family member, friend or peer you trust to give you feedback every time you are not standing or sitting in home base. Do this for the next seven days.

How to Practice

- Challenge yourself to stand in home base any time you wait in line or stop for a hallway conversation.
- Keep self-view on during video calls to self-coach your own posture.
- In meetings, if you feel yourself closing off, adjust in the moment.
- Place a notebook on front of you during meetings as a visual cue. Don't let your hands cross the planes of the sides of the paper, teaching your hands to stay open.

*"Influential communicators eliminate excuses, discipline themselves to hone their skills each day and reach out to others for support."
—Stacey Hanke*

Influence Skills

Movement – Monday to Monday®

WHY does Movement matter? ENGAGEMENT & PRESENCE

Moving with Purpose – For In-Person, Standing Interactions

Movement channels nervous energy, eliminates pacing 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:

- **Connect.** Before you begin to move, look in the direction you will go and connect with that person's eyes. Allow your eyes to lead you in the direction you are moving.
- **Arc your footsteps.** Incorporate the arc as you are moving toward your audience members. Arc your steps to avoid walking directly toward your audience, which is intimidating.
- **Keep shoulders parallel to audience.** When you have reached your destination, stay open by keeping your shoulders parallel to your audience. Land in a position where you can access all audience members' eyes with an easy glance, increasing engagement. Stay planted for a few sentences.

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

- Make your movement random, stopping in different places.
- 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.

Movement with Limited Space

Make small, purposeful movements when you can. Use your energy to connect and motivate your audience through your gestures, facial expressions, voice and eye connection.

Influence Skills

Movement, continued

U-Shaped Room Setup

- 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 or 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.

Accountability Challenge

- Ask a friend or peer to give you feedback when you are pacing or closing off certain audience members.

How to Practice:

- During your phone conversations, stand and practice movement. Use focal points as eyes.
- Challenge yourself to stand and deliver as many in-person engagements as appropriate.



“Virtually everything we do communicates a message and positively or negatively impacts our ability to influence others.”
— Stacey Hanke

Influence Skills

Gestures – Monday to Monday®

WHY do Gestures matter? PASSION & INTEREST

Gestures add warmth and believability to your voice. Confident speakers use their gestures to add emphasis to their words. They show us what you're saying.

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 to your audience and may be perceived as a 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.
- Virtually:
 - Use purposeful gestures by expanding your arms from your sides so that they are visible to your virtual audience.
 - Remember, even small, conversational gestures will enhance the virtual experience for your listeners.
 - Make sure your audience can see your hands when you gesture.
 - Experiment with virtual backgrounds – some are so digitally dense that hands disappear. To avoid this, gesture in front of your body.

Accountability Challenge

- Three times this week, ask someone you trust to tell you when your gestures are distracting.

How to Practice:

- Take phone calls “hands free” and practice gesturing during the call.
- Mark three meetings in your calendar next week where you will ONLY practice gestures.
- Identify three points in your next meeting that would benefit from a gesture for memorability.



Influence Skills

Facial Expressions – Monday to Monday®

WHY do Facial Expressions matter? BELIEVABILITY

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? Your messages will be more believable when you communicate your passion, enthusiasm and commitment through your facial expressions.

Use these 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. Ask for feedback. We are often unaware when our facial expressions don't match our message.
- Practice the skill of incorporating them into your message, matching the appropriate expression to each situation.
- GESTURE! Gestures create facial expressions that are consistent with your message.
- Virtually, get brave and leave self-view ON. You'll be able to check in on yourself to see how you're coming across.

Accountability Challenge

- After your next video meeting, ask a friend or peer to give you feedback when your facial expressions are not consistent with your message.

How to practice

- Focus on gestures. They create natural facial expressions.



"Communication refers to the whole package: your words, your presence, messaging and your nonverbal cues."

—Stacey Hanke

Influence Skills

Pause – Monday to Monday®

WHY does Pause matter? KNOWLEDGE & CREDIBILITY

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 message?" "Knowledgeable," "credible" and "confident" probably do **NOT** come to mind.

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

- **Shorten your sentences by getting to the punctuation faster. Pausing:**
 - Eliminates filler words, adding clarity and brevity;
 - Gives your listeners a chance to hear, understand, and absorb your message;
 - Creates curiosity and heightens anticipation;
 - Allows you to collect your thoughts, stay composed, breathe, and relax; and,
 - Builds your reputation of being clear, concise, and one who gets to the point.

Accountability Challenge

- Ask someone you trust to give you feedback when you use fillers or run-ons.
- Video or audio record yourself once a day for the next seven days. Listen to the playback. What words are out of context? Did you pause? Did you ramble?

How to Practice the Pause

- Record yourself five times per week. Coach yourself.
- Read news or children's books out loud. Pause at every punctuation mark.
- Re-write an email until it reads with no run-ons.
- Write "PAUSE" on a sticky note. Post it where you communicate.

*"There is POWER in the Pause."
—Stacey Hanke*

Influence Skills

Inflection and Volume – Monday to Monday®

WHY do Volume and Inflection matter? CONFIDENCE, ENERGY, & BELIEVABILITY

Using Inflection and Volume to Engage

- **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 believe you are the **best candidate** for the project?
 - Are you **glad** to serve your customers?

Lack of inflection and enthusiasm in your voice while persuading your audience to take action, decreases the likelihood that action will 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. See the scale on the next page to gauge how loud to be for various audiences.
- **Vary inflection and add volume** to avoid sounding monotonous or boring.
- **Be aware of vocal trail-off.** When we don't pause and breathe, 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. Inflect throughout your sentence. Bring your tone DOWN to the punctuation mark. You'll sound more certain.
- **Add gestures.** When your hands move, your voice naturally inflects. This is true even when cameras are off virtually.

Influence Skills

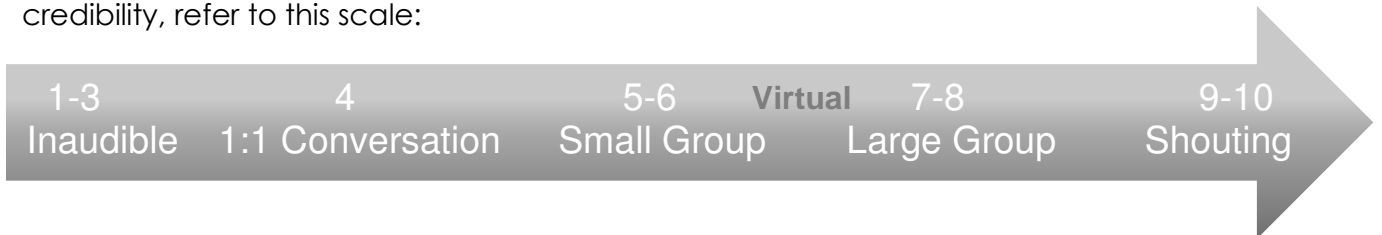
Inflection and Volume, continued

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.
- Virtually:
 - Speak one level louder than you would in person. Some of your volume is being absorbed in the medium.
 - Manage background noise so your voice commands full attention without distraction.

To guarantee you're speaking at a volume level that commands confidence and credibility, refer to this scale:



Accountability Challenge

- Ask someone you trust to give you feedback when you are speaking too softly or too loudly.
- Audio record yourself at least once a week. When you listen to your playback, give yourself feedback on how you sound during the recording rather than how you felt. Does your tone have impact or does it distract?
- Instead of "Can you hear me?", ask, "Could I keep your attention for 15 minutes at this volume?"

"What you don't know about how you communicate can minimize your influence and negatively impact your career and ultimately your success."
—Stacey Hanke



Influence Skills

Eye Connection – Monday to Monday®

WHY does Eye Connection matter? TRUST

Connecting with our listeners' eyes is a nonverbal skill that builds TRUST. It displays that you are invested in the interaction.

We often look at the ceiling, floor, or anywhere away from your audience. When you disconnect with your audience, you lose focus, and fillers creep in like "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 these techniques to create a new and powerful skill for engaging and connecting with your audience:

In Person:

- Connect with your audience by looking them in the eye when you speak to them and listening to what they say.
- When speaking to two or more people, complete one sentence or thought per person.
- Pause when you move your eyes from one person to another.
- Only speak when you are connecting with your audience's eyes. Avoid the temptation to speak to your notes, your PowerPoint slides or laptop.
- Connect to group members in random order to keep looking natural.

Virtually:

- On video interactions, speak into the camera. Your listeners will feel the connection through the screen.
- Sit back from your laptop a bit. This distance will make eye movements during pauses more subtle, allowing you to read your listeners without the appearance of darting eyes.
- On non-video calls, connect with one focal point in your office per sentence. Pause while transitioning.

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

Influence Skills

Eye Connection, continued

Speaking to Large Groups

In Person:

When speaking to a large group, 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? These tips will help you connect:

- Section off the audience and label the sections in your mind (A,B,C).
- Deliver one sentence or thought per section.
- Everyone in the area will feel as though you are looking right at them.
- Where you CAN see eyes, connect to them.

Virtually:

It's tempting to scan the screen to look at your various audience members. You'll come across as unfocused.

- Stay focused on the camera! Remember, each audience member's eyes are right behind that camera.
- Consistency is key! Stay focused on your listeners and they'll be more likely to reciprocate.

Accountability Challenge

- Ask someone you trust to give you feedback every time you are talking but not looking at them. Do this for the next seven days.
- Video record yourself in the next 24 hours to make sure you only speak when you see eyes. You can record yourself during a meeting or one-to-one conversation at work or at home.
- Only speak when you see eyes. Otherwise, PAUSE



*"People will only allow you to influence them if they trust you."
—Stacey Hanke*

- Influence Model

- Influence Skills

- » **Communication Quick Start™**

- Designing Visual Support

- Interacting with Visual Aids

- Active Listening

- Confidence with Q & A

- Virtual Influence Tips

- Receiving Constructive Feedback

- Personal Action Plan

- References

Communication Quick Start™

Getting Organized – Monday to Monday®

WHY does Preparation matter? CLEAR - CONCISE - ACTIONABLE MESSAGES

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. Your meetings will be shorter and more valuable when organized using this tool!

Before you begin your content (on the right), get to know your listener better (on the left). Don't skip this step! **Listener-focused messages** are essential to influence.

Influence in 30 Seconds or Less

Knowing Your Listener

- 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?

Deliberate Practice

Audio & video **record** yourself and watch the playbacks.

Ask for specific **feedback** from your accountability partners **weekly**.

Get to the point by communicating with **brevity**.

Connect with purpose. Only speak when you see **eyes**.

Focus on continuous **improvement** rather than perfection.

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**
 - Subpoints
 - Rule of Three
- 6. S.P.A.R.K.™**
 - Story
 - Curios, Sucks, Deliving Moments, Outcome
 - Fictional
 - Picture it words a thousand words
 - Analogy
 - Comparison between two objects
 - Reference
 - Referring to a podcast, blog or social media post
 - Quote
 - Resolving a phrase or statement from a book, article or thought leader
 - Questions
 - Engage your listeners by asking open-ended questions
 - Keep Them Laughing
 - L humor increases interest

Opening	S.P.A.R.K.™	Opinion	General Action Step	Benefits
	30 Seconds			
	Why			
Content	Key Point A	Subpoint A1	Subpoint A2	Subpoint A3
	*			*
	→			
	Key Point B	Subpoint B1	Subpoint B2	Subpoint B3
		*		
	→			
	Key Point C	Subpoint C1	Subpoint C2	Subpoint C3
		*		*
	→			
	What/How			
Closing	Opinion	Specific Action Step	Benefits	S.P.A.R.K.™
	30 Seconds			
	Why			

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

Communication Quick Start™

Getting Organized, continued

Communication Quick Start™ Overview, continued

The Communication Quick Start™ involves these steps:

- 1 Clarifying Your Objectives Through a Listener Analysis
- 2 Content
 - o Opening and Closing
 - o Talking Points
- 3 S.P.A.R.K.™ Your Listeners' Attention

The Communication Quick Start™ process helps you:

- Organize and prioritize your thoughts and create a message that is clear, concise, and to the point;
- Design a message specific to your listeners' needs and expectations;
- Quickly and successfully think on your feet;
- Make it easier for your listeners to understand, follow, and remember your message
- Engage your listeners from the start; and,
- Call them to action at the end.

Post-it® Notes

To use the Communication Quick Start™ effectively, we recommend you use small 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. Post-it® notes save you time as they allow you to quickly edit the content and transitions. You may also have a digital copy of this tool. Save the master and use it for ANY conversation to organize your thoughts.

Write two to three **trigger words** on one Post-it® note (or type them digitally on the Communication Quick Start™). Using trigger words:

- o Minimizes the number of words you use, simplifying your message;
- o Triggers your thoughts if you need to use your notes while delivering your message; and,
- o Helps you maintain a conversational style by avoiding over-preparation.

Communication Quick Start™

Clarifying Your Objective – Listener-focused Messages

Listener-focused messaging puts their needs at the forefront and is more influential. To clarify your objective, first get clear on who your listeners are, their perspective and what matters to them most. Do this by completing the Listener Analysis on your Communication Quick Start™.

Listener Analysis



Too often we jump to the “WHAT” and “HOW” of our message – options, timeline, budget, rollout strategy, etc. These details belong in the CONTENT of your message. Influence lies in addressing our listeners’ WHY and their Point Of View. Address your listeners’ “WHY” in your openings and closings. First, though, you need to know who they are.

Define your listeners

Answering these questions helps you understand more about your listeners, which 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 in order 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 below this heading:

Knowing
Your Listener

Communication Quick Start™

Clarifying Your Objective – Listener-focused Messages, continued

More Questions to Identify Who Your Listeners Are

Here are 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 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 is their past experience with this topic?
- What is important to my audience?
- What impact will their decisions have on the decision-makers?
- What are my audience's goals?
- What is the best medium for the message (in-person meeting, phone, video call, email)?
- What are the key takeaways for my listeners?
- 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 meeting?
- What is the biggest business issue/priority for my listeners and how might this affect it?
- If time is truncated, how will I get the message out?
- What provisions have I made for handling interaction?
 - Visual aids
 - Debriefings
 - Phone contacts
 - Follow-up meetings/ post-meeting discussions or questionnaires

Communication Quick Start™

Designing Your Content – Opening and Closing

WHY do Openings and Closings matter? ENGAGEMENT & PURPOSE

Opinion

To influence your listeners, share with them how you feel about your topic. If you do not state your opinion, your listener 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:

- "Effective communication skills are essential in keeping virtual meetings engaging."
- "Our current position with this project will 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 listeners take 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 listeners what you want them to do, you add value and purpose to the interaction. If you are struggling to identify what action you want your listeners to take, ask yourself, "What am I hoping happens as a result of this conversation?"

General Action Step

A general action step states what you want your listeners to do while they're listening. This action step will be part of your opening. Begin with a verb. This promotes **active listening**. 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™

Designing Your Content – Opening and Closing, continued

Specific Action Step

Asking for a commitment adds value to your listeners' time and gives PURPOSE to your meeting.

Identify a specific action — *what action* you want them to take and *when*. A specific action step puts commitment into the lap of the listener. 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.”
- **“Implement these changes** to our sales process by **Q2.**”

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 listeners to take action, they want to know “What is in it for me?” If you show your listeners the benefits of taking action, you increase the chances that they will comply. This is **their WHY** — the most influential piece of your conversation!

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

- **“This will increase your trust with your listeners, enhance your credibility and boost your confidence.”**
- **“These changes will save sales reps time, ease implementation, and increase your bottom line.”**



*“Your audience’s **WHY** should be the core of every message you communicate.”
—Stacey Hanke*

Communication Quick Start™

Designing Your Content, Key Points and Subpoints

WHY does Structure matter? CLARITY

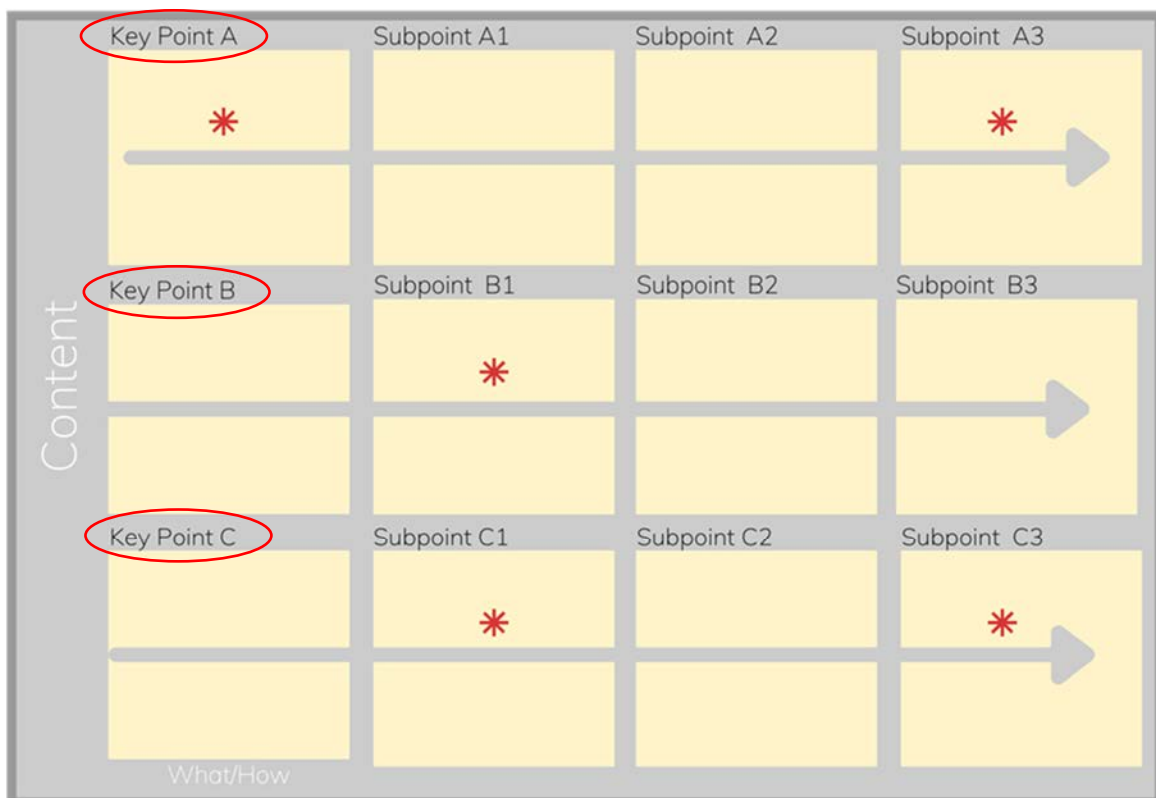
Key Points

The **Rule of Three** states that the human mind remembers in groups of three. This is why we remember our phone number(s) and Social Security number. When you offer more than three key points, retention drops – and so does ACTION. 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 key points that will support your objective and get your listeners to take action. They establish the framework for your conversation. Note: You don't have to have three, just don't exceed three.

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



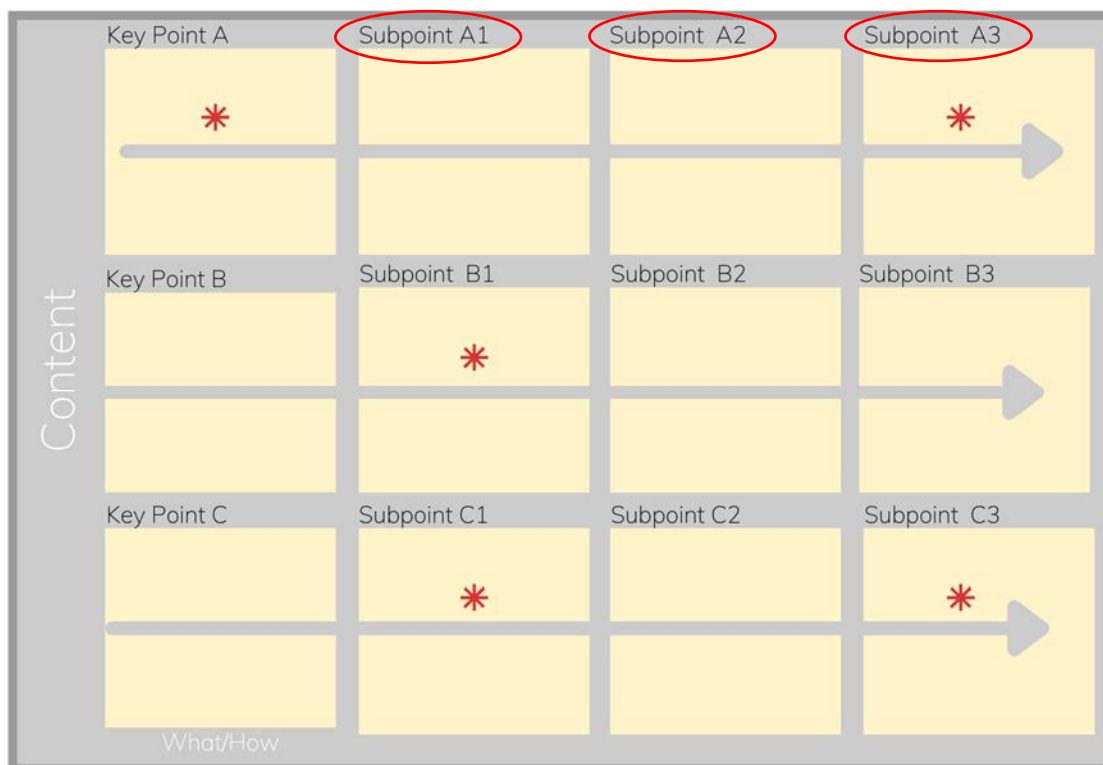
Communication Quick Start™

Designing Your Content, Key Points and Subpoints, continued

Subpoints

Subpoints need to support your key points and give your listeners direction and understanding. Do the following:

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



- Continue this process for the remaining subpoints you have identified.

Congratulations! Once you have identified the subpoints, this will give your listeners enough information for taking the desired action!

Communication Quick Start™

S.P.A.R.K.™ Their Attention – Monday to Monday®

WHY does S.P.A.R.K.™ matter? Being MEMORABLE

S.P.A.R.K.™ can be used anywhere in your content. It is the most effective way to:

- Help you connect with your listeners.
- Grab your listeners' attention.
- Gain listener involvement.
- Increase learner retention.
- Emphasize a key point or idea.

The elements of S.P.A.R.K.™ are:

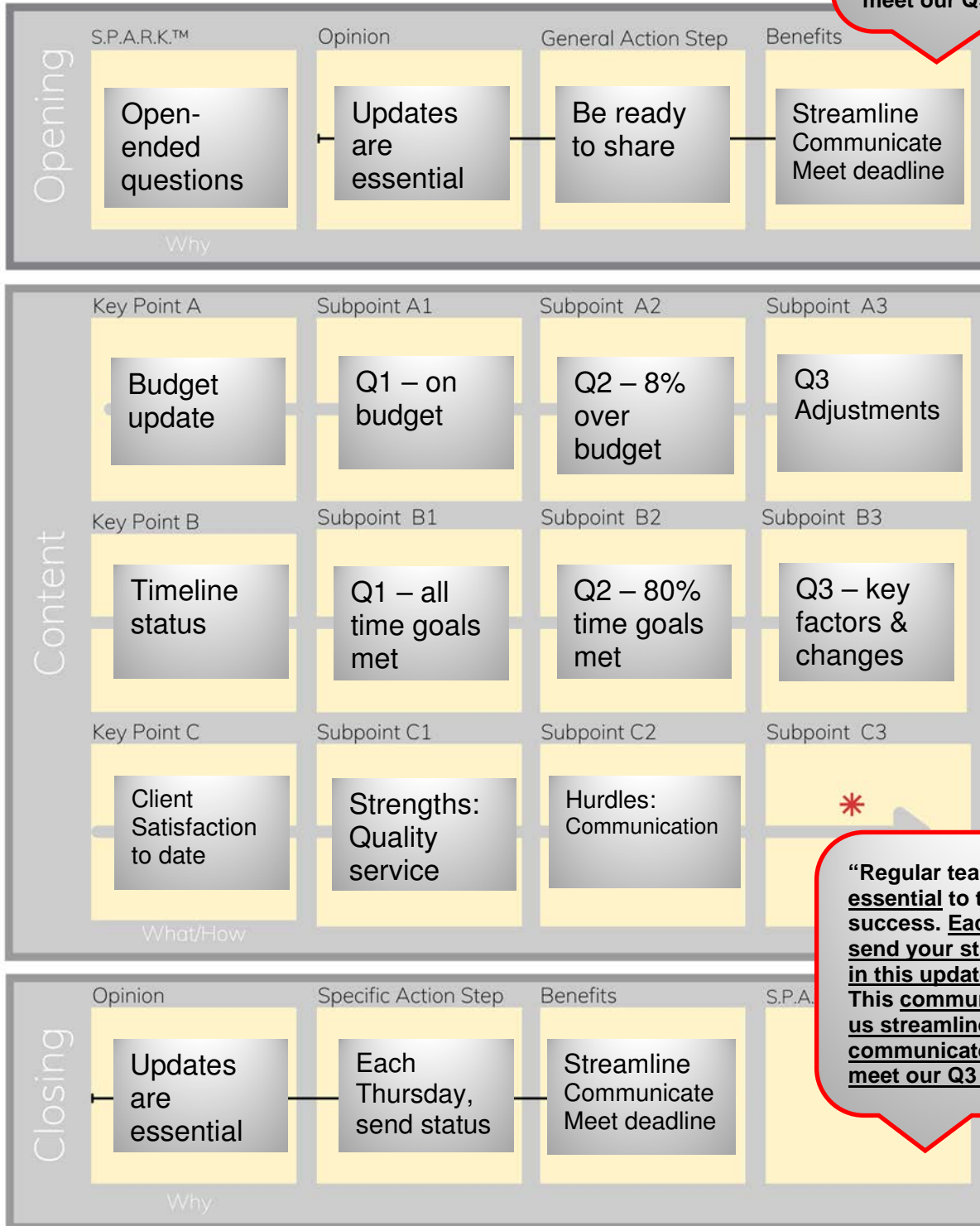
- **Stories** – Stories add life and relatability to your message. Use this structure:
 - Current state – how things were before...
 - A defining moment – what happened
 - Outcome – what changed as a result
- **Pictorials** – use imagery to add impact and memorability to your point.
- **Analogies** – comparing something complex to something simple or relatable adds deeper understanding for your listeners.
- **References, quotes and questions** – What industry podcast can you **reference**? Is there a recent white paper that supports your point? Did an industry expert recently speak on this topic with some powerful information you can **quote**? What **questions** can you ask your listeners to increase their involvement in the conversation?
- **Keep them laughing** – Laughter is a common language and builds rapport. Avoid joke telling. Be cautious that your humor won't offend.



Communication Quick Start™

Example 1: Meeting/Project Update

“Regular team updates are essential to this project’s success. Be ready to share your project status. This communication will help us streamline processes, communicate clearly, and meet our Q3 deadline.”



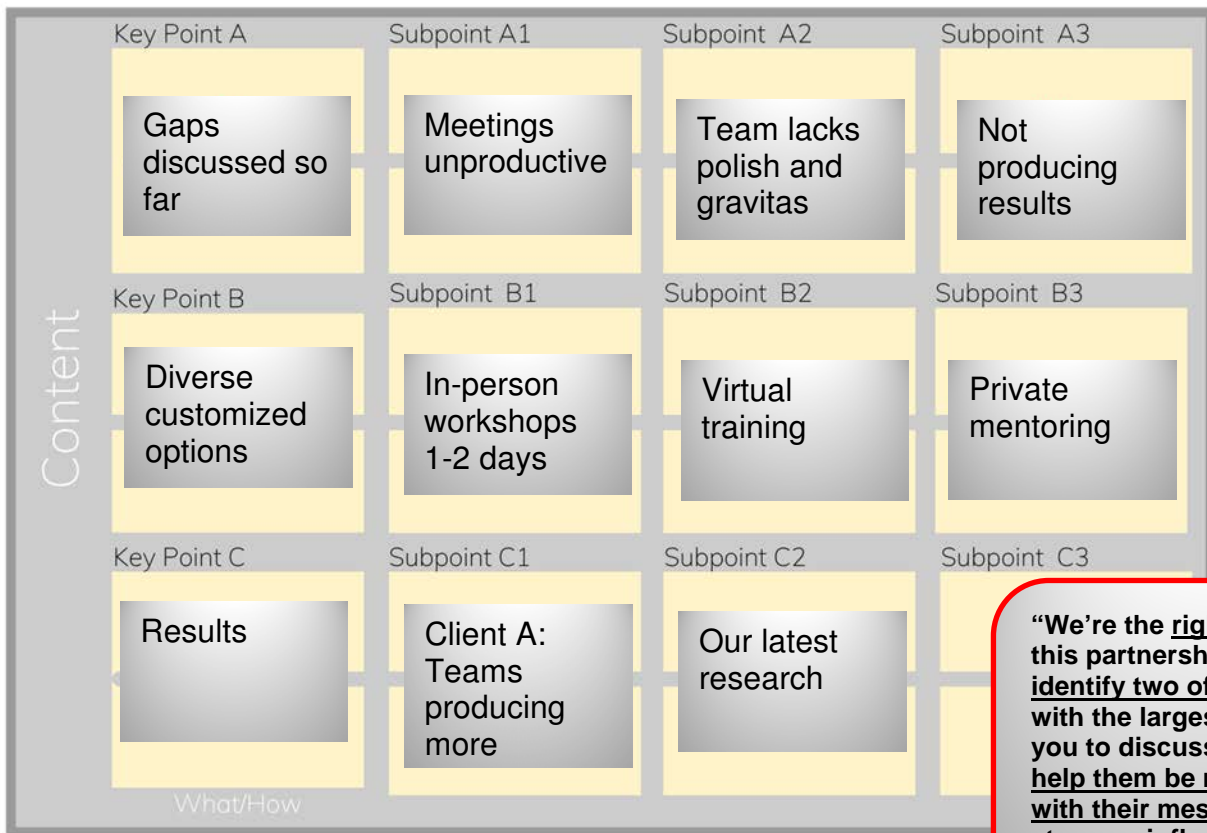
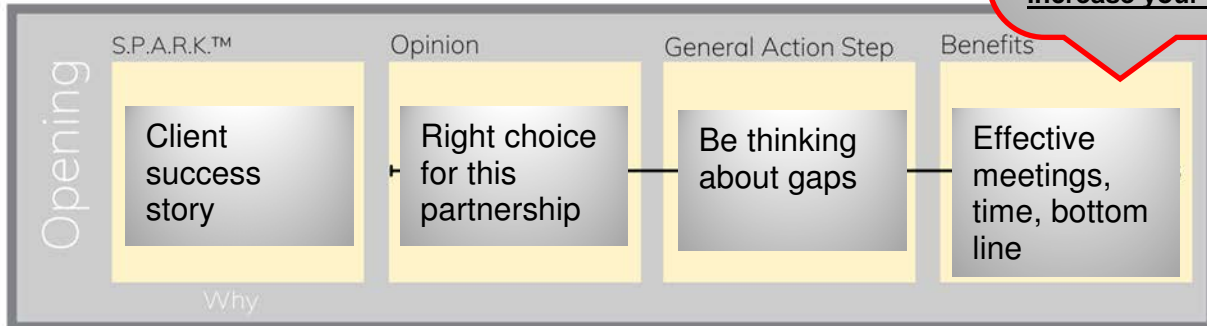
“Regular team updates are essential to this project’s success. Each Thursday, send your status to include in this update. This communication will help us streamline processes, communicate clearly, and meet our Q3 deadline.”

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

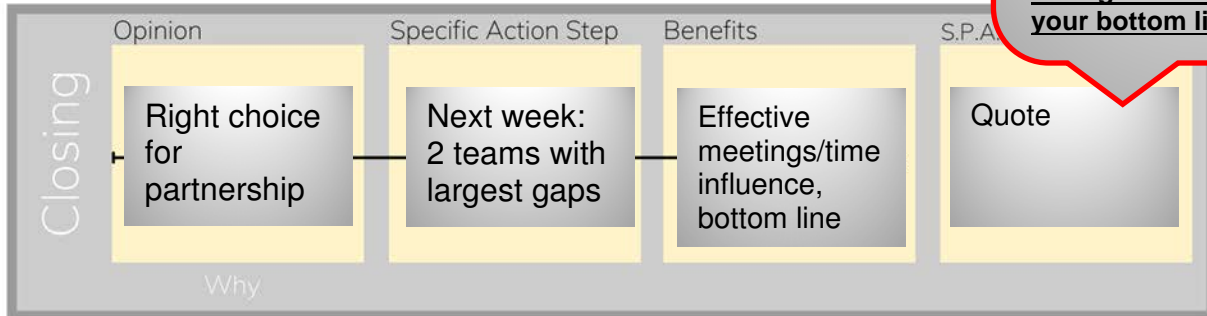
Communication Quick Start™

Example 2: Sales Conversation

“Stacey Hanke, Inc, is the right choice for this partnership. Be thinking about the biggest gaps you see in your team’s communication. We’ll help you hold more effective meetings, save time, and increase your bottom line.”



“We’re the right choice for this partnership. Next week, identify two of your teams with the largest gaps. I’ll call you to discuss them. We’ll help them be more effective with their messaging, have stronger influence, and build your bottom line.”

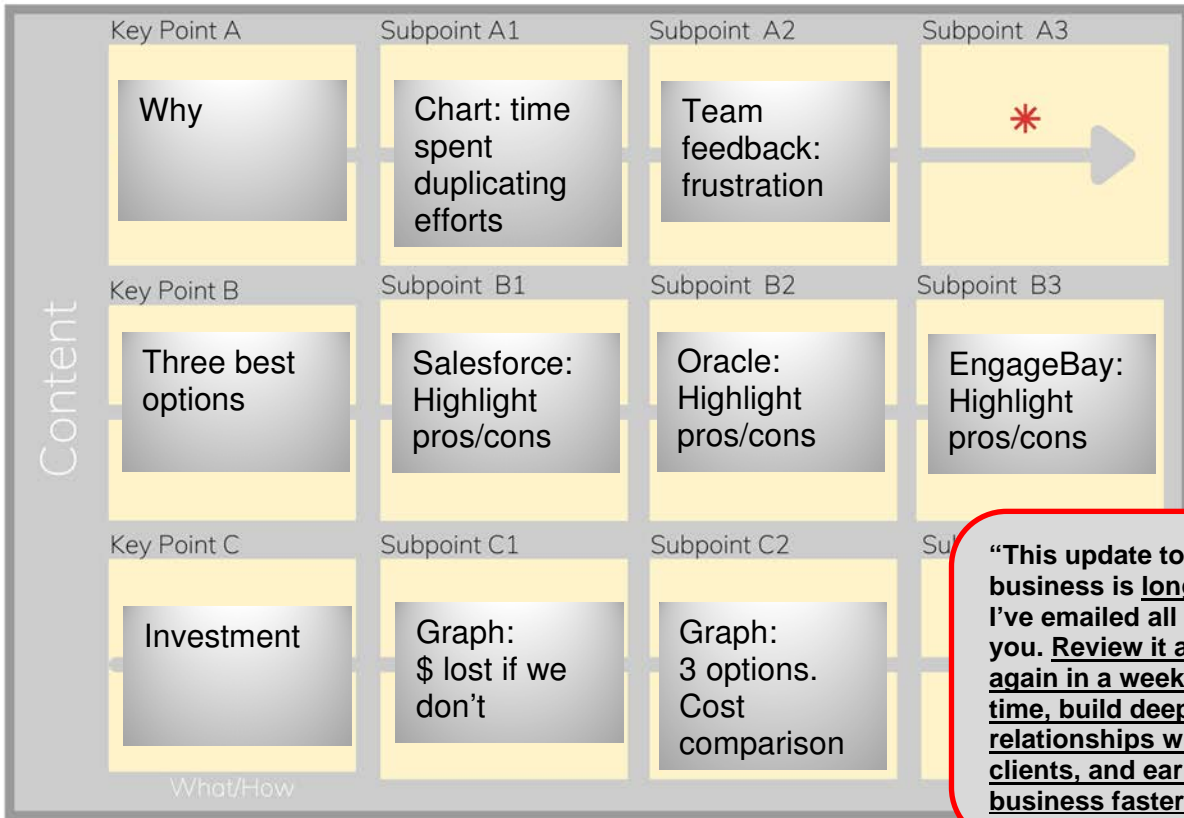
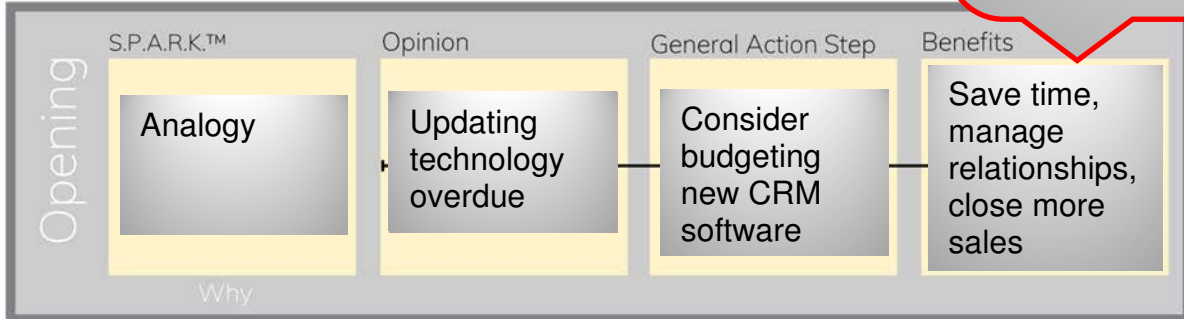


* Pepper S.P.A.R.K.™ throughout your message to grab attention and increase understanding and learner retention.

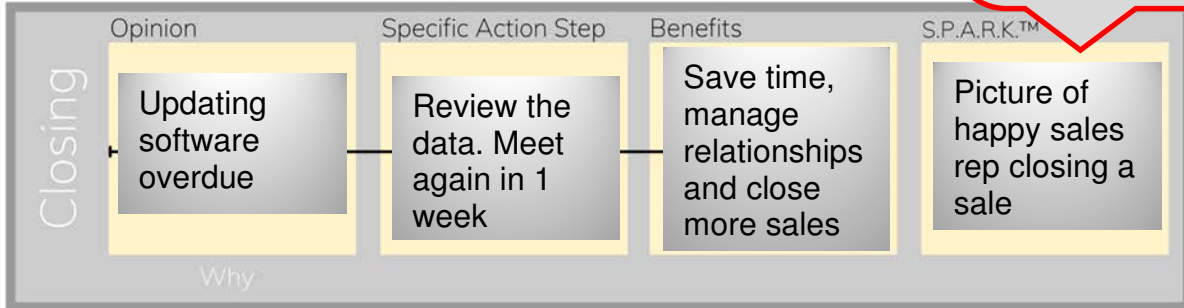
Communication Quick Start™

Example 3: Influencing Leadership

“Updating our software is long overdue. In your upcoming budget discussions, consider allocation for this change. It will save us time, help us manage our client relationships better, and close more business.”



“This update to our business is long overdue. I've emailed all the data to you. Review it and let's meet again in a week. We'll save time, build deeper relationships with our clients, and earn their business faster.”



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

- Influence Model
- Influence Skills
- Communication Quick Start™

» **Designing Visual Support**

- Interacting with Visual Aids
- Active Listening
- Confidence with Q & A
- Virtual Influence Tips
- Receiving Constructive Feedback
- Personal Action Plan
- References

Designing Visual Support

Back Up the Presentation

WHY does Visual Design matter? CLARITY & RETENTION

Guidelines for Creating Visual Support

Keep it simple. Too many words or graphics confuse your listeners and distract them from your key takeaways.

According to a study by the University of Minnesota, visual aids increase your chance of persuading your listeners to accept your position by 43 percent. Studies by Harvard and Columbia universities show that visual aids improve retention by up to 38 percent. This is why it is critical that your visual aids do not become a victim of a speaker's most common mistake: overdesign and overreliance.

YOU are the message. Avoid putting every word you plan to say on a PowerPoint slide. Instead, build your story into your visual aids.

Follow these tips for getting the most out of your visual aids:

- Less is more! Create visual aids with more pictures and fewer words. Remember, a picture is worth how many words?
- Your visual aids are not your notes. Their purpose is to enhance and support your message through pictures and illustrations.
- Ask yourself, "Why am I using this visual aid?" Know its purpose. If it's only for your notes, eliminate it. If it adds value for your listeners, keep it.
- Identify which visual aid format best supports your message based on these criteria:
 - Listener expectations and needs
 - Listener experience and knowledge level
 - Meeting objectives
 - Time frame
 - Number of participants
 - Room size and setup

PowerPoint/Keynote, Handouts, Flip Charts, Whiteboards, and props are all options. Decide which to use by considering the bullets above.

*"Creating a positive, standout experience enables you to command the attention of any audience and leave a lasting impression."
—Stacey Hanke*

Designing Visual Support

Back Up the Presentation, continued

Visual Aid Guidelines, continued

- Design visual aids around key points or ideas you want your listeners to remember. When possible, allow the visual to tell a story.
- Follow the Three "B's:" **BIG, BOLD and BRILLIANT**. Big for everyone to see, no matter what size the room may be. Bold words to increase visibility. Brilliant with generous use of color. Create just enough color to excite the eye, between two to four colors for text.
- Use simple typefaces that are easy to read. Century Gothic, Arial and Calibri are always a safe choice.
- Use bullet points to highlight key points and ideas. Limit your bullet points to four per visual, with four words per bullet.
- When sharing data, facts and statistics, illustrate the takeaway points in a pie chart, a bar graph, or a line graph. One graph per visual.
- Use builds when you need to discuss a complicated chart with a lot of information.
- Save heavy details for handouts or follow-up materials. Your listeners will appreciate a conversational approach with interaction accompanied by takeaways they may use as a resource.
- Stay away from slide overkill. If you are clicking the mouse every few seconds, you are likely over-reliant on your visuals and losing your audience.
- Avoid using all capital letters. You do not want to **SHOUT** at your listeners.
- Always, always **have a backup!** Be prepared if technology does not cooperate on the day of your BIG presentation, meeting, sales call, face-to-face conversation, etc.

These visual design techniques are recommended for all media (i.e., PowerPoint, Keynote, sales aids, flipcharts, handouts, whiteboards, etc.).

See the next few pages for examples of effective visual aid design.

Designing Visual Support

Sample Slides

Original Slide

How to make a Good First Impression

Making a first good impression can be vital when looking for a new job. Whether we like it or not, people do judge a book by their cover. The first few seconds with someone can be critical to your career.

- Be on time. The person you are just meeting is probably not interested in your excuses, even if it is the first time you are late in your whole life. All they are going to know is that you are not keeping up with a previous agreement. The image you are leaving behind is of someone that is not reliable. Make an extra effort and make sure to arrive on time. Too early is always better than too late.
- Be prepared. Before going to your interview you should have done your research about the company, the position you're applying for, and so on. Think about what kind of questions you could be asked, and how you would answer them. In one word, practice!
- Take care of your clothes and your overall grooming. It has been said that 55% can be determined by the person's appearance. So be careful when choosing how to present yourself in an interview. Dress to impress, maintaining in mind the job you are applying to, and when in doubt, choose the most conservative choice.
- Take into consideration non-verbal communication. You might be feeling nervous, but studies have shown that people who present themselves in a more friendly, confident manner usually have better results. Something as simple as a smile can make a difference.

Revised Slide

How to make a Good First Impression

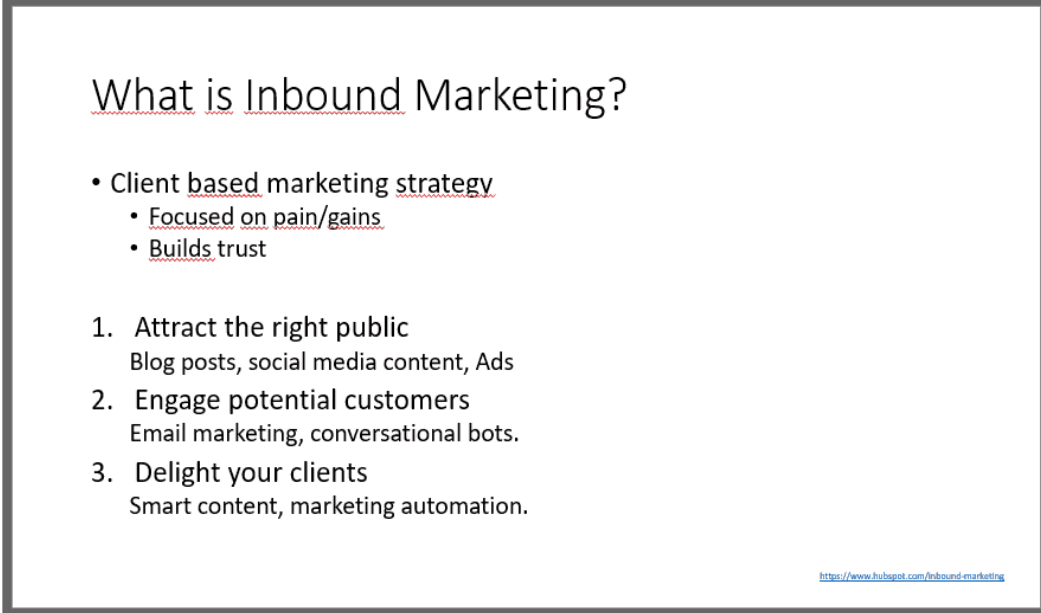


- **BE ON TIME .**
Too early is better than too late.
- **DRESS TO IMPRESS**
Take care of your clothes and your overall grooming.
- **BE PREPARED .**
Do your research and practice!
- **CONSIDER NON-VERBAL COMMUNICATION .**
Friendly and confident manners can get you very far.

Designing Visual Support

Sample Slides, continued

Original Slide



The original slide is a simple white rectangle with a dark border. It contains the title 'What is Inbound Marketing?' at the top. Below the title is a bulleted list: 'Client based marketing strategy' with sub-bullets 'Focused on pain/gains' and 'Builds trust'. This is followed by a numbered list of three steps: 1. Attract the right public (with sub-points 'Blog posts, social media content, Ads'), 2. Engage potential customers (with sub-point 'Email marketing, conversational bots.'), and 3. Delight your clients (with sub-point 'Smart content, marketing automation.'). A small URL is at the bottom right.

What is Inbound Marketing?

- Client based marketing strategy
 - Focused on pain/gains
 - Builds trust

1. Attract the right public
Blog posts, social media content, Ads
2. Engage potential customers
Email marketing, conversational bots.
3. Delight your clients
Smart content, marketing automation.

<https://www.hubspot.com/inbound-marketing>

Revised Slide



The revised slide features a dark blue background on the left side with a white image of a smartphone and a pen. The title 'What is Inbound Marketing?' is in white. The bulleted list is also in white. The numbered list items are arranged vertically on the right side, each with a large number in a blue circle. The sub-points are in a smaller font. The URL is at the bottom right.

What is Inbound Marketing?

- Client based marketing strategy
- Focused on pain/gains
- Builds trust

1. ATTRACT THE RIGHT PUBLIC
Blog posts, social media content, Ads
2. ENGAGE POTENTIAL CUSTOMERS
Email marketing, conversational bots.
3. DELIGHT YOUR CLIENTS
Smart content, marketing automation.

<https://www.hubspot.com/inbound-marketing>

Designing Visual Support

Sample Slides, continued

Original Slide



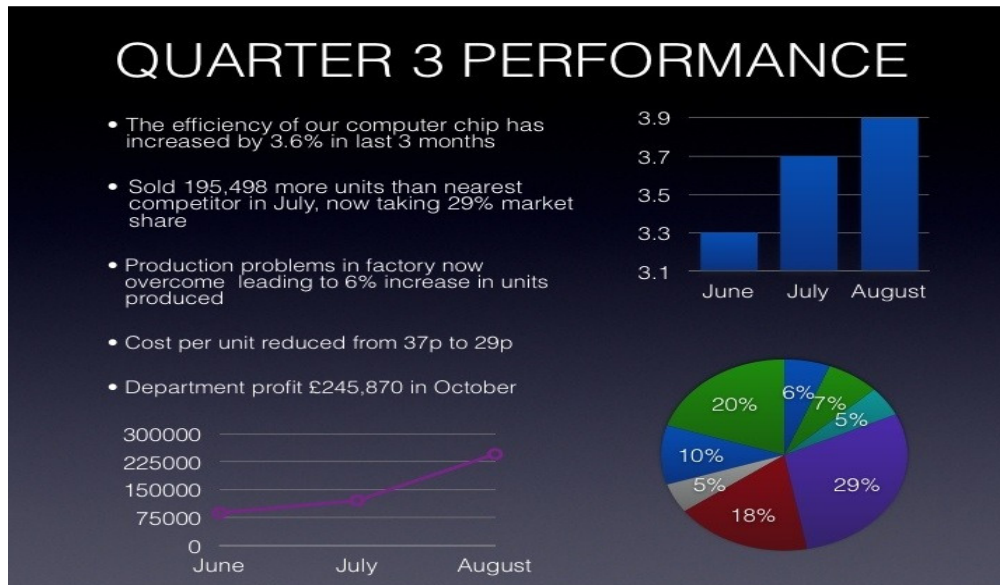
Revised Slide



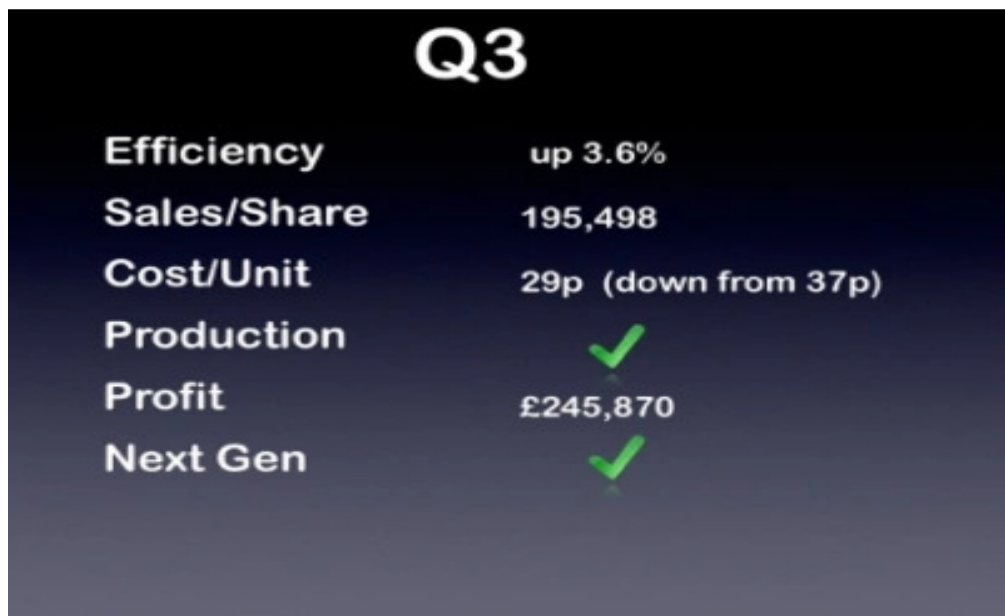
Designing Visual Support

Sample Slides, continued

Original Slide



Revised Slide



- Influence Model
- Influence Skills
- Communication Quick Start™
- Designing Visual Support

» **Interacting with Visual Aids**

- Active Listening
- Confidence with Q & A
- Virtual Influence Tips
- Receiving Constructive Feedback
- Personal Action Plan
- References

Interacting with Visual Aids

Using Support Materials Monday to Monday®

WHY do Interaction Techniques matter? CREDIBILITY & CLARITY

Guidelines for Interacting with Support Materials

We have fallen into the trap of reading to our PowerPoint slides, flipchart, sales aids, marketing pieces, handouts, and notes. When we disconnect with our listeners, we lose their attention. This decreases the value of our message and poses a risk that action is not taken.

Effective design is one part of the equation. How you interact with materials is the second part. If you can't control design, you CAN control how you use it.

Follow the tips below for getting the most out of your visual aids:

1. Setup – Provide an introduction before displaying a visual aid, building anticipation and providing context. For heavy slides, include instruction on where to look.

Example: *“Let’s review the marketing research results that lead us to this change. Focus on the column in the middle.”*

2. Pause – Before speaking, give your listeners a moment to take the information in. Take this pause to decide what you want to say. Virtually, remember there is a slight delay for your platform to display. Pause while you access “screen share.” Pause while changing slides. Be prepared to pause longer than if you were in-person.

3. Connect – Connect with a set of eyes (or your camera, virtually) before you begin speaking. When you need to look at the visual, pause to gather the information that you need. Do not begin speaking until you connect with a set of eyes or the camera.

4. Takeaway – What is it that you want your listeners to remember? After you have discussed the visual, provide a clear takeaway. That will help your listeners stay focused and retain the information.

Additional Tips:

- Black out the visual aid if it no longer supports your message. (See page 44 for this shortcut and more.)
- In person, if walking in front of a projected screen, walk all the way through the light so your slide doesn't end up projected on you!
- Look at your visual as often as you need to – just don't talk when you do it. PAUSE.
- Practice! Ask someone you trust to coach you on the four interaction steps.

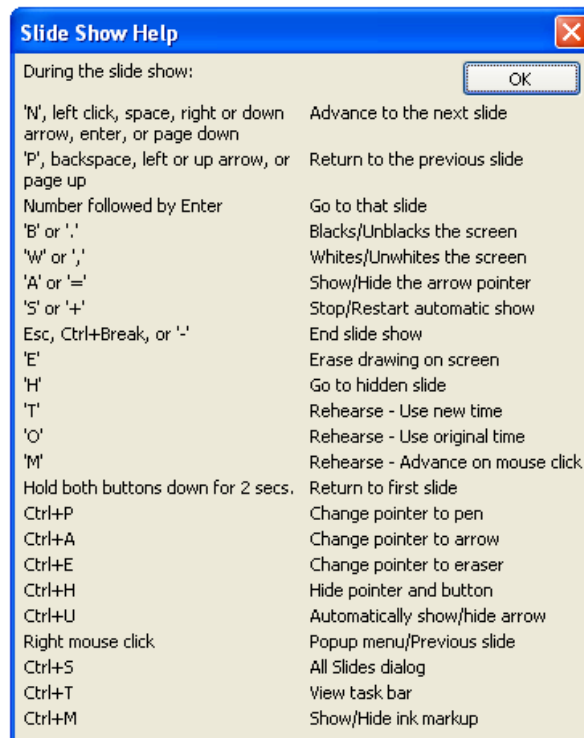
Interacting with Visual Aids

Using Support Materials, continued

Slide Mechanics – PowerPoint and Keynote

Take control of your PowerPoint and Keynote presentations by using the available shortcut keys.

In PowerPoint, when in the Slide Show mode, press the F1 key (PC users) or the Shift key plus “?” key (Mac users) to access the shortcut menu:



Here are a few of the most helpful functions available when delivering your message with visual aids:

Alt +Tab Virtually, use this key combination to access your slides. Choose a slide (Tab) and display it seamlessly without your audience seeing your screen activity.

B key Use to **B**lack out your screen. Not recommended virtually.

W key Use to **W**hite out your screen. Not recommended virtually.

Slide # + Enter Use to jump to a specific slide in your deck. Print your deck for quick access to your slide numbers. Precede with the Alt + Tab function to easily find your slide prior to screen sharing. (i.e., Alt, Tab, Tab to slide OR Slide #, Enter, Share Screen)

- Influence Model
- Influence Skills
- Communication Quick Start™
- Designing Visual Support
- Interacting with Visual Aids

»» **Active Listening**

- Confidence with Q & A
- Virtual Influence Tips
- Receiving Constructive Feedback
- Personal Action Plan
- References

Active Listening

Influence through Engagement

WHY does Active Listening matter? ENGAGEMENT AND INTEREST

Active Listening is a commonly overlooked part of influence. It's easy to think that we're practicing influence when we speak, but what about when we're not?

Showing up as an active listener is critical to building your brand. How you interact in meetings when someone else has the stage is a critical leadership skill.

In today's virtual environment, it's increasingly difficult to actively listen. With the distractions of remote work and cultures of back-to-back meetings, staying engaged is a skill that needs to be practiced.

There are four things you can do to become a more active listener:

- 1) Minimize or eliminate technological distractions. While we *think* we're good at multitasking, no one really is. Also, you're not fooling anyone! We can see you multitasking!
- 2) CHOOSE to listen. Active listening begins with the right mindset. Before logging on or entering a meeting, DECIDE to be the engaged listener that we would want in our meeting. Model it. Be a value seeker. Rather than allow yourself to get distracted or allowing your mind to wander, listen specifically for the valuable pieces others are offering.
- 3) Identify KEY Words. Write them down. Making this a goal will keep your mind focused on the points the current speaker is trying to make and allow distractions to fall in the background.
- 4) When interaction is appropriate, peel back the layers of the conversation through OPEN-ENDED questions. As your speaker answers, use KEY WORD identification to peel back the layers to a deeper understanding. Use more open-ended questions to show interest and gain clarity.

*"Seek first to understand, then to be understood."
Stephen Covey*

- Influence Model
- Influence Skills
- Communication Quick Start™
- Designing Visual Support
- Interacting with Visual Aids
- Active Listening

» Confidence with Q & A

- Virtual Influence Tips
- Receiving Constructive Feedback
- Personal Action Plan
- References

Confidence with Q & A

Grace Under Pressure – Monday to Monday®

WHY does Answering Questions Effectively matter? CREDIBILITY

The Value of Questions

How you handle questions and answers can either make or break the credibility you have worked so hard to establish. Your responses and the behaviors that accompany them each play a critical role in how you come across through Q & A.

The value behind questions is endless. Questions:

- Create participation and enhance relationships;
- Add value to your message;
- Prevent and clarify miscommunication;
- Increase your knowledge based on the information you receive through others;
- Make a message personable; and,
- Present the opportunity to add additional details for influence.

Do's When Answering Questions:

To help you strengthen your credibility by providing answers that are brief (and influential), follow these simple do's. Hint – it all comes back to the Influence Skills!

- **Posture** – Stay open. Avoid fidgeting and stand in the neutral position. Avoid taking steps or leaning backwards, away from your listeners. Stay grounded and confident.
- **Eye Connection** – Connect with questioners' eyes to show them you are listening. Be careful not to interrupt the questioner. Connect with others – one sentence per listener – in longer answers. End your answer on your questioner's eyes to provide closure. A head nod will accomplish the same closure.
- **Pause** – before responding to give yourself time to think. Avoid starting with fillers like “well,” “basically,” “actually,” or “to be honest.” Beginning your response with these words questions your credibility and the validity of your answer.
- Keep your answers brief. Answer only what has been asked. If you elaborate on your answer, you run the risk of getting off track.
- Ask for clarification in these situations:
 - When the question is unclear;
 - When the questioner asks several questions and you need to prioritize their questions to determine which question you will answer first; and,
 - When the questioner makes a statement and you are unclear if they are looking for your response or voicing their opinion.

Confidence with Q & A

Grace Under Pressure—Monday to Monday®, continued

Avoid:

- Raising your voice or speaking aggressively. Instead, maintain your composure, remain calm and answer the question with poise.
- Saying “good question.” Some speakers use this as filler to buy themselves time to devise an answer. You will run the risk of offending your audience who do not resonate with the phrase “good question.” Instead, pause.
- Repeating the audience’s questions unnecessarily. Speakers often repeat a question to give themselves time to think of an answer. Only repeat the question if you need clarity or if others couldn’t hear. Don’t do it just to buy time.

Prepare to Succeed

When you prepare for your presentation, meeting, sales call, conference call, webinar or face-to-face conversation, do the following:

- Ask a peer who has more experience within your industry to share three challenging questions they have heard in the past. Ask for their recommendations on how you should respond to these three questions.
- Review your Listener Analysis from the Communication Quick Start™ and create a list of questions you anticipate your listeners may ask.
- Within five minutes after your interaction, make a list of the questions that were challenging. Share this list with a peer, along with your response to the questions, to receive their feedback and recommendations for the next time you are trapped with similar questions.

*“What you leave behind is
determined by how you
make someone feel.”*

—Stacey Hanke

Confidence with Q & A

Grace Under Pressure– Monday to Monday® continued

Managing Challenging Questions – 3 A's

Challenging questions are bound to come up in our interactions.

A challenging question may require you to provide additional evidence, facts or data to support your answer in order to meet the questioner's needs.

You will also encounter listeners who disagree with your recommendation(s) or point of view. They may have a hostile tone to their voice and/or demonstrate aggressiveness in their body language or choice of words.

When either of these scenarios happen, PAUSE, then:

Use the **3A's Method**:

- **Acknowledge:** Acknowledgement lets your questioner know that you are open to their concerns and are willing to listen to what they have to say. Often we put up our walls of defense and negate the value of the questioner and their question. Acknowledgement diffuses the emotion, which makes the listener more open to what you have to say.
- **Answer:** Keep your response brief, clear and specific to the question asked. Provide evidence with facts or examples to support your answer.
- **Add value:** After acknowledging and answering, add value to your response by connecting to the benefits for your listener. Where do you find the benefits? From the opening and closing you developed in your Communication QuickStart™. Your goal is to continue reminding your listener of the value of your answer and the benefits for them.

An example of the 3A's:

(ACKNOWLEDGE) "I appreciate your concern with cost, especially since the company has been cutting costs for the past quarter."

(ANSWER) "We have worked with a variety of industries similar to yours with proven immediate results."

(ADD VALUE) "Your management staff will learn practical methods to increase productivity, build stronger relationships and you'll save time and money. Past clients have earned a return on their investment in as little as two months following the training date."

- Influence Model
- Influence Skills
- Communication Quick Start™
- Designing Visual Support
- Interacting with Visual Aids
- Active Listening
- Confidence with Q & A

» **Virtual Influence Tips**

- Receiving Constructive Feedback
- Personal Action Plan
- References

Virtual Influence Tips

Best Practices for Virtual Success – Monday to Monday®

WHY do These Tips matter? PRESENCE AND REPUTATION

Are you guilty of muting your phone during a virtual call? Do you avoid turning on your webcam to catch up on email or other tasks? During the first five minutes of a virtual call, the majority of your listeners will be distracted by other tasks if you don't get them engaged.

All of the influence skills (posture, movement, gestures, facial expressions, pause, volume and eye connection) are appropriate in face-to-face AND virtual conversations. Your brand is not only based on how your listeners experience you IN PERSON, but also VIRTUALLY!

Follow these best practices for effective virtual conversations (Zoom, WebEx, Microsoft Teams, conference calls and phone calls):

Setup:

- Invest in your setup. If you're working from home, find a space that has reduced noise and a neutral background.
- Look for a well-lit area or invest in additional lighting.
- Use a high-quality headset for comfort and be able to stand and move around during the call (when you don't have your webcam turned on), without undercutting the quality of your voice or your message.
- Test your sound with a colleague. Consider investing in a microphone to increase impact on video calls without having to wear a headset.
- Get dressed for success! You'll BE more impactful if you FEEL more impactful.
- Meet with a colleague to get feedback on your space and sound. Are there distractions?
- Consider elevating your laptop to avoid looking "down" at your listeners or giving them a view of your chin. Having the camera at eye level is ideal.

Virtual Influence Tips

Best Practices for Virtual Success – Monday to Monday®, continued

Interaction and Engagement:

- Turn on your webcams. The biggest challenge we hear from our clients is the lack of interaction, engagement and connection when they can't see their listeners.
- Your digital body language is critical. Make sure your verbal and nonverbal communication is consistent. Treat this interaction as if you were having an in-person conversation. Even on non-video interactions, you will come across stronger!
- Know your technology! Build credibility by being able to smoothly navigate your platform. Practice ahead of time.
- Ask participants to join at least 5 minutes prior to mitigate any technology issues.
- Confirm that participants can see and/or hear you clearly. This interaction will also allow you to check their video and sound
- Prior to a virtual call, ask a listener you feel comfortable with to ask specific questions during the call. This will encourage interaction by others.
- At the beginning of the interaction, explain the purpose of the call and your expectations, your role, the participants' roles and what needs to be accomplished.
- Stand when you deliver a virtual call. You have more energy when you stand. This adds excitement and variety to your voice.
- Engage your listeners with open-ended questions. Avoid talking "at" them for more than 10 minutes at a time by mixing in questions and creating opportunities for group discussion, interaction with chat, polls, etc.
- Use the chat feature to share resources and recommendations. Keep in mind that the chat feature is public for everyone to see. If you have individuals joining without their webcam, make sure you share the chat comments with them.
- Get familiar with other collaborative features in your virtual platform (whiteboard, polling, etc.). Randomly assign a participant to operate them on your behalf to increase engagement.
- When your group is hybrid (virtual and face-to-face), be sure to include your virtual listeners, too. If they are video conferenced into the meeting, the camera is a set of eyes to connect to.

Virtual Influence Tips

*Best Practices for Virtual Success – Monday to Monday®,
continued*

- When your entire group is virtual, speak directly into the camera. This helps your listeners feel more connected to you and your message.
- If you plan to use polls, prepare your questions beforehand.
- For large webinars, enlist the help of a producer to manage arrivals, technology issues, attendance, etc. Provide the producer's contact information to participants prior to the interaction as the key contact.
- For webinars, communicate to your listeners if the presentation will be available to download. Don't assume everyone can stay for the duration.
- For webinars, send a follow-up email describing where your presentation has been posted and where the listener can get a copy. This is also a good time to answer any questions you didn't have time to answer during the allotted time.

Virtual Meeting Best Practices:

- Start and end on time. When you go beyond the scheduled time frame, you communicate to participants that their time is not valuable.
- Have an agenda and distribute it at least 24 hours before the virtual call. Even if participants glance at the agenda before the call, it mentally prepares them for what is to come.
- Prior to distributing the agenda, ask everyone to notify you of a topic they want to discuss. Include their topics on the agenda and allocate time accordingly.
- If multiple or ongoing virtual calls with the same group are needed, rotate the role of the facilitator and notetaker. This allows everyone an opportunity to take ownership of the calls and holds individuals accountable.
- State at the beginning of the meeting your process for asking questions and interaction.
- Follow the agenda and keep the conversation on topic. If the conversation goes off topic, ask the group to collaborate on parking lot items to gain consensus.
- Keep track of time. When a discussion gets off track, facilitate the group to get the topic back in focus. Lead the group by encouraging them to identify action steps on this topic. Once action steps are identified, you can move onto the next topic.
- The more specific the action step, the more likely action will take place. For example: "By the end of the week each of you will identify three strategies within your department for servicing your customers to save them time."

Virtual Influence Tips

*Best Practices for Virtual Success, Monday to Monday®,
continued*

Managing Visual Aids During Virtual Conversations

It's common to share PowerPoint or Keynote slides virtually. The how-to's of managing slides virtually is very similar to how you would do so in person.

In addition to the techniques in the Interacting with Visual Aids section, follow these tips your listener will get the most out of your message:

- When using multiple monitors, glance at your slide on the second monitor, then return to the screen where your listeners are for eye connection.
- Keep slides as simple as possible. It's easy to get distracted virtually as a listener. The heavier the slide, the faster they will disengage.
- Have a backup plan. In the event your screen-sharing fails, have the deck cued in an email to send in the moment. You can also send beforehand to mitigate this issue.
- For conference calls, send the deck prior. Manage the interaction. "I sent you the deck yesterday. Does everyone have it up? Let's begin on slide two to review last quarter's trends. Focus on the column in the middle in yellow." Review the shortcuts in the Interacting with Visual Aids section. Schedule a team meeting to practice and get comfortable with the navigation.



*"Influence is built by
consistently living your personal
brand Monday to Monday®."
—Stacey Hanke*

Virtual Influence Tips

*Best Practices for Virtual Success, Monday to Monday®,
continued*

Top 3 Virtual Conversation Challenges

- 1. How to encourage interaction.** If you want your call to be interactive, ask an open-ended question.
 - **Tip:** After asking a question, count to 5. If no one responds, encourage participation by saying, "I'm still curious to know your thoughts." If there is still no response, ask a different, open-ended question, such as "What has been *your* experience with...?" This is a good way to help your listeners elicit the unknown or the unspoken.
 - **PAUSE.** Speak in clear and concise sentences. Pause to let your listeners digest the information. Pause to let your listeners add information or ask questions.
 - One challenge we often receive when recommending pausing is that the speaker is afraid that if they pause, someone else on the call will jump in and "take over." It is good to let your listeners add information or ask questions. If the conversation shifts, simply jump in and say, "Before we move on, there is one more item I wanted to cover..." Do not risk losing your listeners because you do not pause.
- 2. How to create an engaging experience.** In addition to asking questions, try doing the following:
 - When preparing for your call, use your Listener Analysis to make sure your message is right for your listeners and use your Communication Quick Start™ to keep you focused during the call.
 - Prior to the call, contact a couple of your listeners. Ask them if they would be willing to answer a question during the call. This is a way of including others in the call and it creates vocal contrast so that you are not the only one talking the whole time.
 - Use the influence skills to sound more engaging. Increase volume and inflection, gesture for visual interest, and connect to your listeners' eyes (through the camera) to invite their connection.
- 3. How to manage people who are difficult to understand.** Sometimes it is difficult to hear or understand people because of problems with the technology or because of accents or regional dialects. Use diplomacy when handling these situations. When first attempts fail, ask the participant to chat their input or question.

- Influence Model
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- Active Listening
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- Virtual Influence Tips

» **Receiving Constructive Feedback**

- Personal Action Plan
- References

WHY does Feedback matter?

SELF-AWARENESS & CONTINUOUS IMPROVEMENT

Feedback or Fluff?

Real feedback is: **Clear * Specific * Accurate * Actionable**

Presentations, sales calls, facilitating a meeting, coaching an employee or participating in a virtual call are all opportunities to receive constructive feedback. Don't settle for "Good," "Fine" or "Nice job" when you ask for feedback. This is not feedback because it's not actionable. You can't DO anything with "Good job."

When you solicit feedback, ask your coach to tell you what *BEHAVIOR* is creating a specific *PERCEPTION* or *ADJECTIVE*. Model it for them by giving an example.

*"When you **FIDGET** (behavior) you come across **NERVOUS** or **UNSURE** (perception/adjective). When you **OPEN UP** (new behavior) and **GESTURE** (new behavior) instead, you appear **CONFIDENT** and **PASSIONATE** (perception/adjective)."*

Selecting a Feedback Coach

This decision is **CRITICAL** to your success. Choose one person professionally and one person in your personal life to coach you. This will prompt you to focus on the skills both in and out of the workplace, which will help you form habits faster.

To identify a coach, consider the following:

- Who do you feel comfortable giving you feedback?
- Who experiences you communicating often enough to give frequent feedback?
- Does this person communicate feedback honestly and clearly?
- Does this person have my best interest at heart?
- Is he or she accessible to see you in action and to commit the time to giving feedback?

Prior to an interaction or meeting, ask your coach to watch for specific communication strengths you are trying to develop. For example, "I'm trying to eliminate 'uh' and 'um' in my language. Would you please let me know what you heard and how I came across?"

Choose your coaches wisely! They will make or break the value of your feedback and impact your growth.

Receiving Constructive Feedback

Feedback that Gets Results– Monday to Monday®, continued

Be a Value Seeker

Be prepared to receive the feedback with an open mind. Remember, there is often a disparity between how your communication *FELT* versus how it was *PERCEIVED*. If your coach is kind (yes, *KIND*) enough to be honest, believe her/him. Ask follow-up questions. Be curious. Feedback is a gift.

If the feedback is unclear or limited, ask for clarity.

Example:

Coach: “You came across kind of scattered.”

You: “I’m hearing that I came across unfocused. What specifically was I doing that created that perception?”

Coach: “You may not realize it, but you say ‘um’ and ‘uh’ a lot. It sounds like you’re rambling. Also, your eyes look up when you’re not sure what to say.”

Your takeaway: Practice Pause and Eye Connection

Ask as many clarifying questions as you need to so you can walk away with something **TANGIBLE** to **PRACTICE**.

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?

Receiving Constructive Feedback

Feedback that Gets Results— Monday to Monday®, continued

Be Your Own Coach!

Use this simple **Five Minute Feedback™** tool to assess yourself. Record an interaction, watch your playback, then log:

Assessment

What Worked?

- 1.
- 2.
- 3.

What Didn't Work?

- 1.
- 2.
- 3.

What did I learn?

- 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.

Identify three interactions in the next week where I can practice the actions above.

- 1.
- 2.
- 3.

*"Your choices dictate your level of success."
—Stacey Hanke*

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Personal Action Plan

Commit to Your New Skills – Monday to Monday®

WHY does an Action Plan matter? ACCOUNTABILITY FOR PROGRESS

The Commitment

You have participated in the workshop and reviewed this manual. Now what? This is where the rubber meets the road. What are you going to DO with it?

Any time you have learned a new skill or changed a behavior, you would agree that it has taken **persistence, hard work, and diligence**. Elevating your communication skills requires that 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 performance. In fact, you may still be working toward that level of performance because **it is a process**.

The next page represents a contract with yourself. It is critical to turn the knowledge you have gained from this workshop into real action you can incorporate into your communication.

Every presentation, meeting you facilitate, interview, or the voice mail and email you send is an opportunity to practice what you've learned.

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. Take the time and energy to transfer these new skills into a new habit that will deliver results!

"Make today your 'someday' and become the leader you were meant to be Monday to Monday™."

—Stacey Hanke



Personal Action Plan

Commitment and Accountability

1. Consider your personal brand. Only you can determine how you want to be perceived by your listener. What impression do you want to create? Write your perception or adjective here: _____.

2. Refer to the three pillars of influence. What key skill will help you build that perception? This is the first skill you focus on. Write the key skill you want to develop and are committed to practice during the next 17 to 21 days.

3. Determine how you will practice this skill. Be specific. Write two or three scenarios where you can prioritize practicing this skill.

4. Determine how you will get feedback to increase your awareness. Who will you ask for feedback?

Signature: _____

Date: _____

Share this with your leader for accountability.

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- Personal Action Plan

» References

References

Reading & Resource Recommendations

WHY refer to Resources? ***CONTINUOUS DEVELOPMENT***

Business Relationships and Leadership

- *Leadership from the Inside Out: Becoming a Leader for Life*, by Kevin Cashman
- *Multipliers, Revised and Updated: How the Best Leaders Make Everyone Smart*, by Liz Wiseman
- *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
- *Who Not How*, by Dan Sullivan
- *Gap and Gain*, by Dan Sullivan
- *The Power of Full Engagement*, by Jim Loehr and Tony Schwartz

Communication Skills and Personal Development

- *Aspire*, by Kevin Hall
- *Atomic Habits*, by James Clear
- *Crucial Conversations: Tools for Talking When Stakes are High, Third Edition*, by Joseph Grenny, Kerry Patterson, Ron McMillan, Al Switzler, and Emily Gregory
- *Conversations on Success*, Hanke, S. et al Chicago, 2005
- *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
- *Influence Redefined...Be the Leader You Were Meant to Be, Monday to Monday*, by Stacey Hanke
- *How to Win Friends and Influence People*, by Dale Carnegie
- *Just Listen: Discover the Secret to Getting Through to Absolutely Anyone*, by Mark Goulston
- *Listening: The Forgotten Skill: A Self-Teaching Guide*, by Madelyn Burley-Allen

References

Reading and Resource Recommendations, continued

- *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*, by Garr Reynolds, also author of *Voices That Matter*
- *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

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
- *Made to Stick*, by Chip Heath and Dan Heath
- *Mastering the Complex Sale*, by Jeff Thull
- *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

References

Reading and Resource Recommendations, continued

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 Kinsey-House and Phil Sandahl
- *Effective Coaching* (Briefcase Books), by Marshall J. Cook

Podcasts

- Ian Altman – Same Side Selling <https://www.ianaltman.com/same-side-selling-podcast/>
- Dear HBR – Harvard Biz Review podcast <https://hbr.org/2018/01/podcast-dear-hbr>
- Harvard Business Review IdeaCast <https://soundcloud.com/hbrideacast>
- Sue Heilbronner – Real Leaders <https://www.sueheilbronner.com/podcasts>
- Hilary Hendershott - Profit Boss (financial savviness for women investors) <https://www.hilaryhendershott.com/profit-boss-radio/>
- Donald Miller – Building a Story Brand <https://podcasts.apple.com/us/podcast/building-a-storybrand-with-donald-miller/id1092751338>
- TED Radio Hour – NPR <http://www.npr.org/podcasts/510298/ted-radio-hour>
- 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>
- Geoff Woods – The One Thing (Geoff interviews guests about what ONE thing leaders can do.) <https://www.the1thing.com/podcasts/>
- David Horsager – The Trusted Leader <https://music.amazon.com/podcasts/9af39ba0-1509-4778-a9d6-a72dace12f63/the-trusted-leader-show>
- Dan Sullivan – The Gap and the Gain <https://podcasts.apple.com/ga/podcast/the-gap-and-the-gain/id1579693186>
- Phil Jones – Exactly What to Say <https://www.philmjones.com/podcast-the-business-of-meetings-podcast-with-eric-rozenberg/>
- Lou Diamond – Thrive Loud <https://podcasts.apple.com/us/podcast/thrive-loud-with-lou-diamond/id1232947138>
- Scott McKain – How to Become Distinct and Dominate <https://scottmckain.com/podcast-interviewers/>
- John C. Maxwell - <https://johnmaxwellleadershippodcast.com/>

References

Reading and Resource Recommendations, continued

- The Diary of a CEO - <https://stevenbartlett.com/the-diary-of-a-ceo-podcast/#:~:text=The%20Diary%20of%20a%20CEO%20is%20an%20unfiltered%20journey%20into,and%20created%20stories%20worth%20studying.>
- The Andy Stanley Leadership Podcast - <https://andystanley.com/podcast/>
- Akimbo – A podcast by Seth Godin - <https://play.acast.com/s/akimbo>
- Dare to Lead with Brene' Brown - <https://brenebrown.com/podcast-show/dare-to-lead/>

Web Resources

- Stacey Hanke Inc. blog: <http://www.staceyhankeinc.com/blog/>
- Stacey Hanke Inc. LinkedIn: <http://www.linkedin.com/in/staceyhanke>
- Stacey Hanke Inc. YouTube: <http://www.youtube.com/staceyhanke>
- Success magazine: <http://www.successmagazine.com/>
- TED: <http://www.ted.com/>

