





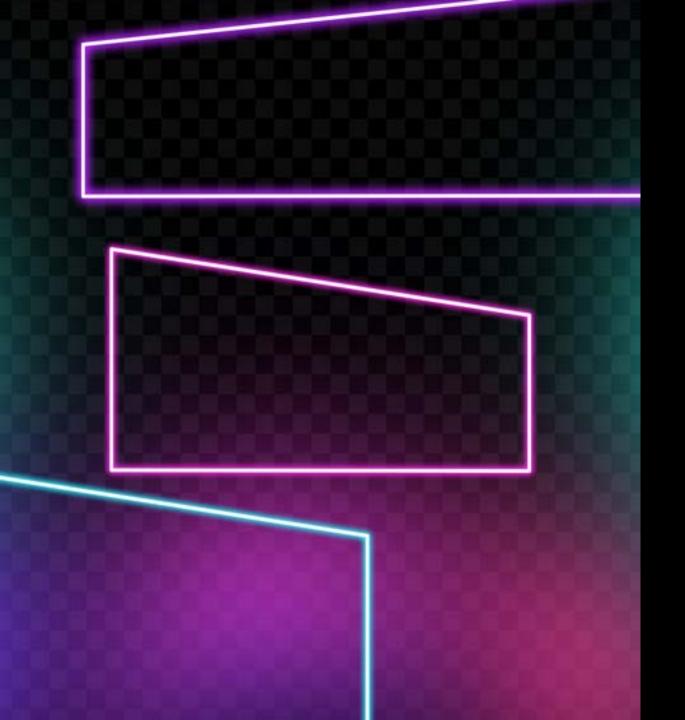


## SMALL GROUP DISCUSSION.

## Why us???

Why are we focusing on communication across the leadership populations?

Good communication helps leaders work better together, keep everyone on the same page, solve problems faster, and build trust. It makes the whole business run more smoothly and keeps teams motivated. This programme takes the skills and confidence associated with engaging communications to the people in the business who can make the biggest difference to our people...you!

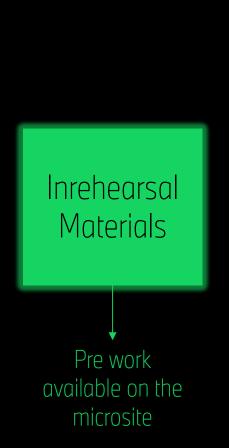


### PROGRAMME OBJECTIVE.

To maximise the critical opportunities for communication in order to have a greater impact on those we communicate with

We often time-poor in our roles. This programme is about understanding how to make those precious communication minutes count and ensure our messages land with the receiver as intended, so that they can take necessary action.

#### **OUR PROGRAMME.**



This workshop and practice 2-Day Practical Training

Real world peer feedback opportunities Each cohort creates a circle of peers to support in sessions and

seek feedback

from

Additional materials available on the microsite (ongoing development) Inrehearsal Materials



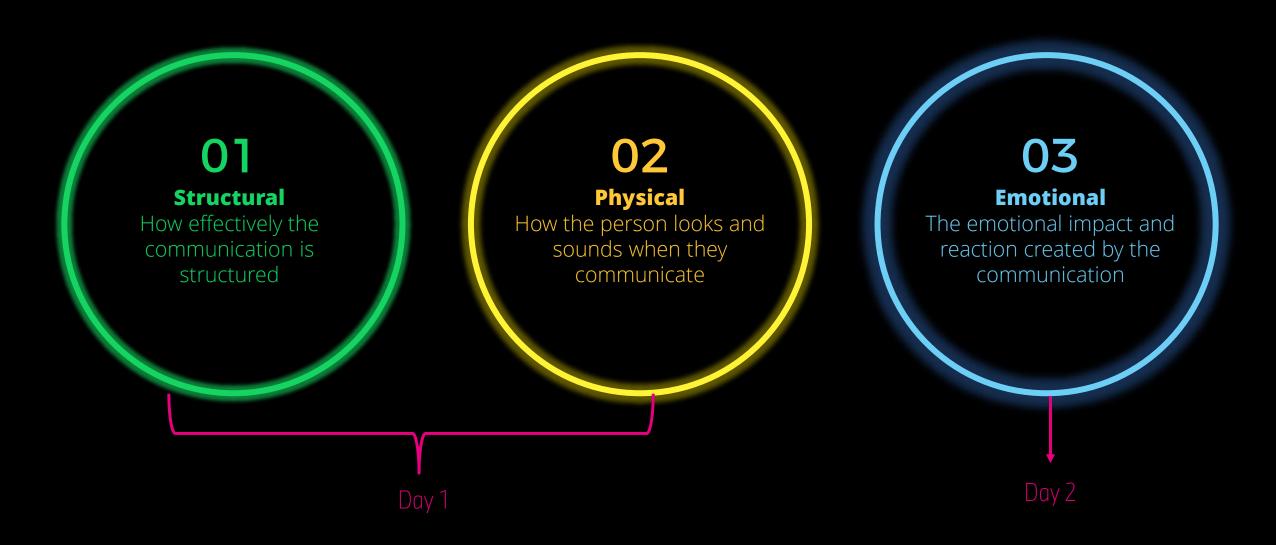
### OUR LEADERSHIP FRAMEWORK (TC)<sup>2</sup>.

The  $(TC)^2$  model remains our leadership orientation.

A brief reminder of the framework and how it has developed over time. A foundation for why we are talking about Communication and its importance in this business

	Definition	LDP1 Desired Behaviours	LDP2 Desired Behaviours
Thinking.	To lead and make decisions linked to the business strategy and translate this into a clear 'why' and 'what' at a team level.	To step back and plan more proactively and consequently.	When under pressure leaders broaden perspective to look for solutions.
		To be able to describe business situations/problems more fully.	Leaders orientate themselves around (prioritise) collective goals.
Team Building.	Creating the awareness to be able to review, develop and engage a high performance team aligned to the business strategy.	To be able to develop strong team behaviours and breakdown organisational silos.	Leaders have translated the strategy to a local level and prioritise accordingly.
		To be able to give clear, impactful feedback (incl. appreciation) to all levels.	Leaders source ideas and actively use diversity, such as individual strengths.
Communicating.	To able to motivate and inspire via consistent, relevant and authentic communication of the 'why' and 'what'.	To be able to deliver impactful communications to engage people and support areas.	Leaders protect time for communication above all else.
		To be able to communicate authentically.	Leaders experiment with new approaches to traditional activities.
Coaching.	To be able to build individual awareness and responsibility for performance through a supportive and pro-active coaching approach.	To be able to coach people to be more aware and take responsibility for their own actions.	Leaders role model a clear 'mistakes policy' (what happens if a mistake is made) which is articulated to their team.
		To be able to coach/facilitate a team e.g. GEMBA, MINI-Me, In-dialogue session.	Leaders have the trust to step back and give the person the freedom to act (thereby working to appropriate LMAO levels).

#### WHAT WILL WE TARGET?



## MODEL FOR EFFECTIVE COMMUNICATION.

ENGAGING
COMMUNICATIONS
ilead

Without each of these elements being present, or considered, we diminish the impact of our communications and risk the effectiveness of any resulting action from our audiences.

**BE RECEIVED** 

**BE UNDERSTOOD** 

**BE ACCEPTED** 

**MOTIVATE ACTION** 



In order to meet the demands of the launch phase of the new model we need to move to a new shift pattern for a period of time.

This will involve all associates familiarising themselves with new processes in order to deliver the consistent quality needed.

For us to be successful and secure the future we need everyone's full engagement in focusing on operational excellence.

#### 4 KEY POINTS:

What, if anything, is relevant to YOUR audience?

Why should the audience care?

What is the best media/method?

What language should I use?

We explored the fundamentals of preparing to share pre-written comms with a live audience. Video available on the microsite



INDIVIDUAL PRESENTATION.

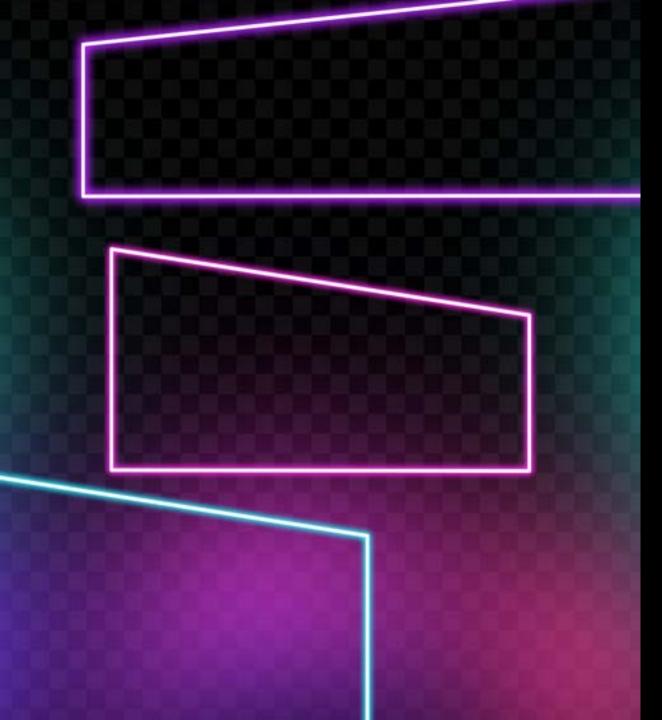
For the scenario you have be prepare a short brief Use all the scenario rear world but is not mig an op

Preparation Time: 15 minutes.



"The human brain starts working the moment you are born and never stops until you stand up to speak in public"

George Jessel



#### DEBRIEF.

Find a partner and now play back your recordings.

Discuss and make notes about the following:

- How did I feel at the time?
- How do I look when I watch back the recording?
- What could I do that would give me more impact when I communicate?

#### WHAT WILL WE TARGET?

02 **Physical** How the person looks and sounds when they communicate

"The way you carry yourself is a source of personal power - the kind of power that is the key to presence. It's the key that allows you to unlock yourself"

Amy Cuddy



## PARKING POSITION

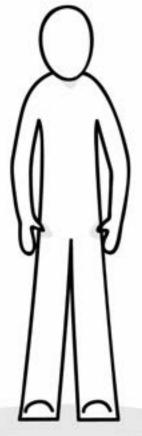
"Expanding your body language through posture, movement, and speech makes you feel more confident and powerful, less anxious"

Amy Cuddy

#### **Eyes**

Looking at individual audience members

**Hips** *Fixed and central* 



Hands & Arms
By your side

**Feet** *Planted into the ground not moving* 

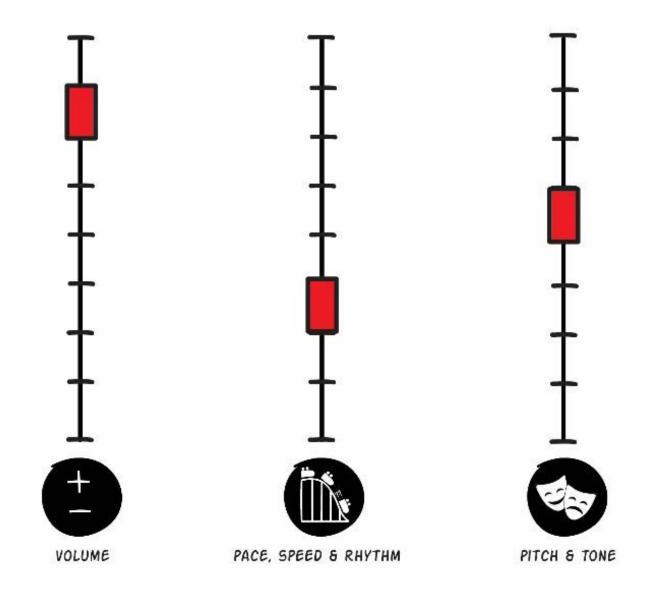
"The human voice is the most beautiful instrument of all, but it is the most difficult to play"

Richard Strauss

#### **VOICE**

"As a speaker you can create a specific mix that suits the content of that part of your presentation. By varying all three in different ways, you will create a dynamic and varied experience for your audience which will enable you to sustain their engagement level far longer."

Chris Atkinson



#### **VOICE TONE ACTIVITY**

Small group activity

"Another round of portfolio"

Angry

Excited

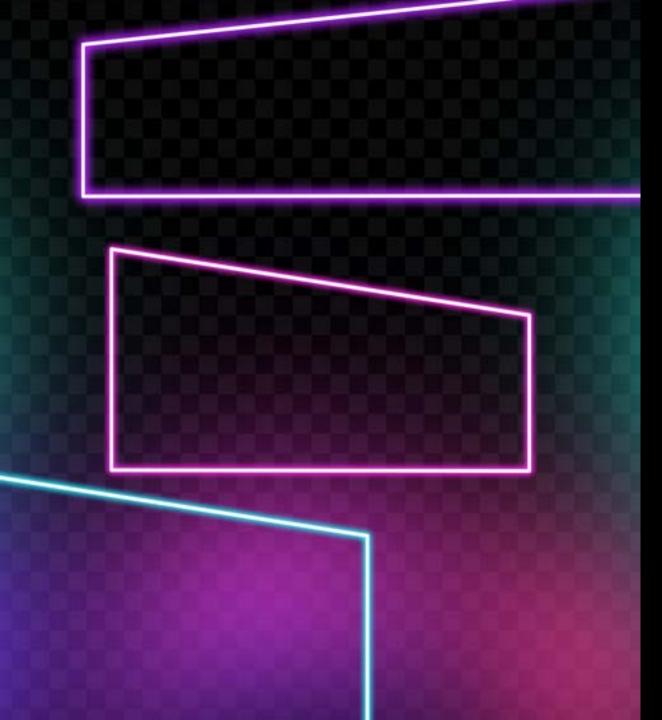
- Pick a card at random.
- Don't show anyone your card.
- Read the sentence at the top two times for each emotion shown.
- Your challenge is to convey the two emotions so well that the audience can guess the emotion.
- If they don't guess correctly you have to try again with more emotion!





BRING ON THE CREATIVITY!





#### DEBRIEF.

Find a partner and now play back your two recordings.

Discuss and make notes about the following:

- What difference did the parking position make?
- How effectively did you use your voice?
- How was your energy/impact different?
- What do you want to focus on tomorrow?



What are your take-aways?

What are you focusing on tomorrow?

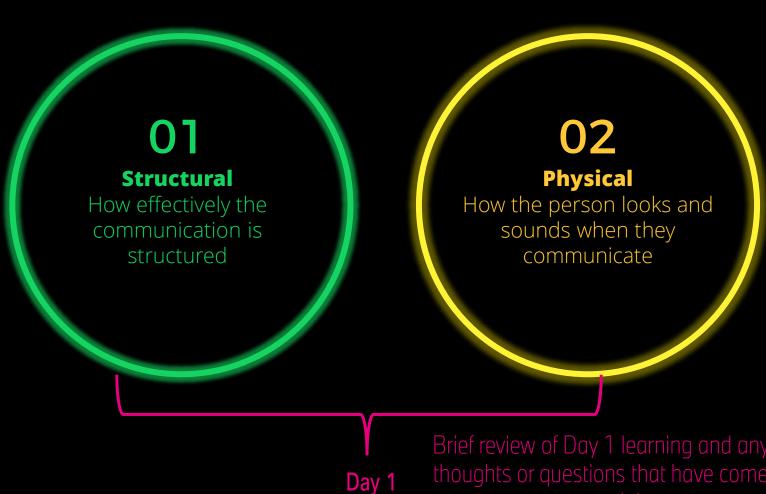
INTRODUCTION 11 **CHAPTER 4:** Facilitation Skills Listening skills 112 **CHAPTER 1:** Structuring Talks & Presentations Advanced open and closed questions .......114 4.2 Floodlight/spotlight and horizontal/vertical questioning techniques . 117 4.3 What is my purpose? ......16 1.1 Context vs Relevance ......120 1.2 Know your audience ......18 4.5 1.3 The primacy and recency effect......25 1.4 **CHAPTER 5:** Inspiring Others 1.5 1.6 Closing a presentation ......34 5.1 What is inspiration and why is it so important?.....129 1.7 The role of technology and slides ......36 5.2 5.3 1.8 The effect of room layout ......39 Storytelling and empathy .......137 5.5 Creating desire through visualisation......148 CHAPTER 2: Presenting With Impact The misunderstood role of fear in inspiration.......157 5.6 2.1 **CHAPTER 6:** Handling Questions & Disruptions Handling nerves and anxiety......53 What to do with your hands and feet ......58 2.3 The power of eye contact and pausing ......61 2.4 6.2 2.5 Using your voice to best effect ......64 6.3 Techniques to handle tough questions.......169 How to handle hostile people and digressions.......175 2.6 Presenting alongside technology......69 6.4 6.5 **CHAPTER 3:** Creating Engagement CHAPTER 7: Using Technology The definition and facts behind engagement ......84 3.1 3.2 Multiple intelligence theory......87 3.3 How to involve your audience ......91 7.2 3.4 7.3 3.5 Using showmanship techniques ......98 7.4 Telling jokes and anecdotes......102 3.6 7.5 

Day 1

Day 2



#### WHAT WERE THE BIG MESSAGES?



## MODEL FOR EFFECTIVE COMMUNICATION.

BE RECEIVED

**BE UNDERSTOOD** 

BE ACCEPTED

**MOTIVATE ACTION** 

# ENGAGING COMMUNICATIONS IL FAD

Today we build on the foundations of Day 1 and focus on the second half of the communication model



#### WHAT WILL WE TARGET?

OT
Structural
low effectively the communication is structured

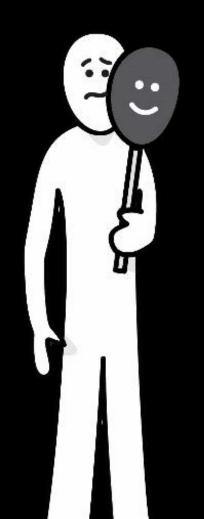
O2

Physical

How the person looks and sounds when they communicate

03 **Emotional** The emotional impact and reaction created by the communication

## EMOTIONAL: TOPIC 1 MASKS.



Why might we wear masks in work?

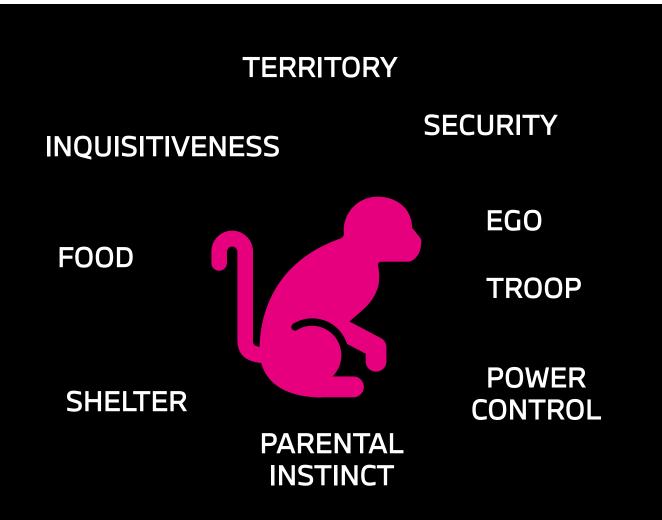
What are the risks if we drop our masks?

## **EMOTIONAL: TOPIC 2 OUR EGO**



Discussion on the topic of Ego and how it impacts our communication and leadership. Revisiting some core concepts from LDP & Springboard programmes for those participants who have done those and offering new insight to those participants who haven't explored this topic before.

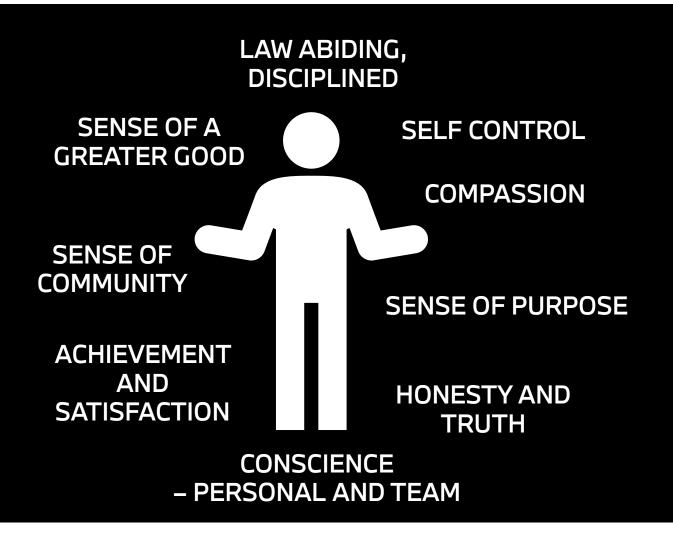
## THE CHIMP (EGO) INSTINCTIVE PART OF OURSELVES COMMITTED TO SURVIVAL



Instinctive drivers these emotional or impulsive behaviours:

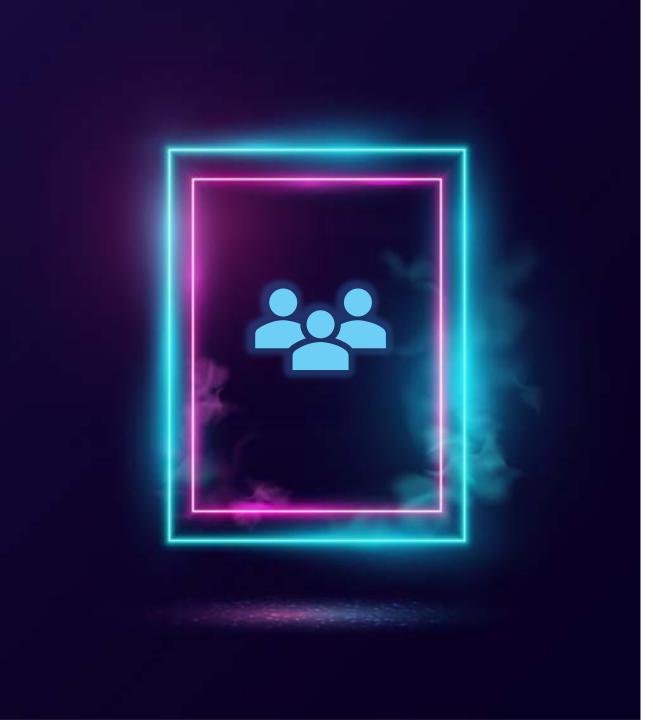
- Jumps to an opinion
- Thinks in black and white
- Paranoia
- Catastrophises
- Irrational
- Emotional judgements

## HUMAN PART OF OUR BRAIN PRE-FRONTAL CORTEX



#### **Conscious Behaviours:**

- Logical
- Justice and structure
- Considered
- Moral Principles
- Ethical values
- Establishing a society agenda
- Factual and truth-based decisions

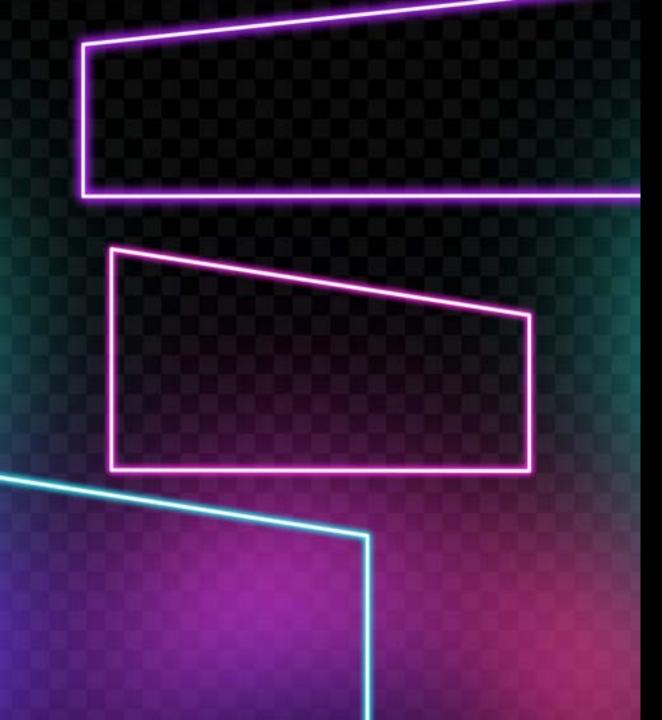


#### **GROUP DISCUSSION.**

Ego is most commonly triggered when something conflicts with our values or beliefs.

In what ways can presenting or communicating in front of others 'trigger' ego behaviours or reactions?





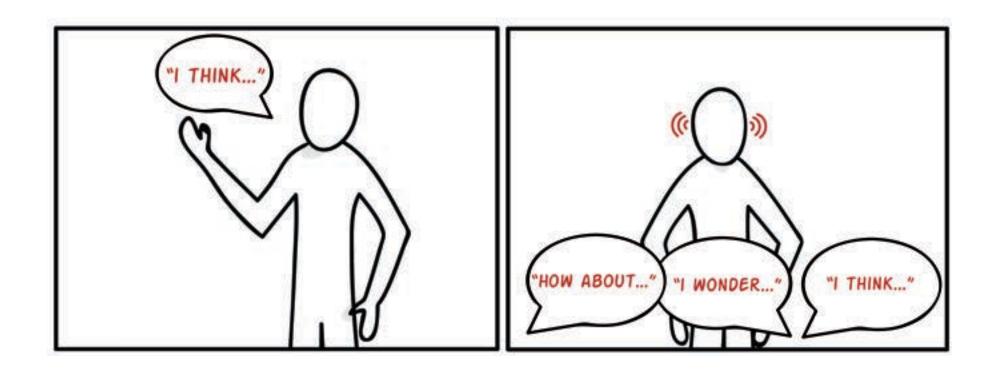
#### DEBRIEF.

Find a partner and now play back your recordings.

Discuss and make notes about the following:

- How did it feel speaking from the heart and with more emotion?
- How is this different to your 'normal' communication style?
- What would you need to incorporate from this presentation into your everyday communication style?

#### **COMMUNICATING VS FACILITATING**



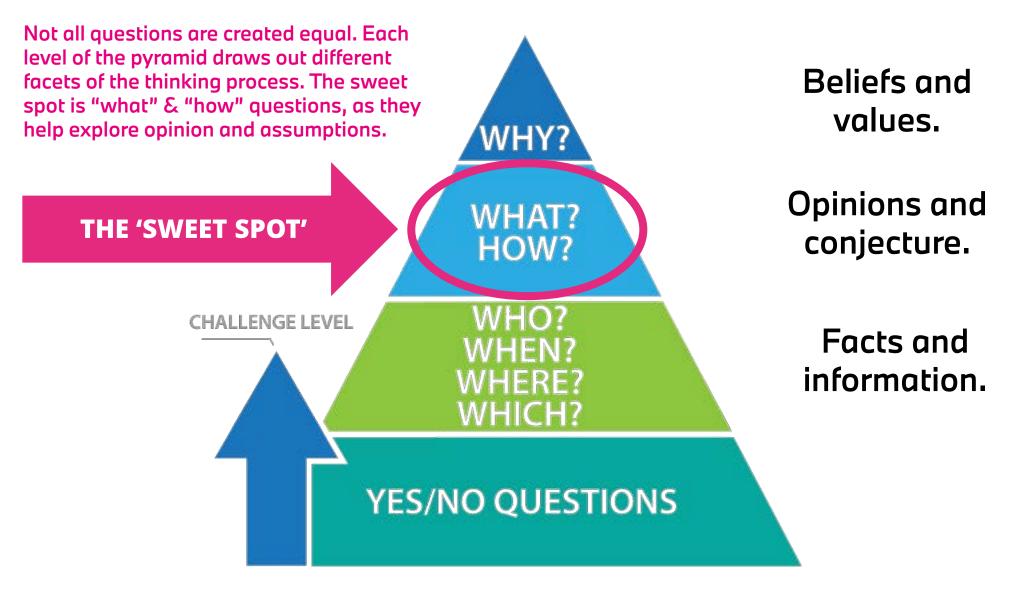
Shifting focus now from single presenter to group facilitation and the benefits and uses of this approach when creating engaging communications with audiences.

## COACHING

## ...what do you know/remember?

Sharing group knowledge on the topic, uncovering any myths or misconceptions and linking to communication and working with groups. Setting up context and scenarios for developing and choosing facilitation over telling or broadcasting.

#### QUESTIONING.







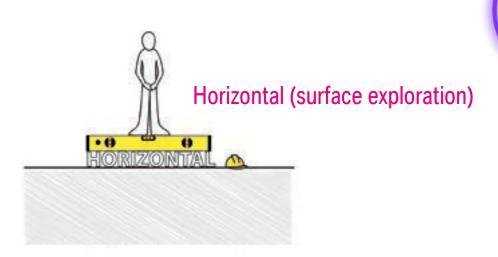
#### **FACILITATION SKILLS.**



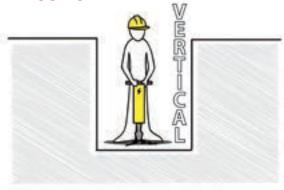


Floodlight



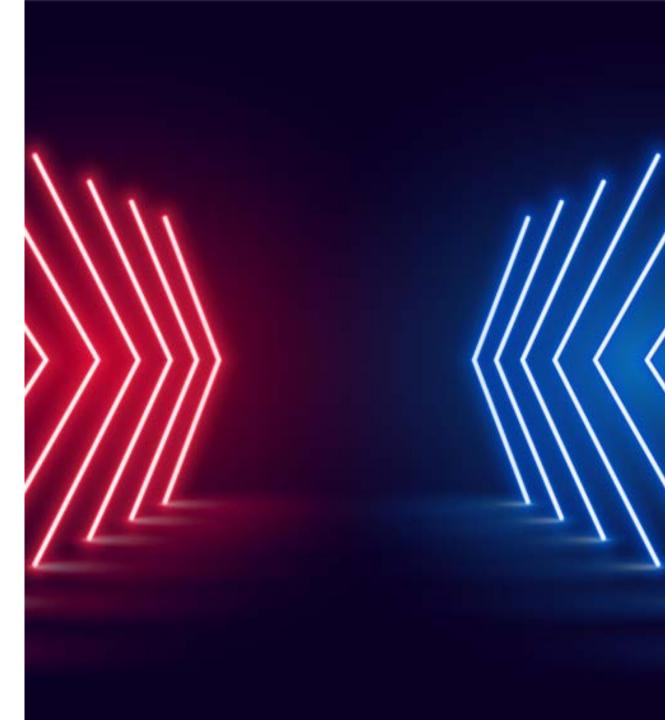


Vertical (digging for deeper understanding)



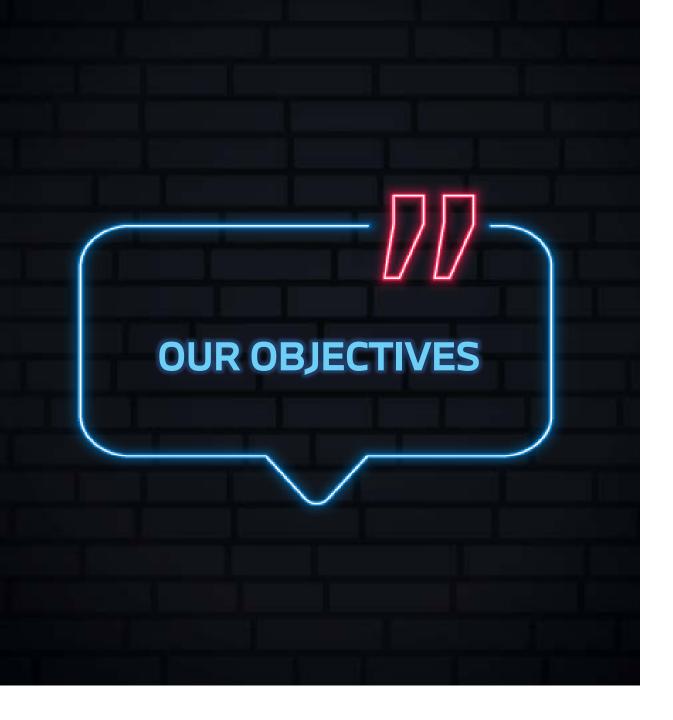
#### **YOUR TURN!**

Working in pairs. Each pair will select random. Your y give new ins g about the pa opinions about this grou area.



# HOSTILEAND CHALLENGING QUESTIONS

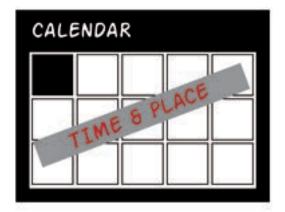




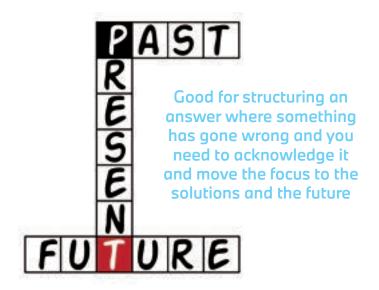
# Stay calm and focused under critical or hostile questioning

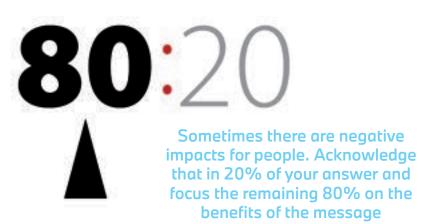
## Respond in a clear and structured way

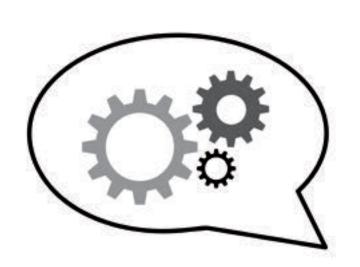
Navigating Q&A sessions in a structured and grounded way, whilst still bringing it to life with your personality, can help strengthen your professional credibility and personal brand



Share a story that showcases your experience. Make it time and place specific so that it is rooted in truth







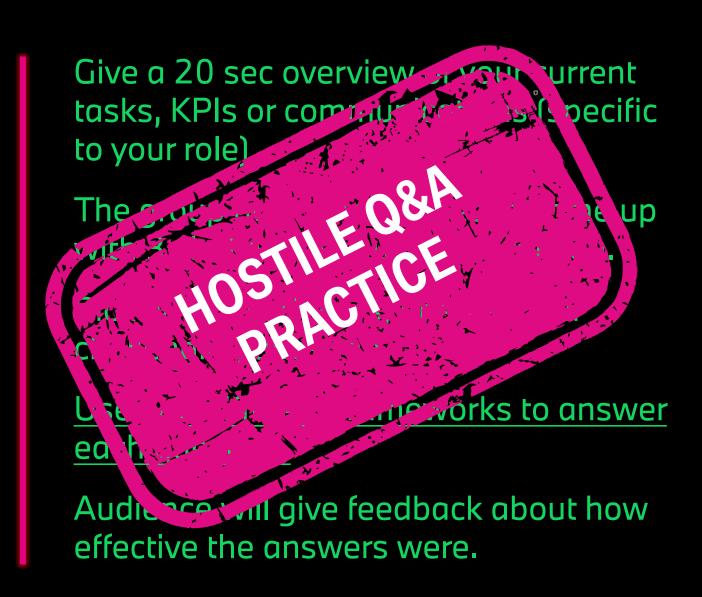
Takes the emotional sting out of a question. "The question is about [topic]" and answer that statement. Use this approach sparingly, break glass in case of emergency

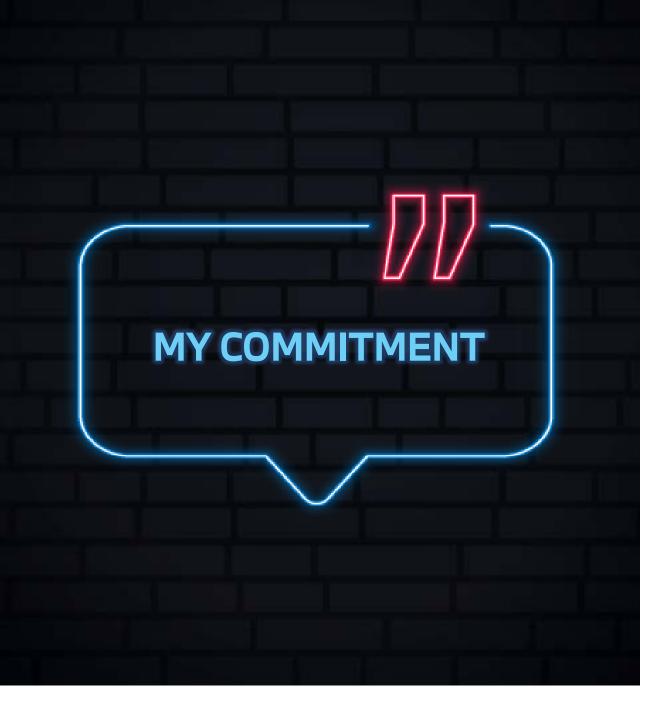
**Reframe Question** 

### **DEVELOPING YOUR RESPONDING SKILLS**

Your task:







Think about your most common communication activities:

What are you willing to change or do differently?

What creative or unexpected approaches are you willing to use more often?

#### **OUR PROGRAMME.**

