

Communicating

WHY?

- Leadership today requires us to be able to communicate with clarity and conviction to small and large groups – on our own subject and on the wider leadership and cultural agendas. This is a key part of **visible leadership** (by which we also mean vocal).

WHAT?

- Communicating effectively is about **ideas and relationships**: use it to stimulate thinking, participation and ideas for improvement; it's about networking of know-how and learning across the organisation. Two-way communication can result in a dialogue between two parties. **Dialogue** is about uncovering a person or group's hidden assumptions and asking questions rather than making statements.

HOW?

What I say...

- **Simplicity**: Keep it simple. Less is more.
- **Reinforcement**: Remember the power of repetition and reinforcement – pause and summarise, signpost, make links.
- **Active and direct**: Active, direct speech, not passive – ultimately you are speaking (not writing) this.
- **Authentic**: Be yourself. Connect to your own feelings, motivations and concerns. Personalise the message, use metaphors and analogies. You've got to believe in the message yourself – ask yourself if you do and why.
- **Empathy**: Think into your audience's shoes – their motivations, feelings and reality. Make links. Find common ground – what are the benefits for you and your audience?

How I say it...

- **Settle yourself** – don't rush in or rush to finish, open confidently and clearly.
- Identify **what excites you** - use words to reflect that, & (at the same time)...
- **Monitor your pace** – speak slowly and deliberately.
- **Watch your tone of voice** – project it, don't trail off and look at the floor or only some people, use your voice to emphasise
- **Remember non-verbals** – your movements, position and posture.
- **Sum up, end memorably** – what do you want them to go away with?

Managing myself...

- **Be 'grounded'** – tune in to the moment and yourself and the surroundings, don't be distracted by what's happened before or may after.
- **Breathe** – deeply to ground yourself and relax, shallow breathing creates a lighter tone.
- **Relax** – it's OK to be nervous, tap into your adrenaline rather than negative emotions.
- **Use the above to aid vocal expression**
- **Inner Coach, not Critic** – take away encouraging phrases from feedback, ignore your inner voice (“I'm bound to forget something”, “They won't be interested”, “I'll look a fool”)

INTELLECT X EMOTION X BODY X VOICE = EFFECTIVE PERFORMANCE

RESOURCE?

- *The Practice of Presence: Exercises for Mind, Body & Spirit*, Nicholas Janni